

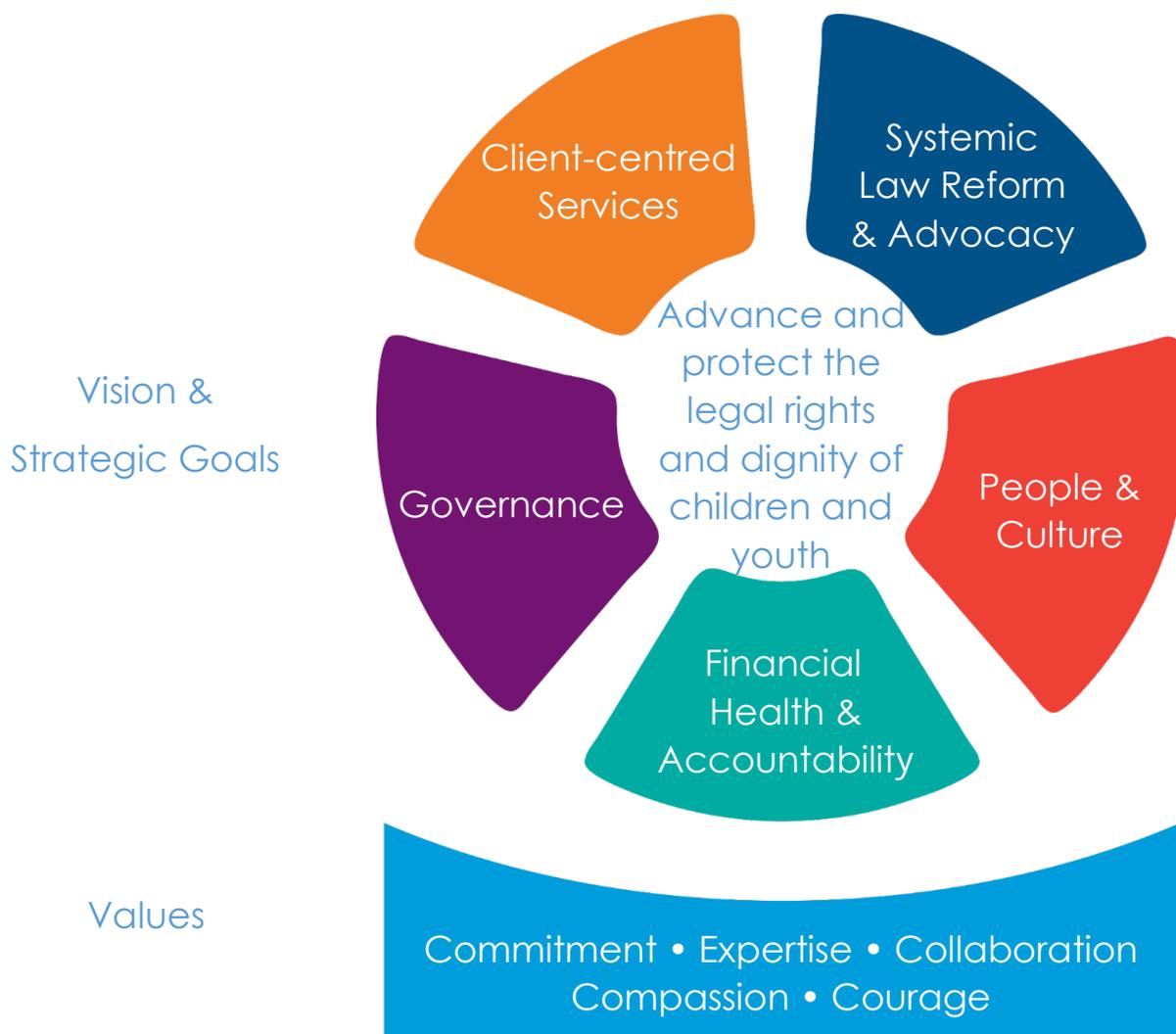
Legal Rights and Dignity for Children and Youth

Strategic Plan 2019-2023

At Justice for Children and Youth (JFCY), we provide child-centered legal services that enhance justice and support inclusion for vulnerable children and youth through:

- Specialized legal expertise and representation
- Leadership on systemic law reform and advocacy
- Legal education and outreach

To realize this mission, JFCY’s strategic plan focuses on five key goals that flow from our vision and values:



Strategic Goal	Guiding Principles	Expected Outcomes
Client-centred Services	<ul style="list-style-type: none"> • We are leaders in child legal representation and treat clients with dignity and respect. • We take the time to understand and respond to our clients’ personal circumstances and needs. • We prioritize unique and complex cases for vulnerable young people, and refer out cases that other lawyers will take on. • We collaborate and partner with organizations to holistically address client needs. • We build awareness and educate others on child and youth rights and legal issues in the community. 	<ul style="list-style-type: none"> • Client circumstances and needs are considered holistically. • Clients with the greatest needs are able to access services. • Less complex cases are referred to lawyers with the appropriate expertise. • Resources and capacity in the system are leveraged to address non-legal needs.
Systemic Law Reform & Advocacy	<ul style="list-style-type: none"> • We identify and prioritize areas of focus for systemic law reform and advocacy to maximize the impact of our resources. • We select cases with the broadest impact on our client population. • We are proactive and responsive to legislative changes and the evolving needs of our clients. 	<ul style="list-style-type: none"> • Proactively address changing legislation and evolving needs of clients. • Increased support from stakeholders and the community advocating for systemic law reform. • Test case outcomes have significant positive impact on client population.
People and Culture	<ul style="list-style-type: none"> • We invest in our staff to ensure they have the skills and knowledge to carry out their roles. • We align roles and responsibilities with knowledge and expertise, to make sure we have the right people doing the right work. • We foster a supportive and nurturing work environment. • We pursue fair compensation for our staff that reflects their value and contribution. • We value our staff and work to enhance satisfaction and achieve reasonable workloads. 	<ul style="list-style-type: none"> • Recruit and retain staff with the right skill set, experience and motivation for doing the work. • Staff are highly engaged and satisfied, and are fairly compensated for their work. • Staff continually learn and develop professionally. • Staff feel empowered by culture, management mechanisms and development opportunities.

Strategic Goal	Guiding Principles	Expected Outcomes
Governance	<ul style="list-style-type: none"> • We have an effective governance structure with clear and distinct roles and responsibilities defined for Board members and the Executive Director. • We ensure Board members are actively engaged and committed to the success and financial health of the organization. • We have the right number, diversity and composition of Board members with the competencies and experience needed for effective governance. • We regularly assess the effectiveness of the Board members and Executive Director, and make continuous improvements where required. • We are accountable to our funders and legislative obligations. 	<ul style="list-style-type: none"> • Board members and Executive Director clearly understand their distinct roles and responsibilities. • Board members are effective, contributing, engaged, diverse, and accountable. • A clear, simple leadership evaluation process, reflective of best practices, that fulfills the Board’s oversight role while meeting the needs of the organization.