ENVIRONMENTAL SCAN REPORT

PRESENTED TO JOHN HOWARD SOCIETY OF GREATER MONCTON

JUNE 2004

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1.0 INTRODUCTION

The purpose of this Report is to assist the John Howard Society of Greater Moncton understand the environment in which it currently operates and shape important decisions about its future. The Report is the result of a review of the some key external and internal forces having an influence on the organization.

To prepare this Report we gathered and reviewed a number of external and internal documents. We first carried out a review of links, statistics, trends, surveys, reports, policy statements and catalogues of recent and current research projects on the topic of crime, crime prevention and the justice system in Canada and Greater Moncton. We were also able to obtain a summary of key relevant federal legislation under review as well as some important policy statements made by federal and provincial government authorities.

We carried out a consultation of four organizational stakeholders who graciously offered valuable comments.

To gain a sense of whether or not JHS's programs and services were meeting the needs of the people it serve, Joanne Murray conducted a very simple survey that consisted of 5 open-ended questions. The questionnaire was circulated within the community and the institution.

In the community, both halfway houses participated: Cannell House and The Salvation Army Greenfield House. It was also circulated through the "Finding the Way" network, which is a group of non-profit agencies, government departments, and inmates and offenders on release in the community. Finally, the questionnaire was circulated in Westmorland Institution. Results of the informal survey can be found in Section 2.5.

We then gathered and reviewed all relevant internal documentation. This included recent annual reports, previous strategic plans, and other consultants' reports. From that point, we sorted through the data, compiled relevant facts, and extracted the key information that was of particular strategic significance.

We then developed a board self-diagnostic survey questionnaire, which we asked all board members to fill out. The response rate was 100%. Board members were asked to answer a series of questions along the following themes: Governance, Accountability, Strategic planning and management, Leadership management, Programs, Services and Projects, Organizational structure, Human resource management, Financial management, Physical resource management, Internal and external communications.

We compiled the results, which are presented in the form of scorecards in Section 3.0.

We then sought to gain a better understanding of the organization's financial health. We placed a series of questions to staff in relation to controllership, financial planning and the use of financial resources. The results are presented in Section 4.0. We wish to thank Joanne Murray, Louise Leonardi and Bruno Bourgeois for helping us put this last section together.

2.0 EXTERNAL ENVIRONMENT

2.1 Canada: Key Facts[1]

The crime rate has been on a steady decline in Canada for a number of years. In 2002, Statistics Canada reports 7,590 incidents per 100,000 people, the lowest crime rate in 25 years.

Crime rate for Canada

Rate per 100,000 population

Source: Statistics Canada, At a Glance 2003 Report
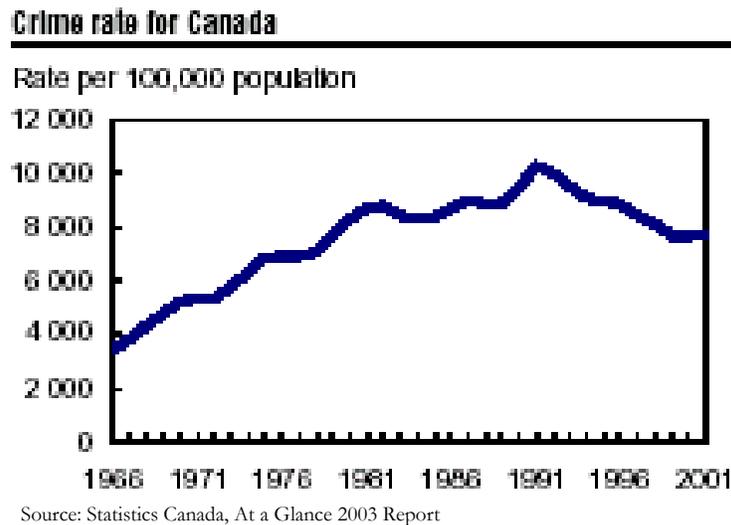
Reasons given for the lessening crime rate:

- the declining proportion of young people - those most prone to criminal activity;
- better education;
- lower unemployment;
- changing family structures;
- declining drug use.

Historically, Eastern Canada has had lower crime rates than the West. However, in recent years, crime rates in all of the Atlantic Provinces have increased and rates are now generally higher than in Quebec and Ontario.

Violent Crime

Statistics Canada reports that in recent years, many communities in Canada have become safer places to live, with fewer violent crimes such as homicides, assaults and robberies. Even though the rate of violent criminal incidents per capita had been decreasing throughout most of the 1990's, in 2001 it remained 6% higher than in 1989. In 2002, the rate decreased in most major categories of violent crime, including attempted murder, assault, robbery and abduction. Altogether, violent crime comprised 13% of Criminal Code offences in 2002.

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[1] All sources in this Section from Statistics Canada unless otherwise mentioned.
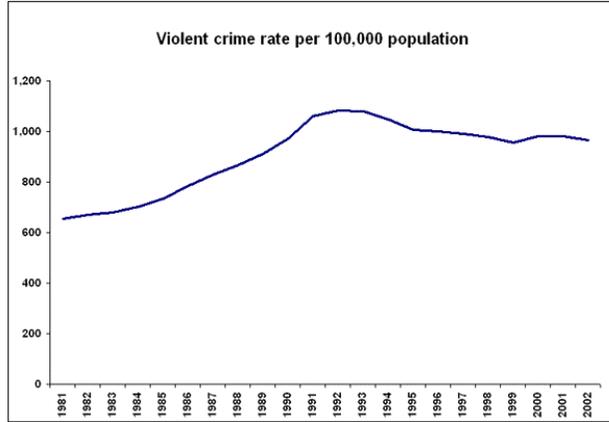
Violent crime rates vary significantly across the country. The following chart shows numbers for 2002.
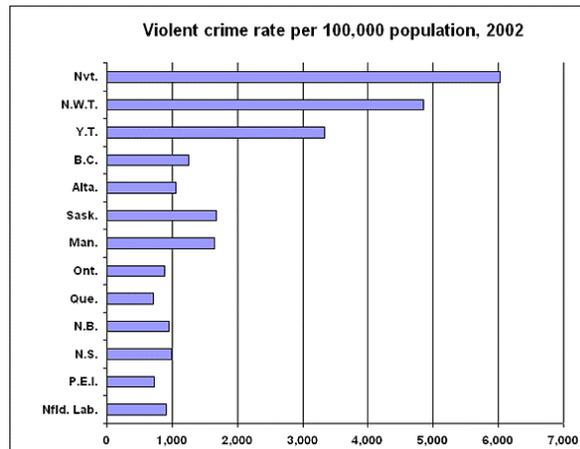
The homicide rate has been declining since the mid-1970. In 2002, homicides, together with attempted murders, represent less than 0.4% of all reported violent incidents.

Fewer than 1 in 10 violent crimes in 2002 was a robbery. The rate of robberies has generally been dropping since 1991. In 2002, some 13% of all robberies were committed with a firearm, compared with 25% in 1988 and 37% in 1978.

Robberies were much more likely than all other violent crimes to involve youths aged from 12 to 17. In 2002, one-third of all those charged with robbery were youths, even though they accounted for only 15% of assaults and 9% of homicides.

Youth Crime

The overall rate of youth crime decreased steadily from 1992 to 1999. Despite slight increases in 2000 and 2001 the youth crime rate dropped to less than 4,000 per 100,000 people in 2002. Broken down by category of crime in 2002:

- property crimes - 44%;

- violent crimes - 24%;
- the remaining (such as mischief and disturbing the peace or offences against the administration of the law) – 32%.

There was a sharp rise in violent crime by youth from 1988 to 1995. As a result, the Young Offenders Act was amended in 1995 to lengthen the maximum sentence for first-degree murder committed by a youth to 10 years and second-degree murder to a maximum seven-year term.

On April 1, 2003, the Youth Criminal Justice Act (YCJA) came into force, encouraging the use of non-court measures for less serious offences.
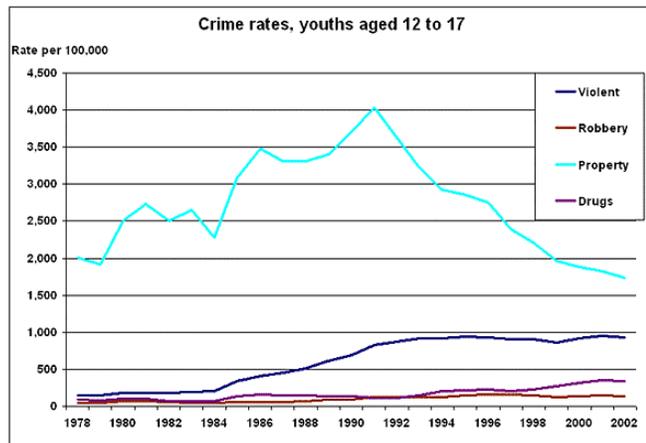
The YCJA established that sentences needed to be proportionate to the seriousness of the offence and the degree of responsibility of the young person. The new YCJA establishes that the sentence is required to be the least restrictive alternative and one that is most likely to promote rehabilitation. The Act also sets out that custody is to be used primarily for violent offenders and serious repeat offenders when there are no other alternatives. The YCJA also created several new non-custodial sentencing options and provided that the custodial sentences include a period of supervision from the community.

We have found no new sources of community funding by the Federal government to support the YCJA.

There is increased reporting to police, which may partly explain the rise in violent crime and common assault. Schools, social agencies and other institutions seem to apply more aggressive "zero tolerance" strategies.

Impaired Driving

The rate of people charged with impaired driving has been steadily declining. By 2002, it the rate had dropped 64% of what it was in 1981.

Reasons often cited for this:

- policing initiatives;
- harsher penalties;
- new driver licensing programs;
- community efforts and growing public awareness about the dangers of impaired driving.

Despite significant improvements, impaired driving is reportedly a concern for many Canadians and an ongoing priority for government and the justice system.

Fraud

After an overall steady decline over two decades, the fraud rate increased for the first in 11 years in 2002. The increase of 4% in 2002 over 2001 was led by a 19% increase in credit/debit card frauds.

2.2 Greater Moncton: Key Facts

We have examined the data on violence and crime in the Greater Moncton health region compared to other health regions, in New Brunswick and in Canada.

What can be observed is that Greater Moncton's violent crime rate is generally in line with the provincial average. However, the property crime rate in Greater Moncton is considerably higher than the provincial average, although not nearly as high as what can be observed in Region V (Campbellton).

Violent crimes and other crimes defined in criminal code according to health regions, in New-Brunswick and in Canada

| Region	Crimes violent	Rate by 1000	Crimes property	Rate by 1000	Total - Crim. Code	Other Fed Legislation	All infractions
I (South East, Moncton)	1665	9,11	12681	69,35	14346		
II (South, Saint-John)	1693	9,52	11538	64,88	13231		
III (Centre West, Fred'cton)	1395	8,44	6928	41,90	8323		
IV (North West, Ed'ston)	438	8,00	2650	48,42	3088		
V (North, Campbellton)	458	13,90	2785	84,51	3243		
VI (North East, Bathurst)	801	8,97	4615	51,70	5416		
VII (Centre East, Mir'chi)	410	8,20	2156	43,11	2566		
Sout (I, II, III)	4753	9,02	31147	58,71	35900		
North (IV, V, VI, VII)	2107	9,77	12206	56,94	14313		
Province	6 860	9,10	43 353	57,53	44 213	3 975	53 295
Canada	301 875	10,58	2 052 051	71,93	2 353 926	122 594	2 476 520

◻ = high

Source: Statistics Canada, 2002

The following table compares crime rates with unemployment rates, revenue inequalities and frequency consumption of more than 5 glasses of alcohol by health region. Although it has a lower unemployment rate, residents of Greater Moncton (men and women) consume more than 5 drinks of alcohol more often than the average. Could this explain the high rate of crimes against property in the region?

Unemployment rates, revenue inequalities, crime rates and frequency consumption of more than 5 drinks of alcohol

	Unemployment rate	Rev. inequal	Violent crime/ 1000	Crimes against property/ 1000	Excessive consumption Men	Excessive consumption Women
South east (R1)	13,00%	23,60%	9,11	69,35	38,5%	14,2%
South (R2)	14,50%	22,50%	9,52	64,88	33,1%	9,2%
Centre west (R3)	12,60%	23,30%	8,44	41,90	25,6%	12,6%
North west (R4)	16,30%	21,60%	8,00	48,42	29,7%	9,5%
North (R5)	21,70%	21,50%	13,90	84,51	39,9%	7,6%
North east (R6)	21,70%	21,10%	8,97	51,70	32,9%	8,8%
Centre east (R7)	23,40%	22,10%	8,20	43,11	33,1%	9,1%
South (R1, R2, R3)	13,33%	23,13%	9,02	58,71	32,4%	12,0%
North (R4, R5, R6, R7)	20,74%	21,58%	9,77	56,94	33,9%	8,8%
New-Brunswick	15,43%	22,24%	9,41	57,53	33,0%	11,1%
Canada			10,58	71,93	28,3%	11,2%
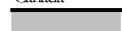
◻ = high

Low income

While income growth in Greater Moncton has been moderate, the incidences of low-income families is among the lowest among urban areas in Canada. The chart shows the percentage of families that were classified as low income in 2000. For specific family types, there are some differences. For example, for single parent female families, Greater Moncton has the lowest rate of low income among these urban areas. This is most likely due to the strong growth in lone parent family income. However, the low-income rate increases among the population 65 and older. In Greater Moncton, the rate of low-income seniors is 37.4% of families compared to 33% in Halifax and only 27.7% in Fredericton.
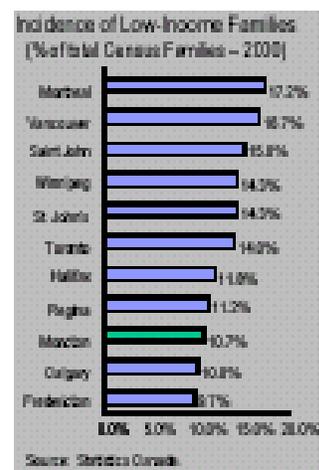
Education Levels

The next table shows the educational makeup of the Greater Moncton population 15+ by category compared to the provincial and national levels. The categories shown include the lowest level of education and higher (i.e. 55.8% of Greater Monctonians have some post-secondary – college, trade school, university).

	Canada	New Brunswick	Greater Moncton
Less than Grade 9	9.8%	13.8%	8.9%
High School	68.7%	62.7%	69.8%
Some Post-Sec.	54.6%	47.9%	55.8%
University Degree	15.4%	11.3%	13.8%

Source: Statistics Canada

Youth in school

The next table presents the percentage of person aged 15 to 24 that are enrolled in school. Greater Moncton has a higher percentage of young people not attending school compared to the provincial and national averages.

	Canada	New Brunswick	Greater Moncton
Not attending school	37.0%	42.2%	45.0%
Attending school full time	57.0%	54.4%	51.7%
Attending school part time	6.0%	3.4%	3.3%

Source: Statistics Canada

2.3 Key Trends

Federal Budget Speech, March 2004

"Mr. Speaker, every day, in towns and cities across Canada, there are millions of people who make our country stronger, our lives richer and our future brighter by giving back to their communities. One way they do it is through the "social economy." Social economy enterprises are organizations

that run like businesses, producing goods and services, but which manage their operations on a not-for-profit basis. Instead, they direct any surpluses to the pursuit of social and community goals. The social economy is too often overlooked and under-appreciated.

This government will take steps to encourage the development of the social economy, support its aims, expand its efforts. Specifically, we will provide these organizations with access to our small business programs and provide new funding to strengthen support in three priority areas: **capacity building, financing and research**. Armed with these new tools, those involved in the social economy will be able to extend their work, touching lives and building communities."

Federal Speech from the Throne, February 2004

"The government will also implement a national drug strategy to address addiction while promoting public safety. It will expand the number of drug treatment courts. It will act on the results of parliamentary consultations with Canadians on options for change in our drug laws, including the possibility of the decriminalization of marijuana possession."

"First, in co-operation with the provinces and territories, the Government will accelerate initiatives under the existing Multilateral Framework for Early Learning and Child Care, which means more quality child care more quickly. Second, to help communities identify children whose readiness to learn is at risk, the Government will extend its successful community pilot project, Understanding the Early Years, to at least 100 communities. Communities themselves can do much for their children with the right knowledge and tools. Third, the Government will do more to ensure the safety of children through a strategy to counter sexual exploitation of children on the Internet and by reinstating child protection legislation."

"The Government of Canada wants to support those engaged in this entrepreneurial social movement. It will increase their access to resources and tools. The Government will, for example, work to widen the scope of programs currently available to small and medium-sized enterprises to include social enterprises. The voluntary sector and the millions of Canadian volunteers are essential contributors to the quality, fairness and vitality of our communities. The Government will continue to advance the Voluntary Sector Initiative, to strengthen the capacity and voice of philanthropic and charitable organizations and to mobilize volunteers."

"To meet the challenges of the new economy, Canada's workers must have the opportunity to upgrade their skills, to improve their literacy, to learn on the job, to move onto the path of lifelong learning."

New Brunswick Budget Speech 2003-2004

"An additional $1.0 million will be provided to hire up to 15 additional RCMP officers, as part of the province's efforts to fight organized crime."

New Brunswick Progressive Conservative Party Platform 2003

"We will establish an initiative for older workers in the non-profit sector to provide employment opportunities to the people who have been unable to find work or take part in retraining. This program will target persons 55 years of age or older who are unemployed and whose prospects for finding sustained employment on their own are limited. Under this initiative we will provide a grant to a Community Volunteer Agency (e.g. food bank, soup kitchen, etc.) that would permit them to hire up to two individuals for half a year each time.

We will address disincentives to work and help social assistance clients make the transition to work by implementing a new, one-time program of transitional supports called Working Now, which will provide a range of flexible financial and other supports to help clients overcome the specific barriers to work in their individual cases. Specifically, we will provide:

- an automatic, one-time extension of health card benefits to social assistant recipients who have been on social assistance for one year or more making the transition to work for up to one year depending on the availability of an employer plan.
- a one time transition benefit of up to $300 to those individuals who have been on assistance for one year or more and who could succeed in the workforce if given a boost to assist with specific costs such as transportation related expenses.
- access to skills training and supplemented work experience where such work experience is a legitimate component of an individual's case plan.
- post-employment counseling to assist individuals who have made the transition into the workforce deal with issues which may arise once they become employed."

2.3 Legislative Environment[2]

Bill C-17 — Public Safety Act
– legislation proposed by Transport Minister David Collenette
– C-17 retains the key principles of former Bill C-55 and includes some changes:
• removes controlled access military zone provisions to achieve a better balance between the public interest and legitimate security needs of Canadian Forces
• removes the provision allowing RCMP officers access to passenger information for the primary purpose of identifying individuals with a warrant for their arrest
• amendments to the Immigration and Refugee Protection Act to support data sharing
– legislative committee struck to examine the Bill

Bill C-32 proposes amendments to Criminal Code
– the Department of Justice introduced a package of amendments to update criminal law
• new offences with significant penalties for setting traps for a criminal purpose
• amendments to the Criminal Code allowing the use of Intrusion Detection Systems
• provision ensuring full effect of the Tokyo Convention On Offences and Certain Other Acts Committed on Board Aircraft
– referred to the Standing Committee on Justice and Human Rights

C-33 amends Transfer of Offenders Act
- Solicitor General Wayne Easter introduces legislation allowing Canadians convicted abroad to serve sentences at home
• Canadians convicted in jurisdictions such as Hong Kong and Macao would return to Canada to serve foreign sentences
• foreign nationals from such jurisdictions would be able to serve sentences in their home countries
– currently being debated in the House of Commons

Bill C-23 — Sex Offender Information Registration Act
– Solicitor General Wayne Easter introduces legislation that will:
• establishes a national sex offender database on the Canadian Police Information Centre System
• assists police in investigating crimes of a sexual nature by providing rapid access to current information on convicted sex offenders

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[2] Taken from RCMP Environmental Scan Report, June 2003

• requires convicted offenders to register within 15 days of being released from incarceration
– referred to the Standing Committee on Justice and Human Rights

2.4 Key Stakeholder Interviews

Community & Correctional Services, Department of Public Safety, Province of New Brunswick

Corrections Canada

Salvation Army

Human Resources and Skills Development

What are some of the major trends or policy initiatives in your sector?

Slowly moving away from US-style correctional services (more toward prevention)
Continued focus on reintegration and employment measures
Increased emphasis on holistic approach
More downloading of responsibilities by governments on non-profit sector
Increased focus on crime prevention
Increased focus on youth at risk

Is the JHSGM currently responding to your needs to your satisfaction?

All respondents are pleased with the services of JHSGM
JHSGM has a way to build trust with its partners
Staff is very professional
Organization is willing to take risks
Organization is open

In your opinion, what are some of JHSGM major strengths? Weaknesses?

Strengths	Weaknesses
Current staff Ability to network in community* Business-like Dependable services Ability to innovate Credibility with the media Good teamwork Hard workers Committed to clients Committed to safety of the community Knowledgeable teachers Organization well managed Good relations with partners Good at identifying government funding sources Proposals are excellent	Lack of bilingual capacity at service delivery level** Turnover of staff (lack of consistency) * Organization is spread out too thin Not focused on core services Often works with the same partners Lack of plan for sustainability

* Comment made more than once.

Are there opportunities the JHSGM should focus on?

Restorative justice
Mentoring
Advocacy
JHSGM should stay focused on core services directly related to safety of the community (addiction services may be a stretch)

What sets JHSGM apart from the competition?

Executive Director's personality
Networking in the community
There is a little bit of competition among the various non-profit organizations (competition for resources), but a spirit of collaboration prevails
JHSGM is much more effective than some of its counterparts in Western Canada
Ability to partner
Ability to come up with innovative projects (Wrap Around)

If you had one piece of advice to give to the JHSGM as it plans its future, what would it be?

More consistency in personnel
More bilingualism
More focus in programming (don't spread too thin)
More streamlined staff composition
Continued networking in the community
Continue improving quality of proposals due to increased competition
Continue more of the same
Don't spread yourself too thin
Continue to work with the community
Do more public relations, communications and awareness
Look to other sources than government for funding

2.5 Client Survey

RESPONSES FROM COMMUNITY:

1.   What are the big issues for you as someone reintegrating into the community?

- Getting a job
- Finding a suitable place to stay (clean, drug free, affordable)
- Meeting new people who will be a positive influence/finding things to do
- Reconnecting with family

2.   Does JHS currently have the services and programs in place to respond to your community reintegration needs?

Responses were equally divided into three types of responses:
- Yes, especially employment (including flagging, forklist courses) and wraparound
- Not sure

- JHS should be doing more than just CSC programming; there should be more meaningful interaction with offenders that is not connected to programming.

3.   What is JHS doing well?

- Wraparound
- Employment
- Community Forums
- Networking/building partnerships
- Community Employment Initiatives
- Everything they can to help
- Being supportive, helping people with planning and managing their reintegration.

4.   What is JHS doing that they should not be?

- Focus too much on funding/too much reliance on program funding
- Age barriers to Community Employment Initiatives
- Too closely linked to CSC…becoming "institutionalized"; mandatory nature of CSC programs is problematic because we appear to be inflexible.

5.   What is JHS not doing that they should be:

- Visiting Halfway houses
- Offering transitional housing
- Advocating for the individual and for issues in the media (ie., speaking out to make things easier for ex-offenders in the community)
- Being more vocal about what JHS is doing
- Building relationships with individual companies/employers to create opportunites for jobs and on-the-job training
- Working more closely with families

6.   One piece of advice for JHS:

- Keep doing what you're doing
- Keep the client in mind/ remember what JHS is there for
- Stop relying on CSC funding/there are other program/service needs
- Go to institutions and let people know what you do/who you are

INSTITUTION RESPONSES

1.   What to you think are the big issues for someone planning a return to the community?

- Same issues as mentioned for community

2.   Does JHS currently have services and programs in place to respond to community reintegration needs?
- Overwhelmingly inmates responded that they "didn't know what JHS is doing". The only positive response was about Wraparound and employment.

3.   What is JHS doing well?

- Again, overwhelmingly "not sure". A few said "helping with employment, support groups and generally helping offenders."

4.   What are something that JHS is doing that they shouldn't be?

- Again, most everyone said they weren't sure.

5.   What is JHS not doing that they should be?

- Informing people about our services
- Visiting institutions
- Helping families
- Helping young offenders (so they don't end up in prison)

6.   Advice:

- More contact with institutions and inmates
- Work with people who aren't mandated to take programs, too

3.0 INTERNAL ENVIRONMENT

To assess the internal environment of the John Howard Society of Greater Moncton, we have administered a self-diagnostic questionnaire to board members and the CEO. Once all questionnaires were filled out, we collected them and tabulated the results. The following is a scorecard that provides an overview of how the organization sees itself performing against what Consortia believes to be some of the non-profit sector's best practices. The following table presents the overall results.

Scorecard

Section	Function	Score %	Indicator
A	Governance	62,2%	Needs Attention
B	Accountability	62,2%	Needs Attention
C	Strategic Planning & Management	35,6%	Needs Immediate Attention
D	Leadership Management	75,6%	Approaching Excellence
E	Programs, Services & Projects	75,6%	Approaching Excellence
F	Human Resource Management	64,4%	Needs Attention
G	Financial Resource Management	57,8%	Needs Attention
H	Physical Resource Management	77,8%	Approaching Excellence
I	Internal & External Communications	60,0%	Needs Attention
	Totals	**63,5%**	Needs Attention

Achieving Excellence (>90%)
Approaching Excellence (90 - 76%)
Needs Attention (75 - 50%)
Needs Immediate Attention (< 50%)

Based on this information, the organization seems to be performing reasonably well in the following areas of activity:

- Leadership Management
- Programs, Services & Projects, and
- Physical Resource Management

On the other hand, our survey reveals a need for the organization to pay attention, or immediate attention to the following areas:

- Governance
- Accountability
- Strategic Planning and Management
- Human Resource Management
- Financial Management
- Internal and External Communications

A detailed breakdown of the survey results provides valuable insight into each area of activity.

3.1 Governance

	True	Mostly true	Occasionally true	Never true	Don't know
a) Our organization has a clear mission statement that serves as the driving force for all organizational activities, programs and projects.	4	2	3	0	0
b) Our mission addresses what good – or what difference - the organization makes in society, and who is impacted by it.	3	4	1	1	0
c) Our organization has a process or an approach to distinguish the role of the board vs. the role of staff.	4	3	2	0	0
d) Our organization has an up-to-date organizational chart that depicts clearly the lines of authority and responsibility within the organization.	4	2	3	0	0
e) Our board assesses its own performance at least once a year.	1	1	1	6	0

Sub areas of attention or immediate attention:

3.1 a), d) and e)

3.2 Accountability

	True	Mostly true	Occasionally true	Never true	Don't know
a) Board members understand their role as the governing trustees of the organization on behalf of its community or its constituency.	4	2	3	0	0
b) Our organization has a process or an approach to continually consult the community about its ongoing needs.	1	3	4	0	1
c) Our organization has a process or an approach to manage conflicts of interest.	0	5	3	1	0
d) Our organization has a nominating procedure that ensures that the board's makeup is generally reflective of our community or constituency.	2	3	4	0	0
e) Our organization takes great care in reporting its activities and achievements to its community or its constituency at least once a year.	7	2	0	0	0

Sub areas of attention or immediate attention:

3.2 a), b), c)

3.3 Strategic Planning & Management

	True	Mostly true	Occasionally true	Never true	Don't know
a) Our organization has and uses written strategies to describe how it will achieve its mission.	1	1	6	1	0
b) Our organization has and uses an action plan that describes what is to be done, how, when and by whom.	1	1	6	1	0
c) Our organization encourages community input and consultation in the development of its strategic plan.	1	3	3	2	0
d) Our board of directors spends more time discussing the future than the past.	2	5	1	1	0
e) Our organization has a process or an approach in place for the ongoing monitoring of the strategic plan.	0	0	4	4	1

Sub areas of attention or immediate attention:

3.3 a), b), c), e)

3.4 Leadership Management

	True	Mostly true	Occasionally true	Never true	Don't know
a) Our organization is led by individuals who help create a culture that motivates the organization to fulfill its mission.	4	5	0	0	0
b) Our organization has a process or an approach that ensures that qualified successors are prepared for key leadership positions.	1	4	4	0	0
c) Our organization has a process or an approach in place to let its leaders – whether they are staff or volunteer - know what is expected of them.	2	5	2	0	0
d) Our organization nurtures its leaders by providing learning and networking opportunities.	5	3	1	0	0
e) Our organization has a process or an approach in place to orientate new board members.	3	2	3	0	1

Sub areas of attention or immediate attention:

3.4 b), e)

3.5 Programs, Services and Projects

	True	Mostly true	Occasionally true	Never true	Don't know
a) Our organization has programs, services and projects that logically flow from its mission and strategic plan.	3	4	2	0	0
b) Our organization is able to strike an appropriate balance between managing existing programs, services and projects, and developing new ones.	1	5	3	0	0
c) Our organization is able to meet the reporting requirements of its funding partners.	5	2	1	0	1
d) Our organization has a demonstrated ability in developing new programs, services and projects.	4	5	0	0	0
e) Our organization has a process or an approach to determine that programs, services and projects have achieved the desired outcomes or impacts.	2	3	4	0	0

Sub areas of attention or immediate attention:

3.5 b), e)

3.6 Human Resource Management

	True	Mostly true	Occasionally true	Never true	Don't know
a) Our board regularly evaluates the performance of its Executive Director against previously determined expectations.	0	2	4	3	0
b) Our organization ensures that there are personnel policies and procedures, and that these comply with the appropriate government statutes and regulations.	5	1	1	0	2
c) Our organization provides opportunities for employee professional development and training.	6	1	2	0	0
d) The employees of our organization have the necessary skills to perform their assigned duties.	7	1	0	0	1
e) Our organization requires regular performance appraisal of its employees.	3	3	1	1	1

Sub areas of attention or immediate attention:

3.6 a), e)

3.7 Financial Resources Management

	True	Mostly true	Occasionally true	Never true	Don't know
a) Our organization has an ongoing capacity to attract sufficient financial resources.	2	4	3	0	0
b) Our organization has a diverse funding base (i.e., governments, foundations, fee-for-service, private sector contributions, etc.)	2	2	3	2	0
c) Our organization is efficient (we do things right).	0	8	1	0	0
d) Our organization is effective (we do the right things).	2	6	1	0	0
e) Our organization has sufficient financial reserves.	0	0	6	3	0

Sub areas of attention or immediate attention:

3.7 a), b), e)

3.8 Physical Resources Management

	True	Mostly true	Occasionally true	Never true	Don't know
a) Our organization's office is appropriately located.	8	1	0	0	0
b) Our organization has sufficient office space.	0	6	2	1	0
c) Our organization's computers and other office equipment are adequate to meet our short and medium-term needs.	0	7	0	1	1
d) Our organization has guidelines that govern the procurement of equipment and services.	3	1	2	2	1
e) Our organization is appropriately protected against risk factors like fire, theft and liability.	5	4	0	0	0

Sub areas of attention or immediate attention:

3.8 b), d)

3.9 Internal and External Communications

	True	Mostly true	Occasionally true	Never true	Don't know
a) Our organization is clear on what messages it wishes to convey, which audiences it wishes to convey it to, and how.	3	4	2	0	0
b) Our organization has an on-going relationship with local media outlets.	0	2	7	0	0
c) Our organization is well known in the community.	3	2	4	0	0
d) Our organization makes an appropriate use of technology in its internal and external communications.	3	3	1	1	1
e) Our organization is involved in an expansive network of people, organizations, societies, sectors (business and government) and communities.	3	4	2	0	0

Sub areas of attention or immediate attention:

3.9 b), c), d)

4.0 OTHER FINANCIAL CONSIDERATIONS

The financial health of non-profit organizations can be assessed using three components: controllership, use of resources and planning (Byrne). Strong financial health is evident when controllership is strong, plans reflect foresight and financial flexibility, and resources generate the greatest value. These elements combine to strengthen the financial health of the organization and provide a solid foundation for future growth.

4.1 Controllership

Controllership refers to the ability of the JHSGM to produce relevant financial information with a high degree of accuracy and integrity. Without relevant, accurate and sound financial information the financial resources of the organisation may be at risk.

Question: Does the JHSGM produce relevant, accurate and sound financial information?

(Consultant's comment: This is a question more appropriately directed to the board of directors.)
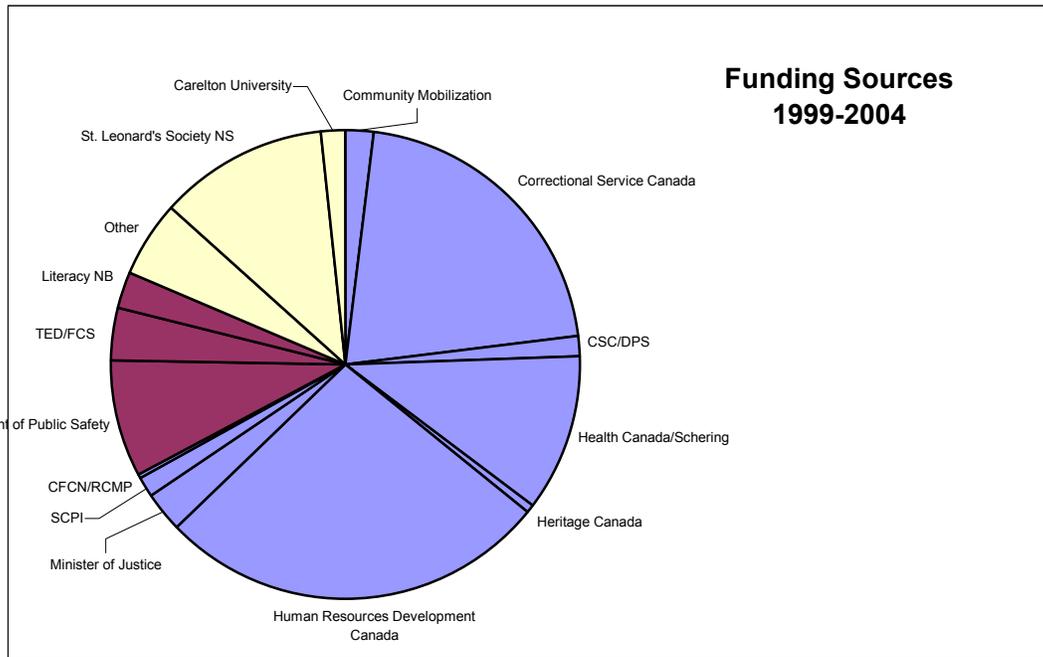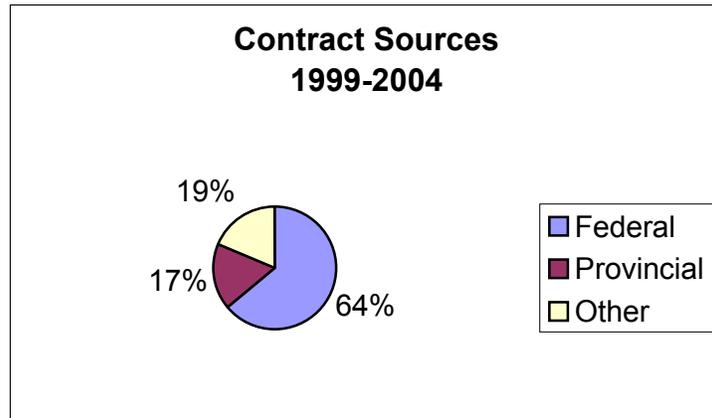
4.2 Financial Planning

Question: Is there evidence that the financial decisions of the board take into consideration the impact on clients, service delivery, staff, financial health, other service providers, the community and, most importantly, the mission of the organization?

To the consultant's knowledge no such information exists at this time.

Question: Can we identify and evaluate current revenue patterns and look for trends?

**Contract Sources
1999-2004**

19%

17%

64%

- Federal
- Provincial
- Other

**Funding Sources
1999-2004**

Carelton University

Community Mobilization

St. Leonard's Society NS

Correctional Service Canada

Other

Literacy NB

TED/FCS

CSC/DPS

nt of Public Safety

Health Canada/Schering

CFCN/RCMP

SCPI

Heritage Canada

Minister of Justice

Human Resources Development
Canada
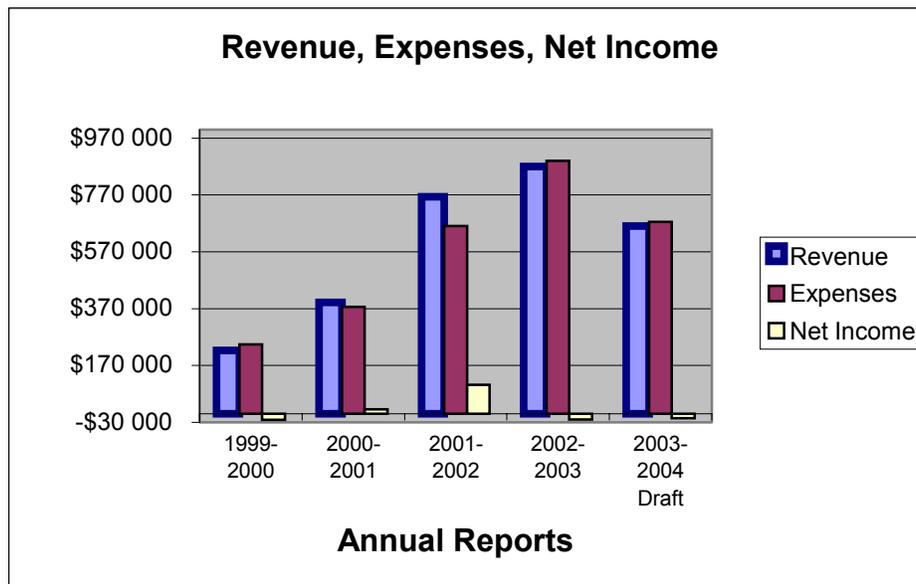
Is there evidence that the organization is financially positioned to take advantage of opportunities as they arise, or overcome unexpected challenges? How has the asset to liability ratio evolved over the years? Does the funding currently available meet the resource requirements?

Assets and Liabilities
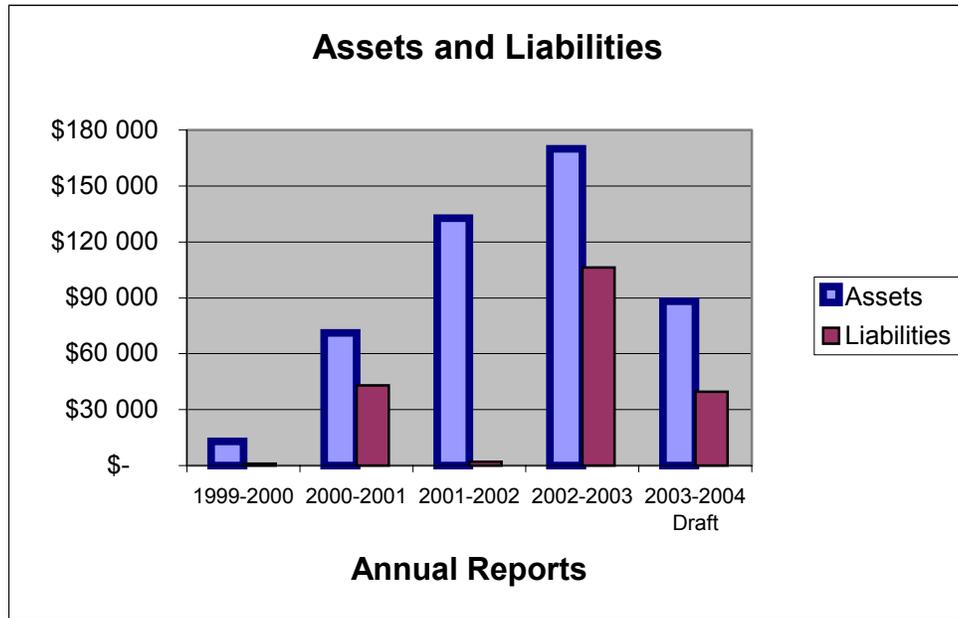
4.3 Use of Financial Resources

The use of resources refers to the degree with which the JHSGM directs financial resources toward the achievement of its mission. Therefore, assessing the JHSGM financial resources partly involves a review of its financial information through the lens of its mission. The two measures to consider here are effectiveness and efficiency. Effectiveness is the ability to use resources where they will have the greatest impact. Efficiency is the ability to do more with less.

Question: Can we identify and evaluate current spending and look for trends of increasing or decreasing costs?

Fixed Cost Analysis

Rent

Wages
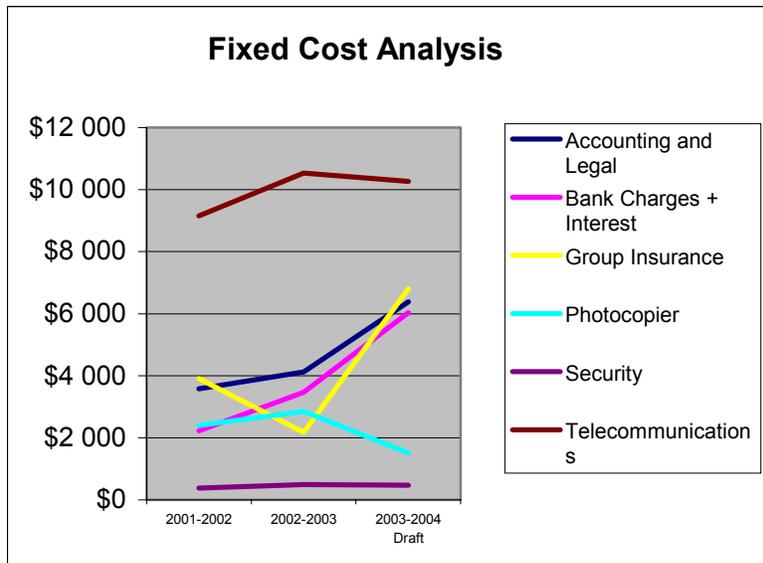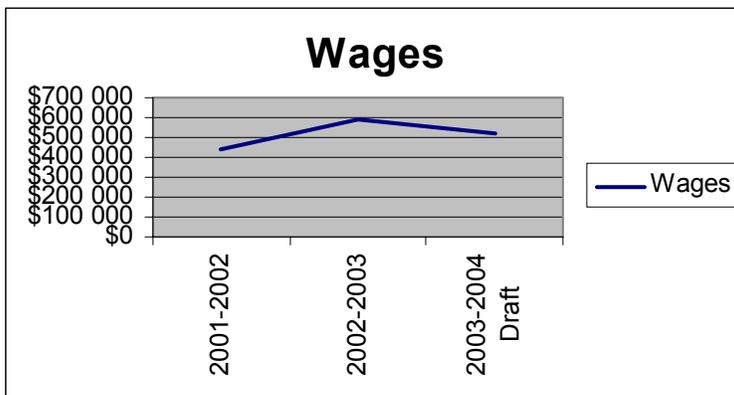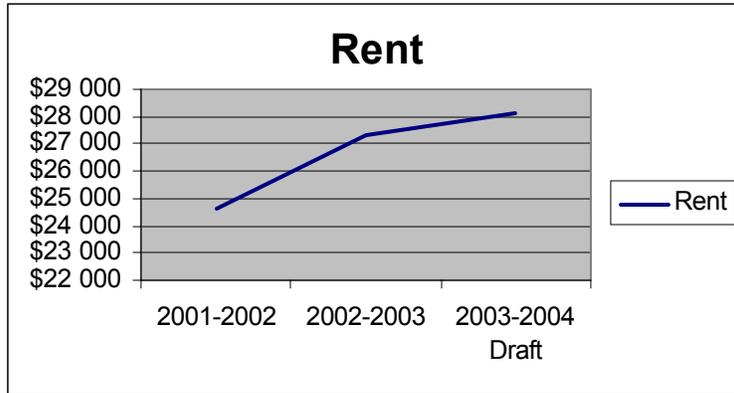
Question: Can we evaluate spending in terms of effectiveness and efficiency and what it accomplishes with the goal of aligning resources to the mission of the JHSGM?

To the consultant's knowledge no such information exists at this time.

5.0 BOARD SWOT ANALYSIS

EXTERNAL OPPORTUNITIES	EXTERNAL THREATS
♦ Transition housing (multi-functional facility) ♦ Proactive proposals ♦ Jobs ♦ Create core operation ♦ Build around Wrap Around Program model ♦ Advocacy ♦ Bilingualism ♦ Improve public relations ♦ Mentorship (Adult-client; former client-client) ♦ Buy income property ♦ Fund raising or maximizing existing resources to meet needs ♦ Expose staff to clinical situations to create expertise (work with universities to develop innovative training programs) ♦ Better linkages – universities – services providers ♦ Outsourcing by governments ♦ Social economy funding ♦ HRSDC funding for over age 30 group ♦ Research – capacity building	♦ Perception of lack of bilingualism ♦ Funding ♦ Spreading ourselves too thin vs. meeting the needs ♦ Staff turnover ♦ We're reactive – responding to what others think is important ♦ Needs identified by others (research) ♦ No core funding ♦ Instability of funding ♦ Not well known
INTERNAL STRENGTHS	INTERNAL WEAKNESSES
♦ Not a hands-on board ♦ Diversity on the board ♦ Ability to constantly improve ♦ Up-to-date bylaws ♦ Great accomplishments in little time ♦ Growth ♦ Employment – area of specialty ♦ Training level of staff ♦ Able to do a better job than government in service delivery ♦ Quietly providing quality services	♦ Dependency on rent ♦ Lack of documented policies and procedures, including composition of the board, reserve requirements, governance style, procurement and CEO evaluation ♦ Lack of corporate memory ♦ Board orientation process ♦ Board self-evaluation ♦ On-going monitoring of strategic plan ♦ Lack of diversity in funding ♦ No culture of evaluation ♦ Not self-sufficient ♦ Lack of balance between management and development ♦ Weak personnel performance appraisals ♦ Too much staff turnover ♦ Lack of linkages with academia ♦ Internal communication between board and staff ♦ Web site