

# JohnHoward

SOCIETY OF KAWARTHA LAKES & HALIBURTON

John Howard Society of Kawartha Lakes and Haliburton (JHSCKLH)

## STRATEGIC PLAN

2019-2023

### Mission Statement

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

### Organizational Values

Organizational values will be developed in the first year of the strategic plan (2019-2023) as part of a management team meeting, and in conversations with all JHSCKLH staff members. Based on the organizational values selected as vital to our Agency, management will draft as et of values for final approval by the Board of Directors.

### Agency Vision for four year plan

Over the next 4 years, our Agency will achieve the following outcomes:

#### **1. Continuous growth through the acknowledgment of service gaps and expansion of innovative services**

As the times change, so does the services we want to offer at the John Howard Society. While our programs are effective and make a difference, we hope to tap into new resources and maintain quality programming that is always in line with today's society. To do this, we plan to:

- Offer a holistic approach to services that focus on the inclusion; this would be expanded to include diversity in programming as we explore new and innovative ways to initiate healing amongst individuals and families. Some examples of this can include:
  - Alternative dispute resolution for families;
  - Family support and integration programming for guardians/partners with a focus on mediation;
  - Home “check-ins” to meet clients in their own environments and provide outreach services;
  - Wrap-around supports that treat the entire individual and their loved ones, as opposed to just a single behavior or incident.

- Explore recreational opportunities for our youth, as we recognize the impact that these opportunities can have on our client’s physical and mental wellness.
- Expand programming to include after-care services. Active and meaningful after-care with clients can increase the value of their work within our Agency, and also ensure they have access to ongoing supports, additional programming, and/or referrals as needed.
- Tap into resources already at our disposal, such as our partnership with the Central East Correctional Center. We recognize the need for additional services within CECC, and will strive to support inmates and their families through innovative programming such as a Reintegration site close to the institution.
- Recognize the importance of a Housing First approach as it relates to our clients. Explore the opportunities that may exist to create safe and affordable housing for the harder-to-house populations such as:
  - Transitional housing for inmates being released from provincial institutions;
  - Federal housing for parolees;
  - Transitional housing, with the inclusion of safe beds.

JHS Kawartha Lakes and Haliburton will continue to support strategic and sustainable growth through strong organizational and infrastructure development.

## **2. Improved services to our rural clients**

Our Agency proudly serves clients within a large catchment area; as such, we will strive to ensure that all of our clients have the same access to ongoing services and supports regardless of geographic location. To do this, we recognize the need to expand programming in our Minden office for all of our pillar programs.

This concept will see an increase in staff presence in Minden, and perhaps also expand to include a satellite office in another rural areas such as Fenelon Falls. Through enhanced services in rural environments, we will increase our ability to reach more clients and respond to the growing need of services in our Northern communities.

## **3. Increase our community profile through positive marketing strategies**

In the next four years, the John Howard Society of Kawartha Lakes and Haliburton will enhance our community profile in positive and influential ways. We will clearly communicate our mandate and strategies in public forums that are pertinent to our work, and we will promote our commitment to community safety.

Our Agency recognizes the detriment in working within a silo, and so we will engage in meaningful work with community partners who share a similar commitment to client care and advocacy. We will work to enhance the services of other service providers, rather than duplicate or compete. We will continue to work with integrity; with evidence-based approaches; with

client-centered services; and in keeping with the best practices of our Agency. By doing so, JHSCKLH will strengthen our profile as a leader of community justice work.

#### **4. A strong, stable organization with a focus on resiliency, adaptiveness, and continuous learning**

JHS Kawartha Lakes and Haliburton will support our staff as they continue to grow and learn within the organization. We will focus on updating and developing comprehensive procedures in relation to training and administration. The organization will recognize a holistic approach in the well-being and wellness of our staff team, ensuring that each staff feels valued in their roles and have continuous access to a supportive management team. We will practice more group skill-building to encourage cohesiveness as a team, and focus on training that is relevant to the needs of our Agency, our staff, and our clientele.

We will examine ways to increase our Agency's stability through the exploration of various funding opportunities. We will strengthen our financial capacity through effective planning, asset management, and comprehensive management of liabilities. We will plan ahead for any foreseen budget restrictions or cuts due to the political climate. Lastly, we will continue to remain transparent the staff team to ensure open and honest dialogue throughout the entire organization.

#### **Strategic Priorities**

1. Comprehensive evidence based service
2. Monitoring Program outcomes
3. Expansion of Housing programs and services
4. Fostering safe inclusive environments