

JohnHoward

SOCIETY OF YORK REGION

John Howard Society of York Region

STRATEGIC PLAN

2016-2019



Accountability
Dignity progressive honesty
principled adaptability courage
trustworthiness
Integrity Innovation empathy
compassion transparency
creativity respect
Evidence-Based
responsibility

TABLE OF CONTENTS

Introduction and Background	4
Mission Statement	5
Vision Statement	5
Core Beliefs	5
Values	5
3 Year Vision	6
Enhancing Program Outcomes	6
Strengthening Community Alliances and Partnerships	6
Increasing the Community’s Awareness of Criminal Justice Responses and Solutions	7
Strengthening the Financial Viability of the Organization	7
Continuing to Build a Resilient and Strong Organization that Achieves it Mission with Excellence	7
Strategic Priorities	8
Strategic Priority 1: Deepen Program Impact and Reach	9
Strategic Priority 2: Promote Community-Based Criminal Justice Responses and Solutions	11
Strategic Priority 3: Increase Organizational Resiliency and Sustainability	12

INTRODUCTION AND BACKGROUND

In Ontario there are 19 John Howard Society Affiliates that 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 the newest Affiliate, incorporated on March 17, 2010. 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
- Federal Diversion Program
- REACH (Reintegration, Education, Assistance, Connections, Healthy Choices)
- Healthy Youth Prevention and Education (HYPE)

Funders of JHSYR include:

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

More information can be found on the John Howard Society of York Region's website at:

www.johnhoward.on.ca/yorkregion/

MISSION STATEMENT

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

VISION

A safe and healthy York Region that we can all call home.

CORE BELIEFS

1. Every person has intrinsic worth and the right to be treated with dignity, equity, and compassion, without discrimination.
2. Individuals have a greater opportunity to thrive when their unique needs are served using a strengths-based, harm reduction approach.
3. Everyone has a responsibility to contribute towards a safe and healthy community.
4. Communities are stronger and safer when the root causes of crime are addressed through programs and services that are based on community needs and priorities.

VALUES

Dignity: respect; empathy; compassion

Integrity: courage; honesty; principled

Accountability: responsibility; transparency; trustworthiness

Innovation: creativity; adaptability; progressive

Evidence-Based: best practices; root causes; measurable data

OUR 3 YEAR VISION

1. ENHANCING PROGRAM OUTCOMES

JHSYR is committed to a service model that provides a continuum of care, integrating prevention, intervention and reintegration strategies. This model is holistic, cyclical and provides responses and solutions at various stages of criminal justice involvement. In addition, our people-centred service approach supports community members in their unique situations and incorporates harm reduction strategies.

Going forward, JHSYR will continue to provide supports and programs based on this model of service. It will deliver accessible services over the course of the week and on weekends and, where possible, extend programming to reach more people.

In tandem with extending our program reach, we will deepen current service impact to ensure excellence in service. This involves a more rigorous focus on evaluation and measuring impact, strengthening our program capacity, and implementing best practices to ensure our services are relevant and meeting clients' individual needs.

In terms of new program directions, in the coming three years, JHSYR will develop a new service response targeted specifically to youth. It will also undertake initial feasibility work to assess and define the role JHSYR should strategically play in supporting clients to access housing.

2. STRENGTHENING COMMUNITY ALLIANCES AND PARTNERSHIPS

JHSYR is committed to ensuring community members access the most relevant and accessible people-centered services that meet each individual's distinct needs.

Our organization will support clients to access a breadth of programs through creative alliances and partnerships with other community organizations and service providers. We will cultivate synergies that result in more efficient and effective responses for the people we serve. Ultimately, in the coming 3 years, JHS will proactively develop focused, purposeful partnerships that result in better coordination of services and that mobilize assets and resources for clients.

Together, our network of alliances will work to support healthy and safe communities in York Region.

"Our success is based on an unyielding commitment to pragmatism – we adjust our focus to suit each community we serve."

3. INCREASING THE COMMUNITY'S AWARENESS OF CRIMINAL JUSTICE RESPONSES AND SOLUTIONS

JHSYR will accurately reflect its values, perspective, work and impact to the broader public. In the coming three years, we will develop and implement a communications strategy and plan that articulates what the organization does and why in a compelling and clear manner.

As a result, more community members will know about and will have access to the organization's services. The broader public will also understand the critical value of JHSYR's work. In the end, JHSYR will be better poised to strategically affect positive change in the community.

4. STRENGTHENING THE FINANCIAL VIABILITY OF THE ORGANIZATION

JHSYR will continue to build its financial capacity by diversifying and increasing its revenue. This involves garnering financial and in-kind support from various funders, investors and donors.

Work in this area includes building a compelling case for support, educating stakeholders about the organization's outcomes and impact, and encouraging investment in JHSYR's community services and responses.

5. CONTINUING TO BUILD A RESILIENT AND STRONG ORGANIZATION THAT ACHIEVES ITS MISSION WITH EXCELLENCE

Having recently undergone a period of rapid expansion, JHSYR is committed to strengthening the systems, practices and structures needed to achieve its goals and desired outcomes.

In the coming three years, work will be undertaken to strengthen the organization's leadership, human resources, information management, office and administrative systems, and communication processes across the organization.

OUR STRATEGIC PRIORITIES

JHSYR Pillars of Success

<p>1. Deepen program impact and reach</p> <ul style="list-style-type: none"> A. Extend programming to reach more adults from across the Region. B. Expand the service continuum to reach youth in York Region. C. Explore and define the role JHSYR plays in housing within York Region. D. Implement a strategic and proactive approach to strengthen service partnerships and facilitate involvement in broader community networks. E. More effectively measure the organization's impact. 	<p>2. Promote community-based criminal justice responses and solutions</p> <ul style="list-style-type: none"> A. Implement a communications strategy that articulates JHSYR's value proposition and contribution to the community. B. Mobilize a community outreach strategy that promotes greater access to JHSYR's services and programs. 	<p>3. Increase organizational resiliency and sustainability</p> <ul style="list-style-type: none"> A. Invest in the development of JHSYR's staff, Board, and volunteers to achieve their goals and aspirations. B. Diversify and increase revenue to strengthen the organization's financial health. C. Devise cost efficiency strategies to ensure fiscal responsibility. D. Enhance organization-wide information management systems to better facilitate effective evaluation and monitoring. E. Streamline existing office and administrative systems as well as communication processes for greater efficiency.
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OUR STRATEGIC PRIORITIES

1. Deepen program impact and reach
2. Promote community-based criminal justice responses and solutions
3. Increase organizational resiliency and sustainability

STRATEGIC PRIORITY 1: DEEPEN PROGRAM IMPACT AND REACH

Strategy	Outcomes and Indicators of Success
Extend programming to reach more adults from across the Region.	<ul style="list-style-type: none"> • Program models reviewed to ensure excellence in service. • Head office space increased to provide more programming capacity. • Plan developed to sustain the Richmond Hill location. • Program outreach strategy (Priority 2B) is generating more clients for existing programs. • Community needs assessment informs strategy for geographic expansion. • Intervention strategy implementation commences.
Expand service continuum to reach youth in York Region.	<ul style="list-style-type: none"> • Youth prevention programming pilot and plan devised and funding applications submitted. • Youth prevention pilot programming is underway in partnership with others. • Youth prevention pilot programming is evaluated and funders are being invited to support the longer-term sustainability of the initiative.
Explore and define the role JHSYR plays in housing within York Region.	<ul style="list-style-type: none"> • Housing First partnership is fully underway. • JHSYR determines its role with Housing First partners. • JHSYR is using the Hifas database.

Strategy	Outcomes and Indicators of Success
<p>Implement a strategic and proactive approach to strengthen service partnerships and facilitate involvement in broader community networks.</p>	<ul style="list-style-type: none"> • Partnership criteria and partnership mapping strategy developed to better define where potential alliances and partnerships could generate greater value for clients. • JHSYR has a partnership strategy to guide program extension and expansion. • JHSYR has mapped out coalition and roundtable opportunities in York Region and has an inventory of its current involvement. • Partnerships and alliances are under development and being assessed and measured regularly. • JHSYR is strategically involved in appropriate community roundtables and coalitions and is being seen as a contributor and champion of community safety and criminal justice. • JHSYR is delivering services with more strategic partners and allies. As a result, it is reaching more community members from across York Region. • The organization is increasingly poised as a community leader and expert in criminal justice.
<p>More effectively measure the organization's impact.</p>	<ul style="list-style-type: none"> • The organization develops an inventory of testimonials and qualitative stories about impact. • JHSYR implements JHSO's province-wide evaluation pilot to measure outcomes and impact. • JHSO provides metrics and outcomes to JHSYR based on results of pilot. • JHSYR integrates the province-wide evaluation initiative into its ongoing service delivery. • JHSYR methodically feeds outcomes and metrics into communication materials and its case for support. • JHSYR has implemented a more robust evaluation system that concretely communicates the value of its work in the community. All communication collateral reflects this value.

STRATEGIC PRIORITY 2: PROMOTE COMMUNITY-BASED CRIMINAL JUSTICE RESPONSES AND SOLUTIONS

Strategy	Outcomes and Indicators of Success
<p>Implement a communications strategy that articulates JHSYR’s value proposition and contribution to the community.</p>	<ul style="list-style-type: none"> • Staff and Board are trained to be effective ambassadors of the organization, using JHSO’s key messaging. • Initial research is undertaken related to social media best practices in the charitable sector. • With the support of an ad hoc communications committee, a comprehensive communications and marketing plan is developed that identifies priority audiences, marketing collateral, media strategies and social media approaches. • JHSYR develops a proactive networking strategy to reach out to individuals and networks of influence. • JHSYR is maximizing opportunities with traditional media and social media.
<p>Mobilize a community outreach strategy that promotes greater access to JHSYR’s services and programs.</p>	<ul style="list-style-type: none"> • JHSYR has reviewed and evaluated its old community outreach plan and developed a priority list of key organizations, community groups, networks and forums to promote JHSYR services. • Within the context of the broader communications plan and available resources, JHSYR has developed a focused community outreach action plan to promote services to community members in need. • Outreach efforts have resulted in enhanced networks, relationships and referral points. • JHSYR is receiving more referrals and enquiries, resulting in more services to more people.

STRATEGIC PRIORITY 3: INCREASE ORGANIZATIONAL RESILIENCY AND SUSTAINABILITY

Strategy	Outcomes and Indicators of Success
<p>Invest in the development of JHSYR's staff, Board, and volunteers to achieve their goals and aspirations.</p>	<ul style="list-style-type: none"> • Performance review process with all staff incorporates strategic plan outcomes. • A professional development policy for employees is established and in use. • A strategy is developed to ensure the organization has adequate ongoing administrative support. • Board of Directors has participated in governance training and developed a governance action plan that supports the strategic plan's implementation. • Staff, Board and volunteers participate in celebratory events and experiences to mark success and celebrate achievements. • Senior management team develops capacity, expertise, and structure to support more efficient human resource management and staff development. • Board plays an active ambassadorial role in fund development and networking. • Board of Directors reviews the outcomes and impact of its governance action plan. • Pending program extension and expansion, staffing structures are assessed and refined.
<p>Diversify and increase revenue to strengthen the organization's financial health.</p>	<ul style="list-style-type: none"> • Government and other existing funders have been cultivated to maximize support. • The current fundraising plan is reviewed and enhanced to target a more diverse range of funders and supporters and to animate new creative fund development strategies. • JHSYR has identified potential partnership opportunities and strategic alliances that mobilize resource development strategies. • Staff proposal writing teams are proactively submitting applications for funding. • JHSYR has a more proactive philanthropic and fundraising culture. • More independent revenue is secured and programs are enhanced and expanded, as viable.

Strategy	Outcomes and Indicators of Success
<p>Devise cost efficiency strategies to ensure fiscal responsibility.</p>	<ul style="list-style-type: none"> • Financial policy and internal controls are reviewed to ensure ongoing fiscal responsibility. • Cost efficiencies have been identified and implemented.
<p>Enhance organization-wide information management systems to better facilitate effective evaluation and monitoring.</p>	<ul style="list-style-type: none"> • Current information management systems, policies and procedures are reviewed in order to streamline them for efficiencies. • A staff team is developed to explore information and evaluation needs and devise an organization-wide strategy to deal with IT challenges. • IT strategy unfolds, as resources are secured and available. • Metrics and outcomes are compiled and begin to inform the organization’s public facing materials. • The IT system is centralized and supports all program sites and locations in a coordinated manner.
<p>Streamline existing office and administrative systems as well as communication processes for greater efficiency.</p>	<ul style="list-style-type: none"> • Current organizational policies, procedures and practices are reviewed and refined for greater efficiencies. • Office facilities and administrative systems are expanded to meet growing service demand. • Board and staff orientation process is reviewed and refined. • As programs grow and the organization expands, intra-organizational communication processes support staff’s needs. • A volunteer recruitment and development strategy is underway and supporting staff to meet their goals. • The organization’s administrative capacity meets the organization’s needs.

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