



NORTHERN YOUTH SERVICES INC.
SERVICES À LA JEUNESSE DU NORD INC.



STRATEGIC PLAN 2019 – 2022

Building Strengths - Building Futures



NORTHERN YOUTH SERVICES INC.
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NYS – SJN STRATEGIC PLAN 2019 – 2022

Building Strengths – Building Futures

DECISION SUPPORT & NOTES DOCUMENT

NORTHERN YOUTH SERVICES Inc. is incorporated in the province of Ontario.

This document is also available in French.

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About this Document - VisionarEase & associates, is honoured to support the Board of Directors of NORTHERN YOUTH SERVICES - SERVICES À LA JEUNESSE DU NORD in the development of its Strategic Plan. The Decision Support & Notes Document is not an academic APA-formatted tool: it is designed to support NYS - SJN in its service to youth, The Board & Leadership Team & Staff can jot down ideas and notes in their personal copies, use it to stay on track with the strategic plan and as the cornerstone of orientation for new Board Directors and Staff.

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VISION MISSION VALUES

Northern Youth Services Building Strengths, Building Futures

Northern Youth Services envisions a future where all Algoma, Muskoka, Sudbury-Manitoulin, North Bay and Parry Sound area youth have the skills and opportunities they need to respond positively in any situation. For the youth we serve – those currently, or at risk of being, in conflict with the law;

Our Vision is

to have youth succeed and contribute positively to society.

Our Mission is

to deliver high level services by providing youth with the necessary skills and tools to succeed.

We Value

a Youth-centered, Strength-based approach that
Recognizes Diversity
and
Accountability.

NORTHERN YOUTH SERVICES – SERVICES À LA JEUNESSE DU NORD

STRATEGIC PLAN 2019-2022

BUILDING STRENGTHS – BUILDING FUTURES

The Board of Directors of NYS is committed to directing and supporting our staff in meeting our youths' needs, helping them Build Strengths and Build Futures. We will lead NYS through a focus on the following Priorities for 2019-2022.¹

PARTNERSHIPS & DEVELOPMENT	SKILLS DEVELOPMENT
<p>GOAL</p> <p>Innovate, optimize partnerships and foster potential new relationships</p>	<p>GOAL</p> <p>Expand skills to maximize agency success in delivering quality services to youth</p>
<p>STRATEGIES</p> <ol style="list-style-type: none"> 1. Perform a needs assessment to determine youths' highest needs, including a focus on opioid risk. 2. Enhance communication with current and potential new partners. 3. Increase community awareness through staff initiatives, including facilitation of events. 4. Explore shared services. 5. Develop new relationships for programs and service delivery. 	<p>STRATEGIES</p> <ol style="list-style-type: none"> 1. Deliver effective staff education. 2. Build and ensure the maintenance of skills to meet current and emerging needs of youth. 3. Support excellent governance and operational performance with updated tools and processes. 4. Maintain an effective complement of board and staff teams. 5. Deliver Change Management training to ensure staff can support youth success during provincial transformation. 6. Renew organizational structure to support agency sustainability and effectiveness.
<p>Expand skills to maximize agency success in delivering quality services to youth</p>	

¹ Detailed Tasks, Targets, Timelines, Lead & Monitoring for each Strategy are embedded in the Operational Plan.

EXECUTIVE SUMMARY



As we move through 2019, NORTHERN YOUTH SERVICES - SERVICES À LA JEUNESSE DU NORD (NYS²) and its peer agencies throughout the province are at a critical stage of organizational

development. The Board of Directors (the Board) will continue to work through funding and directives from the Ministry of Children, Community and Social Services (the Ministry). The NYS Management Team is moving forward under the Board's direction, as required by the Ministry, and in the best interest of the youth served by NYS.

The NYS Vision, Mission and Values, developed in 2015 and reviewed in 2017 and 2019, stands firm as our commitment to the youth we serve. We have succeeded in Building Strengths, and in Building Futures, and we are committed to continuing to do so.

The focus for 2019-2022 is on two Priorities: Partnerships & Development, and Skills Development.

We will achieve advances in Partnerships & Development by innovating, optimizing partnerships and foster potential new relationships. Our research and front-line data tell us the strategies required to achieve this include youth needs assessment which takes into consideration new and critical risks our youth now face. Partner communication, community awareness and the exploration of shared services and new relationships are required to support our youth in succeeding.

Skills Development, our second and closely linked Priority will be achieved by expanding our staff's skills to maximize agency success in delivering quality services to youth. Data and recent experience tell us that staff education must be a priority: current and emerging needs of youth at risk can only be met by well-prepared employees. Tools and processes need updating for governance and operations. The organization's structure needs review for sustainability and effectiveness.

The NYS Board and Management Team developed this strategic plan through late 2018 and early 2019, with input and engagement from staff, community partners and most importantly, our youth clientele. This document provides a snapshot of data which strongly supports the decisions made by the NYS Board, to take us through to 2022. A mirror operating plan is in place, with tasks, targets, timelines and leads assigned.

Feedback from the people who know our youth best, and analysis of our complex external and internal environments helped us build a framework to guide us through the next three years. The NYS Board of Directors thanks all participants who engaged in our planning work. Together, we will continue to contribute to Building Strengths and Building Futures, for the youth of the Algoma, Muskoka, Sudbury-Manitoulin, North Bay and Parry Sound districts.

Strategic Plan 2019-2022: approved by NYS Board of Directors March 20, 2019

² For ease of use, the acronym "NYS" or "agency" or "we, our" will be utilized in this version of the document.

DECISION SUPPORT



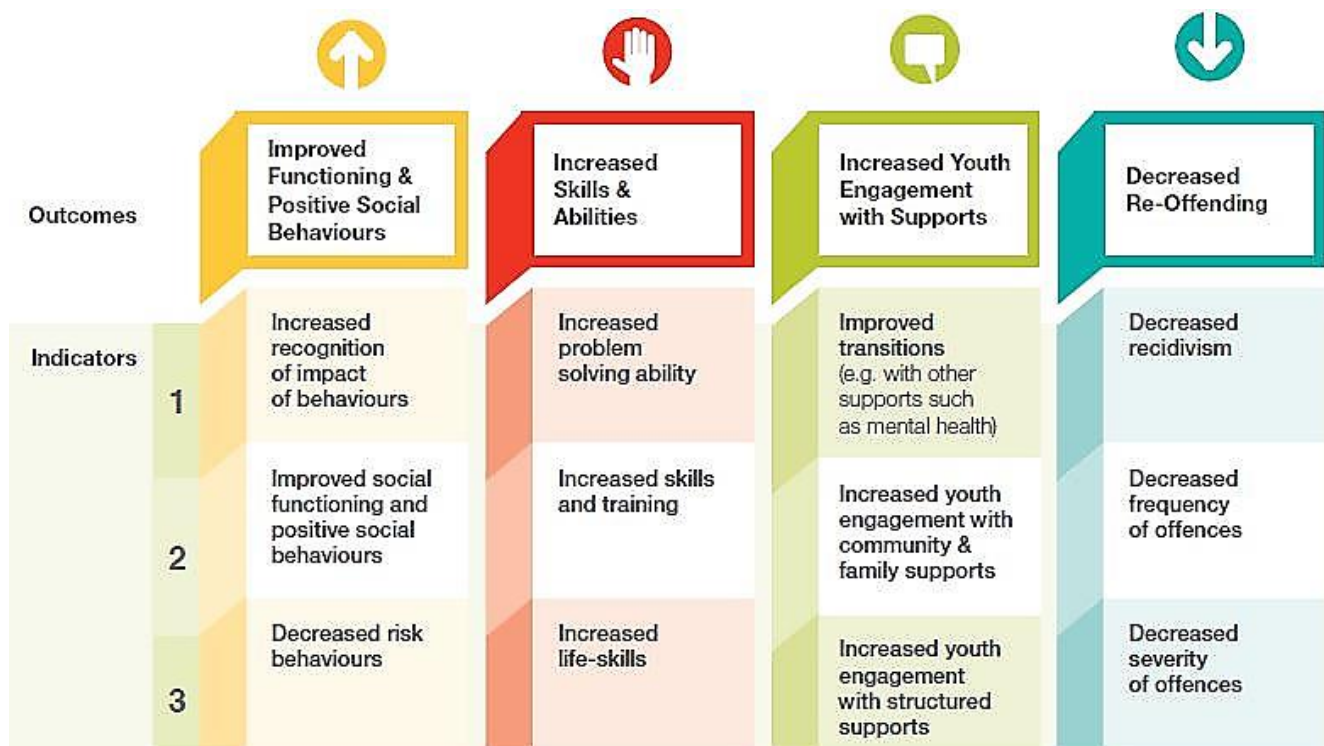
Image Created by NYS Youth

OUTCOME–DRIVEN STRATEGIC DECISIONS

As stated by the former Ontario Ministry of Children and Youth Services (MCYS),
“Research shows that appropriate, community-based programs result in fewer youth re-offending.”³

The outcome-driven strategic decisions made by the NYS Board are in alignment with the above and supported by ample data: highlights are provided in this section. Our strategic plan priorities, goals and strategies are closely aligned with the Youth Justice Outcomes Framework (below). The importance of youth justice agencies operating from this Framework is clear:

“Measuring **Impact, Inspiring Success** - Youth justice programs are committed to improving outcomes for all youth who come into contact with the law. In 2014, the ministry set new system-wide goals that build on our continued efforts to reduce re-offending. This initiative will inspire success and aid in measuring our impact on the youth we serve.”⁴



NYS operates a continuum of evidence-based programming and continues to build strong partnerships for the benefit of youth at risk. The agency has the capacity and skills to continue to provide high quality innovative services to the communities of Algoma, Muskoka, Sudbury-Manitoulin, North Bay and Parry Sound.

As a result of low levels of occupancy in custodial care, the agency now has more capacity to reach youth at risk in our communities. NYS is well-positioned to lead youth at risk in making better choices,

³ <http://www.children.gov.on.ca/htdocs/English/topics/youthandthelaw/index.aspx>

⁴ <http://www.children.gov.on.ca/htdocs/English/professionals/youthjustice/outcomes/index.aspx#>

getting an education or job, learning important life skills and contributing to their communities. NYS will continue to support youth in experiencing positive change.

In line with statements by the Youth Justice Ontario Board in June 2019, NYS is ready to build on its expertise to “repurpose or augment presently underutilized youth justice services to fill service gaps.”⁵

The decisions which make up the NYS – SJN 2019-2022 Strategic Plan are strongly supported by key factors in the agency’s internal and external environment. These factors are woven throughout this document and will be monitored through the life of the plan.

Roots of Violence

Research and in-depth analysis have been done by Ontario experts in the field of needs and supports required by youth at risk. This work includes the study of factors around youth’s involvement with violence and all related issues. Agency leaders must continue to be deeply concerned about the current state of affairs in Ontario, and how we can make a difference for youth. No cluster of factors can explain all situations for all youth – each is a unique individual. However, immediate risk factors for violence and the conditions that generate these risk factors are known and apply to youth within the NYS catchment area.



In its landmark study, “Review of the Roots of Youth Violence”, the Ministry of Children, Community and Social Services (MCCSS) has spoken clearly on behalf of Ontario youth at risk. The following excerpt provides some highlights.⁶

“Youth are most likely to be at immediate risk of involvement in serious violence if they:

- Have a deep sense of alienation and low self-esteem
- Have little empathy for others and suffer from impulsivity
- Believe that they are oppressed, held down, unfairly treated and neither belong to nor have a stake in the broader society
- Believe that they have no way to be heard through other channels
- Have no sense of hope.

Our experience and our work on this review make it clear to us that most youth who feel connected



⁵ <http://www.youthjusticeontario.ca/wp-content/uploads/2019/01/YJO-Board-Minutes-January-29-2019-Draft.pdf>

⁶ <http://www.children.gov.on.ca/htdocs/English/professionals/oyap/roots/understanding.aspx> or <http://www.children.gov.on.ca/htdocs/english/documents/youthandthelaw/rootsofviolence-summary.pdf> NOTE: this report is in separate section online.

to and engaged with the broader society, and who feel valued and safe and see a positive future for themselves in it, will not experience these conditions and will not commit serious violence.

Indeed, many of the youth who meet the above descriptors will also not do so, because no triggering event or circumstance will occur to unleash their feelings, or because **society manages to intervene in time.** But when such a trigger does manifest itself before that intervention, as it all too often does, it is they who are far more likely to explode in a very harmful way.”

NYS has the capacity and skills to continue to increase its role as one of society’s ‘early interveners’.

Youth Crime / Cost to Society

There are many other outcome-driven tools, studies and stories which support our strategic

directions. These include studies which highlight the potential cost savings of early and effective intervention and are supported by strong evidence.

The federal study, “Tyler’s Troubled Life” outlines evidence-based intervention outcomes which can significantly reduce the cost to government agencies related to events and interventions experienced by youth at risk.⁷

Tyler: A fictionalized youth, “Tyler” is used to depict the issues he encounters in his early years, intervention examples, and potential cost-savings from one youth at risk. The cost of his crimes would be \$1.4 Million, and could be offset or prevented with programs such as:



1. \$1.2 Million potential cost savings via SNAP (Stop Now And Plan), a cognitive-behavioral strategy that teaches children and parents how to

regulate angry feelings by having them stop and think about positive alternatives before they react to a situation.

2. \$1.13 Million potential cost savings via YIP (Youth Inclusion Program), a neighborhood-based program that aims to reduce youth crime and anti-social behaviour by creating a safe place where youth can learn new skills, take part in activities and get help with their education.
3. \$887 Thousand potential cost savings via MST (Multisystemic Therapy), a model designed to address a young person’s risk of becoming further involved in the criminal justice system. MST

⁷ <https://www.publicsafety.gc.ca/cnt/rsrscs/pblctns/2016-r005/2016-r005-en.pdf>

targets youth who are already involved in the juvenile justice system and are at risk of being imprisoned.

Full details of the cost savings analysis for Tyler's Troubled Life is included in Appendix - [Tyler's Troubled Life – Cost Estimates](#). References for the sources of costs are itemized and included in the study.

NYS STRATEGIC PLAN 2019-2022 - BUILDING STRENGTHS – BUILDING FUTURES

PARTNERSHIPS & DEVELOPMENT		SKILLS DEVELOPMENT	
GOAL		GOAL	
Innovate, optimize partnerships and foster potential new relationships		Expand skills to maximize agency success in delivering quality services to youth	
STRATEGIES		STRATEGIES	
<div>1. Perform a needs assessment to determine youths’ highest needs, including a focus on opioid risk.</div> <div>2. Enhance communication with current and potential new partners.</div> <div>3. Increase community awareness through staff initiatives, including facilitation of events.</div> <div>4. Explore shared services.</div> <div>5. Develop new relationships for programs and service delivery.</div>		<div>1. Deliver effective staff education.</div> <div>2. Build and ensure the maintenance of skills to meet current and emerging needs of youth.</div> <div>3. Support excellent governance and operational performance with updated tools and processes.</div> <div>4. Maintain an effective complement of board and staff teams.</div> <div>5. Deliver Change Management training to ensure staff can support youth success during provincial transformation.</div> <div>6. Renew organizational structure to support agency sustainability and effectiveness.</div>	
Develop strategies to address youth needs regarding current and emerging trends.			

Our Outcome-Driven Strategic Directions are the foundation for front-line work in all programs and services.

NYS Staff works towards outcomes, through the Operating Plan, which outlines detailed tasks, targets, timelines and leads. This tool helps staff monitor results as they implement each strategy.

Risk assessment is also performed on an ongoing basis.

The Board receives program statistics, which are also submitted to the Ministry.

One strategy (bottom row) directly relates to both sets of Priorities and Goals.

Our Priority, "Partnerships & Development" will be addressed with the Goal to "Innovate, optimize partnerships and foster potential new relationships". We will achieve this through "Developing strategies to address youth needs regarding current and emerging trends".

The second Priority, of equal importance, "Skills Development" will be addressed with the Goal to "Expand skills to maximize agency success in delivering quality services to youth". "Developing strategies to address youth needs regarding current and emerging trends" will support the achievement of that Goal as well.

An example of how each of the Priorities, Goals and Strategies is directly supported by the needs of youth and known successful initiatives, is the Youth Justice Family Worker program, still in pilot phase. Much-needed programs like this can only exist through Partnerships & Development + Skills Development – our top strategic priorities, and the goals and strategies with which we are moving forward. Highlighted here are the Youth Justice Family Worker program elements.



The objectives of the Youth Justice Family Worker program are:

- Provide supports to the families of youth in conflict with the law, to support Rehabilitation and address situations that put youth at risk of reoffending
- Identify strengths, resiliency factors in areas that may require additional support. I.e.: emotional, informational, community.
- An opportunity to understand the dynamics occurring in the family to reinforce positive behavior. Facilitate open and honest communication.
- Support families through a difficult time and develop healthy and supportive relationships.
- To respond to/address the complex issues of high-risk youth and youth in conflict with the law.

Within this program the services offered are Educational support, Family Support, Youth support, Employment support, Substance abuse programming including referrals, Anger management and Cognitive life skills.

This work is done through Assessment, Individual Support, Family Support, Youth and Family Collaboration, Referral to Community Supports where service is required beyond the time frame of the program involvement, and Collaboration with other service providers as required to support coordinated services and case management.

Referrals can be made by the Probation Officer, Schools, Police, Crown, and Community stakeholders that work with youth.

Directly in sync with all aspects of the 2019-2022 strategic plan, we look forward to providing more services such as those within the Youth Justice Family Worker program, for all youth in our communities.

The outcome-driven strategic decisions made for the 2019-2022 plan reflect NYS as a community leader for intervention, “in time” and after youth involvement with violence or other crime. Our Priorities, Goals and Strategies are closely aligned with the current needs of our youth, which now include critical issues such as potential for opioid overdose and involvement with human trafficking.

We are ideally poised to intervene with youth at risk and have the capacity to expand this element of NYS services and programs.

ABOUT THE YOUTH WE SERVE

The mandate of Northern Youth Services (NYS) has been to deliver services to youth 12 to 17 years of age in conflict with the law, who require detention, custody or who are involved in a community support team while residing in the community, in the districts of Algoma, Muskoka, Sudbury-Manitoulin, North Bay and Parry Sound.

NEEDS OF YOUTH AT RISK

NYS Youth report that they came to us for the following reasons:

1. Educational support, even though probation related
2. Desire for success

Themes which are prevalent in staff interactions with NYS youth include the need for:

1. Guidance
2. Support
3. Assistance
4. Life Skills
5. Anger management
6. Safety
7. Consistency

In recent years, Ontario has moved to acknowledge and act on the needs of youth in significant ways. However, we are not where we need to be yet. For example, the Ontario College of Social Workers and Social Service Workers (the College) has come out strongly in its concerns about regulations under the new Child, Youth and Family Services Act, 2017 (CYFSA).⁸ The College has engaged with MCCSS in a submission during the consultation period.”⁹ Leaders at the government level are making progress through new legislation:

“The province has been moving to support more youth at risk by responding to emerging issues and the changing needs of children, youth and their families. The intent of the CYFSA includes:

1. Raising the age of protection from 16 to 18
2. Increasing protection services for more vulnerable youth in unsafe living conditions, to support their education and to reduce homelessness and human trafficking
3. Strengthening the focus on early intervention, helping prevent children and families from reaching crisis situations at home

⁸ <https://www.ontario.ca/laws/statute/17c14>

⁹ <https://www.ocswssw.org/2018/05/01/child-youth-and-family-services-act-2017-proclaimed-in-force/>

4. Making services more culturally appropriate for all children and youth in the child welfare system, including First Nations, Inuit and Métis and Black children and youth, to help ensure they receive the best possible support.”¹⁰

Another example of gaps increasing, is the reality in the Algoma district - Children's Aid Society of Algoma staff reductions, with a reflection here by Adoption Program Worker, Ann Pettenuzzo:

“One of the casualties of Algoma's cuts was an intervention program for foster children with special needs. All five workers who ran the program, which Pettenuzzo said was for children who may have behavioural issues or had pre-natal exposure to drugs and alcohol, lost their jobs last week.”¹¹

The income levels of families in the NYS areas are generally lower than for other areas of Ontario.¹² The impact of poverty is a known factor in the development of anti-social and criminal behaviours.

Though the youth Crime Rate and youth Crime Severity remain in a downward trend,¹³ area stakeholders and staff continue to see that the actual needs of youth in conflict with the law – currently or potentially, are largely unmet. Youth are demonstrating riskier behaviour at a younger age, and criminal elements are succeeding in reaching youth, for their own illegitimate gains. Each youth is a unique individual who needs support to make positive decisions. This approach is in alignment with the MCYS statement:

“We do not assume that there is a single path to success. Every person starts their journey from a unique position and may likewise be headed toward a unique destination. Individual attributes, life choices, and environmental factors interact to set a young person's general direction in life. While some pathways may lead to more successful outcomes than others, this doesn't imply that there is only one road to adulthood. A young person who is headed down one path can, with guidance and support, always chart a new course.”¹⁴

Youth under the age of 24, comprise 41% of the Aboriginal population within the North East region. Mental health, prevention of chronic illness and oral health are concerns for the Aboriginal youth population. Asthma is 1.2 times higher in the Métis population compared to other Ontarians.¹⁵

NYS youth are living in a region with an aging population and greater health challenges than the rest of Ontario. Facing issues from higher infant mortality rates to higher incidences of chronic conditions such as Asthma, Diabetes, Hypertension, Mood Disorders, NYS youth need support to maintain healthy lifestyles.

¹⁰ <http://www.children.gov.on.ca/htdocs/English/professionals/childwelfare/modern-legislation.aspx>

¹¹ https://www.huffingtonpost.ca/2019/03/29/ontario-opioid-epidemic-plunges-childrens-aid-societies-into-crisis_a_23702608/

¹² <https://www.northernpolicy.ca/upload/documents/publications/commentaries-new/leary-income-trends-en.pdf>

¹³ <http://www.statcan.gc.ca/pub/85-005-x/2012001/article/11749-eng.htm>

¹⁴ http://www.children.gov.on.ca/htdocs/English/topics/youthopportunities/steppingstones/youth_policy_development.aspx

¹⁵

http://www.nelhin.on.ca/~media/sites/ne/News%20and%20Events/Internal%20Publications/Aboriginal%20Health%20Care%20Reconciliation%20Action%20Plan_EN.pdf?la=en

Homelessness Risk and Impact

“Without a Home: The National Youth Homelessness Survey”, shows that 20% of the homeless population in Canada is comprised of youth between the ages of 13-24.¹⁶ At least 35,000-40,000 youth experience homelessness in any given year. They may temporarily live in hostels, stay with friends, live in 'squats,' rent cheap rooms in boarding houses or hotels, or live on the streets. Some may still be living with parents or relatives, while being at imminent risk of becoming homeless.

Homelessness is a desperate situation which breeds risk including involvement with crime, drugs and sex trafficking. Homeless youth are a target for those looking to profit from the misfortune of others.

The Journal of Rural and Community Development’s “Rural Homelessness in Canada: Directions for Planning and Research” has found that rural homelessness is frequently reported as hidden and several publications described homelessness in the rural context as being far less visible than urban homelessness. Homeless individuals in rural communities often rely on informal networks, among family and friends, to couch surf and double up.

Small towns are known for their lack of privacy: it is easy to know who the at-risk youth are, who has a substance abuse problem, has a mental illness and is unemployed and may become known to landlords as problematic tenants.¹⁷

In Alberta, the Camrose ‘Open Door’ youth program developed a local needs assessment specific to homeless youth (Hallstrom et al., 2013). This assessment focused on youth at risk, but its analysis of the service network in Camrose extended beyond the needs of youth to include recommendations to add emergency shelter facilities for adults, detox and addiction treatment facilities, as well as additional transitional housing. (ibid)

OIDA International Journal of Sustainable Development’s “Migratory and Transient Homelessness in Northern Ontario, Canada Pathways to Homelessness in Sudbury and Its Related Impacts” presents data on the hidden homeless in Sudbury:

An Indigenous service provider noted that young Indigenous homeless migrants are often part of the hidden homeless population in Sudbury: I would say there’s a really large population of youth... They’re from reserves and they’re coming here for school, for jobs, for a different scene— social scene, maybe friends, different parties, there’s a large population of those. You don’t see them, its complex... but they’re still homeless.¹⁸

Opioid Crisis

8,000 Canadians have died due to overdoses between January 2016 and March 2018 – many of them youth.

¹⁶ <https://www.homelesshub.ca/about-homelessness/population-specific/youth>

¹⁷ <https://journals.brandonu.ca/jrcd/article/view/1230/293>

¹⁸ https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2612100

- Today's youth are dealing with the challenges of new drugs and addictions
- Opioid-related hospitalization rates rise fastest among youth.
- Rate of hospital based opioid events increased by 53% over the last decade – most of the increase in the last 3 years (CIHI, 2017).
- Rates of opioid related hospitalizations are up to 7 times higher among Indigenous youth and 5 times higher among lower income households.¹⁹

Below, are snapshots of the opioid crisis for the NYS catchment area.

Algoma - The Sault had more than double the rate of opioid-related hospitalizations and ER visits in 2017. From Charles Shames, the new Sault Ste. Marie and Area Drug Strategy Coordinator employed by Algoma Family Services:

“Our youth between 15 and 24 are more likely to experience a mental illness or substance use disorder than other people their age in the province,” said The top recommendation in the soon to be released Sault and Area Drug Strategy Report is to “Increase treatment capacity and expand access to the community-based mental health and substance use services for children and youth (age 14-25) ...as we have a critical need for increased youth counsellors and treatment facilities such as youth withdrawal.”²⁰

According to Ali Juma, Algoma Family Services CEO, “The time to take action is now. We are losing too many people, specifically our young people to substance use overdose and poisoning. (ibid)

Muskoka - NYS serves youth from the Muskoka area. Data is presented differently by area agencies for Muskoka, as it may be combined with Barrie data. E.g.: the Simcoe Muskoka District Health Unit. However, it is important to note the opioid crisis is a reality for Muskoka youth as well. Over the first nine months of 2018 there were 55 confirmed and 1 probable opioid-related deaths in Simcoe Muskoka.

North Bay – In 2017, the crude rate for opioid-related emergency departments in the North Bay Parry Sound District Health Unit region was among the highest rates in the past 12 years, and similar to the Ontario rate in 2017. From Det. Const. Brad Reaume of the North Bay Police Service’s street crime unit:

A North Bay man’s drug addiction was so strong he prostituted his 12-year-old daughter to support his fix. Another addict didn’t care about losing custody of his children and another held a gas attendant at gunpoint for \$60. Each addict’s story is different. Fentanyl’s grip on the North Bay community is a strong one that isn’t letting go. North Bay paramedics have seen a 500 per cent increase in calls related to overdoses. We’ve already had two teens die this year due to fentanyl overdoses. We’ve also had one man suffer 30 overdoses and one woman was saved three times with naloxone. They give it up for a week and then they go back. We’re

¹⁹ <https://www150.statcan.gc.ca/n1/pub/11-631-x/11-631-x2018001-eng.htm#a3>

²⁰ <https://www.sootoday.com/local-news/opioid-crisis-highlights-need-for-withdrawal-management-facility-algoma-family-services-1346988>

losing people to fentanyl. The drug is 100 times stronger than morphine. One pound of fentanyl, 95 per cent purity, can kill 250,000 people.²¹

Sudbury - Manitoulin - In 2017 alone, 34 deaths related to opioids occurred in the Public Health Sudbury & Districts service area (Districts of Sudbury and Manitoulin). In February 2019, the Greater Sudbury Police Drug Unit had been tracking suspected opioid-related deaths for the past 25 months. “Staff Sergeant Richard Waugh, who oversees the drug unit, said there have been approximately 60 deaths in that time, that police believe are related to opioid use. He said that averaged out to about one opioid-related death every 13 days.”²²

Mark Gentili, editor of Sudbury.com and Northern Life says, “My teenage children tell me about how popular pharmaceuticals are among their peers, particularly opioids like Percocet (cocaine is also apparently quite popular in Sudbury high schools, they say).”²³

Human Trafficking

Human trafficking is a serious problem and risk to youth in the NYS area. Human trafficking involves recruiting, transporting, transferring, receiving, holding, concealing or harbouring a person, or exercising control, direction or influence over the movements of a person, for purpose of exploiting them or facilitating their exploitation.

Human trafficking is a serious crime and human rights abuse in which someone controls and exploits another person, sometimes called “modern day slavery. In Ontario, Indigenous women and girls are one of the most targeted and over-represented groups that are trafficked”²⁴.

The North Bay Nugget’s feature, “North Bay a human trafficking ‘gateway’” has been an eye-opener for much of the population who were unaware of the presence and reach of this crime. Youth are especially at risk:

“Police often respond to property crimes and apprehend criminals possessing stolen property. When it comes to human trafficking, however, it is people — often young, female and vulnerable — who are taken and treated as possessions. The insidious nature of this criminal activity is that these individuals being trafficked, whether it’s for labour or sexual exploitation, are thought of as property,” said Det.-Sgt. Andrew Taylor of the OPP. “It’s a centuries-old way of thinking that has taken a modern twist, and it is extraordinarily lucrative for the individuals doing it.”²⁵

²¹ <https://www.nugget.ca/news/local-news/it-feels-like-god-is-reaching-into-my-body-and-taking-my-heart-and-giving-it-a-hug>

²² <https://www.cbc.ca/news/canada/sudbury/purple-heroin-sudbury-overdose-1.5005475>

²³ <https://www.baytoday.ca/local-news/opinion-gentili-the-opioid-crisis-has-grown-so-bad-chances-are-its-already-touched-someone-you-know-1222299>

²⁴ <https://www.mcass.gov.on.ca/en/mcass/programs/humanTrafficking/firstYearProgress.aspx>

²⁵ <https://www.nugget.ca/news/local-news/north-bay-a-human-trafficking-gateway>

“Sudbury really is a gateway city, as is North Bay and the Sault,” said Taylor. “And any of those transportation corridors have highly transient organized crime or human trafficking groups that move between cities.” (ibid)

Ontario’s Strategy to End Human Trafficking, launched in 2016, aims to increase awareness and coordination, improve survivors’ access to services and enhance justice-sector initiatives.

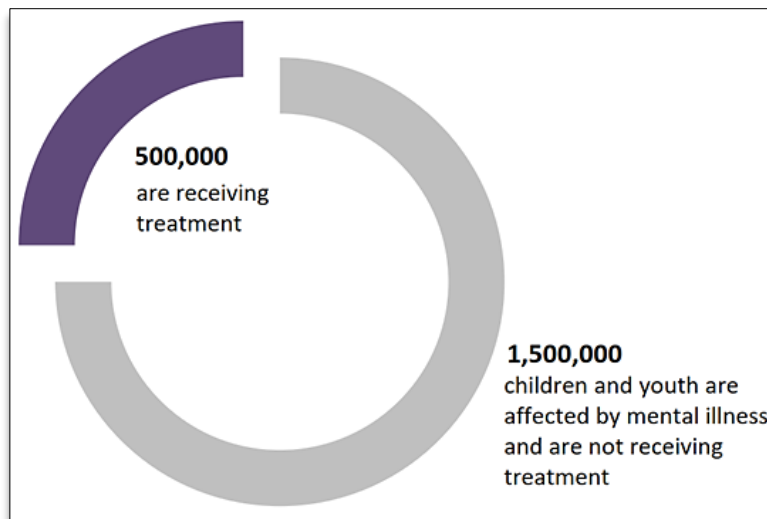
The strategy reflects the diverse perspectives of survivors, front-line community agencies, public safety representatives and Indigenous organizations.

Supporting survivors and providing safeguards for those at risk of trafficking is a part of Ontario’s vision to ensure that everyone in the province can live in safety - free from the threat, fear or experience of exploitation and violence.

The MCCSS’ Ontario’s “Strategy to End Human Trafficking: First Year Progress Report” highlights the status of this increasing risk, and measures recently put in place such as:

- Hired six specialized youth-in-transition workers to support youth leaving the care of children’s aid societies and Indigenous child well-being societies who may be at risk or survivors of human trafficking.²⁶

Mental Health Challenges & Suicide



The Canadian Mental Health Association highlights the reality for Canadian youth in the schematic shown here.²⁷

Data shows the following²⁸:

- An estimated 10–20% of Canadian youth are affected by a mental illness or disorder.
- The number of 12- to 19-year-olds in Canada at risk of developing depression is 3.2 million.
- Mental disorders among youth are ranked as the second highest hospital

care expenditure in Canada, surpassed only by injuries.

- In Ontario, 24% of assessed children and youth do not receive intervention.²⁹
- Suicide is among the leading causes of death in 15-24 year old Canadians, second only to accidents; 4,000 people die prematurely each year by suicide.

²⁶

²⁷ http://www.cmha.ca/public_policy/child-youth-access-mental-health-promotion-mental-health-care/#.VV-VVUZM6QQ

²⁸ <http://www.cmha.ca/media/fast-facts-about-mental-illness/#.VP4XRnzF98E>

²⁹ <http://www.kidsmentalhealth.ca/documents/res-cmho-plenary-session-MCYS-nov-20.pdf>

In “Mental Health / Kids Can’t Wait” - Children’s Mental Health Ontario (CMHO) has shown that child and youth emergency department and hospital visits for mental disorders have risen by 54% and 60% over the last decade while 63% of youth point to stigma as the most likely reason to not seek help. As many as 1 in 5 children and youth in Ontario will experience some form of mental health problem. Excerpt:

5 out of 6 of those kids will not receive the treatment they need. The following excerpt from the article “Child and Youth Mental Health Needs in Ontario Are Not Being Met” clarifies the struggle for many youths:

Children and youth within the child welfare system may face unique mental challenges related to abuse and trauma, attachment disorders, and post-traumatic stress based on their lived experiences.

There are also many differences and nuances for youth who have intersecting marginalized identities because they experience unique challenges related to equity. CMHO cites that:

- Black youth are significantly under-represented in mental health and treatment-oriented services and over-represented in containment-focused facilities.
- First Nations youth die by suicide about 5 to 6 times more often than non-Indigenous youth.
- LGBTQ youth face approximately 14 times the risk and substance abuse than heterosexual peers.
- Youth living in the lowest-income neighborhoods had the highest rates of suicide, emergency department visits for deliberate self-harm, acute mental health service use, and treated prevalence of schizophrenia.

But there is hope.

The Kids Can’t Wait campaign by CMHO focuses on the need for reduced wait times for children and youth mental health services. CMHO states that each year, 120,000 families rely on community-based child and mental health services, but many more kids and families are not able to access these services in part because of wait times. In the absence of adequate community care, children and youth often seek treatment in hospitals – only to be discharged without the ongoing support they need at home in their community. In the worst cases, kids never get the care they need.”³⁰

Substance abuse is prevalent in youth and the related increase in the risk of involvement with crime is of importance to youth agencies. The International Youth Survey found that crime-related behaviour was significantly more prevalent among youth who:

- reported having consumed alcohol (35% vs. 9%);
- reported having consumed drugs (60% vs. 16%);
- had delinquent friends (27% vs. 11%); and
- indicated having little parental supervision (56% vs. 12%).³¹

³⁰ <http://www.oacas.org/2018/01/child-and-youth-mental-health-needs-in-ontario-are-not-being-met/>

³¹ <http://www.publicsafety.gc.ca/cnt/rsrscs/pblctns/ststclsnpsht-yth/index-eng.aspx#ftn35>

Self-harm rates, including death by suicide in Canada have risen to alarming rates, with highly-publicized tragedies in all Northern Ontario communities - especially our Indigenous communities.³² Indigenous youth are particularly at risk for poor mental health. 11.0% of off-reserve First Nations and 7.8% of Métis youth report having a mood disorder. Rates of acute-care hospitalizations for intentional self-harm are high among indigenous youth aged 10 to 19:

- 42 per 100,000 for First Nations youth living on reserve
- 26 per 100,000 for First Nations youth living off reserve
- 20 per 100,000 for Métis youth
- 101 per 100,000 for Inuit youth living in Inuit Nunangat³³

New risks are impacting youth. Youth are more connected than ever, through social networking. However, cyberbullying is a reality.³⁴ The opioid crisis and human trafficking are two urgent risks which have emerged in northern Ontario as elsewhere. Helping youth at risk with the best possible supports, is what NYS does best, and what we are poised to expand on.

Care for Children and Youth with Mental Disorders³⁵

The Canadian Institute for Health Information (CIHI), reports that the rate of hospitalizations and emergency department (ED) visits by children and youth in Canada for mental disorders continues to increase.³⁶

(Table next)

³² https://www.cihi.ca/sites/default/files/info_child_harm_en.pdf

³³ <https://www150.statcan.gc.ca/n1/pub/11-631-x/11-631-x2018001-eng.htm#a3>

³⁴ <https://www150.statcan.gc.ca/n1/pub/11-631-x/11-631-x2018001-eng.htm#a2>

³⁵ http://www.cihi.ca/cihi-ext-portal/internet/en/document/types+of+care/specialized+services/mental+health+and+addictions/release_07may15

³⁶ <https://www.cihi.ca/en/child-and-youth-mental-health-in-canada-infographic>

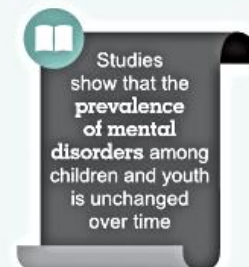
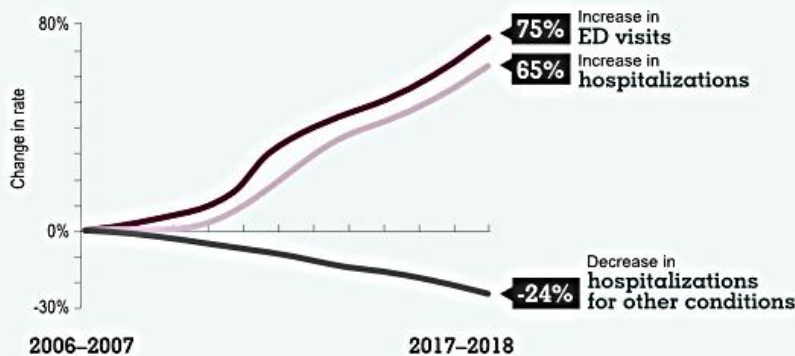
Child and youth mental health in Canada

10% to 20% of Canadian children and youth **may** develop a mental disorder



Mental disorders among all ages accounted for **13% of the global burden of disease**

Has hospital use for mental disorders changed?



Studies show that the prevalence of mental disorders among children and youth is unchanged over time

Notes
Percentage change relative to 2006-2007 baseline.
Children and youth: Those age 5 to 24.
Based on unique patients.

How many youth received medication for mental disorders?

1 in 11 youth*



were dispensed a mood/anxiety or antipsychotic medication



The most commonly prescribed antipsychotic medication was **dispensed to youth almost exclusively at dosages below the recommended range** for treating schizophrenia and bipolar disorders.

* 9.3% (87,282) of youth living in British Columbia, Saskatchewan and Manitoba were dispensed at least one medication intended to treat a mood or antipsychotic disorder. This equates to 1 in 11 adolescents in 2017-2018.

Visit cihi.ca for more detailed information about youth and mental health in Canada.

© 2019 Canadian Institute for Health Information



NYS looks forward to ongoing collaborations with community partners in helping to transform the experiences of youth and families who need help for mental health issues and are currently or potentially involved in the justice system.

Youth Crime

Youth are much more likely to be accused of a police-reported crime than people aged 25 years and older. The 2014 analysis showed that rates of youth accused of crime were more than twice as high as rates for individuals 25 years or older. The police-reported youth crime rate has long been on a downward trend, declining for over two decades after peaking in 1991.³⁷

³⁷ Allen, M. and S. Perreault. 2015. "Police-reported crime in Canada's Provincial North and Territories, 2013." Juristat. Statistics Canada Catalogue no. 85-002-X.

Police-reported youth crime usually involves relatively minor offences. The most frequent criminal offences committed by youth in 2017 were:

- Theft of \$5,000 or under
- (776 accused per 100,000 youth)
- Common assault (level 1) (536 per 100,000 youth)
- Mischief (433 per 100,000 youth)

The above offences were also among the most frequent violations committed by adults. The rate of cannabis possession among youth was also relatively high, at 342 accused per 100,000 youth. The legalization of cannabis will significantly impact the crime rate related to that drug.

Since 2008, the YCSI has generally been on a downward trend. The increase in 2017 is the first notable increase in the youth CSI since 2007. Note: Despite this, the YCSI in 2017 was still 38% lower than 10 years previously. This ten-year decline in youth crime has been greater than for crime overall; the overall CSI (which includes crime committed by youth) fell 24% over the same period.

Quick Stats – Youth Crime

- Most youth accused of crime are not charged, especially for minor offences.
- Between 2014 and 2015, the YCSI increased from 61.0 to 61.3 (0.4%).
- 43% of youth accused of crime in 2017 were charged by police
 - Percentage charged tends to be much higher for the most serious violent offences
 - Property offences, 29% of youth accused were charged.
 - Theft of \$5,000 or under or mischief, one in five youth accused were charged (20% and 19%, respectively).
 - Breaking and entering, the most serious property offence, 49% of youth accused were charged.
- Approx. 88,700 youth accused of a criminal offence in 2017 / 450 fewer than 2016 (1% decrease).
- Increase in the Youth Crime Severity Index³⁸ in 2017 / slight decrease in rate of youth accused of crime
- 2017: YCSI increased 3% / * first notable increase in the YCSI since 2007 / Over ½ of increase due to higher rates of youth accused of robbery (+13%) and homicide (+108% from 24 to 50 homicides).
- Increases in rate of youth accused of sexual assault and sexual violations against children also contributed to the 2017 rise.
- Among youth accused, the percentage of accused who were charged was higher for violent offences (50%).
- 2017 increase in the YCSI partly offset by declines in breaking and entering (-7%) and attempted murder (-53%).
- 2017 youth non-violent CSI decreased 4% as a result of decreases in the rate of youth accused of breaking and entering (-7%) and theft of \$5,000 or under (-4%).

³⁸ Measures both the volume and severity of crimes involving youth accused (both charged and not charged)

The increase in the YCSI in 2017 was primarily the result of increases in the rate of youth accused of violent offences, particularly robbery (+13%), as well as homicide, which more than doubled, increasing from 24 to 50 youth accused per 100,000 youth between 2016 and 2017. The increase in the YCSI was partly offset by declines in breaking and entering (-7%) and attempted murder (-53%).

The YCSI did not increase everywhere. Between 2016 and 2017, increases were reported in five provinces and territories: Manitoba (+14%), Ontario (+11%), the Northwest Territories (+4%), Newfoundland and Labrador (+2%), and British Columbia (+2%) (Table 11). Large declines in youth CSI were reported in Nova Scotia (-15%) and New Brunswick (-10%). Declines were also reported in Nunavut (-9%), Yukon (-9%), Saskatchewan (-8%), Prince Edward Island (-7%) and Alberta (-2%). There was no noticeable change reported in Quebec.

Impact of the Youth Criminal Justice Act on NYS Youth

The principles and objectives of the YCJA are to divert youth away from the formal justice system especially when they are accused of relatively minor offences.³⁹

The YCJA outlines a variety of extrajudicial measures that can be used by police in lieu of charging a youth with an offence such as:

- warnings and cautions
- referrals to community programs
- other extrajudicial sanctions programs under the YCJA.

From 2002 to 2003, with the introduction of the YCJA, the proportion of youth accused who were charged by police dropped substantially as more youth were dealt with by extrajudicial measures, especially for less serious offences. The percentage of youth who are charged has remained relatively level since then.

NYS staff know first hand, from our youth, why they commit crime: low self-esteem, a deep sense of alienation, impulsivity, feeling oppressed, not heard, having no sense of hope.

NYS Youth and Future Employment

Preparing youth for an unpredictable future job market is challenging – for youth at risk and youth involved with the justice system, the challenge is compounded. Youth need key skills to adapt, and the skill list has changed:

Literacy, numeracy and scientific knowledge will always be critical. But recently, the World Economic Forum asked executives from some of the world's leading companies what they thought the most important job skills would be in 2020. Their number one response? Complex problem solving. Other skills on their top ten list included critical thinking, creativity, collaboration and emotional intelligence.⁴⁰

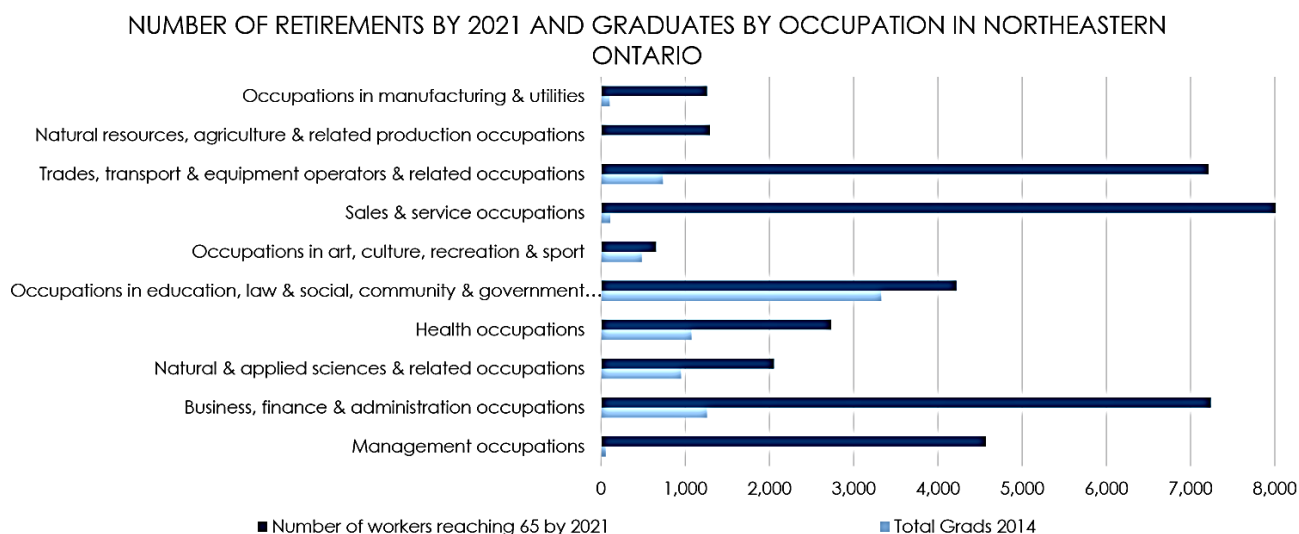
³⁹ <https://laws-lois.justice.gc.ca/eng/acts/Y-1.5/index.html>

⁴⁰ https://www.huffingtonpost.ca/craig-and-marc-kielburger/future-job-market_b_16687862.html

The job market for which we need to prepare youth is highlighted in the Northern Policy Institute's report, Demographic Trends in Greater Sudbury, Sudbury and Manitoulin.⁴¹ The following data sample outlines the occupations where massive retirements are to occur.

Socio-Economic Consequences

Skills shortage as workers will retire

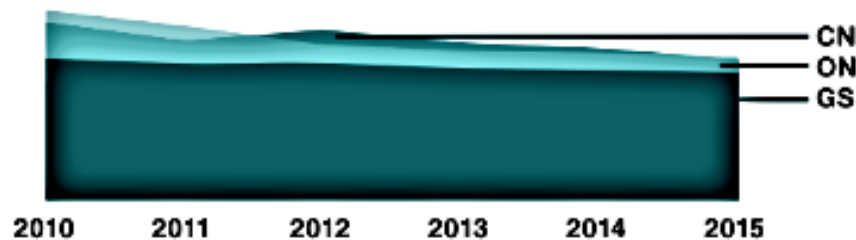


DEMOGRAPHIC TRENDS IN GREATER SUDBURY, SUDBURY AND MANITOULIN⁴²

Youth Unemployment

Youth unemployment in Greater Sudbury was 15.2% in 2015, an increase from 14.2% in 2014. Youth unemployment in 2015 in Greater Sudbury was higher than the provincial (14.7%) and national (13.2%) rates.

Youth need more opportunities for employment. The trend in Greater Sudbury is typical throughout the north.



Source: Statistics Canada, Labour Force Survey

Greater Sudbury Vital Signs 2016⁴³

⁴¹ https://www.northernpolicy.ca/upload/documents/presentations/presentation_draft_17-03-27_markserre.pdf

⁴² https://www.northernpolicy.ca/upload/documents/presentations/presentation_draft_17-03-27_markserre.pdf

⁴³ https://communityindicators.net/wp-content/uploads/2019/02/VS_R_ForWebEnglish.pdf

Early Intervention is the Key



Organizations like NYS need to act early and respond when needed, with programming that is evolving and meets the specific needs of vulnerable youth. NYS works with funders, community partners and the judicial system to meet the service objectives which create the optimum positive impact for youth.

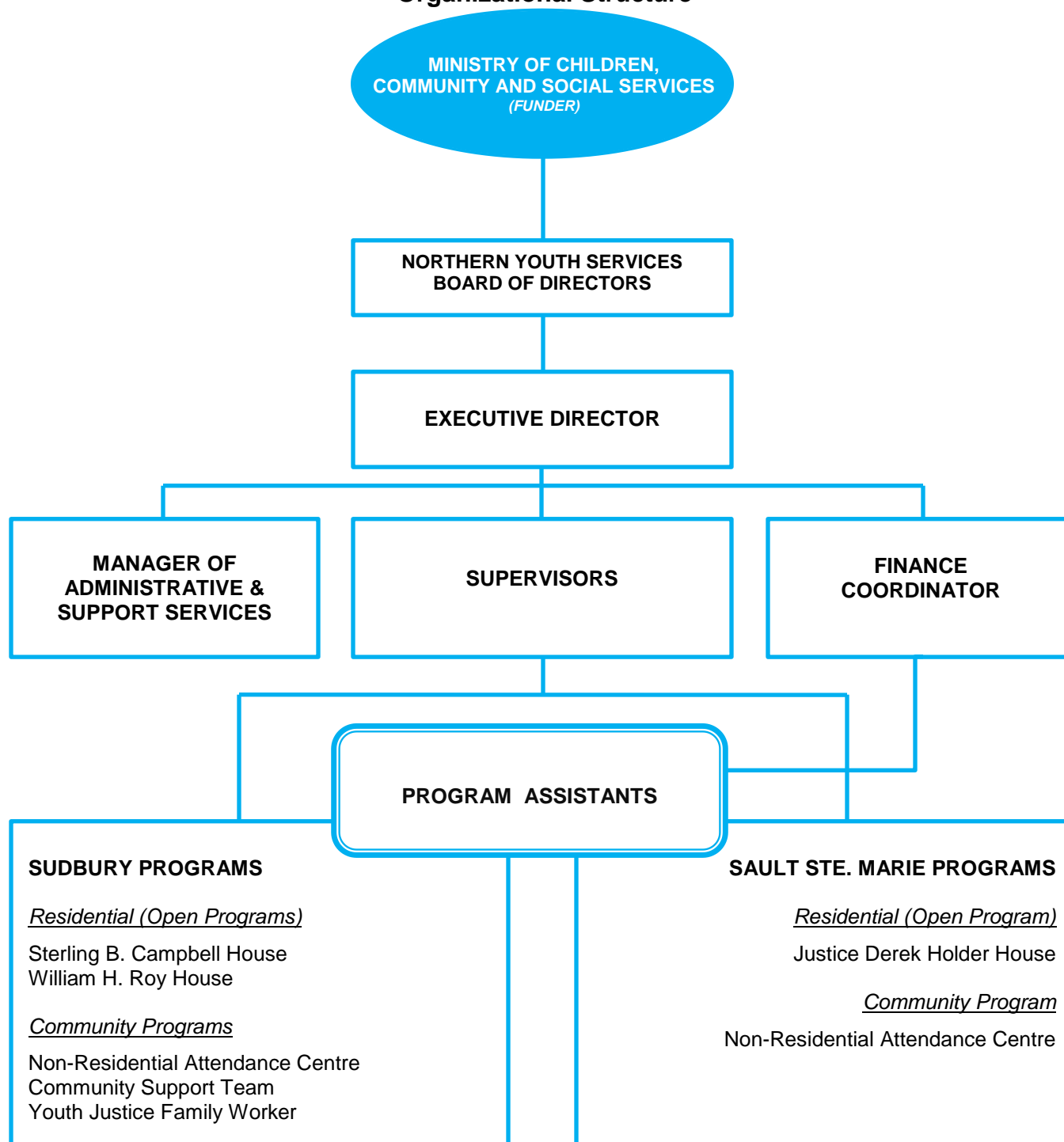
Trends in offending activity by youth show a gradual increase year over year from age 12, peaking at 17 years of age. However, research shows that youth who receive positive interventions as soon as possible after an offence is committed, have the greatest chance of making lifelong changes. “Trends in offending” are directly impacted by the factors in the life of each youth, including involvement with opioids, human trafficking, homelessness and the increasing gaps in our social network.

Addressing these systemic challenges is required by youth justice organizations and partner agencies, police, crown attorneys and courts, to provide positive interventions before and after offenses take place. This needs to become the “New Normal”, before Northern Ontario loses any more youth to the risks they face.

ABOUT NYS



Organizational Structure



Our History



In 1979, the agency was incorporated under the name Sudbury Juvenile Services becoming operational in April 1980 as a semi-secure detention service with a Child Welfare designation as a place of safety. The service was operated from a 10-bed cottage style building on the grounds of Cecil Facer Training School. It was funded by the Ontario Ministry of Community and Social Services and was governed by the federal Juvenile Delinquents Act.

In 1981, the corporate name was changed to Sudbury Youth Services. The Juvenile Delinquents Act was replaced by the Young Offenders Act in 1984 and the

service was now responsible to deliver open detention/custody services for the District of Sudbury-Manitoulin.

The year 1990 saw the agency construct a new 10-bed facility to house this program and expand its mandate to begin a 10-bed secure detention/custody program co-located on the same site on Bancroft Drive. Administration offices were also built on this site.

The open detention/custody program located at 3260 Bancroft Drive was named William H. Roy House after the founding board President (1979).

The secure detention/custody program located at 3200 Bancroft Drive was named after the Sudbury MPP who advocated very strongly for a secure program and, when established, was named after him - Sterling B. Campbell House.

In 1997, an Alternative to Custody Program was initiated. In 2006, this program moved to a community-based office located in downtown Sudbury. It is now called the Community Support Team.

2000 - The agency expanded to the District of Algoma when it was asked to take over operation of the Sault Ste. Marie Observation and Detention Home, open detention/custody program. The agency's corporate name changed to Northern Youth Services so that it reflected its new area of responsibility beyond Sudbury.

2001 - The agency was asked and agreed to assume the operation of the open custody program in Azilda and purchased the house that had been used by the previous service provider. The program became known as Senga House.

2002 - Addition of the Algoma Youth Centre, an 8-bed secure detention/custody program in Sault Ste. Marie.

2005 - Addition of the Sudbury pilot Non-Residential Attendance Centre.

2006 - Addition of a second pilot Non-Residential Attendance Centre in Sault Ste. Marie.

2006 (December) - Change of Senga House mandate to gender specific (female) and addition of open detention to serve a larger catchment area that includes the districts of Muskoka-Parry Sound and North Bay.

2006 (December) - Change of William H. Roy House mandate to gender specific (male) program.

2008 (April) - Non-Residential Attendance Centres in Sudbury and Sault Ste. Marie move from pilot program status and now receive funding on an annual basis.

April 28, 2008 - Closure of the Algoma Youth Centre, secure detention/custody.

October 14, 2008 - Dedication of Justice Derek Holder House at 631 Second Line West, Sault Ste. Marie.

September 2009 - Closure of Sterling B. Campbell, secure detention/custody.

April 2010 - Male Gender specific open detention/open custody program was relocated from 3260 Bancroft Drive to 3200 Bancroft Drive, Sudbury site and assumed the name of Sterling B. Campbell House.

June 2010 - Female Gender specific open detention/open custody program (previously located at Azilda site) was relocated to 3260 Bancroft Drive, Sudbury site and assumed the name of William H. Roy House.

2014 – Facilities in operation:

- Sterling B. Campbell House - 8 bed facility
- William H. Roy House - 6 bed facility
- Justice Derek Holder House - 6 bed facility now co-ed facility.

2015 - NYS serving Algoma, Muskoka, Sudbury-Manitoulin, North Bay and Parry Sound Districts / The following facilities are in operation:

- Sterling B. Campbell House - 8 bed facility (male), Sudbury
- William H. Roy House - 6 bed facility, (female) Sudbury
- Justice Derek Holder House - 6 bed facility now co-ed facility, Sault Ste. Marie.

2016 - The Burst program, “Camp BURST” is aimed at improving the lives of Sudbury’s young people.

The BURST youth leadership camp was created to focus on the youth that have more risk factors. BURST (Building and Understanding Resilience and Strength Together) is a four-day day camp (no sleepovers) aimed at helping young people develop their leadership skills and coping mechanisms. It also enables them to spend time forest-bathing in the natural world.

It is strength-based and focuses on building resilience in our youth.

The camp was piloted in 2016, a collaboration between NYS, the Greater Sudbury Police Service and Laurentian University social work students who were on placement – and included 25 campers.

2016 - Youth Justice Family Worker / pilot - Currently a successful pilot initiative, the Youth Justice Family Worker Program is a community-based program that serves at-risk young persons aged 12 to 17 and their families. “At risk” refers to youth who are in conflict with the law and/or have been sentenced and/or are at risk to reoffend and/or reside in a high-needs community that further increases exposure to risk factors and or have mental health and or behavioral needs.

Governance

The NYS Board of Directors is composed of up to 12 volunteer members from the Algoma and Sudbury-Manitoulin communities. Individuals with varying backgrounds and expertise are sought, including financial, legal, education, mental health and policing, among others, depending on governance needs. The Executive Director reports directly to the Board through the President of the Board of Directors and is accountable to the Board for the all NYS operations.

Legislative requirements for governance as well as operations are monitored and met on an ongoing basis.

Geographical Area Served

NYS serves youth in a large catchment area including Algoma, Muskoka, Sudbury-Manitoulin, North Bay and Parry Sound.⁴⁴



Funding

Ontario is experiencing a transformation within and across all ministries. Previously funded through the MCYS (Ministry of Children and Youth Services), NYS is now funded by the Ministry of Children, Community and Social Services (MCCSS). Northern Youth Services (NYS) provides services to its youth population by authority of its annual service agreement with the Province of Ontario - Ministry of Children, Community and Social Services (MCCSS). As with other organizations operating for the public good, and doing so through the engagement of employees, NYS complies with a large variety of legislative acts and other governmental directives.

With recent improvements to employee compensation through Bill 148, agencies are struggling to maintain the integrity of improvements implemented since the act's amendment by Bill 47. Bill 47, the

⁴⁴ “North Bay” is meant to include West Nipissing for the purposes of this document.

Making Ontario Open For Business Act, 2018 almost completely repealed the previous legislation.⁴⁵ Youth Justice Ontario is working to address this issue.⁴⁶

NYS and the French Language Services Act

The French Language Services Act (1986) (FLSA) guarantees an individual's right to receive services in French from Government of Ontario ministries and agencies in 25 designated areas. NYS operates within a designated area and was designated in 1990. There is a plan in place that ensures accountability for French Language service provision. As of 2013, this means that:

- I. Services must be of high quality and offered on a permanent basis by employees who possess the required French language skills.
The agency must ensure the permanence of the French-Language services offered to the public. It must incorporate delivery of French-Language services into its bylaws, policies and quality control processes.
- II. Access to services must be guaranteed and follow the principles of the active offer of French language services.
- III. Francophone representation on the agency's board of directors and committees must be included in the bylaws and be proportionate to the percentage of Francophones within the population served.
- IV. There must be effective representation of Francophones on the senior management team.
- V. The board and senior management must be accountable for the quality of French language services provided.
In other words, to achieve designation under the terms of the *French Language Services Act*, the agency must ensure adequate representation of the Francophone community on its board of directors and within its management team.⁴⁷

An agency applying for designation demonstrates its fulfillment of these criteria by meeting thirty-four (34) compliance requirements. These compliance requirements are more specific and elaborate on the following major topics:

- Direct services to clients;
- Governance and accountability;
- Composition of the board of directors;
- Francophone representation in senior management;
- Visual identity of the organization, including signage and communications;

⁴⁵ <https://www.ontario.ca/laws/statute/S18014>

⁴⁶ From YJO Board minutes Jan 2019 - "Costs associated to Bill 47 and Repeal of Bill 148 – no new information. Agencies are trying to keep the integrity of Bill 148 without funding. This is an agenda item to be brought to the attention of MCCSS."

⁴⁷ https://csfontario.ca/en/articles/6284#toc_12

- Human resources, including recruitment and training of bilingual staff; and
- Endorsement from the community through letters of support from community leaders.

Partners & Relationships



Ministry of Children, Community and Social Services – NYS' funding partner, as with other Ontario ministries, is undergoing transformation. Currently, the previous MCYS mandate statement(s) is publicly posted:

In 2003, the Ministry of Children and Youth Services was created to:

- make it easier for families to find the services to give kids the best start in life,
- make it easier for families to access the services they need at all stages of a child's development,
- and help youth become productive adults.

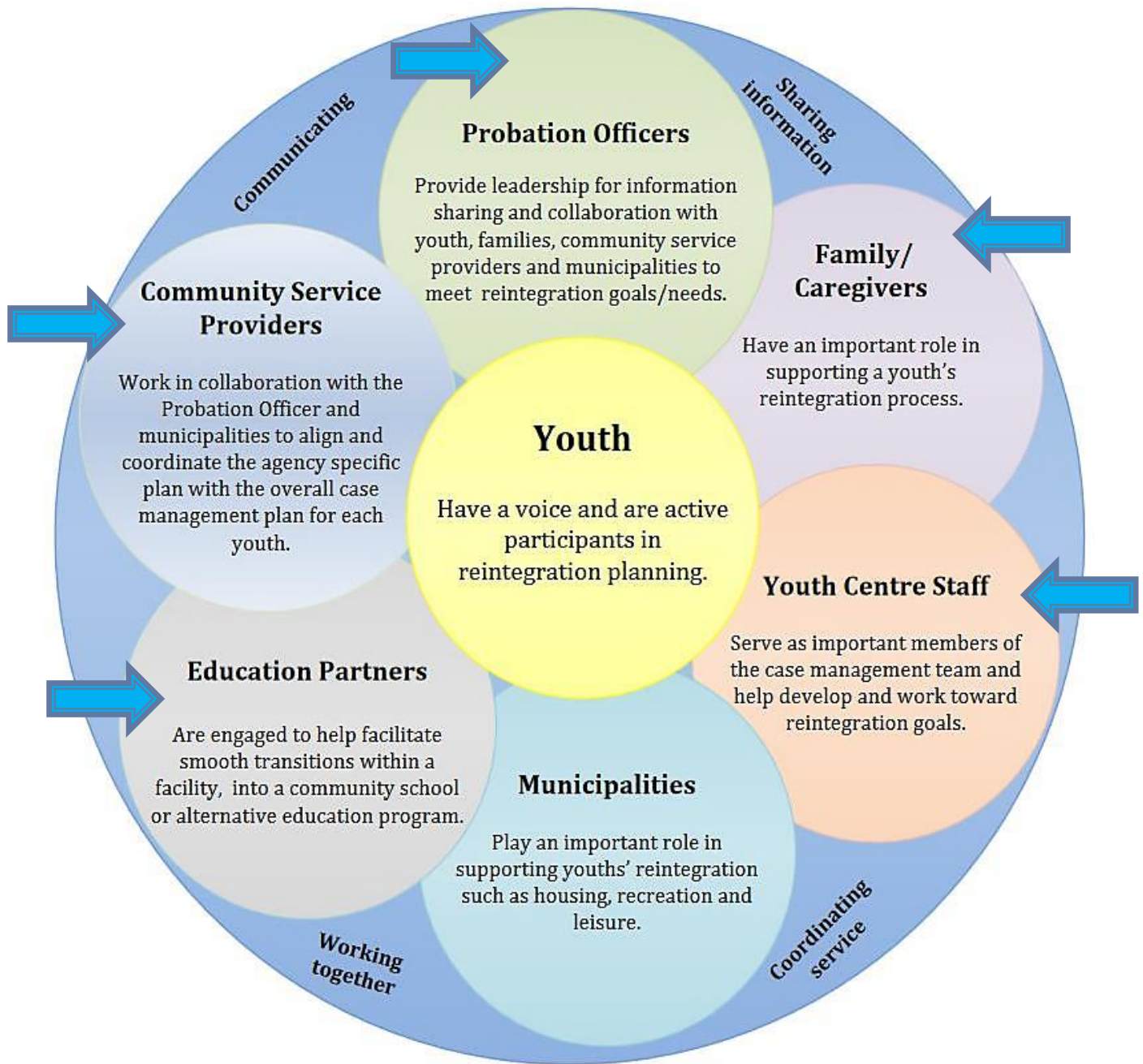
Our Vision

The Ministry of Children and Youth Services envisions an Ontario where all children and youth have the best opportunity to succeed and reach their full potential.

Our Mission

The ministry is working with government and community partners to develop and implement policies, programs and a service system that helps give children the best possible start in life, prepare youth to become productive adults and make it easier for families to access the services they need at all stages of a child's development.

NYS successes in providing services to youth at risk is largely because of our operating in line with the Re-integration model, relationships and partnering. This next graphic highlights 5 areas where NYS is closely involved (see [blue](#) arrows).



Opportunity – NYS has the capacity to increase youth access to programs. Our successes in providing services are in line with the Re-integration model and partnering with various providers and family/caregivers.⁴⁸ Case management planning for successful reintegration can include representation from a range of partners who work collaboratively to meet the individual needs of youth. The above graphic from the Ministry's "SUPPORTING EFFECTIVE TRANSITIONS FOR YOUTH" shows 5 points of interaction for NYS.

NYS is currently in partnership with the following categories of agencies in its service to Algoma, Muskoka, Sudbury-Manitoulin, North Bay and Parry Sound:

Sector / Partner agencies	<u>Sample Sector Mandates / Info</u>
Education: Rainbow District School Board Algoma District School Board Cambrian College Collège Boréal Sault College (Student Placement with NYS included) Conseil scolaire public du Grand-Nord de l'Ontario.	Rainbow District School Board provides quality programs and character education to students in Sudbury, Espanola, Manitoulin and Shining Tree. The Board also offers educational programs at Barrydowne College (a re-engagement school at Cambrian College), the N'Swakamok Native Friendship Centre, the Shkagamik-Kwe Health Centre, the Children's Treatment Centre, the Child and Adolescent Mental Health Program, Frank Flowers School and Cecil Facer Secondary School.
Mental Health	NYS mental health partners are hospital-based. Ex.: Health Science North and other hospital sites. Learn more here: https://www.sudbury.com/local-news/more-childrens-mental-health-beds-at-hsn-246917
Probation	Ontario Ministry of Children, Community and Social Services - Probation - Northern Ontario / Site: North Bay
Police	SSM - It is the goal of the Sault Ste. Marie Police Services Board to govern the Sault Ste. Marie Police Service in accordance with the Police Services Act and to abide by its regulations. They recognize that for policing in our City and indeed our Province, the core activities of policing include: 1. Prevent crime 2. Enforce our laws 3. Help victims 4. Keep public order 5. Respond to emergencies
Children's Aid	Children's Aid SSM – The Children's Aid Society of Algoma is committed to protecting children and promoting their well-being by working collaboratively with children, families and communities through service excellence.
Youth Justice Ontario	About YJO - Strengthening Member Agencies. Developing Partnerships. Building Safer Communities. Youth Justice Ontario is an association representing over 40 agencies province wide that provide services to youth involved in the youth justice system. The agencies that we are comprised of provide a wide spectrum of multi-faceted services which range from prevention and early intervention programs, to custody and community aftercare.

PROGRAMS and SERVICES

As stated in the MCYS report, “Review of the Roots of Youth Violence” “...even the most disadvantaged communities in our province have good leaders, positive networks and many committed individuals working every day to strengthen and solidify them and to make them safer.”⁴⁹

NYS is recognized as one of those leaders for the North East. The daily care of youth for whom NYS is responsible is provided in compliance and in respect of rights as stated in the Canadian Charter of Rights and Freedoms⁵⁰, the Youth Criminal Justice Act⁵¹, the Child, Youth and Family Services Act⁵² and the French Language Services Act⁵³, among others.

Northern Youth Services operates seven different programs in Northern Ontario; three residential programs and four community programs.

RESIDENTIAL PROGRAMS

NYS strives to deliver programs and services in a client-centered environment that promotes success. Efforts toward meeting this goal are supported by the following Philosophy (P) and foundations of Service (S):

- (P) the environment and approach are to be non-discriminatory, taking into account ethno-cultural, racial, linguistic and ancestral diversity;
- (P) the attainment of goals is best achieved by creating programs that are rehabilitative, and relevant to the individual needs of young persons - without compromise to society's right of protection from criminal behaviour;
- (S) the focus on the special needs of young persons must be clear;
- (S) facilities and programs or services accessed by youth are to be reflective of realistic expectations for positive behaviour, while ensuring safety and security.

Residential services are provided to children who have been charged under the Youth Criminal Justice Act and are awaiting disposition, or have been sentenced to a term of open custody. Services are currently delivered within the following Residential Programs:

Open Detention

Open detention is defined as a program in which restrictions, that are less stringent than secure temporary detention, are imposed on the liberty of a young person in terms of physical barriers, staff supervisions and access to community resources. The program provides a structured setting designed to stabilize the behaviour of young persons in crisis. It provides for the behavioural assessment of young persons in terms of their physical, intellectual, social and emotional function. The program also ensures that the young person's rights are adhered to. Areas are designated to be

⁴⁹ <http://www.children.gov.on.ca/htdocs/English/topics/youthandthelaw/roots/crossroads.aspx>

⁵⁰ <https://laws-lois.justice.gc.ca/eng/const/page-15.html>

⁵¹ <https://laws-lois.justice.gc.ca/eng/acts/Y-1.5/index.html>

⁵² <https://www.ontario.ca/laws/statute/90c11>

⁵³ <https://www.ontario.ca/laws/statute/90f32>

used for activities such as food preparation and dining, laundry, study, recreation, informal living, group activities and/or visits. (Some areas may be multifunctional.)

Open Custody

Open custody is defined as a less restrictive form of custody in terms of physical barriers, staff supervision and access to community resources. The program assists the young person in accepting responsibility and consequences for committing a criminal offence. It ensures the rights to which young persons are entitled are protected. Participation in specific treatment programs will be encouraged and promoted. Areas are designated to be used for activities such as food preparation and dining, laundry, study, recreation, informal living, group activities and/or visits. (Some areas may be multifunctional.)



Sterling B. Campbell House - Eight bed gender specific male open detention/custody facility for youth 12-17 years of age from the Districts of Sudbury and Manitoulin / located in Sudbury



William H. Roy House - six bed gender specific female open detention/custody facility for youth 12-17 years of age from the Districts of Sudbury and Manitoulin, Muskoka-Parry Sound and North Bay. William H. Roy House / located in Sudbury

Services are provided to children who have been charged under the Youth Criminal Justice Act and are awaiting disposition, or have been sentenced to a term of open custody.





Justice Derek Holder House - six bed coed open detention/custody facility for youth 12-17 years of age from the District of Algoma. This program is located in Sault Ste. Marie.

COMMUNITY PROGRAMS

NYS strives to deliver programs and services in a client-centered environment that promotes success.

Efforts toward meeting this goal are supported by the following Philosophy (P) and foundations of Service (S):

- (P) the environment and approach are to be non-discriminatory, taking into account ethno-cultural, racial, linguistic and ancestral diversity;
- (P) the attainment of goals is best achieved by creating programs that are rehabilitative, and relevant to the individual needs of young persons - without compromise to society's right of protection from criminal behaviour;
- (S) the focus on the special needs of young persons must be clear;
- (S) facilities and programs or services accessed by youth are to be reflective of realistic expectations for positive behaviour, while ensuring safety and security.

Services are currently delivered within the following four Programs:

The goal of Non-Residential Attendance Centre programs is to provide the Youth Justice System with an effective, efficient and economical alternative to custody as per the Non-Residential Program sentence, *Youth Criminal Justice Act (YCJA)* s. 42(2)(m).

The Attendance Centres are supervised sites for week day attendance that serves young persons age 12 – 17 at the time of an offence, who have been found guilty and who could benefit from a period of intensive, highly structured and closely supervised programming to address their individual needs.

Sudbury Non-Residential Attendance Centre

The Sudbury Non-Residential Attendance Centre, located in the downtown area, is designed so that young persons will participate in structured and closely supervised programming that addresses the identified risk/need factors of the young person. Programs may also include contact with family and community resources to engage, plan and support the young person in the community. Young persons may be referred:

- As a condition of a probation order, or

- By a probation officer who believes that the young person fits the attendance centre client profile and refers the young person for counselling

The Attendance Centre focuses on providing a place where young persons can feel safe and be supported to succeed in an atmosphere that is the least intrusive in nature.

The content and scope of services includes a range of programs such as group sessions for cognitive skills, anger management, restorative practices, life skills, substance abuse and employment or job search skills. Programming delivered at the Attendance Centre includes the following:

- Cognitive Skills
- Problem Solving Skills
- Anger Management
- Life Skills
- Substance Abuse
- Anti-criminogenic Thinking
- Literacy/Tutoring
- Employment and Job Search Skills
- Gender-specific (female) programming
- Gender-specific (male) programming
- Personal Self Growth and Development Program
- Victim Awareness
- Recreation
- Volunteering
- Thinking Errors Related to Following Probation, Community Supervision or Bail Conditions
- Anger Awareness and Interpersonal Problem Solving
- Developing Healthy Self-Esteem
- How Violence Affects Us All
- Conflict Resolution

Additionally, on an individualized basis (specific to the individual, either requested by the youth or by other involved persons or as needed by the risk-needs assessment), specific programming will be provided.

SSM Non-Residential Attendance Centre

The Sault Ste. Marie Attendance Centre, located in the downtown area, is designed so that young persons will participate in structured and closely supervised programming that addresses the identified risk/need factors of the young person. Programs may also include contact with family and community resources to engage, plan and support the young person in the community.

Young persons may be referred:

- As a condition of a probation order
- By a probation officer who believes that the young person fits the attendance centre client profile and refers the young person for counselling

The Attendance Centre focuses on providing a place where young persons can feel safe and be supported to succeed in an atmosphere that is the least intrusive in nature. The content and scope of services includes a range of programs such as group sessions for cognitive skills, anger management, restorative practices, life skills, substance abuse and employment or job search skills. Programming delivered at the Attendance Centre includes the following:

- Cognitive Skills
- Problem Solving Skills
- Anger Management
- Life Skills
- Substance Abuse
- Anti-criminogenic Thinking
- Literacy/Tutoring
- Employment and Job Search Skills
- Gender-specific (female) programming
- Gender-specific (male) programming
- Personal Self Growth and Development Program
- Victim Awareness
- Recreation
- Volunteering
- Thinking Errors Related to Following Probation, Community Supervision or Bail Conditions
- Anger Awareness and Interpersonal Problem Solving
- Developing Healthy Self-Esteem
- How Violence Affects Us All
- Conflict Resolution

Additionally, on an individualized basis (specific to the individual, either requested by the youth or by other involved persons or as needed by the risk-needs assessment), specific programming will be provided.

Community Support Team

The Community Support Team provides for a supportive and safe reintegration into the community through enhanced supervision. The program supports school attendance and appropriate behaviour along with heightening awareness of community resources and services available to young persons and their family. Once it is determined that a young person will be involved in the CST, a case plan/action plan must be developed. The purpose of the Community Support Team program is at the direction of Probation Services Case Manager to:

- provide intensive, community-based services to young persons in conflict with the law (aged 12 – 17 years old) who are accepted into the program
- reduce the risk of future offending behaviour through intensive supervision
- complement Probation Services, school and other children's services, and supports orders of the court
- prevent (or shorten) the young person's stay in a youth justice residential facility

Youth are referred by Probation Services for programs that address that cause of the youth's offending behaviour through individualized plans and services. The focus is on working towards rehabilitating youth through promoting and developing age-appropriate life skills and overall good life choices.

Programming is provided by targeting risk/needs of the youth and his/her willingness to actively engage in the program. Services that are available in the community will be accessed according to the risk/need of the young person such as medical/health needs, children's mental health services and seeking appropriate employment opportunities.

The CST programs and services are managed from an office located at 3200 Bancroft Drive, Sudbury, but most often are provided face to face in the community, including the young person's home, school or other locations.

Direct services provided include the following:

- Conflict Resolution
- Problem Solving
- Pro-Social Skills Training
- Crisis Intervention
- Facilitate Recreational Activities
- Ensure Attendance to Activities and/or Counselling Sessions
- Behavioural Interventions
- Support to Parents
- Any Other Service as co-determined by family, young person and other involved parties

Youth Justice Family Worker

The Youth Justice Family Support Program is a community-based program that services at risk young persons aged 12-17 and their families. At risk refers to youth who are in conflict with the law, and/or have been sentenced, and/or are at risk to re-offend, and/or resides in a high needs community that further increases exposure to risk factors, and/or have mental health, and/or behavioural needs.

Referrals can be made for by the following:

- Probation Officer
- Schools
- Police
- Crown
- Community stakeholders that work with youth.

Service Objectives:

- Provide supports to the families of youth in conflict with the law to support rehabilitation and address situations that put youth at risk of re-offending.
- An opportunity to understand the dynamics occurring in the family to reinforce positive behaviour.

- Facilitate open and honest communication.
- Support families through a difficult time and develop healthy and supportive relationships.
- To respond to /address the complex issues of high-risk youth and youth in conflict with the law.

Supportive Services Offered:

- Education Support
- Family Support
- Youth Support
- Employment Support
- Substance Abuse
- Anger Management
- Cognitive/Life skills

Service Goals support the achievement of the Youth Justice Service Division's four outcomes for youth:

- Improved functioning and positive social behaviour
- Increased skills and abilities
- Increased youth engagement with supports
- Decreased re-offending.

How are individual Youth helped by NYS?
<ul style="list-style-type: none"> • Checks and counters for antisocial behavior • Help for dealing appropriately with aggression • Help in learning socially acceptable behavior • Increasing self-control, self-management and problem-solving skills • Reducing chemical dependency • Addressing mental health

ENVIRONMENTAL SCAN

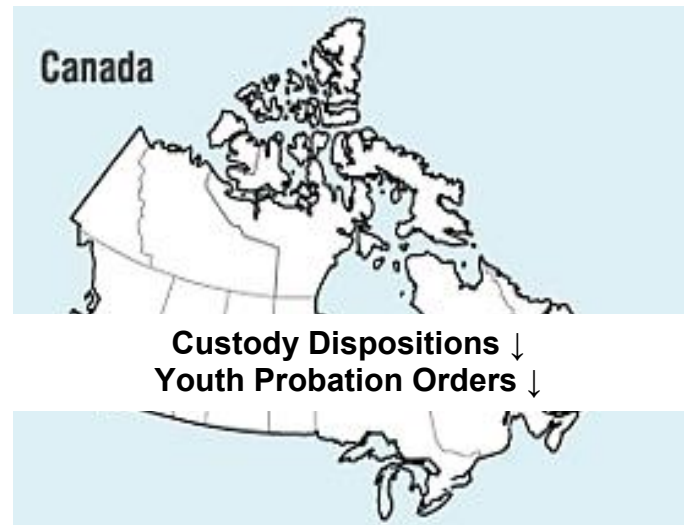
Youth justice and all systems with which it interacts are in constant interface mode. Multiple realities, issues and opportunities face those working to create positive change for youth. The following are a few highlights from our transforming environment.

Federal

Youth justice centers who historically existed largely for residential programming related to sentencing are facing the same transformational challenges across Canada.

Canadian jurisdictions continue to see the decline of youth custody dispositions and youth probation orders. This phenomenon creates instability for youth justice agencies.

As is the case across Ontario since 2014, NYS has also continued to experience a very low occupancy rate. The opportunity to manage change and even better serve youth by re-purposing our facilities and resources is clear.



Even though the [Youth Criminal Justice Act](#) was introduced in 2003, youth, families, NYS and its stakeholders know that many of the issues that spurred the changes in legislation over the years remain. The Preamble of the YCJA states,

“Whereas communities, families, parents and others concerned with the development of young persons should, through multi-disciplinary approaches, take reasonable steps to prevent youth crime by addressing its underlying causes, to respond to the needs of young persons, and to provide guidance and support to those at risk of committing crime.”⁵⁴

This is an important statement, since it suggests four key messages with respect to crime control:

- (1) a focus on the root causes of crime
- (2) collaborative efforts
- (3) a recognition that many young offenders were victims at one point of their lives
- (4) society has the right to protect itself, however might be better served in the long term if it guided and supported those young persons with the greatest needs.

⁵⁴ <http://laws.justice.gc.ca/eng/acts/Y-1.5/index.html>

This speaks to the need for the MCCSS to now support alternative program approaches for agencies such as NYS, as well as current services and programs. Environmental scanning and feedback data collected strongly support the NYS Strategic Plan elements which reflect this approach.

Troubling new trends such as youth involvement in criminal activity through sexting are a concern across Canada. The federal government is in support of agencies helping to prevent youth exploitation by peers, for example:

Funding in excess of \$77,000, provided through the Government of Canada's Youth Justice Fund, is helping expand access to the "SEXTO" kit in Quebec as a tool to prevent youth exploitation by peers. These funds also support responder training on how to use the kits to ensure that appropriate action is taken following an incident.⁵⁵

The above support of the Quebec initiative indicates an openness to new strategies to protect youth and prevent youth crime, at the federal level.

Provincial

The Alternatives to Custody and Community Interventions Strategy (ATCCIS) is at the heart of the transition currently under way in Ontario.⁵⁶ The ATCCIS objective is:

- to guide the development of community-based programs and services that are youth-centred and build on the resources available in communities.

The ATCCIS seeks to deal with young people in a holistic and integrated manner based on a partnership model of service delivery that recognizes the complexity of youth crime.

A wide range of programs and services is being developed as part of the ATCCIS. Youth justice services are shifting from residentially based programming toward a broad range of services provided in the community. In 2005-2016, \$18.5 million was provided for the ATCCIS, and includes funding for 176 new or enhanced programs.

Youth involved in both minor and more serious offences can now access an emerging continuum of service more suitable for dealing with their needs. This includes the development of school-based prevention and diversion pilot projects, which offer peer mediation and other school-based services to assist young people. The pilot projects use a "brokerage model" of community services to provide support to these young people and their families, in the community, while assisting them in dealing with the factors that contributed to the offending behaviour.⁵⁷

The province is investing in intervention initiatives that prevent crime and break the cycle of offending. In addition, Ontario will focus on crime prevention programs to provide meaningful alternatives for

⁵⁵ <https://www.newswire.ca/news-releases/government-of-canada-supports-initiatives-to-fight-youth-exploitation-864077241.html>

⁵⁶ http://www.children.gov.on.ca/htdocs/English/topics/youthandthelaw/roots/volume4/comparative_analysis.aspx

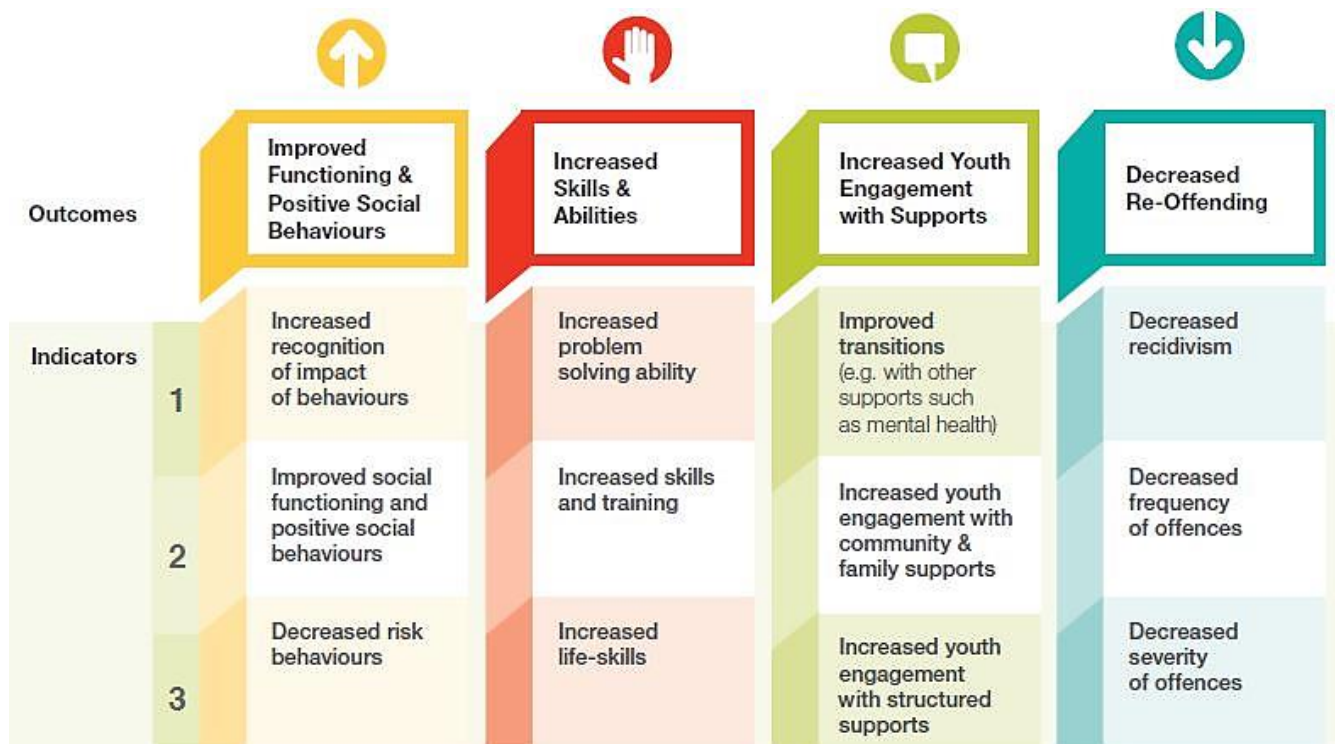
⁵⁷ http://www.children.gov.on.ca/htdocs/English/topics/youthandthelaw/roots/volume4/comparative_analysis.aspx

communities and youth at high-risk of involvement in gangs, gun violence and victimization. Among other initiatives, the province will:

- Implement the Youth Violence Prevention and Resilience Program to address risk factors at the individual and community level, while fostering and strengthening social connections that reduce youth violence and victimization, and keep youth out of gangs. The province-wide program will support high-risk youth and young adults aged 15-29, and their families, with targeted prevention and resilience services.⁵⁸

Ontario's Youth Justice Outcomes Framework

NYS and all of Ontario's youth justice programs are committed to improving outcomes for all youth who have come into contact with the law. To this end, in 2014, Youth Justice Services expanded its focus to include new goals which build on our continued efforts to reduce re-offending. This initiative will inspire success and aid in measuring results for youth served. In Ontario, "Measuring Impact and Inspiring Success" is to be supported at the Ministry level by the four pillars outlined:



MCYS Goals: Measuring Impact and Inspiring Success

⁵⁸ <https://news.ontario.ca/mag/en/2019/03/ontarios-guns-and-gangs-strategy-phase-two-initiatives.html>

Regional Voices

NYS community partners and stakeholders who provided feedback are in alignment with NYS' view of youth needs and strategies planned. Here is a sample of comments:

1. The direct and secondary effects of the opioid crisis in Sault Ste. Marie is (NYS) greatest challenge.
2. On possible collaboration: "Our agency collaborates with NYS workers quite closely. Having workers from NYS to bounce ideas off of and have as support when dealing with youth in the court system has been very helpful."
3. On unmet needs in the community around which we should explore developing programs and services?
 - Holistic rehabilitative approaches, involving multi-disciplinary practitioners i.e. youth workers, psychologists, meditation teachers (all house under one roof).
 - effects of opioid crisis; high rates of adolescent deaths by suicide and overdose
4. NYS has had impact has in the community by making services accessible to youth. i.e. attendance centre.

NYS Youth stated the agency "does" the following well:

1. Good, welcoming environment
2. Place for education
3. Individual help
4. Food
5. Respect
6. Support towards success
7. 100% participation in their own goal planning

NYS Youth also shared that NYS could improve upon:

1. "Nothing"
2. Working space
3. Mind 'work'
4. Clarity
5. More staff at AC
6. More help with school program
7. Desire for more autonomy/voice

When asked which programs and services should be further developed, staff responded with the following:

- Youth Justice Family Worker Program: Education Support / Family Support / Youth support / Employment Support / Substance abuse / Anger management / Cognitive/Life skills

Staff reported the following strategies as most important to NYS Mission Success:

- Implementing a systematic, professional, child-centered service approach, agency-wide, to provide youth with a consistent quality experience / Focus: Best practices and partnerships to support all youth, especially those being re-admitted
- Develop programs to meet current and emerging needs of youth and the community
- Develop process for effective partner engagement to meet the needs of youth

The Board's perspective on youth needs and NYS strategic priorities, goals and strategies are in alignment with supporting data and feedback received. The decisions required emerged clearly and are outlined in the strategic plan.

SUCCESS STORIES



There are many success stories as a result of NYS staff initiatives, programs and services. Here are just a few, recently shared by staff:

- Northern Youth Services has been recognized as a valuable signing partner in the Violence and Threat Risk Assessment (VTRA) program. (2019 launch)
- The Youth Justice Family Worker program has been working closely with this team to assist schools, youth, families and community partners in achieving success for the youth involved. As our YJFW currently has a waiting list of youth requiring assistance, we have utilized our Community Support team staff to assist with the youth that are on the brink of becoming involved in the Youth Justice System. Our YJFW and CST worker have worked in collaboration to ensure one of these youth was successful in his safety plan within the school setting. This youth has been able to follow all conditions, improve his relationships at home and worked on coping mechanisms to enhance his learning while at school.
- The BURST team staff have been able to provide guidance and referrals to some partners as well as families for a few of the youth serviced within the Camps. This allowed one youth in particular to re-engage in school and the community, with supports.
- The Attendance Centre has provided a safe non-threatening environment for a youth working with the YJFW to deal with anxiety issues while in the community. This youth was able to attend a mainstream school again with the help of the strategically created plan. We are happy to report the youth is slowly but surely becoming independent again.
- A team of NYS staff worked in partnership with the Children's Aid Society of Algoma for over a year. This youth presented many challenges, however, showed many marked improvements, and successes. After some hard work from staff and consistency in his life, this youth was able to develop healthy relationships, show compassion and concern for his family and people close to him. He displayed improvement in social skills/life skills and verbal

communication. Staff also noted improvements in coping skills and ability to resolve conflict. With supervision, this youth is now working at a car wash full time.

SWOT Highlights

NYS staff - our greatest strength - The average age of NYS staff is between 40 and 55, with individuals having strong professional skills. Security Verifications and various youth-focused and mandatory training is provided regularly to all staff, including:

Mandated:

- CPIC (Canadian Police Information Centre) Checks
- First Aid & CPR (Cardio Pulmonary Resuscitation)
- WHMIS (Workplace Hazardous Materials Information System)
- Suicide Prevention
- PMAB (Prevention and Management of Aggressive Behaviour)

Not Mandated:

- Naloxone – overdose prevention training
- Mental Health First Aid – not mandated

Risk management with regards to leadership is a ministry requirement for NYS. Plans for succession of the ED, for example are in place.

The next table is a snapshot of Successes, Strengths, Weaknesses, Threats and Opportunities.

<p style="text-align: center;">Successes & Strengths</p> <ul style="list-style-type: none"> • Programs • Partnerships • Experience & Skills • HR • Risk management • Positive organizational culture • Stable leadership team • Low staff turnover <p><u>Youth perspective:</u></p> <ol style="list-style-type: none"> 1. Good, welcoming environment 2. Place for education & Individual help 3. Good food 4. Respect & Support towards success 5. 100% participation in their own goal planning 	<p style="text-align: center;">Weaknesses</p> <ol style="list-style-type: none"> 1. Difficulty recruiting and keeping board members / same in most non-profit agencies 2. Provincial changes in model for youth justice
<p style="text-align: center;">Opportunities</p> <ol style="list-style-type: none"> 1. Diversion programming – reaching youth prior to offending 2. Deeper collaboration with police & other agencies, to reach youth at risk 3. Training interest 4. Staff commitment to success 5. Re-purposing 	<p style="text-align: center;">Threats</p> <ol style="list-style-type: none"> 1. Decline of youth custody dispositions and youth probation orders 2. Funding instability, unknowns

DEMOGRAPHICS and TRENDS



Statistical data is presented in various forms, with discussion points and references, and is self-explanatory. Some images can be viewed more clearly by following the links in footnotes.

POPULATION OF NORTHEASTERN ONTARIO									
	<u>2016</u>	±	<u>2011</u>	±	<u>2006</u>	±	<u>2001</u>	±	<u>1996</u>
Northeastern Ontario	505,625	-0.7%	508,982	-0.3%	510,326	-3.3%	512,007	-5.6%	542,248

Discussion point: The population of Northeastern Ontario is struggling with significant out-migration, aging and challenges attracting emigrants. This can be seen as a challenge or an opportunity for NYS youth.⁵⁹

The following three tables are extrapolated from the seven NYS catchment area Census Statistics Canada data bases.

APPROXIMATE POPULATION CHANGE, NYS CATCHMENT AREA DISTRICTS + CITY OF GREATER SUDBURY 2016			
	2011	2016	% Change
Algoma	115,870	114,094	-1.5
Greater Sudbury	160,274	161,531	0.8
Manitoulin	13,048	13,255	1.6
Muskoka	58,047	60,599	4.5
Nipissing District	84,736	83,150	-1.9
Parry Sound	42,162	42,824	1.6
Sudbury District	21,196	21,546	1.7

Discussion point: What does the population change mean for youth in each area?

⁵⁹ https://en.wikipedia.org/wiki/Northeastern_Ontario . Wikipedia may be used as a reference, where the data is directly from reliable sources such as Statistics Canada.

**APPROXIMATE YOUTH AGE GROUPING, NYS CATCHMENT AREA DISTRICTS
+ CITY OF GREATER SUDBURY 2016**

	10-14 years old	15-19 years old	Total Population
Algoma	5,350	5,755	114,094
Greater Sudbury	8,300	9,275	161,531
Manitoulin	725	770	13,255
Muskoka	2,705	3,055	60,599
Nipissing	4,205	4,665	83,150
Parry Sound	1,895	1,905	42,824
Sudbury District	1,015	1,125	21,546

Discussion point: How can NYS best use the age grouping data in program planning for each area?

**FAMILY STRUCTURE, NYS CATCHMENT AREA DISTRICTS
+ CITY OF GREATER SUDBURY 2016**

	Lone Parent	Couple w/ Children
Algoma	5,945	11,450
Greater Sudbury	8,245	18,080
Manitoulin	830	1,170
Muskoka	2,480	6,125
Nipissing	4,205	8,375
Parry Sound	1,660	4,150
Sudbury District	855	2,200

Discussion point: What impact does family structure have on youth at risk? How can NYS address these impacts with the youth it serves?

HEALTH

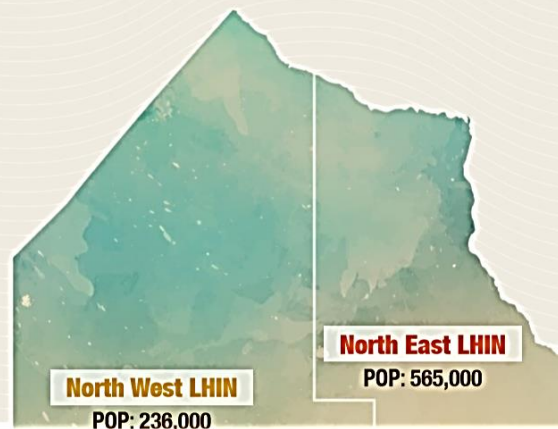
HEALTH IN THE NORTH:

A report on geography and the health of people in Ontario's two northern regions

The north refers to the northern part of Ontario, and for the purposes of this report, covers the North East and North West Local Health Integration Network regions. These two vast regions cover 80% of Ontario's landmass, an area larger than France and the UK combined.



Identify as Indigenous



Identify French as their first official language



*Although this is slightly lower than the Ontario rate of 3.9%, in some areas of the region the rate is much higher than the Ontario average.

Life expectancy



HIGHER IS BETTER →

Potential years of life lost due to avoidable deaths per 100,000



← LOWER IS BETTER

Potential years of life lost per 100,000 people, due to self-inflicted injury/suicide

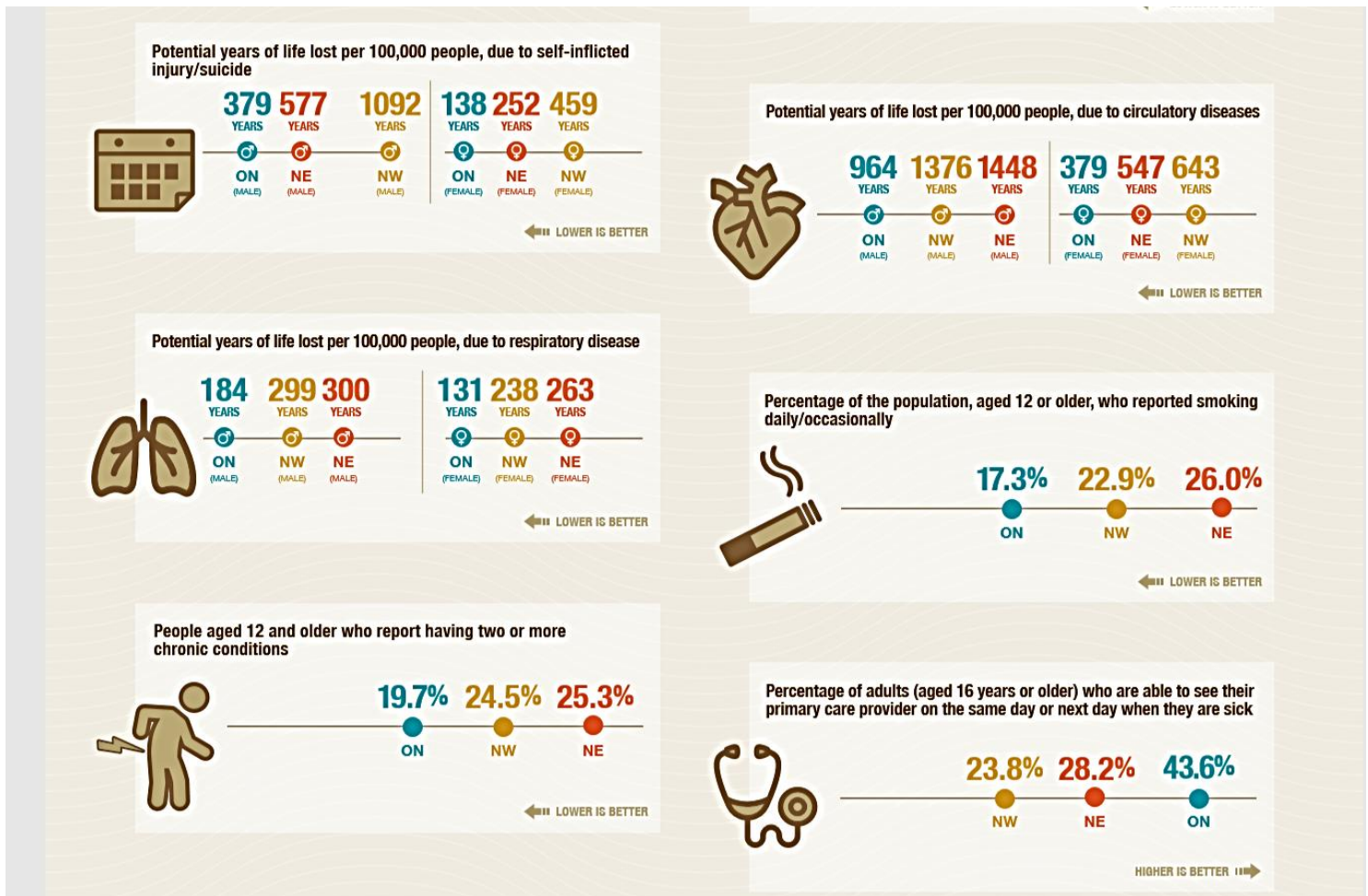


← LOWER IS BETTER

Potential years of life lost per 100,000 people, due to circulatory diseases



← LOWER IS BETTER



Published in 2017, see the full report at Health Quality Ontario⁶⁰

Discussion point: What impact do the health realities of Northern Ontario have on youth in general and youth at risk? How does the opioid crisis and mental health challenges fit in to this picture for youth?

⁶⁰ <https://www.hqontario.ca/HealthintheNorth>

Income

Table 1: Annual Individual and Household Income by District, Northern Ontario, 2010

District	Individual Income		Household Income	
	Median	Average	Median	Average
	(\$)			
Algoma	28,914	36,406	53,195	67,103
Cochrane	30,934	39,446	60,123	73,288
Greater Sudbury	32,938	40,874	62,478	76,760
Kenora	30,032	37,515	59,576	72,802
Manitoulin	3,662	29,932	45,121	54,798
Nipissing	28,481	37,139	56,102	69,321
Parry Sound	27,124	35,024	55,761	66,706
Rainy River	30,049	36,867	55,627	68,700
Sudbury	29,765	36,273	58,881	68,832
Thunder Bay	31,191	38,856	59,658	72,404
Timiskaming	25,476	34,481	49,380	63,255
Ontario	30,526	42,264	66,358	85,772
Canada	29,878	40,650	61,072	79,102

Source: Statistics Canada, National Household Survey.

Published by the Northern Policy Institute.⁶¹

Discussion point: What are the employment aspirations of NYS youth, and how can we support them?

⁶¹ <https://www.northernpolicy.ca/upload/documents/publications/commentaries-new/leary-income-trends-en.pdf>

YOUTH CRIME STATISTICS - Also see [ABOUT THE YOUTH WE SERVE](#) section.

Understanding Youth Crime Statistics

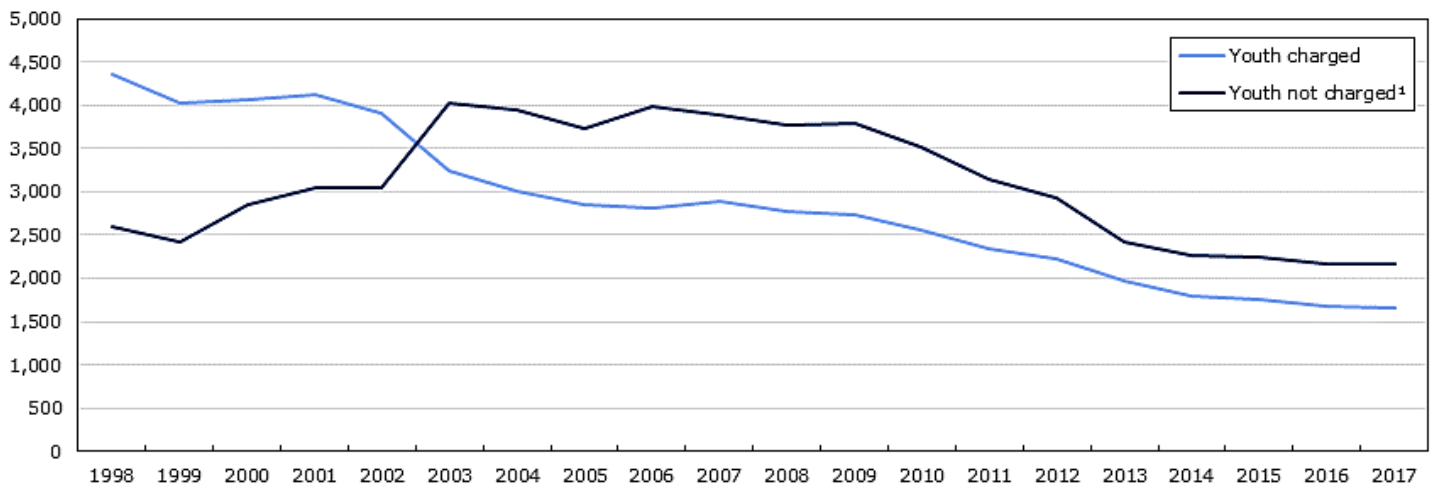
Trends in youth accused of crime are not directly comparable to trends in overall crime. i.e.: instead of measuring the number of criminal incidents per 100,000 population, the youth accused rate is calculated as the number of youths accused (both charged and not charged) per 100,000 youth population. Similarly, the youth Crime Severity Index is also based upon youth accused rather than criminal incidents.

Youth are much more likely to be accused of a police-reported crime than people aged 25 years and older. Recent analysis for 2014 showed that rates of youth accused of crime were more than twice as high as rates for individuals 25 years or older. However, rates of individuals accused of crime in 2014 were highest among young adults aged 18 to 24. That being said, the police-reported youth crime rate has long been on a downward trend, declining for over two decades after peaking in 1991 ([Allen 2015](#)⁶²).

Chart 18

Youth accused of crime, by clearance status, Canada, 1998 to 2017

rate per 100,000 youth



1. Includes youth diverted from the formal criminal justice system through the use of extrajudicial measures, such as warnings, cautions or referrals to community programs.

Note: Data is based on the number of youth aged 12 to 17 years who were either charged (or recommended for charging) by police or diverted from the formal criminal justice system through the use of warnings, cautions, referrals to community programs, etc. Rates are calculated on the basis of 100,000 youth population. Populations are based on July 1st estimates from Statistics Canada, Demography Division.

Source: Statistics Canada, Canadian Centre for Justice Statistics, Uniform Crime Reporting Survey.

Also see:

- [Table 11 Police-reported youth Crime Severity Indexes, by province and territory, 2017](#)
- [Table 12a Police-reported youth crime for selected violent offences, by province and territory, 2017](#)
- [Table 12b Police-reported youth crime for selected non-violent offences, by province and territory, 2017](#)

⁶² Allen, M. and S. Perreault. 2015. "Police-reported crime in Canada's Provincial North and Territories, 2013." Juristat. Statistics Canada Catalogue no. 85-002-X.

Correctional services	2012 / 2013	2013 / 2014	2014 / 2015	2015 / 2016	2016 / 2017
	Number				
Total correctional services ^{5 6}	24,425	20,975	17,752	16,545	19,069
Pre-trial detention ^{5 7}	8,225	7,081	6,365	6,127	7,055
Provincial director remand ⁸	417	358	337	409	375
Secure custody ^{6 9 10}	822	644	589	552	713
Open custody ^{6 9 11}	983	863	718	629	714
Total community sentences ⁶	13,978	12,029	9,743	8,828	10,212
Community Portion of Custody Supervision ⁹	1,726	1,413	1,181	1,092	1,114
Intensive support and supervision ¹²	256	208	196	175	108
Deferred custody and supervision ¹³	784	688	502	491	594
Supervised probation ¹⁴	6,982	5,923	4,854	4,251	4,906
Other community sentences ¹⁵	4,230	3,797	3,010	2,819	3,490

YOUTH ADMISSIONS TO CORRECTIONAL SERVICES - CANADA

Statistics Canada. [Table 35-10-0005-01 Youth admissions to correctional services](#)

Age at time of admission	2012 / 2013	2013 / 2014	2014 / 2015	2015 / 2016	2016 / 2017
	Number				
Total, admissions by age ²	11,566	9,359	7,639	6,803	6,434
12 year olds	56	45	26	35	43
13 year olds	311	213	181	175	162
14 year olds	954	791	646	535	473
15 year olds	1,921	1,544	1,374	1,160	1,023
16 year olds	3,047	2,325	1,901	1,725	1,576
17 year olds	3,774	3,053	2,401	2,155	2,148
18 year olds and over	1,502	1,388	1,110	1,017	1,009
Age unknown	1	0	0	1	0

YOUTH ADMISSIONS TO CORRECTIONAL SERVICES, BY AGE AND SEX - ONTARIO

Statistics Canada. [Table 35-10-0006-01 Youth admissions to correctional services, by age and sex](#)

Type of sentence ^{12 13 14}	2012 / 2013	2013 / 2014	2014 / 2015	2015 / 2016	2016 / 2017
Number					
Total guilty cases, sentences	8,285	6,589	5,038	4,478	4,220
Custody ^{11 15}	1,718	1,320	961	918	441
Conditional sentence	22	19	23	16	14
Deferred custody and supervision ¹⁶	369	303	206	142	157
Intensive support and supervision ¹⁶	12	21	11	9	14
Probation ^{15 17}	5,678	4,512	3,496	3,044	2,870
Attend a non-residential program ¹⁶	45	48	17	11	11
Fine	146	93	70	64	65
Community service order	1,533	1,274	860	647	515
Reprimand ¹⁶	363	301	190	208	223
Other sentences ¹⁸	4,158	3,515	2,634	2,345	2,277

YOUTH COURTS, GUILTY CASES BY TYPE OF SENTENCE - ONTARIO

Statistics Canada. [Table 35-10-0041-01 Youth courts, guilty cases by type of sentence](#)

Type of decision ⁷	2012 / 2013	2013 / 2014	2014 / 2015	2015 / 2016	2016 / 2017
Number					
Total decisions	45,441	40,374	33,674	31,718	29,172
Transferred to adult court ⁸	0	0	1	0	0
Guilty ⁹	26,071	22,780	19,111	17,588	15,621
Percentage					
Percentage guilty	57	56	57	55	54
Number					
Acquitted ^{10 11}	613	667	503	471	451
Stayed or withdrawn ^{10 12}	18,517	16,745	13,876	13,500	12,920
Other decisions ¹³	240	182	183	159	180

YOUTH COURTS, NUMBER OF CASES AND CHARGES BY TYPE OF DECISION - CANADA

Statistics Canada. [Table 35-10-0038-01 Youth courts, number of cases and charges by type of decision](#)

Crime severity index Youth Data is not readily available as was previously the case, with Statistics Canada showing messages such as “There is no youth crime severity index data available for police services.” Adult statistics are readily available, for example:

- Statistics Canada. [Table 35-10-0188-01 Crime severity index and weighted clearance rates, police services in Ontario](#)

Sault Ste Marie

STATISTICS CANADA CRIME INDEX - SAULT STE. MARIE
YOUNG OFFENDERS INVOLVED
(FIVE YEAR ANALYSIS)

CRIMES OF VIOLENCE	2012	2013	2014	2015	2016	% Change From Previous Year
Assault	67	63	53	80	63	-21.30%
Sexual Assaults	3	9	4	5	3	-40.00%
Abduction	0	0	0	0	0	0.00%
Homicide	0	0	0	0	0	0.00%
Attempt Murder	0	0	0	0	0	0.00%
Robbery	11	10	1	2	3	50.00%
Prostitution	0	0	0	0	0	0.00%
Offensive Weapons	3	6	5	4	5	25.00%
Total	84	88	63	91	74	-18.70%
CRIMES OF PROPERTY						
Break and Enter Total	24	15	10	10	12	20.00%
~Business	9	4	1	4	0	-100.00%
~Residence	13	7	4	6	4	-33.30%
~Other	2	4	5	0	8	Infinite
<i>Attempt Break and Enter**</i>	0	0	1	1	0	-100.00%
Theft of Motor Vehicle	9	4	6	5	3	-40.00%
<i>Attempt Theft of Vehicle**</i>	0	1	0	0	0	0.00%
Theft	103	84	78	93	51	-45.20%
<i>Shoplifting**</i>	77	52	58	81	34	-58.00%
Mischief	44	32	34	32	28	-12.50%
Have Stolen Goods	5	12	12	9	6	-33.30%
Frauds	3	1	2	2	4	100.00%
Gaming/Betting	0	0	0	0	0	0.00%
Other Criminal Code	83	70	56	74	33	-55.40%
Total	271	218	198	225	137	-39.10%
DRUGS						
Heroin	0	0	0	3	0	-100%
Cocaine	0	0	1	6	2	-66.70%
Other Drugs	2	2	0	9	1	-88.90%
Cannabis	37	58	43	10	13	30.00%
Crystal Meth	1	0	0	2	0	-100.00%
Ecstasy	0	0	0	0	0	0.00%
Total	40	60	44	30	16	-46.70%
TOTAL CRIMES	395	366	305	346	227	-34.40%

Note: These numbers are included in the TOTAL statistics found on the previous page.

**Totals included in primary classification

From the **North Bay Police Web Site**⁶³:

	2015	2016	2017
Weekends and Statutory Holidays (W.A.S.H.) Court	169	143	119
Video Remand	831	628	542
Prisoners escorted within City of North Bay	2,787	2,260	1,521
Prisoners escorted from out of the city	49	45	29
Prisoner meals	1,838	1,644	1,308
Documents served	688	678	387
Adult charges (Criminal Code)	2,672	2,451	1,526
Youth charges (Criminal Code)	179	197	163
Total charges	2,851	2,648	1,689

VIOLENT CRIME

up 10% **PERSONS CHARGED
WITH VIOLENT
OFFENCES**

↑430

In 2017, 392 adults and 38 youth were charged with violent acts. This is up from 2016 when 353 adults and 36 youth were charged.

Muskoka and **Parry Sound** are serviced by the OPP, and no youth crime data is public at this time.

Greater Sudbury – Youth crime data is not publicly available at this time.

⁶³ <https://www.northbaypolice.ca/assets/pdfs/2017%20Annual%20Report%20-%20FINAL.PDF>

TRUTH AND RECONCILIATION

The following are Calls to Action in the area of Justice related to youth:

Principles of Reconciliation

The Truth and Reconciliation Commission of Canada believes that in order for Canada to flourish in the twenty-first century, reconciliation between Aboriginal and non-Aboriginal Canada must be based on the following principles.⁶⁴

- 1) The United Nations Declaration on the Rights of Indigenous Peoples is the framework for reconciliation at all levels and across all sectors of Canadian society.
- 2) First Nations, Inuit, and Métis peoples, as the original peoples of this country and as self-determining peoples, have Treaty, constitutional, and human rights that must be recognized and respected.
- 3) Reconciliation is a process of healing of relationships that requires public truth sharing, apology, and commemoration that acknowledge and redress past harms.
- 4) Reconciliation requires constructive action on addressing the ongoing legacies of colonialism that have had destructive impacts on Aboriginal peoples' education, cultures and languages, health, child welfare, the administration of justice, and economic opportunities and prosperity.
- 5) Reconciliation must create a more equitable and inclusive society by closing the gaps in social, health, and economic outcomes that exist between Aboriginal and non-Aboriginal Canadians.
- 6) All Canadians, as Treaty peoples, share responsibility for establishing and maintaining mutually respectful relationships.
- 7) The perspectives and understandings of Aboriginal Elders and Traditional Knowledge Keepers of the ethics, concepts, and practices of reconciliation are vital to long-term reconciliation.
- 8) Supporting Aboriginal peoples' cultural revitalization and integrating Indigenous knowledge systems, oral histories, laws, protocols, and connections to the land into the reconciliation process are essential.

⁶⁴

9) Reconciliation requires political will, joint leadership, trust building, accountability, and transparency, as well as a substantial investment of resources.

10) Reconciliation requires sustained public education and dialogue, including youth engagement, about the history and legacy of residential schools, Treaties, and Aboriginal rights, as well as the historical and contemporary contributions of Aboriginal peoples to Canadian society.

The Truth and Reconciliation Commission (TRC) was established in 2008 under the Indian Residential Schools Settlement Agreement. The TRC's responsibility was to reveal the truth about Canada's residential schools and the ongoing legacy of the schools by:

□ gathering documents and statements about residential schools, □ setting up a research centre to permanently house the Commission's records and documents, and □ issuing a report with recommendations.

The Commission held seven national events between June 2010 and March 2014 that were attended by approximately 155,000 participants and 9,000 registered survivors. It also held regional events and community hearings across Canada. The Commission received over 6,750 statements from residential school survivors and their families. The Commission also received statements from former staff and their family members in separate interviews, events and community hearings.

The TRC issued its final report in 2015. Within the report, it issued 94 **calls to action to redress the legacy of residential schools and address the process of reconciliation pertaining to:**

□ child welfare □ education □ language and culture □ health □ justice □ Canadian government and the United Nations Declaration on the Rights of Aboriginal People □ Royal Proclamation and Covenant of Reconciliation □ settlement agreement parties and the United Nations Declaration on the Rights of Aboriginal People □ **equity for Aboriginal people in the legal system**

□ national council for reconciliation □ **professional development and training for public servants** □ church apologies and reconciliation □ education for reconciliation □ **youth programs** □ museums and archives □ missing children and burial information □ national centre for truth and reconciliation □ commemoration □ media and reconciliation □ sports and reconciliation □ business and reconciliation, and □ newcomers to Canada.⁶⁵

The items in **blue align directly with NYS' strategic plan.**

⁶⁵

http://www.nelhin.on.ca/~media/sites/ne/News%20and%20Events/Internal%20Publications/Aboriginal%20Health%20Care%20Reconciliation%20Action%20Plan_EN.pdf?la=en

WORKSPACE

Use the following pages to jot down ideas to reach the goals of the strategic plan – bring them to meetings and share with your team.

Strategic Priority: **PARTNERSHIPS & DEVELOPMENT** *Page 1 of 2*

GOAL: Innovate, optimize partnerships and foster potential new relationships

STRATEGIES (6 total)

1. Perform a needs assessment to determine youths' highest needs, including a focus on opioid risk.
2. Enhance communication with current and potential new partners.
3. Increase community awareness through staff initiatives, including facilitation of events.

Strategic Priority: **PARTNERSHIPS & DEVELOPMENT** *Page 2 of 2*

GOAL: Innovate, optimize partnerships and foster potential new relationships

STRATEGIES (Continued)

4. Explore shared services.

5. Develop new relationships for programs & service delivery.

Common: Develop strategies to address youth needs regarding current & emerging trends.

Strategic Priority: **SKILLS DEVELOPMENT** *Page 1 of 2*

GOALS - Expand skills to maximize agency success in delivering quality services to youth

STRATEGIES (7 total)

1. Deliver effective staff education.
2. Build and ensure the maintenance of skills to meet current & emerging needs of youth.
3. Support excellent governance and operational performance with updated tools and processes.
4. Maintain an effective complement of board and staff teams.

Strategic Priority: **SKILLS DEVELOPMENT** *Page 2 of 2*

GOALS - Expand skills to maximize agency success in delivering quality services to youth

STRATEGIES (Continued)

5. Deliver Change Management training to ensure staff can support youth success during provincial transformation.

6. Renew organizational structure to support agency sustainability and effectiveness.

Common: Develop strategies to address youth needs regarding current & emerging trends.

APPENDICES

SECTOR NEWS

Canada

1. <https://www.cbc.ca/news/canada/toronto/mother-experts-concerned-new-super-courthouse-won-t-support-youth-in-trouble-1.4617092>
2. <https://www.bramptonguardian.com/news-story/6946265-roy-mcmurtry-school-in-brampton-youth-jail-expected-to-close-by-2020/>
3. <https://www.cbc.ca/news/canada/manitoba/child-advocate-recommendation-sexually-exploited-youth-1.5055437>
4. <https://www.highriveronline.com/local/youth-justice-committee-looking-for-more-volunteers>
5. <https://www.cbc.ca/news/canada/manitoba/mental-health-youth-corrections-manitoba-1.5036223>
6. <https://theconversation.com/judges-sentence-youth-offenders-to-chess-with-promising-results-96172>

Planning in an Unstable Provincial Environment

7. <https://www.cbc.ca/news/canada/london/programs-cut-at-n-amerind-friendship-centre-executive-director-al-day-1.5042649>

USA

8. https://www.theadvocate.com/baton_rouge/news/crime_police/article_6986dd4e-3c62-11e9-b929-afd5d245d409.html
9. <https://chronicleofsocialchange.org/opinion/to-build-a-positive-youth-justice-system-follow-these-three-steps>
10. <https://www.pal-item.com/story/news/2019/03/21/5-year-old-initiative-rethinks-juvenile-justice-and-future/3177255002/>
11. <https://www.courant.com/news/connecticut/hc-news-hartford-juvenile-offender-support-20180828-story.html>
12. <https://www.wftv.com/news/local/former-judge-calls-for-changes-to-juvenile-justice-center/837729834>

World

13. <https://www.9news.com.au/2019/02/21/16/34/youth-justice-overhaul-to-quell-vic-unrest>
14. <https://edition.cnn.com/2018/12/15/uk/london-knife-crime-boys-intl-gbr/index.html>
15. <https://www.bbc.com/news/uk-northern-ireland-44539487>
16. <https://www.independent.co.uk/news/uk/crime/children-crime-robbery-drug-rise-youth-justice-system-england-wales-a8759351.html>
17. Personal stories of youth crime
 - <https://www.thestar.com/news/gta/2015/10/19/five-homeless-youth-share-their-stories.html>
 - <https://www.macleans.ca/society/the-real-reason-crime-is-falling-so-fast/>
18. <https://edmontonjournal.com/news/insight/breaking-the-youth-crime-cycle-new-strategies-aiming-to-rehabilitate-young-offenders-have-mixed-results>

TYLER'S TROUBLED LIFE – COST ESTIMATES

Cost Estimates – Tyler's Troubled Life

0-2 years	
Cost per Unit of Service (as reported by original source)	Total Calculated Cost (in 2015 Canadian Dollars)
Police Call for Service \$1,085 Canadian Dollars (CAD) (2011) per call ²	\$1,141.87
Child Services Investigation \$7,728 American Dollars (USD) (2010) per investigation ³	\$11,261.25
Child Services Home Visits \$5,962 USD (2014) per family ⁴	\$8,002.31
Period Total	\$20,405.43

3-5 years	
Cost per Unit of Service (as reported by original source)	Total Calculated Cost (in 2015 Canadian Dollars)
Emergency Room Visit \$385 CAD (2012) per visit ⁵	\$401.84
Child Services Investigation \$7,728 USD (2010) per investigation ⁶	\$11,261.25
Child Custody Hearing \$15,000 CAD (1998) per day of trial ⁷	\$45,000.00
Foster Care \$803.81 CAD (2009) per month ⁸ for one year (rate for children age 11 & under)	\$10,628.76
Period Total	\$67,291.85

6-10 years	
Cost per Unit of Service (as reported by original source)	Total Calculated Cost (in 2015 Canadian Dollars)
Foster Care \$803.81 CAD (2009) per month ⁹ for 5 years (rate for children age 11 & under)	\$53,143.80
Comprehensive Psychological Assessment \$2,500 CAD (2012) ¹⁰	\$2,609.32
Special Education \$9,200 CAD (2012) per student per year for 5 years ¹¹	\$48,011.55
Initial Psychiatric Assessment \$300.70 CAD (2013) per assessment ¹²	\$310.01
ADHD Medication Average of \$106 CAD (2012) per month ¹³ for 4 years (age 7-10)	\$5,310.72
Psychiatry Follow-Up \$160.60 CAD (2013) per appointment ¹⁴ for 12 one-hour appointments	\$1,986.84
Period Total	\$111,372.24

11-14 years	
Cost per Unit of Service (as reported by original source)	Total Calculated Cost (in 2015 Canadian Dollars)
Foster Care \$803.81 CAD (2009) per month for 1 year (rate for children age 11 & under); and \$909.95 CAD (2009) per month for 3 years (rate for children age 12-19) ¹⁵	\$46,725.60
Break-and-Enter \$2,322 USD (2013) per offence ¹⁶	\$3,208.12
Theft under \$5,000 \$1,259 USD (2013) per offence ¹⁷	\$1,739.45
Damage to Property \$860 CAD (2009) per vandalism event ¹⁸	\$947.65
Police Call for Service \$1,085 CAD (2011) per call ¹⁹	\$1,141.87
Initial Police Contact \$1,912 CAD (2015) per person per year ²⁰	\$1,912.00
Arrest of Juvenile \$896 USD (2012) per arrest ²¹	\$1,262.22
Youth Court Appearance \$1,275 CAD (2015) per person per year ²²	\$1,275.00
Police Attendance at Court \$79.78 CAD (2015) per officer per hour ²³ — 3 hour minimum	\$239.34
Youth Court Appearance \$1,275 CAD (2015) per person per year ²⁴	\$1,275.00
Probation Supervision \$5.81 CAD (2015) per day ²⁵ (3 months - ~90 days)	\$522.90
Community Service Supervision \$38.68 CAD (2015) per hour ²⁶ for 50 hours	\$1,934.00
Period Total	\$62,183.15

15-17 years	
Cost per Unit of Service (as reported by original source)	Total Calculated Cost (in 2015 Canadian Dollars)
Foster Care \$909.95 CAD (2009) per month ²⁷ for 3 years (rate for children age 12-19)	\$36,096.84
Assault \$2,030 AUD (2012) per assault ²⁸	\$2,115.48*
Police Call for Service \$1,085 CAD (2011) per call ²⁹	\$1,141.87
Initial Police Contact \$1,912 CAD (2015) per person per year ³⁰	\$1,912.00
Ambulance Transport \$530 CAD (2011) per ride ³¹	\$557.78
Emergency Room Visit \$385 CAD (2012) per visit ³²	\$401.84
Arrest of Juvenile	\$1,262.22

\$896 USD (2012) per arrest ³³	
Youth Court Appearance	
\$ 1,275 per CAD (2015) youth ³⁴	\$1,275.00
Police Attendance at Court	
\$79.78 CAD (2015) per officer per hour ³⁵ – 3 hour minimum	\$239.34
Probation Supervision	
\$5.81 CAD (2015) per day ³⁶ (6 months – ~180 days)	\$1,045.80
Assault	
\$2,030 AUD (2012) per assault ³⁷	\$2,115.48*
Police Call for Service	
\$1,085 CAD (2011) per call ³⁸	\$1,141.87
Initial Police Contact	
\$ 1,912 CAD (2015) per person per year ³⁹	\$1,912.00
Ambulance Transport	
\$530 CAD (2011) per ride ⁴⁰	\$557.78
Emergency Room Visit	
\$385 CAD (2012) per visit ⁴¹	\$401.84
Arrest of Juvenile	
\$896 USD (2012) per arrest ⁴²	\$1,262.22
Youth Court Appearance	
\$ 1,275 per CAD (2015) youth ⁴³	\$1,275.00
Police Attendance at Court	
\$79.78 CAD (2015) per officer per hour ⁴⁴ – 3 hour minimum	\$239.34
Youth Custody Facility	
\$250 CAD (2015) per day ⁴⁵ (6 months – ~180 days)	\$45,000.00
Initial Police Contact	
\$ 1,912 CAD (2015) per person per year ⁴⁶	\$1,912.00
Arrest of Adult	
\$1,103 AUD (2012) per arrest ⁴⁷	\$1,149.45*
Drug Trafficking/Possession	
\$1,890.00 USD (2001) per arrest/investigation ⁴⁸	\$3,451.68
Adult Court Appearance	
\$2,696 AUD (2012) per adult per appearance ⁴⁹	\$2,809.54*
Police Attendance at Court	
\$79.78 CAD (2015) per officer per hour ⁵⁰ – 3 hour minimum	\$239.34
Provincial Custody	
\$196 CAD (2014) per day ⁵¹ for 18 months (~540 days)	\$107,541.00
Social Assistance for High School Dropout	
\$681 CAD (2015) per month ⁵² for 4 years (age 17 to 30, minus 10 years incarcerated)	\$32,688.00
Period Total	\$249,744.71
18+ years	
Cost per Unit of Service (as reported by original source)	Total Calculated Cost (in 2015 Canadian Dollars)
Initial Police Contact	
\$ 1,912 CAD (2015) per person per year ⁵³	\$1,912.00
Arrest of Adult	\$1,149.45*

TYLER'S TROUBLED LIFE

PUBLIC SAFETY CANADA 17

\$1,103 AUD (2012) per arrest ⁵⁴	
Adult Court Appearance	
\$2,696 AUD (2012) per adult per appearance ⁵⁵	\$2,809.54*
Police Attendance at Court	
\$79.78 CAD (2015) per officer per hour ⁵⁶ – 3 hour minimum	\$239.34
Assault	
\$2,030 AUD (2012) per assault ⁵⁷	\$2,115.48*
Drug Trafficking/Possession	
\$1,890 USD (2001) per arrest/investigation ⁵⁸	\$3,451.68
Assault on inmate	
\$2,030 AUD (2012) per assault ⁵⁹	\$2,115.48*
Emergency Room Visit	
\$385 CAD (2012) per visit ⁶⁰	\$401.84
Provincial Custody	
\$196 CAD (2014) per day ⁶¹ for 2 years less a day + 1 additional year	\$218,069.25
Theft under \$5,000	
\$1,259 USD (2013) per incident of theft ⁶²	\$1,739.45
Drug Trafficking/Possession	
\$1,890 USD (2001) per arrest/investigation ⁶³	\$3,451.68
Police Call for Service	
\$1,085 CAD (2011) per call ⁶⁴	\$1,141.87
Initial Police Contact	
\$ 1,912 CAD (2015) per person per year ⁶⁵	\$1,912.00
Arrest of Adult	
\$1,103 AUD (2012) per arrest ⁶⁶	\$1,149.45*
Ambulance Transport	
\$530 CAD (2011) per ride ⁶⁷	\$557.78
Emergency Room Visit	
\$385 CAD (2012) per visit ⁶⁸	\$401.84
Aggravated Assault	
\$55,000 USD (2007) per assault ⁶⁹	\$85,795.33
Adult Court Appearance	
\$2,696 AUD (2012) per adult per appearance ⁷⁰	\$2,809.54*
Police Attendance at Court	
\$79.78 CAD (2015) per officer per hour ⁷¹ – 3 hour minimum	\$239.34
Federal Prison Sentence	
\$298 CAD (2014) per day ⁷² for 5 years	\$552,591.75
Violence Prevention Program – Moderate Intensity	
\$1,745 CAD (2009) per participant ⁷³ for 75 hours	\$1,922.84
Substance Abuse Program – Moderate Intensity	
\$4,601 USD (2011) per participant ⁷⁴	\$6,501.86
Period Total	\$892,478.79
Grand Total	\$1,403,476.17

TYLER'S TROUBLED LIFE

PUBLIC SAFETY CANADA 18

Back to [OUTCOME-DRIVEN STRATEGIC DECISIONS](#)

GENERAL CRIME STATISTICS

1. Between 2016 and 2017, more than half of Canada's census metropolitan areas (CMAs) reported increases in their CSI.
2. The largest increases in CSI were recorded in the CMAs of Greater Sudbury (+25%), Moncton (+15%), Guelph (+15%), and Kitchener-Cambridge-Waterloo (+14%).
3. Among other offences, breaking and entering and fraud were important contributors to the increases in all of these CMAs.
4. Between 2016 and 2017, more than half of Canada's census metropolitan areas (CMAs) reported increases in their CSI.
5. The largest increases in CSI were recorded in the CMAs of Greater Sudbury (+25%), Moncton (+15%), Guelph (+15%), and Kitchener-Cambridge-Waterloo (+14%).
6. Among other offences, breaking and entering and fraud were important contributors to the increases in all of these CMAs.
7. As with the violent CSI, changes in the NVCSI varied considerably among Canada's census metropolitan areas (CMAs) in 2016. The largest increases in the NVCSI occurred in Greater Sudbury (+26%), Moncton (+22%), Guelph (+15%), Kitchener-Cambridge-Waterloo (+11%) and St. Catharines-Niagara (+10%).
8. Breaking and entering was a contributor in the increased NVCSIs in all of these cities, along with various other offences.
9. Breaking and entering was also a driver in the CMAs which reported the largest declines in NVCSI: St. John's (-19%), Regina (-9%), Vancouver (-8%) and Victoria (-7%).
10. Increases in total fraud were reported by 19 of 33 CMAs. Large rate increases were reported in Moncton (+75%), Greater Sudbury (+58%), Saint John (+24%), Guelph (+24%), and Kingston (+22%).
11. As with other police-reported crimes, changes in rates of motor vehicle theft varied considerably by CMA.
12. Notably large increases in rates of motor vehicle theft were reported in Moncton (+50%), London (+47%), Peterborough (+40%), Trois-Rivières (+37%), Greater Sudbury (+36%), and Saguenay (+31%). Regina (-15%) and Saskatoon (-14%) reported the largest decreases, followed by Halifax (-13%) and Gatineau (-10%).

Source : <https://www150.statcan.gc.ca/n1/pub/85-002-x/2018001/article/54974-eng.htm>

