

Calgary Youth Justice Society
Youth Justice Committee
Operations Guide

November 1, 2004



Table of Contents

Section 1: Introduction

| | |
|---|--------|
| How To Get The Most From This Package | page 5 |
| The Role of the Calgary Youth Justice Society..... | page 4 |
| About Youth Justice Committees..... | page 6 |
| Youth Criminal Justice Act Declaration of Principle | page 6 |
| Youth Criminal Justice Act Part 1: Extrajudicial Measures | page 7 |
| Benefits of a Youth Justice Committee..... | page 7 |
| Role of a Youth Justice Committee | page 8 |
| Youth Justice Committee Procedures | page 8 |

Section 2: Useful Initial Reading

| | |
|-------------------------------|--------|
| Materials to Start With | page 9 |
|-------------------------------|--------|

Section 3: Forming a Steering Committee

| | |
|--|---------|
| Contacting the Calgary Youth Justice Society | page 10 |
| Contacting Community Resource People..... | page 10 |
| Recruiting Your First Volunteers..... | page 10 |
| Guidelines for Membership..... | page 11 |
| Methods of Recruitment | page 11 |

Section 4: Drafting & Ratifying the Constitution

| | |
|--|---------|
| Purpose of the Constitution | page 13 |
| Researching Sample Constitutions..... | page 13 |
| What Can Be Changed and What Cannot..... | page 13 |
| Drafting the Constitution | page 13 |
| What Needs to Accompany Your Constitution..... | page 14 |
| Recruitment and Training | page 14 |
| Receiving Designation..... | page 14 |

Section 5: Getting Started

| | |
|--|---------|
| Completing Training & Screening | page 15 |
| Approval of Committee Members | page 15 |
| Holding Your First YJC Business Meetings | page 16 |
| Electing officials | page 16 |
| Establishing a bank account | page 16 |
| Establishing a mailing address and phone number | page 16 |
| Calgary Youth Attendance Centre answering service..... | page 16 |
| Determining a meeting place | page 17 |
| Booking meeting times..... | page 17 |
| Dealing with expenses | page 17 |
| Securing files | page 17 |
| Stationery..... | page 17 |

Section 6: Preparing to Hear Your First Cases

| | |
|--|---------|
| Obtaining and reviewing forms | page 18 |
| Agreement Guidelines | page 18 |
| Attending Panel Hearings | page 18 |
| Designing the interview | page 19 |
| Arranging for pick-up and drop-off of files | page 19 |
| File Extensions | page 20 |
| Calgary Youth Attendance Centre contact info | page 20 |

Section 7: Managing Volunteers

| | |
|--|---------|
| Targeted Volunteer Recruitment | page 21 |
| Calgary Youth Justice Society Best Practice Volunteer Procedures | page 21 |
| The Interviewing & Screening Process | page 22 |
| Where to Find Calgary Youth Justice Society Volunteer Management Forms | page 22 |
| Volunteer Hours Collection | page 22 |

Section 8: Creative Consequences

| | |
|--|---------|
| Discussing and designing creative consequences | page 23 |
| Other 'Community Service Hours' Organizations | page 24 |

Section 9: Training Opportunities

| | |
|---|---------|
| Calgary Youth Justice Society | page 25 |
| Volunteer Calgary | page 25 |
| Association of Directors of Volunteer Resources | page 26 |
| The Calgary Centre for Non-Profit Management | page 27 |
| Conference Opportunities | page 27 |

Section 10: Building Community Relationships

| | |
|--|---------|
| City of Calgary Social Workers | page 28 |
| Youth Probation Officers | page 28 |
| Calgary City Police Community Liaison Officers | page 28 |
| Community Associations | page 28 |
| Schools | page 29 |
| Local Agencies and Churches | page 29 |
| Printed Resources to Take With You | page 29 |

Section 11: Money

| | |
|-------------------------|---------|
| Provincial Grants | page 30 |
| Local Fundraising | page 30 |
| Use of Funds | page 30 |

Section 12: Sustaining Your Youth Justice Committee

Volunteer Resource Managementpage 29
Community Developmentpage 29
Mediation and Conflict Resolutionpage 29
Personal Development and Trainingpage 30

Section 13: Checklist

Checklist for New Chairspage 33

Section 1: Introduction

How to Get the Most from This Package

This package is intended for those members of the Calgary community who are interested in setting up their own Youth Justice Committee, or who are new Chairpersons of an existing Youth Justice Committee. It outlines the role of the Youth Justice Committees, and the key players involved in the successful running of the Calgary Youth Justice Committees.

To avoid lengthy repetition, the Youth Justice Committees are referred to as 'YJC's'. The Calgary Youth Justice Society is referred to as the 'CYJS'.

The Role of the Calgary Youth Justice Society

The Calgary Youth Justice Society was established in 1998 to fulfil a leadership and mentorship role by providing support and direction to the Youth Justice Committees in Calgary, both in the steps they must go through to establish a Committee and in supporting and sustaining their Committee.

The CYJS operates with a volunteer Board of Directors, an Executive Director, a Program Support staff person, and a Volunteer Resources Manager. Our funding is derived from various sources, such as the Solicitor General of Alberta, an Anonymous Donor, FCSS (Family & Community Support Services), Wild Rose Foundation and casino profits.

About Youth Justice Committees

Section 18 of the Youth Criminal Justice Act provides an opportunity for citizens to become directly involved in the administration of youth justice by forming Youth Justice Committees (YJC's). The Youth Justice Committee program administers the Extrajudicial Sanctions Program (formally known as Alternative Measures Program (AMP) under the Young Offenders' Act). A YJC is an alternative to the court system for young people aged between 12 – 18 who have committed a less-serious type of offence. A panel of community members volunteers to work with young people in conflict with the law, as well as their families, victims, the legal system and the community, to find appropriate, meaningful consequences for the young person. In Calgary, there are 24 Youth Justice Committees that serve over 115 communities. With the efforts of 400+ volunteers, over 5,000 youths have been diverted from court and have become the responsibility of their community. In 2005, 97 volunteers will have served 5 years or more with a Youth Justice Committee.

Youth Criminal Justice Act

Declaration of Principle

Policy for Canada with respect to young persons

3. (1) The following principles apply in this Act:

(a) the youth criminal justice system is intended to

- (i) prevent crime by addressing the circumstances underlying a young person's offending behaviour,
- (ii) rehabilitate young persons who commit offences and reintegrate them into society, and
- (iii) ensure that a young person is subject to meaningful consequences for his or her offence in order to promote the long-term protection of the public;

(b) the criminal justice system for young persons must be separate from that of adults and emphasize the following:

- (i) rehabilitation and reintegration,
- (ii) fair and proportionate accountability that is consistent with the greater dependency of young persons and their reduced level of maturity,
- (iii) enhanced procedural protection to ensure that young persons are treated fairly and that their rights, including their right to privacy, are protected,
- (iv) timely intervention that reinforces the link between the offending behaviour and its consequences, and
- (v) the promptness and speed with which persons responsible for enforcing this Act must act, given young persons' perception of time;

(c) within the limits of fair and proportionate accountability, the measures taken against young persons who commit offences should

- (i) reinforce respect for societal values,
- (ii) encourage the repair of harm done to victims and the community,
- (iii) be meaningful for the individual young person given his or her needs and level of development and, where appropriate, involve the parents, the extended family, the community and social or other agencies in the young person's rehabilitation and reintegration, and
- (iv) respect gender, ethnic, cultural and linguistic differences and respond to the needs of aboriginal young persons and of young persons with special requirements; and

(d) special considerations apply in respect of proceedings against young persons and, in particular,

- (i) young persons have rights and freedoms in their own right, such as a right to be heard in the course of and to participate in the processes, other than the decision to prosecute, that lead to decisions that affect them, and young persons have special guarantees of their rights and freedoms,
- (ii) victims should be treated with courtesy, compassion and respect for their dignity and privacy and should suffer the minimum degree of inconvenience as a result of their involvement with the youth criminal justice system,
- (iii) victims should be provided with information about the proceedings and given an opportunity to participate and be heard, and
- (iv) parents should be informed of measures or proceedings involving their children and encouraged to support them in addressing their offending behaviour.

Act to be liberally construed

(2) This Act shall be liberally construed so as to ensure that young persons are dealt with in accordance with the principles set out in subsection (1).

Youth Criminal Justice Act Part 1: Extrajudicial Measures

Principles and Objectives

Declaration of Principles

4. The following principles apply in this Part in addition to the principles set out in section 3:

- (a) extrajudicial measures are often the most appropriate and effective way to address youth crime;
- (b) extrajudicial measures allow for effective and timely interventions focused on correcting offending behaviour;
- (c) extrajudicial measures are presumed to be adequate to hold a young person accountable for his or her offending behaviour if the young person has committed a non-violent offence and has not previously been found guilty of an offence; and
- (d) extrajudicial measures should be used if they are adequate to hold a young person accountable for his or her offending behaviour and, if the use of extrajudicial measures is consistent with the principles set out in this section, nothing in this Act precludes their use in respect of a young person who
 - (i) has previously been dealt with by the use of extrajudicial measures, or
 - (ii) has previously been found guilty of an offence.

5. Extrajudicial measures should be designed to

- (a) provide an effective and timely response to offending behaviour outside the bounds of judicial measures;
- (b) encourage young persons to acknowledge and repair the harm caused to the victim and the community;
- (c) encourage families of young persons — including extended families where appropriate — and the community to become involved in the design and implementation of those measures;
- (d) provide an opportunity for victims to participate in decisions related to the measures selected and to receive reparation; and
- (e) respect the rights and freedoms of young persons and be proportionate to the seriousness of the offence.

Benefits of a Youth Justice Committee

For the young person:

- Increased accountability and awareness of their actions;
- They speak for themselves and explain the situation in their own words. They cannot depend on a lawyer to present their case;
- They can avoid a formal youth record if they remain crime-free for a period of 2 years;
- They can develop positive relationships with adults in the community.

For the family:

- The case is handled expediently and efficiently;
- Their needs are considered as well, and referrals can be made to address family difficulties;
- They feel that someone is listening and willing to help.

For the victim:

- They have an opportunity to express how the crime has affected them;
- Restitution, if applicable, may be used to help repair the harm that was caused.

For the community:

- Being actively involved with the youth in their community increases the chance that the youth will be less likely to re-offend;
- It shows the youth that people in the community care about what goes on there, and youth are less likely to offend in a community that responds quickly when a crime is committed;
- Community work can be directed to where it is most needed;
- The community can have a positive impact on reducing youth crime;
- Provides an alternative to the court system for less serious offences, and allows the community to take back responsibility for youth who reside there.

Role of a Youth Justice Committee

In Calgary, Youth Justice Committees work with the provincial government in administering the Extrajudicial Sanctions Program. For a youth to be eligible for Extrajudicial Sanctions, they must be a first or second time offender, have committed an eligible offence, accept responsibility for their actions, and agree to participate in the program. If they meet these criteria *and* there is a Youth Justice Committee in the community where they reside, the case is automatically referred to that Committee. Some Committees also take on additional roles such as mentoring youth just released from serving time in custody, as well as educating the community about youth crime.

Youth Justice Committee Procedures

While each Youth Justice Committee in Calgary operates differently, there are some common procedures. The Youth Justice Committee volunteer is often the first contact that the youth has with the justice system, other than the arresting officer. When a file is received by the Committee, a Committee Member phones the young person, their parents, and the victim to gather information and arrange a time and place to meet. A panel of three volunteers will meet with the young person and their parents. At this interview, which usually takes about one hour, they will discuss the circumstances of the offence, school background, their family situation, special interests, what consequences have already been administered at home, the parents' concerns, etc. With this information the Committee Members, through listening to the youth, parents and victim, will decide upon a consequence(s) for the youth. The Committee will then follow up with the youth to ensure that they have completed the Extrajudicial Sanctions Agreement successfully. If they are successful and do not face any new charges for a period of two years following their Extrajudicial Sanctions experience, there will be no formal youth criminal record.

Section 2: Useful Initial Reading

To get a better understanding of how the youth criminal justice system works, and of the role of the Youth Justice Committees, you may find it useful to read the following materials, available through the Calgary Youth Justice Society:

Alberta's Justice System and You

Government of Alberta

Youth Criminal Justice Act Handbook

John Howard Society

Youth Justice Committee Toolkit

Calgary and Area Youth Justice Committees

Youth Justice Committee Training Manual

Alberta Solicitor General

Calgary Youth Services Directory

City of Calgary

Section 3: Forming a Steering Committee

Contacting the Calgary Youth Justice Society

The Society's role is to assist you in establishing and maintaining a Youth Justice Committee. Denise Blair, the Society's Executive Director, is available to walk you through the steps of establishing your YJC. Denise can be reached at 261-9861.

The first step toward getting your Youth Justice Committee off the ground is to establish a Steering Committee. Once the Steering Committee has gone through the process of drafting its Constitution, the Constitution is sent for ratification by the Alberta Solicitor General's Office. Once the Constitution is approved and stamped by the Alberta Solicitor General, the Youth Justice Committee has received its official designation and can begin to hear cases.

The next two sections deal with establishing a Steering Committee and going through the process of drafting the Constitution in order to become an officially designated Youth Justice Committee.

Contacting Community Resource People

It is important that the Steering Committee members contact Community Association Presidents to let them know about the initiative and gain support for meeting space and community newsletter submissions. Other important people to inform about the intent to start a Youth Justice Committee are:

- Calgary City Police Community Liaison Officers (CLOs)
- Community Social Workers with a Youth Portfolio (CSWYPs)
- Youth Probation (YP).

Contact names and information for these people can be obtained through calling the Society. Experience has shown that the most successful YJC's are those which have established solid community contacts.

Recruiting Your First Volunteers

Volunteers need to be recruited to form the Steering Committee. When recruiting volunteers, it is important to bear in mind the Guidelines for Membership laid out by the Department of the Alberta Solicitor General. These Guidelines for Membership must be incorporated into the constitutional by-laws for each Youth Justice Committee. Given that the Department of the Alberta Solicitor General provides liability insurance for each Youth Justice Committee, and sanctions each YJC, these guidelines *must* be adhered to.

Guidelines for Membership:

1. Members shall offer commitment to the interest of young people, victims and the community as a whole;
2. Members shall reflect representation from the community at large;
3. Probations Officers, Police Officers and Crown Prosecutors shall be considered resources to the Committee as opposed to members;
4. Applicants for membership shall be required to undergo a security clearance;
5. Members shall consider all deliberations of the Youth Justice Committee regarding individuals to be confidential;
6. Members shall commit to being law-abiding citizens and shall not negatively affect the credibility of the Youth Justice Committee through their behaviour;
7. If a conflict of interest arises, a member shall commit to remove himself/herself from involvement in a particular case;
8. Members shall commit to operate within the framework of the Youth Criminal Justice Act and its principles.

When recruiting volunteers, in order to reflect the interests of the whole community, the Steering Committee should strive to have at least one representative from each community being served by the YJC. Often, a Youth Justice Committee will represent 4 – 5 geographical communities. There should therefore be one member recruited from each of those communities. Also, the Steering Committee should appoint or elect one person to take on the role of “Acting Chairperson”. The Acting Chairperson leads the Steering Committee through the process by:

- Determining meeting times and locations
- Chairing the meetings
- Maintaining a membership contact list
- Being a contact person for communication between the Society and the Solicitor General’s office.

Methods of Recruitment:

The Calgary Youth Justice Society can be contacted to help with volunteer recruitment. The Society can also provide you with the following resources:

- Through their membership with Volunteer Calgary, the Society has access to mass media advertising, such as Channel 10 and Calgary Herald volunteer advertisements;
- The Society’s table display can be used at local festivals and community meetings;
- Recruitment posters;
- Brochures;
- Volunteer job description and volunteer application form – located on the website at www.calgariyouthjustice.com.

Advertising venues used by YJC's in recruiting volunteers have been:

- Community newsletter advertising; consider writing an article outlining your personal motivation to form a Youth Justice Committee, and the benefits to the community at large;
- Community Association Annual General Meetings;
- School meetings;
- Educational institutions;
- Health-related facilities;
- Community festivals;
- Libraries;
- Local coffee houses;
- Recreational facilities;
- Professional societies;
- Local businesses.

Although the Calgary Youth Justice Society has access to 'blanket' volunteer recruitment strategies, experience has shown us that the most effective methods of volunteer recruitment are locally targeted. Because Youth Justice Committees are grassroots, community-run organizations, it is important to start building your YJC from the roots up. The stronger your community connections, the stronger your Committee will be.

Please find more information on Volunteer Recruitment issues under the section entitled 'Volunteer Management'.

Section 4: Drafting & Ratifying the Constitution

Purpose of the Constitution

A Youth Justice Committee administers the Extrajudicial Sanctions Program, and the Youth Justice Committee Panel Hearing is a quasi-judicial process. In order for a Youth Justice Committee to be able to operate it must be designated a Youth Justice Committee by the Department of the Alberta Solicitor General. The first step in becoming designated is for the Steering Committee to start drafting its Constitution. The Constitution is composed of articles, or by-laws, which form the operating agreement between the Department of the Solicitor General and the Youth Justice Committee.

Researching Sample Constitutions

As a starting point, look at the Sample Constitution available on the Society's website at www.calgaryyouthjustice.com. Alternatively, look at the Alberta Solicitor General's Youth Justice Committee Training Manual. A copy of this manual is available to each YJC from the Society.

What Can Be Changed In The Constitution & What Cannot

As an independent Youth Justice Committee, you may wish to alter the Sample Constitution to better reflect the needs or character of your Committee. Please be aware when drafting your Constitution that there are, however, certain articles that *must* be included in order for your Committee to receive the designation from the Alberta Solicitor General:

1. Guidelines for Membership: as laid out in the previous section;
2. Commitment to hold an Annual General Meeting – the Board of Directors (Chair, Vice-Chair and Treasurer) needs to be re-elected at the AGM each year;
3. Wording which relates to the 'legal authority' of YJC's is taken directly from the Youth Criminal Justice Act and therefore cannot be changed.

Drafting The Constitution

Denise Blair, Executive Director of the Calgary Youth Justice Society, is available to come to your initial Steering Committee meetings to guide you through the process of drafting your Constitution. Two or three meetings will probably be needed to complete this process.

A minute taker will need to be appointed and present to record what was discussed and decided upon at the meeting. Minutes need to be typed after the meeting and presented for review and approval at the following meeting.

What Needs to Accompany Your Constitution

Letters of Support:

Denise will assist your Steering Committee in obtaining letters of support from the Crown and the Police. These letters can be sent along with your Constitution to the Alberta Solicitor General, as an indication of the Calgary community's support of your Steering Committee's initiative.

List of Steering Committee Members:

A list of Steering Committee Members needs to be sent with the Constitution. This list should include the names and addresses of the members, as well as the name, address and phone number of the Acting Chairperson.

Recruiting and Training

Approval of the Constitution can take up to 8 – 10 weeks. In the meantime, the Steering Committee can work on recruiting volunteers from the community and arranging training with the Society.

Receiving Designation

Once your Steering Committee's Constitution has been reviewed and approved by the Alberta Solicitor General, it will receive a stamp of designation. Your approved Constitution will then be forwarded directly to the YJC contact given by your Committee. In the past, new Youth Justice Committees have received a start-up grant of \$500 from Alberta Solicitor General. You are now ready to begin your work as a Youth Justice Committee!

Section 5: Getting Started

Completing Training and Screening

The Calgary Youth Justice Society works with the Calgary Youth Attendance Centre to put on two evenings of training for volunteers. Training is offered approximately every six weeks throughout the year, with the exception of the summer months. New volunteers attend this training from YJC's throughout the city. In the case of a new Committee forming, the CYJS and its partners can come out to your location to deliver the training.

At the training, volunteers are asked to complete the police check and to take an Oath of Confidentiality. To complete the police check, they will be required to bring with them two pieces of government-issued identification, one of which is photo ID. The following forms of ID are acceptable:

1. Alberta Health Card
2. Driver's licence
3. Passport/citizenship card
4. SIN card
5. Birth certificate.

Dates for upcoming training sessions may be found on the Society's web site at www.calgaryyouthjustice.com.

New volunteers may register for training sessions by calling the Society directly at 261-9861. They will be placed on a list and reminded and notified of the training sessions as they come up.

Before YJC volunteers can sit as a participating member of a Panel Hearing, they must complete the training and screening process. A criminal record check and an Oath of Confidentiality are required. Once training has been completed and the volunteer is waiting for their criminal record check to be completed, they may sit as a silent member of a Panel Hearing as long as they have taken their Oath of Confidentiality. This provides new volunteers with an opportunity to observe a Panel Hearing, either with their own Committee, or in a mentoring capacity with another YJC, in order to deepen their understanding of their volunteer role.

Approval of Committee Members

It is up to each individual YJC to approve its own membership. Part of the Constitution talks about membership (see Guidelines for Membership on page 11).

Holding Your First YJC Business Meetings

After your Committee has received its designation from the Alberta Solicitor General, you will need to take care of some administrative details before you will be ready to hear your first cases. These details should be on the agenda for your first business meeting after receiving designation:

Electing Officials:

Each Youth Justice Committee needs to elect an Executive (Chair, Vice-Chair, Secretary and Treasurer). Elections are held each year at the Annual General Meeting for these positions.

Setting Up A Bank Account:

A bank account needs to be set up for the Youth Justice Committee you are representing. Ensure that there are three people who have signing authority. All three persons, including the Treasurer, will need to go down to the bank with two pieces of identification (one must be acceptable picture ID) to set up the account. Choose an account that has favourable terms for non-profits, i.e. does not have high charges for small accounts. The Bank of Montreal has favourable rates for small, non-profit organizations.

In the past, Alberta Solicitor General has provided new YJC's with a \$500 set-up grant. Additional monies, which vary, may be received annually, but are not guaranteed, and are dispersed through the Calgary Youth Justice Society. Your Committee may choose to fundraise additional revenue.

Establishing a Mailing Address and Phone Number:

Ensure that your YJC has its own mailing address and telephone number. These details will need to be recorded in the minutes of your business meeting.

When calling youth, their parents and/or guardians and victims, YJC members will need to leave a number at which they can be reached. For your own personal peace of mind and safety, it is recommended that you use the function *67 when calling to block the display of the telephone you are calling from. This is up to your own personal discretion and the direction set by your own YJC. Some Committees use the voice box at their local Community Centre for parties to leave a message for them.

Occasionally, YJC's have spent some of the money allocated to them on a pager. The pager is sometimes given to the individual responsible for file pick-up and drop-off for easy communication.

Calgary Youth Attendance Centre Answering Service:

Your Youth Justice Committee members may use the main reception number at the Calgary Youth Attendance Centre - the number is 297-8659. You will be called back with the information left for you; Please follow these steps:

- ✓ Ensure that you speak to/leave a message for the Attendance Centre at 297-8659 informing them that your Youth Justice Committee will be picking up messages from this number;
- ✓ Fax the Calgary Attendance Centre, a list of your committee members at 297-8652;
- ✓ Ensure that your Committee members inform the young offender that he/she must state the exact name of your Youth Justice Committee and the name of the person they are trying to reach when leaving a message.

Determining a Meeting Place:

For security reasons and to keep the image congruent with that of a quasi-judicial process, the panel *may not* meet in a Youth Justice Committee member's home. The panel must meet in a neutral and private space in the community. For safety reasons, the meeting space should have good lighting and preferably be in a location that is private, but still close to other people. YJC members should ensure that all members have easy access to the location and will not all require a key.

Booking Meeting Times:

It is a good idea to book a meeting time for Panels in advance, regardless of whether files have been received or not. Some Committees book time every other week on the day they choose to hold the Panel Hearings and YJC meetings. It is easier for all YJC members if they have the time booked off in advance to participate in a Panel Hearing. Given that community association space often books up quickly, it's a good idea to have booked space well in advance.

Dealing with Expenses:

Your YJC needs to establish and record in its meeting's minutes what the procedure will be for recording and submitting expenses. Many YJC's choose to reimburse mileage expenses for the individual responsible for file pick-up and drop-off of files for mileage. If your Committee chooses to go this route, the amount per kilometre that is recompensed needs to be determined, as well as the form to be submitted, and the time for submitting mileage.

It is important, in order to avoid conflicts of interest, to decide when members must bring a decision on expenditure to the Committee for prior approval. Your Committee may wish to establish a certain dollar amount for which prior approval must be sought at a Committee meeting.

Securing Files:

All files are confidential, whether they are case files or volunteer files. As such, they need to be held in a secure place – a cabinet with a lock is needed if files are kept in a public place. Some Committees choose to keep files in a secure place at a member's home. Cheap, used filing cabinets have in the past been available from Alberta Infrastructure and Supply off MacLeod Trail (tel: 297-3262).

Stationery:

Once the YJC has determined their mailing address and phone number, they can contact the Calgary Youth Justice Society for stationery. The Society can print off basic letterhead and business cards for the YJC. Call Melanie at 261-9861 or email her at melaniew@calgaryyouthjustice.com.

The Youth Attendance Centre can provide appointment cards to hand to youth. Call the Attendance Centre at 297-8659. The Solicitor General's office also has YJC membership cards. Call Paulette at 310-000 (rite number to avoid charges), or at (780 427-3706/email: paulette.rodziewicz@gov.ab.ca).

Section 6: Preparing to Hear Your First Cases

Obtaining and Reviewing Forms

Call the Calgary Youth Attendance Centre or the Calgary Youth Justice Society for copies of community service hours forms. Make sure your members are familiar with the Extrajudicial Sanctions Agreement Form, and with how to complete the form. Instructions on how to complete this form are given at the New Volunteer Training. A form comes with each file sent from the Calgary Youth Attendance Centre.

Agreement Guidelines

An Agreement should not be more 'onerous' than what a court would order. A maximum of 3 assignments may be given to the young offender as part of the Extrajudicial Sanctions Program Agreement (as outlined on the Extrajudicial Sanctions Program Agreement form), and can include 3 of the following:

- Apology letter to the victim(s);
- Maximum of 15 hours personal service to the victim(s);
- Maximum of 60 community service hours;
- Restitution, which cannot exceed \$1000;
- Donation to a registered charity;
- Participation in aboriginal cultural/spiritual activities;
- Completion of an essay or poster;
- To attend or participate in activities/programs as directed.

The objective is for the young person to be able to *complete* the Extrajudicial Sanctions Program. It is therefore important to consider that a young person would normally be in school or doing a part-time job, and that the Agreement reached should accommodate these and other commitments.

To uphold the reputation of the Extrajudicial Sanctions Program, the Youth Justice Committees should do their utmost to ensure that the Agreement can be *successfully* completed by the young person, and is within the official parameters of the Extrajudicial Sanctions Program.

Attending Panel Hearings

Providing you have taken your Oath of Confidentiality, you may attend, not actively participate in, another YJC's Panel Hearing. Call the Society for contact information of other Chairs in your area. It is recommended that the Chair contact other Chairs and establish times at which other Committee Members may be able to attend a Panel Hearing. Only 1 – 2 visiting volunteers will be able to attend a Panel Hearing at a time, so ensure that other Committees are contacted quickly, to enable all of your Committee's volunteers to have the chance of learning from attending a Panel Hearing before they encounter this challenge for real!

Designing The Interview

The Calgary Youth Justice Society has a sample interview format, along with guidelines for what you *must* legally ask/inform the participants of. The Alberta Solicitor General's Youth Justice Committee Training Manual also has a section on the interview process. Meet and plan out your own Committee's interview process before you hold your first Panel Hearing.

Some Youth Justice Committees have found it helpful to assign specific roles to those volunteers participating in the Panel Hearing. The following functions are ones that need to be assigned:

- Initiating the Panel Hearing – welcome and overview of the objectives of the Extrajudicial Sanctions Program and what you are there to accomplish as a Panel;
- Explaining the role of the youth, parents/guardians, and the victim;
- Filling out forms;
- Taking minutes;
- Talking with the youth about his/her interests;
- Completing the Extrajudicial Sanctions Agreement form;
- Providing the youth/parents with resource information (interesting articles to read while they wait/brochures on services etc).

Another function that is important to consider is the extent to which you wish to research possible consequences before the Panel Hearing takes place. Many YJC's find this a useful process in terms of coming up with a consequence that is logical and meaningful. Review the police report, talk to the Police Officer involved, and research organizations that may be able to assist the youth. It is easier to do this legwork in advance of the Panel Hearing, just remember to keep an open mind at the Panel Hearing. Many factors will influence the outcome, such as a young person's attitude/remorse, level of support from the parent/guardian, consequences already given from the police or parents, the youth's interests and involvements, etc.

Arranging for Pick-Up and Drop Off of Files from the Calgary Youth Attendance Centre

The Calgary Youth Attendance Centre is mandated by the Provincial Government to deliver the Extrajudicial Sanctions Program. Files eligible for the EJS program are sent to the Calgary Youth Attendance Centre, from where they are in turn referred to local Youth Justice Committees. The Extrajudicial Sanctions Program Coordinator, will usually 'save up' a few files for your Committee to pick up, and will call your YJC when the files are ready for you to collect from the Youth Attendance Centre.

The Calgary Youth Attendance Centre is responsible for up to 500 – 600 cases at any given time and has to be accountable for all these case files. It is therefore important that you are accountable for the files once they leave the Calgary Youth Attendance Centre's office. This means ensuring that files are kept safe and secure, and that they are carefully tracked.

There is a date marked on the inside of the file that indicates which date the YAC needs the file to be returned by. If your Youth Justice Committee determines, for whatever reasons, that they do not wish to process the files, they may either decline to accept them initially, or may choose to decline to hear the cases after having reviewed the files in question.

Extensions:

If the case involves a pre-charge and there is no court date, the Youth Justice Committee can call and let the Calgary Youth Attendance Centre know how much more time they need to complete the file. The Youth Attendance Centre has a 3-month list – once a file exceeds that time frame, it goes onto the 'Exception List'.

In the case of a post-charge file extension, call the Youth Attendance Centre and request an extension from the court. The young offender still has to attend the original court date, at which time they will be given a new court date.

Location & Contact Information:

The Calgary Youth Attendance Centre is open from 8 am to 7 pm, Monday through Thursday, and from 8 am to 4.30 pm on Fridays, phone: 297-7740 or 297-8659. It is temporarily located in the blue and white ATCO trailers at 3870 Manchester Road SE, off MacLeod Trail SE. If it is easier for your YJC to pick up files from the Calgary Young Offenders' Center in the north, the files on request, can be forwarded via internal mail, to the CYOC at 85th Street. The files *cannot* be forwarded to any other location or to any police or probation office

Section 7: Managing Volunteers

Targeted Volunteer Recruitment

When recruiting volunteers, it is important to think about what type of person you wish to recruit for your Committee. Take a look at the volunteer job description posted on the Calgary Youth Justice Society's webpage. Think about the attributes of a volunteer which are listed on that job description – do they fit with what your own Committee is looking for in a volunteer? Are you looking for volunteers with a particular type of experience, such as running effective meetings, taking minutes, accessing community resources, or managing volunteers? In creating a targeted volunteer recruitment plan, think about the following questions:

- What are you looking for in a volunteer?
- Where might you find that type of person in your community?
- What means of recruitment will you use to attract that person?
- When would be the best time of year to recruit that type of volunteer?
- What will be the key elements of your recruitment message?

Log onto the Volunteer Calgary website to find more resource information about recruiting volunteers. They have an eseminar available for \$20 on Targeted Recruitment, as well as links to a host of volunteer management sites (www.volunteercalgary.ab.ca). Call the Volunteer Resources Manager at the Society to assist you in developing a targeted recruitment plan for your YJC.

Calgary Youth Justice Society's Best Practice Volunteer Procedures

YJC Chairs can access the CYJS's Volunteer Policy and Procedures by logging onto the website with a password. This information is also available in the CYJS's Volunteer Management Resource Binder. By thinking about what policy and procedures your YJC might want to have around volunteer issues, your Committee can take steps to ensure that the most suitable community members volunteer with their Youth Justice Committee. This can be beneficial in terms of retaining volunteers, and in terms of ensuring that the minimum of difficult volunteer situations and differences in philosophy occur. Calgary Youth Justice Society staff members have developed a presentation on Managing Volunteers Effectively and are available to deliver the presentation to interested Youth Justice Committees.

The key aspects of volunteer management that need to be considered by YJC's (as outlined in the CYJS suggested Policy and Procedures document) are:

- Volunteer recruitment
- Volunteer interviewing and screening
- Volunteer training
- Volunteer supervision
- Volunteer recognition
- Volunteer evaluation/feedback.

The Interviewing & Screening Process

Again, the Interviewing and Screening process is outlined in the CYJS's suggested Volunteer Policy and Procedures. This process is important, not only in ensuring that volunteers are well-informed about the program, and placed in their volunteer role according to their level or interest and expertise, but also to ensure that risk is managed appropriately, and that every effort is made to ensure that those volunteers who are not suitable to work around youth are screened out of the YJC program.

Where to Find Calgary Youth Justice Society Volunteer Management Forms

The Calgary Youth Justice Society has developed the following forms and documents, which are available to Chairs on the website, or in the Volunteer Management Resource Manual:

- Volunteer application form
- Volunteer interview format/form
- Volunteer screening form
- Volunteer reference check form
- Volunteer job description/overview of YJC's' role.

Collection of Volunteer Hours

The Calgary Youth Justice Society asks that you collect volunteer hours for the purposes of helping the Society to recognize the contributions of volunteers, as well as being able to support applications for funding. There is a volunteer hours form available to you on the Society's web site.

Section 8: Creative Consequences

The Extrajudicial Sanctions Agreement that is reached by the Panel, after interviewing the youth, the parents/ guardians and the victim, should be logical and meaningful. This is the objective of the consequences given. 'Logical' means that the consequence fits with the crime, and 'meaningful' implies that the consequence holds value for the youth and his/her further development.

The more research your Panel does on the Police Report and the options available for programming or services that the youth may be able to access, the more likely it is that the Agreement will reflect logical and meaningful consequences.

It is often a challenge for Committees to come up with community service that is meaningful to the youth. The great challenge here is the timeframe with which Yuck are dealing. The time during which a file is referred by the Crown and returned to the Crown, is around 10 weeks. Often, a Yuck turnaround time for processing a file and having the youth complete the Agreement is 5 weeks. It is therefore challenging to find programming opportunities to slot youth into within that timeframe.

There are established programs which are available to youth and which can be completed within a short timeframe. In the Calgary Youth Justice Society's Resource Manual, we have tried to highlight some of these youth-focused programs. These programs are geared toward youth, and often youth will continue their involvement long after their contact with the Extrajudicial Sanctions Program. In such cases, the YJC has been successful, with the cooperation of the youth, in reconnecting the youth with their community. If the youth's time is being used constructively, and they are connecting with their peers in a positive environment, they will hopefully be less likely to re-offend.

In cases where it is more difficult to fit a youth into a designated program, Yuck may want to become more creative in the delivery of a logical and meaningful consequence. At the beginning of the CYJS's Resource Manual, we have tried to give examples of some consequences that are on the creative side. We hope that by having some of these consequences typed and ready to give to the youth, and ready for you to use, that your YJC may be inspired to come up with its own creative consequences. Creative consequences address who the youth is, their interests and future plans and inspiration, and are therefore meaningful to the youth.

Some Committees have suggested overcoming the concern of having one creative consequence which may be perceived as 'fun', by implementing two consequences, one that may require established skills and the other that may be more disciplinary in nature.

In creating consequences for the youth, it is important to tap into your own community resources. A consequence will be more logical and meaningful if it is carried out within the young offender's own community. Bearing in mind that community service hours must be carried out through a non-profit or a government agency, see which organizations in your own community may be willing to supervise community service hours. Be aware of the need to check the screening measures that staff members who are supervising a youth have been required to complete.

Making Sense of the Puzzle – Other ‘Community Service Hours’ Organizations

Calgary has a different system of organization around Youth Probation Services and Youth Justice Committees than the rest of Canada. In Edmonton, for example, Youth Probation Services are a provincial responsibility, whereas in Calgary, the Youth Probation Services are attached to the City of Calgary.

The Edmonton Extrajudicial Sanctions Program is organized through the provincially run Youth Probation Services. In Calgary, the Alberta Provincial Government runs the Extrajudicial Sanctions Program, which liaises with locally operating Youth Justice Committees and the city-run Youth Probation Services.

Community work is one option that YJC’s can use as a consequence. As most of you know, there are a number of youth out there looking to fulfil their community service hours’ requirement. There are many different sources that youth can get community service hours from. Here are some important distinctions that may help you when you speak to organizations about potential placements for your youth.

Community Service Order:

A *Community Service Order (CSO)* is a consequence issued by a judge in Youth Court. This type of order requires the young person to work in the community for a non-profit organization, for a pre-determined number of hours and within a specific time frame. A City of Calgary Probation Officer monitors CSOs and the young person may or may not be on probation.

Contact: Any Youth Probation Officer

Fine Option Program:

The Fine Option Program provides young people with the opportunity to satisfy their fines through work in the community. These fines may come from either municipal bylaw infraction or as a consequence handed down by a judge in Youth Court. In either case, the young person works at a non-profit agency and is credited through a volunteer voucher system at minimum wage. Similar to community service orders, the young person is given a specified time period to complete the hours or pay the fine. Alberta Justice administers this program through the Calgary Youth Attendance Centre.

Contact: Alberta Justice Fine Option Program at 297-4948 or 297-8659.

Extrajudicial Sanctions Program:

The Extrajudicial Sanctions Program is aimed at young people between the ages of 12 – 17 who have been charged with their first or second criminal offence. Through a referral process, the young person may be given the opportunity to accept responsibility for their actions and have their consequences determined by a Youth Justice Committee or the Extrajudicial Sanctions Coordinator. If the young person successfully satisfies the Agreement, they do not receive a formal court disposition or a formal youth record, if they remain crime-free for a period of two years.

Contact: Extrajudicial Sanctions Program Coordinator at 297-7740 or 297-8659/ Denise Blair, Executive Director, Calgary Youth Justice Society (Youth Justice Committees).

Section 9: Training Opportunities

Calgary Youth Justice Society

Mandatory Training:

The CYJS and the Calgary Youth Attendance Centre provide training over the course of two evenings for new volunteers. At this training, volunteers are asked to complete their criminal record check and to take their Oath of Confidentiality. The training covers an overview of the youth justice system and the EJS program, the main aspects of the Panel Hearing, such as interviewing procedures and file management.

Volunteer Management/Team Building Training on Request:

The Calgary Youth Justice Society can provide team building training, conflict resolution training and/or arrange for support with volunteer management issues for your committee.

Community Development Training:

The City of Calgary Social Workers and the Youth Probation contacts that the Calgary Youth Justice Society works with, are wonderful resources to help your YJC develop community contacts. They are enthusiastic about sharing their knowledge and expertise in building community based initiatives, and would be pleased to be a guest speaker at one of your meetings. Contact Denise Blair at the CYJS to arrange for a Social Worker or Probation Officer to visit your group, or call your contacts directly.

Quadrant Meetings:

The Calgary Youth Justice Society has an objective of hosting quadrant meetings from the fall of 2003. The aim of these meetings is to facilitate networking and an exchange of ideas between different YJCs working within the same geographical area. Dates for these meetings will be posted on the web and communicated to the Chairs.

Volunteer Calgary – www.volunteercalgary.ab.ca

ESeminars: www.ebridge.tv/volunteercalgary:

Volunteer Calgary is committed to providing training and professional development opportunities for managers of volunteers in the Calgary community. Volunteer Calgary has recently launched its first online seminar series: **Planning for Effective Volunteer Programs**. Designed for managers of volunteers, this eSeminar contains valuable information about building a strong foundation for volunteer programs, and includes information about identifying and recruiting the right volunteers by developing clarity about the types of volunteers you are looking for, and by examining their volunteer demographic.

Information in this eSeminar is applicable to managers across all volunteer sectors, and is a wonderful resource for YJC Chairs and those members of Youth Justice Committees charged with recruiting volunteers.

There are three modules in this program that are of interest to Youth Justice Committees:

- Module 1 - Building the Foundation
- Module 2 - Targeted Recruitment
- Module 4 - So You Want To Be a Board Member.

ESeminar Price: \$20 CDN per module for Modules 1-3, plus applicable taxes. Modules may be purchased separately. Module 4, So You Want To Be a Board Member, is free. Each module includes: Full motion video, slides, workbook, and ability to eMail questions to the presenter.

Volunteer Calgary On-Line Resources:

Check out Volunteer Calgary's 'Resources' section on the website. Click on this heading and go to 'On Line Resources'. You will find a wealth of free information including: volunteer management articles; information on how to develop Policies and Procedures; information on risk management; links to other volunteer management websites.

Volunteer Calgary Workshops and Training:

Volunteer Calgary offers customized workshops and consultations for local agencies and organizations. Click on the 'Programs and Services' button to find information about the consultations and customized workshops offered through Volunteer Calgary. Volunteer Calgary also offers a 3-day *Introduction to Volunteer Management (IVM)* course, which is relatively inexpensive and can provide valuable core training in the key elements of volunteer management for your Youth Justice Committee. Dates for this training can be found on the website.

Association of Directors of Volunteer Resources (ADVR): www.advr.ab.ca

The Association of Directors of Volunteer Resources is the professional association for volunteer managers in Calgary. It holds monthly meetings on the first Wednesday of each month at The Kahanoff Centre (2nd Floor, 1202 Centre Street SE). Meetings start at 8.30 am and go until around 10.45 am. The first part of the meeting is a one hour session from 8.30 am – 9.30 am. This session is aimed at those individuals who are relatively new to the field of volunteer management, and is facilitated by an experienced volunteer manager. It deals with a key aspect of volunteer management, such as recruitment, training, or recognition. The second hour of the meeting involves a presentation on a new trend in volunteer management. The drop-in fee for non-members is usually \$10. This is an excellent opportunity to network with other volunteer managers and increase your knowledge base around volunteer management issues. The ADVR webpage can be found at www.advr.ab.ca, or you can email at info@advr.ab.ca.

The Calgary Centre for Non-Profit Management: www.thecentre.ab.ca

The Centre is expanding the reach of its efforts by providing a wide range of specialized workshops to the community. These workshops focus on the key challenges facing the non-profit sector, and are designed to improve organizations' effectiveness and increase long-term sustainability. These workshops are available for a small fee. Click the WebPages for details of the workshops available.

The Centre also has a list of consultants, working within the corporate and public sectors, who volunteer their time to provide training and consultative services to non-profit groups. For a fee, these consultants can visit your YJC to assist you in topics such as by-law development, Board Development, and roles and responsibilities development. The BowMont YJC has used this service and has highly recommended it. For more information on training, contact Nancy Purdy at Nancy.Purdy@thecentre.ab.ca or call 538-8605.

Conference Opportunities

Each year, the Alberta Solicitor General hosts a Provincial Youth Justice Committee conference. A limited number of places are available to each YJC in Calgary. Ensure that at least one member of your Committee takes advantage of this opportunity and uses it to gather information which is needed by your YJC. Have your representative give a presentation on what they learned at one of your YJC meetings. This is a fabulous opportunity to network with other YJCs and to trouble-shoot problem issues with others who are doing the same work. Contact Denise Blair, Executive Director of the Calgary Youth Justice Society for more information.

Vitalize is the annual provincial volunteer conference hosted by the Wild Rose Foundation. For an extremely reasonable price, you can participate in a 3-day conference, which offers keynote speakers, food, entertainment and a host of breakout workshops on every topic of volunteer resource management. For more information, go to the Alberta Provincial Government website at

www.cd.gov.ab.ca/all_about_us/commissions/wild_rose/vitalize/schedule/index.asp.

Section 10: Building Community Relationships

Youth Justice Committees are grassroots volunteer organizations operating in communities and providing a service to the people in the community they serve. To build a strong Committee, YJC members need to look at developing strong community contacts. Although organizations outside your community, such as the Calgary Youth Justice Society, may be able to help in promoting your cause, recruiting volunteers, and finding community service placements, the strongest and most durable contacts you will make will most like be those within your own community. By promoting the work of your YJC, community members will become interested in volunteering and in helping with community service placements and with providing resources.

Think about some creative ways you might put word out about your YJC in your community. Consider writing an article for a local publication on highlighting one of your members and their motivation for volunteering. If others are aware of your concerns and your dedication, they may be inspired to volunteer themselves or to contribute to your cause.

There are many formal community contacts that all new Chairs need to contact. These are:

City of Calgary Community Social Workers with a Youth Portfolio– they provide a wealth of information and knowledge about the communities you are working with. They are knowledgeable about services and programs offered in Calgary, as well as practical resources your YJC may need to tap into. There is a team of five City of Calgary Social Workers who are partnered with the Calgary Youth Justice Society in providing support to the Youth Justice Committees. Contact Denise at the CYJS for the contact information of your nearest Community Social Worker with a Youth Portfolio.

Youth Probation Officers – the Youth Probation Officer in your area is also a good contact to make. Youth Probation Officers also supervise Community Service hours, and are wonderful resources as far as what avenues you might consider for Community Service, or for brainstorming creative consequences with. Call Denise Blair at the CYJS to be put in contact with the Youth Probation Officer in your area.

Calgary City Police Community Liaison Officers – Community Liaison Officers are involved in the development of community initiatives, such as the Youth Justice Committees. As well as tapping into their knowledge base, invite them to your meetings and to take a role in advocating for the work done by the Youth Justice Committees. They will be better able to inform their colleagues of the work of Youth Justice Committees if they have had the first-hand experience of meeting with a YJC. Feedback from CLOs indicates that they place a high value on being informed throughout the YJC process – the CYJS can provide you with a follow-up form for CLOs. This enables the CLOs to give information on the outcome of a case to the arresting officer. Feedback to the police regarding the outcome of a file is a way of creating positive community awareness about the YJC program.

Community Associations – as a new Chair, ensure that you contact the Community Association Presidents in the communities in which your Youth Justice Committee operates. Consider asking to speak at the AGM, having a table display at their AGM, or simply meeting with them to let them know what you do and in what ways their help and support is needed.

Schools – schools can be a good recruiting ground for volunteers and for getting the word out about the role of your YJC in the community. Consider meeting with the Principals of the junior and senior high schools in your area.

Local Agencies and Churches – again, talking with these organizations in your community strengthens community contacts and provides possible resources, volunteers, and placements for youth.

Printed Resources To Take With You – the Calgary Youth Justice Society has two brochures, one for recruiting volunteers, and the other for promoting Youth Justice Committee to potential community partners. The Society has also developed forms and information about Youth Justice Committees and Community Service placements for those agencies that are interested in creating a partnership with their Youth Justice Committee. Having these forms and information in place creates a clearer understanding about what the objectives of the Community Service placement are.

Section 11: Money

Provincial Grants

Each Youth Justice Committee receives a start-up grant from the Alberta Solicitor General of \$500. Additional money may be dispersed annually through the Calgary Youth Justice Society – this additional funding is not guaranteed and may vary from year to year.

Local Fundraising

Each Youth Justice Committee is free to raise its own funds if it deems this to be necessary. Some YJC's have involved youth and the community in their cause by holding a Jelly Bean dance. Fundraising in your local community is a good way to raise awareness of your Youth Justice Committees.

Use of Funds

One of the most commonly asked questions by Committees, is *“What do we spend the money on?”* Here are some uses that YJC's in Calgary have found for their funds:

- ✓ Purchase of bus/C train tickets for youth – this removes the barrier of transport for a youth in getting to the location of their Community Service hours;
- ✓ Babysitting fees for parents or guardians of youth – this removes a barrier for some parents, especially single parents, in attending a Panel Hearing;
- ✓ Reimbursement for mileage necessitated in the pick-up and drop-off of files;
- ✓ Purchase of pager for individual responsible for file drop-off and pick-up;
- ✓ Honorarium for person responsible for file pick-up and drop-off;
- ✓ Purchase of a secure filing cabinet;
- ✓ Purchase of office supplies;
- ✓ Purchase of self-esteem books (7 Habits of Highly Effective Teens by Stephen Covey) for youth to use in writing an assignment based on self-esteem issues (Calgary South West YJC);
- ✓ Hosting of a volunteer recognition night;
- ✓ Purchase of volunteer recognition items (pizza; cards; trinkets; coffee tokens etc.);
- ✓ Hosting of a volunteer recognition party;
- ✓ Payment for services of consultant from the Calgary Centre for Non-Profit Management (BowMont YJC);
- ✓ Volunteer Management training opportunities;
- ✓ Workshops/seminars for volunteers.

Section 12: Sustaining Your Youth Justice Committee

If we were to mention all the ways in which you could sustain your Youth Justice Committee, we would be touching on many different and innovative ideas in the following areas:

Volunteer resource management
Community development
Mediation and conflict resolution
Personal development and learning

Let's just briefly look at each one and the part that it plays in helping you to sustain your committee, to maintain volunteer involvement, and to build a strong Committee with strong connections in the community.

Volunteer Resource Management

As outlined in Section 7, effective volunteer management goes a long way in ensuring that the most suitable volunteers are placed in positions within your Youth Justice Committee. This can cut down on situations arising, which involve both differences in philosophy and misunderstandings over job expectations. By increasing your initial knowledge of a volunteer's capabilities and interests, the volunteer can be placed in the position which they are most interested in, and will therefore be more likely to stay long-term.

Take the time to read through the information on volunteer management provided by the Society, and log onto the Volunteer Calgary website at www.volunteercalgary.ab.ca. Time spent *now* to think about the careful recruitment of volunteers will be well worth the investment.

Community Development

Section 10 addresses the importance of tapping into your community resources. Youth Justice Committees are grassroots community organizations and their longevity depends of the degree of community support they can develop. Consider asking each of your members to take on the challenge of making one community contact every month. Although other organizations outside your community may be able to help your YJC with resources, those resources will not be as effective as the personal links made with your own community. Strong community involvement is one of the key operating principles of the Youth Justice Committee program. The aim is to reconnect youth with *their* community. Consider attending one of the Society's Quadrant Meetings, to become better connected with other YJC's, the Community Liaison Officers, Youth Probation representatives, and Social Workers with a Youth Portfolio in your area.

Mediation and Conflict Resolution

Chairs are often called on to mediate conflict or discuss difficult situations and differences in philosophy as and when they arise. Ensure that any difficulties between volunteers in your YJC are handled in an appropriate and timely manner – an approach of fairness and consistency will help create a sense of respect and recognition amongst volunteers, and help ensure a healthy morale.

For tips on how to resolve conflict in your YJC, check out the Calgary Youth Justice Society's Volunteer Resource Manual. Highly recommended, easy reading is Conflict Resolution – Mediation Tools for Everyday Worklife by Daniel Dana (McGraw Hill), ISBN 0-07-136431-5. Any YJC Chair may call the Volunteer Resources Manager at 261-9861 to trouble-shoot volunteer management issues and get information on more resources available.

Personal Development and Training

Section 9 covers training opportunities. Look at how you might play a part in keeping your meetings interesting and in initiating training opportunities for the members of your YJC. Call upon members of the Calgary Youth Justice Society or City of Calgary Social Workers to give a presentation or lead a discussion.

Contact Denise Blair at the CYJS for ideas for speakers. The more your Committee feels supported and the more they learn about the issues they are dealing with, the more likely they are to feel equipped to do their job, and feel appreciated and engaged.

Be a leader for your YJC, and commit to increasing your knowledge and resources around areas connected to the work of Youth Justice Committees.

Section 13: Personal Checklist

Useful Phone Numbers:

Calgary Youth Justice Society: 261-9861

Contact: Denise Blair, Executive Director

Fax: 212-8925

www.calgaryyouthjustice.com

Email: dblair@calgaryyouthjustice.com

Calgary Youth Attendance Centre: 297-7740 or 297-8659

Contact: Extrajudicial Sanctions Program Coordinator

Fax: 297-8652

Useful Initial Reading

Materials to Start With:

- Alberta's Justice System and You booklet
- Youth Criminal Justice Act Handbook (John Howard Society)
- Youth Justice Committee Toolkit binder (Calgary Youth Justice Society)
- Youth Justice Committee Training Manual (Alberta Solicitor General)
- Calgary Youth Services Directory booklet
- Calgary Youth Justice Society Resource Binder

Forming a Steering Committee

- Contacting the Calgary Youth Justice Society
- Arrange for a representative to attend your first YJC meetings
- Arrange for presentation at local community associations to recruit volunteers
- Place ad's in community newsletters
- Appoint someone to take minutes and type minutes for Steering Committee
- Appoint an Acting Chairperson for the Steering Committee
- Contact Community Association presidents and other stakeholders, i.e. Community Liaison Officers; Community Social Workers with a Youth Portfolio; Youth Probation.

Drafting & Ratifying the Constitution

- Research Sample Constitutions in binders listed above and on web
- Be clear on what can be changed and what cannot
- Book 2 initial meetings to draft the Constitution with Steering Committee
- Ask CYJS to assist in obtaining Letters of Support
- Provide CYJS with finalized Constitution to send off with Letters of Support (or do this independently)

Getting Started

- ❑ Have your YJC officially approve Committee Members in the minutes
- ❑ Inform all Steering Committee members of next training dates (located on Society's webpage)
- ❑ Contact CYJS about possibility of customized training for your Committee
- ❑ Holding Your First YJC Business Meetings:
 - ❑ Elect officials (Chair, Vice-Chair, Treasurer, Secretary)
 - ❑ Establish a bank account
 - ❑ Establish a mailing address and phone number
 - ❑ Provide YJC contact information to Calgary Youth Justice Society
 - ❑ Order letterhead and business cards through CYJS
 - ❑ Obtain membership cards from the Solicitor General's office
 - ❑ Order appointment cards for youth through Calgary Youth Attendance Centre
 - ❑ Initiate Calgary Youth Attendance Centre answering service, if required
 - ❑ Determine a meeting place
 - ❑ Book meeting times
 - ❑ Establish procedure for dealing with expenses
 - ❑ Obtain filing cabinet to secure files
 - ❑ Appoint File Manager for pick-up and drop-off at CYAC

Preparing to Hear Your First Cases

- ❑ Read through the Agreement guidelines/criteria listed in Agreement form
- ❑ Arrange for other YJC members to attend Panel Hearings
- ❑ Hold meeting to design interview
- ❑ Type up interview design if necessary and distribute

Managing Volunteers

- ❑ Discuss with your YJC and create your YJC's Targeted Volunteer Recruitment Plan
- ❑ Read the Calgary Youth Justice Society Best Practice Volunteer Procedures (website or binder)
- ❑ Look at and print off the Calgary Youth Justice Society Volunteer Management Forms (website)
- ❑ Familiarize yourself with on-line and other resources available on Volunteer Calgary's website at www.volunteercalgary.ab.ca
- ❑ Ask volunteers how they would like to be recognised

Creative Consequences

- ❑ Look through the CYJS Resource Binder
- ❑ Look at the blue Calgary Youth Services Directory booklet
- ❑ Hold a discussion on creative consequences with your YJC
- ❑ Tap into the expertise available - Arrange for a member of the CYJS, your Social Worker contact and Youth Probation contact to come to one of your meetings and talk about creative consequences

Researching Training Opportunities

- ❑ Calgary Youth Justice Society
- ❑ Volunteer Calgary
- ❑ Association of Directors of Volunteer Resources
- ❑ The Calgary Centre for Non-Profit Management
- ❑ Conference Opportunities – Vitalize and Alberta Solicitor General's annual Provincial Youth Justice Committee conference

Building Community Relationships

- ❑ Phone the CYJS to find out whom your City of Calgary Social Worker and Youth Probation contacts are
- ❑ Introduce yourself to your City of Calgary Social Worker contact
- ❑ Introduce yourself to your Youth Probation Officer contact
- ❑ Introduce yourself to your Calgary City Police Community Liaison Officer
- ❑ Find out dates of Community Association AGMs
- ❑ Attend Community Association AGMs
- ❑ Introduce yourself to newly elected Chairs of Community Associations
- ❑ Place ad's or articles in Community Association Newsletters
- ❑ Introduce yourself to school principals – ask for help re: volunteer recruitment
- ❑ Network with local agencies and churches
- ❑ Get printed resources from the CYJS to distribute to interested parties

Money

- ❑ Bank the Provincial Grant
- ❑ Discuss local fundraising with your YJC
- ❑ Determine and minute your YJC's use of their grant and other monies

Sustaining Your Youth Justice Committee

- ❑ Develop your policy and procedures around volunteer management
- ❑ Decide how your YJC will deal with difficult volunteer situations and differences in philosophy