

THE CORPORATION OF THE DISTRICT OF BURNABY
FAMILY COURT AND YOUTH JUSTICE COMMITTEE

HIS WORSHIP, THE MAYOR
AND ALDERMEN

RE: VICTIM OFFENDER RECONCILIATION PROGRAM - BURNABY

RECOMMENDATIONS:

1. THAT Council endorse in principle the Victim Offender Reconciliation Program (V.O.R.P.) in Burnaby.
2. THAT a copy of this report be forwarded to:
 - . Youth Services, R.C.M.P. Burnaby
 - . Burnaby Probation, Ministry of Solicitor General
 - . Ministry of Social Services
 - . Judiciary, Provincial Court of British Columbia
 - . David Gustafson, Co-Director, V.O.R.P.

R E P O R T

SUMMARY

The Family Court and Youth Justice Committee, at its meeting held in 1990 May, adopted a motion to endorse the Victim Offender Reconciliation Program. This decision was reached as a result of an extensive review process of V.O.R.P. including interviews, information seminars and presentations from V.O.R.P. representatives to the Committee.

As Chairman, and on behalf of the Family Court and Youth Justice Committee, I respectfully request Council's endorsement of the program, in principle, in Burnaby for a period of one (1) year after which time, the program would be reassessed. Representation from the Committee will be in attendance at the 1990 September 17 Council meeting to respond to any questions of Council.

BACKGROUND

The "Victim Offender Reconciliation Program" is described as "a perspective on crime and conflict". It is a philosophy that has been put to work, very effectively, throughout parts of North America and Britain. In Canada, a V.O.R.P. program initially became established in Kitchener/Waterloo sixteen years ago. Burnaby's Gail Van Heeswijk received an excellent grounding there prior to her move to the west coast. Seven years later, another program took root in Langley, subsequently spreading to Surrey, New Westminster and Burnaby.

The V.O.R.P. mission statement reads: "To foster peacemaking and resolution of conflict in the community through the development and application of mediation and conciliation".

Noteworthy are the facts that the program in Burnaby has a history of 100% restitution fulfilment rate and 91% in Langley (last year, and 100% for the previous two years) and that there is documented virtually no recidification.

Approximately one year ago Burnaby's Family Court and Youth Justice Committee was approached by V.O.R.P. for an endorsement to Council. Prior to this the program had invited people having a variety of interests to an information seminar. These people were from the probation office, Crown Counsel, Municipal Council and the public school system.

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Agenda 1990 September 17
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REPORT
REGULAR COUNCIL MEETING
1990 September 17

Following a presentation by Mr. David Gustafson Co-Director of V.O.R.P. at the Family Court and Youth Justice Committee meeting, two Committee members conducted interviews of persons selected from the list of those invited to the seminar. It was very quickly apparent that these people, because they work in Burnaby and the program was then in its fledgling states, actually had little or no experience with V.O.R.P. None would venture an opinion or impression of the program or the personnel. In the main, though, interviewees discussed the philosophical aspect of the mediation process and accorded it a substantial degree of validity and acceptability. Most referred me to someone else who was in a better position to discuss V.O.R.P. knowledgeably. Appendix I attached provides a transcript of those interviews. I would draw your attention to that of Mr. Romano and Mr. Williamson in particular.

After this initial activity the matter of endorsing V.O.R.P. was held in abeyance while efforts were devoted to higher priority concerns. But, when convening the new Family Court and Youth Justice Committee in March of this year, it was determined that this topic would be brought to a conclusion. I was asked again to contact key persons. The transcript from these conversations are found in Appendix II attached. Again, I would recommend the remarks of Mr. David Keillor and Mr. Peter Gibranson.

At the conclusion of the interviews, there emerged several themes: the first is that the philosophical underpinnings of V.O.R.P. are judged to be sound, well-considered, pragmatic, and certainly advantageous.

Secondly, the principles of V.O.R.P. (Burnaby) have a wealth of academic and experiential knowledge. See Mr. Gibranson's recommendation in general and regarding Ms. Van Heeswijk in particular. Mr. Gibranson noted that the people in V.O.R.P. have "a good idea of what they can and can't do. They don't waste time on lost causes".

Thirdly, V.O.R.P. is eminently accountable both functionally and financially. See Mr. Keillor's detailed observation (attached).

Having these interviews for consideration, the Committee again invited Mr. Gustafson Co-Director of V.O.R.P. to a committee meeting so that the new members could gain appreciation of the program and its request.

Having become quite familiar with V.O.R.P, I would respectfully like to note several factors for Council's consideration. Firstly, in 1989 the Federal Government, under the aegis of the Solicitor General Secretariat, contracted V.O.R.P. to conduct a feasibility study with respect to the use of victim offender mediation in cases of serious crime. The study was completed within six months. Briefly, the impact statements of the victims and the testimony of the offenders demonstrated without a doubt that the majority of both believed that the opportunity for mediated contact would be desirable and helpful. Both sides regretted the "roles" to which they felt the justice system relegated them. For many of the victims, the contact from the V.O.R.P. people was the first and only from anyone in the "system" since the trial: many had unanswered questions. Many had had no occasion for counselling and thus had been unable to resolve some aspects of the offense. The cons repeatedly cited the notion that incarceration has major defects: the inadvisability to placing younger first-time offenders with "oldies", the lack of addiction treatment, and the incorrect assumptions regarding intentions and attitudes of native Indians, to name a few.

The conclusion of the study was that "...it would not only be feasible, but timely indeed to begin to develop a pilot project that would allow for the use of the Victim Offender Reconciliation Program model in serious and violent crime.". A proposal for such a program is currently evolving with input from the Correctional Service of Canada, the National Parole Board, victims, offenders, the judiciary, and members of the community at large.

REPORT
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Secondly, the integrity and financial accountability of V.O.R.P. is evidenced in the comments by Mr. Keillor (Appendix II attached), the organization's budget, and the statement of goals. Rather than recycling on a very limited base for funding, they actively and creatively established many and diverse sources. One of the association's goals is to independently raise a full 20% of the budget through various means: membership fees, seminar tuitions, fund raising events, "outside" consultations.

Finally, for a more comprehensive understanding of the Victim Offender Reconciliation Program, kindly refer to the attached appendices. Appendix III attached outlines both the long and short term goals of the program. They are comprehensive, far-reaching, and energetic. Appendix IV attached gives the biographies of the principles in V.O.R.P, Burnaby, and the members of the Board of Directors. Included also is a schematic of the organization structure. Lastly, there is information about previous and present budgets.

CONCLUSION:

The Committee has been considering the request for endorsement by V.O.R.P. for approximately one year and, based on interviews and examination of V.O.R.P.'s publications and books, recommends that Council endorse V.O.R.P. in principle in Burnaby. The Family Court and Youth Justice Committee have lobbied each of the members of the Executive Committee of Council. Each member of the Executive Committee is interested in and supportive of the recommendations of the Family Court and Youth Justice Committee and the requests of the Burnaby Victim Offender Reconciliation Program (VORP). The Committee also recognizes that it is not within its mandate to recommend funding or provision of office space and equipment.

Respectfully submitted,

Louise Baker
Chair

APPENDIX I
Interview Transcripts
June 1989

Interim report on interviews with some people listed on the

"list of all persons advised of youth diversion court proposal":

It became very quickly apparent that by and large the persons listed had had little or no experiential knowledge of VORP. Some had some vague knowledge of it, but felt it inappropriate to offer any opinion due to their lack of more solid experience with the program. However, in most cases, these same people were quite ready to refer me to others whom they felt would be able to discuss the program from a more valid point of view. The trail led to Langley. This seems entirely logical. Since the program has only very recently begun to operate in Burnaby, exceptionally few individuals would be a position to offer any impressions or conclusions. However, because the program began in Langley about eight years ago and therefore is somewhat established, there are people informed and involved with using it.

The following are short memos written during the telephone interviews:

Constable Don Campbell, RCMP, Burnaby Detachment:
- "the potential is there"

He generally "likes" the program, feeling there is a definite benefit to the face-to-face exchange between the victim and the offender. There is likely a greater probability of rehabilitation of the offender, and it provides some victims with the opportunity to alleviate the fear of reoccurrence.

It personalizes his/her actions to the offender, thereby greatly increasing his/her sense of responsibility for those actions.

His only concern (and it is slight) is that the program is not perceived by anyone as a means for the court to steer people into a church. He states that his impression is that those involved in VORP say they are not, and try not to have any religious overtones.

- the setting used for mediation should not be a church facility (*see comments from Mr. Jim Williams).

Constable Campbell attended the lunch during which the VORP program was presented to various persons of different concerns. He did not feel that VORP used it as an opportunity for a "sell job". He feels more that they were saying, "We're here, use us. We're all set up and ready to run".

However, he expressed some concern with how VORP had actually gone about setting up "shop". Perhaps they could have spent a bit more time on some P-R with some agencies like those in the Justice system. This is a concern because "nobody's going to use it until there's an awareness, understanding, and trust first". - Is there a preferential selection of offenders? What is the real source of success? Is it a question of any treatment would have worked?

Officer MaryAnne Detillieux, RCMO, Burnaby Detachment:
- was referred to me by Const. Campbell since she works with the victims of crimes.

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-the "theory is good" but she declined to offer an opinion or any impressions.

She said she would like to be able to read the study that VORP conducted with respect to offenders' willingness to participate in the program.

One concern that the officer voiced was that she wondered if VORP "downplays" property offences and B&Es by calling them "minor".

Lisa Kelly, civilian worker, Victims' Assistance Program, Langley: -was referred to me by Officer Detillieux, because Ms. Kelly works in close proximity to the Langley detachment of the RCMP.

However, since the Victims' Assistance program has been operational for only about one year, she has not had any opportunity to be involved with the VORP itself.

But, she has sat on committees with people from VORP and says that she does have "good" impressions of them. They have consistently been supportive to her group.

Const. Brewer, RCMP, Langley Detachment, Court Liason Officer: -hasn't dealt with VORP directly, but suggested that I speak with someone from the Crown Council's Office in Langley.

Mr. Romano, Prosecuting Attorney, Crown Council, Langley: -"heartily" endorses VORP.

-says he has "nothing but applause" for the program. They are prompt and have excellent skills.

Mr. Romano feels that the program definitely serves a purpose, that is, it "supplements the somewhat slow and tedious procedures through the adversarial court process for some matters". -has dealt with VORP "a fair bit" and offers that it is a "logical alternative".

It is more beneficial for both the victim and the offender in that it give the victim opportunities otherwise not available, and it offers the offender a chance to avoid a criminal record. "There is certainly no disadvantage for the offender."

When asked directly about any religious overtones, Mr. Romano replied that this was the first time, now that it was put to him, that he had considered it. He was emphatic that there is no sense of the church "overlapping" with the work of VORP.

With regards to Officer MaryAnne Detillieux's comment re: trivializing the serious nature of the offender's actions: Mr. Romano stated that the people from VORP definitely speak to the import of the matter.

In referring cases to VORP, he considers the charge, the background information regarding both the offender and the victim, then the VORP people "screen" the case. After this, VORP offers feedback to him advising whether they feel the case is appropriate or not for mediation.

Mr. D. Keillor, Director, Burnaby Probation:

-initially gave me a history of VORP in Langley and the Valley. -gave "a small amount" in funding "to test the waters" early this year. and gave VORP a contract to fund for a fiscal year, doing about two cases per month.

Mr Keillor says there is a small core of people who have

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previous experience with mediation. He says VORP (Burnaby) is presently working on about six cases. -"very professional people" and he stressed that "they are highly accountable".

His general tone was agreeable and positive.

Mr. Jim Williamson, Burnaby Propation: officer/family court counsellor -Mr. Keillor explained that, since he is in the main concerned with finances and budgetary items, Mr. Williamson would be a valuable source.

Mr. Williamson seems to take responsibility for introducing VORP into Burnaby. He and some friends sat on a committee with David Gustafson (from VORP, Langley). Actually, it was the B.C. Board of Mediation. During conversation, he became increasingly interested in and excited about the possibilities of the reconciliation program.

So, these friends and he got together and gave a presentation about VORP to invited people from various backgrounds, ie., Alderman Nikoli and some United Church clergymen and other folks whom I can't recall just now. At any rate, the people decided to form a steering committee.

Rather than reinventing the wheel or becoming an association of the Langley "mother", they decided to go more directly with VORP and expand it into Burnaby, much as it has done in Mission, Abbotsford, White Rock and Surrey.

They hired one person to work in both Burnaby and New West. She goes to court once weekly and operate on the idea that a high profile will result in more referrals.

The Burnaby people require that two of the VORP board members be from Burnaby.

Some of the funding for the Burnaby program comes from the Solicitor General's office.

"excited" is the word that surfaced repeatedly during Mr. Williamson's discussion.

Judge Holmes has just recently referred the first case from the criminal courts to VORP, and the feeling is that the Crown, Probation, and the judges are beginning to "get on line".

The process lets the offender realize the "personhood" of the victim thereby personalizing the offense, and increasing his acceptance of responsibility for it. For the victim, it changes the concept of the offender.

Mr. Williamson's greatest concern is that VORP does not at present have a neutral place for mediation purposes. To date, only churches have come forth to offer physical facilities. They would ideally like to have a place near the Burnaby Court House.

In addition, Mr. Williamson felt a meeting with the victim in the case in progress now might be valuable. He contacted the lady who was agreeable to an interview, but felt it would be more helpful to wait until the entire mediation is complete in about a month.

Dr. Elmer Froese, Superintendent, School District 41: -away on holidays until August.

Judge Jane Auxier, Provincial Court of B.C.: -has gone to Yale street and wasn't involved with VORP at all.

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Superintendent S. Fuller, RCMP, Burnaby Detachment:
-has retired.

Mr. Phil Makortoff, Youth Services:
-away on holidays until about July 21st.

Louise Baker
July 07, 1989

APPENDIX II
Interview Transcripts
March 1990

This report is a summary of conversations with various people regarding the Victim Offender Reconciliation Program. It is for the use of members of Burnaby Municipality's Family Court and Youth Justice Committee.

Mr. Mark Gosse: District Director, Probation Office, Burnaby. Mr. Gosse stated at the onset of the interview that the program is "very reputable". While he indicated that he, personally, does not know Ms. Van Heeswijk, her reputation is "excellent". There is a very "high quality" of work done by VORP and in the recruitment of volunteers. He is satisfied with the level of service provided, and would surely like to see more referrals to VORP. The program "comes down to a logical extension of other resources", and the staff of the Probation Office certainly do appreciate it.

The people working in VORP have a "good understanding of the philosophy" inherent in the program. Mr. Gosse feels that the face-to-face encounter between the victim and the offender "goes a long way" to causing the offender to accept responsibility for his/her actions. It personalizes the whole situation. Therefore, he observes that the "concept is a good one" and that the Burnaby program has had better effects and results than other programs similar to, but not exactly the same as, VORP. An example of this is the Libby Society operating in North Vancouver.

There was some discussion regarding the cost of the program. Because resources are dedicated to the victim as well as the offender, costs tend to be higher. However, Mr. Gosse noted a number of times that it is very difficult to compare costs and benefits of optional programs since there would be implicit costs and benefits, and secondary benefits that are almost impossible to gauge. An instance of these "secondary benefits" is the offender's altered self concept or appreciation of how society functions and his/her place in a community. These can't be quantified. Hence, trying to assess VORP against other lacks appropriate criteria and is too much like comparing apples and oranges.

Mr. Peter Gibranson: Crown Counsel, Burnaby.

"work is quite good": he tries to refer as much as possible, although, Mr. Gibranson explained that some situations in Criminal Court are not appropriate for diversion to VORP.

In this vein, he also stated that the majority of cases in Criminal Court are not suitable for VORP, but he spoke quite emphatically regarding its worth particularly for offenders who are basically "ok" people and in occurrences where the victim and offender already know each other, ex., an assault. "If you can get the offender to understand the hurt that has been caused", which VORP does, the essential factor for effective help has been accomplished and is then extremely valuable to the community.

As well as employing the program as a diversion, he would like to see it used after conviction in probation terms.

"Gail is very good". There were several compliments with respect to Ms. Van Heeswijk's capabilities. He said the quality of work is "very, very good". Additionally, Mr. Gibranson considered that the people in VORP, Burnaby, seem to have "a good idea of what

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they can and can't do". "They don't waste time on lost causes". He assesses that this understanding is very worthwhile.

Judge Collingwood: Administrative Judge, South Fraser Judicial District.

Although Judge Collingwood hasn't had direct experience with the Victim Offender Reconciliation Program, he commented that "it strikes me as an excellent program". He has had the opportunity to meet with Mr. Gustafson.

Judge Collingwood referred me to Judge Sather.

Judge Sather: Langley.

Judge Sather has referred cases to VORP "on the odd occasion and with good results". He indicated that if a probation officer or youth worker investigated a situation and recommended using VORP, he would be amenable to that. The face-to-face encounter, he feels, "has a valuable effect on the offender".

Denying that he'd heard any negative comments about VORP or that he had any hesitations about the program, Judge Sather was adamant that "anything that works with young offenders is worth a try" and was quite vigorous in his advice that we "would be wise to incorporate it".

Constable Bob Taylor: R.C.M.P., Victim Services, Burnaby

-became familiar with VORP a few years ago in Langley, and has met Dave Gustafson. He has had opportunity to view VORP's presentation. He is aware that the program has been used in Langley, but he had no personal files involving VORP. Constable Taylor knows there have been successes.

There are certain situations, he is sure, for which the victim-offender reconciliation program would be excellent. These would be break and entry, mischief, and vandalism. It could be used for "something that wouldn't go to court at all", and is good for "cleaning up misunderstandings on the part of the victim".

While Const. Taylor allowed that there may have been some skepticism initially because "it's new in this locale and in police circles sometimes new ideas aren't accepted easily" he stated that in theory there can be "great good" come from it.

At the beginning, he said, Mr. Gustafson didn't approach the "bosses", which probably effected the police use of the program. But, there were staffing changes in the RCMP at that time, and "sometimes things are a matter of timing" and he feels the time is good now.

Const. Taylor recommended Mr. Gibranson as an excellent source and that his estimation of the program would be very valuable.

Regarding the RCMP's use of the program, please see Mr. David Keillor's remarks

Mr. David Keillor: District Director, Probation Office, Burnaby.

Mr. Keillor was interviewed last year when David Gustafson initially approached the Family Court and Youth Justice Committee for endorsement to municipal council. At that time it was a fledgling program and had been involved in only about six cases.

At this time, Mr. Keillor is laudatory. The degree of his department's positive impression of VORP is notable in the fact that they doubled their funding of the program over last year's amount. He emphasized that this is a very rare occurrence. Normally, increased funding is in much smaller increments: generally in the neighbourhood of 20% to 30% at a time. While he commented that the amount was still considerably less than what the program "probably" hoped for and needed, Mr. Keillor imagines that there is still considerable underfunding: he believes that there is money for a director's salary, and enough for another quarter-time position (probably Ms. Van Heeswijk's). A lot of the actual mediation is handled by very well qualified volunteers, so staffing costs are greatly reduced. But there are considerable costs incurred in training and co-ordinating volunteers. There is nothing remaining for office budget. However, the probation office increased funding "to keep it going and enhance it". He would definitely like to see VORP well established in Burnaby.

"The people involved are very genuine and are certainly responsive to the probation office's and the court's needs. They go about things in an even and calculated manner. They don't take big steps."

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Mr. Keillor especially likes the fact that the program is community based: it has a nice "feel" to it. He has had a number of occasions when victims, who had become involved in a reconciliation because they wanted to have one opportunity to "scream at the offender", have phoned back and remarked that the process turned out to be much more than what they had intended. The victims explained that the mediation evolved into a much more personal encounter and benefited them in many more ways that were more helpful.

There are already programs that deal strictly with offenders and the RCMP have the Victim Services program (this may be one reason why the police have not used VORP much). But, VORP is atypical in its emphasis on both the victim and the offender and Mr. Keillor is very appreciative of that "bridging" between the two "camps".

According to Mr. Keillor, Judge Holmes has used VORP in post-dispositional cases and appears to be very satisfied.

There is one situation in which the RCMP requested VORP to become involved. Mr. Keillor described it as "very, very" delicate and the entire interaction between the two parties and VORP was exceptionally impressive.

Corporal Tom Marvin: RCMP, Court Liason Officer, Burnaby.

At the onset of the interview, Constable Marvin was quite negative about the program, although later he stated that he did not take a negative stance against VORP. He talked about the notion that "predators prey on victims" and spoke of his concern that the face-to-face mediation encounter afforded the opportunity for the offender to again abuse the victim. He worried about any third person's responsibility and legal position in arranging and sanctioning the meeting between victim and offender. He was emphatic that the police's mandate is to "protect the community" and that he is not an advocate of "putting the victim at risk".

Corporal Marvin was also concerned about how VORP became privy to the confidential information of the case. His tone seemed frustrated and maybe even hostile. He prefaced some of his comments with "who gives them the right...?"

It became apparent very early in the interview that Corporal Marvin was not knowledgeable about VORP's philosophies, strategies, structure, and/or function in Burnaby. Very clearly he believed that the program was attempting to mediate in such situations as sexual abuse and other criminal acts "against person" as opposed to "against property". He mentioned that the program is used in the U.S. in these former circumstances and then told about the "talk show where the rape victim and offender got together on the stage and there was mediation there" in the public eye. The show's host, at the conclusion, asked the two participants if they could "hug each other". Finally, Corporal Marvin claimed that when the program was finished the "guy went out and raped the victim again in the parking lot!"

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Through further discussion, it became apparent that he was unaware of VORP's mandate in any way. After explaining to him my understanding of the work VORP is doing, giving some examples, and paraphrasing some of the comments from interviews with people from the judiciary and the probation office, he became more amenable to the notion. If, indeed, the program is used in cases where the crime has been perpetrated "against property", and the individual is not a repeat offender, Corporal Marvin said that it might be something worthwhile.

There wasn't much discussion of the value of VORP, though, once he seemed to appreciate the actual application of the program in Burnaby. The talk went on to comments that VORP had not "sold itself" to the police. Corporal Marvin stated that every file "goes across (my) desk and it's the police that decide what to do with the individual". When questioned about the previously mentioned staffing changes (see Constable Taylor's comments) he agreed that that had been the case. He continued that there is a "hierarchy and it can sometimes be confusing". His statement was "VORP would be far better off if they sold themselves versus their program. If we don't know them, we're not going to use them." When I offered a personal suggestion that perhaps due to restricted personnel and time, the people from VORP had chosen to actually "do the work rather than spend time on PR", he said "Yes, but to do the work, they have to have the referrals".

All in all, the impression is that VORP might do well to devote some energy to educating the police with regards to their program and its potential.

Corporal Marvin also discussed the case that the RCMP referred to VORP. It is an entirely different perspective.

APPENDIX III

Long and Short Term Goals

Community Justice Initiatives Association

DRAFT MISSION STATEMENT, GOALS AND OBJECTIVES FOR FY 90/91

PURPOSE: TO FOSTER PEACEMAKING AND RESOLUTION OF CONFLICT IN THE COMMUNITY THROUGH THE DEVELOPMENT AND APPLICATION OF MEDIATION AND CONCILIATION.

GOAL 1. To operate, as a model, and as a genuine alternative to incarceration for both youth and adults, the parent Victim Offender Reconciliation Program in Langley, B.C., and in those communities subsequently decided upon by the board.

OBJECTIVES:

- A. To accept 100 cases this year in Langley, 90 in Surrey and 50 in Burnaby/New Westminster.
- B. To attain a level of 65% mediated agreements over referrals, i.e., 65/100 in Langley; 59/90 in Surrey; 33/50 in Burnaby/New Westminster.
- C. To maintain an office at 101-20678 Eastleigh Crescent, Langley, B.C. V3A 4C4 as the administrative centre of the Association and its programs.
 - D. To employ staff in the following positions:
 - Program Co-Director: full time
 - Program Co-Director: 3/5 time
 - Case Manager, Langley/Surrey: full time
 - Case Manager, Burnaby/New Westminster: 3/5 time
 - Administrative Assistant: 3/5 time
- E. To conduct the association's business on a maximum budget of \$150,000 with at least 20% of that amount raised from non-government sources.

Community Justice Initiatives Association

MISSION STATEMENT, GOALS AND OBJECTIVES FOR FY 90/91
(continued)

GOAL 2. To begin the implementation of a School Initiatives Program, teaching and utilizing mediation skills to resolve conflicts which arise in the educational setting.

OBJECTIVES:

- A. To research existing programs and curriculae.
- B. To identify suitable Langley School personnel (principal and teacher/s) motivated and committed to establishment of such a program as a pilot in their school.
- C. To obtain funding through government, foundation, church and School Board sources to at least offset the cost of implementation of such a pilot program.
- D. To train at least two teachers in the identified school, equipping them to train other teachers and student mediators.
- E. To deploy one staff person (part-time) to oversee this initiative.
- F. To utilize a core of trained students to assist in the writing & development of curriculum for this project.
- G. To print and seek to market this curriculum for similar use in other school settings.

GOAL 3. To seek to win contracts about to be tendered (privatized) in Adult Diversion.

OBJECTIVES:

- A. To test by March 31, 1990, the feasibility of attempting to gain contracts to be tendered.
- B. If feasibility is indicated, to have proposals prepared and ready for final revision and submission within 30 days of Government Tender call (suggested target completion date - May 15, 1990)
- C. To interview and hire staff as necessary by June 1, 1990.

Community Justice Initiatives Association.

PROPOSED MISSION STATEMENT, GOALS AND OBJECTIVES FOR FY 90/91
(continued).

- D. To inform, through letter, follow-up telephone call and personal visit the Regional Crown Counsel, and each of the Crowns Counsel able to direct diversions to us in our service delivery areas.
- E. To evaluate, at three month intervals, the progress of the Adult Diversion program.
- F. To determine, by December 15, 1990, based on above evaluations, whether or not CJI wants to continue to contract for this service.
- G. To terminate or revise and resubmit proposal for next year.

GOAL 4. To promote and facilitate the establishment of VORPS in other B.C. Communities.

OBJECTIVES:

- A. To maintain an active network with other VORPS in U.S. and Canada through newsletter, materials exchange, electronic telecommunications, caucuses, etc.
 - B. To foster understanding and support of the VORP concept through education, and networking, utilizing existing church and community agencies and organizations in B.C.
 - C. To test support for a provincial association of related programs.
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1. We have already raised with the Mennonite Central Committee, for example, the notion of a team of voluntary service workers, 2 or 3 in number, who would travel to identified locations in the province, staying for a number of months to assist in the establishment of a VORP: equipping local community members to train volunteers, manage case loads, educate and involve their own communities, etc., then move on to the next community on the priority list. (Initial response to this proposal was favourable).

Community Justice Initiatives Association

PROPOSED MISSION STATEMENT, GOALS AND OBJECTIVES FOR FY 90/91
(continued)

D. To consider sponsoring, together with the Ministry of the Solicitor General and the Ministry of Justice, a provincial forum or conference on VORP, at which we would publicize, launch and celebrate such an association.

GOAL 5. To undertake innovative new model projects in restorative justice, specifically in serious and violent crime.

OBJECTIVES:

- A. To call a meeting of key Criminal Justice System personnel for the purpose of testing the feasibility of such a demonstration project, including and examination of the facilitating and constraining factors in Canadian law.
- B. To inform, educate and, hopefully, recruit these Criminal Justice System personnel and others to support this demonstration project.
- C. To secure funding and implement the demonstration project.

GOAL 6. To carry on and intensify our current fundraising activities so as to enable the association to achieve its stated goals.

OBJECTIVES:

- A. To identify new sources of government, foundation and corporate funding.
- B. To increase CJI membership (and related contributions) by 30% in this fiscal period.
- C. To implement at least one project with specific funds attached to it (through federal or provincial legislation), so that the costs of that project and administrative fees, taken together, cover more than the costs of that project initiative alone.

Community Justice Initiatives Association

PROPOSED MISSION STATEMENT, GOALS AND OBJECTIVES FOR FY 90/91
(continued)

GOAL 7. To continue to advocate for justice reform, and to engage such issues as arise in the community which are in need of our voice.

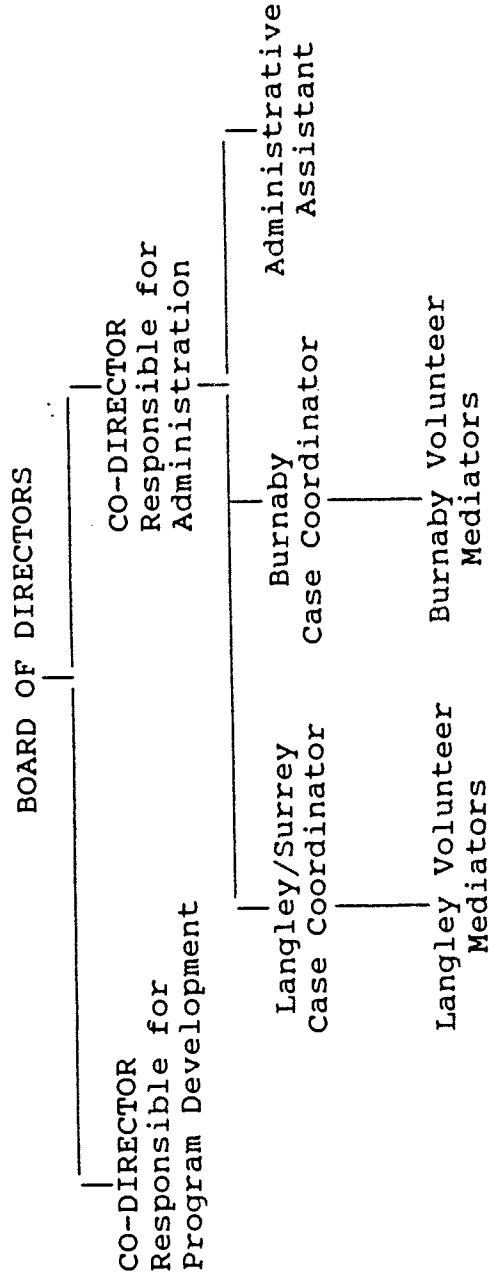
OBJECTIVES:

- A. To continue to inform criminal justice system managers and policy analysts of our efforts and successes, particularly as regards humanizing justice and the satisfaction of victim and offender participants.
- B. To redouble our efforts to contact and persuade MLA's and MP's to adopt a restorative approach to justice and to support our programming.
- C. To seek to obtain a seat for one of our senior staff on a provincial government advisory committee for alternative dispute resolution.
- D. To complete a research project on an average of every 18 months;
 - a) which tests the efficacy of our programming, by assessing victim and offender attitudes and satisfaction with our current service, or
 - b) which tests openness to new program initiatives.
- E. To forge a connection with a reputable academic institution and to engage its researchers in research, evaluation and publication so as to establish CJI as a credible organization and restorative justice as a credible concept in academic circles.
- F. To continue our policy of seeking invitations to speak in local churches and engage in theological colloquia so as to strengthen support for the work of the agency in the church.

APPENDIX IV

Biographies, Organizational Structure, and Philosophies

ORGANIZATIONAL CHART





Victim-Offender Reconciliation Program

#101 • 20678 Eastleigh Cres., Langley, B.C. V3A 4C4, Telephone: 534-5515 or 534-6773

David Gustafson - Co-Director
B.A. English, Psychology - University of Victoria
M.A. Theology, Pastoral Counselling - A.M.B.S. Indiana
Dave worked with a number of others to found and implement the VORP program in Langley while pastor of Langley Mennonite Church. He has worked with the program as Director and Program Development Director since 1981. Dave is also a founding director of: Mediation Development Association of B.C., NETWORK: Interaction for Conflict Resolution, and the U. Vic. Institute for Dispute Resolution.

Sandi Bergen - Co-Director - 3/5 time
B.A. Psychology, Sociology, Bethel College, North Newton, Kansas
Certificate - Managing a Non-Profit Organization - Vancouver Community College.

Sandi has worked with VORP for the past 5 years. She began as a volunteer mediator and volunteer coordinator and member of the CJI Board of Directors. In 1987 she was hired as Co-Director responsible for administration.

Gail Van Heeswijk - Burnaby/New Westminster Case Coordinator
Master of Sociology ABT, University of B.C.
B.A. Sociology, University of Waterloo

Gail has work experience as a mediator, as a probation officer and as a case worker with the Ministry of Social Services and Housing in Vancouver. She has been the Burnaby/New Westminster VORP Coordinator for the past year and will continue in that position on a 3/5 time basis.

Eric Gilman - Surrey/Langley Case Coordinator, Volunteer Coordinator and Trainer.
B.Sc. Elementary Education - Western Oregon State College
Mediation I & II, Negotiation I and most of the core courses and several electives in the Conflict Resolution Certificate Program at the Justice Institute.

Eric has 12 years teaching experience and 3 1/2 years experience in education administration. He is responsible for developing training materials for VORP volunteer mediation and coordinating the training program.

Nancy White - Administrative Assistant - 3/5 time
3rd Year C.G.A., Douglas College, New Westminster
1 1/2 years Fine Arts, Kwantlen College, Surrey
Journeyman Lithoprep, Vancouver Vocational Institute
Nancy has 16 years experience as bookkeeper, payroll clerk and computer operator. She has been with VORP and CJI since May 1989.

MEMBERS OF THE BOARD OF DIRECTORS; Fraser Region Community Justice Initiatives Association.

Jim Clark: Chairman: retired school teacher who is a very active volunteer with several organizations including Langley Family Services and the Canadian Cancer Society.

Joan Ducklow: Vice-Chairman: homemaker and part-time physiotherapist.

Pat Campbell: Secretary: probation officer in Langley.

Alice Klassen: Treasurer: former social worker and now a counsellor in the Langley School District. She is one of the representatives from Langley Mennonite Fellowship.

Lynda Beynon: former probation officer, now working as the co-ordinator of the Family Advancement Program at Langley Family Services.

Wayne Northey: works with the Mennonite Central Committee Canada as the Director of Victim Offender Ministries.

Dolly Van Der Mark: retired pre-school teacher. She is also a hard working volunteer, primarily in the Surrey School District where she assists children with learning disabilities.

Jim Williamson; Burnaby Probation Officer.

Frank Klassen: published of the Maple Ridge News, part of the MetroValley Newspaper Group which includes the Surrey Leader, the Langley Times, and the Burnaby News.

Wes Thiessen: food services manager at Sunrise Golf and Raquet Club. He is a Langley Mennonite Fellowship representative.

Louise Baker: employed at B.C.I.T. as a nurse. Chairperson of Burnaby's Family Court and Youth Justice Committee.

Each director is required to sit on one of VORP's committees of which there are four: 1) Fund Raising and P.R., 2) Board Development, 3) Finance, and 4) Personnel.

VICTIM OFFENDER RECONCILIATION PROGRAM BENEFITS

VICTIM BENEFITS:

1. PARTICIPATION THROUGHOUT THE PROCESS
2. RESTITUTION AND REPARATION (Losses restored through cash or service)
3. INFORMATION:
 - a) About the crime itself: motive/method/background
 - b) About the offender: stereotypes dissolve
 - c) About the Criminal Justice System and its processes
(Access to these sorts of information allays fear, anxiety, frustration and sense of alienation, positively effecting attitudes toward the system.)

4. PEACEMAKING:

Victims and offenders are often neighbours or members of the same community. Mediation facilitates the finding of common-sense solutions today which enable living together peacefully tomorrow.

OFFENDER BENEFITS:

1. AWARENESS OF HARM SUFFERED BY VICTIMS--HUMAN COST AND CONSEQUENCES.
2. PROCESS ALLOWS FOR "MAKING IT RIGHT"
3. AVAILABILITY OF INFORMATION (as in victim benefits, esp. re: victim stereotypes)
4. ALTERNATIVE TO INCARCERATION (VORP can provide an escape from the damaging effects of incarceration without providing escape from responsibility).
5. PARTICIPATION (Yields ownership in, and commitment to, the agreement, resulting in contract fulfillment rates averaging 83% to date).

CRIMINAL JUSTICE SYSTEM BENEFITS:

1. APPROPRIATE ALTERNATIVE SANCTION AVAILABLE TO JUDGES
2. LOW COST
3. PROVISION OF MECHANISM FOR ESTABLISHING LOSSES
4. EFFECTIVE MEANS OF INTERVENTION IN CASES THAT RESIST OR DEFY SOLUTION IN TRADITIONAL CJS PROCESS
5. INCREASED UNDERSTANDING ABOUT THE CRIMINAL JUSTICE SYSTEM (COMMUNITY EDUCATION)
6. ASSISTANCE TO VICTIMS REDUCES HOSTILITY MANY PROJECT UPON THE SYSTEM ITSELF

BENEFITS FOR THE COMMUNITY:

1. EMPOWERMENT: Community members are provided with an opportunity to develop skills which they can apply to the resolution of the conflicts which arise in the community. This in turn yields...
2. REDUCTION OF LEVELS OF CONFLICT WITHIN A COMMUNITY
3. TRAINING of community members allows them to function as third-party mediators in community conflicts, and enables them to be more conciliatory in handling their own conflicts.
4. COST EFFECTIVENESS
5. DETERRENCE FROM FURTHER IRRESPONSIBILITY: While more research will be required to demonstrate this conclusively, offenders who meet their victims face-to-face in this manner are less likely to re-offend.

Paradigms of Justice Old and New

Old Paradigm: Retributive Justice

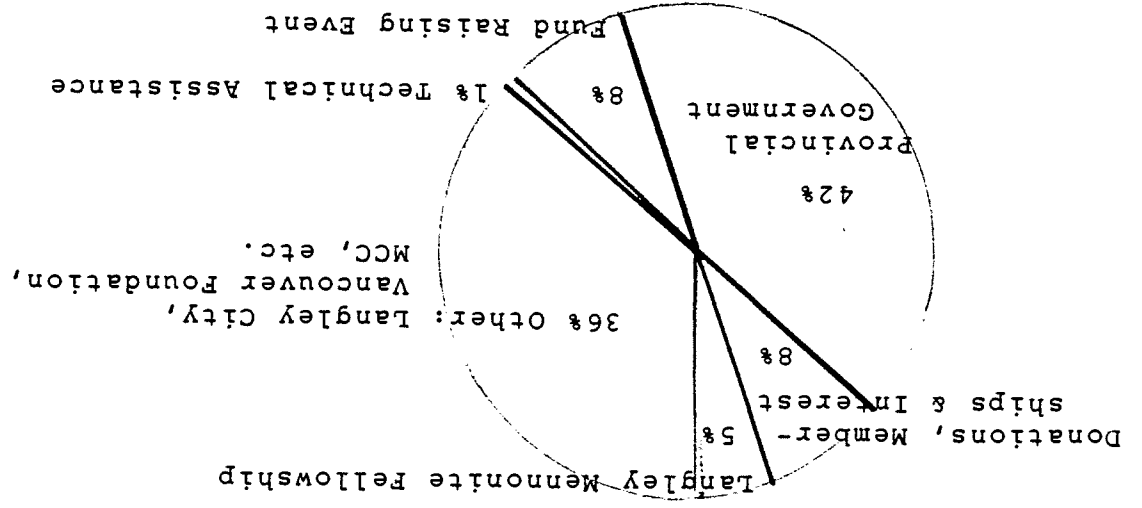
1. Crime defined as violation of the state
2. Focus on establishing blame, on guilt, on past (did he/she do it?)
3. Adversarial relationships and process normative
4. Imposition of pain to punish and deter/prevent
5. Justice defined by intent and by process: right rules
6. Interpersonal, conflictual nature of crime obscured, repressed; conflict seen as individual vs. state
7. One social injury replaced by another
8. Community on sideline, represented abstractly by state
9. Encouragement of competitive, individualistic values
10. Action directed from state to offender:
 - victim ignored
 - offender passive
11. Offender accountability defined as taking punishment
12. Offense defined in purely legal terms, devoid of moral, social, economic, political dimensions
13. "Debt" owed to state and society in the abstract
14. Response focused on offender's past behavior
15. Stigma of crime unremovable
16. No encouragement for repentance and forgiveness
17. Dependence upon proxy professionals

New Paradigm: Restorative Justice

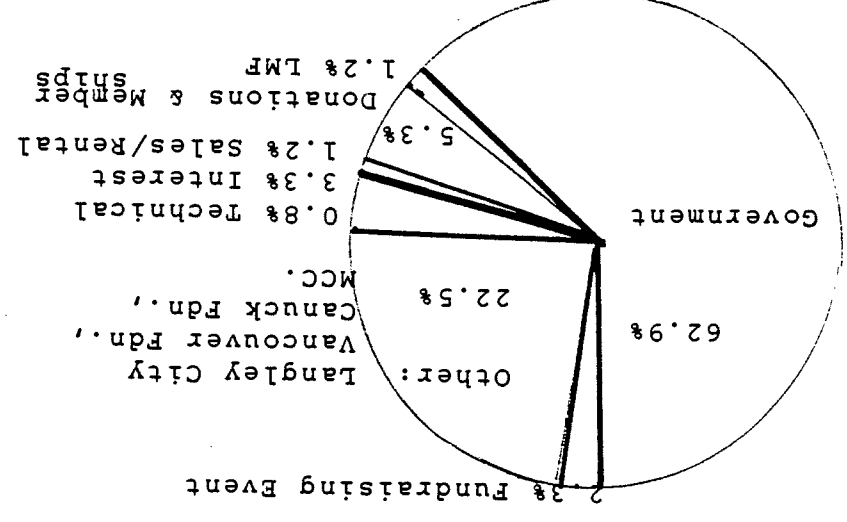
1. Crime defined as violation of one person by another
2. Focus on problem-solving, on liabilities and obligations, on future (what should be done?)
3. Dialogue and negotiation normative
4. Restitution as a means of restoring both parties; reconciliation/restoration as goal
5. Justice defined as right relationships; judged by the outcome
6. Crime recognized as interpersonal conflict; value of conflict recognized
7. Focus on repair of social injury
8. Community as facilitator, restorative process
9. Encouragement of mutuality
10. Victim and offender's roles recognized in both problem and solution:
 - victim rights/needs recognized
 - offender encouraged to take responsibility
11. Offender accountability defined as understanding impact of action and helping decide how to make things right
12. Offense understood in whole context—moral, social, economic, political
13. Debt/liability to victim recognized
14. Response focused on harmful consequences of offender's behavior
15. Stigma of crime removable through restorative action
16. Possibilities for repentance and forgiveness
17. Direct involvement by participants

APPENDIX V
Budgets

COMMUNITY JUSTICE INITIATIVE SOCIETY: Sources of Income: 1987-88 & 1988-89



1987-88



1988-89

COMMUNITY JUSTICE INITIATIVE SOCIETY

Sources of Income: 1987-88 and 1988-89

<u>Source</u>	<u>1987-88</u>	<u>1988-89</u>
Provincial government:	42.0%	62.9%
Fund Raising event:	8.0%	2.8%
Langley Mennonite Fellowship:	5.0%	1.2%
Technical Assistance and Training:	1.0%	0.8%
Donations, Memberships and Interest:	8.0%	8.6%
Sales and Rental:		1.2%
Other: Langley City, MCC, Vancouver Foundation, Canuck Founcaction, etc.	36.0%	22.5%



Victim-Offender Reconciliation Program

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BURNABY V.O.R.P.

(DRAFT : For Discussion Please)
BUDGET 1990/91

Case Coordinator	21 hr/wk @ 14.00	\$ 15,288.00
Secretary	14 hr/wk @ 9.00	6,552.00

+ 9.1% benefits		21,840.00
		1,987.44

\$ 23,827.44

Office rental	900/month	10,800.00*
Utilities		480.00*
Office equipment -	2 desks	400.00*
	2 chairs	200.00*
	Computer/printer	2,500.00*
	Photocopier	2,500.00*
	Answering machine	150.00*
Office & miscellaneous expenses		1,000.00
Printing		500.00
Photocopying expense		300.00
Mileage		300.00
Telephone		1,000.00
Postage		400.00
Volunteer training		1,125.00
Staff development		300.00

45,782.44

Revenue - B.C. Corrections Contract	26,520.00
Burnaby In Kind Contribution(*)	17,030.00

\$ 2,232.44
=====

Cash contribution

