



MOVING FORWARD TOGETHER



Annual Report
2024/2025

Letter from the Executive Director



Kate Crozier
Interim
Executive Director

It is more clear than ever, that progress toward a just society isn't inevitable. We are at a difficult point in community and society, where the shift away from compassion, fairness and accountability is consistently visible to us and impacting our sense of safety, hope and possibility. And yet, it's also clear that we need to continue to move forward together in community, not isolation.

I am continually reminded that the values we at CJI hold -- dignity, repair, and collective care, require active protection and daily practice, not just belief; without them, communities regress quickly, leaving us left to navigate harm without meaningful support.

One of the reasons CJI is so special, and why I said yes to stepping into this role, is that we don't just talk about these values or train others on them. We live them. Not just in our work with survivors, people responsible for harm, and communities navigating conflict, but with one another.

As I've journeyed through my first year as Interim Executive Director, I continue to be deeply moved by how our staff embody the values of restorative justice in their work with program participants, and in their interactions with each other, community partners and care even in moments of tension or disagreement.

And truthfully, it's that foundation, the everyday courage and connection between staff, volunteers, board members, and community partners—that makes it possible for us to keep doing this work at all. Especially in a time when nonprofit organizations are being asked to do more with less, to meet growing needs with shrinking resources, and to hold space for healing amid increasing harm.

We continue to work toward reaching our dreams of the ways CJI can impact our community. Dreams of supporting people early in conflict before conflict becomes entrenched or criminalized. Dreams of breaking isolation and creating community with some of this region's most isolated citizens. Dreams of building a culture of de-stigmatizing people who have caused harm and instead focussing on accountability and repair. And dreams of a community where people who have been harmed can have voice and agency in their healing and justice needs.

With your support, we will stay on course and get there together.

Kate Crozier
Interim Executive Director

MISSION

To inspire safe, healthy and peaceful communities, one resolution at a time.

VISION

We envision connected, peaceful communities where all conflict is resolved in a restorative way.

Alongside our partners, neighbours, and those most impacted, we are embracing community accountability, building toward transformation, making room for hope, and expanding what we believe is possible.

Join us in our vision!

In 2024/2025...



154 CJI volunteers gave 10,470 hours* living out the values of restorative justice in real and meaningful ways.

2,963 people joined CJI's learning spaces to explore, build, and apply restorative justice skills.

3,413 people took steps toward healing, skill-building and understanding restorative justice through CJI's programs, workshops and communications

***This equals \$282,585 of donated time, which is 17% of our budget**

Capacity Strengthening

We envision a Restorative Waterloo Region; a community equipped and supported to prevent and address harm in relational and non-punitive ways across everyday spaces.

“The training provided me with practical tools and new strategies to engage others and effectively address conflicts. I feel more confident in applying these skills in future interactions to resolve issues constructively.”

- Workplace training participant.

FROM RESPONSE TO TRANSFORMATION

When organizations adopt restorative justice, they begin reshaping the systems around them. That is how transformation takes root.

This year, CJI has helped accelerate a powerful wave of transformation. More than ever, organizations across our region are turning to restorative justice not only as a response to harm, but as a foundational practice for building trust, accountability, and connection within their communities.

We love to journey with organizations, institutions and spaces of gathering to infuse restorative justice into policies and practices. We assist them to take bold steps to embed restorative justice which has helped reshape how conflict is handled, how relationships are nurtured, and how healing is prioritized. The momentum is inspiring!

THIS YEAR THROUGH OUR WORKPLACE AND CULTURE SERVICES...

553 people engaged with CJI trainings, workshops, and presentations

20 unique organizations in Waterloo Region embedded restorative practices into their workplace

Mediation Services

Community, Court-based,
and Identity-Based Harm

*"This experience cleared the
misunderstanding...I felt understood."*

Building trust through connection

What began as a deeply fractured moment between two tight-knit families spiraled into fear, conflict, and disconnection. At the heart of it was a young woman, Emmy, whose sudden disappearance ignited panic among her three cousins who helped raise her and shared a deep, protective bond rooted in a collective sense of responsibility.

After hours of searching, they found her safe at a neighbour's house, but panic quickly turned into a confrontation. Emotions escalated, property was damaged, and police were called. Charges were laid, and both families were left shaken.

The neighbours, though harmed, chose a different path. They weren't seeking punishment. Instead, they wanted an apology, restitution, and to be acknowledged. Through a court referral, CJJ stepped in to facilitate a restorative process.

Our facilitators first worked with each cousin individually, offering space to reflect on their actions and the emotional history behind them. Over time, the three came together in a restorative circle where they explored the impact of the incident, took responsibility, and considered how they could repair the harm.

They wrote personal, heartfelt letters of apology and contributed to repairing the damage caused. In a closing circle, facilitators read the letters aloud to the neighbour family, who responded with grace, expressing appreciation for the accountability and care shown.

This process didn't erase what happened, but it transformed the outcome. Instead of court and conflict, both families experienced honesty, repair, and a step toward healing.



THIS YEAR, THROUGH CJJ...

117 people experiencing neighbourhood and community conflicts were provided with restorative processes

105 people were involved with our dialogue services after a criminal incident

10 people were matched with affordable housing arrangements through our Home Share and Open Homes program

CJJ is excited to introduce our newest program, Open Homes, which we adopted earlier this year.

Mediation Services

Family, Older Adult, & Workplaces



THIS YEAR, THROUGH CJI...

191 coworkers engaged in our services to better manage conflict situations



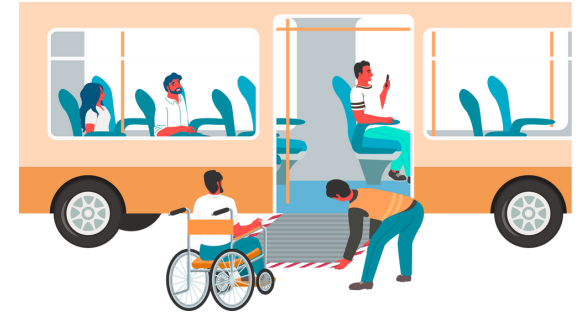
51 teens and their caregivers engaged with our services to build everyday, essential skills to build deeper relationships with each other



186 caregivers, children, and other supports, involved in escalated family conflict, participated in Child Protection Mediation, Family Group Decision Making, and Transitional Planning Conferences and Conflict Coaching to navigate conflict and make decisions



608 people were impacted by our older adult services, learning and engaging in restorative justice.



“The tools and practices week by week changed the way I relate to my daughter and our relationship is better now.”

- Conflict Coaching Caregiver Teen Program Participant

“I cannot express the joy it brought for me especially, but also that so many new and present neighbours joined in.

I was energized and uplifted and truly impressed with the day and with CJI”

- Older Adult Connection Group Participant

Integration Services



Supporting people impacted by sexual harm and incarceration

THIS YEAR, THROUGH THE REVIVE PROGRAM...

34 survivors of sexual harm were supported in their healing journey

14 family members, partners, and others impacted by sexual harm were provided space to share their experiences

33 people who offended sexually were assisted to address their offending patterns

20 facilitated dialogues brought people together to discuss impacts and needs after sexual harm.

THROUGH STRIDE ...

92 Stride nights gathered **225 people** in prison and community volunteers for recreation and relationship

12 women and gender-diverse people were supported by a Circle of caring volunteers to return to the Waterloo Region community.

By invitation from The Healing of Seven Generations, Stride is helping women participate in temporary escorted absences from the prison to share stories, drum, sing, and connect with Indigenous care. We, and participants, feel deep gratitude for the chance to experience this healing and build supportive community. CJI is honoured to contribute in a meaningful way to bridging the inside and outside, connecting people with culture and community.

“They have given me strength when I needed it most.”

- Person reintegrating from prison with support from a CJI Circle.

2024-2025 Financials

REVENUE

Donations & fundraising	24%	392,385.75
United Way	4%	71,000.00
Government grants & contracts	60%	988,780.14
Federal 22%		
Provincial 29%		
Regional 39%		
Fees & other income	11%	185,747.34
	100%	1,637,913.23

*Unaudited financial statements. Audited version available on request.

CJI FUNDERS

Cities of Kitchener and Waterloo
 Family & Children Services of Waterloo Region
 Foundation
 Provincial Government

- Ministry of Children, Community & Social Services
- Ministry of the Attorney General
- Ministry of Seniors and Accessibility

Federal Government of Canada

- Department of Justice
- Public Safety
- Service Canada
- New Horizons for Seniors
- Correctional Services Canada
- Employment and Social Development Canada

Region of Waterloo

Astley Family Foundation
 Christian Stewardship Services
 First United Church
 Kindred Charitable Foundation
 RBJ Schlegel Family Foundation
 Robert and Margaret Nally Fund
 Sisters of St. Joseph
 The Michael and Jocelyn Horner Fund
 The Motz Family Fund
 The Weiland Family Fund
 Timothy D. Mayer Charitable Foundation
 Tri-Pride Community Association
 United Way Waterloo Region Communities
 Wallenstein Feed & Supply Ltd
 Waterloo Region Community Foundation
 Wilfrid Laurier University
 W-K United Mennonite Church
 Zonta Club of Kitchener-Waterloo
 Many generous individual donors

EXPENSES

Wages, benefits & contact services	75%	1,249,763.58
Purchased Services	11%	183,952.29
Program & events	2%	27,072.91
Promotion & fundraising	0.5%	8,250.89
Travel	0.7%	11,682.86
Staff training	1%	8,751.78
Office & Facilities	10%	170,247.26
	100%	1,659,721.57
		(21,808.34)

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