

Mission

Effective, just and humane responses to crime and its causes

Vision

Healthy individuals and vibrant communities with minimal crime and the capacity to readily and positively address crime when it exists

Values

- ❖ *Safe and peaceful society and respect for the law*
- ❖ *Dignity, equity, fairness and compassion when involved with criminal justice system*
- ❖ *All people have the potential to be responsible citizens*
- ❖ *All people have the right and responsibility to be informed about and involved in the criminal justice process*
- ❖ *Justice is best served through measures that resolve conflicts, repair harm and restore peaceful relations*
- ❖ *Independent, autonomous, non-government organizations have a vital role in the criminal justice process*

Given its mission, vision and values the John Howard Society of Waterloo-Wellington's (JHSWW) mandate is to address the root causes of crime and to support the creation and maintenance of healthy communities. Through its myriad programs and services, the agency prevents crime by providing primary, secondary and tertiary prevention services to children, youth and adults in cities and townships in Waterloo Region and Wellington County. Services and programs are universal interventions aimed at groups to prevent crime, or targeted interventions for those who are at risk of or currently involved with the criminal justice system, and those who have prior offense histories who are in need of support and assistance to promote community reintegration and responsible citizenship. Thus, targeted interventions aim to prevent further criminal justice system involvement. The agency also engages in community engagement/capacity building and research. JHSWW takes a holistic and broad approach to crime prevention that assumes myriad factors contribute to crime including social and community factors. All of our services are premised on the belief that diverse prevention services help build healthy neighborhoods, communities and citizens.

Context: An Overarching Theme of Organizational Adaptiveness and Responsiveness for Service Excellence

Organizational adaptiveness and responsiveness are key organizational capacities necessary for organizational success. They are essential in a time of heightened government accountability requirements and outcome-based funding models particularly for an agency such as JHSWW, which has the lion's share of its funding from government contracts. Funders, Board members, and other key

Stakeholders want to be assured that JHSWW can handle emergent demands, can be proactive in planning for future challenges, and is committed to continuous quality improvement.

Over the last three years the agency has focused on building its capacity in a number of key domains intended to promote service excellence. This strategic plan again focuses on service excellence. Service excellence is a foundation of a healthy community; we contribute to the wellbeing of residents and thus prevent crime by providing high quality services.

Service excellence is achieved by organizational learning and growth that is accomplished by our teams using various ways of fostering their own learning, and applying that knowledge to the work that we do. Aligning learning opportunities with current and anticipated service needs fits with principles of adult education and yields better client outcomes as it links learning needs of practitioners to the challenges they face in working with clients. We're building on our last strategic plan by explicitly continuing our work in certain domains such as mental health and addictions awareness, and our understanding of trauma. Doing so expands our capacity to serve a more diverse client group and acknowledges the importance that trauma has had in the lives of many of our clients who present with complex support needs. Learning more about trauma and trauma-informed practice builds our capacity to work with oppressed and marginalized groups including refugees, LGBT individuals and Canada's indigenous peoples.

Another means of achieving service excellence is to work at system level change through activities such as being part of planning bodies and action-oriented task groups that work at local, regional and provincial levels, and collaborating with post-secondary institutions in support of training the next generation of practitioners. In addition to achieving service excellence, we need to demonstrate our positive impact through evaluation and knowledge transfer that promotes evaluation findings, and to strengthen programs where evaluation reveals areas for improvement.

Our Strategic Plan in Action

The remainder of this document outlines the April 1, 2016 – March 31, 2019 strategic objectives, related activities and targets for the agency. In releasing this Plan, it is assumed that the agency's annual All Staff Training Day, Lunch and Learn events, and goals set by individual staff as part of their performance development and review plans will align with organizational capacity building and learning objectives set out in this Plan. Consistent with that expectation, team/program and site meetings are venues for shared learning opportunities and discussions regard reflective practice.

Progress Reports

Updates on accomplishments in regard to this Strategic Plan will be provided every six months to the Board of Directors.

Subtheme: Capacity Building - Building Community Awareness of and System Support for Individuals with Complex Needs to Prevent Justice Sector Involvement/Re-involvement		
Objective	Activities	Target(s)
1. To continue to garner funding for and develop programming and services that build skills that mitigate risk of justice sector involvement/re-involvement, or remove barriers to successful community reintegration and engagement	<p>Explore need for and government interest in funding a bail supervision program in Guelph</p> <p>Apply for external grant funding or other funding to develop and implement programming to meet service gaps</p>	<ul style="list-style-type: none"> ➤ Potential for bail program in Guelph explored with government and other relevant stakeholders by March 31, 2017 ➤ Obtain one new grant per year (net gain in total number of grants/contracts)
2. To build greater community support and awareness for the needs and challenges of individuals who are justice sector involved or who are at risk of justice sector involvement and the importance of addressing those needs and challenges	<p>Contribute to public media that informs the public and promotes awareness</p> <p>Recruit volunteer champions to assist with promoting awareness</p>	<ul style="list-style-type: none"> ➤ Two op-ed or other posted/publicly available articles or media interviews annually ➤ Group of volunteers established that can assist with promoting awareness by March 31, 2018

John Howard Society of Waterloo-Wellington 2016-2019 Strategic Plan

<p>3. To strengthen connections with school boards in promoting health and wellness of at risk youth in our communities</p>	<p>Continue pilot project involving school board staff co-location with AC/referrals from school boards to AC/referrals from AC to school boards</p> <p>Collect and analyze evaluation data, and report on pilot project</p> <p>Explore further potential partnerships with School Boards</p>	<ul style="list-style-type: none"> ➤ Pilot project shows positive outcomes in terms of youth re-engagement in education by March 31, 2017
<p>4. To contribute to building a better criminal justice system</p>	<p>Participate in local, regional and/or provincial service planning bodies/working groups that address one or more of the following: violence against women, the nexus of mental health and justice, serving multiple barriered individuals with complex needs, or early intervention for children and youth</p> <p>Participate in government consultations regarding longstanding or new/emergent programs offered by the sector (e.g., participate in MAG’s PAR program consultation process)</p> <p>Participate on an advisory committee for a degree program that aligns with crime prevention</p> <p>Offer placements for post-secondary students to train the next generation of criminal justice practitioners</p>	<ul style="list-style-type: none"> ➤ Evidence of participating in at least one planning body at each level (local, regional, provincial) annually ➤ List of government consultation invitations and JHSWW participation ➤ Membership on a relevant degree program advisory committee annually ➤ Number of student placements completed by March 31, 2019 ➤ JHSWW gets an ‘A’ grade (i.e., 80 % or higher) on all student placement satisfaction indicators annually

<p>5. To enhance clients' capacity for learning and other positive outcomes by addressing basic needs that are barriers to learning and if not met risk justice sector involvement or re-involvement</p>	<p>Apply for funding/donations to support purchase of snacks for clients in group programming, and funding/donations of personal care items for clients</p> <p>Use social media and agency website to promote need for these items</p> <p>Create and launch an initiative locally that promotes donating snacks/personal care items (or gift cards/funds to be used for these) for clients in lieu of a holiday gift for friends, family, etc.</p> <p>Maintain tracking log for distribution of personal care items and maintain brief feedback statements from clients regarding impact of this form of assistance</p>	<ul style="list-style-type: none"> ➤ Requests/proposals for donations for clients submitted annually ➤ Initiative launched in November 2016 ➤ Initiative results in a minimum of \$ 500 worth of snacks/personal care items donated to the agency by December 31, 2016; \$ 750 worth of snacks/personal care items donated by December 31, 2017; and \$1000 worth of snacks/personal care items donated by December 31, 2018. ➤ Tracking log is created and maintained by October 31, 2016, and tracking log data are analyzed by annually
<p>6. To engage in knowledge transfer regarding JHSWW programs that have an evidence base</p>	<p>Promote awareness of dissertation research outcomes for JHSWW's School Based Bullying Prevention/Social Competency Program</p>	<ul style="list-style-type: none"> ➤ List of promotion efforts demonstrates dissertation research findings have been shared with diverse audiences/stakeholders by March 31, 2019

Subtheme: Learning - Enhancing Our Knowledge and Skills		
Objective	Activities	Target(s)
7. To strengthen our understanding of mental illness and addictions	Staff have voice and choice on which CAMH online modules they complete and whether they do so individually or in groups (as part of team meetings)	<ul style="list-style-type: none"> ➤ 80 % of staff have completed six or more CAMH’s online Mental Health and Addictions 101 modules by March 31, 2017 ➤ Staff survey indicates that 75 % of staff indicate they found they learned something/thought it was a good refresher to complete the training by March 31, 2017
8. To enhance our knowledge in support of LGBT clients	<p>Staff have voice and choice on which Fenway Institute online modules they complete and whether they do so individually or in groups (as part of team meetings)</p> <p>Learnings are discussed at program team meetings</p> <p>Learnings are used to update/modify program practices, tools and content</p>	<ul style="list-style-type: none"> ➤ 60 % of staff have completed at least 1 of 5 Fenway Institute online LGBT Health Modules by March 31, 2018 ➤ Meeting minutes reflect that discussion/shared learning has occurred by March 31, 2018 ➤ Program practices, tools and content have been augmented as required consistent with learnings, which is reflected in relevant program documentation by March 31, 2018
9. To build our awareness of aboriginal clients’ support needs particularly in regard to intergenerational trauma	<p>Staff participate in indigenous cultural competency awareness training and/or self-directed learning activities (e.g., attended training, reading a relevant book, reading a chapter in an edited book)</p> <p>Learnings are discussed at Leadership Team and program team meetings & used to update/modify program practices, tools and content where needed</p>	<ul style="list-style-type: none"> ➤ 60 % of staff have completed relevant training and/or a self-directed learning activity by March 31, 2018 ➤ Meeting minutes reflect that discussion/shared learning has occurred and program content has been updated/modified appropriately by March 31, 2019
10. To promote timely service by increasing cross-training capacity	Leadership Team identifies more positions where cross training is needed for coverage and ensures cross training has occurred for better coverage capacity	<ul style="list-style-type: none"> ➤ List of personnel cross trained shows more programs/functional areas have cross training capacity by March 31, 2017

John Howard Society of Waterloo-Wellington 2016-2019 Strategic Plan

<p>11. To strength our skills in screening for trauma, and our direct service volunteers' understanding of trauma in keeping with principles of trauma-informed practice</p>	<p>Our Aftercare Program has a trauma screener used as part of the intake process at all sites and Aftercare Team members are trained in using the tool</p> <p>Information and awareness regarding trauma is shared with our Youth Justice Committee (YJC) volunteers to support them in serving youth clients from families that are part of marginalized and oppressed groups</p>	<ul style="list-style-type: none"> ➤ Trauma screener being piloted in Aftercare Program by March 31, 2017 ➤ Trauma information is shared with our YJC volunteers by March 31, 2017
<p>12. To enhance staff capacity to select, supervise and coach student trainees</p>	<p>Develop in house training and resources related to selecting and supervising students</p> <p>Staff who serve as first time preceptors are mentored by a member of the Leadership Team</p>	<ul style="list-style-type: none"> ➤ Resources created and training delivered by March 31, 2017 ➤ List of first time preceptors and their Leadership Team mentor(s) provided annually