



Strategic Plan

2020 - 2025

Preamble

The Board of Directors and Staff of John Howard Society Peterborough are pleased to present our 2020-2025 strategic plan.

It was apparent from the beginning that staff and board members share a collective passion for the work that we do in the community. Founded in 1957, we continue to support the people who are, or who have the potential to be affected by our criminal justice system. Through evidence-based programs focused on prevention, intervention and re-integration, we build better futures for individuals and safer communities for all. We help youth develop the critical life skills that will let them achieve their full potential and avoid future justice involvement. We support families with counseling and resources to help them navigate the challenges and stresses of life in order to mitigate involvement with the justice system. For those leaving incarceration, we provide supports to help them reintegrate into their community and reduce their risk of re-offending.

This update to the 2014 strategic plan reinforces our original goals and provides a roadmap for the organization over the next five years. Our goal is to facilitate a deeper connection with the community as we improve and enhance how we evaluate and communicate our impact locally. Changes globally have invited us to examine how we can and will work differently while maintaining that critical connection to those who need us the most. We are ready to embrace the next five years with a plan that leaves room for us to be agile and innovative while staying true to our values of creating a safer community for all.

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Land Acknowledgement

We respectfully acknowledge that John Howard Society works on Michi Saagig (Mississauga) Anishinaabeg territory. Our presence here is governed by the Williams Treaty, and by Anishinaabeg protocols. We are committed to ongoing learning about what this means and how to abide by our obligations in this place. We offer gratitude to the people of Hiawatha, Curve Lake, and Alderville First Nations for their care for and teachings about our earth and our relations. May we honour those teachings.

Executive Summary

Following an engagement and planning process, including staff and management, the John Howard Society of Peterborough (JHS Ptbo) Board of Directors developed this strategic plan to articulate the organization's strategic priorities over the next 5 years (2020-2025). For more information on the creation of this document, please see [Appendix: Overview of the Planning Process](#).

Driven by our mission and values, we established four strategic priorities. These are broad enough to allow responsiveness to our rapidly changing social and political environment. They focus on our core programs and services, guiding our decision-making as we evolve.

To implement these strategic priorities, the JHS Ptbo management team will create annual operational plans that identify goals, clear tactics, key measures, and roles and responsibilities. The Board will review the annual operational plan, propose any revisions, and vote on its adoption.

Strategic Priorities:

1. Responsive Community Programs
2. Organizational Wellness
3. Evaluate Impact
4. Grow Awareness

Our strategic plan is an aspirational document outlining a path forward. Our mission is ambitious and is rooted in sustainable organizational growth as well as community-wide support. We are excited to embark on this next chapter of our story.

About John Howard Society of Peterborough

The John Howard Society of Peterborough (JHS Ptbo), one of 19 affiliates across Ontario, has been providing responsive programs and services since 1957. Initially, JHS Ptbo staff and volunteers supported men being released from Millbrook jail, to assist them in finding jobs, housing and community connection. Over the past sixty years, as Peterborough and the surrounding counties have grown and changed, so has JHS Ptbo. Our programs and services now include all genders, youth, young adults, adults, and families. Today, our work is both justice and community based. With an underlying theme of wellness, we provide prevention, intervention, and reintegration services, supporting clients in making long lasting life changes and meaningful, connected community participation. JHS Ptbo now delivers programs at two locations in Peterborough: 305 Stewart Street and 70 Hunter Street West.

Our Mission

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

Our Values

Building Resilience

A large part of what we do is education and positive skill development. From a strengths-based approach, we work with individuals to build on what they know and to support and challenge their thinking. Prevention is about building resilience, fostering connectedness and supporting people to de-escalate their own negative behaviours. Community resiliency is having the tools and resources to manage the day to day challenges of life.

Skills Development

Learning to understand triggers and impacts are part of JHS Ptbo's key approaches to intervention. We can only change behaviour if we understand the antecedents or triggers and the impacts on oneself, family, neighbours, friends, co-workers and community. All our programs, whether mandated by the justice system, or through voluntary enrolment, offer opportunities to examine and reflect on one's own beliefs, attitudes, choices, and accountability for behaviour. By providing new information and skills, individuals are better able to self-regulate, problem solve, and think before they act. The focus is on changing the behaviour, not the person.

Accountability

When someone is accountable there is a willingness to challenge old beliefs that endorse negative behaviours and to accept responsibility for one's actions. Woven through all the programs we provide are skills that can lead to taking responsibility for one's actions. When people are accountable, they are open to learning new skills and making choices that are more mutually respectful. Together we strengthen personal and community resilience.

Prevention	Restorative Practices & Conflict Resolution (Schools)	Includes: a 6-week series of Nonviolent Communication conflict resolution classes, peer listening & peer mediation, circle facilitation teacher training, Nonviolent Communication teacher training.
	Professional Development Training (fee-for-service)	Training for professional teams and managers tailored to the needs of your organization. Skill development includes: Nonviolent Communication conflict resolution, anger management, burnout prevention, difficult conversations, constructive feedback, & strengthening work relationships.
	Aspire	A mentorship program supporting young adults ages 17-25 in achieving their training & employment goals.
	Youth Programming	Psycho-educational programming for youth ages 12-17.
	Anger Management	An 8-week course for men choosing to develop healthy self-regulated responses to feelings of anger.
Intervention	Healing from Within	A counselling program for men who have experienced sexual abuse.
	Community Mediation Peterborough (CMP)	A voluntary and volunteer led program supporting neighbours through difficult conversations & conflict. CMP also offers Sidewalk Talk listening stations, listening circles, & conflict coaching.
	School Suspension	In partnerships with KPRDSB to deliver non-academic wellness programming to suspended & expelled youth.
	Youth Diversion and Restorative Circles	For youth 12-17 years being diverted from the courts.
	Youth Court Support	Providing guidance and assistance to youth ages 12-17, & their families, throughout the court process.
	Caring Dads	A workshop series addressing abusive behaviours, the impact on families, & building healthy parenting skills.
	Partner Assault Response (PAR)	A 12-week program for men & women charged with domestic assault.
Reintegration	Record Suspension	Assisting community members in applying for a Record Suspension and/or a U.S. Waiver
	Institutional Services	Bi-weekly visits to Warkworth Institution, assisting individuals re-integrating into their community.

Strategic Priorities

Four strategic priorities have been identified that will serve as our guide over the next 5 years. The priorities are broad to maximize flexibility in how they are achieved as circumstances in the social and political environment around us change. Key objectives articulate how we will achieve our vision and mission and provide the framework for establishing annual operational goals and initiatives.



Strategic Priority 1: Responsive Community Programs

As an organization, JHS Ptbo is devoted to effective and meaningful ways to making the community safer. We practice a client-centred approach to care and service delivery that aims to support community members in non-judgmental and respectful ways through skill building, fostering resilience and accountability. We provide a range of unique programming responsive to client needs regardless of social determinants of health, and adaptable to the community's changing needs. We are committed to infusing our values into daily practices and program development to support healthy relationships across the community built on mutual respect, trust, and accountability.

Objectives:

- a. Continue to develop and adapt programs within our areas of expertise that respond to community needs.
- b. Explore opportunities to build community resilience and wellness through fee-for-service programs.
- c. Nurture and expand community partnerships and connections to leverage expertise, local knowledge, and enhance awareness of programs.
- d. Expand men's services through the development of a men's community hub and transitional housing units.
- e. Nurture meaningful partnerships with Indigenous communities and ensure programs and services are culturally informed.

Strategic Priority 2: Evaluate Impact

For over 60 years, JHS Ptbo has been developing programming that support clients in making sustainable life changes and meaningful, connected, community engagement. As the region grows, and as the sector and social issues evolve, it becomes increasingly important to measure results, demonstrate our impact at both the individual and community level, and communicate that impact. We are committed to developing and improving evaluation that demonstrates accountability to our funders and the community. JHS Ptbo strives towards leadership in terms of accountability to funders, program participants, staff, volunteers, partner agencies, and the wider community.

Objectives:

- a. Evaluate current tracking system and create an evaluation framework that captures qualitative and quantitative program results and overall outcomes.
- b. Strengthening our accountability to funders and the community by exploring creative ways of communicating our impact.
- c. Actively seek relationships with the JHSO research office, academic research partners, (e.g. Trent Univ) and other research resources in terms of program development and evaluation, including evidence-based evaluation tools

Strategic Priority 2: Organizational Resilience

JHS Ptbo fosters an empowering atmosphere where staff and volunteers feel supported and are proud of the organization's commitment to social justice. We appreciate the individual skills and personalities of staff and volunteers. We support each other in taking initiative, exercising autonomy, and practicing mutual respect. Using a collaborative approach to program development and delivery, our team is accountable to each other and the community. JHS Ptbo is committed to cultivating a healthy workplace culture, a trusting team, and the required infrastructure to ensure continued, sustainable growth.

Objectives:

- a. Invest in succession planning for senior leadership and the board.
- b. Proactively implement responsive hiring practices that reflect the values of the organization, increase diversity, and meet the needs the community, and our ongoing planning and direction. We emphasis diversity, especially in terms of lived experience, and intergenerational team members, complementing the direction of the agency and our community. In particular, we aim to strengthen Indigenous representation on the JHS Ptbo staff, board, and volunteer teams.
- c. Invest in staff and volunteer capacity through professional development training and team building activities.
- d. Explore opportunities to build organizational capacity through continuing to build vibrant relationships with community partners, volunteers, staff, proactive staff recruitment, and clients.
- e. Grow our fiscal health, financial diversity, sustainability and resilience

Strategic Priority 4: Grow Awareness

JHS Ptbo is recognized in the community for our strong relationships with partner organizations and our creative programming. As we expand, there is an opportunity to raise the profile of the organization, the breadth of our programs and services, and our commitment to community resilience.

Objectives:

- a. Design an awareness campaign to enhance our community profile and awareness of our diverse services.
- b. Explore the use of social media and alternative media channels - to reach broader audiences.
- c. Continue to foster mutual accountability with community partners to ensure we are well informed about each other's programs and services to enhance referral process.
- d. Reach out to new and non-traditional sectors and partners to broaden awareness of JHSP.
- f. Explore opportunities to build organizational capacity through fundraising, marketing, and enhanced communications.

Implementing the Strategic Plan

John Howard Society of Peterborough is excited to launch this new strategic plan for the organization. To ensure success, the Board of Directors commits to the following actions:

1. Support the Executive Director in the creation of annual operational plans.
2. Monitor and measure effectiveness of the operational plan on an annual basis.
3. Work with the Executive Director to communicate progress to stakeholders on an annual basis.
4. Review the strategic plan at the end of 2023 to amend objectives and strategies if needed, and ensure these are reflected in the annual operational plans and budgets.

To ensure success, the Management Team commits to the following actions:

1. Support the Executive Director in the creation of annual operational plans.
2. Monitor and measure effectiveness of the operational plan on a semi-annual basis.
3. Report progress to board on a semi-annual basis following the review.
4. Review the strategic plan at the end of 2023 to amend objectives and strategies if needed, and to ensure these are reflected in the annual operational plans and budgets.

To ensure success, the Staff Team commits to the following actions:

1. Support the Management Team in enacting the annual operational plans and meeting operational goals.
2. Monitor and measure effectiveness of programs as relevant.
3. Report program progress to the Management Team on a quarterly basis.
4. Participate in the staff consultation aspect of reviewing the strategic plan at the end of 2023 to amend objectives and strategies if needed, and to ensure these are reflected in our work.

Appendix: Overview of the Planning Process

Increasingly, leaders of high-functioning organizations engage with key stakeholders to ensure that their strategic directions remain relevant to the communities and people they serve. Before moving ahead with a new strategic plan, JHS Ptbo sought input from its board of directors and staff team in two different sessions. In doing so, the Board of Directors worked to ensure that the plan has a solid foundation, informed by front-line experience and evidence drawn from program reports, client feedback, and observed needs in the community.

1. The first session was held October 16th, 2019, with a total of **10 participants, including 7 Board Directors, the Executive Director, and two members of the senior leadership team.**
2. The second session was held December 6th, 2019 with a total of **8 participants, all staff members.**

A report, summarizing the sessions, was prepared and given to the Board of Directors and 4 members of the senior leadership team in advance of a third facilitated meeting. The purpose of this meeting was to establish clearly defined strategic directions for the organization using the engagement report as the foundation. The outcome of that meeting is this strategic plan.