

# **Report on the Meeting of the Canadian Restorative Justice Consortium in Winnipeg, Manitoba on March 22-23, 2010**

**Prepared by the Steering Committee for the  
Canadian Restorative Justice Consortium**

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A meeting was held in Winnipeg, Manitoba on March 22-23, 2010 to discuss the potential formation of a national restorative justice association. This national organization is tentatively being called the Canadian Restorative Justice Consortium (CRJC).

Ninety-nine (99) people attended the Winnipeg meeting. These individuals came from almost every province in Canada. They represented a wide range of backgrounds, including restorative justice (RJ) practitioners, Aboriginal people, victim-serving groups, offender-serving groups, academics, faith groups, schools, and government.

This document discusses the background for the CRJC, how the Winnipeg meeting was organized, the types of processes that occurred during the meeting, and the input participants provided. It ends with some concluding thoughts and a discussion about how the Steering Committee for the CRJC is continuing to work on developing this national organization.

## **I. Background**

The concept of developing a Canadian RJ organization was discussed at a plenary during the National RJ Symposium in Ottawa in 2005. Some regional RJ groups brought information to this plenary regarding their perspectives about forming a national RJ organization. There was a request for volunteers to participate in forming the organization, and several volunteers stepped forward.

There were several conference calls with these volunteers between 2005 and 2007. These people decided that they needed a face-to-face dialogue to discuss the past, present and future of RJ in Canada, and to consider issues related to forming a national RJ organization. Ten individuals met in Arnprior, Ontario in September 2007. They came from a wide range of backgrounds: RJ practitioners, victims' organizations, government officials, academics, and individuals in private practice or other fields. These volunteers reached a consensus about the value of a dialogue on whether there is a need to establish a national organization. They formed the Steering Committee for the CRJC and prepared a discussion paper to use during consultations. A list of current Steering Committee members is included as Appendix "A".

The Steering Committee began circulating the discussion paper in January 2008. There were two phases of consultations during 2008 and 2009, resulting in a total of 97 responses to the discussion paper.

The responses indicated that there was a high level of support for the development of a national organization. A majority of the respondents (90%) agreed that there is a need to develop the CRJC. (Most of the other 10% of respondents indicated that they were not sure whether the CRJC should be established). The respondents who favoured the development of the CRJC suggested that it could:

- Enable RJ practitioners to network and develop partnerships;

- Enhance information sharing between RJ practitioners, academics, and others about program development, new research and best practices;
- Support the skills development of RJ practitioners;
- Conduct public education, develop communication strategies, and develop and implement advocacy strategies; and
- Support research on RJ.

Although most respondents agreed with the development of the CRJC, several also raised concerns. They indicated that the CRJC should support the work of RJ practitioners, rather than attempting to control their daily operations, and they noted that there are important distinctions between Aboriginal justice and RJ that must be taken into consideration. For more information on the results of the consultation process, please see the *Final Report on a Consultation Regarding the Potential Development of the Canadian Restorative Justice Consortium* (2009).

The Steering Committee held a workshop about the results of the consultation at the Restorative Practices International Conference in Vancouver in June 2009. This workshop provided an opportunity to report on the results of the consultation and gather additional feedback about the structure, mandate and goals of the CRJC. The workshop was extremely well attended. It included about 50 people from a range of groups, including representatives from local, regional and provincial RJ associations and international experts. The workshop participants supported the establishment of the CRJC. They felt that it could play a valuable role in supporting the work of their agencies and associations, and they indicated that the further development of the CRJC should occur in as inclusive a manner as possible.

## **II. Preparing for the Winnipeg Meeting**

Having undertaken these consultation steps, the Steering Committee felt that it was time to have a face-to-face gathering of individuals to look at how the CRJC could be developed and formally established. The meeting was arranged for Winnipeg, Manitoba on March 22-23, 2010 at St. Benedict's Retreat and Conference Centre. The city of Winnipeg was chosen because it has a strong RJ network that could assist the Steering Committee with the meeting, and it was a central location that would be accessible to as many Steering Committee members and participants from across the country as possible. The venue of St. Benedict's Retreat and Conference Centre was chosen because the Steering Committee had a limited budget and wanted to ensure that the meeting was affordable.

As previously mentioned, participants during the Vancouver workshop in 2009 had indicated that the development of the CRJC should occur in an inclusive and representative manner. The Steering Committee was committed to honouring this advice. Information about the Winnipeg meeting was circulated widely, and some funding was available to assist with the cost of attending the meeting to support participation from different groups and regions. The Steering Committee was able to accommodate every person who applied for funding to attend, thanks to the generous

support of organizations, groups and individuals who contributed funds or covered their own costs.

In addition to finding funding and arranging for a venue, the Steering Committee gathered input to prepare for the meeting and crafted an agenda that reflected the values and principles of RJ. These steps are described next.

### **A. The *Gathering Document***

In February 2010, the Steering Committee distributed a document to gather input from those who would not be able to attend the Winnipeg meeting, and to obtain a sense of any existing consensus or disagreement on aspects of the CRJC. The document summarized the ideas that were put forward by the individuals who participated in the 2008-2009 consultation, as well as ideas based on other national, international, and local RJ groups. Additionally, it contained questions on topics such as how the CRJC could be structured, what types of membership categories the CRJC might have, and what its goals could be.

The Steering Committee received 47 responses to this document. The responses suggested that there was a fair amount of agreement on topics such as issues to consider in establishing the CRJC and potential goals, activities, and products. There was strong agreement that the CRJC would need to honour diversity in regards to the ways in which RJ is practiced, and in its membership. There was also a strong sense that the CRJC should act in a way that is consistent with the values of RJ. On the other hand, there was some uncertainty about the structure of the CRJC, and there were many different perspectives regarding membership.

The responses were used to develop a report called the *Gathering Document*, which was given to each participant to assist in the small group discussions during the Winnipeg meeting and to provide input from those who were unable to attend. For more information about the process of gathering this information and the results, please see the *Gathering Document for the March 22-23, 2010 Meeting of the Canadian Restorative Justice Consortium* (March 16, 2010).

### **B. Processes Used During the Meeting**

The agenda and processes used during the Winnipeg meeting were crafted to reflect the values of RJ. The meeting was intended to provide an opportunity for conversations to occur on various topics, and to encourage participants to put forward diverse viewpoints. The specific purpose of the meeting was to develop the mandate, goals, objectives and activities of the CRJC; determine how the CRJC will be structured; elect or appoint a group of individuals to act on behalf of the CRJC; and determine the next steps to continue working on the establishment of the CRJC.

The meeting started with a plenary session where the Steering Committee members introduced themselves and presented the history and development of the CRJC to date.

It also included presentations from two individuals who had expertise in running a national organization. These individuals were Kathleen Cleland Moyer, who was the Executive Director of the former Conflict Resolution Network Canada, and Lorraine Stutzman Amstutz, Co-Director with the Office on Justice and Peacebuilding of the Mennonite Central Committee U.S.

Group sessions occurred after the opening plenary. During the first day of the meeting, the groups were arranged to include people from different regions and sectors so that the participants would build connections between each other, and so they could hear how RJ operates in different locations. There was an opening exercise designed to let the participants get to know each other so that they could begin to establish trust and good relationships.

This was followed by small group discussions on topics such as values for the CRJC; potential visions; how a national organization would help to create a thriving RJ movement in Canada; and the goals, activities and products of the CRJC. Each session was led by a facilitator and guided with a few questions to keep conversations on track. (A list of the facilitators is included as Appendix “B”.) After the small group discussions, representatives were asked to report back to the larger group to share their ideas.

During the morning of the second day, the participants self-selected the small groups they wanted to join. Those small group discussions focused on the structure of the CRJC and its membership. This led to a large group discussion that afternoon about the next steps that would be undertaken and who would be involved in this work.

### **C. RJ Accomplishments in Canada**

On the morning of the second day of the meeting, a member of the Steering Committee read an e-mail from Daniel Van Ness, Executive Director of the Centre for Justice and Reconciliation, Prison Fellowship International. The e-mail outlined many of the contributions that Canada has made to the field of RJ. This was followed by a short exercise where participants reflected on the accomplishments of RJ in Canada. This was meant to give participants a sense of how far RJ has come and provide an opportunity to reflect on what RJ has achieved. Individuals broke into groups and brainstormed as many RJ accomplishments in Canada as they could. The results were quite overwhelming – the groups came up with dozens of examples, and there was a sense of energy and excitement as people realized how much has been accomplished.

Some examples included the increased use of RJ in prisons, the fact that RJ is occurring in every province, improved relationships between Aboriginal and non-Aboriginal peoples, the increased use of victim-offender mediation, and partnerships and RJ activities in schools, churches and other sectors. Other examples were more concrete. These included National RJ Week in November, the National Ron Wiebe RJ Award, the publication of “The Healing Edge” by Howard Zehr, and Mark Yantzi’s first victim-offender mediation in Kitchener, 1974. There were also some examples related

to legislation, such as the influence of RJ on the *Criminal Code of Canada* and Canada's contribution to the development of the *Basic Principles on the Use of Restorative Justice Programmes in Criminal Matters*, which was adopted by the United National Economic and Social Council in 2002.

### III. Attendance at the Winnipeg Meeting

Ninety-nine (99) people from almost every province in Canada attended the Winnipeg meeting, as well as one colleague from the United States of America. Unfortunately, there was no representation from Prince Edward Island or the Territories.

The participants were asked to indicate what groups they identify with. As outlined in Table 1, there was representation from all of the targeted groups except for law enforcement, and there was particularly strong representation from RJ practitioners. The meeting was also attended by individuals who had direct experiences of victimization and by individuals who had perpetrated harms.

The following table indicates the number of participants who identified with the targeted groups.

**Table 1: Groups that the Participants Identified With**

<b>Group</b>	<b>Number of Participants who Identified with that Group*</b>
RJ Practitioner	58
Offender-serving Organization	34
Faith Group/Organization	32
Academic	21
Schools	20
Victim-serving Organization	19
Aboriginal Groups/Organizations	18
Government	18
Law Enforcement	0

\*Participants were able to identify with multiple groups.

### IV. Input on the CRJC

This section discusses the feedback participants gave regarding the vision, values, structure, membership, goals, activities, products, and next steps.

The information in this section is drawn primarily from the flip chart notes that were transcribed after the meeting (see Appendix "C"). Some groups also drew illustrations or diagrams. While printing costs and the size of the electronic files makes it impossible to attach all of the illustrations, a few of them have been included with this report as examples.

Quotations from the flip chart notes are used to illustrate the themes that emerged during the discussions. The flip charts and photos are valuable sources of information about the small group and large group discussions. At the same time, they are limited because they do not reflect the evolving nature of the discussions over the two day meeting. For example, participants sometimes commented that things they had discussed during earlier sessions did not seem to be as important after they had further discussions. Neither do the flip chart notes capture the growing sense of connectedness and enthusiasm that emerged over the two days of the meeting. Both the small group and large group discussions had energy, depth and complexity. The Steering Committee has tried to capture that feeling as much as we can with the flip chart notes and photos.

It should be noted that the Steering Committee did not attempt to determine how many people agreed or disagreed with particular ideas. This report tries to present a succinct, balanced overview of what was discussed, rather than a “vote” for or against particular ideas. Moreover, the comments in this document should not be taken to imply that the Steering Committee has made any decisions about the topics discussed at the Winnipeg meeting. This report is intended to assist with developing aspects of the CRJC, and to provide a record about what happened during this important event.

## **A. Visions for the CRJC**

One of the first things discussed at the Winnipeg meeting was the topic of visions for the CRJC. For a complete list of the suggested visions, please see Appendix “C”.

The small groups took many creative approaches to discussing the vision for the CRJC. One group asked what “a perfect world” would look like where, “RJ practice is the norm and punitive would be the exception”. They suggested that community members would know what RJ is; children would be introduced to conflict resolution in grade school; pop culture would glorify RJ; and politicians would get votes for supporting RJ.

A different group outlined a five year vision and a 5 to 25 year vision for RJ in Canada. Among other things, the five year vision suggested that RJ would be well funded, every Canadian would have access to RJ, victims would have their needs met in communities, and stakeholders would be informed about RJ options in a range of situations and could choose the option that meets their needs. Their vision for the 5 to 25 year period was that RJ would be “the norm, not an ‘alternative’”; RJ would be recognized as part of Canada’s culture; there would be “meaningful dialogue between RJ and Aboriginal justice”; and recidivism would decrease due to the use of RJ.

Other groups also proposed visions related to the theme of RJ being embedded in or transforming Canadian society. Some examples of these suggestions included:

An inclusive leadership to empower and support diverse local individual communities to foster RJ principles, practices, and possibilities into the

mainstreams of Canadian culture and empower people to do justice in their daily lives.

RJ will impact all institutions, social relationships, such as schools, family, courts and police.

A related theme is that RJ would become “a way of life” for all Canadians. Some examples of comments related to this theme included:

Every Canadian has an intuitive understanding of, and access to, RJ practices.

Empowering people to do justice in their daily lives.

Respectful, mindful network to build a diverse sense of community in Canada that fosters the transformation of Canada to an RJ way of life through education, awareness, and capacity building.

There were also some suggestions about visions specifically for the CRJC, such as:

A progressive organization that learns and grows; provides a voice for people in the RJ movement, models restorative values, builds connectedness and awareness about RJ.

Strengthening and empowering the community of RJ practitioners, advocates and initiatives in Canada in order to achieve a whole and just society.

In addition to discussing potential visions for the CRJC, some of the small groups discussed what would happen if RJ was thriving in Canada. One group suggested that it would be “adequately resourced; adequately researched; ease of connection/awareness/information sharing between practitioners; linked to a range of other systems and services – holistic.”

A few of the small groups discussed how RJ would relate to the criminal justice system if RJ were thriving. It was suggested that RJ would result in “a more effective justice system”, that it “would coexist with the traditional CJS [criminal justice system]”, or that it would “overtake the traditional criminal justice system”. Other suggestions were that RJ would have “equal funding to the criminal justice system” or that it “would be the default system” in which issues would be addressed through community-based approaches and early intervention.

As previously mentioned, several of the suggested visions related to the idea that RJ would transform Canadian society. Some of the small groups that discussed what would happen if RJ were thriving had comments related to this. There was a theme that the impact of RJ would go beyond the justice system to affect Canadian culture and

perhaps even international affairs. For example, there were comments such as, “[RJ] becomes a natural, normative part of society and prevents further harm because RJ is the way we do things.” Some specific suggestions included having RJ taught in schools from kindergarten to grade 12; that training for police and social workers would be different; and that RJ would be used in all kinds of settings (including child welfare systems and health systems).

Some groups suggested that there could ultimately be a strong emphasis on social justice and economic justice and that conflict between nations would be handled differently. This was implied in comments such as, “We would have a paradigm shift e.g. RJ values would affect poverty, international relations.”

## **B. Values for the CRJC**

During the 2008-2009 consultation, some respondents commented that values should be considered in developing the organization’s mandate and structure. There were also several comments that the CRJC should demonstrate RJ principles and values in all of its activities and relationships. Accordingly, the Steering Committee placed a discussion about values for the CRJC on the agenda of the Winnipeg meeting.

Feedback from the 2008-2009 consultation and the information that was gathered to prepare for the Winnipeg meeting indicated that the following kinds of values or guidelines are important to consider in establishing the CRJC:

- Diversity;
- Inclusiveness;
- Respecting the autonomy of local RJ programs; and
- Taking a principled approach that actively attempts to demonstrate RJ principles and values.

Each of the above values or guidelines were mentioned in the small group discussions during the Winnipeg meeting. For example, diversity and inclusiveness were mentioned by all of the small groups. There were also several comments that related to the idea of taking a principled approach, such as “Walk the talk”, “paying attention to values,” and “authenticity”.

Other values that were suggested during the Winnipeg meeting included:

- Leadership.
- Respect.
- Courage.
  - For example, “Courage to speak out about RJ authentically, simply and strongly” or “boldness.”
- Transformation.
  - For example, “Belief that change can happen” and “Belief in people’s capacity to change.”
- Humility.
- Accountability.

- There were also suggestions about transparency, truth, and integrity.
- Being “passionate.”
- Commitment.
  - For example, one group wrote, “Commitment – support and accountability to concept and each other.”
- Creativity.
- Curiosity.
- Openness.
- Flexibility or adaptability.

The small group sessions included discussions about what kinds of actions would flow from following these values. There was a strong theme that the CRJC should use the same types of communications skills that are the ideal in RJ, such as engagement; active listening and “listening to other viewpoints”; being open to suggestions and challenges to our own ideas; and “being willing to raise difficult issues and being committed to working through them.”

Other suggestions for the CRJC to act in accordance with its values included:

- “Create safe space.”
- Self-reflection and self-monitoring.
- Ensuring that the CRJC “would NOT be controlling/regulatory.”
- Having a clear mandate, mission, vision statement, and terms of reference.

### **C. Goals, Activities and Products for the CRJC**

Based on the results of the 2008-2009 consultation and the Vancouver workshop, the top six goals that were identified prior to the Winnipeg meeting were:

- Promote dialogue and public education about RJ.
- Advocate to federal, provincial/territorial and municipal governments about RJ.
- Facilitate skill transfer between RJ practitioners.
- Enhance information sharing between RJ practitioners, academics, and others about program development, new research and best practices.
- Support research on RJ.
- Promote networking and partnerships between RJ agencies.

The goals that were discussed at the Winnipeg meeting seemed to be consistent with the results of these previous consultation efforts. Public education was discussed frequently across groups, many of which suggested using Facebook, Twitter, and YouTube to make information about RJ available to a wider audience.

Networking was identified several times as an important goal for the CRJC. Groups discussed finding an “easy way to network” such as a forum or an electronic discussion board. Networking was also identified as a method for finding training, volunteer opportunities and RJ services.

Holding conferences was the activity that was discussed the most at the Winnipeg meeting. It was suggested that conferences should be both national and regional and that they would provide opportunities for dialogue. One group suggested that conferences can “work toward [the] general goals [of] community building, public education [and] political networking.” In addition to conferences, it was suggested that the activities that would make the biggest difference would be linking practitioners together in person, through an up-to-date database, and pulling together the latest research, models and program updates.

The importance of youth was discussed several times during the Winnipeg meeting. This was reflected in the suggested activities. Many of the small groups discussed working RJ into school curricula and focusing on educating youth. This desire is also reflected in the goal of utilizing new media to reach out to a younger generation.

Volunteer management was a new activity that was suggested during the meeting. The participants commented that groups such as Amnesty International could be models for engaging and working with volunteers.

Many of the goals and activities tied into the type of products the participants would like the CRJC to offer. The most widely discussed product was a website. Many groups suggested that the website could serve several functions that would be beneficial to the CRJC. The potential website could contain items such as:

- A calendar of events to keep individuals informed of the events happening in the RJ community.
- Links to the websites of local programs and other resources.
- A “Did You Know?” section that would contain relevant news.
- Guest bloggers from local, national and international levels.
- Stories and real examples of RJ.
- A glossary of RJ terms.

The website could also serve as a means of distribution for some of the other products that the CRJC may wish to offer. A resource list and research results were additional products that were discussed at the Winnipeg meeting. The resource list could take the form of a database that would contain contact information for programs and individuals, and other information to educate the general public about RJ and provide additional information to those already involved in RJ.

A visual map of RJ programs was discussed as a product that the CRJC may want to offer through the website. A Canadian map with drop down menus could be used, with a list of RJ services in each province. It was suggested that there may be problems related to updating the information on the map, but a possible solution would be setting a recurring date for the map to be updated.

A newsletter was identified as another potential product. It was suggested that the newsletter be kept short and relevant, perhaps distributing it through the website to as many users as possible rather than mailing copies in order to keep costs down.

However, it was suggested that hard copies should still be available for those who do not have access to a computer.

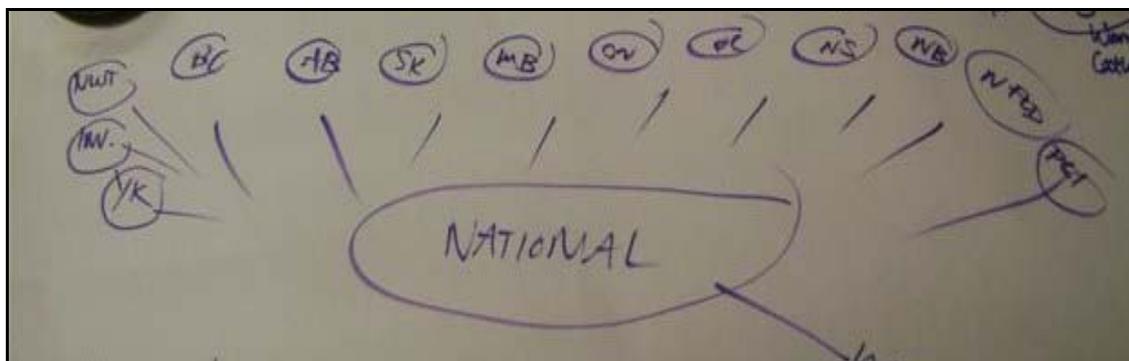
While the Winnipeg meeting suggests that there continues to be a high level of agreement about the goals, activities and products of the CRJC, it should be noted that there was also a strong theme about having the CRJC “start small.” Input provided for the *Gathering Document* had cautioned that the CRJC might not be able to accomplish all of the goals and activities that were being suggested, and it might be necessary to pick a few things to start with. Similar cautions were made during the Winnipeg meeting. For example, there were comments such as, “Start small, grow slowly with timeframes” and “Mandate to achieve goals, priorities – small, realistic”.

#### D. Structure of the CRJC

The small groups discussed how the CRJC could be structured. All of the small groups discussed whether the CRJC should be incorporated or have a Board of Directors, but there were also discussions about having an informal coalition, network, or clearinghouse that would send information by email and have a website. It was also suggested that the structure of the CRJC might change over time, and that it should “allow for growing complexity as [the] CRJC evolves.” For example, there were a couple of comments about starting as a coalition or informal movement and “let it grow” from there. There were also comments about the importance of considering the CRJC’s goals and purpose before making a decision about structure.

There was a strong theme that there should be geographic representation on the CRJC. It was suggested that the CRJC could work with and have representation from existing provincial RJ organizations. Other suggestions included representation from each region in Canada, or from every province and territory. This idea is reflected in Photo 1. There were also suggestions that the representation should include groups such as youth, academics, victims, and Aboriginal people.

**Photo 1: Provincial and Territorial Representation in the CRJC**



It seems that at least two of the small groups focused on the relationship between existing provincial RJ groups and the CRJC. One of these groups set out some developmental stages for the CRJC, which started with, “Provincial chapters form,

select members and a leader.” The next stage would be, “Create working groups to meet key goals (create work plans and begin implementing)”. It was announced during the meeting that the Maritime provinces and Manitoba were interested in forming RJ associations that would have links to the CRJC.

As previously mentioned, several of the small groups discussed whether the CRJC should be incorporated. Unfortunately, the flip chart notes do not always clearly indicate what was discussed about the advantages or disadvantages of incorporation. There were some suggestions that the CRJC needed a clear leadership and structure. This might mean that some participants felt that the CRJC’s direction, decision-making and progress would be clearer if it were incorporated. There were also some suggestions that an advantage to incorporation would be that the CRJC would be able to apply for funding from governments. On the other hand, there was a suggestion that government funding might not be necessary.

Those groups that discussed incorporation made suggestions such as:

- Having a board with time-limited terms that rotate “to ensure diversity, growth, change, and equity.”
- Having representatives from geographic regions that are responsible for sharing information with the national board.
- Ensure that the CRJC board has clear roles, responsibilities, policies and procedures.

In regards to having the CRJC structured as a coalition, some comments seemed to imply that some participants wanted the CRJC to be egalitarian or less hierarchal than traditional models and structures. One suggested advantage was that a coalition might better reflect different cultures across Canada. Another suggestion was that a coalition could “collect info and disseminate to partners, share stories...snowball approach to increased involvement...coalition shows its value.”

While the flip chart notes do not seem to be very clear about the potential disadvantages of a coalition, one comment was, “caution: energy into coalition rather than direct work.” This might refer to the energy needed to sustain informal links between the members of a coalition.

Many suggestions were made about whether the CRJC would need to have a physical office and where such an office could be located. Some suggested that there could be a physical office, perhaps in a central location such as Ottawa, Toronto, Gatineau or Winnipeg. Others suggested that there was no need for a physical office. Still others suggested that there could be a “virtual office”, at least at first, or that the location of the office could rotate.

## **E. Membership Options**

During the process of gathering information to prepare for the Winnipeg meeting, the Steering Committee found that there were varying views regarding membership in the

CRJC. As discussed in the *Gathering Document*, respondents “provided conflicting suggestions about whether there should be categories of membership, what the criteria for membership should be, and whether there should be membership fees.” Based on this information, the Steering Committee felt that it was important for the small groups to have a discussion about membership during the Winnipeg meeting.

The discussions resulted in some common themes regarding the need for membership to be open and inclusive, to have representation across different sectors, and the importance of regional or geographic representation. All three of these themes were mentioned by one of the small groups, which listed the following considerations for membership:

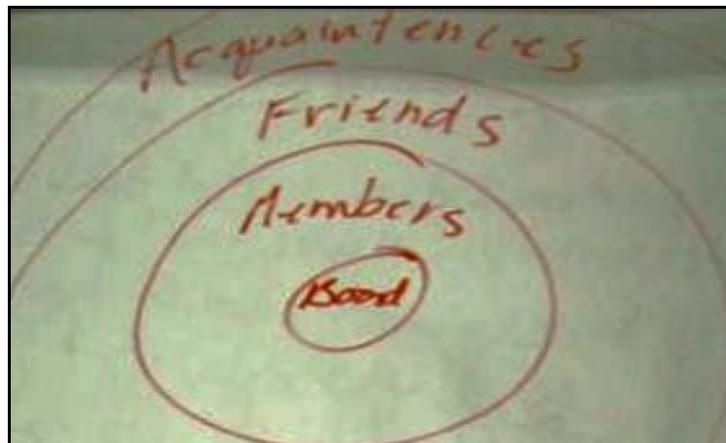
- Regional representation
- Representation for victims, offenders, community
- Ensure voices are heard, choices are given, be inclusive
- Equality of membership – individuals, groups, agencies

Most of the small groups indicated that it would be appropriate for the CRJC to have categories of membership. One group offered an extensive list:

Full member	Student
Associate	Observer
Individual	Professional
Supporting	Organizational
Agency	Life
Friend	Honour (this may mean “honorary” members)
Affiliate organization	

Another group drew a diagram of membership with four concentric rings, with the CRJC board at the centre, then members, then friends, then acquaintances in the outer ring. This idea is reflected in Photo 2.

**Photo 2: A Suggestion for Membership in the CRJC**



While several of the groups appeared to feel that memberships would be appropriate, others had differing views. One group commented that, “hierarchy of membership doesn’t really work” and that there should be “no limitations” on membership, which would be open to anyone who has an interest in RJ. There seemed to be a feeling of tension in some of the groups between being as inclusive as possible, and adherence to the values of RJ. For example, it was suggested that potential members would have to prove that they adhered to RJ values by signing a belief or value statement, or that there should be a decision-making body that would determine who could be involved based on certain criteria.

Another group suggested that it might be premature to discuss membership at this point, but that would become necessary “if/when we are to move towards a formalized organization.” That group suggested the following steps regarding membership:

1. Consolidate email list of attendees...[from the Winnipeg meeting]
2. Attendees recommend key additional contacts (by region and affiliation)
3. Create/expand contact list/email database
4. In time, elicit memberships (as decided by Steering Committee)

Some of the small groups discussed potential benefits of membership, such as an increased feeling of connection between RJ agencies, information sharing, the ability to mobilize in response to important events or issues, and the ability to raise public awareness of RJ. There were also some comments about practical benefits that might come with membership, such as liability insurance or being able to post information or advertisements on the CRJC website.

There were varying suggestions about whether members would vote. For example, a question was raised in one group about whether voting would be necessary, or whether decisions could be made by consensus. Additionally, several groups discussed whether individuals or groups would have to meet specific criteria to become members. For more information on these topics, please see the *Gathering Document*.

## **F. The Future Development of the CRJC**

A few of the small groups discussed the steps or tasks that would need to occur on the CRJC. Two themes emerged from these discussions: the need for the CRJC to have “clear leadership” and to move forward in some way. There was less clarity about what tasks would be undertaken or how fast these steps should occur. One group suggested that there should be “baby steps” over the next 12 to 18 months. Another group set a more detailed and ambitious list of developmental stages:

- Provincial chapters form, select members and a leader.
- Create working groups to meet key goals (create work plans and begin implementing) – timelines, work plans, implementation.

- Create sector linkages (academics, practitioners, victim/offender groups, etc).
- Create compendium of this set of participants with bios.
- Collate known organizations, practices, activities and processes links to websites.
- Clarify categories of RJ and definitions.

Towards the end of the meeting on March 23, 2010, there was a large group discussion about how work on the CRJC would continue and who would be responsible for undertaking the next steps. Some of the meeting participants suggested that the Steering Committee members who were present should continue working on the CRJC. These members of the Steering Committee would be like a “transition team” that would continue doing the groundwork until the time came for the CRJC to be officially established, at which point the CRJC’s membership would choose who would represent them. This proposal was accepted by the meeting participants.

The participants recognized that there is a great deal of work to do on the CRJC, and that the members of the Steering Committee have limited time and capacity. Therefore, the participants indicated that the Steering Committee could develop subcommittees or working groups or find other ways to undertake the tasks that will be required.

The participants also indicated that the Steering Committee should include representation from Quebec and the Atlantic provinces, and that it should encourage broader representation from groups involved in RJ, such as Aboriginal people and individuals who have perpetrated harms. They suggested that some new members be added to the Steering Committee from these kinds of targeted groups, or that they be involved in other meaningful ways with the work moving forward.

Finally, the participants indicated that the Steering Committee should circulate the flip chart notes to everyone who attended the Winnipeg meeting, do some more work to develop the CRJC, and make a report or provide an update at the 2010 National RJ Symposium in November 2010.

## **V. Comments on the Meeting and Future Engagement in the CRJC**

The participants were given a form to fill out which invited them to identify ways they would be interested in engaging in the further development of the CRJC. The form also provided an opportunity to nominate others to assist with the CRJC, offer feedback about the Winnipeg meeting, and make other comments regarding the future development of the CRJC. The form was emailed out after the meeting.

The Steering Committee received over 50 written responses from people who attended the Winnipeg meeting and several more from others who had not attended, but who had received the form through email. All of the respondents were interested in receiving information about the development of the CRJC. Close to 30 names were suggested for leadership roles in the CRJC, either now or in the future. Many individuals offered

their assistance and specific skills or resources in areas such as media and communications, technology, gathering RJ program information, and strategic planning. A few also offered in kind resources or financial assistance.

Comments on the forms regarding the Winnipeg meeting affirmed that the participants felt there were benefits in coming together for dialogue and learning from each other across regions and sectors. Respondents encouraged the work on the CRJC to proceed, highlighted priorities for next steps, and made a few suggestions for future processes related to the development of the CRJC. They were also generally happy with the agenda and structure of the meeting. The comments included statements such as, “Great job with small budget and extra large mandate. Impressed” and, “Thanks very much for the hard work and excellent work of the gathering organizing committee.”

Written feedback also suggested that participants felt that the event was beneficial. The following list is a sample of comments:

- “Youth, energy, passion, intelligence, connections, along with steps towards the national organization...”
- “Feel supported by being here and meet like minded people.”
- “Sense of hope and earnestness/seriousness of the work.”

While the vast majority of feedback was positive, there were a few concerns about some of the processes in the meeting. For example, there were comments about the desire to have more structure in the last few hours of the meeting and for more clarity about decisions and next steps. There was also a comment that the location of St. Benedict’s Retreat and Conference Centre was too far from the airport, although this was balanced against comments from participants who commented that they appreciated what was accomplished with the funding available. There were comments from two participants who indicated that the religious nature of the venue reminded them of their experiences in residential schools. The venue was chosen for its low cost, not for its religious aspect. The Steering Committee regrets that the setting was uncomfortable for these individuals, and feels that this is an important lesson for future meetings.

## **VI. Next Steps**

Two individuals were invited to join the Steering Committee to broaden its representation. These invitations were based on nominations and information in the forms that were filled out during and after the Winnipeg meeting. One of these individuals has agreed to join the Steering Committee. The Steering Committee is considering how to round out its membership and engage volunteers in the work that will occur over the next few months.

The Steering Committee will share this report with the participants who attended the Winnipeg meeting. It will also be circulated to other groups that might be interested in receiving it or having input into the ongoing development of the CRJC. Additionally, the Steering Committee will make a presentation on the status of the CRJC during the 2010

National RJ Symposium. The content and format of that presentation will be developed over the next few months.

In the meantime, the Steering Committee will continue working on the development of the CRJC. The Steering Committee has begun developing subcommittees to review the information gathered over the past two years, consider options, and begin drafting a proposal for elements of the CRJC.

It is anticipated that there will be a Subcommittee on Values and Vision; a Subcommittee on Goals, Activities and Products; a Subcommittee on Structure and Membership; and a Subcommittee on Fundraising and Resource Generation. Additional subcommittees will be added in the future as necessary.

The membership of the subcommittees will initially be drawn from people who volunteered on the forms, but additional members may be requested to ensure that each subcommittee has an adequate number of members and that its members are as diverse as possible.

Each subcommittee will have a set of objectives or specific tasks. For example, it is anticipated that the Subcommittee on Values and Vision will be asked to generate five to ten values for the CRJC and articulate what those values would mean in the operation of a national organization. This Subcommittee will also be asked to generate three different vision statements with a description of how each fits with the discussion on the CRJC to date. The Steering Committee will be seeking a recommendation from the Subcommittee about which vision is preferred.

The Subcommittee on Goals, Activities and Products will be asked to finalize the wording on the CRJC's goals, activities and products. Additionally, the Subcommittee will be asked to recommend priorities for each of these areas, and to indicate what actions or items could be implemented as soon as possible. This would include setting out the kinds of resources (both human and financial) that would be necessary to undertake the recommended actions.

The Subcommittee on Structure and Membership will begin researching possibilities for these topics. While no recommendation for structure or membership can be finalized until the vision, purpose and goals of the CRJC are articulated, initial information gathering can begin. It may be possible for the Subcommittee to make a recommendation regarding the CRJC's structure and membership once the organization's vision, purpose, goals and activities are clearer.

The Fundraising and Resource Generation Subcommittee will be asked to consider what kinds of financial resources, in-kind resources, human resources, and other supports can be generated for the CRJC.

## VII. Concluding Thoughts

Ninety-nine (99) people from a wide range of backgrounds and locations attended the meeting in Winnipeg, Manitoba to discuss the formation of the CRJC. The meeting had a tremendous sense of energy, and many creative suggestions were made.

The participants were enthusiastic about forming the CRJC. Some commented that they felt “Renewed hope that we are going to have a national voice” and that they were “being part of the birth of a new organization.” Several said that they appreciated the opportunity to network and share information about their programs and issues in the RJ field.

There was a high level of agreement for aspects of the CRJC such as its goals and activities. The participants also agreed on some next steps and mandated members of the Steering Committee to continue this work. They requested that the Steering Committee share the notes from the Winnipeg meeting and provide a report during the 2010 National RJ Symposium. The Steering Committee has begun taking a number of steps to continue working on the CRJC.

For more information about the CRJC, or to receive copies of documents that have been mentioned in this report such as the *Final Report on a Consultation Regarding the Potential Development of the Canadian Restorative Justice Consortium* and the *Gathering Document*, please contact:

Jennifer Haslett  
P.O. Box 52044  
Edmonton, AB  
T6G 2T5  
E-mail: [haslettj@telus.net](mailto:haslettj@telus.net)  
Phone: (780) 902-9200

**Appendix “A”:**

**Steering Committee Members**

As of June 2010, the Steering Committee for the CRJC includes the following members:

Manon Buck  
Barb Erb  
Warren Glowatski  
Carol-Anne Grenier  
Jennifer Haslett  
Tammy Kauk  
James Loewen  
Jane Miller-Ashton  
Tania Petrellis  
Barbara Tomporowski

## **Appendix “B”:**

### **List of Facilitators**

The Steering Committee for the CRJC appreciates the assistance of the following individuals, who facilitated the small group sessions during the Winnipeg meeting:

Catherine Bargaen  
Lois Coleman-Neufeld  
Alan Edwards  
Meredith Egan  
Dave Farthing  
Angela Gates  
Warren Glowatski  
Carly Hoogeveen  
Scott Morton-Ninomiya  
Rose-Marie Stewart  
Mark Yantzi

## Appendix “C”:

### Flip Chart Notes

Please note that the membership in the small groups was fluid, so the list of groups may change throughout these notes.

#### Vision Statements

**What would a National Association hold as its vision in order to create a thriving RJ movement in Canada?**

#### Group 1

An inclusive leadership to empower and support diverse local individual communities to foster RJ principles, practices, and possibilities into the main streams of Canadian culture and empower people to do justice in their daily lives.

#### Group 2

Every Canadian has an intuitive understanding of, and access to, Restorative Justice practices.

#### Group 3

- Respectful, mindful network to build a diverse sense of community in Canada that fosters the transformation of Canada to an RJ way of life through education, awareness and capacity building.

#### Light Green Group

- Strengthening and empowering the community of RJ practitioners, advocates and initiatives in Canada in order to achieve a whole and just society.
- Canadian’s are experiencing justice and wellbeing, and our association is supporting RJ practitioners, etc across Canada in achieving this.
- Canadians will have a forum within which to be asking informed and critical and meaningful questions about justice and the justice system.

#### Blue Group

The rhino cultivates restorative justice as Canada’s culture.

#### Unidentified Groups

An (innovative?) progressive organization that learns and grows, that provides a voice for people in the RJ movement, models restorative values, and builds connectedness and awareness about RJ.

A country in which RJ is embraced as a preferred transformative framework for promoting healing and reducing harm within the community.

A society in which restorative justice is embraced as a transformative framework for healing and reducing harm within a community context.

The vision for the CRJC is to embed RJ in the Canadian mosaic so that respect and dignity shape human relationships with each other and their environments.

MESOSYNEDRIA: meeting together on common ground!

## Visioning

### S's Group

- Leadership
- Respect
- Advocacy
- Courage
- Networking
- Support
- Informed - credible
- Voice – journal
- Participation at all levels
- Ownership at local levels
- Relationships
- Awareness – becoming the mainstream
- Inclusive of diversity
- Justice
- Accountability

## Group 1

- We would like to see it in our youth
- In all kinds of places – about principles, not programs
- We'd hear about it in mtg
- Accountability and evaluation – goals – rationally connected to outcomes, evaluation frameworks, evidence-based
- Location
- RJ could be in school curriculums right from the start
- Communication and awareness in all levels of Aboriginal leadership to re-establish programs in Aboriginal communities
- Becomes natural, normative, part of society and prevents further harm because RJ is the way we do things. Stop compounding the harm through retributive processes
- RJ practices and principles are part of daycares – becomes a preventative, proactive response
- Equal funding to criminal justice systems
- More moral imagination eg Restorative parenting classes
- Teaching alternative sides of history
- Creating more options and a well-developed “triage system”
- Creating a culture where there is a belief in the possibility of redemption
- More airtime for life-giving stories
- More stories of different kinds of power
- In order to test the boundaries of justice our vision... Empowering people to do justice in their daily lives
- Inclusive leadership empowering and supporting diverse communities to foster RJ principles, practices and possibilities into their daily lives

## Group 2

- In a perfect world:
  - Any victim would have access to RJ processes
  - RJ practice is the norm and punitive would be the exception
  - Community member know what RJ is – comfort with the idea
  - Child introduced to CR in every grade school
  - Organization is self-sustainable (not depending on government)
  - Culture/pop culture glorifies RJ
  - RJ is accessible to all people – way of dealing with conflict – not territorial allow time to flush through processes
  - Restorative approaches – beyond justice system
  - Broad based, inclusive
  - Restorative practice
  - Just – social justice (broad term)
  - Concern of Justice (CSC government cooption)
  - Reconcile early way of life

- Ability to hear how we affect others without defensiveness – prevention through understanding
- Righting “injustice” (restore, healing, rethinking, empathy)
- Drop in crime
- Politicians get votes for suggesting RJ
- Law schools has this as curriculum
- Increased volunteers and buy-in
- Negatively affected = compensation vs. bigger picture
- Responsibility – to right harm, what are the impacts of our actions?
- Mental health strategy – healthy communities, denial of root causes – ie. Mental health
- Human rights – “ours”

## **Yellow Group**

### Ground Rules

- Inclusive
- Listen to other viewpoints
- Paying attention to values
- Self-reflection, self monitoring – connecting values to actions
- Respect – each other and diversity
- Active listening
- Taking pleasure in being here together
- Communicate well with one another
- Acknowledge and honour the stories we bring to this discussion

### Vision

- Upholding/empowering each group to carry their voices forward
- Be selfless in carrying the voices of others
- Not hierarchal
- Mindful that it’s a matter of heart, not mind
- Create a space where RJ is possible
- Building a national RJ community or building RJ community lies on Canada
- A progressive organization that learns and grows; provides a voice for people in the RJ movement, models restorative values, builds connectedness and awareness about RJ. \*
- Funding wouldn’t be competitive
- We need to do a lot of work to figure out how a “restorative” criminal justice system, school system would look
- We need to figure out how to fund more RJ programs – we think this will lead to cost savings in the long term, but where do we get the funding in the short term?
- Building community includes:

- Supporting each other
- Educating people about RJ
- Linking RJ programs and other programs
- Providing information about RJ
- Advocacy and public education to counter “tough on crime” rhetoric
- Modeling restorative communities to show what’s possible – so others will want to “desire our product”
- Doing more research – not just on RJ but also into political ideology
- Thinking about what RJ can do to address systemic oppression
- Helping us reach out to and collaborate with people who think differently or do other things
- Progressive
- Increase awareness of what RJ is
- Thorough
- Leading (courageous, willing to take risks)
- Mainstreaming
- Collaborative
- Transformative of systems, communities, society and culture
- Energizing, empowering

### **Orange Group**

- Reflect diverse people we work with
- Equality
- Sacredness and dignity of each person
- Consortium of autonomous groups work in an RJ framework
- A country in which RJ principles and practices are applied in every appropriate setting
- Promote healing and reduce harm
- Compliments and responds
- To turn conflict into cooperation in one generation (“I have a dream...”)
- A country in which RJ is embraced as a process for promoting healing and reducing harm within the community

### **Turquoise Group**

- Nurturing safe and healing communities through promoting RJ principles and programs.
- Huge increase in diversions from courts
- Option for all offenders and victims pre, during, and post
- It would have a police service that respects all individuals
- It would be known to all Canadians
- RJ would not be polarized

- Justice would be defined as honouring the worth of all and encouraging the growth – its enacted through relationships of respect, caring
- Providing all people with opportunities to learn, heal, and grow from life’s difficult moments
- Vision statement: RJ will impact all institutions, social relationships such as schools, family, courts, and police
- Understand people not in the light of their behaviours but in the light of what they suffer
- The vision for CRJC is to:
  - Embed RJ in a Canadian mosaic/culture
  - Create a national network of organizations and individuals with the purpose of [the visions listed above]
  - Where people are not measured by what they do or say but by who they are as humans
  - Where all people are honoured for who they are as humans in relationships
  - Where suffering is acknowledged and healing is sought
  - So that respect, dignity shape human relationships with each other and the environments

## **Blue Group**

### 5-year vision

- Judicial buy-in
- Community/grassroots
- Well funded
- More facilitators (RJ), less lawyers
- Police officers understand the philosophy and engage with it
- Every Canadian has easy access to RJ
- Victims have their needs met in communities
- Stakeholders/public are fully informed of RJ approaches in a range of contexts with ability to choose
- RJ approaches permeate society – hold up youth/schools

### 5 to 25-year vision

- Funding from a variety of sources to ensure sustainability
- RJ education starting at beginning of school
- Person-centered – all stakeholders
  - Dignity of all – V/O/workers
  - People who are facilitators/working in RJ field are equal to participants
  - Be ready to be challenged themselves
- RJ as the norm, not “alternative” \*
- Because of activity of RJ across the country, recidivism rates are down

- RJ recognized as Canada's culture \*
- Slow down and know each others' stories
- Meaningful dialogue about RJ and Aboriginal justice – how they relate/support each other and how to honour distinctions

### **Unidentified Group**

- An assembly of citizens and organizations for a more effective justice system (human/humane)
- A more human and effective response to crime and wrongdoing
- An assembly of concerned citizens and invested organizations for a future where communities are healthier and less people are incarcerated; and those who are incarcerated are more successfully integrated.

## Values

### **What would you like to have been true of your behaviour?**

#### **Group 6**

- Authenticity – who we are
- Approachable – openness
- Answers in conversations, stories
- Each person having intrinsic value – respect, care and safety
- Thoughtfulness
- Challenge
- Respect for humanity
- Humility – to be humble about what it means to walk with people
- Healthy debate
- That I listened
- Be understanding and accepting of not being perfect
- Mutual respect – sacredness of the person
- Acknowledgement of being human and their path
- Joyfulness, celebrate, humour
- Inclusive – reach out to those we don't know
- Anger/fear
- Promote healthy relationships
- Encouragement
- Productive and push forward = gathering
- Engagement
- Relationships – love – being in place with others

### **Light Green Group**

- Respect
- Forward-thinking
- Openness
- Validation of varied contributions and experiences
- Diversity
- Realistic
- Mutuality
- Curiosity
- “holistic”
- Care
- Hope
- Trust
- Belief that change can happen
- Transformation
- Courage (in identifying and dealing with divisions etc.)
- Work
- Humility
- Sense of humor

### **Group 3**

- Obedient
- Open-minded
- Respectful
- Inclusive
- Big picture
- Behaviour
- Humble
- Fun
- Listener
- Patient
- Communicate
- Courageous
- Driven/steerer
- Willingness
- Sponge
- Creative
- Honest
- Out of the box
- Focused

## **Blue Group**

- Active listener
- Encouraging, probing
- Open to suggestions/challenges our own ideas
- Awareness of possibilities of forgiveness/repair
- Handsome
- Transparent
- Engaged
- Open
- Ready to learn
- Balance of victim and offenders issues and communities (recognize victim piece needs a voice) \*
- Share challenging ideas
- Respectful \*
- Humility
- Clarity
- Honest, helpful, transparent \*
- Sincere
- Passionate about RJ
- Ongoing, constructive \* and creativity
- Polite
- Dedicated
- Compassionate \*
- Create safe space to encourage, promote \*
- Process that brings together/inclusiveness \*
- Curiosity
- Fun
- Constructive
- Diversity

## **Unidentified Group**

- |                                |                    |
|--------------------------------|--------------------|
| • Approachable                 | relativity         |
| • Outgoing                     | simpler experience |
| • Accepting of others' beliefs | sharing space      |
| • Better knowledge of RJ       | joint exercise     |
| • Humble/humility              | listening          |
| • Inclusive *                  | affirming *        |
| • Respectful *                 | no harm            |
| • Non-judgmental               | joyful             |
| • Open-minded                  | centered           |
| • Student                      | comfortable        |
| • Passionate                   | inclusive          |

- Free to share
  - Sharing ideas and practices
  - Transparent
  - Introspective
  - People feel they belong
  - Individual capacities
  - Valued participant and contributor
  - Enhanced understanding of RJ
- listen to others
  - creative/collaborative \*
  - sharing honestly
  - What I can contribute
  - energy and vision
  - celebrate success
  - Attentive

## Values

### Group 2

- Honesty
- Quality-creativity
- Renegade
- Truth
- Autonomy
- Commitment
- Realism
- Inclusion
- Respect
- Cynical optimism
- Respect for all differences
- Simplicity
- Commonality
- Listening
- Forgiving
- Edgy – not confrontational
- Originality
- “Walk the talk”
- Substance
- Humanity
- Boldness
- Integrity
- Independence – not a formula, community driven
- Flexibility
- Creativity
- Not be afraid to challenge
- Patience
- Vulnerability
- Commitment
- Practice – “let’s do it”
- Adaptability

- Transparency
- Openness
- Funding:
  - Public Safety
  - Donations (personal)
  - In kind – community
  - CSC
  - CCJC
  - MCC
- Independence and sustainability through diversity of involvement – engagement of others. Strength in numbers outside our small group.
- Inclusiveness
  - Strength in value of input of others
  - Diversity
  - Relationship
  - Connection
  - Openness
- Value – what is the value of what “you” are offering? Free enterprise, “market driven”
- Leap frog to public over government
- Nation campaign to public
  - What the smaller communities can’t do
  - Messages to the public to get their interests to government
  - Take it to the voters to influence policy
- Inclusion of all players – government and politicians and how they are involved

### **Group 1**

- Courage to speak out about RJ authentically , simply and strongly
- Responsive, flexible and adaptive
- Value proposition
  - Value of what we offer
  - “investment” – personal \$ etc trust
- Integrity
  - Walk the talk
- Inclusion – diversity – respect for all voices
- Independence and autonomy

### **Red Group**

- Respect
- Openness
- Adaptivity
- Flexibility

- Integrity
- Integration
- Learning – constant search for knowledge
- Hope – “for a human system”
- Government “buy-in”
- Media sensationalism
- Political will
- Public awareness
- Inclusion – police, community
- Research leading practice
- Sharing in learning
- Knowledge sharing
- Core principles
- Beyond RJ...
- Money in CJ – into RJ system, re-investing differently

### **Orange Group**

- Scholarship
- Philosophy (not program)
- Lifestyle
- Respectful inclusion
- Truth telling / Story telling
- Spirituality
- Respect – no one is disposable
- Empowering!
- Balance
- Real!
- Caring
- Accountability
- Openness
- Invitation to growth for all
- Integrity
- Open to surprises
- Support from each other
- Remaining vulnerable to the “magic”
- Invitation and creativity
- Persons on national body need current hands-on experience
- Include the “magic” and the “hard numbers”
- Representation from different sectors
  - Community
  - Victim
  - Offender
  - Aboriginal

- Multi-faith
- Both sexes
- Client representation
- Etc.

### **Group 6**

- Being honest about expectations and needs
- Practice what we preach
- Clarity about all relationships
- Transparency
- Clear concept of restorative justice
- Respect for diversity of models and organizations; culture, gender, language, faith
- Commitment – support and accountability to concept and each other
- Guidance and acknowledgement = accountability ???
- An RJ culture/world view
- Thoughtfulness

### **Group 3**

1. Integrity
2. Compass communications
3. Inclusiveness
4. Respect
5. Empowerment
6. Accountability
7. Commitment

### **Yellow Group**

- Compassion \*
- Honesty \*
- Openness to other perspectives
- Inclusive – includes cultural inclusivity
- How do we make the organization an inclusive organization that everyone wants to come to?
- Connecting values to actions both individually and organizationally \*
- Building connections between RJ groups
- Voluntariness – RJ can't be imposed but we can be catalysts
- Integrity
- Respect

## **Group 9**

- Inclusive
- Truth and acceptance
- Respectful
- Belief in people's capacity to change
- Transformation
- Approachable – inviting, inclusive is a part of it
- Compassion
- Congruent
- Diversity
- Needs based – people, groups
- Creative/innovative – work outside the box
- Adaptive – needs, settings
- Inclusivity \* – quality & equity, needs based, investment, belonging, relationships, sense of identity, community building/connection
- Prioritize goals
- Creating an entity from grassroots values \*
- Specific goals
- Practical approach
- Buy-in locally – not forced, not mandated
- Not power-based
- Different way of doing life
- The way we treat people
- Operate on wellness
- Moved away from dichotomy
- Different way of being
- Shift of consciousness
- Don't let history be lost
- Individual practices – making a shift in culture
- Circles need to remain

## **What actions would need to follow from these values?**

### **Yellow Group**

- How do we align our values with our actions? This is a daily struggle
- Go through a value-based exercise that discusses:
  - What the values are
  - What they mean
  - How to operationalize them
  - What obstacles are barriers to living those values
- Need a system to consider what systems/processes can support those values

- “How do we help people who don’t want to be helped?” – how can we model RJ values to clients and family members who are mandated to go through an RJ process?
- Importance of self care – need to be aware of how we’re doing and take care of ourselves before we can care for others
- Others have to challenge us to remember our values
- Being willing to raise difficult issues and being committed to working through them
- Realize we’re human beings and we won’t live our values perfectly all the time
- Need a sense of humor
- Enjoy the journey of living and growing in RJ

### **Blue Group**

- Discernment around how we present ourselves
- Listening
- Transparency in
- Accessible
- Participatory/clear ways to engage
- Accountability
- Interdependency (promote) – an organization would live within all of us
- Strength among us and accountability/responsibility
- Organization would empower local organizations with what they are doing at the community level
- Org would NOT be controlling/regulatory
- Partnerships – find/promote/facilitate
- Org would not duplicate
- Recognizing fear of the unknown
- Clear mandate and mission of org – would increase accountability and build trust
- Conduit – building networks
- Highlight what is going on
- Place to share stories – with each other and educate the public \*
- Meeting the needs of the “membership”
- That agencies/initiatives feel empowered by what the org is doing

### **Group 9**

- Terms of reference
- Mission
- Visioning
- Awareness/networking
- E-mail sharing
- Value sense of community
- Take down road blocks

- Inclusion
- List of RJ orgs across the country – online: blog, sharing info

### **Group 3**

- Strength
- Vision statement
- Objectives
- Change
- Action/validation
- Communication (strategy)
- Organizational structure
- Representation
- Acknowledgement of diversity
- Physical presence/space
- Funding sources
- Collaboration
- Sharing
- Leadership
- Acknowledgement
- Web-site
- Consistency
- Transparency
- Dialogue
- Opportunity
- Pro-activity
- Unity
- Circle process

### **If RJ was thriving in Canada, what would it look like?**

#### **Friendship room**

- How would a national association help create a thriving RJ movement in Canada?
- Too big, too many – who decides what to begin with?
- Skills transfer may be “not appropriate” at the beginning
- Catch a “good thing” to start with
- Get every org to give up copyright and allow free access/revision – this will show up any “gaps”
- Locate resources in one place
- Hold an annual conference for networking
- Work on cultural competence
- Limited goals (just conference) then GROW

## **Group 9**

- A way of life
- An ideal life utopian
- Would still deal with conflict
- Teach children to deal with conflict – K-12
- Intentional wellness
- Integrated or supplement
- Availability
- More interactive – parents, schools, agencies
- Engagement
- Public awareness
- A more effective justice system
- Present justice system doesn't meet all the needs
- Reintegration would be better if RJ is in K-12
- Compassion
- More RJ in prison
- RJ analysis (in economy) – employability, where to put the resources from repressive systems
- Community does the work – ownership of itself, community resource, community accountability, connectivity
- Media re-victimizes
- Different training in RJ (police, social workers, teachers, child care workers) – change philosophies
- Philosophy, values, beliefs, models
- More humanized systems
- Compassion
- Way of life – RJ – do our part
- Programs for all youth in RJ – option
- Culturally appropriate programs for parents – all programs (housing, social, etc)
- Communities that work towards positive self-esteem for kids – alleviate stress
- Expose ideas and values through social networks across the nation (facebook, twitter, etc)
- Curriculum – RJ requirement

## **Yellow Group**

- It would overtake the traditional criminal justice system
- It would be thriving in the community
- People would be educated about RJ from kindergarten and would know what it is
- It would take all the money from the CJS and funnel it into communities
- No community would go without an RJ program

- We'd have a different culture – people would have different skills and might be less likely to get into trouble
- Use circle process in politics
- RJ would coexist with the traditional CJS
- It would be:
  - Adequately resourced
  - Adequately researched
  - Ease of connection/awareness/information sharing between practitioners
  - Linked to a range of other systems and services – holistic
- RJ would be used in all kinds of settings (ex. Child welfare, and medical agencies would be completely different)
- Savings from using RJ would be redistributed to schools and other organizations
- We would have a paradigm shift. RJ values would affect poverty, international relations, etc.
- RJ would be the default system – community based, early intervention

### **Group 3**

- Use what is already there
- More awareness
- Rule rather than exception
- Growing organism
- Synergy – a blending of process
- A safe place
- Ceremony
- People already doing it
- Everyone/volunteers/public
- Trouble/marginalized/pro-social
- Elders
- Unified governments
- Volunteer/community
- Private
- Wherever there are people
- Our own gifts
- \*Footnote: the organization as a whole has the same terms of reference for each value

**Which values are the easiest to live out? Which are the most difficult?**

### **Group 9**

- Challenge
- Respectful

- Easier to be respectful to people you don't know
- Complacency
- Take things for granted and overlook things
- Difficult to listen to people in power
- Easy to listen depending on the situation
- Challenge to be patient and allow people time and the space they need
- Value of doing no harm – external influences, funding cuts, exercise power over us
- Easy to be attentive to this forum
- Challenge of consensus
- Consensus takes longer
- Challenge – lack of patience
- Slow things down
- Challenge not to be judgmental
- The need for change
- Easy to be creative and comfortable – think of new ways
- Challenge – inclusion – prioritize different ways
- Framework for consensus
- Scale for agreeing
- It's okay not to agree – healthy conflict, open discussion
- Conflict of ideas – productive
- Diversity is easy – energizing, cross-culture can be challenging, respectfully
- Easy to maintain passion – necessary, RJ is necessary, sharing ideas, need passion
- Challenge of caring for each other
- Easy to celebrate successes
- Easy to be inclusive – group, community
- Any degree of success fuels energy

### **Group 3**

#### Easiest value to live out

- Honest
- Integrity
- Addressing dignity
- Fun
- Acceptance
- Focused
- Empowerment
- Willingness

#### Most difficult to live out

Being all inclusive  
 Communication  
 Leadership  
 It's not all about me (steerer)  
 Disciplined  
 Patience  
 Sympathy

**Summary of the popular goals/activities/products**

- Goals: media and social awareness
- Priorities: website, database, conferences, network facilitation, public education, research, pooling partnerships, knowledge transfer
- Products: website, database, stories

**Red Group**

- Public Education
  - Website
  - Resource list
  - Research results
  - Work with media
  - Clearinghouse of information
  - Conferences
  - Public lectures
- Support Network
  - Where to find training, volunteer opportunities, services (RJ)
  - Conferences
  - Public lectures
  - List of resources
- Research
  - Suggest list of research topics
  - Protocol (for educators and practitioners)
  - User tools for various programs
- Lobbying
  - Volunteers
  - Political maps
  - Real stories/live people
- Volunteer Management
  - Learn from other models (AA, Amnesty International)

- Public Education
- Website & resource list
- Lobbying government
- Learning protocols – First Nations, Metis, Immigrants
- Support network for RJ practitioners

- Research protocols – people involved in RJ
- Respect autonomy and diversity of geographical and cultural settings and applications (eg. Focus on offenders, victims, schools, prisons, etc.)
- Promote RJ courses in post-secondary
- Researchers better structure debates
- Clearinghouse of information
- Conferences – national, regional, opportunities for dialogue (invite government officials)
- Volunteer management (learn from model of A/A, Amnesty International)

### **Group 3**

- Website
  - Calendar of events
  - User friendly
  - Links – emphasize, diversity, nationwide
  - Password protected
  - Listserve (inside CRJC)
  - “Did you know?” section – relevant issues and news
  - Stories and real examples – tests/challenges, glossary of RJ terms
  - Support for non-computer users
  - “What it is/isn’t” – all the branches, foci
  - Research
  - Interactive
  - Chat room (be careful, needs management)
  - Educational purposes; self-educating
  - Guest bloggers (local, national, international – 1 per month)
  - Contemporary, up-to-date – “what’s new?”
  - Inclusive
  - Quick reference
  - Reader’s Digest aspect
  - Encourage talent development
  - Cross generational – youth (input page)
  - \*\*Don’t start with all of this at first – small, then build \*\*
- Newsletter
  - Question of cost – glossy? Simple?
  - Keep it relevant
  - Journal – best practices – allows for academic side
  - Resource list
  - Link to articles on website
  - YouTube features
  - Keep broad spectrum
  - “Bouquets” – celebrate awards and achievements
  - Connected to ListServe on website – readers and contributors, advertising

- Print media – useful and necessary above and beyond electronic media
- Start with 2 page electronic, print for non-comp members
- Wait for 2 years before starting this
- Nurture aspect
- Visual Map of RJ programs
  - Use website – topic of interest – who are we?
  - Directory – by province or by region
  - Pamphlet seems impractical (paper) and yet, something is needed
  - Always has date for updating
  - Actual CND map with dropdown menus
  - List of services in each province
  - Problem of updating and policing info

## **Yellow Group**

### Things the CRJC should keep in mind:

- Are we trying to do too much at first? What capacity do we have to take on a lot of goals and activities? Should we start small and grow gradually?
- You can accomplish a lot of goals through conferences
- Youth and students are a major untapped resource
- Use non-traditional “advertising” models, like art
- The CRJC will have to clarify what role/how big a role to play. For example, it might start out doing internal work to support RJ practitioners and then speak out to external groups and the public

### RJ organization should:

- Be open to a range of people with different experiences, as well as different educational backgrounds
- Connect RJ groups and practitioners – there is a lot going on in Canada but we’re only aware of this at a superficial level. Could occur through:
  - Conferences
  - Database with up to date contact info
  - Share both successes and failures so we can learn from our experience and move forward
  - Share resources, program updates, promising practices
- Support networking in a range of ways – electronically, face to face, etc.
- “Advertising” RJ in a range of ways including in non-traditional ways such as art and letting communities know what RJ programs exist
- Fundraising for RJ programs

### Ideas (process):

- “Dreaming in colour” – thinking big and working through the process of figuring out what this might look like
- Hope that the CRJC, if it forms, will be a strong voice nationally and advocate for RJ
- Wants to come away from this meeting with a sense: a) of clarity about what was discussed; b) consensus; c) that “we touched all the bases” – covered all the topics needing discussion

### Goals/Activities/Products:

- The yellow group agreed with the proposed goals, but thought the most critical were:
  - Networking
  - Enhance information sharing between RJ practitioners
  - Public education
  - Advocacy
- The activities that would make the biggest difference in assisting them would be:
  - Linking practitioners together in person and through an up-to-date database
  - Pull together the latest research and models and program updates
  - Hold conferences
  - Maybe have an electronic discussion board to discuss issues
- We need a database of programs, contacts, etc.

### Blue Group

- Research and evaluation
- Holding workshops/symposia for legal/correctional/government workers to educate about the principles of RJ
- Advocate for diverting youth/first time offenders
- Promote development of programs
- Increased efficiency of justice system
- Bring people together (less isolation, more networking)
- Nurture/keep vision alive
- Annual conferences – networking/sharing stories/ideas
- Education at all levels (schools – lawyers)
- Create and share basic manuals or guidelines that agencies can use and adapt
- Ensure the voices of the most vulnerable (those surviving in the aftermath of violence) are raised up and that they are able to/supported to participate
- Database of speakers, organizations, etc.
- Peer gathering of victims/offenders
- Promote dialogue/national public campaign strategy for education about RJ
- Lobbying all levels of government to assist with resources/promotion

- Promote so that this approach is available to EVERYONE
- Challenge current legislation directions/lobby legislators
- Be an international voice

## **Light Green Group**

### Goals

- Media awareness – report on RJ positively
- Build social awareness within educational system
- Encourage public to embrace RJ principles through social media
- Accessing existing resources/stories – upload to youtube, facebook, etc.
- Inform politicians of stories, models, etc (politicians are just like people!)
- Focus include on youth population as well ie in schools
- Inclusive – youth, adults
- Continue to influence conversation to imbed RJ principles within legislation – helps with securing funding
- Influence policy development
- Assist in internal discussions about our work – surfacing our differences
- Trading trends and issues to inform the field

### Activities

- Earlier goals:
- Public ed
- New media
- Resource guides
- Support dialogue re values
- Conferences
- Learn about public opinion – omnibus survey – to target info
- Establish research protocol
- Preliminary work/phase:
- Research
- Define self
- Establish structure/goals
- Explore stakeholders
- Needs assessment
- Learn from past efforts – build on results of past consultations
- Identify champions in systems
- Decide on priority of conferences??? – join others, relationship building, cost/benefits
- Goal: support and community building

- A conference can work toward general goals (ie community building, public ed, political networking)

## Products

- Website
- Newsletter
- Map of RJ programs
- Facebook page
- Youtube account
- Needs assessment
- What do members want? Fundamental issues
- Vision building

## Group 6

### Goals:

- Networking – we need an easy way to network (forum?)
  - Sharing of best practices among groups
- Promote dialogue and public education
  - Awareness: important, especially for remote locations
  - Reach every community (even those who do not have access to internet etc.)
  - Marketing campaign
- Advocating to all governments
- Promote and utilize research
  - Access to information and experiences
- Physically visit isolated communities
- Utilize new media
- Have a champion to have a face for RJ
- Develop a business plan
- Raise public awareness
- Work RJ into school curricula, social services, etc.
- Research projects
- Dialogue

## Unidentified Group #1

### Goals

- Internal focus – “getting our ducks in a row”
  - How are we doing?
  - Avoid becoming diffuse

- Resource for provincial activity
- Survival – need sustainable plan
- Identify products of economic values
- Business model
- Find key stakeholders
- Create space for people

### Products

- Pamphlet
- Website – good starting point
- Skill transfer

### Activities

- Grant writing
- Market products of value (professional people, conferences, training)
- Conferences

### **Unidentified Group #2**

#### Top Priorities

- Website – include database/training resources/stories
- FB/Twitter/YouTube
- Google groups to encourage sharing of ideas and resources
- See if infrastructure exists to broaden (rather than build from ground up)
- National conferences – incl. storytelling
- Market it well
- Engage the conversation about fear and safety
- Public education
- Engage with those most skeptical OTR dialogue (judges, CA, legislators, etc)

#### Goal

- Just one big goal: Facilitate networking (conferences, website lists, e-mail addresses, blog/tweets forum)

### **Unidentified Group #3**

- Networking – dialogues, face-to-face, virtual, best practices

- Public education/awareness
  - A “face”
  - Visits to isolated communities
  - Marketing plan
- Research
  - Pooling of resources
  - Create partnerships
- Advocacy
  - Lobbying government for agencies and for oppressed

#### **Unidentified Group #4**

- Promote dialogue and public education
  - Conversation about “justice”
  - What do you want, sense of justice for you, validity of responses
  - Not just top down common ground
- Advocate to governments
  - Caution – how is it done?
- Facilitate skill transfer between practitioners
- Enhance information sharing re. program development, research, best practices
- Advocacy
  - For whom?
  - By whom?
  - To whom?
  - Support groups in advocating for themselves
  - Skilled and knowledgeable in advocacy
  - Media involvement
  - Advocacy closely tied with public education
  - Is this the right term? Baggage
  - Definition: walking with in support of
- Providing consistency and clarity – definition of terms (RJ vs. practice, approach, advocacy, inclusion)
- Networking
  - Dialogue
  - Best practices
  - Unify
  - Expanding perspective and membership
  - Resources
  - Stories
  - Policies
  - Program development
  - Sharing
  - Library
  - Website – breaking silos, not reflecting one program, “world view”
  - Easy use website – user friendly

- Visual map of RJ approaches, agencies in Canada
- Creative use of technology
- Livestream, twitter
- Clearinghouse
- Receives and transmits
- Links
- Directory
- Local – international
- Building a sense of community and family – support, care, value
- Sense of belonging, connectedness and “family”
- Safety
- Space to go deep, go through things, “get messy” ie members – portals for dialogue, website, directory
- How do we [build a sense of community and family]? What might that entail?
- Caution of boundaries – inclusion, membership, family
- Radical hospitality – unfettered welcoming
- Who’s not here?
- Training – online, facilitate trainers
- Further discussions

## **Unidentified Group #5**

### Goals

- #1 Dialogue
  - Need to focus on youth strategically – this is where other movements succeeded
  - Tap into alternative media – especially web
  - Dialogue in media about their role in RJ
  - Start the kernels of dialogue in small pieces like connections/disconnections/reconnections – public awareness play
- #2 Advocate to government (all levels)
  - Establish organizational relationships!!!
  - Need to be clear about representation and authority and identity
  - Relationship somewhere between hostile and cozy
  - Honest broker for an alternative view
- #3 Skills transfer (practitioners)
  - Connect to police and prosecutors to this too!
  - Thames Valley Police in UK use RJ
  - Connect to teachers and education system too
  - Police studies and law schools
- #4 Knowledge Transfer (practitioners, academics)
  - Harvest data from Canadian experience
  - Connect communities to share success stories – Waterloo region anti-violence plan – 40 years

## Products

- Produce 4-minute clips for YouTube that present alternatives – human interest stories
- Find ways to interrupt retributive rhetoric
- AVAAZ model – mobilize people to respond quickly via email
- Engage youth to create videos on YouTube about RJ stories
- Develop a web-based directory of practitioners
- Activities and goals are on a continuum
- Need a balance – too practical = co-option, too philosophical = not useful

Principles

Practices

|\_\_\_\_\_|

Advocacy

Programs

## Activities

- Create forums to discuss alternatives with government and the public that offer government and the public a way out of the constant “tough on crime” rhetoric – this rhetoric needs to be better informed.

## Structure

### Orange Group

#### How will it be governed?

- Clear designated responsible leaders to be the glue
- Incorporated board and association
- Board – formal – responsible for its functioning
- Geographical representation
  - Geographical regional reps who meet
  - Umbrella
  - Share info at grassroots to the national board
  - Rotational board with continuity
  - Board has categories for various governments to build relationships

#### How will it work? – what are the imp elements to structure of CRJC?

- Foundation of respect and dignity of the human person
- Resources
- Commitment to making the words real amongst us – grace

- Transparency and accountability
- Allows us to be in touch with each other in different ways
- United in our core values and diverse in our practice
- Appropriate levels of organization that allows for growth
- Research emergent board structures
- Representation of: youth, academia, First Nations
- A structure that will allow for growing complexity as CRJC evolves
- Needs good leaders (integrity, humility, presence, intellect, servant leader)
- Realistic leaders
- Use RJ principles in how we are structured
- Clear roles and responsibilities; policies and procedures
- Engaging membership
- Accessibility to all interested
- Human face
- Important need for regular conferences

#### Where will the work be done? Will there be developmental stages?

- At first, virtual – with regional contact places
- Hope for a physical place/presence
- In Ottawa/Toronto/Winnipeg
- Not really a need for place – perhaps a regional place
- Rotating office – office in a box (cellphone, PO Box, e-mail address) – host agency for physical meetings
- Host gathering places in regions
- Research these options
- Definite person to take leadership

#### Additional Discussion

- Tension on how to build representation on the Board
- Government seen as an associate member
- Youth and First Nations representation and encouragement to participate
- Look for diverse funding
- Government are not just founders, they are real people – legitimate spot for government
- Ron Wiebe award

#### Group 2

- Caution

- Clear sense of mission, purpose, goals – premature for structure (who are we? Ongoing mech to complete these discussions). Eg. Interest in networking, what does that mean practically?
- Not for profit
- “Clearinghouse” – web, email
- 1<sup>st</sup> step: coalition – collect info and disseminate to partners, share stories, money for members (staff)
- Minimal structure
- Doers vs. Strategic Thinkers – who do you represent?
- “Intro Structure” - #1 network, #2 public education and action
  - Staff Council – regional interest and stakeholders to take us to the next step
- “We need to be active” – Advocate
- Elite decision makers – not consistent with RJ
  - Participatory
  - Democratic
  - Diversity of community culture
  - AVAAZ.org – social justice network, international, over 4 million members +
- Stepwise approach
  - Network – public education
  - Support research – self critical, integrity, best practice
- Diversity issues – snowball approach to increased involvement
  - Back to issue #1 – Caution: energy into coalition rather than direct work. Coalition – shows its value
- Organization meets a need – slime mold vs. structure
- Structure
  - Purpose
  - Self organized
  - Value to members
- Where does public education fit?
- Programs die because of a lack of support – public – government
- Market RJ – who are we all representing?
- Lead to change through government, jumps over government
- #1: we need a clear sense of purpose, goals before structure is in place
- Interim mechanism to go to next steps
- Developmental to address – to represent the diversity of Canadians (caution: participatory democracy)
- Capitalize on the people power we have (inclusion, power in #s, who is not here, “lobby”)
- Funding – options
- Directory \*

## Red Group

- Unless we want band-aids in Criminal Justice – some prevention focus is needed (pre-school and up)
- Need to be clear – mediation is not always restorative
- More strategic to talk about RJ, conferencing, mediation
- Justice in Hebrew – “making things right”
- Kids working things out without fighting in school is “working things out.” RJ – normative
- Organization focused on “justice” – description needs to be clear – what is it? What affiliates do they want? Bothersome that we can’t seem to align on justice.
- Takes years to get charity number
- Lobbying is important – wise not to get the charity number?
- Volunteerism tough in Quebec
- Mixed office – volunteers and staff
- Incorporate or not incorporate?
- Finance? (lots of work)
- Create little working groups to seek out funding in provinces/places
- Has to be democratic
- In fundraising sometimes, we do more fundraising than doing work and “decide to do what we can with what we have”
- Money goes – action!
- Neutral place and inclusive of First Nations
- Provincial government can be allies (ex. Saskatchewan)
- Doesn’t want this organization to be exclusive to criminal justice – work in schools, with religious groups is important as well
- Use organizations already in provinces and regions across Canada. Activity in many regions already.
- Members elect Board and one spot each Province/Territory then one Aboriginal, Inuit, etc. Board member as well
- Some membership fee – some are volunteer groups...so no \$\$, therefore no fee!
- Start informal and let it grow
- Representative reps region but shouldn’t have to go back to each org in region for consent. Speaks at Board for Canada.
- Need flexibility about Criminal vs. Social focus of RJ
- Shows diversity and need for autonomy of cultures (models can’t be imposed)
- One basic vision: restorative vs. punitive approach/model. One thing in common and reject punishment
- Quebec lawyers are allergic to religion in Criminal Justice System
- Hull – logical place for RJ HQ? In Quebec and close for lobbying Ottawa
- Charitable # and non-profit easy if right lawyer. Need number for bylaws, policies and fees first
- Dealing with 15 governments
- Cooperative and collaborative
- Model – coalition (different cultures in Regions)

- Has to include Aboriginal people and new comers (immigration).
- Has to be inclusive!
- If we want to not rely on government funding we need a charity number
- A movement of a lot of volunteers. More volunteers = less staff
- Clearinghouse in Ottawa and Church Council or other group to share rent/office staff.
- Church Council or group, likely not the neutral place for many Aboriginal or other groups

### **Group 3**

- Hope/incite
- Plethora of ideas where this will go
- Continuum of interaction and connectivity
- Validating what we are and have already done – hope we never lose that
- Already a good foundation of RJ and that we don't stop on the toes of programs
- Already established – don't reinvent the wheel
- Collective voices and variety build a national entity that we can live with
- We have the basics to create a national organization that empowers/enables local creativity and (not bureaucratize) models – a new way of doing national organizations
- Everyone's aspirations are recognized/maintained, number of values associated with RJ that we cannot sacrifice
- Clarity and consensus, comprehensiveness in the discussion
- RJ principles maintain the sense of how to make effective decisions without violating RJ values
- Diversity of ideas – focus on shared values rather than differences
- We want to move forward – commitment
- Fears need to be explored to ensure outcome
- The inter-connectiveness continues keeping our uniqueness
- National entity result from a process not an event
- Synergy to human energy
- Level of thoughtful consultation which decisions are consulted on and which we can delegate and trust the decision maker
- Geographical representation
- Spectrum of involvement, dimensions, levels of skill, program delivery, different social aspects which need to be addressed
- Principles and values – be wary of “best practice”
- We need to know what we're all doing, need for identification, need shape, a physical space
- A place to turn to, a place to meet, discuss, need resources, the place for RJ
- Network of summer students (HRSDC) working on interconnected projects
- Web, RJ at centre, building out, using structure
- Physical location of common ground can move around – build over time

- Library, gathering of all the country
- Don't need to rush, take time to build sustainability
- Define structure, what are our goals? Careful of rushing
- "parent" organization – a place to turn to when in need of answers. Organization as an umbrella, avoid getting too caught up in the details. AA model.
- Difficulties from top to bottom, disagreements with parent organization
- Consortium to strengthen weak points of web, entity should empower us. Need for clarity.
- Is a way of life, lifelong, teach children, public awareness, philosophy, values & belief to support and sustain communities, shift, to challenge the way of thinking, compassion & empathy, collaborative, culturally diverse, inclusivity, connectivity, network
- Some kind of leadership/structure, need for progress, avoid stalling and not hide behind fear of bureaucracy
- Share best practices, find validity
- A provincial coalition
- RJ @ municipal level, federal funding only available on pilot basis, problems at provincial level as well. Start with community.

### **Warren & Catherine's Group**

- Working team – admin, executive, provincial reps
- Partnering with provincial orgs – secondments/endorsed
- Organizational development – who will do bylaws? Society status etc? Who will provide start-up costs?
- Diversity on a "board" ensures representation
- How do we balance structure with informal coalition
- Value of national organization – connecting province
- Standards – who would monitor? Recommendations instead
- Collective authority sets a general set of guiding principles
- If national association – visible, enticing, identifiable
- Keep membership reasonable
- Insurance enticement
- Adherence/network/connecting
- Coalition – deliberately inclusive
- Desire for "2 level" structure? – levels of membership
- Start small – tiered system, what would be some reasonable first steps?
  - Ask who wants to get involved
  - Working group
  - Website
  - Grows from there
- If "baby-step" of coalition, be intentional about diversity and ultimately take whoever comes so we can start (find balance) – be deliberate in our structure, so we must understand our purpose first

- Structure REFLECTS purpose
- Original advisory/steering committee breaking out to lead “task-specific” committees (eg funding, membership)
- Role of support and network, not hierarchal structure
- Provide space for getting together and honour that standards emerge organically

### **Blue Group**

- Empowering regional/local grassroots initiatives, not imposing restrictions on those initiatives \*
- Not too heavy a bureaucracy (ie hierarchy)
- Allowing community members/agencies to be involved
- Must be trustworthy with a responsive membership
- Mechanism for networking that can lead to more involvement
- Public advocacy and awareness which will expand RJ in Canada
- Some form of hierarchy necessary at a national level, who receive their mandate from the people involved in RJ
- Sub-committees could be appointed to “roles” or tasks eg. Communications, public advocacy, finance, research, etc.
- All sectors of the RJ movement have a voice and can participate \*
- We recognize an existing structural emphasis on offenders, and will work to include survivors/community
- Regions will assist each other, not compete (eg this gathering sectors are strengthening each other) \*
- A recognized link to each relevant federal, provincial, community/municipal government agencies/ministries (eg justice, education)
- Shared responsibility and decision making
- Can we build into a structure a way of checking/balancing that values are being manifested/lived out and that vision is being followed \*
- Everyone/region in Canada has equal benefit and the rhino is representative of all of Canada (ie is NATIONAL)

### **Group 9**

- Balanced, geographically, gender, culture, needs, etc.
- Committee needed by end of today to move forward
- Working committee – open
- Start small, grow slowly with timeframes
- Mandate to achieve goals, priorities – small, realistic
- Explore membership
- Provincial (affiliates/committees) taking on various tasks (related to goals, activities and products)

- Ie. Conference, website, research, training materials, fundraising, connect to universities, membership, contributions, grants (gov, indiv, fdns) etc.
- Roles:
  - Communicator to network (emails)
  - Information synthesizer
  - Coordinator
- Provincial committees – tasks involve parties not here today (share resources across provincial lines)
- Prov rep to sit nationally
- Step 1:
  - Creation of provincial committee or connection to existing ones
  - Prov meets before end of day to designate reps
  - 2 jobs for province:
    - 1) create group, choose rep for national body
    - 2) Take on task
  - Monthly reporting to provincial group
  - National group helps prov groups stay on track and support activities

### **Unidentified Group #1**

- Compared structure to a satellite dish – the national organization would be the feed horn of the satellite dish and the regions would be the actual dish portion.
- Also compared structure to an hourglass turned on its side, with the national organization being the narrow neck in the center and the regions, groups, and members being the sand, able to flow freely back and forth.

### **Unidentified Group #2**

- National body is a servant, but that can speak with expertise
- Rooted in the local
- Bottom up
- Manageable
- Create great spaces
- Synergy and momentum
- Gathering spheres – specifically
- Complexity and chaos (storming to performing)
- Holds information (resource centre, clearing house)
- Governance structure is reflective of the values and principles of RJ – RJ is permeated at all levels/in all aspects of structure
- Funding costs have to be sustainable – meetings, boards, admin, applications for charitable status

- The formation of a critical mass that connects and disseminates knowledge, skills and experience across the country
- Something interactive that requires maintenance (ie website, database, map, newsletter)
- Comprehensive
- Staff/leadership that is accountable, qualified
- Integrity: true ownership by members
- Limited and rotating terms (but overlapping) to ensure diversity, growth, change, and equity
- Membership responsibilities (ie keeping your information up to date and participating; taking ownership)
- Face-to-face opportunities to maintain the tie and keep momentum going to sustain electronic communication
- Regional representation (but not exclude people/groups who don't identify with a region)
- Have/develop connections and exchange with government/leaders
- Facilitate national standards/credibility or accreditation
- Phase 1 research and initial funding

### **Unidentified Group #3**

- Provincial affiliates tasked with a) provincial affiliation; b) a goal/activity/product
- Rep (X2?) to national
- Provincial affiliates to consider need! a) gender; b) victims; c) offenders; d) profs; e) equity groups.

### **Unidentified Group #4**

- Baby steps while holding in mind the larger vision
- Idea: a coalition/network composed of task-specific committees that may (or may not) develop into a more formal organization with bylaws etc.
- Possible commitment: to meet in 12-18 months (set a deadline) to report back and decide on next "baby step" (maybe will be a teenager by then?)
- Ensure we leave here empowering a group to move forward (who? To be determined in our remaining hours)
- Funding (one of the tasks?) – in kind, partnering organizations

### **Unidentified Group #5**

- Roles:
  - Director
  - Chapter leaders
  - Website person (technical?)

- Possible conference person/subcommittee
- Fund developer/raiser?
- Marketing/advocacy role
  
- \$:
  - Potential funding (PT? FT?) for a director
  - Membership fee at the chapter level
  - Mandate to secure funding
  - Separately from local organizations
  
- Governance:
  - Get a consultant (eg National Quality Institute) to ask the right questions, think ahead and to design this right now at the outset according to our needs (they know current IT issues, process/structure challenges) \*
  - Core groups – not one leader
  - Potentially spread geographically and/or across different sectors (academic, practitioner, victim, offender, other)
  - Year-by-year turnover (eg presidency) with mentorship to ensure continuity
  - Provincial chapters
  - Clear leadership with chapters; leadership with consultation
  - If not for profit, need to be able to seek federal and provincial funding
  
- Location:
  - Could vary based on current leadership or initiatives by provincial groups or could be better to stay in a consistent place
  - Online and meet in Winnipeg
  - Mobile and trim – can be changed, shrunk, expanded if grants – nimble and effective
  - Online conferences
  - Need to adapt to more virtual activity
  - Use funds for meetings not high office costs
  
- Process:
  - Internet and face-to-face meetings
  - Include youth in making decisions
  - Funding selling points?
  - Website showing Canadian network of organizations and what they do
  - Possible referral for inquiring citizens to local options
  - Tool kits, info sharing
  - Make sense of and collate what we already know and have \*
  
- Developmental Stages:
  - Provincial chapters form, select members and a leader

- Create working groups to meet key goals (create workplans and being implementing) – timelines, work plans, implementation \*
- Create sector linkages (academics, practitioners, victim/offender groups, etc)\*
- Create compendium of this set of participants with bios
- Collate known organizations, practices, activities and processes links to websites
- Clarify categories of RJ and definitions

**Membership**

**Orange Group**

- Yes, it is necessary

Benefits:

- Belonging
- To give and receive
- Networking

Paid membership? would include?:

- First notice of conferences?
- Should there be things exclusive to membership?
- Governance?
- Support the organization?
- Public identification to a cause?

Membership categories?

- |                          |   |
|--------------------------|---|
| • Full member            | Student                                 |
| • Associate              | Observer                                |
| • Individual             | Professional (practitioners, academics) |
| • Supporting             | Organizational                          |
| • Agency                 | Life                                    |
| • Friend                 | Honour                                  |
| • Affiliate organization |   |

- Drew a chart with 4 concentric rings – at the center – board, then members, then friends, then acquaintances on the outer ring
- Decision making process needs to be considered?

- Voting gives sense of ownership? We need ownership
- Do we need to vote? Our purpose needs to direct our membership – consensus?

### **Red Group**

- Benefit
- Support the advocacy
- More weight – more strength
- What sector represented diversity in membership unless lobby – wide membership?
- Participatory membership and dynamic – Canadian Council for Refugee
- Networking
- Information
- Discussion on category – decision making support (\$5 to \$10, group \$50)
- Services - \$5
- Access to network
- Research
- Endorse principles – how?

### **L&A Group**

- Membership? Yes
- 1) Values factored into decisions – inclusivity, openness, respect for particularity & equity (ie organizational vs. individual); 2) timing

### **Blue Group**

- More? Than comments
- Why limit? What criteria?
- Hierarchy of membership doesn't really work
- Those who have "a vote" should be those who adhere to the vision
- Membership for agencies or individuals who want to participate
- No limitations – if you have an interest
- We will decide about who has decision making responsibility when decisions need to be made
- Baby steps – one thing at a time
- Membership – allows for conferences, communication ability to make changes to become an effective model
- No reason to exclude
- Initially perhaps Canada only
- Regions could appoint membership to a national body
- May be consensus for vision, but not for smaller decisions (implementation)

- Perhaps associate membership for those who don't want to direct the association or are outside Canada
- We need to ensure that \$ isn't a barrier to membership
- There will be questions that come up and when they come up we will need to talk about them then
- 1) Is it necessary? Yes- define who wants to participate
- 2) Benefits for members? Networking, support, resources
- 3) Benefits for organization? Refreshes, know who is out doing things, support, fundraising
- 4) Right now? Maybe categories of membership and it should be open to all
- Voting rights/who has a say yet to be determined
- We need to trust those who are "appointed" to manage the day to day and represent the voices of those they regionally represent

### **Group 9**

- Provides buy-in
- Membership is flexible
- To meet needs of provincial/regional/cultural as well as some consistency across Canada
- Needs being met would be: identity, vision, values, practices, goals
- Membership definition: signing on to a set of values and purpose of RJ
- Membership process: Membership contributions – what's affordable although doesn't create
- Non-political (ie governed by politics = exclusion)
- Politically independent
- Membership process:
  - Regional representation
  - Representation for victims, offenders, community
  - Ensure voices are heard, choices are given, be inclusive
  - Equality of membership – individuals, groups, agencies
- This would be a task that would be differed to a working group \*
- Agree that some type of membership would be of value – many issues to address
- About belonging
- Individual programs can speak from a place connected to community well-being
- Cautions – this would take a long journey building trust before this could happen – long term
- How do we relay this to the public – what membership does
- How does the public come to trust this org and its membership? \*
- Ethical code of practice that includes...?
- Accountability body that could hear/respond
- Put a coordinated effort toward RJ week nationally \*
- Membership could provide opportunities to get involved in RJ initiatives
- Important to recognize this discussion comes with absence of structure – hard

- What is already out there?
- Why does anyone join an organization?
- Benefits of membership:
  - Reduced fees for training/conferences
  - Reduced fees insurance, etc
  - Register as speaker/practitioner, etc
  - Feeling connected to what is going on rather than happenstance – may get info through network or not?
  - Pay to be able to work for organization
  - Numbers of members important for certain applications
  - Credibility (if you can claim standards?)
  - Liability insurance (longer term)
- National voice – clout
- Coalition – orgs and/or individual memberships for a voice
- Ways to respond – protocol for speaking as a national voice while allowing for dissenting voices
- Membership should include organizations and individuals
- Very difficult to do, but it can be powerful to have entire membership support to speak on particular issue
- Ability to mobilize in crisis – time/energy saver (re: Newfoundland RJ program cut, COSA funding proposal)
- Supporting org/work we believe in – adding to a collective voice and requiring feedback loop (ie because you participated, we were able to use your voice in these ways...with these results)

### **Group 3**

- Is membership necessary?
  - Depends on where we are
  - How do we want to function?
  - The definition of membership needs to be understood
  - Make sure membership is not exclusive – passive membership excludes by its very nature
  - Actively outreaching and defined at the margins
  - Defined in other than French and English
  - Yes, but well defined
  - Membership can be beneficial for funding
  - Special consideration for students \$ and others
  - Membership is by individual, not organization
  - Membership needs to be broad
  - Flexible and a sense of belonging
- What would the benefits of membership be?
  - Sense of belonging
  - Parent feeling
  - Financial benefits

- Like affiliation rather than membership
- A benefit would be networking
- Make sure they do not weigh one person down
- Identity
- Quality – enrichment
- Benefits of organization?
  - Credibility
  - National networking
  - Potential for action on the ground
  - Intervention
  - A feeding of the movement
  - Radical intervention model
  - Things that work – sharing
  - Information
  - Validates and legitimizes
  - Clearinghouse
  - Communication/dialogue
  - Encouraging and empowering both local and national groups
  - Human dignity – to give courage to speak out and to educate
- How do you structure membership?
  - Simple
  - Equitable
  - Those who gather get to make the vote
  - Concern: putting the cart before the horse
  - Do not assume that gathering is physical
  - Following the principles of Restorative Justice

## **W&C Group**

- Details of membership – premature to discuss (for later!)
- Membership is part of the discussion if/when we are to move to formalized organization
- 1<sup>st</sup> Steps: purpose, vision, goals, structure, website, partnerships, database
- How do we encourage involvement/participation?
- First baby step:
  1. Consolidate email list of attendees at this gathering
  2. Attendees recommend key additional contacts (by region and affiliation)
  3. Create/expand contact list/email data base
  4. In time, elicit memberships (as decided by Steering Committee)
- Call it something other than membership for now: “adherents” “interested parties” “task force committees” “coalition” “seeds”
- Why? How to make it “value added”
- Generally difficult to rely on membership \$ in early years

## Group 2

- Participatory justice – speaks to values, process, models, value statements for actual work
- #1: “Organization of organizations”
  - Individual, agency, interest group
  - National, provincial
  - Support
- #2: Broad-based support
  - Direct appeal to Canadians
  - “if you understand it, you can support it”
  - I believe in that, I can be a member (\$)
  - Some key organizations assisting with leadership – who is not here? Interim leadership
- Start with #1 as roll-out, working towards a goal of broad based support – smaller, manageable, identifiable to start
- Models: Institutions (control), Associations (shared goals/commitment pass for same agenda)
- Resourcing the power in associations
- Broad-based to serve the membership vs. “mines” – “resource base”
- Agencies members – concerned with its own needs – or it can be more national/global
- National organization to help change environments for member agencies
- Represent organizations and agencies in our approach to change
- An active association can inspire change “peoples movement”
- Is an individual member organization sustainable, productive?
- Group memberships and individuals – open to both
- Leadership issues...cautions
  - Politics of representation – I don’t like that group and can’t support them
  - Stuck to “do” because we need to be checking in with who we represent
  - Funding requirements
- Organizations represent members, powerful constituencies

## A’s Group

- If fees, need identifiable value added: voting rights?
- Fees can compel/encourage members to input and contribute
- Fees could pay for: 1) open access to website; 2) passcode database for members to post and share info; 3) all other...
- Do we need membership? Yes, helps us determine who we are networking with, gives us parameters – we become a “body”, identifiable community/network
- What would that look like? Categories – not a gatekeeper function: open to all (external) with internal website

- Benefits to members – 1) access to website and ability to advertise/post info, conferences, current status of organizations; 2) could invest in the national organization for added benefits
- Layers of membership – highest level (commitment and dedication/involvement in RJ practices, theory etc.) Drawing of a target with practitioners, academics, groups working directly and closely with RJ in the middle (bulls-eye)

## RJ Accomplishments in Canada

- Foundation – infrastructure
- In every province and territory
- Training (needs work)
- Police involvement
- Increase of programs for RJ practitioners
- Increase in government (provincial and federal) support for programs
- YCJA 2003 sets RJ goals
- Schools are coming on board
- Conversations have started between different cultural groups across Canada
- Activities in every province and territory – either explicitly R. Identified or not – inclusion/mention
- Legislation / CC
- Brought to UN
- Awards/Conferences
- Beginning to question more what R means, what's included
- Extended partnership/activity into other domains than justice (eg schools, churches)
- Increase in research
- Used more in prisons
- Many good models of community based Restorative Justice programs
- High degree of trust, respect, understanding from Justice System
- Making a difference
- RJ programs in every province and territory
- A few major research initiatives
- High degree of cooperation, collaboration and partnerships
- Canada UNATION contribution to RJ standards
- Women's facilities
- Changes in school culture
- This conference!
- Discussion re: faith-based prison units
- Respect for Aboriginal values
- Increase in alternative services
- Increase in VO mediation
- Increase in # of regional & org conferences

- Serious crime mediation – CSC
- Education programs in Schools on RJ mediators
- Healing Lodges for Aboriginal men and women federally sentenced
- More acceptance of understanding of Aboriginal traditions – in society and in prisons
- RJ week in November – education, networking
- BC Simon Fraser RJ Institution
- COSA – it works!
- Provincial programs in every province
- RJ unit – CSC
- RJ Program at Queens
- Forming a direction, building relationships through sharing stories
- And more!
- RJ in Safe Schools
- 7 yr pilot project – Ontario
- Using RJ for prevention
- RJ with inmates at ALL levels
- RJ conferences
- Presentations in University
- Workshops AVP
- Videos
- Mesosynedria
- Elder assisted parole hearings
- RJ week
- Ron Wiebe Award
- School trustees – statement of RJ
- Conference has brought religions together
- A unique conference on RJ
- RJ movement has pioneered new approaches
- Demonstrated values of RJ – range of options to crime includes RJ
- RJ getting into the “system” – ex 14 ministries in BC have RJ emphasis
- RJ has influenced legislation – criminal code, UN
- Improved relationships between Aboriginal and non-Aboriginal people
- Helps build relationships
- Steps toward changing the public perception about people who have harmed others or have been harmed
- Taught people it’s okay to forgive
- Kitchener, 1974
- Some provincial governments supportive of RJ (ex BC, Nova Scotia, etc.)
- Saskatchewan – long history of mediation
- RJ in schools – eg Ottawa Carlton school district
- Médiation Crimes Graves
- Avant 1990
- Rencontres détenues-victimes

- Pioneered a number of influential thoughts/ideas/processes eg. Yantzi – Benchmark story
- Instances of longevity – eg Winnipeg Mediation Services, CJI's
- Notion of Social Enterprise – revenue generating wing or organization to help fund
- Diverse application – child welfare, elder abuse, SVC, sports
- “The Healing Edge” Zehr

### What will be taken away from this meeting?

#### **Group 3**

- Being part of a birth of a new organization
- Seeing accumulation of 5 years work of many great people
- Wonderful conversation with friends, support groups re: RJ “mesosynedria”
- Witnessing the creation of history
- Expanding my network and understanding of RJ needed to “break out” of silos
- Good time
- Recharging my RJ battery and building on my passion for RJ

#### What we feel and take away from today:

- Felt safe, comfortable with others and have a history of being on the same page as me
- Renewed hope that we are going to have a national voice
- Energy, depth and knowledge is very impressive and I appreciate it
- Feel supported by being here and meet like minded people
- Going away feeling of “acceptance”
- Sad that there aren't more victims here

#### **Group 2**

- Sense of hope and earnestness/seriousness of the work
- Youth, energy, passion, intelligence, connections along with steps towards the national organization and 5 people willing/trusted to move this forward
- Wouldn't it be interesting to see what has come out of this for participants 2 months from now – new links, partnerships, new ideas, connections, renewed passion, that's value! – bio's with contact info
- 1<sup>st</sup> step to founding a national RJ association – we, a Canada wide network of those dedicated to RJ
- Groundwork for a coalition thru this gathering of people committed to RJ
- Enjoyed the “goodness” of spending time with like-minded RJ people
- What is the value of the organization? – power of relationships

## **Unidentified Group #1**

### What did you do?

- Reconnected with family
- Connected with like minds
- Did “therapy”, got affirmation
- Time well spent with over the top RJ friends
- Keeping the chance to meet going – NS – national
- Able to hold hope and despair
- Good meal
- Excitement
- Willing to go anywhere
- Curious and energized
- Time well spent