



Strategic Plan 2025-2028

John Howard Society Belleville

From Stability to Strength



Introduction

The John Howard Society of Belleville has long worked to create a safer, more just community through client-centred support, advocacy, and reintegration services.

This strategic plan reflects a renewed focus on internal strength, shared values, and collective purpose. Developed through a collaborative process with staff, the Board of Directors, and leadership, the plan outlines key priorities for the next three years.

Grounded in our mission and informed by the experiences of those closest to our work, this plan charts a course from stabilization to sustainable growth — strengthening the foundation we need to serve our community with compassion, integrity, and accountability.

Message from the Board Chair and Executive Director

We are pleased to share *From Stability to Strength: John Howard Society Belleville’s Strategic Plan for 2025–2028*.

This plan marks a turning point. After a period of disruption and rebuilding, our organization is now firmly focused on the future — guided by clear values, renewed leadership, and a strong commitment to community.

Developed through thoughtful input from staff, Board members, and leadership, this plan reflects what we’ve learned: the need for stability, transparency, and a shared vision. It outlines how we will strengthen our internal foundation, rebuild trust with those we serve, and deepen our partnerships with others working to create a safer, more just community.

We are proud of the resilience shown by our team and encouraged by the possibilities ahead. As we move forward, we remain grounded in our mission and united in our goal: to offer effective, just, and humane responses to crime and its causes — and to ensure that everyone has the opportunity to thrive.

This plan reflects our shared commitment to stability, accountability, and meaningful progress. We invite you to join us on this journey.

Chris Fleury

Chair, Board of Directors

Kara Petit

Executive Director

About John Howard Society Belleville

John Howard Society of Belleville & District provides for the effective integration into the community of those in conflict with the law, and provides, or encourages others to provide, services to those in conflict with, or affected by the criminal justice system.

We promote public awareness of crime and its causes, acceptance of responsibility to respond to these problems, and involvement in the delivery and management of justice related programs.

Supports are provided to those at risk of entering the criminal justice system, offenders, ex-offenders, their families, schools, communities and the public at large that encourages reintegration, community safety and prevention of crime.

In addition to our core programs, we provide the following services in the community:

Adult Programs:

- Direct Accountability Program
- Bail Verification and Supervision Program
- Homelessness Services
- Home for Good
- Pardons/Record Suspension

Youth Programs:

- Quantum
- Youth In Transition Worker Program
- Our Learning Space

Our Vision

To be a leader in proactively creating opportunities where everyone can contribute fully towards a safer community.

Our Mission

Effective, just and humane responses to crime and its causes.

Our Values

People-centred

We recognize the inherent dignity, potential, and unique needs of each person we serve, and tailor supports accordingly.

Compassion

We approach every individual with empathy, respect, and a commitment to understanding their circumstances without judgment.

Partnership

We collaborate with community organizations, institutions, and individuals to strengthen outcomes for those we serve.

Social Justice

We believe in equity and fairness. We challenge systemic barriers and advocate for those who are marginalized or at risk.

Reducing Harm

We reduce harm and strengthen safety for our clients, their families, and the broader community, through practical, respectful, and realistic responses.

Leadership

We lead by serving, supporting individuals and communities with humility, integrity, and a commitment to shared growth and solutions.

Accountability

We act with integrity, and are transparent in our decisions, responsible in our actions, and committed to earning trust through consistency and respect.

Strategic Pillars

These strategic pillars were shaped by the insights and lived experiences of JHS Belleville staff, Board members, and leadership. Through surveys, planning sessions, and focused dialogue, we identified four interconnected priorities that reflect where we are now — and where we need to go.

1. Financial Stability

Goal: To have adequate resources to support current programs, future growth, and investment in our people.

Strategies:

We will

- Develop a realistic budget tracking process
- Enhance financial reporting and oversight
- Find new revenue sources
- Establish multi-year financial forecasting aligned with strategic priorities
- Engage Board in regular financial scenario planning

2. Trust and Accountability

Goal: To grow strong relationships with community partners and be seen as a leader in service and accountability.

Strategies:

We will:

- Design and implement a sustained education and engagement strategy
- Develop a communications framework and plan for board and staff to help with common messaging
- Identify, grow and nurture relationships to develop strategic partnerships
- Facilitate collective solutions to issues that face the community (e.g. Situation Table)
- Publish an annual impact report to increase transparency and trust.



3. Prevention & Diversion

Goal: To offer programs that demonstrate a proactive approach that improves outcomes of the youth and individuals we serve.

Strategies:

We will:

- Review, prioritize, and pilot programs that focus on prevention and diversion
- Implement outcome measurement frameworks to evaluate impact
- Create partnerships with organizations that share common goals
- Partner with agencies to expand access to evidence-based treatment and recovery supports.

4. Organizational Wellness

Goal: To be the community organization of choice, creating an environment that contributes to safety and wellness.

Strategies:

We will:

- Clarify roles and responsibilities, evaluating capacity, workload
- Provide development and training opportunities for board and staff
- Review compensation and performance frameworks
- Promote a culture of inclusion, recognition, and feedback, enhancing staff wellbeing and psychological safety.
- Develop policies that enhance governance oversight mechanisms
- Implement a recruitment, retention, and succession strategy for staff and board

This strategic plan is intended as a foundation. Implementation planning, monitoring, and evaluation will follow to ensure sustained progress and accountability.

Together, these priorities form a roadmap for strengthening JHS Belleville's foundation, supporting its people, and ensuring that the organization delivers on its mission with integrity, compassion, and accountability.

Strategic Planning Process



This strategic plan was developed collaboratively with JHS Belleville and Bhavana Varma.



John Howard Society of Belleville

<https://johnhoward.on.ca/belleville/>