



Annual Report  
2012–2013



## From the Executive Director

# Age-Old Principles Result in Innovative Solutions

In some ways, there is nothing new about what CJI does. For almost 45 years, we have applied the same restorative justice principles over and over again—listen, give everyone a voice, repair harm, restore relationships. But at the same time, applying these age-old principles (which are practiced in many indigenous cultures) to new situations has resulted in innovative solutions to difficult societal problems.

CJI began with an innovative approach to conflict created by crime. When a judge agreed to allow two teens to apologize for their crimes and pay for damages instead of going to jail, a new precedent was set in Canada.

We have continued to forge creative solutions over the years, and 2012–2013 was no exception. This past year, the Grand Valley Institution for Women (GVI) invited CJI to develop and teach violence prevention programming at the prison. We also introduced a trial

program to support community reintegration skills for federally sentenced women with mental health challenges.

We piloted a well-received support group for partners of people who have offended sexually. And we began a group for people who have offended, but are also survivors of sexual abuse. To address the growing problem of cyber-sex crime, CJI began Waterloo Region's first education and support group for those who have committed cyber-sex offenses.

Not only have our programs flourished in the past year, our staff team has grown closer. I appreciate our dynamic team's focus on continuous learning—through courses and training—but also through listening to clients and community partners about how our services can be improved.

Momentum is building as we begin to implement our new three-year plan. In the future it won't be good enough to say we

offered excellent programs. We will consider ourselves successful when we improve our programs continually and talk about them in such a way that sparks interest all across the globe.

**Thank you for all you do** to help us respond to our community creatively, and innovatively. **We couldn't do it without you.**

Chris Cowie  
Executive Director



*Artwork throughout this report was created collaboratively by federally sentenced women (from Grand Valley Institution for Women) and CJI volunteers. See page 7 for story.*

## 2012–2013 At a Glance

### Successful “experiments” that grew in 2012–2013:

- Our successful **neighbour dispute resolution service** was implemented in Hamilton at the request of their bylaw office.
- Our **partnership with Ray of Hope** was strengthened as we worked together to help youth leaving their custody facilities to reintegrate. We are working with another organization to offer post-custody reintegration services for youth.
- Another Canadian community is implementing CJI’s Stride model of **relationship-building between volunteers and women in federal prisons** and reintegration support.
- CJI has been working with people who have offended sexually since the mid-1980s. Most recently **two new groups were started for persons who commit cybersex-related offenses**. A blended group was also created for those who are both abuse survivors and have offended sexually. Clients from near and far access our unique services. **Professionals across Ontario inquire about our cutting-edge programs**. Our staff are regularly asked to guest lecture at local universities and speak to government agencies, social service organizations, and institutions.

A total of 11,688 people were impacted by CJI through programs, training, and community education.

1,755 men, women, children, seniors and youth found positive solutions to conflict and crime through mediation, education and peer support groups, reintegration support during and after leaving custody, conflict coaching, or one-on-one assistance.

114 families experienced the transforming power of restorative justice.

### CJI Staff & Volunteers:

- Help survivors to communicate the impact of sexual trauma to those who harmed them
- Mediate conflict among coworkers, neighbours, victims and offenders, classmates, teammates, families, etc.
- Facilitate conflict resolution for seniors and their families; provide other supports
- Support people who have offended sexually to reduce offending behaviour
- Assist women and youth to positively reintegrate from prison or custody
- Support families involved with child protection services to build family capacity and resolve conflict
- Engage community members to help create a safer, more just community

# Creating Space for Healing

“CJI listens to real needs and creatively adapts to solve them effectively.”

After a CJI Christmas potluck filled with good food, conversation, and lighthearted joking, a man thanked Kelly Rico and wondered out loud why she'd want to work with people like him.

Kelly co-facilitates a CJI peer support group for people who have offended sexually. With help from Revive Coordinator Leslie Waye, she started a holiday potluck for CJI Revive clients in order to build community. As a result of their charges, clients often have tight restrictions on where they are allowed to be and with whom. Some find the holidays emotionally difficult due to the fallout of their charges or isolation from family or friends.

So why does Kelly spend time with people who have offended sexually?

As someone whose life has been touched by sexual trauma, Kelly wants to help curtail the suffering at its root. She wants to nudge society to rethink the way we deal with sexual trauma. From what she has seen, the (mostly) men who come to CJI experienced something significant or traumatic in their past that relates to their offending behaviour. “We so easily condemn an individual without realizing that our general denial around trauma

upholds the context out of which any offense or crime occurs.”

Kelly believes that collectively we need to move beyond our “shock and rage” about sexual abuse to establish effective responses that are healing for the victim, the person who offended, and the affected family or community.

For Kelly, working with people who have offended has been transforming. “Revive clients have a space to take responsibility for their thinking and their actions. These are beloved fathers, step-fathers, brothers, uncles, friends, coaches and co-workers who create new, safe, and healthy lives.” She is motivated when people experience authentic healing. The man who thanked her after the potluck had been faithfully coming to the CJI support group; week by week he was changing. “He was repairing his relationship with his wife, he was sturdier,” says Kelly.

With assistance from Leslie, Kelly and two other CJI volunteers also started an annual workshop where clients can create or update an individualized relapse prevention plan. Kelly appreciates CJI's openness to new ideas. “CJI listens to real needs and creatively adapts to solve them effectively.” ■



*Volunteer Kelly Rico appreciates CJI's openness to new ideas. She started a holiday potluck for people who have offended sexually, and an annual relapse prevention plan workshop.*

# The Power of an Engaged Community

each raindrop  
represents about  
100 hours

Under the leadership of 17 staff,  
**239** volunteers gave **20,476** hours to help:

**304**  
federally-sentenced  
women in  
prison and  
reintegrating

**145** people  
affected  
by sexual  
trauma

**414**  
victims and  
offenders to  
resolve conflict  
through 114  
mediations

**386**  
neighbours,  
families, coworkers,  
classmates to  
resolve conflict  
through 81  
mediations

**406**  
seniors to make end-  
of-life decisions and  
resolve conflict with  
families and caregivers

**157**  
family  
members  
involved  
with child  
protection  
services

# Flexible CJJ Services Help Families in Crisis

CJJ began partnering with Family and Children's Services (F&CS) to help families in crisis in 2006. At that time F&CS invited CJJ to facilitate Family Group Decision Making (FGDM) meetings. Through FGDM, parents, their children, extended family members, child protection workers, and other support people collaboratively make decisions to ensure the safety and well-being of children who are at risk of abuse or neglect.

"CJJ is a great agency with the restorative justice model—the community needs a

lot more of these type of interventions," says F&CS Child Protection Supervisor Jim Woodstock. He also appreciates the work of CJJ Coordinator Margot Post, who is "willing to go the extra mile to provide a flexible service."

In light of limited funding, many agencies have firm parameters that restrict who they will help and how much service can be provided. By contrast, CJJ looked at what families needed, and in consultation with F&CS, shaped their services to meet those needs.

This past year, CJJ broadened their Family-Centred Services to include conflict resolution among family members and between families and child protection workers. CJJ also began offering conflict coaching. This service teaches caregivers conflict resolution, communication, and problem-solving skills which they can use to improve relationships with

children, partners, ex-partners, and others.

Many families are reluctant to go for counselling or access other services that they may find stigmatizing, but conflict coaching is more palatable because everyone has conflict. "It is a normalized service that does not pathologize," says Jim.

Conflict coaching is also an excellent prevention tool according to Jim, who works as part of the multi-disciplinary, multi-agency Family Violence Project of Waterloo Region. He says that there is a lack of interventions available before domestic violence occurs. "We know that by helping early we can prevent family problems from intensifying." ■



"There was so much turmoil in the house before CJJ became involved. It's not that we don't have disagreements anymore, but we have learned how to problem solve."

— F&CS client who received conflict coaching with CJJ

*F&CS Child Protection Supervisor Jim Woodstock appreciates partnering with CJJ to help families in crisis.*



Since last year, referrals to CJJ's Family-Centred Services have **increased from 17 to 45 families** that were clients of Family and Children's Services. **Clients were so pleased** with CJJ's assistance that several families accessed more than one program.

# From Custody to Community: Reintegrating Women and Youth

**I**n 2012–2013, 61 CJI volunteers built relationships with 244 women during weekly recreation nights at Grand Valley Institution for Women (GVI). In addition 37 volunteers supported 17 women as they got reconnected with their families and in their communities.

**L**ast year, 156 teens serving time at a local secure custody facility developed relationships with 33 CJI volunteer mentors through weekly recreation nights. As part of CJI's Backhome program, 11 youth choose some of these volunteers to support them as they left custody and reintegrated.

*I work with a youth who has made great positive change and who has gained new confidence in himself. We have continued regular recreation and together have successfully achieved his goal of being employed.*

–Kevin, Backhome volunteer

**A**s part of their WE Day community involvement project, **Blessed Kateri Catholic Elementary School** in Kitchener adopted the women's prison. With \$500 of the money staff and students raised, specialized art supplies were purchased that the women at GVI use to create encaustic art for CJI's Fresh Start Creations program. The art is sold and the women donate the proceeds to local charities.



## Fresh Start Creations

**A**rt is produced by women during CJI Stride recreation nights at the women's prison and at new "**Stride on the Outside**" gatherings in the community. The art is sold under the label Fresh Start Creations at locations in Waterloo Region including the Accelerator Centre (pictured), the Women's International Gift & Gallery (WIGG) at the Cambridge YWCA, and Queen St. Commons.

On the advice of Elsa Mann, an art and business consultant, participants create encaustic art and collages rather than a variety of craft projects. The women donate the proceeds from the art to a charity that they chose collectively. Fresh Start Creations enables women to see themselves as people who give to others, and the community to view them as contributors not criminals.



# Conflict Mediation

## Repairing Harm, Restoring Relationships



### Between Victims and Offenders

*Things are much better now. We are all able to communicate well with each other. The boys are more respectful of me and are getting along. We are much more open and honest with one another. Their behaviour has changed dramatically and I believe it was because of this program.*

– Parent impacted by crime within the family

*I'm glad I got a chance to apologize. I felt very guilty and [mediation] helped me get over what I had done and ultimately help forgive myself.*

– Accused in a crime

### Between Seniors and Their Families

With grants from the Ontario Trillium Foundation and United Way, the capacity of CJI's Elder Services program was increased this year. As a result, we were able to help 406 senior adults and their family members work through conflict including in situations of abuse. By comparison, 147 clients were served last fiscal year.

### In Neighbourhoods

*You are doing a great job at our meetings. I hope more people will come to understand just what you are doing to help make our community more friendly and safer for everyone. Thank you so much.* – tenant in a Waterloo Region Housing complex

Teams of CJI mediators provide comprehensive conflict resolution services for a number of Waterloo Region Housing complexes. Services include conflict counselling for individuals, mediations for persons in conflict, large group circles where all residents are invited, and training/workshops. The initiative, which expanded this past year, improves the health, safety, and quality of living for the tenants in the complexes.

### In Schools

*Everything they [the mediators] touch turns to gold! After mediation we never see the same conflict arise again.*

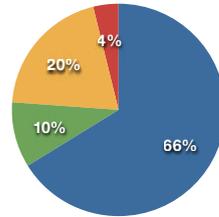
– Vice Principal from Kitchener high school referring to youth VORP program.

Funding for our peer mediation program was lost in 2012. While we no longer train and support teens as they mediate peer conflicts, CJI staff and volunteers continue to provide mediation services in schools.

# Operating Fund for the year ended March 31, 2013

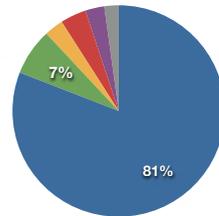
## REVENUE

■ Government grants and contracts	671,854
■ United Way	101,000
■ Donations and fundraising	203,267
■ Fees and other income	38,888
	<b>1,015,009</b>



## EXPENSES

■ Wages, benefits and contract services	808,398
■ Office and facilities	71,507
■ Staff training	29,016
■ Direct program expenses	39,460
■ Promotion and fundraising	28,913
■ Professional services	21,772
	<b>999,066</b>



## Special recognition of our community partners:

- Accelerator Centre
- Conrad Grebel University College
- John Howard Society of Waterloo-Wellington
- University of Waterloo
- The Waterloo Region Crime Prevention Council
- St. Peter's Lutheran Church
- Grand Valley Institution for Women
- Probation and Parole
- Family and Children Services
- Ray of Hope
- Blessed Kateri School
- The Volunteer Action Centre

**Thank you** to all of our members, partners and financial supporters who make it possible for us to respond creatively and innovatively in Waterloo Region and beyond:

## Donors

- Hundreds of individual donors
- Spaenaur Inc.
- Mersynegy Charitable Organization
- Samuel Rogers Memorial Trust
- Wallenstein Feed Charitable Foundation
- FGL Sports (Sport Chek)
- McLean Foundation
- Zonta Club of Kitchener-Waterloo
- The Kitchener-Waterloo Community Foundation
- May Court Club of Kitchener-Waterloo
- Intact Foundation
- Mennonite Foundation of Canada
- Mennonite Savings and Credit Union
- Telus Community Affairs
- The George Lunan Foundation
- Sisters of St. Joseph of the Diocese of London
- Toyota Manufacturing of Canada Inc.
- RIM Corporate Philanthropy
- Rotary Club of Kitchener – Grand River – Foundation
- The Cowan Foundation

## Funders

- United Way of Kitchener-Waterloo
- Correctional Service of Canada (CSC)
- Ministry of Community Safety & Correctional Services
- Ministry of Children & Youth Services
- Ministry of Community & Social Services
- Ministry of Attorney General
- Regional Municipality of Waterloo
- City of Kitchener
- City of Waterloo
- City of Hamilton
- Corporation of the Township of North Dumfries
- Ontario Trillium Foundation

# 2013–2014 Board of Directors (anticipated)



**Bridget Davidson**

*Consulting dietitian for national, provincial, and local organizations; volunteered as a nutritionist in an Ethiopian refugee camp*



**Jane Dupéré**

*Extensive experience in all aspects of magazine publishing; began with CJI as a Stride volunteer*



**Dr. Darla Fortune**

*Post-doctoral fellow at University of Waterloo; helped with research projects studying the impact of CJI's Stride program on women at GVI*



**Phil Maier**

*Owner, Philip Maier Consulting; senior volunteer mediator with CJI*



**Patricia Moore**

*Assistant Crown Attorney, Kitchener; restorative justice experience with First Nations communities in Northern Ontario*



**Dr. Lisa Sailor**

*PhD in Recreation & Leisure Studies; has an interest in systemic inequities surrounding people who are marginalized*



**Karen Scian**

*Councillor, City of Waterloo; has served on several boards; believes restorative justice is foundational to a healthy community*



**Dr. Toni Serafini**

*Assistant Professor, Department of Sexuality, Marriage, and Family Studies, St. Jerome's University; Couple & Family Therapist*



**Elizabeth Sproule**

*Lawyer and Adjudicator*



**Doug Thiel**

*Inspector, Waterloo Regional Police; recently completed Queen's University Executive Governance for Non-profits course*



**Hart Wiens**

*Director of Scripture Translations, Canadian Bible Society; has a passion for justice and for helping immigrants and refugees*



**Linda Scott-Campbell**

*CJI Treasurer (non-director); Chartered Accountant; worked for local insurance companies in audit and control management roles; part-time instructor at Conestoga College*



**M**y two-year term as Chair of the Board of Directors for Community Justice Initiatives (CJI) has come to an end. It has been my honour to work with my fellow Board Members to support the dedicated and capable staff of CJI.

CJI has a long history of success providing programs to assist members of our community in a wide range of situations of conflict. However, in this past year the Board and staff embraced a common vision to do more: to make systemic changes in the approaches to conflict and crime in our community.

No goal can be achieved without a plan and it was the priority of the Board in the past year to implement a strategic plan which will enable CJI to achieve this vision. I am pleased to report that through a co-operative process between Board and staff, a three-year plan is now in place.

The next three years will be an exciting time for CJI as it strategically moves forward to achieve real and lasting change. The continued support from you, our community members and partners, on this journey is indispensable and so very much appreciated.

Special thanks to our retiring Board members, Dr. Frances Chapman, Zach Kominar, and Judah Oudshoorn, for their dedication and significant contributions

to CJI. I would also like to welcome Jane Dupéré back to the Board as well as the new appointees: Hart Wiens, Darla Fortune and Bridget Davidson.

The leadership of the Board now falls to Karen Scian as the new Chair, whose depth of leadership experience is a valuable asset to CJI. I am confident that under her guidance CJI will continue to strive for excellence in the provision of services and in the achievement of its strategic goals.

Sincerely,  
Elizabeth Sproule

A message from  
Board Chair  
**Elizabeth Sproule**





Community  
Justice Initiatives of  
Waterloo Region

**Help make our  
region a safe place!**

### **Volunteer**

Apply at [www.cjiwr.com](http://www.cjiwr.com) or contact Peggy LaFlamme at 519-744-6549 ext. 208, or [peggyl@cjiwr.com](mailto:peggyl@cjiwr.com).

### **Give**

To make a donation by phone, please contact Sheila at 519-744-6549 ext. 202. Or donate online at [www.cjiwr.com](http://www.cjiwr.com).

*Please make cheques  
payable to:*

CJI  
49 Queen St. North  
Kitchener, ON  
N2H 2G9



Positive solutions to conflict and crime