



Imagine a Just Community

# Looking Below the Surface of Conflict and Harm



loneliness  
*HURT*anger  
ANXIETY  
BETRAYAL *fear*



CJI ANNUAL REPORT 2018/2019



## Restorative justice invites us to see the broken relationships below the surface of conflict and harm

Looking through a restorative justice lens, we can see relational rather than legal solutions to harm and conflict. CJI's goal is not to be the sole guardian of restorative justice knowledge. We want to deepen the understanding of restorative practices among people from all walks of life and in all sectors of society. **Together we can take one step closer to becoming a restorative region!**

In this report, discover how CJI is collaborating with organizations, levels of government, families, and individuals to shift perspectives and practices on conflict to make the dream a reality.

## Our Impact in 2018/2019



209 CJI volunteers contributed 25,047 hours and worked alongside 26 staff to provide restorative justice services to 2,288 people.



18,391 people were influenced by CJI through speaking engagements, events, our social media and communications, plus our participation in collaborative committees.

## MESSAGE FROM EXECUTIVE DIRECTOR, CHRIS COWIE

# Looking Below the Surface of Conflict & Harm



Chris Cowie

I recently visited my doctor to investigate persistent pain in my elbow. She could have prescribed pain relief medication for the symptoms. Instead, she sent me for an x-ray. Determining the source

of my pain makes lasting treatment possible.

In the same way, we need to look below the surface of conflict and harm. Like an x-ray, a restorative justice process reveals how individuals and relationships have been damaged.

In 1990, Howard Zehr's ground-breaking book, *Changing Lenses*, invited readers to view justice in a fresh way. Most of Western society perceives justice through a legal lens. We invest much effort in determining whether a rule or a law has been broken and devising suitable punishment for offenders.

Unfortunately, research shows that just punishing offenders doesn't help them take responsibility for their actions. Incarceration often causes further damage, which may increase reoffending.

Zehr eloquently invites us to look at justice through a relational lens. Justice can be reimagined as a process that allows victims to express how they have been hurt and what could be done to alleviate their pain. Restorative justice enables people who harm to directly address victim's needs and to make things right.

Systems that create one-size-fits-all responses to wrongdoing have a similar chance of delivering meaningful healing as my doctor would prescribing the same solution for everyone with elbow pain.

X-rays were discovered in 1895 and within a year the technology was being used to more accurately diagnose broken bones, tumors, the location of bullets etc. Just as x-ray technology revolutionized the medical field, restorative justice has the potential to revolutionize how we diagnose and treat conflict and harm.

At CJI, we envision a truly Restorative Waterloo Region. I'm confident that we can embrace this vision together and fully realize our mission, "to inspire safe, healthy and peaceful communities, one resolution at a time."



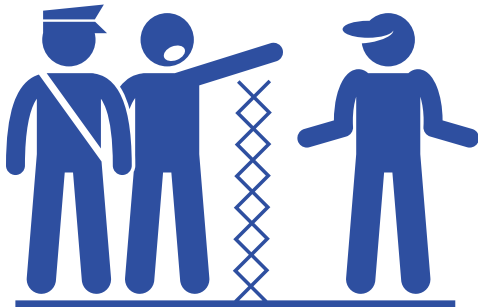
# Collaborating with Government Partners

The way local governments and government agencies conduct business affects our daily lives. CJI works with government partners to create restorative structures that reduce conflict and enhance well being. CJI's Community Mediation Services collaborates with City of Waterloo, City of Kitchener, and City of Brantford By-law Enforcement teams, Waterloo Regional Police Services, and the Region of Waterloo.

**Waterloo Regional Police Services** also refers neighbourhood and community situations when conflict is not criminal but negatively impacts people's lives. Community Resource Officers appreciate the effectiveness of CJI's mediation services and are becoming advocates for the restorative process.

**Waterloo Region Housing** takes a restorative approach to resolving conflict in their subsidized housing complexes. People in poverty have limited options to re-locate. When conflict brews, they want to avoid eviction. The Region of Waterloo works proactively with CJI to teach their staff and tenants conflict resolution skills. In challenging times, trained tenant advisory councils are able to make space for people to voice their concerns and to facilitate more peaceful relationships within the Region's buildings.

**Neighbors in conflict often contact their city bylaw enforcement. Fines are given but the conflict remains.**



**Cities of Kitchener, Waterloo, and Brantford bylaw officers refer some conflicts to CJI.**

**CJI mediators bring neighbours together to address conflict and make lasting peace.**



**Wellbeing Waterloo Region (WWR)** is a collaborative initiative among more than 70 local organizations, plus individuals with lived experience, trying to increase social inclusion, and affordable housing, and enhance the health of children and youth. CJI facilitators, with Circle training, are building capacity among these partners to create an environment where people can disagree but continue to cooperate. (WWR is supported by Region of Waterloo staff).

**In 2018/2019, CJI's Community Mediation Services worked with 102 neighbours to address conflict.**

# Collaborating with Justice System Partners

CJI began 45 years ago with an experiment to restore relationships harmed through crime as two youth apologized to victims and paid for damage to properties they vandalized. From that experiment with a judge in a local court, CJI has collaborated with other partners to make our justice system more restorative.

**The Victim Offender Reconciliation Program (VORP)**, has been the cornerstone of our agency. **CJI receives referrals for VORP** from government justice system partners including the local crown attorney's office, Victim Services, Probation & Parole Services, as well as, John Howard Society Waterloo Wellington—a non-profit.

Over the last year, CJI's VORP staff made presentations to referring partners to deepen their understanding of what VORP is and when it can be used. Community support grows as partners witness the power of VORP to provide healing for victims, and lasting change for people who have offended.

**In 2018/2019, CJI facilitated 161 VORP meetings with 257 victims and offenders.**

**Probation & Parole officers and defense lawyers refer their clients to CJI's Revive Program**—usually when an individual has been charged with a sexual offence, but before sentencing. After meeting with a CJI Revive staff member, these people usually attend our 7-week psycho-social education program for people who have offended. Once the training is complete, some join a Revive support group to continue taking responsibility for their actions and learning how to avoid re-offending.

## Benefits of the Partnership:

- Revive staff provide a summary letter to the lawyer on behalf of their client, to be considered as part of their sentencing.
- Many lawyers and Probation & Parole Officers see a difference in their clients— they're more accountable, more reflective, better able to express themselves.
- CJI is helping P&P officers to see that accountability is more than pleading guilty, it means their clients understand and own the damage they inflicted on another person.
- P&P officers have also been challenged by CJI to consider the root causes when survivors of sexual harm are in conflict with the law—including trauma, mental health issues, and substance use.

We hope that this increased awareness will lead to more people accessing restorative practices as part of their healing – whether they've offended, or been a survivor of sexual harm.



The traditional justice system separates victims and offenders.

When it is safe to do so, CJI mediators facilitate meetings with victims and people who have offended.

All have a chance to hear and be heard as they determine a mutual agreement to repair harm.





# I Felt Like a Person

For me, being in prison was a significant loss. Externally, it was a loss of time, freedom, and connection with the outside world. Internally it was a loss of self-esteem, self-worth, self-respect, self-confidence and a loss of sense of self as a whole. I would use my mind to escape my circumstances by envisioning myself somewhere else—anywhere but in prison.

However, during [Stride Night] I was fully present in the moment and I didn't even feel like I was in prison. We called Stride Night our social event and we all looked forward to it. These evenings were filled with fun and laughter, which in prison is very rare. During these interactions with volunteers, I felt like a person. I felt worthwhile and fulfilled, which I hadn't felt in a very long time or ever. I believe the greatest gift that you can give someone is your time because with time comes support, companionship, kindness, generosity, authenticity, respect, value and connection. To me those are all priceless and far exceed any amount of money.

Not only did these volunteers give of their time but they gave quality time. What a gift it was to be fully present in the moment where time seemed non-existent. When you're "doing time" that almost seems impossible. Some of volunteers would even say that there's no other place that they would rather be than there with us. I can honestly say that at that moment I felt the same way.

The sense of connection that I felt was unfathomable. There was no other place I would rather be and no other person I would rather be than myself. What a gift and a blessing that was. It amazes me how things like love, compassion, support, kindness, and time can enhance a person's well-being and even give them hope and ambitions for the future. It can change their whole outlook on life.

Stride provided me with all the things that I had lost as a result of being in prison. They were our connection to the outside. What the prison system tries to accomplish in years through its programs, Stride achieves in a couple hours every week. I am forever grateful for Stride. They are light to such a dark place. Their presence is illuminating and uplifting. Thank-you for making such a tremendous difference in my life and in the lives of many others. You helped me reintegrate in all aspects—physically, mentally, emotionally and spiritually!!!

— Woman who was in prison

**In 2018/2019, 241 women in prison participated in Stride Recreation Nights at Grand Valley Institution for Women. 15 women were supported by 35 CJI volunteers as they returned to their communities.**

**Cooperation with our justice system partner, Grand Valley Institution for Women (GVI), has been essential** as Stride has helped women transition from prison to the community. Every week, CJI creates community in the prison as staff and volunteers run Stride Night (recreation and conversation) in the GVI main compound and the minimum house. Volunteers chosen by the women, may also form supportive Stride Circles around them as they leave prison. The women, CJI volunteers, and prison staff all benefit from Stride. Women feel valued and empowered when volunteers spend time with them. Volunteers learn about women in prison and are equipped to challenge stereotypes. A culture of caring is fostered that also benefits the prison staff.



**STRIDE 20TH ANNIVERSARY**  
In June 2018, we celebrated the 20th anniversary of the Stride program, and said goodbye to the founder Julie Thompson (pictured left) as she moved on to a new opportunity. Stride is a groundbreaking program that is seen as a model for reintegrating women from prison. We are grateful for Julie's hard work and the generous support of local funders including the United Way and the Kitchener Waterloo Community Foundation.

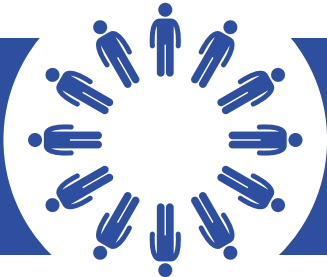
# Collaborating with Education Partners

Community doesn't happen naturally in the classroom. Restorative practices create an inclusive environment, fostering a sense of belonging and focusing on building healthy relationships. If relationships are healthy in a classroom, when incidents happen, students and teachers have a strong foundation from which to collectively discover and collaborate on solutions.

CJI trains teachers in the Waterloo Catholic District School Board to use Restorative Circles to help them transform classes into healthy, community-focused spaces.



Restorative Circles create a place where each person is encouraged to bring their best self; it is a place of listening and speaking from the heart.



**Waterloo Catholic District School Board** continues to invite CJI to help them embed restorative practices in some of their elementary and secondary schools in the region. The Catholic school board sees the importance of reducing punitive responses to conflict (suspensions, expulsions, keeping students away from each other), which increase frustration while weakening a student's connection to school and peers.

CJI is helping school staff reimagine how to deal with daily challenges. Restorative responses enable students to express concerns, listen to each other, and collaborate on solutions in order to resolve conflict at the root.

## Community Justice Initiatives:

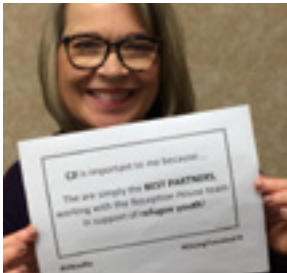
- Provides Restorative Circle training for Catholic Board educators 4x/year. Teachers are implementing Restorative Circles in their classrooms to build understanding, belonging, and conflict resolution skills among students.
- Facilitates Circles in schools where teachers have not yet been trained but want to use the model to build healthy relationships and resolve classroom conflict.
- Is working to "skill up" teachers and administrators so that they can approach conflict more restoratively.

**In 2018/2019, 127 Waterloo Catholic District School Board educators were trained in restorative practices and 300 students were positively impacted.**

## ENDING A FRIENDSHIP PEACEFULLY



Two girls, who were each other's first real friends, had been close since Grade 4. In Grade 10, they started fighting. Their extended group of friends got involved – first on social media. Then there were threats that led to suspensions. The school was going to involve the police. Instead a CJI mediator brought the girls together. When they talked face to face, the girls discovered that they weren't angry with each other. They were upset because they didn't know how to deal with the natural end of their relationship. At the close of the meeting, the girls hugged each other—finally they could move on peacefully.



**Kathie Must from Reception House expresses appreciation for CJI on #Giving Tuesday (a day to give and do good following Black Friday each November.)**

# Collaborating with Nonprofit Organizations

The Waterloo Region has a strong non-profit sector that enriches our community. CJI exchanges knowledge and skills through reciprocal partnerships with non-profit organizations.

**CJI's Elder Mediation Services** formed a new partnership with **Spectrum** to assist LGBTQ+ seniors. Often, when a senior moves into a retirement building or a nursing home, they feel the need to go back in the closet with their sexuality. We're working within **Waterloo Regional Housing**, as well as **Village of Winston Park Retirement Home**, to bring people together to have conversations that challenge attitudes, behaviours, and misconceptions about the LGBTQ+ population. Winston Park is a pivotal partner and has been very receptive to restorative practices. **In 2018/2019, 35 people received services through the Spectrum/CJI Partnership.**

As a member of the **Sexual Assault Response Team (SART)**, **CJI's Revive staff** collaborate with 20+ service providers that work with people who have experienced sexual harm. Through CJI informing service providers about restorative approaches to healing from

sexual harm, survivors have been empowered with more choices. Survivors may prefer a restorative process to avoid being revictimized through legal proceedings or when the person who caused harm is a family member. Through our role on this committee, CJI helps to spread awareness about the needs of people who cause harm.

**House of Friendship's Family Outreach Team** invited **CJI staff** to teach workshops and facilitate reflective conversations about using restorative practices in the workplace. The goal is that the Family Outreach Team workers will implement their new skills with each other and the families they work with in the community.

**CJIs Community Mediation Services works closely with Family & Children's Services of Waterloo Region** on mediations between parents and children or teens, and family mediations. We also offer conflict coaching for parents who

are separated and for families who are working to stay together. Our restorative processes increase a family's capacity to resolve conflict, reduce stress, and increase their quality of life. Our effective services challenge the belief that the only response to familial conflict is a legal process. **In 2018/2019, 73 families were assisted.**

**CJI runs New Canadian Youth Connections (NCYC) in partnership with Reception House.** CJI provides a restorative model for integration while Reception House contributes expertise working with refugee youth. Refugee youth between 12 & 25 meet community volunteers during 2x/week homework club or NCYC recreation night. If they want additional integration support, youth can request 2-3 volunteers to form a supportive Circle around them. The community becomes more restorative as volunteers and refugees form positive relationships. **This year, 75 refugee youth were assisted by 30 volunteers.**



# Collaborating with Individuals, Families & Workplaces

People need ways to navigate conflict so they can live peacefully with others. CJI provides restorative alternatives to adversarial approaches to conflict and harm in families, workplaces, and the community.

## Healing from Sexual Harm

Whether people experience sexual violence as children or adults, the impact is felt in all aspects of their relationships: within themselves, families and communities.

- **This year, 29 people attended weekly peer support groups** for male survivors and female survivors that were facilitated by CJI Revive volunteers.

People who have offended sexually can take responsibility for their actions and make better choices through their own CJI peer support groups. There is also a group for partners of offenders.

- **48 people who offended and offenders who are survivors attended support groups**

**CJI's Facilitated Dialogue** helps families, or groups, deal with the aftermath of sexual harm in a restorative way. CJI facilitators start by meeting with individuals and then bring pairs or groups together for safe, respectful dialogues.

**25 people participated in Facilitated Dialogues in 2018/2019.**

## Parenting

- **In 2018/2019, 38 parents with 76 children accessed CJI's conflict coaching** to help them peacefully co-parent—some were already separated and others are working to stay together.



- 29 parents and their teens participated in parent-teen mediations.

## Integrating in Canada

CJI helped 75 youth from 15-20 years old integrate into the Waterloo Region through New Canadian Youth Connections recreation nights, homework club, and individualized support. Staff and volunteers helped refugee youth deal with everyday issues like how to apply for college/university and conflicts such as handling racist comments.



## Workplace Conflict

One of the most common reasons employees are absent, or request stress leave, is unresolved workplace conflict. When employees are equipped to resolve conflict and restorative policies are implemented, workplace cultures can shift from top-down, punitive measures to more collaborative approaches.

### CJI Community Mediation Staff:

- Offer training that builds organizational capacity to manage conflict more effectively in workplaces
- Equip employees to respond restoratively to clients—especially those with high conflict behaviours
- Mediate conflicts that arise between individuals



**In 2018/2019, CJI staff provided services in 6 workplaces.**

# Community Engagement

In 2018/2019 CJI continued to invite community members to reimagine justice and conflict through hosting and participating in events. 18,391 people were influenced by CJI through speaking engagements, events, and our participation in collaborative committees.

## Stride Conference



As part of our 5-year funding project with Public Safety Canada, CJI hosted a final conference for our Stride program in Halifax, Nova Scotia March 27-28, 2019. Day 1 focused on

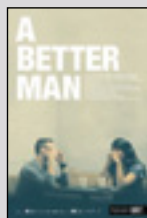
bridging the concepts of restorative justice and reintegration. The 110 participants heard from many notable speakers from community agencies and government, including Senator Wanda Thomas Bernard, who opened the event with a discussion on human rights in prison. On Day 2, attendees got to experience a simulation of a Stride Night inside Nova Institution for Women, the federal prison for women in Truro, Nova Scotia. The conference was attended by academics, community partners, and women with lived experience who are interested in supporting women's reintegration in their community. Elizabeth Fry Society of Mainland Nova Scotia worked tirelessly to help CJI plan this successful event.



## Restorative Justice Week

In honour of Restorative Justice week November 18-25, 2018, CJI hosted "Responses to Sexual Harm: What keeps a community safe?" at the Apollo Theatre in Kitchener. We screened the documentary *Untouchable*, which interweaves portraits

of men and women who have committed sexual offences with heartbreaking stories of those who have suffered sexual abuse, and the devastating impacts of American approaches to managing sexual offenders. The film was followed by a panel discussion that created space for different perspectives on approaches to sexual harm. Attendees discussed ways to move forward as a community to support diverse responses to sexual harm.



## Better Man at Film Festival

With help from CJI, in 2018 Zonta Film Festival screened *A Better Man*, which documents female filmmaker Attiya Khan's meeting with an abusive ex-boyfriend to show the healing and revelation that can happen for everyone involved when men take responsibility for their abuse. Following the film, CJI staff participated on a panel to discuss how and when it's appropriate to use restorative dialogues in the aftermath of domestic violence.



### December 2018 – #12days4socialgood

Kindred Credit Union asked CJI to participate as a DoGooder in 2018 – hosting an event during the 12 Days for Social Good campaign. On December 13th, CJI staff and volunteers set up at City Hall in Kitchener to host a Sidewalk Talk. We served hot chocolate, gave out candy canes, and provided a listening ear for anyone who needed it.

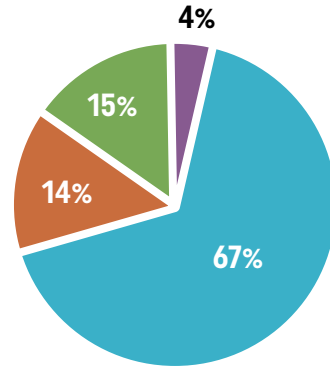


October 2018, Race to Erase Cambridge. A CJI team raised \$8,000 for our agency as we competed against other teams for the fastest time to complete fun and educational challenges.

# Financials\*

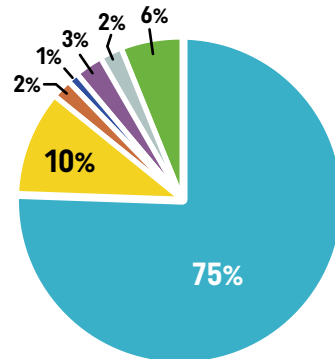
## Revenue

■ Donations and fundraising	265,014.01
■ United Way	72,998.71
■ Government grants & contracts	1,186,004.83
Federal (51%)	
Provincial (29%)	
Regional (2%)	
Trillium (18%)	
■ Fees and other income	241,054.39
	1,765,071.94



## Expenses

■ Wages, benefits & contract services	1,321,966.26
■ Purchased services	175,645.29
■ Program & events	36,093.34
■ Promotion & fundraising	17,949.11
■ Travel	60,560.28
■ Staff training	35,948.33
■ Office & facilities	110,476.94
	1,758,639.55



\* Unaudited financial statements. Audited version available on request.

# CJI Funders

- |   |  |
|---|--|
| Astley Family Foundation                        | NAFCM – National Association for Community Mediation |
| Benevity Community Impact Fund                  | Ontario Trillium Foundation                          |
| Cambridge & North Dumfries Community Foundation | R B J Schelegel Holdings Inc.                        |
| Gambling Research Exchange Ontario              | Ross & Doris Dixon Charitable Foundation             |
| Heffner Lexus Toyota                            | The Sisters of St Joseph of the Diocese of London    |
| Kindred Credit Union                            | Toyota Manufacturing Canada Inc.                     |
| Kitchener Waterloo Community Foundation         | Spaeneur Philanthropy Fund                           |
| Laidlaw Foundation                              | United Way Waterloo Region Communities               |
| Maycourt Club of Kitchener Waterloo             | Wallenstein Feed Charitable Foundation               |
| Mercy Corp                                      |  |
| Mersynergy 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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## Looking Below the Surface of Conflict & Harm

Help Waterloo Region  
become a restorative region!

**VOLUNTEER** [cjiwr.com/get-involved](http://cjiwr.com/get-involved)  
**GIVE** Online at [www.cjiwr.com](http://www.cjiwr.com)



Imagine a Just Community

### Community Justice Initiatives

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