

## JOHN HOWARD SOCIETY YORK REGION

### STRATEGIC PLAN 2013 - 2016



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## INTRODUCTION AND BACKGROUND

In Ontario there are 19 John Howard Society Affiliates which individually address a wide range of client needs. Reducing crime and the root causes of crime are important aspects of the organizations' goals. The John Howard Society of York Region (JHSYR) is a newly established Affiliate, incorporated on March 17, 2010. The JHSYR supports prevention and rehabilitation rather than punitive criminal justice related programs. The organizational philosophy is to develop and support programs that are grounded in research in order to effectively prevent crime and reoffending.

Key services operated under the auspices of a Board of Directors and executed by staff include:

- The Direct Accountability Program
- The Reintegration Support Services Program
- Referrals to other York Region Community Agencies
- Public Education and Outreach
- Partner Assault Response (PAR) Program
- Anger Management Program
- Support with Record Suspensions

Funders of the JHSYR include:

- Ontario Trillium Foundation
- The United Way of York Region
- The Ministry of the Attorney General

More information can be found on the John Howard Society of York Region's website at: [www.johnhowardregion.on.ca](http://www.johnhowardregion.on.ca)

## MISSION STATEMENT:

### John Howard Society Ontario

The current Mission Statement of the John Howard Society of Ontario (JHSO) has been adopted by the JHSYR. JHSO has requested that all of the 19 Affiliates refer to their Mission Statement:

Effective, Just and Humane Responses to Crime and Its Causes

JHSO takes the lead on research, evaluation, policy and any Federal or Provincial media relations.

## John Howard Society York Region

The local Affiliate is at liberty to add to the Ontario Mission Statement in order to address not only the services that are provided by the JHSYR, but their “clients and geographic focus”.

JHSYR leads community outreach and delivers the programs and services in York Region. The JHSYR Board of Directors has adopted a local mission statement which complements the Ontario mission statement.

The Mission Statement of the John Howard Society of York Region is to:

**Provide prevention, intervention and reintegration programs and services to all those involved in any stage of criminal justice system in York Region.**

## VALUE STATEMENTS

The following Values have been embraced by the JHSYR as a means by which to operate and reflect the “Character Community of York Region Value Statements”.



- Respect
- Integrity
- Responsibility
- Fairness
- Inclusiveness
- Honesty
- Compassion
- Transparency
- Perseverance
- Courage
- Optimism

## BUSINESS ACTIVITY CORNERSTONES

The John Howard Society York Region identifies with four cornerstones (pillars) of business activity:

- Community Involvement & Engagement
- Programs & Services
- People
- Governance & Financial Sustainability

### Goal Statements

The JHSYR Board of Directors has set the following goal areas as a main focus for the Strategic Plan period of 2013 to 2016.

#### Goal #1 – Community Involvement and Engagement

To improve community awareness and encourage greater public understanding and support of the Society.

#### Goal #2 – Leadership, Governance and Financial Viability

To foster an organizational culture that is motivating and reflects the mission and values of JHSYR; and to achieve financial sustainability through sound governance and fiscal policy.

#### Goal #3 – Direct Programs and Services

To create a strategy for program design and development and to deliver client focused programs that are effective, just and humane.



## STRATEGIES AND OUTCOMES

JHSYR has developed strategies and outcomes to ensure that goals for this Strategic Plan period of 2013 to 2016 are met. These strategies and outcomes are described in detail below:

### Goal #1 Community Involvement & Engagement

To improve community awareness and encourage greater public understanding and support, and create a Community Awareness Plan

STRATEGY	OUTCOME
<b>COMMUNITY INVOLVEMENT &amp; ENGAGEMENT</b>	
<ul style="list-style-type: none"> <li>To design a community awareness plan (program) utilizing a variety of communication techniques for approval by the Board of Directors.</li> <li>The Plan will contain roles for the Board, management and staff defining "community" and "public"; outline required resources; address key messages; and will outline techniques for community awareness such as brochures, presentations, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Draft document – December 2012</li> <li>Final document – June 2013</li> <li>JHSYR will be meeting the needs of the community</li> <li>The plan will provide direction</li> <li>The long-term vision of the Agency will likely be achieved</li> <li>The programs will be seen as having integrity if they are effective, just and humane</li> </ul>
<ul style="list-style-type: none"> <li>To continually assess new programs and opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Ensure program growth and/or change is managed and phased in</li> <li>Provide current, up to date programming providing the best results for clients</li> </ul>

## Goal #2 Leadership, Governance and Financial Viability

To foster an organizational culture that is motivating and reflects the mission and values of JHSYR; and to achieve financial sustainability through sound governance and fiscal policy.

STRATEGY	OUTCOME
<b>BOARD OF DIRECTORS' LEADERSHIP</b>	
<ul style="list-style-type: none"> <li>Respond to clients with programs and services that meet their needs</li> </ul>	<ul style="list-style-type: none"> <li>Develop client service guidelines</li> <li>Provide staff with multiple training programs and professional development activities               <ul style="list-style-type: none"> <li>Ensure all staff has current, updated knowledge about programs and services available to those within the community who are in need</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>Provide staff recognition for job performance               <ul style="list-style-type: none"> <li>Carry out compensation review</li> </ul> </li> <li>Review Human Resources policies               <ul style="list-style-type: none"> <li>Sick time, vacation, leaves, etc.</li> </ul> </li> <li>Foster a challenging and rewarding work environment</li> </ul>	<ul style="list-style-type: none"> <li>Ensure staff loyalty and job satisfaction               <ul style="list-style-type: none"> <li>Continuity of service, providing enhanced client services</li> </ul> </li> <li>Ensure policies are equitable to all staff and that all staff is fully aware – internal transparency</li> <li>Ensure staff and volunteers feel valued, knowing their contributions make a difference</li> </ul>
<b>BOARD OF DIRECTORS' GOVERNANCE</b>	
<ul style="list-style-type: none"> <li>Develop a Board Recruitment Strategy to have 12 board members</li> </ul>	<ul style="list-style-type: none"> <li>Board Recruitment Committee will be formed               <ul style="list-style-type: none"> <li>Committee will write position descriptions for all Board positions, to be approved by full Board</li> <li>Committee will write interview matrices for all new Board members, to be approved by full Board</li> <li>Committee will prepare wording for board recruitment advertising and propose posting locations, to be approved by full Board</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>To review and update JHSYR policies and procedures</li> </ul>	<ul style="list-style-type: none"> <li>Ensure transparency and accountability of Agency</li> <li>Review and update Strategic Plan every 3 years</li> </ul>
<ul style="list-style-type: none"> <li>Develop Board By-Laws</li> </ul>	<ul style="list-style-type: none"> <li>Ensure Board integrity</li> </ul>



STRATEGY	OUTCOME
<b>FINANCIAL VIABILITY</b>	
<ul style="list-style-type: none"> <li>• Develop Financial Sustainability Plan               <ul style="list-style-type: none"> <li>○ Explore funding sources such as fundraising initiatives</li> <li>○ Donations</li> <li>○ Program Funders</li> </ul> </li> <li>• Develop Fiscal Policy</li> </ul>	<ul style="list-style-type: none"> <li>• The Society will function within its financial means</li> <li>• Planned organizational activities and goals will be financed</li> <li>• Internal controls will be established and followed</li> <li>• Appropriate spending of the “public purse” will be achieved</li> <li>• Ensure transparency and accountability</li> <li>• The Society will become financially sustainable</li> </ul>

### Goal #3 Direct Programs and Services

To create a strategy for program design and development and to deliver client focused programs that are effective, just and humane.

STRATEGY	OUTCOME
<b>DIRECT PROGRAMS AND SERVICES</b>	
<ul style="list-style-type: none"> <li>• Create a Program Plan to achieve the long-term vision of the Society               <ul style="list-style-type: none"> <li>○ Develop new program plans and/or collaborative partnerships that will advocate around prevention, intervention and reintegration</li> </ul> </li> <li>• Develop program success measurements and program evaluations</li> </ul>	<ul style="list-style-type: none"> <li>• JHSYR will meet the needs of the community</li> <li>• Provide direction for JHSYR</li> <li>• Likely achieve the long-term vision</li> <li>• Programs will be seen as having integrity if they are effective, just and humane</li> </ul>
<ul style="list-style-type: none"> <li>• Continually assess new program opportunities throughout the three year timeframe of the Strategic Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure program growth and/or change is effectively managed and phased in</li> </ul>