



STRATEGIC PLAN

2016 - 2020

MISSION STATEMENT

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

Methods

1. 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 contact with, or affected by the Criminal Justice System;
2. Promotes changes in the law and the administration of justice which will lead to the more humane and effective treatment of individuals;
3. Promotes citizen awareness of the problems of crime and its causes, acceptance of responsibility to respond to these problems and involvement in the delivery and management of justice related programs;
4. Promotes the fair and humane treatment of all incarcerated persons and seeks to ensure that all forms of detention and imprisonment comply with relevant legal and human rights standards.

OUR VISION

To reduce crime and its causes by working towards positive change within the criminal justice system and through the provision of preventative programs and societal awareness

Goal One

To be a key change agent and influencer for an effective, just and humane criminal justice system.

Goal Two

To promote programs and services which are evidence-based and produce positive outcomes.

Goal Three

To strengthen our organization and our financial sustainability.

Goal Four

To actively promote French Language Services and to support and collaborate with partner agencies to ensure the provision of French Language Services for our clients in the community

Goal One: To be a key change agent and influencer for an effective, just and humane criminal justice system

Target	Strategy	Five year Deliverables	Indicators
We will promote changes in the law and criminal justice system to ensure the humane and effective treatment of individuals.	Proactively seek out opportunities to positively influence policy at the local level.	Increased output of letters to local and national legislators Increased number of contacts and networks	10 letters annually 5 responses annually 3 additional contacts annually

Target	Strategy	Five year Deliverables	Indicators
We will promote criminal and social justice issues and effective solutions to the community.	Undertake focused and cost efficient media and public education work.	Increased media exposure Implementation of a social media plan Increased organizational capacity in public education.	8 media interviews annually Plan developed by Dec.,2016 Staff trained bi-annually

Goal Two: To promote programs and services which are evidence-based and produce positive outcomes.

Target	Strategy	Five year Deliverables	Indicators
Evaluation of programs and services	Evaluation support from John Howard Society of Ontario and funding received from all funders	A clearly defined evaluation guideline process for projects and services	Guideline developed by 2017 Guideline reviewed annually thereafter

Target	Strategy	Five year Deliverables	Indicators
Knowledge and resources on effective program evaluation shared with other agencies	Dissemination of effective program evaluations	Compilation of resources and best practices for program evaluation.	5 resources or best practices compiled annually

Goal Three: To strengthen our organization and our financial sustainability.

Target	Strategy	Five year Deliverables	Indicators
Diversify and increase JHS's financial resource capacity.	Develop and implement a social enterprise initiative	Incremental expansion of financial resources from the social enterprise project	Initiative developed by 2016 Initiative implemented by 2017
Increase capacity for information management, financial management and human resources systems	Research other JHS systems Research similar agencies	Updated systems in place	Research completed by 2017 Systems developed by 2018 Systems piloted in 2019 Systems in place by 2020
Attract, build and engage dynamic staff team of diverse and educated individuals.	Employment postings are reflective of the target Team professional days Ongoing training opportunities	Engaged staff team in place	Appropriate staff hired Annual professional days occur All staff receive external training on an annual basis

Goal Four: To actively promote French Language Services and to support and collaborate with partner agencies to ensure the provision of French Language Services for our clients in the community

Target	Strategy	Five year Deliverables	Indicators
Meeting FLS targets as Promoted through funders	On-going review of FLS documentation required by all funders	Annual review of FLS Action plan document from each government funder	Funder requirements and targets met or exceeded

Target	Strategy	Five year Deliverables	Indicators
Knowledge and resources on effective FLS agencies that will serve our clients	Ongoing contact with FLS agencies through partnerships and collaboration	Compilation of collateral agencies that serve our clients in French.	5 agencies and best resources compiled annually