

A strategic plan describes how an organization intends to move from where it is now towards its vision in accordance with its mission, values and tolerance for risk. In so doing it plans to use its strengths to take advantage of opportunities, remedy its weaknesses and to avoid or mitigate threats. The plan also establishes how the organization will measure progress in meeting its objectives.



Strategic Plan 2021-2022

# JHST VISION

**Conflict transformed through  
paths of opportunity**

# JHST MISSION

**Making communities safer by delivering  
individualized and integrated support,  
empowering those in conflict with the law  
to achieve positive change**

# JHST VALUES

- **Social Justice & Leadership** – Everyone has inherent and indisputable worth
- **Equity & Integrity** – Fairness, dignity, respect and integrity guide what we do
- **Inclusive** – Healthy relationships with our clients, our staff, our partners, and our neighbours
- **Results Focused** – Outcome driven, evidence-informed services
- **Resilient** - Focused on innovation, growth, and solutions
- **Accountable** – Accountable to all our stakeholders

# JHST STRATEGIC PILLARS

## 1. Clients

Achieve continuous improvement in client recidivism, health, housing, and employment outcomes

## 2. Learning & Growth

Build a culture of performance and learning that is supported by collaboration, internal research, and evidence-informed best practices

## 3. Operations

Modernize and expand the scope of our operational infrastructure. Ensure it is comprehensive, adaptive to change, efficient, insightful, and data-driven

## 4. Stewardship

Support a resilient organization that empowers positive change

# STRATEGY MAP

