



TRANSFORMING CONFLICT INTO TRUST



Imagine a Just Community

CJI Annual Report

2017/2018



Recycled Plastic Bench,
Glasdon International

Transforming Conflict Into Trust



When Kitchener became the first municipality in the world to implement a city-wide recycling program in 1983, I reluctantly participated—about half the time. I scoffed at recycling as a waste of effort.

That changed when my daughter came home from elementary school one day and said, “Dad you’re not going to throw that in the garbage are you?” as she watched me toss a can into the trash.

Thanks to lessons and practical activities at school, my kids grew up believing that recycling is the right thing to do. Fast-forward 35 years and recycling has become second nature for me.

Just like recycling, I dream of the day when restorative justice becomes second nature for the citizens of Waterloo Region.

A local culture shift toward becoming more restorative is already underway. It began in 1974 when Judge Gordon McConnell agreed to allow

teens to apologize to victims of their Elmira vandalism spree and to pay for damage not covered by insurance instead of going to jail. The innovative Elmira Case, which reframed justice as the need to restore relationships not just punish crime, has been transformative locally and it sparked a worldwide restorative justice movement.

Momentum has increased over the past 44 years as CJI, along with other organizations and individuals, have expanded the scope and reach of restorative justice. In 2017/2018, the CJI board set a strategic goal to help Waterloo become a restorative region within five years.

Just like recycling, I dream of the day when restorative justice becomes second nature for the citizens of Waterloo Region.

Like recycling, in the beginning it may feel counterintuitive when our cities implement restorative policies such as referring neighbours for mediation instead of imposing a fine. But as policies and practices take root in a range of sectors and we learn to think differently about conflict, relating restoratively will become normal. When people experience the benefits

of restorative justice, reluctance will turn to enthusiasm as real heart change takes place.

Imagine battling neighbours whose first instinct is to call a mediator rather than the police. Or teen classmates who ask for mediation with a trained teacher to safely air their beefs instead of fighting.

The beauty of restorative justice is that it offers simple, inexpensive ways to build and restore the trust that is critical for co-operation. In many settings like families, schools, workplaces, and neighbourhoods, people can use basic principles to work out conflicts on their own, for free.

If trust was the default between people, our region would operate much more smoothly. We could transfer human and financial resources from rule enforcement and punishment to collaborative efforts that benefits everyone in our community.

In this report, read about progress we’ve made toward becoming a restorative region and what remains to be done. With your help (and participation) it is possible!

Chris Cowie
CJI Executive Director

What is a Restorative Region?

In a restorative region, community members’ first response to conflict is to hold individuals accountable and invite them to repair harm while working to re-establish relationships and a sense of safety. To impact the entire community, a broad range of sectors need to adopt restorative practices and processes.

See the plan www.cjiwr.com



Our Impact in 2017/2018

 **254**
CJI Volunteers contributed

25,742  HOURS

AND WORKED ALONGSIDE

23  TO PROVIDE
STAFF Restorative Justice Services to

2,269 PEOPLE

 **14,800**
people were influenced by CJI through speaking engagements, events, our social media, website, & communication, plus our participation in collaborative committees 

THANK YOU TO LONG-TIME VOLUNTEERS


We are incredibly grateful for long-term, highly engaged volunteers like Judy Pidgeon (15 years) Phil Maier (20 years), and Kevin Lanctot (25 years) who contribute significantly to the healing power of restorative justice at CJI.





A shift toward becoming a more restorative region began in 1974 with the Elmira case. It continues as restorative justice principles are applied to fresh contexts.

CJI Initiatives and Partnerships

NEW IN 2017/2018

 **New Ways for Families** was created to help separated and divorcing couples to transform destructive family dynamics so that they can effectively co-parent their children.

 **Stride Expanded**, with funding from Public Safety Canada, to help women reintegrating into the community from prison. Ten volunteers have been trained and are getting to know women at halfway houses in Toronto (Phylliss Haslam Residence) and Dundas (Ellen Osler Home) during social activities like crafts and sports. When women are ready to leave, they can request that a Circle of Stride volunteers continue to support them to build a new life in their community.

 **CJI's Mediation Guelph-Wellington Partnered** with the City of Guelph to offer Sidewalk Talk. Trained CJI volunteers set up listening centres at 8 public events in Guelph to listen to anyone who needed to talk.

 **CJI's Elder Mediation Services** is partnering with SPECTRUM's Aging with Pride Committee— a volunteer-based LGBTTQ+ organization in the Waterloo Region. CJI and SPECTRUM will engage with LBGTTQ+ older adults and their support networks in order to discover their needs, gaps in service, and barriers to participating fully in our community. We want to create welcoming spaces where people can live without discrimination or fear.

Restorative Justice Taking Root in Local and Provincial Courts

CJI began offering the Victim Offender Reconciliation Program (VORP) to accused persons and victims in this region after the famous Elmira Case in 1974. Planting seeds and nurturing the growth of a relational solution to conflict and crime allowed restorative justice to take root in the provincial court system in Kitchener and across the province. Kitchener Crown Attorney, Mark Poland says, “The Waterloo Region is ground zero for restorative justice... CJI is recognized as a world leader in restorative justice.”



If we deal with offenses in a way that addresses root causes, it means we can change behaviour and there won't be as much recidivism.

— Kitchener Crown Attorney, Mark Poland

According to Poland, as the Attorney General's Office (the highest legal body in the province) noticed the positive results of alternative measures, including restorative justice, in Waterloo Region they recommended it to other jurisdictions. “This was a very local, bottom-up initiative,” says Poland, who adds that the push for alternative measures goes both ways now. “As of November 2017 we have a mandate from the Attorney General to consider diversion.”

ALL cases across the province are considered for diversion except those dealing with crimes such as murder, incidents involving fire arms, and child luring.

“It's a decision made by case management crowns. They look for people who might be open to changing...whose criminal ways are not entrenched,” says Poland. Speaking about the impact of diversions including VORP, he says, “The best part is that people have an opportunity to understand the impact of what they have done. The hope is that this will give rise to the green shoots of empathy resulting in changed behaviour.”

Locally and provincially, we are moving away from punishment and toward alternatives. Poland says, “If we deal with offenses in a way that addresses root causes, it means we can change behaviour and there won't be as much recidivism.” As well, Poland and his 28 assistant attorneys plus support staff, are not resourced to process all 10,000 cases that come to Kitchener's Ontario Court of Justice each year. Poland and his staff want to work with other justice partners to find restorative ways to deal with lower level infractions so that the courts can be reserved for the “bigger stuff.” He adds, “CJI is a very solid justice partner in Waterloo Region.”



Restorative Justice in the Local and Ontario Court System

1974: Elmira Case sets precedent for offenders taking responsibility for actions, repairing harm, and resolving crime relationally with victims (Kitchener's Ontario Court of Justice).

1974 to present: CJI facilitators help victims and offenders to resolve conflict. 95% report feeling satisfied with the results of VORP meetings.

2017: Attorney General of Ontario issues directive to all provincial Crown Attorneys to consider ALL cases for diversion, excluding murder, incidents involving fire arms, and child luring.

Helping Families Reduce Conflict & Restore Relationships

COMMUNITY PROBLEMS

Children and youth who have experienced abuse and neglect have trouble managing their emotions and forming healthy relationships. Even when they are removed from their families they often continue to have serious challenges that may lead to unhealthy adult relationships and generations of family dysfunction with untold human and financial costs. Older adults, who are being abused by a family member, fear their families will be torn apart if they reveal the harm.

TRADITIONAL SOLUTIONS

Families in conflict are often referred to counselling or the courts, or in extreme cases children are removed by child protection. When family members harm older adults, the parties are separated. When past sexual abuse is revealed among adult family members, the person who offended and the survivor are not allowed to communicate. In situations of abuse, adversarial court processes can seem like the only option.

A RESTORATIVE JUSTICE APPROACH

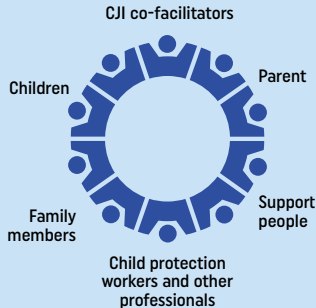
Families can choose from a variety of restorative justice and resolution skill building tools to help them address extreme conflict, violence, abuse, neglect, and other severe relational issues that interfere with family health and safety. These voluntary restorative processes improve accountability, identify underlying contributing factors, build empathy, and change behaviour which strengthens families enabling them to solve their problems constructively.

BENEFITS TO THE COMMUNITY

With greater capacity to resolve conflict, families safely care for children, fewer families breakdown and those that live separately interact more peacefully. Children in stronger families thrive. Families impacted by sexual abuse are finally able to move forward. Abuse against older adults is addressed and important relationships with family members at fault can be restored with the engagement and support of others who care about the older adult.

In 2017/2018: 164 adults and 30 children and youth experiencing extreme conflict voluntarily participated in a restorative process with help from CJI.

Family Group Decision Making



CJI helped 17 extended families and their allies to CREATE FAMILY CARE PLANS for their children. With improved relational skills, the families were strengthened and children formerly at-risk of apprehension could safely remain in the family.

Conflict Coaching

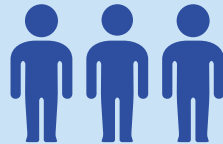


69 estranged couples transformed destructive ways of relating so they could peacefully co-parent their children.



8 parents and 8 teens were empowered to navigate extreme and protracted conflict.

Family Mediation



28 families were assisted to resolve conflict and learn conflict resolution skills during transformative mediations.

Elder Mediation



281 older adults were helped to navigate conflict with family members, caregivers, and service providers during 17 mediations. An agreement was reached in ALL cases.

Reintegrating People from the Justice System

COMMUNITY PROBLEMS

Youth and adults who commit crimes were often marginalized, had addiction and mental health issues, experienced poverty and faced barriers to social inclusion before serving time in prison. These issues are often compounded by difficult prison conditions and resulting stigma. As well, people in the community are often fearful of and don't know how to relate to them positively.

TRADITIONAL SOLUTIONS

People leaving prison, halfway houses, and treatment facilities are usually released with little intentional support and often have no positive social contacts. As they try to turn their lives around, many withdraw from family and former friends without having a new place to belong. There is an expectation that individual rehabilitation within prison or a treatment facility will be sufficient for people to reconnect and be successful in society. There is no preparation for community members so that they are ready to welcome and assist people leaving an institution.

A RESTORATIVE JUSTICE APPROACH

During shared recreation times in treatment facilities, halfway houses, and prisons, positive social connections are formed between community members and criminalized men, women, and youth. These warm connections with volunteers, are encouraged to form supportive community networks as these adults and youth return to the community.

BENEFITS TO THE COMMUNITY

When adults and youth involved with the justice system are included socially, they are more likely to function well and contribute to the community. This decreases crime and significantly reduces healthcare and criminal justice costs. As well, CJI volunteers often influence others in the community to be more informed, supportive and responsive, resulting in a safer, more inclusive society for all.

Connecting with Community Through Recreation

- 15 community members connected with 121 adult men at Salvation Army's New Directions half-way house in Kitchener or at Stonehenge Therapeutic Community in Guelph through shared recreation
- 29 young adult volunteers played sports with 57 male teens at Ray of Hope's Secure Custody facility in Petersburg, building opportunities for healthy community interactions
- 53 community volunteers did crafts and played sports with 234 women in prison at Grand Valley Institution for Women (GVI) in Kitchener

Integration Circles

15 women, 1 man, and 5 youth were supported by 36 volunteers as they reintegrated from prison or a halfway house



INTEGRATING NEW CANADIAN YOUTH

This successful, innovative model of community building and supportive integration circles was also used to help newcomer youth as they establish their lives in Canada.

In 2017/2018, 32 volunteers connected with 87 new Canadian youth (55 boys, and 32 girls) during recreation nights and homework help offered in partnership with Reception House Waterloo Region.

Facilitating Healing for People Affected by Sexual Harm

COMMUNITY PROBLEMS

Individuals devastated by sexual harm and their families don't have a safe way to communicate or to deal with broken relationships. A rift is created within families around a secret that is not to be talked about. Survivors often feel isolated or retraumatized if they choose to go to court; plus they often don't get the answers they need for healing and closure. In court, people who have offended are less likely to truly understand and take responsibility for their destructive actions. When sexual harm is hidden or goes to court, affected family members often feel they have no voice and no support.

TRADITIONAL SOLUTIONS

For the most part, court is seen as the only way to deal with sexual violence. In the name of safety, the justice system separates people who have offended sexually and survivors. People who offend are punished but are not generally supported to understand their behaviour and to make change at a deep level so that they don't hurt anyone else.

A RESTORATIVE JUSTICE APPROACH

Through psycho-educational and peer support groups people who have offended can understand

and take genuine responsibility for their actions while being held accountable. Healing is facilitated for male and female survivors of sexual harm in separate groups. Interventions are offered before and after incarceration, when the offender is returning to community, and in cases where there are no charges being pressed but behaviour needs to change. Partners of survivors and people who have offended find support in their own groups. Individuals, families and community groups can participate in Facilitated Dialogues to have essential conversations as part of their healing journey.

BENEFITS TO THE COMMUNITY

When people can openly discuss sexual violence in a safe space, they can finally move forward as all involved can listen and be heard. Through restorative practices, survivors get the answers they need for closure, helping them take that next step towards healing. People who have offended are less likely to abuse others when they understand the true harm they have caused and when they are supported to change. This prevents future victims. Mental health improves for both survivors and offenders, which reduces healthcare costs to society.

Offender & Partner Support Groups

- 34 people who offended sexually took responsibility for their actions and were supported in healing and change through 6 psycho-education and support groups.
- 4 people who offended and are also survivors were given specialized support.
- 7 partners of people who offended found healing through 2 peer support groups.



Survivors

19 male and 98 female survivors of sexual abuse were supported in their healing through 3 peer support groups.



Facilitated Dialogues

- 21 family members affected by sexual harm were supported in 14 cases.
- 3 of the cases were completed; 2 did not go to Facilitated Dialogues.
- 9 cases continue.



An average Facilitated Dialogue lasts 6 months and involves several meetings. This open-ended process is finished when all participants are satisfied.

Reducing Conflict Among Community Members

COMMUNITY PROBLEMS

Neighbours, coworkers, and classmates stuck in contentious quarrels, need a way to break the cycle of retaliation that often escalates to the point of psychological or physical violence. Victims of crime need a safe way to tell offenders how the crime impacted them and what they could do make things right.

TRADITIONAL SOLUTIONS

In schools, bullying and fights are often punished with detentions and suspensions. Warring neighbours may call police or the city on each

other and receive fines. When people commit crimes, punishment is delivered by the justice system with little opportunity for offenders to grasp the physical and psychological injuries they have inflicted on victims.

A RESTORATIVE JUSTICE APPROACH

Using a variety of restorative practices, including Victim Offender Reconciliation, restorative circles, and transformative mediation, community members can listen to each other, take responsibility for their actions, and work toward mutually satisfying solutions.

BENEFITS TO THE COMMUNITY

Resolving conflict person to person is much less expensive (often free) than going through our overburdened courts. When victims safely communicate with offenders, they can usually move forward and put the incident behind them. Offenders who understand and take responsibility for the damage they caused to another human being are less likely to reoffend. When community members trust each other, personal and collective resources are freed up for increased collaboration.



Restorative justice rebuilds trust among community members allowing them to relate in helpful not harmful ways.

Resolving Neighbour Disputes

- 124 neighbours were referred to CJI by the cities of Cambridge, Kitchener, Waterloo, and Guelph.
- 100 neighbours came to a mutually satisfying agreement through mediation with CJI.



Peace Among Classmates

476 students in local high schools participated in restorative programs to prevent and resolve conflict.

Repairing Harm in Situations of Crime

153 referrals to the Victim Offender Reconciliation Program resulted in 80 mediations with victims and accused persons. 96% led to offenders taking responsibility, mutually satisfying agreements, and avoiding costly court proceedings or incarceration.

Calming Workplace Storms

35 co-workers participated in 20 mediations, most found satisfying solutions to their conflict.

A Proactive Response to Conflict at St. Benedict High School

“As a school administrator, sometimes my tools are limited to consequences,” says Delmar Borba, one of the VPs at St. Benedict High School in Cambridge. He adds, “I can request that students ‘cease and desist’ but if the conflict is not resolved, they usually address each other negatively online.” Borba says he uses mediation when a conflict is ongoing to help students get closure.

He believes sitting down with the person they have been gossiping about is a better consequence than some type of punishment. “Students tell me that facing the person is much harder than serving a detention.”

Though administrators had “dabbled in mediation in the fall of 2016”, it wasn’t until after CJI’s Shelley Schanzenbacher trained 12 teachers in conflict mediation, that restorative justice began to take hold. In the fall of 2017, trained teachers began to use mediation to work out classroom conflicts and were pleased with the results.

Then students started asking Mr. Borba for a mediation themselves—a sure sign that the culture is shifting at St. Benedict. “They want a safe space to feel heard and

valued.” Borba adds that they are also willing to listen to the other person when it’s just them and a mediator—which bypasses the usual posturing when conflict erupts in front of peers. “I have seen the frequency of incidents with conflict decrease over the past year,” says Borba.

These days, when a conflict needing mediation arises, a St. Benedict’ admin assistant contacts Shelley from CJI to co-mediate with one of the trained teachers while they continue to learn. “Shelley is great. She is personable and the students love her. Our plan is to have our staff mediate conflicts as they arise.” To other administrators who are considering including restorative justice in their schools, Borba recommends, “Get staff involved early—that’s when you can get a change in culture.”



Nada Offak is one of the trained teachers that co-facilitates transformative mediations at St. Benedict's High School.

Community Partner Insights

There are lots of incidents that take place in the community that need to be dealt with but don't necessarily need to go through the criminal justice system—which can be expensive, inefficient, and not very successful. Restorative justice principles need to be better known and accepted by the general population so that it's thought of as the first opportunity to deal with someone who has done a crime or exhibited bad behavior. Dealing with conflict restoratively allows the person to learn from the experience and enables the aggrieved and the accused to resolve the situation.

— Tom Galloway, Regional Councillor and Police Services Board Chair

Restorative justice is an innovative way of solving a problem that takes it out of the formal system and puts it back where it should be—as a person-to-person solution. Instead of a binary, “guilty” or “not guilty”, restorative justice can deal with grey areas that laws cannot. There are many types of issues that happen in the community, not just breaking the law, but differences of opinion. CJI helps people find common ground and a way forward. I wish restorative services, like mediation between feuding neighbours, were a first choice not a seemingly last resort.

—Mayor Dave Jaworsky, City of Waterloo

Spreading the Influence

HOW CJI SPREAD THE WORD ABOUT RESTORATIVE JUSTICE IN 2017/2018

STRIDE SYMPOSIUM: Women in Prison...Building Community for Women Inside and Out of Prison Walls

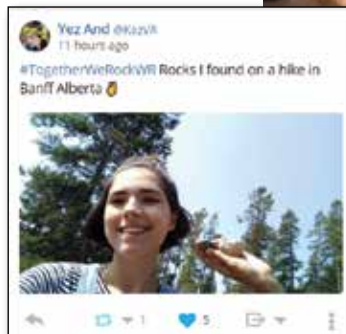


Over this 3-day symposium, 350 people, including presenters, organizers, community members, women with

lived experience in prison, academics, and correctional services staff came together to learn and dialogue. Presenters included: an indigenous elder, 5 university and college professors, Warden of Grand Valley Institution for Women, Deputy Commissioner of Women for Correctional Services Canada and the independent watch dog for the nation's prisons: Canada's Correctional Investigator.

#TogetherWeRockWR

Through CJI's Fresh Start Creations, women in prison at GVI decorated 700 small rocks, that were donated by CJI supporters, with inspiring messages. Attendees at the



Justice Dinner received the rocks as mementos. The women donated the \$2,000 they were paid for this project to these local charities: OneRoof, KW Counselling, Front Door, and Healing of the Seven Generations.

Annual Justice Dinner



CJI partnered with Crime Prevention Council of Waterloo Region on the 39th Annual Justice Dinner at Bingemans in November 2017. About 275 people attended and Ted Wachtel, founder of the International Institute for Restorative Practices, gave the keynote address.

Mind-shifting Resources



Read books recommended by CJI ED Chris Cowie



Chris teaches university and college courses on Restorative Justice. He is a passionate community leader, restorative justice fanatic and voracious reader. GO TO cjiwr.com/chris-picks/#

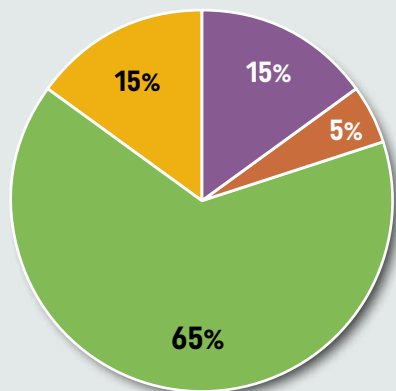
Read news articles about CJI from the past year at cjiwr.com/category/cji-in-the-news



Uncertain Futures for Women Leaving Prison was published in 2017. This book by Alison Pedlar, Susan Arai, Felice Yuen, Darla Fortune includes 10 years of extensive research on CJI's Stride Night and Stride Circles.

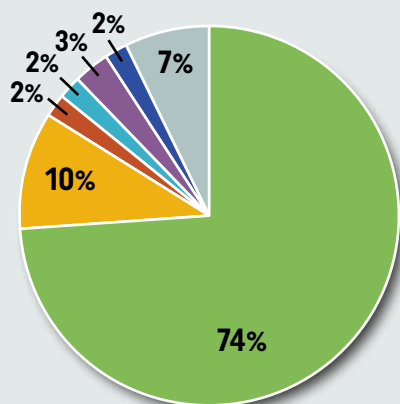
cjiwr.com/cji-in-print

Financials*



Revenue

Donations and fundraising	247,449.85
United Way	82,735.00
Government grants & contracts	1,061,080.26
Federal (54%)	
Provincial (27%)	
Regional (4%)	
Trillium (16%)	
Fees and other income	<u>241,189.21</u>
Total	1,632,454.32



Expenses

Wages, benefits & contract services	1,216,427.83
Purchased services	164,657.27
Program & events	27,030.84
Promotion & fundraising	40,479.27
Travel	44,677.63
Staff training	24,668.54
Office & facilities	<u>118,249.51</u>
Total	1,636,190.89

Unaudited financial statements.
Audited version available on request.

CJI Funders

- | | |
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| Abundance Canada | Ontario Trillium Foundation |
| Astley Family Foundation | Shantz Mennonite Church |
| Cambridge & North Dumfries Community Foundation | Spaenaur Philanthropy Fund |
| Kindred Credit Union | The Sisters of St. Joseph of the Diocese of London |
| May Court Club of Kitchener-Waterloo | Toyota Manufacturing Canada Inc. |
| MCEC – Mennonite Church Eastern Canada | United Way Waterloo Region Communities |
| Mercy Corps | United Way of Greater Moncton & NB Region |
| Mersynergy Charitable Foundation | United Way of Greater Toronto |
| NAFCM – National Association for Community Mediation | Wallenstein Feed Charitable Foundation |

MUNICIPALITIES

- Cities of Guelph, Kitchener, and Waterloo
- County of Wellington and Regional Municipality of Waterloo

FEDERAL GOVERNMENT

- Correctional Service Canada
- ESDC – Canada Summer Jobs
- Public Safety Canada

PROVINCIAL GOVERNMENT

- Ministry of the Attorney General
- Ministry of Community & Social Services – Violence Against Women
- Ministry of Children & Youth Services – Youth Justice Services, Community Capacity Building
- Ministry of Senior Affairs

CJI is also grateful for the faithful and generous support of numerous churches, seniors' facilities and caring individuals ensuring that our work continues to flourish.



CJI Board of Directors

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TRANSFORMING CONFLICT INTO TRUST

Help Waterloo Region become a restorative region!

VOLUNTEER cjiwr.com/get-involved

GIVE Online at www.cjiwr.com



Imagine a Just Community

Community Justice Initiatives

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