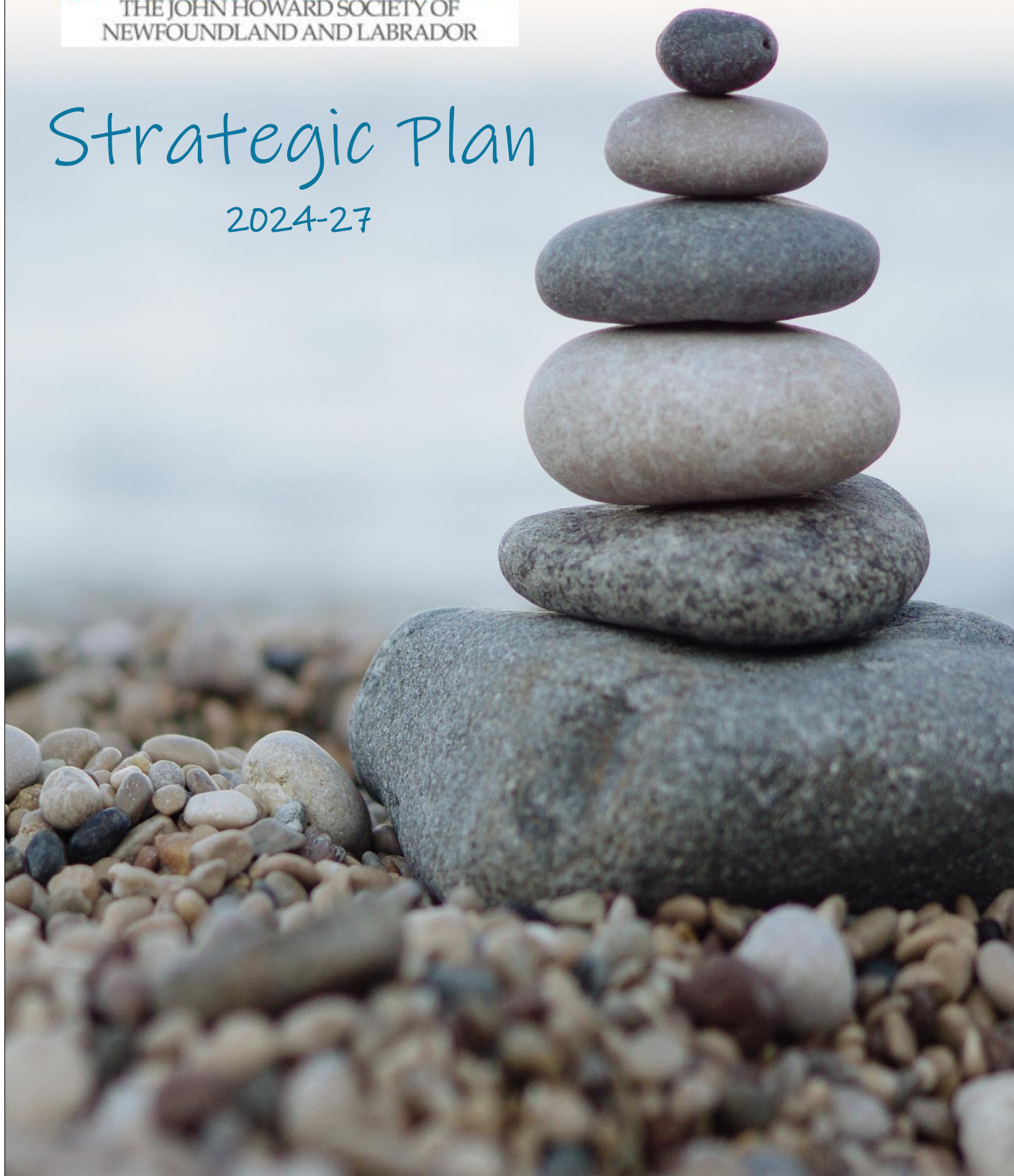


John Howard

THE JOHN HOWARD SOCIETY OF
NEWFOUNDLAND AND LABRADOR

Strategic Plan

2024-27



INTRODUCTION AND BACKGROUND

The John Howard Society of Newfoundland and Labrador (JHS-NL) has been operating in the province since 1951. Currently it has offices in St. John's, Stephenville and Corner Brook which addresses a wide range of participant needs. All JHS-NL programs are trauma informed, evidence-based and strive to incorporate best practice.

Overseen by a volunteer board of directors and operationalized by staff and volunteers, the key services include:

Residential Services:

- Howard House Community Adult Residential Center – St. John's
- West Bridge House Community Adult Residential Center – Stephenville
- Home for Youth – Open Custody – St. John's
- Loretta Bartlett Home for Youth – Open Custody – Corner Brook
- Garrison Place- Supported Housing – St. John's

Criminogenic Programs

- The Learning Resources Program – St. John's
- Community Based Intervention Program - Stephenville
- Family Violence Intervention Court Treatment Program – St. John's & Stephenville
- Seeking Safety Substance Abuse Program – St. John's and Stephenville
- New Day- Intensive Case Management Program- St. John's

Employment Programs

- Next Step -Employment Services Program
- Record Suspension Support Program
- Net-Work
- Reconnect

Volunteer Programs

- HMP Prison Library Program
- HMP 1-2-1 Prison Visitation Program
- Howard House Volunteer Program

DESCRIPTION:

The John Howard Society of Newfoundland and Labrador is a registered charity governed by people whose goal is to understand and respond to problems related to crime and the criminal justice system. They are fiscally responsible for the continuance of the work and service throughout the province.

MISSION STATEMENT:

The Mission Statement of JHSNL is:

The rehabilitation of offenders and safer communities through effective, just, and humane responses to the causes and consequences of crime.

CORE VALUES AND PRINCIPLES

1. People have a right to live in a safe and peaceful society.
2. Every person has intrinsic worth and the right to be treated with dignity, fairness, and compassion before the law.
3. All people have the potential to become responsible citizens.

4. Every person has the right and the responsibility to be informed about and involved in the criminal justice process.
5. Justice is best served through measures that resolve conflicts, repair harm, and restore peaceful relations in society.
6. Independent, autonomous volunteer organizations have a vital role in the criminal justice process.

METHODS

In furtherance of its mission, the Society: Works directly with people who have come into conflict with the law or those who may be at risk for future involvement.

BUSINESS ACTIVITY

The John Howard Society of Newfoundland and Labrador has four pillars of business activity:

- Program Effective Service Delivery and Development
- Promote Community-based Criminal Justice Responses and Resolutions
- Enhance Organizational Resiliency and Sustainability
- Advocacy and Public Education

Funders of JHSNL Include:

- Correctional Service of Canada
- Provincial Department of Justice and Public Safety
- Department of Children, Seniors, and Social Development
- The Department of Immigration, Population Growth and Skills.
- Federal Department of Public Safety
- Employment and Social Development Canada
- End Homelessness St. John's
- NL Housing Supportive Living Program
- United Way of Newfoundland and Labrador

Additional information about the John Howard Society of Newfoundland and Labrador can be found at its website at: www.johnhowardnl.ca

STRATEGIC PRIORITIES

Four strategic priorities have been identified that will serve as our guide over the next 3 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-NL is dedicated to effective and meaningful ways to make the community safer. We practice a client-centered, trauma informed 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. The Society provides a range of unique programming responsive to client needs regardless of social determinants of health and are 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:

- Continue to develop and adapt programs to respond emerging community needs including the use of virtual technologies to expand service reach.
- Nurture and expand community partnerships and connections to leverage expertise, local knowledge, and enhance awareness of programs.
- Nurture meaningful partnerships with Indigenous communities and other ethnic groups to ensure programs and services are culturally responsive.

Strategic Priority 2: Evaluate Impact

For more than 70 years, JHS-NL has been developing programming that support participants 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.

Objectives:

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

Strategic Priority 3: Organizational Resilience

JHS-NL fosters an empowering atmosphere where board, 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-NL is committed to cultivating a healthy workplace culture, trusting teams, and the required infrastructure to ensure continued, sustainable growth.

Objectives:

- Progress succession planning for senior leadership and the Board of Directors.
- Proactively implement responsive hiring practices that reflect the values of the organization, increase diversity, meets the needs the community, and our ongoing planning and direction.
- Invest in staff and volunteer capacity through professional development training and team building activities.
- Explore opportunities to build organizational capacity through continuing to build vibrant relationships with community partners, volunteers, staff, proactive staff recruitment, and clients.
- Grow our fiscal health, financial diversity, to enhance sustainability and promote resilience.

Strategic Priority 4: Advocacy and Public Education

Respect for, and confidence in, the criminal justice system is directly related to social justice policy that is effective, just, and humane. To encourage the development of these characteristics, we have a continuing presence and involvement in the field of reform and policy development and public information.

Objectives:

- Engage with policy makers to consider the implications for criminal justice, and in particular, corrections, when they revise or draft a policy.
- Enhance public education initiatives about criminal and social justice issues and solutions to deepen understanding of important criminal justice issues and responses.
- Work to decrease the stigma around crime related issues through the use of social media, and other mediums such as print and radio.
- Work collaboratively with other JHS offices to develop and advance evidence-based policy positions to promote policy reform and positive systems change as it relates to criminal justice. ‘

Approved February 29, 2024