

The Justice Institute has developed a Strategic Plan to define its vision for the future and create a clear sense of direction and unity of purpose for the Institute.

## vision – how we will be seen

A learning centred organization, based in British Columbia, internationally recognized for our expertise and leadership in –

- education
- training
- professional standards and practices

in justice, public safety and human services.

## mission – our purpose

To enhance the quality of life for all by educating and training those who make communities safer.

## areas of expertise

- Conflict resolution, mediation, negotiation
- Corrections and community justice: adult and youth
- Court services operations: sheriffs, registry, management
- Emergency management, emergency social services, search and rescue
- Emergency vehicle operation, advanced driver training, accident investigation
- Fire: recruit, officer, industrial, marine, hazmat
- Paramedics, emergency medical services, resuscitation
- Policing, law enforcement, private security
- Victim services, child welfare, family violence, youth at risk, community safety

## the JI way – what we value and how we do our work

- We are learning centred, quality driven and committed to continuous improvement.
- We combine professional expertise, work experience and instructional skills to design and deliver programs that are practical and relevant.
- We provide a safe and healthy working and learning environment.
- We communicate openly and work collaboratively and cooperatively throughout the Institute to build trust and strengthen the organization.
- We are ethical and treat all people with fairness, integrity, and respect.
- We foster innovation and an entrepreneurial spirit.
- We integrate our structures and processes to enhance efficiency and effectiveness.
- We are fiscally responsible, focusing our resources on our core competencies.
- We are accountable for our performance and results.

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# strategic plan

2001 - 2004

## THE KEY TRENDS

Significant social, economic and technological forces are changing society, work, education and training. In this context, the JI involved staff, students, employers and community representatives in a participative process to determine trends most likely to impact the JI. The key trends identified through this process set the context for the JI's future success, and they will be reviewed annually for modification on an as-needed basis to reflect any significant shifts in the forces.

### more

- Student debt and poverty
- Concern about personal security and public safety
- Information technology
- Aging population/ retirements
- Distance education
- Retraining
- Diversity
- Expectations of 24/7 flexibility
- Accountability
- Upgrading of skills

### new

- Workplace skills
- Partnerships
- Forms of work
- Life long learning
- Search for work/ life balance
- Competition

### less

- Government funding
- Availability of qualified and/ or interested applicants

### changing

- Government policies
- Male/female ratios
- Expectations of value/service
- Expectations of the training experience
- Image and reputation of the professions we serve

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# KEY ACTION AREAS AND STRATEGIES - *what we must achieve*

## 1.0

Advance our global reputation and leadership in justice, public safety and human services education and training

- 1.1 Develop and implement marketing and communications plans.
- 1.2 Benchmark best practices.
- 1.3 Produce publishable research.
- 1.4 Build our role as a resource on policy, standards and best practices.
- 1.5 Protect and strengthen our intellectual property, standards and certifications.

## 2.0

Develop and deliver quality, competency-based programming through a variety of delivery methods

- 2.1 Develop and implement a program evaluation method.
- 2.2 Evaluate and resource alternative delivery modes.
- 2.3 Expand on-line learning.
- 2.4 Identify, establish and implement new program opportunities.

## 3.0

Establish the facilities, partnerships and technologies required for our programs

- 3.1 Develop and implement a facilities master plan to support educational growth.
- 3.2 Identify and develop partnership opportunities.
- 3.3 Increase the integration of technologies in our programs and services.
- 3.4 Increase success in JI fundraising activities.

## 4.0

Enhance the quality of our service to students, clients and each other

- 4.1 Evaluate and improve our service on an ongoing basis.
- 4.2 Coordinate and upgrade our student services.
- 4.3 Increase financial aid opportunities.

## 5.0

Strengthen the operating style and work environment reflected in "The JI Way"

- 5.1 Develop and implement a plan to improve internal communications.
- 5.2 Identify and implement opportunities for continuous improvement.
- 5.3 Improve efficiency and effectiveness.
- 5.4 Increase our ability to work collaboratively & cooperatively.
- 5.5 Improve understanding of each other and our work.

## 6.0

Develop and implement strategies to support our human resources

- 6.1 Develop and implement a strategic recruitment and retention model.
- 6.2 Create and implement an annual performance development review process.
- 6.3 Implement an employee recognition program.
- 6.4 Support the ongoing skills development of our employees.

## 7.0

Allocate resources to our core competencies

- 7.1 Identify core competencies.
- 7.2 Develop and implement resource allocation decision processes.
- 7.3 Identify and consolidate non-core activities, outsourcing where appropriate.

## 8.0

Expand our entrepreneurial revenue generating activities

- 8.1 Implement business development strategies.
- 8.2 Establish and utilize business project evaluation and selection criteria.

## 9.0

Sustain our ongoing financial viability

- 9.1 Establish and build contingency funds.
- 9.2 Increase the diversity of revenue sources.
- 9.3 Develop risk management strategies.

## 10.0

Assure our accountability through the measurement and reporting of our performance and results

- 10.1 Identify, agree upon and use key performance indicators.
- 10.2 Improve tracking mechanisms and reporting systems.
- 10.3 Sustain quality initiatives.



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## implementation & monitoring

To ensure that the strategies approved by the Board achieve the intended results, each academy, division and department prepares a local operational plan. These local plans facilitate the achievement of the JI's Strategic Plan

throughout the Institute. Local operational plans will include priorities that fit with the Institute's strategic directions, producing achievable results in the key action areas. Management teams will collate and review the plans to ensure consistency,

completeness and the complementary nature of the individual plans. All plans will be scrutinized to insure that there are no gaps in activity or intended outcomes among the key action areas, nor that any specific plans

lead to conflicting directions. Regular status reports will be presented to the Board. Major objectives will be reviewed annually, so that the Institute develops a regular planning, review and resource allocation cycle.