



REBUILDING JUSTICE

ANNUAL REPORT 2022/2023

2023 AT A GLANCE

For nearly 50 years, Community Justice Initiatives of Waterloo Region (CJI) has been working with people in conflict, experiencing harm, and those who have been impacted by the justice system. Across time, perhaps the most consistent piece of feedback we have heard is that “the system” is not meeting people’s needs – not the needs of survivors of harm, not the needs of people who have caused harm, and not the needs of the broader community that feels the ripple impacts of harm.

At CJI, we want to dismantle and rebuild justice. We want to create new, responsive and flexible systems that work to give people more of what they need, and we want to increase the options for healing available to everyone.

Let’s consider the ways CJI has worked to rebuild the concept of justice over the past year and look ahead towards new ways of helping people remake what justice means to them.

This Year...

**185 CJI VOLUNTEERS
CONTRIBUTED 11,856 HOURS**

providing restorative justice services
to our community

THIS TRANSLATES TO

over **\$269,000** of donated time,
or **15%** of our total agency budget

653 PEOPLE

participated in our various training
programs to learn the skills of
restorative justice processes

7632 PEOPLE

were impacted by our programs,
workshops and communications



EXECUTIVE LETTER

When does something need to be fixed and when does something need to be rebuilt?

A house consumed by fire needs to be rebuilt, and an otherwise healthy tooth with a cavity needs to be fixed; obvious. But many times, the choice is more complicated, like with a just-not-good-enough sports team or an organizational structure that just doesn't produce what it should.

So, what about the systems we have designed that have been failing us despite many attempted repairs? Fear of rebuilding sometimes keeps us in an endless cycle of "fixes" without any significant changes.

For years, we've asked you to reimagine justice. Many of you have, and have reached the conclusion that many systems ostensibly designed to produce justice not only fail, but cause injustice to some and harm to many. Such systems are beyond repairs and quick fixes.

It's time to rebuild.



CHRIS COWIE
EXECUTIVE DIRECTOR



VISION

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



MISSION

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



MEDIATION SERVICES

Community, Victim-Offender, Sulah & Home Share

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It was a really great and fair process. I really appreciated that there was no judgement, I didn't worry about the things facilitators knew about me throughout or after the process".
- Participant

THIS YEAR...

- 93** people experiencing neighbourhood and community conflicts were provided with restorative processes
- 92** people were assisted to dialogue together after a criminal incident
- 42** dialogues were facilitated in situations of identity-based harm to build connection between different communities
- 8** people were matched with affordable housing arrangements through our Home Share program

In the last year, Sulah walked alongside people in a variety of identity-based harm situations, broadening the program's scope of service and support. In one situation, Sulah facilitated deep learning and meaningful opportunities to explore impact and accountability in response to a criminal charge and identity-based harm. Layered with a tumultuous environment and socio-economic barriers, a relationship between two people who once shared space together ended because of harm targeted at one party's sexual orientation. Sulah leveraged a surrogate (a community member with lived experience) to help foster understanding of impact.

MEDIATION SERVICES

Family, Older Adult, & Workplaces

THIS YEAR...

- 902** older adults were impacted through our various programs, including co-mentorship, restorative processes, groups and events
- 203** people were assisted in workplaces including schools, organizations, and businesses
- 114** teens and their caregivers and 94 co-parents experiencing conflict were assisted
- 22** families were assisted with the child welfare system in Child Protection Mediation and Family Group Decision Making

Our Caregiver Teen conflict coaching program helps caregivers and teens build skills to manage conflict differently. But more than just skill-building, our program creates a space where those struggling with familial conflict can have their experiences heard and witnessed by others with similar challenges. As one participant stated, "... the camaraderie of being parents who are struggling – there is solace in being together". While providing tools to approach conflict differently is a key component of this work, equally important is building community between those who have shared experiences to provide a sense of belonging and connectedness.

“

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





INTEGRATION SERVICES

Stride & Revive

THIS YEAR, THROUGH STRIDE...

10 women in Waterloo Region were supported during their return to the community after leaving custody facilities

AND THROUGH REVIVE...

46 survivors of sexual harm were supported in their healing journey

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

11 facilitated dialogues were supported – a process that brings together parties for conversation about the impact of and needs after sexual harm

51 people who offended sexually were supported to address their offending patterns

6 new and updated trainings were delivered to community partners and volunteers

This year, CJI developed the use of surrogates in our Revive programming. Surrogates are people who have lived experience of sexual harm that can provide safe dialogue options when other parties are not able or willing to participate. For example, a dialogue could involve a participant who has experienced sexual harm and a volunteer surrogate who has caused harm, when the original person who caused the harm is deceased or unwilling to participate. Surrogates provide participants the opportunity to engage, ask questions and an additional path for healing that may not otherwise have been possible. In 2022–2023, we developed and launched our surrogate training, and successfully trained 10 surrogates. We are working towards utilizing these trained volunteers in our Facilitated Dialogue program.

COMMUNITY ENGAGEMENT

CJI values our community partnerships and believes that we can achieve more when we work together. This year, we were particularly inspired by our Roots to Rise program, which was a youth-centered, after-school program in collaboration with The Healing of the Seven Generations and the African Community Wellness Initiative. This social justice-oriented youth group met weekly to explore topics such as intersectional identities, leadership, working and engaging in colonial spaces, mental health and the role of art in igniting impact. As one participant said, the group showed them: "... That you are enough, and that you are allowed to take up space, no matter what".

WE ALSO:

- Held an elder abuse awareness and prevention event
- Brought authors Erica Meiners & Judith Levine of "The Feminist & The Sex Offender" to Waterloo Region for a panel discussion
- Collaborated with the YWCA K-W and the YWCA Cambridge on Project Willow, a research project that explored experiences of gender-based violence among women experiencing homelessness
- Shared our space with Kind Minds Family Wellness, a provider of Afrocentric/culturally grounded counseling, education, employment, and research advocacy
- Partnered with Muslim Social Services and the Coalition of Muslim Women on co-operative programming



2022-2023 FINANCIALS

REVENUE

Donations and fundraising	19%	337,971.87
United Way	4%	66,000.00
Government grants & contracts	59%	1,048,089.98
Federal (42%)		
Provincial (26%)		
Regional (32%)		
Fees and other income	18%	327,150.66
	100%	1,779,212.51

EXPENSES

Wages, benefits & contract services	68%	1,237,421.14
Purchased services	16%	301,500.67
Program & events	1%	26,734.38
Promotion & fundraising	3.4%	62,636.60
Travel	0.7%	12,253.49
Staff training	1%	11,662.51
Office & facilities	10%	177,562.08
	100%	1,829,770.87
		(50,558.36)

* Unaudited financial statements. Audited version available on request.

CJI FUNDERS

Abundance Canada	Erb Street Mennonite Church	Ministry of Seniors and Accessibility	The Hallman Foundation
Astley Family Foundation	Family & Children Services of Waterloo Region Foundation	Federal Government of Canada	Trinity United Church
Brock University	First United Church	Employment and Social Development Canada	United Way Waterloo Region Communities
Cambridge & North Dumfries Community Foundation	Floradale Mennonite Church	Service Canada	Waterloo Region Community Foundation
Canadian Friends Service Committee	Kindred Credit Union	Health Canada	Wilfrid Laurier University
Canadian Women's Foundation	Provincial Government	Region of Waterloo	W-K United Mennonite Church
Christian Stewardship Services	Ministry of Children, Community & Social Services	Reesor Seed & Grain	Zehr Group
Cities of Kitchener and Waterloo	Ministry of Culture, History and Sport	Shantz Mennonite Church	Zonta Club of Kitchener-Waterloo
Employment and Social Development Canada	Ministry of the Attorney General	Sisters of St. Joseph	
		Status of Women Canada	
		Stirling Ave Mennonite Church	

CJI is grateful for the generous support of numerous churches, service clubs and individuals ensuring that our work continues to flourish.



Imagine a Just Community

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Community Justice Initiatives

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Charitable Registration #106962707 RR0001