



Lanark County Community Justice

Building Stronger Relationships Through Restorative Practices

Strategic Plan

2021 – 2023

Approved March 24th, 2021

Progress Report

Fiscal Year 2021-22

Below you will find our strategic plan in black. **The progress on the activities or performance indicators has been included in red.** Remember that this is a 3-year strategic plan. Accordingly, the activities and performance indicators below are for the fiscal year 2021-22.

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Acknowledgement

Lanark County Community Justice (LCCJ) provides services on the customary and traditional lands of the Algonquin/Omà̀m̀winini peoples. We acknowledge the injustices of the past and those that continue today. As we seek to achieve reconciliation, we are committed to speaking truth and working towards justice in solidarity with Indigenous Peoples.

Our Mission

To provide and promote the community use of restorative practices.

Our Vision

Our community will embrace restorative practices to repair harm, build community and strengthen relationships.

Our Values – Updated 2021

Inclusiveness: Creating safe, respectful spaces where everyone can speak their truths

Accountability: Taking responsibility for our actions and being accountable to others

Reconciliation and Healing: Creating the opportunity for greater understanding of self and others

Community: Building, maintaining, and restoring relationship, so our community becomes secure and connected

Initiatives

1. Provide Restorative Justice Services

Goal

LCCJ will increase access to restorative justice forums for the benefit of all citizens of Lanark County and the Town of Smiths Falls.

Activities

- Identify and build relationships with all key justice services in the County such as police services (Lanark County OPP and Smiths Falls Police Services) court liaison partners, judges, Crown Attorneys, and defense councils to ensure all are familiar with LCCJ restorative justice diversion services.
- Work with justice partners to encourage an increase in pre-charge and post-charge referrals of youth and adults
 - ✓ Created on-line police presentation. Created fillable referral forms. Updated snap sets.
 - ✓ September 2021 Delivered platoon presentation to frontline officers from Lanark County OPP. Met with Smiths Falls Police Chief and 2 Sergeant's On-line to review programs, services, and new forms.
- Together with local organizations support victims of intimate partner violence and sexual assault and create a protocol for restorative justice for such cases
 - ✓ Delivered education. Panel discussion on A restorative justice response to sexual assault, for Victims and Survivors of Crime Week to 88 participants.
- Maintain and analyse the database of LCCJ cases to show program effectiveness, to help understand our strengths and weaknesses and to support funding activities
 - ✓ In the database development we made the decision to reduce the amount of data we were tracking to economize on staff time and prioritize necessary information.
 - ✓ Ongoing updates and maintenance of the LCCJ client database.
 - ✓ Created analysis instructions.
 - ✓ Training of staff on how to enter the database information and complete the analysis is ongoing.
 - ✓ Simplified the process and amount of data tracked.

Performance Indicators

- Case database is complete and available
 - ✓ case database is complete and available
 - ✓ staff are being trained to use the database
 - ✓ updated as required
- Number of pre-charge relative and post-charge referrals

- 47 youth cases:
 - ✓ Youth pre-charge 62% Youth Post Charge 40%
 - 27 adult cases:
 - ✓ Adult pre-charge 67% Adult Post Charge 33%
- Number of restorative justice forums held for intimate partner violence and sexual assault cases –
 - ✓ We are no longer tracking this. It was too arduous on staff to track the type of offence and did not produce any significant data that would be useful (3 SA, 1IPV)
- Percentage of cases going to forum
 - ✓ We are no longer tracking this. We can not track this because there are open cases at the end of the fiscal year.
 - ✓ 74 Cases, 34 Forums, 23 Agreements without forums, 8 Returned, 9 Open Cases
- Percentage of forums that are volunteer led
 - ✓ Volunteers were lead or co-lead at 91% of forums. We are now tracking the percentage of forums that were lead or co-lead.
- Days to case completion
 - ✓ 69 Days. The average over the last 10 years was 99 days.
- Number of victims represented at a forum, or providing impact statements.
 - ✓ We are not tracking this information any longer it was not useful data
 - ✓ We had 46 victims attend forums
 - ✓ We had 226 participants in forums
- Satisfaction rate by all forum participants
 - ✓ We now have an on-line form that will track this. The challenge is many participants do not complete the form. Difficult to do during COVID. Many evaluations not returned. We will focus on tracking this in future years.
- Youth participants completing the terms of their agreement
- Adult participants completing the terms of their agreement
 - ✓ We chose to track the youth and adult together. The percentage of youth and adults completing the terms of their agreement is 98%.

2. Promote Restorative Practice within our Community

Goal

To promote the use of restorative practices and approaches in Lanark County.

Activities

- Develop a communication plan
- Develop appropriate communication materials
- Improve the web site and keep it up-to-date
 - ✓ Web-Site Updated and maintained
- Develop and deliver a social media campaign to increase our community outreach
 - ✓ Social media campaign with videos from Cat's Cove promoting our programs and services
- Employ appropriate analytic tools to assess effectiveness of communications
- Strengthen partnerships with other agencies
 - ✓ Co-located with YAK to create Community Services Hub and strengthen partnerships with other agencies. Submitted a joint application with YAK Youth Services to the Ontario Trillium Foundation.
- Identify organizations and situations where restorative practices might be employed and assess their interest in working with LCCJ
 - ✓ Submitted 4 application to United Way East Ontario (Renfrew, Prescott Russell, Lanark County and Ottawa), to deliver restorative practice training to educators in August 2022.

Performance Indicators

- Number of communication engagements such as newspaper articles, radio interviews, presentations, social media posts and website usage
 - ✓ We increase our social media presence in 2021: 234 Posts on Facebook and Instagram (average of 1.5 posts a week). Our Paid reach on Facebook increased to 32,313 an increase of 165% and our Page Reach increased to 119,619 people an increase of 683%. Increased Facebook followers by 30% to 701 followers. We have 309 Instagram followers and our Instagram Reach increased 34,581 (6.9K%)
 - ✓ Created a You Tube Page for LCCJ with 38 Videos and 12 playlists.
 - ✓ 6 newspaper articles, 6 Interviews on Lake 88
 - ✓ Website Unique Visits = 4,127, Page Views = 9,538, Avg. Pages Per Unique Visit = 2.1526
- Number of agencies, organizations and situations identified where restorative practice might be employed and funding is available
- Number of restorative practice programs managed by LCCJ –
 - ✓ 4 (Adult Diversion, Youth Diversion, Restorative Families and Restorative Parenting)

3. Ensure Sound Financial Management

Goal

Ensure sound financial management policies and practices.

Activities

- Create a 3 year financial sustainability plan to review and identify programs and activities and estimate their financial implications and practicality
- Continue to build the reserve fund

Performance Indicators

- Revenue
 - ✓ Increased revenue from \$121,554 in 2021/22 to \$222,058 in 2021/22
- Program Expenditures
 - ✓ Program Expenditures met budget by approximately \$500
- Balanced Annual budgets
 - ✓ Revenue:
Budget \$173,000 Actual \$222,000
 - Expenses:
Budget \$173,000 Actual \$174,000
 - Approximately - Net income for next fiscal year: 48,000 (not audited)
- The amount in the reserve fund
 - ✓ nothing contributed to the reserve

4. Develop Community Fundraising

Goal

Maintain and increase current funding sources to meet financial requirements.

Activities

- Expand and enhance fundraising committee
 - ✓ New members: Mark MacDonald, Carol Anne Deneka
 - ✓ Incomplete. We need a strong chair of the fundraising committee and more members.
- Maintain the constituent database
 - ✓ Purchased Canada Helps Donor Management System and Created Constituent Database with 1018 people.
- Continue with annual fundraising events.
 - ✓ Successful Golf Tournament and Perth Polar Bear Plunge
- Assess the cost effectiveness of individual fundraising efforts.
 - ✓ Updated accounting process to track cost effectiveness of individual fundraising efforts in Canada Helps and QuickBooks.

- Maintain and develop partnerships with municipalities, service clubs and local social service organizations.
 - ✓ Continued to partner with Family and Children Services of Lanark, Leeds and Grenville to deliver Triple P Parenting
 - ✓ Presentation to County of Lanark, Town of Perth, and Tay Valley Township, Township of Lanark Highlands. Received funding from County of Lanark, The Hub, and Tay Valley Township (including their annual Christmas Card donation)
- Engage monthly and annual donors
 - ✓ Had monthly donor campaign in March 2022.
 - ✓ New monthly donors were called and thanked.
 - ✓ Individual donors over \$1,500 were called and thanked.
 - ✓ Direct non-Canada Helps Donations were receipted through the Canada Helps Donor Management System
- Create legacy donors and bequests program

Performance Indicators

- Membership on fundraising committee
 - ✓ New members: Mark MacDonald, Carol Anne Deneka
 - ✓ Incomplete. We need a strong chair of the fundraising committee and more members.
- Revenue from fundraising-
 - ✓ Projected \$40,000 and actual was approximately \$48,000
- Increase in number of monthly and annual donors
 - ✓ Monthly donors increased by 4 to 8 people. The average donation is for 35\$
- Number of legacy and bequest donors
 - ✓ It was not a bequest, but we received one donation of \$5000 from Dave and Anne Trick for a matching campaign

5. Secure Long-Term Funding

Goal

Continue to search and identify sustainable long term funding to meet identified program needs.

Activities

- Identify programming needs.
- Obtain funding from the Ministry of the Attorney General (MAG) for adult court diversion
- Engage with the Ministry of Children, Community and Social Services (MCCSS) to increase funding for youth court diversion
- Maintain current funding sources and research and develop new sources of sustainable long term funding to meet identified needs

Performance Indicators

- Increased program funding
 - ✓ Increased revenue from \$121,554 in 2021/22 to \$222,058 in 2021/22
- New sources of funding identified
 - ✓ Developed Executive Summary for fundraising and identified the following objectives:

As a result of COVID-19 LCCJ and YAK Youth Service determined that co-location would reduce costs and provide opportunities for shared services or collaboration.
 - ✓ Application submitted to Ontario Trillium Foundation to secure funding to hire a shared administrative project coordinator, to facilitate our similar objectives and assist with our development of and/or implementation of our respective alternative fundraising plans. With OTF's 2021 grant, LCCJ identified 113 foundations, and 26 priority foundations, as alternative sources of revenue and developed a fundraising plan, the next step is building relationships and applying to these foundations.
 - ✓ We also need funding to adapt to the increased technical infrastructure necessary to maintain communications, client documentation and case management, and have productive hybrid meetings.
- Funding applications submitted:
 - ✓ Submitted and Approved:

Ministry of Children, Community and Social Services
United Way East Ontario Lanark County
Perth and District Community Foundation
Tay Valley Township
The Hub
Department of Justice, Victims and Survivors of Crime Week
Ontario Trillium Foundation, Resilient Communities Fund
The Rotary Club of Perth
 - ✓ Submitted and to be determined:

United Way Lanark County
United Way East Ontario Renfrew County
United Way East Ontario Ottawa
United Way East Ontario Prescott Russell
The McDougall Family Foundation
Community Foundation for Kingston and Area
United Way Leeds and Grenville
Sens Foundation
 - ✓ Submitted Letter of Interest:

Allstate Foundation
Anna and Edward Churchill Foundation
Maytree Foundation
 - ✓ Unsuccessful:

Town of Smiths Falls

6. Strengthen Staff and Volunteer Resources

Goals

- Improve capacity to provide additional restorative practice services.
- Strengthen governance, staffing and volunteer base taking into account equity, diversity and inclusion (EDI)
 - ✓ Governance updated nominations committee to include EDI
 - ✓ Recruited volunteers to include EDI (two new volunteers self identified as Indigenous, 4 new volunteers under 35 years old)
 - ✓ Participated in agency evaluation for Local Immigration Partnership (LIP) – Lanark & Renfrew. Aisha Toor completed the 50-item questionnaire and will meet with Lanark & Renfrew IDI administrator for a one-hour individual debrief session to discuss IDI results and their Intercultural Development Plan (IDP).
 - ✓ Aisha Toor joined the Equity, Diversion and Inclusion subcommittee of the Lanark County Child and Youth Service Collaborative
 - ✓ Stephen G. and Joellen reached out to the Aboriginal community. Stephen and I have held zoom meetings with the ED of the Restorative Justice Program of the Pikwakanagan Reserve community in Renfrew County, as well as, with one of only 3 Algonquin elders in Lanark County.
 - ✓ LCCJ offered staff consultation (as available) and online training in which the ED of Pikwakanagan participated.
 - ✓ Met with an elder who had experience in the justice system as a respected leader of aboriginal circles in parole hearings who offered to participate in LCCJ forums as an elder supporting aboriginal victims or perpetrators with traditional ceremony.
- Develop the capability for staff and facilitators to provide services in person, at the office or remotely
 - ✓ Zoom training developed
 - ✓ Zoom training provided to 12 facilitators and 3 staff (4 hours)
- Introduce or reinstate additional programs
 - ✓ Applied for grant to the United Ways in Eastern Ontario to hold a one-week training session for educators on implementing restorative practices in schools and classrooms.
- Ensure volunteers reflect the community
 - ✓ 4 volunteers under 35, 2 new indigenous volunteers

Activities

- Explore examples of equity, diversity, inclusion (EDI)
- Engage with justice partners to meet the diverse needs of our client community
- Hold a training event for board, volunteers, and staff, that examines systemic racism and its impact on our community

- ✓ provided learning opportunities that examine systemic racism for its impact both on our community and on individuals in the justice system to Board Members, Staff and Facilitators.
- Ensure sufficient staff to deliver LCCJ's administrative requirements
 - ✓ Had an administrative, fundraising and marketing assistant with a grant from the Ontario Trillium Foundation
- Review board and committee structures, size and composition and terms of reference
- Meet annually with individual volunteers to assess volunteer satisfaction and provide feedback to ensure roles and responsibilities
- Annual volunteer celebration
- Provide ongoing volunteer training to enhance skills
 - ✓ Provided Red Cross Volunteer Health and Safety Training to 30 volunteers (1Hr)
 - ✓ Provided "The Art and Practice of Providing On-Line Forums" training with Molly Leach (12 hours)
 - ✓ Provided Panel Discussion on Restorative Justice as a response to Sexual Assault Cases. (3 hours)
 - ✓ Provided 2 facilitator training sessions March- April 2021 (12 participants, 12 hours) and March 2022 (10 participants, 16 hours) for
 - ✓ Staff attended numerous training opportunities that we did not track
- Maintain an up-to-date database of volunteer contacts
 - ✓ Maintained up-to-date sharable database of volunteer contacts and volunteer files

Performance Indicators

- Completion of training event for staff and volunteers regarding EDI
 - ✓ Two staff completed Sanya's Indigenous Cultural Training.
 - ✓ Staff attended 2 Webinars on EDI through the HUB on systemic racism and the justice system.
 - ✓ Board members have participated in 2 EDI board discussions/exercises
 - ✓ 4 Board members have attended Webinars on EDI
- Volunteer evaluation, satisfaction, and retention
- Number of training opportunities provided to volunteers and staff
 - ✓ There were many training opportunities provided to volunteers and staff but we did not track the number of volunteers who took advantage of the training that were offered externally.