



JHS DURHAM REGION STRATEGIC PLAN

2021 - 2024

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OUR FOUNDATION

Vision

We envision a Durham Region where everyone contributes to a safe, healthy and just community.

Mission

To reduce the impact of crime and its causes by providing a spectrum of effective prevention and intervention programs.

Pillars of Service

- Community and Justice
- Housing and Residential
- Employment and Training

OUR CORE VALUES

- People have the **right to live in a safe and peaceful society**, as well as the responsibility implied by this right to respect the law.
- All people have the **potential to become responsible members of our community**.
- Every person has intrinsic worth and the **right to be treated with dignity, equity, fairness and compassion without discrimination**.
- Communities are stronger and safer when the root causes of crime are addressed through **programs and services that are based on community needs and priorities**.

OUR STRATEGIC PLANNING PROCESS

- Online survey for Board members, management and front-line
- Online survey for community partners
- Virtual All staff strategic planning session

OUR STRENGTHS

- Meeting client needs through a client-focused approach
- Front-line staff and programs are doing a lot of good things for the community
- Connection/rapport with the community
- Good range of services/all-round services

WHAT WE NEED TO IMPROVE FOR CLIENTS

- Need to be responsive to the different needs of the changing population in Durham Region e.g. diversity, trauma, impact of COVID
- Transitional and post-incarceration housing
- Mental health support/counselling
- Youth program support
- Eliminate silos across programs and improve service coordination

WHAT WE NEED TO IMPROVE FOR THE ORGANIZATION AND STAFF

- Diversity, Equity and Inclusion (DEI) to continue to build an environment where staff and clients will thrive
- Pay equity needs to continue to be prioritized and addressed
- Psychologically healthy and safe work environment to support, retain and recruit staff
- Program and organizational planning to support long-term sustainability of our services for the community
- Performance measurement and management to consistently deliver effective, efficient and customer-oriented services

PRIORITY 1: RESPONSIVE PROGRAMS AND SERVICES

- Design and deliver programs that are inclusive of diverse client populations with particular emphasis on those who are disproportionately impacted
- Support the development of community partnerships, networks and capacity building to advance organizational DEI initiatives
- Explore and implement an evidence-based model to promote resiliency and wellness across all Pillars of Service inclusive of staff and those participating in services

PRIORITY 2: INCLUSIVE, HEALTHY WORKPLACE

- Endeavour to provide fair and equitable compensation and benefits that align with industry standards
- Increase diversity in leadership by prioritizing development opportunities and positions through an equitable and inclusive lens
- Prioritize and foster workplace health and wellness
- Build a culture of continuous learning and support for all staff through annual performance development plans and learning opportunities

PRIORITY 3: ACCOUNTABLE, SUSTAINABLE ORGANIZATION

- Revise and implement an organization-wide performance measurement framework for all programs and services
- Research and implement a DEI performance measurement framework and strategy across all areas of the organization

Thank you to JHS Durham Region's staff and managers, Board Members and Community Partners for your thoughtful, meaningful, input during the strategic planning process.

We look forward to continuing this journey with you.