



qCJ Strategic Planning Combined Possibility Statement

Combined statement ideas

1. Conflict is an essential part of living in a community, harming others while working through conflict is not. If we are willing to collaborate respectfully, and take responsibility for our actions and words. Together we can achieve justice in our community.

Definitions of key terms

1. **Conflict:** A conflict is a clash of interest. The basis of conflict may vary but it is always a part of society. Basis of conflict may be personal, racial, class, caste, political and international. Conflict in groups often follows a specific course.
2. **Community:** a group of people living in the same place or having a particular characteristic in common. a feeling of fellowship with others, as a result of sharing common attitudes, interests, and goals.
3. **Process:** In engineering, a process is a series of interrelated tasks that, together, transform inputs into a given output. It is also a series of actions or steps taken in order to achieve a particular end.

Key terms (selected by Ashley)

Selected one word per sentence/line of the possibility statements from the first session. Words were separated into groups of similar terms.

1. Journey / transformation / **process** / talk
2. **Conflict** / safety / justice / equity / resilience / context
3. Inclusion / caring / **community** / neighbors / interconnectedness / belonging

Possibility Statements - Session 1

We are on an exciting, courageous and ever-evolving **journey**.

We **embrace** the opportunity to learn, grow and change from **conflict** and the tension it brings.

We listen respectfully and speak honestly to stimulate **inclusion**, harmony and safety.

Come one, welcome all: we need you alongside us to build a bridge to **transformation**.

We create **safety** and comfort for you to experience change.

Rooted in **Caring**

Welcome in **community**

Neighbourhoods and **neighbours**

Whenever shit hits the fan, we **talk** it out!

systemic **process** is essential, bring process to broad community issues and problem solving

the work of qCJ ensures systemic **justice** in our community



We embrace diversity and **equity** in all the faces of our community, enhancing social inclusion and justice for all

qCJ is by the **community** and for the community.

Justice is the antidote to oppression

Building community **resilience**

qcj sets a **context** where all voices matter

qathet: a **community** that works for everyone, with no one left out.

belonging

repairing the break of **interconnectedness**

Possibility Drawings - Session 1

Are included behind the text in this document. [Here is a link to the whiteboards.](#)



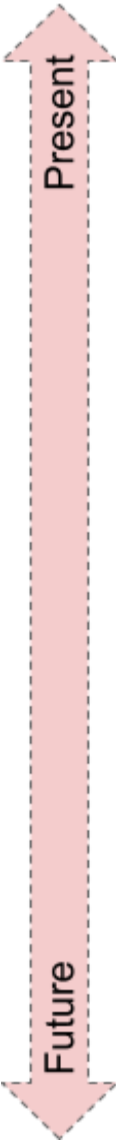
SOAR Worksheet - Benchmarkers

<div>Present</div> <div>Future</div>	<div><h2>Strengths</h2><p><i>What are our greatest strengths?</i> What an organization is doing really well, including its assets, capabilities, and greatest accomplishments.</p><ul style="list-style-type: none">• people, Siobhan, youth involvement, RCMP, volunteers• support and expertise from Lift• excellent website• excellent training manual• we have a well developed program with RJ, DEI, Schools and subcommittees to run them• having our own office• financial support - City, Regional district, Civil Forfeitures, CAP grant, BC Gaming, summer student program, ResilienceBC• our volunteers have diverse strengths• have a strong strategic plan to show our objectives (working on)</div>	<div><h2>Opportunities</h2><p><i>What are our best opportunities?</i> External circumstances that could improve profits, unmet customer needs, threats or weakness reframed into possibilities.</p><ul style="list-style-type: none">• charity status offers more funding opportunities• ensure representation from the community that has been harmed to give them a voice• create support plans for both responsible party and the one harmed as well as an agreement• get a comprehensive understanding of the whole story ensuring accountability from all parties• build really good best practices and structures in the program• build strong relationship with RCMP, crown, local governments and demonstrate the effectiveness of our program• build a connection with VIU and Camber College. Students often interested in volunteering• involve the arts community to connect diverse groups in the community• work with other agencies to increase their understanding of Community Justice and encourage referrals</div>
	<div><h2>Aspirations</h2><p><i>What is our preferred future?</i> What the organization can be; what the organization desires to be known for.</p><ul style="list-style-type: none">• Large, well-trained pool of volunteers• plentiful and stable funding!!• more referrals - build skill set and program credibility• recognized as viable, trusted option in community• use of restorative approaches in schools to build the next generation• strengthen our partnerships with Tla'amin• develop a mentorship program to have mentors available for each principal participant in each case• continue community circle discussions on a variety of topics especially Diversity, Equity and Inclusion• promote dialogue in a positive, non-threatening way• support vulnerable people in the community• build and document a volunteer with diverse skills including languages</div>	<div><h2>Results</h2><p><i>What are the measurable results?</i> The tangible, measurable items that will indicate when the goals and aspirations have been achieved</p><ul style="list-style-type: none">• more referrals and success stories• positive testimonials from participants• widespread use of restorative practices in all schools and the community• timely case resolution v criminal justice• case evaluation by participants. very important to get feedback.• stable funding• on-going recruitment of volunteers</div>

Internal

External

SOAR Worksheet - Trendseekers



<div>Strengths <i>What are our greatest strengths?</i> What an organization is doing really well, including its assets, capabilities, and greatest accomplishments.</div> <div><ol style="list-style-type: none">1. Our team and network: the people power of qCJ (management, coordination, pool of volunteers, connection to Lift, community partners, regional + provincial + national + international networks2. Responsive programming: the thing that is most needed in the community is where we go - we are guided by best practice/empirical evidence3. Organizational Culture: rooted in lifelong learning and personal growth/development - there's always more to be done4. Built environment: office space with meeting area that does not need to be booked - has a washroom/kitchenette - comfortable/functional5. Written resources + materials: brochures, website, MS teams, database, volunteer files, online presence, training manual + program</div>	<div>Opportunities <i>What are our best opportunities?</i> External circumstances that could improve profits, unmet customer needs, threats or weakness reframed into possibilities.</div> <div><ol style="list-style-type: none">1. To be involved in diversity, equity and inclusion work - taking on cases that are racialized/hate crime2. Becoming a charity - increase the number of funding options3. Further participation in regional committees and the provincial group4. There has been a renewed commitment from the federal government to fund RJ for Indigenous Peoples and Youth.5. Diversion for people who use substances: could be through the PRCAT decrim subcommittee or another ad hoc group - crown/oot/rcmp/qcj6. Going to conferences: networking with other organizations/humans7. Community needs assessment</div>
<div>Aspirations <i>What is our preferred future?</i> What the organization can be; what the organization desires to be known for.</div> <div><ol style="list-style-type: none">1. To be known for our holistic, community-drive approach to justice2. High degree of professionalism amongst practitioners and volunteers with qCJ - structured training + well resourced and educated3. Stability: of funding, of staff members/volunteers, of access to resources/training, and in knowledge/practice4. Taking on sexualized violence cases5. More presence in schools + more youth cases - more youth involved as volunteers and in RJ<div></div></div>	<div>Results <i>What are the measurable results?</i> The tangible, measurable items that will indicate when the goals and aspirations have been achieved</div> <div><ol style="list-style-type: none">1. Number of cases in a calendar year + participant evaluations/outcomes2. Number of community based referrals + referrals from other sources vs. number of cases qCJ was able to take on3. Types of cases, outcomes from diverse cases4. Organizational growth, development - staff5. External evaluation</div>



qCJ Strategic Planning – STEEP Trendseekers (Sept 2021)

Social		Technological		Economical		Ecological		Political	
Trend/(Driver)	qCJ Impact	T/(D)	Impact	T/(D)	Impact	T/(D)	Impact	T/(D)	Impact
1. Mental Health (Trauma-informed practice)	partnerships, Specialized Training	1.Remote Work (COVID-19, housing short)	Digital literacy	1.Gov Funding (increase CF + CAP, RJABC)	More money?	1.Climate Activism (youth, government policy, climate action PR)	RJ in community discussions	1.Decolonize (TRC, Treaties, MMIWG Commission, Indigenous activism)	Partnerships, decolonize approach, specialized training
2.Substance-Use (decrim, harm reduction, increased services qathet)	Increased cases, partnerships, specialized training			2.Responsible Investment	Private funding	2.Indigenous Land Rights (fairy creek, Wet’suwet’én, DFO)	Increased cases, decolonize approach	2.Grassroots Democracy (deliberative democracy, sociocracy, radicalization, polarization, Imagine PR)	Increased Circles, public awareness
3.Anti-Racism (BLM, MMIWG2S+, Anti-Asian re: COVID, the 215+)	Increased cases, partnerships, specialized training, decolonize approach							3.Community Power (Defund the Police, BC Prosecution MOU, mass incarceration, RJ programs & training)	Increased capacity needed
4.GB Violence (#MeToo, Canadian military, pronouns, Transqathet)	Increased cases, partnerships, specialized training								
5.Youth (Parkland activists, Greta Thunberg, Malala Yousafzai)	Youth program, partnerships								
Opportunities					Threats to Monitor				
- Increased funding, participation in RJ networks					- Best practice reconciliation, too broad scope for org				

*process design, worksheets, facilitation and consulting services by Stu Clark



20.2.21 qCJ Strategic Planning Meeting

Location: The ARC

In Attendance: Siobhan, Chelsea, Kathryn, Stuart, Ashley, Jane, Theresa

KEY OPPORTUNITIES:

1. *Raise our profile in community*
 - Getting people engaged and recruit volunteers
 - Localized/community democracy + discussions
 - Rules of engagement within community engagements/disputes
 - Widespread use of RJ in community
2. *Supporting local people in facilitating peaceful dialogue (Referrals from Rod)*
 - Homelessness, vulnerable people, substance users, social housing, etc.
 - Strong suitability process
 - qCJ to help process community issues vs. One a big fight
3. Network & connect with Nova Scotia/Ministry
 - Dalhousie Lab
 - Events: partnership with newcomer & artist, scavenger hunt for services
 - Look at MOU's from NS
4. Funding
 - Push RJABC to go for more consistent funding
 - Push for RJ funding in provincial elections
 - From RCMP
 - Charity status
5. Preparing to take on more complex cases
 - *Sexualized violence*
 - DEI-reconciliation/hate-crime
6. Partner with universities
 - Build connection with VIU
 - Criminology students
7. Stronger collab with RCMP, government officials
 - Priorities?, community policing, putting more money into RJ
 - “Defund the Police” conversations
 - Triage system
 - MOU w/ Crown
8. Have resources for services ready and in place
 - Need supports/assistance outside of Circle
 - Stable structure of ‘experts’ to meet frequently and are brought in for specific cases – ex. Counsellors, lawyers, Elders, etc.
 - Build & document a volunteer base with diverse skills/language
9. Build best practices and structures
10. Be selective about intake process – likelihood that case will succeed through RJ
11. Build our ‘CV’ – more success stories, referrals, positive testimonials, demonstrate effectiveness of the program
 - Do our own evaluations
 - *Case evaluation with participants*
 - With success AND critical feedback
 - Sharing critical feedback in training in order to improve
12. Strengthen our partnership with Tla’amin
13. Mentorship of key participants
14. Social planner more involved
15. Perks/recognition for vols: conferences, legit training with certificate, etc.

OPERATIONAL / GOVERNANCE ISSUES:

1. Develop strong evaluation framework
2. Develop sustainability criteria that aligns with our intended impact & RCMP/Crown MOU
3. Explore “returning cases” to RCMP/Crown - what does this look like?
4. Learn from Nova Scotia / Dalhousie
 - MOU example
5. *How to build an effective & diverse board?*
 - Who should be on the board?
6. What is the relationship with Lift once qCJ gets charity status?
7. *Demonstrate effectiveness of RJ – embed into structure and policy*
8. *Adequate funding plan & recurring / unrestricted*
9. Volunteer recognition
10. *Need a table of justice partners who have skills and resources to contribute to cases*

PROBABLE EXTERNAL CHALLENGES:

1. *Secure core funding in an unjust funding system and constrained government*
2. Pandemic – limiting connection, training, cases
3. Increasing complexity of social issues/systemic issues
4. Attitudes toward justice
5. Climate emergency
6. *How to decolonize? / System collapse*

KEY LESSONS FROM BENCHMARKERS & TRENDSEEKERS:

1. *Human-centered and adaptable process on a case-by-case basis*
2. Recidivism very low -> zero
 - Suitability and prep stages take time and need to reject cases if they may fail*
3. Community safety is important and to be part of RJ (not just individual cases)
 - Facilitate community discussions about community safety and security concerns*
4. Lots of differences of WHO to serve
5. 25% civic funding (North Van)
6. *RCMP, Crown, local government key relationships – demonstrate effectiveness*
7. Keepers are not counsellors or mediators (but should have good referral lists)

GROUP INSIGHTS & THOUGHTS ON FUTURE OF qCJ (sticky note exercise)

- Excitement about the involvement of youth in the approach
- How do we work better together & other agencies in the community?
- Starting small & having success
- Taking the principles of Circle and applying it to all aspects of growth/development
- There are so many exciting opportunities and potential within qCJ/RJ, so we need to be mindful to not spread ourselves too thin in our enthusiasm. We need to build up our core and do it the best to our abilities.
- Creating a different way of having community discussions in a respectful way
- Introducing youth to RJ

SCENARIO PLANNING EXERCISE

Team 1: Jane & Chelsea

Scenario Topic/Focus Area: Localized Community Discussions

The activities qCJ is currently engaged in relation to that focus are:

- Provide training and workshops for groups to become competent to lead their own dialogues
- Peace Talks in the park
- At City Hall to guide discussions
- Engaged to facilitate community consultations for gov + organizations
- Facilitating neighborhood conflicts

The results and impact being created after 3 years:

- Healthier community discussions
- Improved relationships
- QCJ is legitimized and used throughout the community
- Action plans and resolutions developed by community members due to networking and listening to differences of ideas
- People are empowered to tell their unique ideas/visions

How one or more of qCJ's strengths were leveraged:

- Communication skills
- Circle skills
- Peaceful dialogue
- Creating a safe space for all voices to be heard
- Trauma informed practice

How one or more of qCJ's core values is being actioned through this work:

- Diversity – values all voices and opinions
- Everyone is welcome
- Respectful dialogue
- Community-centered

What partnerships (if any) were necessary for success:

- With organizations that have space to hold the dialogues – Inclusion, City, Tla'amin
- Groups/organizations/people with specific expertise on some of the topics – ex. Trans Care for gender diversity, Resilience BC for anti-racism, Tla'amin for decolonization and evaluations, SUSTAIN and Youth CAT for overdose prevention, etc.

The types of resources that were invested (time, money, people):

- Honorariums to organizer - \$1500 for summer
- 2 Staff to run trainings, workshops, community info
- Consultations from other organizations
- 15+ volunteers with appropriate training

Some of the main internal challenges we faced and how they were solved:

- Stressful situations, tense community issues
- Community criticism/resistance of process
- Resolved with evaluations / feedback, debriefing, self-care

The key lessons learned:

- How to facilitate larger community discussions that are tense & emotional

- Managing larger group size
- Adapting training & workshops to specific organizations/situations

Any unintended consequences (positive or negative) encountered?

- Specific community discussions triggering trauma

Any positive or negative impacts these efforts have had on qCJ culture?

- Raised qCJ profile in the community
- Encouraged volunteers/staff seeing the positive effects of the discussions

What external challenges threatened the success of this focus area? What strategies or approaches were used to address these challenges?

- Social complexities
- Resistance to change & justice
- Pandemic

Strategies

- Bringing in experts
- Starting with smaller discussions
- Outside, zoom discussions

Critical Uncertainties



Team 2: Siobhan & Theresa

Scenario Topic/Focus Area: Youth Restorative Action

The activities qCJ is currently engaged in relation to that focus are:

- Building youth committee
- Social media presence
- Administrative involvement
- Grant writing

The results and impact being created after 3 years:

- 30 trained keepers
- 2-4 cases per year
- Stronger partnership/teaching in law class
- Relationships in all schools
- Circles in some class discussions
- Circles for disciplinary referrals

How one or more of qCJ's strengths were leveraged:

- Partnerships – sd47, Brooks admin, school trustees
- Youth empowerment – leadership
- Staffing/paid coordinator

How one or more of qCJ's core values is being actioned through this work:

- Responsibility/accountability
- Collaboration
- Educational/learning/growth

What partnerships (if any) were necessary for success:

- RCMP
- SD47
- Brooks admin
- Youth committee
- United Way youth program
- Teachers
- Law class

The types of resources that were invested (time, money, people):

- 2 FT RJ youth coordinators + program manager
- Monthly meetings, Circles, public events
- Honoraria for trainers

Some of the main internal challenges we faced and how they were solved:

- Time (for meetings)
- Strong communication between meetings
- Outreach
- Buy-in from admin

The key lessons learned:

- Online communication
- Short & concise information sharing
- Pace ourselves – don't take on too much “be successful in your baby steps”

- Time-management
- Be responsive to school culture
- Decrease barriers to participation

Any unintended consequences (positive or negative) encountered?

- Increased digital literacy for all volunteers
- Identify strong youth leaders in community
- Potential conflict resolution in school culture
- Policy change

Any positive or negative impacts these efforts have had on qCJ culture?

- Raised qCJ profile in the community
- Encouraged volunteers/staff seeing the positive effects of the discussions

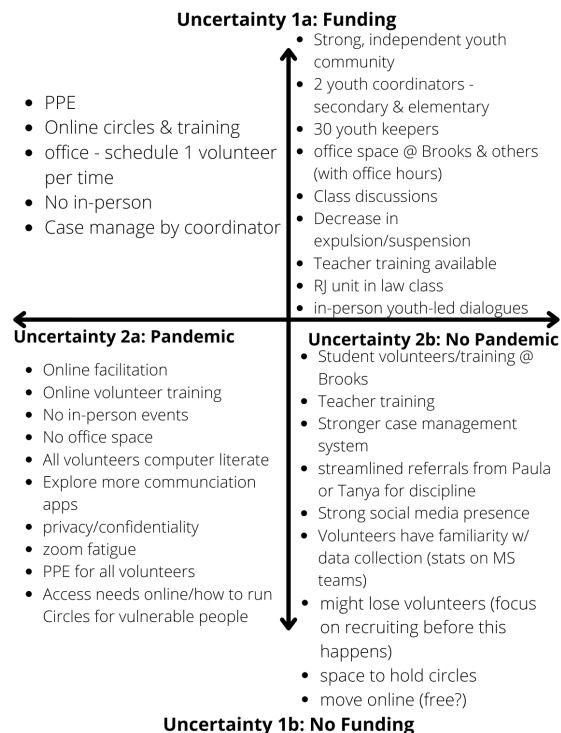
What external challenges threatened the success of this focus area? What strategies or approaches were used to address these challenges?

- Social complexities
- Resistance to change & justice
- Pandemic

Strategies

- Bringing in experts
- Starting with smaller discussions
- Outside, zoom discussions

Critical Uncertainties



Phone: 604-414-4203 / Fax: 604.485.9244

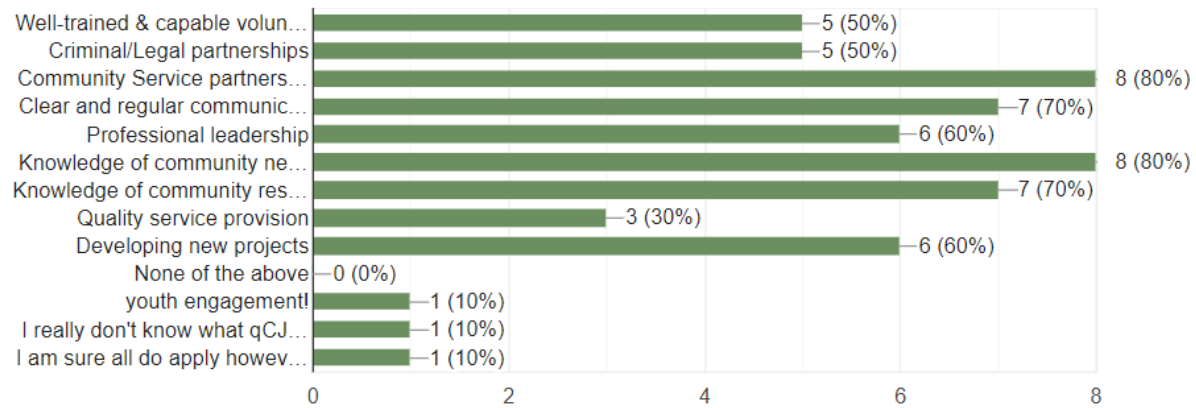
Email: qCJ@liftcommunityservices.org

Address: #218-6975 Alberni Street, Powell River, BC V8A 2B8

Community Feedback

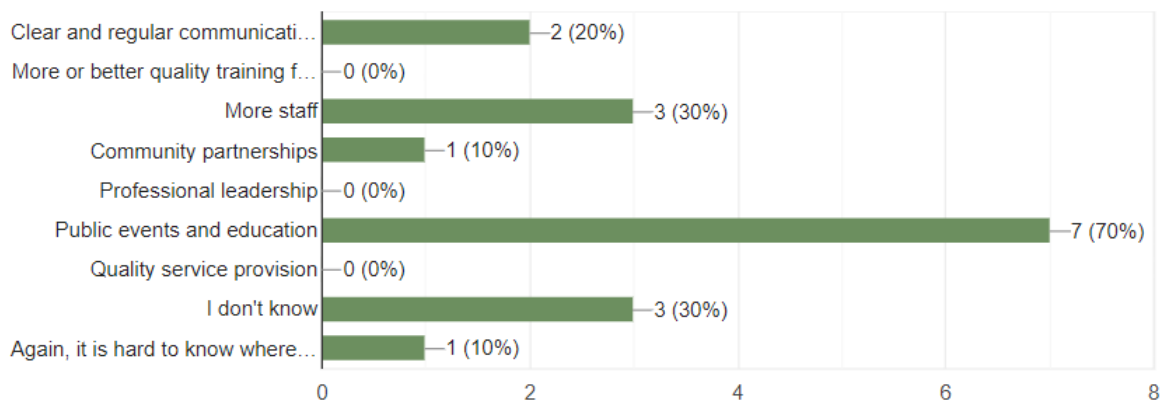
What is qCJ good at? Check all that apply.

10 responses



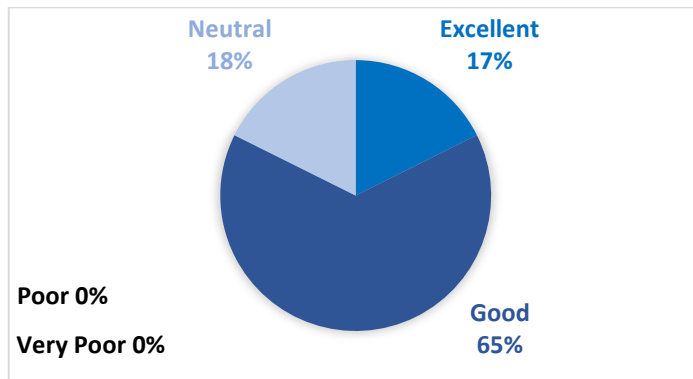
Where could we improve? Check all that apply.

10 responses



RCMP Feedback

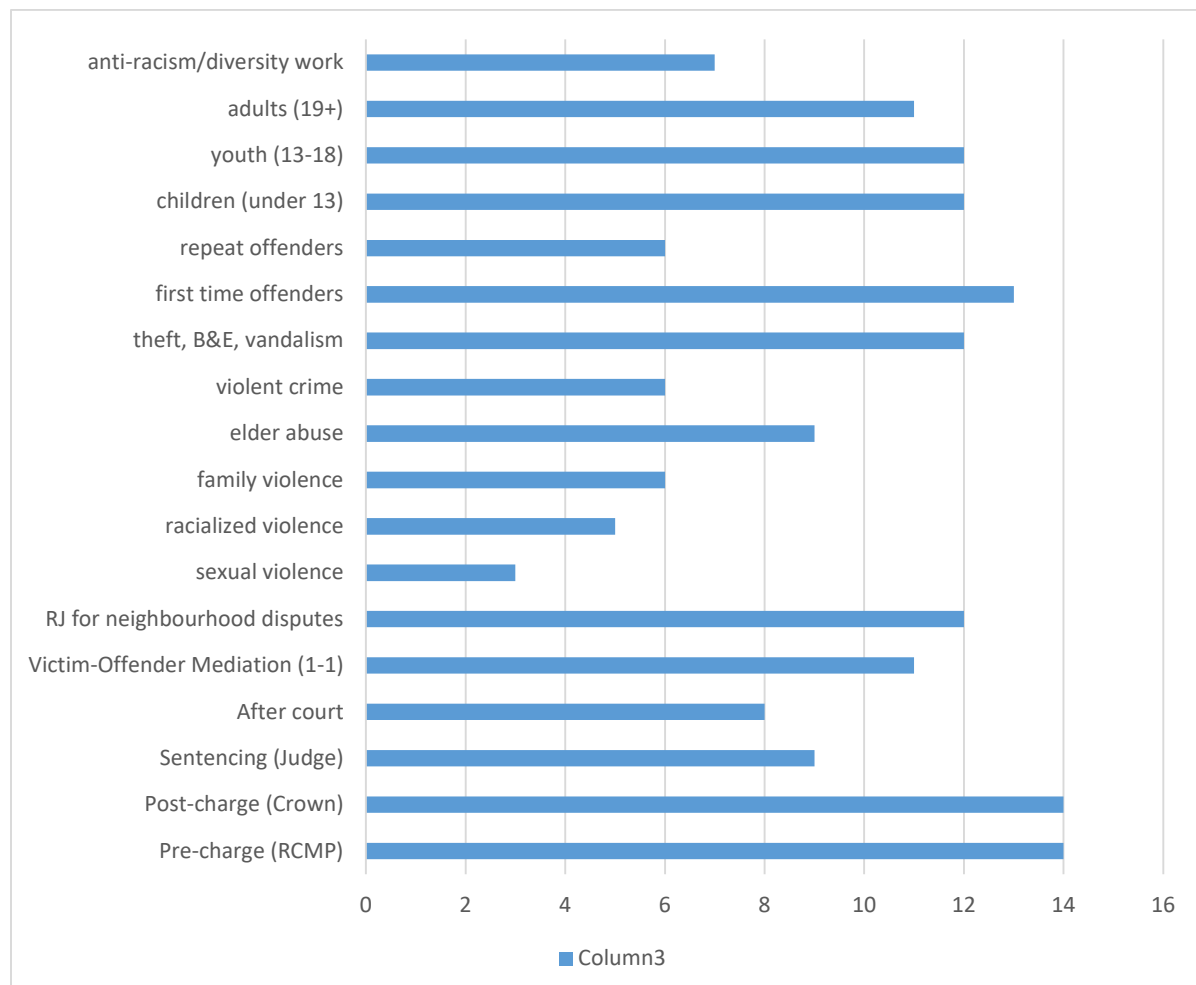
What is your overall impression of qCJ? Do you view the organization and its staff as capable, professional, well-trained, responsive, relevant?



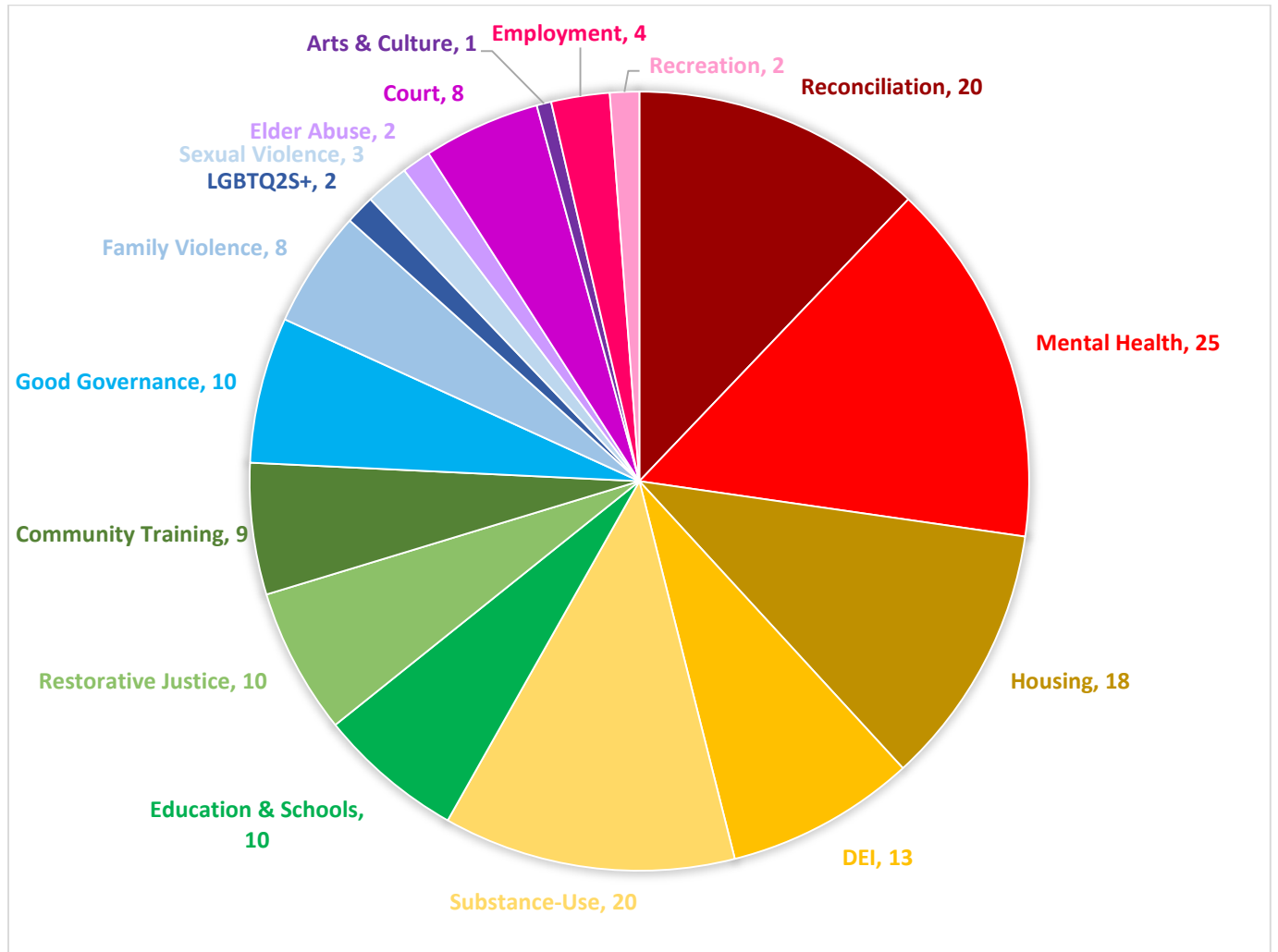
Do you feel you have a clear understanding of our mandate?

100% Yes

Which of the following services would you support qCJ providing?



Community Priorities



Additional Comments:

"Keep updating the definition of the program and its successes."