



# INSPIRE INFLUENCE BUILD

2023-2027  
STRATEGIC PLAN

**John Howard**

THE JOHN HOWARD SOCIETY OF PRINCE EDWARD ISLAND

### 2023-2027 STRATEGIC PLAN

#### Vision

**We envision a place where everyone contributes to a safe, healthy and just community.**

#### Mission

**To help people so they can achieve their potential.**

- provide client-focused supports using strengths-based and harm-reduction approaches;
- help to address prevention and diversion from homelessness and incarceration; and
- build connections and referrals to supportive community services.

The John Howard Society of PEI (JHSPEI) works with people to help address social needs, with a specialized focus on the criminal justice system and housing issues.

#### Goals

# 1

Goal 1: **PERSON-FOCUSED SUPPORTS**

Inspire individuals to build confidence and to promote self-sufficiency and stability.

# 2

Goal 2: **PREVENTION AND DIVERSION**

Influence positive impacts on individual lives and society through community leadership.

# 3

Goal 3: **ORGANIZATIONAL PERFORMANCE**

Build organization capacity and culture to positively impact individuals and community.

#### Values

- We aim to create a safe environment for all.
- We treat each other with dignity, fairness, and compassion.
- We strive to meet people where they are at – emotionally and physically.
- We work to resolve conflicts, reduce harm, and restore peaceful relations in society.
- We work collaboratively with our clients, our team and our community partners.
- We are all accountable for our actions.



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## Who We Are

The John Howard Society of Prince Edward Island (JHSPEI) is an incorporated, non-profit organization founded in 1960 through the support of the Kiwanis Club of Charlottetown. JHSPEI is governed by a volunteer Board of Directors and is led by an Executive Director who works closely with the staff team. JHSPEI is an affiliate of the John Howard Society of Canada and collaborates with affiliated societies across the country.

JHSPEI was originally founded with the intent to support people who were involved in the criminal justice system. While its role has evolved over the last 60 years, this focus remains an important part of the JHSPEI mandate. JHSPEI's role is to work with people to help address social needs with a specialized focus on the criminal justice system and housing issues. This involves providing client-focused supports, transitional services, and supports for prevention and diversion from homelessness and incarceration.

Our role is to **provide client-focused supports that use strengths-based and harm-reduction approaches**. Strength-based approaches emphasize the saying, "the person is not the problem; the problem is the problem."<sup>1</sup> Harm reduction "is an approach or strategy aimed at reducing the risks and harmful effects associated with substance use and addictive behaviours for the individual, the community and society as a whole."<sup>2</sup>

Examples of JHSPEI supports include life and employment skills development as well as assistance and support for housing, employment, and other needs to help people to achieve their potential in society. Housing issues refer to relative or absolute homelessness or other issues, such as eviction or inadequate housing. Housing is a basic life necessity, and meeting housing needs first promotes a harm-reduction approach to recovery and other social issues.

A key area of focus for JHSPEI is **helping to address prevention and diversion from homelessness and incarceration**. In part, this is done through involvement as the Community Entity for *Reaching Home: Canada's Homelessness Strategy* established by the Government of Canada, with strong provincial government and community collaboration. Reaching Home was established to support projects that promote strategic partnerships and structures, including housing solutions and supports, to stabilize the lives of individuals who are homeless or at risk of becoming homeless and to assist individuals in moving toward self-sufficiency. These priorities are supported by client-focused supports as well as the role JHSPEI plays in homelessness prevention and diversion.

We carry out this work by **building connections in the community so we can provide and receive warm and supportive referrals** with other community services so that those we serve and those who approach us with a need are supported.

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<sup>1</sup> [www.homelesshub.ca/toolkit/strength-based-approach](http://www.homelesshub.ca/toolkit/strength-based-approach)

<sup>2</sup> [www.homelesshub.ca/about-homelessness/substance-use-addiction/harm-reduction#:~:text=Harm%20reduction%20is%20an%20approach,addressing%20issues%20of%20substance%20use](http://www.homelesshub.ca/about-homelessness/substance-use-addiction/harm-reduction#:~:text=Harm%20reduction%20is%20an%20approach,addressing%20issues%20of%20substance%20use)

## Our Path Ahead

With the growing demand for services and a recent focus on building organizational capacity, the Board of Directors and Executive Director felt the timing was right to develop a new strategic plan that would provide a path for the next three years of the John Howard Society in PEI. This strategic plan identifies the priorities for the period of January 1, 2023, to March 31, 2027. The direction was defined based on feedback from the staff team who work closely with clients, government and community partners who have a strong understanding of the needs in the community as well as provincial and national priorities.

There is a growing need and demand in the community, with the increasing number of housing issues, rise in food insecurity, ever-increasing awareness of mental health and addictions, and other social issues. Inflationary pressures, the global pandemic and impacts of natural disasters, and other factors have placed additional pressures on society, increasing concerns about homelessness. These and other concerns have placed even more importance on the work with vulnerable populations carried out by JHSPEI and community stakeholders.

Over the next three years, JHSPEI will focus on **inspiring through person-focused supports, influencing prevention and diversion, and building organizational capacity**. It is through this approach that JHSPEI will carry out our mission to **help people so they can achieve their potential**. Our plan lays out the path ahead and the priorities over the next three years in order to support our mission.

Our aim is to provide support in a safe environment for all, where everyone is treated with dignity, fairness and compassion, and where we are all accountable for our actions. We strive to meet people where they are at—both emotionally, based on their needs and personal situations, and physically. A priority to achieve this is to have a stronger presence in the community so that collectively, with clients, our team and community partners, we can work to resolve conflicts, reduce harm, and restore peaceful relations in society.

**We envision a place where everyone contributes to a safe, healthy and just community.** It will take all of us to get there. The John Howard Society of PEI is fully committed to making strides toward this vision as we move ahead to inspire, influence, and build.

## Our Vision

**We envision a place where everyone contributes to a safe, healthy and just community.**

**The John Howard Society of PEI (JHSPEI) works with people to help address social needs, with a specialized focus on the criminal justice system and housing issues.**

## Our Mission

**To help people so they can achieve their potential.**

Our role is to:

- provide client-focused supports using strengths-based and harm-reduction approaches;
- help to address prevention and diversion from homelessness and incarceration; and
- build connections and referrals to supportive community services.

Our Mission is why JHSPEI exists as an organization and how we collectively intend to make an impact on the individuals and communities we serve.

## Our Values

Values guide our everyday decisions and actions.



Our values reflect our commitment to how we operate and work with our clients, each other, and our partners, as well as how we want the John Howard Society of PEI to be seen in the community. Through our actions, we hope to inspire and guide those we serve and the public to contribute to these values. Together, we will achieve a greater impact.

## Goals

### Goal 1

#### **Person-Focused Supports**

Inspire individuals to build confidence and promote self-sufficiency and stability.

### Goal 2

#### **Prevention and Diversion**

Influence positive impacts on individual lives and society through community leadership.

### Goal 3

#### **Organizational Performance**

Build organization capacity and culture to positively impact individuals and community.



## Goal 1:

### Person-Focused Supports

Inspire individuals to build confidence and promote self-sufficiency and stability.

#### STRATEGIES

1. Establish and implement a client-driven case management process with standardized intake and a focus on client outcomes.
2. Expand wraparound services to help individuals and families in rural areas of PEI create strategies to meet their housing needs. (*WrapAround Rural Housing First*)
3. Expand and develop client-based programming focused on life and employability skills development for adult and youth offenders at the Provincial Correctional Centre and in the community.
4. Explore the development of a partnership for distance education for offenders at the Provincial Correctional Centre with post-secondary institutions and the John Howard Society of Canada.
5. Expand JHSPEI's presence across the province to best meet the needs of those we serve and deliver more programming in the community. (*CRA Volunteer Tax Program*)
6. Build our network of community groups and organizations to facilitate system navigation and supportive referrals.
7. Develop relationships with local employers to support employment assistance services and to identify potential community service volunteer placements for offenders as a fine option.
8. Raise awareness of record suspensions and pursue the establishment of a fund to cover associated fees to help those who have been incarcerated re-enter society and remove systemic barriers for volunteering and employment.

## Goal 2:

### Prevention and Diversion

Influence positive impacts on individual lives and society through community.

#### STRATEGIES

1. Successfully deliver current and future commitments to homelessness prevention and diversion supports, including:
  - Facilitate and oversee Reaching Home funding commitments for community organizations to support homelessness priorities.
  - Lead Coordinated Access and engage stakeholders in the creation of a model of success for other provinces.
  - Successfully implement and assess the Homelessness Prevention and Diversion pilot.
2. Build strong community leadership and collaboration to address homelessness, including:
  - Effectively build collaboration as the Community Entity for Reaching Home: Canada's Homelessness Strategy.
  - Build buy-in to ensure the collection and dissemination of accurate and timely data from HIFIS – Homeless Individuals and Families Information System.
  - Champion engagement and a greater awareness of addressing homelessness in PEI through events and public education.
3. Influence the supply of rental units for people who have difficulty accessing housing, including:
  - Develop relationships with landlords to support non-judgemental access to appropriate housing units.
4. Expand and define JHSPEI's role in PEI's Restorative Justice Program as an alternative to the criminal justice system process.
5. Explore and develop JHSPEI's role in the therapeutic court for domestic violence cases in PEI as an alternative to incarceration or probation.
6. Explore the potential for a community-based court diversion program that helps to address social needs through JHSPEI for people whose criminal offense is considered lower risk.
7. Assess, define and advocate on behalf of the needs of people to help address social issues, including related to the criminal justice system and housing, through community collaboration.
8. Bring together community leadership to inform and help make recommendations on the needs of people who have been or are at risk of being involved in the criminal justice system (e.g., a newly established Community Advisory Committee).

## Goal 3:

### Organizational Performance

Build organization capacity and culture to positively impact individuals and community.

#### STRATEGIES

1. Build a strong team culture that fosters staff engagement and supports talent attraction and retention.
  - Continue to explore opportunities to improve employee benefit plans.
2. Continue to build capacity to carry out the mandate and commitments of JHSPEI.
  - Ensure sufficient human resources to effectively deliver programs and other commitments.
  - Implement and streamline efficient and effective policies, systems, processes, and procedures.
  - Ensure effective information management and timely and accurate data collection and reporting.
3. Establish a welcoming and safe environment for clients, staff and community collaboration.
  - Secure a space that is suitable and accessible for client engagement and collaboration.
  - Provide psychological and physically safe supports in the workplace.
4. Create greater awareness of JHSPEI in the community through a communications strategy and social media plan.
5. Explore and develop an expanded volunteer program, including a focus on recruitment, management and recognition.
6. Build strong relationships with government, community partners, funders and donors.
7. Strengthen board governance to provide oversight and leadership to guide the priorities of the organization. (Board reporting, composition of the Board including representation for both homelessness and criminal justice system priorities)
8. Ensure JHSPEI's long-term financial sustainability (e.g., multi-year government agreements, donations strategy).

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## 2023-2027 STRATEGIC PLAN

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