



## **Mission**

Effective, just and humane responses to the causes  
and consequences of crime.

## **Description**

The John Howard Society of Canada is an organization of provincial and territorial Societies comprised of and governed by people whose goal is to understand and respond to problems of crime and the criminal justice system. They are fiscally responsible for the continuance of the work and service of the National Office.

## **Methods**

In furtherance of its Mission, the Society:

- Works with people who have come into conflict with the law;
- Reviews, evaluates and advocates for changes in the criminal justice process;
- Engages in public education on matters relating to criminal law and its application, and promotes crime prevention through community and social development activities.

## Report from the President



***Janis Aitken, President***

This past year has been busy, interesting, and rewarding for the National Office staff and the Board. Based on the member societies Board representatives' reports, there is also significant activity occurring at the local JHS level as well. Only a few of the many activities of the JHSC Board will be referenced in this report.

The AGM and Conference held in Quebec City in late October 2017 was very informative. The opening evening included a presentation covering 25 Years Under the Corrections and Conditional Release Act (in memory of Ashley Smith), followed the next day by an agenda addressing a wide range of topics at the conference, including solitary confinement and mental health, prison overpopulation, elderly inmates, and prisoners' rights. Quebec JHS President Jean Claude Bernheim was a superb host for the entire event, topped off by a personal invitation to his home for a traditional 'Swiss Raclette Dinner'!

Our indefatigable Executive Director, Catherine Latimer, reported on the BC Supreme Court decision on solitary confinement which found indeterminate administrative segregation to be unconstitutional, noting it was a very important one for JHS Canada, and advising that the federal government has filed an appeal of this successful litigation in which JHSC had been very involved with the BCCLA.

A small but talented sub-group of the JHSC Board worked diligently, and successfully, on a revision for the distribution of the National Grant. Never an easy task, they rose to the challenge and arrived at a more equitable distribution which appears to have been well received by member societies. They are to be congratulated for their achievement.

Another intrepid sub-group of the Board undertook an equally challenging and painstaking review of the Terms of Association, resulting in the Agreement of Affiliation which, based on feedback and suggestions from Board members, saw several revisions in its early stages. The resulting final document was presented to each of the member societies at their local Board meetings, with a request for discussion and approval by their Boards. Many of the member societies fully supported the Agreement of Affiliation as it was presented, however, others had questions and suggestions which will be addressed at the AGM in Saskatoon.

The final noteworthy topic for this report is the opportunity presented to JHSC by Canada Border Services (CBSA) to become the national contractor to deliver community-based alternatives to detention for low and medium risk immigrants. An advisory group comprised of the JHSC ED and John Howard Society Executive Directors held meetings with CBSA officials to analyze, research and discuss this. The fact that the CBSA chose to partner with the John Howard Societies is a significant acknowledgement of our reputation for fairly and consistently supporting the interests of vulnerable populations and the safety of our communities.

The May 2018 Staff Conference held in Winnipeg which covered a wide variety of relevant topics was well attended (approximately 100 JHS staff) and provided great information to the Executive Directors and staff of the John Howard Societies. It included a one day CBSA staff training event which was essential to preparing staff to deliver the above noted services expected by the CBSA.

As indicated above, there has been considerable work undertaken and achieved over the past year. I am always impressed, although not surprised, by the level of commitment demonstrated by the JHSC Board representatives in their approach to the discussion of and work required to address the very challenging issues facing the John Howard Societies in their efforts to provide relevant and meaningful services to the populations we serve. I expect the year ahead to be no less challenging and rewarding.

*Janis Aitken, President*

## Report from the Executive Director



***Catherine Latimer,  
Executive Director***

After a long period of conducting and amassing research, providing analysis on the effect of legislative and policy proposals, and offering advice on how to make the criminal justice system more just, effective, and humane, we have seen some tangible progress in the last year. There are three notable indicators of that progress:

1. In January 2018, the Supreme Court of British Columbia ruled in our favour in the administrative segregation/solitary confinement challenge the John Howard Society of Canada pursued with the British Columbia Civil Liberties Association. The well-reasoned judgement which held that the current provisions of the Corrections and Conditional Release Act violate Charter protections reflected the hard work that went into getting the evidence before the courts. The decision gave the federal government one year to implement the decision. While the federal government has chosen to appeal the decision, the evidentiary base in the BC Supreme Court is strong and our lawyers are pleased. Given our unanimous resolution to curb the abusive use of administrative segregation, a cruel practice that is inconsistent with our core values, this decision marks significant progress. We will continue to pursue our objectives through the courts and through legislative reforms.
2. The February 2018 Budget included much welcomed news that resources had been allocated for the return of Prison Farms to two Ontario federal penitentiaries and in June 2018 an announcement was made that the farms would include both goat and cow dairy operations. When we last had our AGM in Saskatchewan, we showed the film *'Til the Cows Come Home'* and took an active interest in promoting the return of the prison farms. As a member of the Prison Farm Advisory Panel, the

goal was to deliver a model that was both financially viable and promoted the rehabilitation of prisoners. It was a very active group that developed alternatives, worked closely with CSC and the Minister and was instrumental in coming up with the option that was adopted by the government.

3. Throughout the summer of 2018, the John Howard Society of Canada entered into two agreements with the Canada Border Service Agency to provide alternatives to detention for low/medium and the other for high risk detainees. This is a national contract with agreements with local John Howard Society offices to provide the services. We are enormously grateful for their support. These agreements support our policy objectives of using custody with restraint and promoting appropriate community-based alternatives and our corporate objectives of leveraging our national capacity to increase opportunities for local offices.

While the federal government has been slow to introduce legislative and policy reforms to make the criminal justice system more just, effective and humane, we continue to press for reforms particularly in the area of criminal records, corrections, bail, and sentencing. The last year has seen new office holders in the positions of Correctional Investigator, Chair of the Parole Board of Canada and Commissioner of Correctional Services. I have met with all of them and sent a letter to Ms. Oades suggesting operational changes that would improve parole and reduce the barriers posed by criminal records. I also sent suggestions for the mandate of the new Commissioner of Correctional Services, many of which were reflected in the mandate letter.

The National John Howard Society Staff Conference was held in Winnipeg, Manitoba this past May and we are grateful to the John Howard Society of Manitoba for being such excellent hosts. Staff from across the country came together to share, learn, and enjoy the fellowship of colleagues committed to the same values and goals. It was a rewarding experience.

We are pleased to continue our public education efforts with the John Howard Society of Canada Blog which recently reached its first anniversary with 50 posts. Academics, practitioners, and people with lived experience are providing input for the Blog which provides a forum for discussion and the exchange of ideas. Our volunteer editor has been instrumental in the Blog's growing success and we are most grateful.

Plans are underway to launch the first national John Howard Society Week in February 2019 across the country to raise the profile and highlight the important services we provide.

It has been a busy year but we are making progress both toward fulfilling our mission and growing as an organization. I offer my warmest thanks to all who provide advice and support and to the Board of Directors for its guidance and encouragement. I am particularly grateful to Mary Lou Howarth who keeps us on track with professionalism and humor.

***Catherine Latimer,***  
***Executive Director***

## Member Societies across Canada

### John Howard Society of Newfoundland and Labrador



***Cindy Murphy,  
Executive Director***

The past year was one in which new initiatives were undertaken, new community partnerships were forged and core programs were maintained. Through a diverse array of programs and services, the Society provided services to approximately 1200 clients during 2017-18.

Volunteers continue to support the 90 dedicated staff who operate the John Howard Society programs in the province. Through their participation on our board and committees, volunteers provide governance for the Society's operations and directly support and enhance a number of Society programs and services. They operate and successfully sustain the Prison Library and Prison Visitation program, and provide direct support to our residential programs.

The following are some of the Society's noteworthy events during the past year:

**Garrison Place:** Early in the year the focus was on completing the construction Garrison Place, a 10-unit supportive housing facility which would open its doors in early December. The project means 10 individuals are provided permanent supportive housing with the goal of assisting them to reach their full potential and be fully participating members of our community. Special thanks to the Building Committee along with Keith O'Neill, Technical Facilitator with the Initiative for Affordable Housing for their considerable time and effort to bring the development to fruition.

**Strategic Plan for 2018-2021:** During the year the Board of Directors approved a new Strategic Plan for 2018-2021. The new plan creates a road map for the next three years and focuses on three Priority Areas:

- 1) Strengthening Program Development and Service Delivery;
- 2) Promoting Community-based Criminal Justice Responses and Resolutions; and
- 3) Enhancing Organizational Resiliency and Sustainability.

With the above noted priorities, JHSNL has also developed strategies and outcomes to ensure the priorities of the Strategic Plan are fulfilled.

**Review of Provincial Administrative Segregation:** On the heels of a report completed on the Use of Disciplinary Segregation in the province, the Executive Director was invited to chair a committee to examine the use of Administrative Segregation in the province's correctional centers and provide recommendations around alternatives. The Committee began its work in November of 2017 and expects to have its report completed in late fall.

**New Partnerships:** Partnerships are so important to the work of any community organization and during the past year some new and exciting partnerships were forged.

In partnership with JHS Canada (JHSC) and the Canadian Border Services, JHSNL has entered into an agreement to provide programs and services to provide alternatives to detention for those who would otherwise be detained in custody awaiting the resolution of their immigration issues.

This program would mean people would not be needlessly detained if they can be safely supported and supervised in the community. Being a national initiative, many JHS offices across the country will be providing services. We look forward to working together with our JHS counterparts and thank Catherine Latimer for all the heavy lifting it took to bring this contract to life.



The second new partnership is being led by JHS New Brunswick (JHSNB) and will see our organization partner with other JHS offices in the Atlantic Canada to deliver an anti-drug driving program for Grade 10 students. This proposal is timely as the legalization of marijuana is expected to take place this fall. The JHSNB proposal was submitted to Health Canada and would seek to create a co-managed, multi-sectorial partnership with JHS, the Eastern Hub of Students Commission and the local police. We are excited about the prospect of partnering with other JHS offices in the Atlantic Region. Thanks to JHSNB for including us in this important initiative.

The Society, along with the Canadian Mental Health Association NL Division is pleased to be partnering with the Canadian Association for Suicide Prevention to host a National Suicide Prevention and Life Promotion Conference in St. John's October 31-November 2, 2018. This conference will be the premier suicide prevention conference in Canada and it is expected to draw 300 delegates. An organizing committee along with other subcommittees have been hard at work planning the event and we look forward to a great conference in the fall of 2018.

**John Howard Society Week:** Every year since 1986, a JHS awareness week has been held during the week of Valentines. During the past year, a number of activities were held. The week began with a meeting with the Minister of Justice and Attorney General on February 13, 2018. The meeting provided an opportunity to discuss a variety of issues as well as provide information on a number of Society initiatives. The Minister signed our proclamation declaring the week of February 10 - 16, 2018 as John Howard Society Week.

Other events throughout the week included hosting Service Fairs at Her Majesty's Penitentiary and the West Coast Correctional Center. Both events brought together a large array of community and government service providers to provide information to the inmates. This event was covered by CBC television which helped to promote awareness about the reintegration needs of offenders.

Open Houses were held at some of our program sites. Staff participated in the Pancake Breakfast to raise awareness and funding for homelessness,

and a lunch for clients was held in St. John's. During the staff luncheon, a number of staff were recognized for their long standing service.

**Services Needs for Labrador:** The Society has long recognized the need for correctional services in Labrador and with the assistance of a consulting firm, a report will be compiled which will help to inform future planning and service delivery for the region. We look forward to forging new relationships with the various stakeholders in Labrador.

**Public Consultation and Advocacy:** Throughout the year the Society was actively engaged in public consultation and advocacy on a variety of issues. The needs of aging offenders, prison conditions and overcrowding in our correctional facilities as well as the large number of people held on pretrial custody. Additionally, the organization commented on the need for more affordable housing and the need to prepare for a possible Fentanyl drug crisis.

**National Staff Conference:** In May, JHS Manitoba hosted the National Staff conference of which we were pleased to attend. It was a wonderful event that promoted knowledge, understanding and networking with others within the JHS family. Thanks to John Hutton and his team for a great conference.

**Order of Canada:** In May 2017, Catherine Latimer, the executive director of John Howard Society Canada was awarded the Order of Canada. We wish to extend our sincere congratulations to Catherine for all her past accomplishments as well her on-going efforts to promote a more effective, just and humane criminal justice system in Canada.

Finally, a special thank-you to all who contributed to the success of the Society over the past year, especially the members of our Board of Directors for their strong leadership, our dedicated staff and volunteers who work tirelessly to meet the needs of clients, and our government and community partners who together contributed to our achievements.

***Cindy Murphy,***  
***Executive Director***

## John Howard Society of Nova Scotia

The John Howard Society of Nova Scotia proudly celebrated its 68th anniversary this year. It has been a year of change and challenge. Our Executive Director for the past ten years, John Peach, retired in the fall. John's contribution to the Society was recognized not only by the Board and staff in Nova Scotia, but also by the Board of John Howard Canada, who granted him a Life Membership in the Society.



***Kit Waters, President***

We are very pleased to welcome Leisha Seymour as our new Executive Director. Leisha has hit the ground running in her new position. She brings an extensive background in working with vulnerable populations, has a reputation as a consensus-builder and change-agent amongst staff, and has demonstrated great vitality and creativity in approaching the many challenges inherent in our work.

The JHSNS continues to play a major role in the delivery of restorative justice services in this province. Our staff faced growing demands with the expansion of the Nova Scotia Restorative Justice Program to include adults. An increasing number of referrals at the post-conviction stage has meant addressing more complex needs of victims and offenders. Staff and Board members of the Society were invited to participate in the NSRJP Governance and Management Committee, a collaborative undertaking convened by the provincial Department of Justice to set the direction for an authentic renewal of the program's policies and procedures.

Our Halifax office continues to make an enormous contribution to the lives of so many individuals transitioning from correctional institutions to the community by providing reintegration support and addressing barriers

to employment. Significant progress has been made this year in developing programs to meet the needs of individuals who are serving sentences within provincial correctional institutions.

Our Society is recognized in the community as having expertise in supporting people with a criminal record to reach their goals of gaining employment and stability. In particular, our employment search program, record suspension application service and life skills programming has assisted many in their reintegration journey. We have also continued our partnership with Correctional Service Canada through the provision of parole supervision and community assessments.

Our Society takes pride in the restorative, trauma-aware and client-focused approach we have adopted in all of our programs. We are pleased to have partnered with Nova Scotia Correctional Services and the Nova Scotia Government Employees Union in sponsoring a violence- and trauma-informed workshop in May. The session was very well attended by government and NGO staff from the justice, health and education sectors who face, on a daily basis, the challenge of working with individuals who have faced significant trauma in their lives.

We have been fortunate to partner with many community agencies throughout the province to participate in specialized training. Of particular note was the hosting of restorative justice facilitator training by our Northeastern Office, funded through a grant from the United Way and attended by agency representatives from throughout the province.

Demand for the services we offer continues to increase and demands placed on staff have grown significantly. Staff of the Society – employees, students on practicum placements, and volunteers – are the lifeblood of our organization. We look forward to continuing the essential work of the John Howard Society of Nova Scotia in the coming year, facing the challenges that arise with the determination owed to those we serve.

***Kit Waters,***  
***President***

## John Howard Society of Prince Edward Island



*Donna Hartley,  
Executive Director*

The past year has been devastating for the provincial society due to the death of our beloved employee, valued and dedicated colleague, Lisa MacLean, in childbirth on her 33rd birthday. Lisa had been with the organization for ten years and the large number that attended her wake and funeral symbolized how many lives Lisa had touched in her short lifetime.

As noted in our previous report we were at risk of losing our funding for our client based direct service programming. This financial challenge was resolved through a collective agreement between Department of Justice and Public Safety and Department of Workforce and Advanced Learning.

**The Outreach Program** continues to provide various services that meet the comprehensive needs of our clients; however, as employment is crucial to successful reintegration, that particular service is the primary role for this program. Community and Correction Services contract with our Outreach Program to provide services for inmates which includes developing realistic exiting plans. Staff distributes his time at 50% between the community and the Provincial Correctional Centre. Certification in CPR/First Aid and WHMIS is also available through this program both in the community as well as the institution. As well, our organization is a registered volunteer for the CRA community program and assists in completing income tax returns for those who qualify.

**The Pre-Employment Program** is available to those individuals who are not job ready and in order to overcome personal barriers individualized, intensive services are often required.

**The WrapAround Rural Housing Program's** mandate is to assist individuals find and maintain safe and secure housing. Over the past year it has been difficult to meet this goal due to the shortage of housing stock. It is a crisis across the board in this province and not just for those with limited income as statistics show the vacancy rate to be .9%.

**The JHS Homelessness Partnering Strategy** program continues to experience significant growth and an increased investment by the Government of Canada. During the year the Homelessness Partnering Strategy Community Advisory Board engaged the support of an independent facilitator to lead a board development/review process. The objectives of this initiative were to support the renewal of the board membership, re-evaluate the board's overarching goals and to solidify the roles and responsibility of the CAB. Our Magnet event (for those individuals who are presently homeless or at risk) was held again in both cities, Charlottetown and Summerside, with a total of 72 participants in attendance who received a hot meal and a variety of on-site services. In October we once again held the Housing Forum with 100 stakeholders and project partners in attendance. The full-day workshop provided an opportunity for our sub-projects to highlight their project work in a "carousel" format. Our Coordinator was part of the Provincial Housing Action Plan Co-Development Team as well as participating in the Provincial Poverty Reduction Strategy sessions and the United Way workshop on food security.

The provincial society continues to contract with Correctional Service of Canada to deliver their Integrated Correctional Program Model and recently signed a five year contract.

JHSPEI led the national ***Point In Time Count***, the second of its kind in Charlottetown and Summerside. The count offers a "snapshot" of homelessness in both cities on a single night. The results will improve our understanding of the needs and circumstances of the people who are affected by homelessness in our community.

This year, our Board of Directors embarked on a much needed, extensive revision of policy and procedures to reflect present day issues facing the non-profit sector. Through collaboration with Community and Correctional Service, Department of Justice and Public Safety, the Society was offered the opportunity to share a coop student and through this arrangement we were able to develop an organizational business plan. This is a work in progress and creates a work plan that prioritizes activities, helps to provide focus and will be invaluable as JHSPEI builds strategic partnerships and creates a profile. As with most Boards of Directors, recruitment is ongoing. We presently have a very active committee who has worked hard to ensure we maintain a vital, well - functioning board and was successful this year in their recruitment efforts.

**Provincial Justice update:** Community and Correctional Service received funding for a new women's unit adjacent to the Provincial Correctional Centre. This unit will be purpose- designed and will operate to meet the documented risk and needs of women. The Division recently developed a training course on Transgender Awareness and converted their Crisis Management Model course to an electronic platform. The business requirements for a new automated offender management have been completed and development is underway.

Although we are small we have a dedicated group of individuals who share a passion for the mandate and mission of the JHSPEI. One of the challenges we always face is that we function as a provincial office while at the same time carrying out the more "hands on" duties of a local chapter. We are committed to nurturing our positive relationships with provincial officials and to explore innovative ways to serve the needs of our clients. What we lack in financial assets, sometimes, we compensate for with strong networks, partnerships, and excellent access to decision makers. We will continue to look for innovative ways to enter into partnerships and to build our capacity to service the needs of our clients and community.

***Donna Hartley***  
***Executive Director***

***John Picketts***  
***President***

## John Howard Society of New Brunswick

The John Howard Society of New Brunswick Inc. experienced an extremely busy yet productive year. The past year has seen service successes on several fronts and our work plan when considered together paint a very positive picture of the Provincial Society and its future.

Our focus remains on establishing a province-wide, tri-lingual organization to promote just, peaceful and safe communities in every region of the province. We are very proud to have a new John Howard Society Francophone Affiliate in the Restigouche County region.



***Bill Bastarache,  
Executive Director***

Following the successful completion of the Strengthening Families Program (youth/family addiction intervention program) and the Targeted Initiative for Older Workers (employability program) the Society is preparing for an Intercultural Youth Initiative and Atlantic Youth Challenge to Prevent Drugged Driving. These two projects have been under construction for years and demand a high degree of staff and board resources, requiring a balancing act to ensure the new projects are being advanced, while not distracting from core business of the agency. The two new program services join our Awakening Cultural Identity and Spirituality where elders support parolees transitioning back into the host First Nation community.

The Provincial Society also sponsored two community forums. The community consultation “A Public Health Approach to Cannabis” brought health and service providers together to explore and enhance knowledge related to cannabis use. The organization also sponsored a “Healing Our Communities” conference which brought together First Nations and



public sector officials to explore cultural appropriate alternative to incarceration.



***Harold DeCourcey,  
President JHS NB***

We continue to have funding challenges which is an ongoing issue for the Provincial Office. Our relationships with core funders remain strong and we look forward to new methods and programs to deliver such as the partnerships emerging between the four John Howard Societies in Atlantic Canada in regards to the Atlantic Youth Challenge to Prevent Drugged Driving.

Our branches/affiliates remain the heart and soul of the John Howard Society in the province. It is inspiring to see all the different initiatives they are working on regularly.

***Bill Bastarache,  
Executive Director***

***Harold DeCourcey,  
President***

# **The John Howard Society of Quebec**

## **Programming and Services Development**

The AGM being held in Québec helped elicit interest around the JHS in general. This was extremely favourable to attracting new members for the JHS Québec's Board of Directors and Operations. The JHS Québec is consequentially investing heavily in developing its infrastructure and programming for the coming years.

We have decided to move our central administration to Québec City. We have also opened a new office in Montreal. This situation allowed us to develop projects that will be submitted to future donors and investors.

On the more practical plan, we have invested our energy in the implementation of the Canadian Border Service Agency's (CBSA) program, which seeks to develop alternatives to detention for people currently detained at the Laval Detention Centre.

We have established a new partnership with the Canadian Families and Corrections Network in order to offer to detained fathers the possibility of establishing contact with their children. The name of the project is Dad HERO. The acronym HERO stands for "Helping Everyone Realize Opportunities". We understand that although some may not consider detained fathers as heroes, we believe that fathers aspire to a positive influence in their children's lives.

## **At-Risk Youth Summer Camp**

Due to the implementation of the CBSA program and due to our revenues, we have decided to put a term to the At-Risk Youth Summer Camp program. Our partner has decided to take over the program in order to assure its continuation.

***Jean Claude Bernheim***

***Président of the Société John Howard du Québec.***

## The John Howard Society of Ontario

We are pleased to present the 2018 Annual Report of the John Howard Society of Ontario.



***Paula Osmok,  
Executive Director***

Our work this year continues to be guided by a strong set of strategic priorities set out in our Operational Business Plan. In keeping with our Mission Statement, the Board of Directors established five priorities:

- (1) to be a key change agent for an effective, just and humane justice system;
- (2) to be a leader in research and innovation in the social and criminal justice sectors,
- (3) to promote programs and services which are evidence-based and produce positive outcomes,
- (4) to support our local offices for increased impact and success, and
- (5) to strengthen our organizational and financial capacity.

We continue to meet or exceed the benchmarks set out in our Business Plan and the following are some of the highlights of the past year:

### **Police and Criminal Records**

The John Howard Society of Ontario's Centre of Research, Policy and Program Development (the Centre) 2018 initiatives continued to highlight our focus on the impacts of police and criminal records and our commitment to de-stigmatizing police records and championing a rights-respecting, equality-protective landscape in Ontario. Supported through funding from the Metcalf Foundation, the Centre authored and released *The Invisible Burden: Police Records and the Barriers to*

Employment in Toronto. At the same time our new Police Record Hub went live. The Hub is a one-stop site for employers or individuals with records to access resources on police and criminal records.

## **Volunteer Management**

With support from the Ministry of Citizenship and Immigration, the Centre examined the use of record checks across Ontario's Not-For-Profit voluntary sector and developed a Blueprint for Volunteer Management as well as a series of tools to assist employers in developing or enhancing their volunteer programs, with a specific lens to encouraging opportunities for those with criminal records.

## **Correctional Reform**

The Centre made submissions to public officials, attended government consultations, wrote an op-ed, and consulted with Howard Sapers' team regarding new corrections legislation for Ontario. Bill 6 – The Correctional Services and Reintegration Act – has now received Royal Assent. This law makes evidence-informed changes to segregation and establishes important new correctional oversight mechanisms. We will continue to support implementation of this legislation and monitor the outcomes.

***Fractured Care - Health Opportunities in Ontario's Correctional Institutions*** was released in 2016 detailing the complex health needs of incarcerated people, the gaps in access to care, and the need for significant health care reform in corrections. Following the release, the Centre created and chairs the Correctional Health Care Coalition: a group of health and justice advocates promoting better health outcomes for individuals involved in the justice system. This group made several submissions to government, met with key government officials, and continues to highlight how correctional health is important for public health. The group calls for the responsibility of correctional health care to be transferred from the Ontario Ministry of Community Safety and Correctional Services to the Ontario Ministry of Health and Long-Term Care.

Our achievements over the past year, our continued successes, and our position as a valued justice stakeholder are due in very large measure to the ongoing efforts and commitment of our talented staff team. Their efforts and the efforts of the exceptional staff of our 19 local JHS offices have enabled those offices to strengthen and serve their clients in ways that are beneficial to them and their communities. We continue to provide significant support to our 19 local JHS offices in several areas and their experience and knowledge providing front line services to members of our communities informs our research, policy and program evaluation work.

We are pleased to note that our application for the renewal of our membership in the Imagine Canada Standards Program has been approved. We take great pride in having the right to use the Standards Trustmark and assure our supporters and stakeholders that we will continue to reflect what Imagine Canada expects of a charity.

We have also been fortunate in attracting and retaining dedicated volunteers and members of our Board of Directors and Research Ethics Board who bring diverse knowledge, talents and energies.

In the upcoming year, we look forward to achieving the mission-based targets set out in our Business Plan and advancing evidence-based solutions to social and criminal justice issues that are effective, just and humane. We look forward to 2019 - the 90th anniversary of John Howard in Ontario.

***Sheila Arthurs***  
***JHS Ontario Representative***

***Paula Osmok***  
***Executive Director***

## The John Howard Society of Manitoba

As a way of promoting reconciliation and to better serve our First Nations, Metis, and Inuit clients we launched our Indigenous Men's Healing Program this year for survivors of childhood sexual abuse and trauma. The funding is linked to one of the TRC recommendations that was initially focused on programs aimed only at women. However, we were able to make the case that there were male victims of abuse as well, and a funding arrangement for us was approved late last fall. The program is Elder-led, and we have been able to attract participants from

Stony Mountain Institution, our nearby federal correctional centre, who attend group sessions on escorted absences. Most of our participants are or have been incarcerated, but the program is also open to anyone living in the community who otherwise meets the criteria.



***John Hutton,  
Executive Director***

This last year we have entered into partnership with two Indigenous-led organizations to form Project Manitouwabi - an initiative funded by all three levels of government aimed at finding housing for men and women leaving custody. JHSM works with the male inmates. The biggest challenge is not finding clients, but finding landlords willing to rent units for what social assistance provides. The project has allowed us to expand our work and partnerships in the Indigenous community.

Underscoring the need for reconciliation is the fact that Manitoba, like many jurisdictions continues to incarcerate Indigenous people disproportionately. While Indigenous people make up around 17% of Manitoba's population, they are approaching 75% of those in custody. However we are pleased to see that the new provincial government is making headway in terms of bringing down the overall numbers of those in custody; they recently closed more than 50 beds at a local correctional

centre. We have supported these efforts particularly in the area of bail – and have a new Bail Facilitation project with Manitoba Justice in the implementation phase. The majority of those who benefit from the new initiative are Indigenous.

We are pleased to see Correctional Services of Canada putting a great emphasis on preparing and releasing Indigenous inmates for Parole. We understand that they are running a pilot project intended to act as a model for Corrections across the country here at Stony Mountain, and as a part of this we are entering into a new era of partnership with federal corrections.

Just a few weeks ago, a provincial court justice leading an inquest into the death of two inmates at Stony Mountain Institution released his report. It emphasized a number of recommendations we had made around limiting the use of solitary confinement, especially for those with known mental health issues. JHSM had standing at the inquest, alongside the Canadian Mental Health Association for Winnipeg. This month, another inquest, looking into the death of an inmate at the Winnipeg Remand Centre who died of a seizure in 2016, is set to resume. JHSM has standing at this inquest as well, and we are bringing a number of issues to the forefront, especially the question of whether health services for inmates should be under the jurisdiction of Manitoba Corrections or Manitoba Health.

Part of the solution to lower incarceration does involve the social service sector working in partnership with government. Earlier this year Manitoba Corrections released a strategy for lowering the rate of incarceration that called for greater collaboration with groups like ours. At their invitation we attended the launch of the new plan and were invited by the Minister's office to make our own comments on the initiative to the media. We are encouraged that their willingness to have us at the event will translate to an increase in collaboration as promised, and we are already seeing signs of this happening.

The John Howard Society of Manitoba is pleased to be part of the initial group of provincial associations to provide services under the new CBSA contract held by JHSC. Manitoba is home to many newcomers, especially

in the last couple of years where we have seen large increases in the numbers of people walking across the border into the province in order to make a claim. We have hired a caseworker who has attended training, and is eagerly awaiting his first referrals, which we are told should be coming soon.

I would like to close by saying Meegwetch (thank you) for the ongoing support and collaboration we continue to enjoy with the other provincial John Howard Societies. Having the experience and knowledge of all my colleagues only an email or phone call away is a great advantage as we prepare new proposals and funding applications. And in the centre of it all sit Catherine and Mary Lou, ensuring that all issues great and small are brought to the attention of the decision makers in Ottawa.

*John Hutton, Executive Director  
On Treaty One Territory*



## The John Howard Society of Saskatchewan



***Jaime Boldt,  
A/Executive Director***

The John Howard Society of Saskatchewan continues to assist individuals who are at risk of involvement in the criminal justice process by providing prevention, intervention, support services and advocacy.

2018 marks a significant period for the John Howard Society of Saskatchewan as we celebrate our 60th anniversary.

JHSS will be hosting special events to celebrate some of its many achievements, successes and milestones that have shaped our organization over the last 6 decades.

We will also be launching a video to bring attention to and reflect on our mandate, while continuing to highlight the importance of ***“If Not Us, Then Who.”*** ***“If Not Us, Then Who?”*** has officially become the JHSS tagline and motto this year. It is not a new way of doing business, but reflects the attitudes, values and actions of all those involved in the Society.

Our Branch offices in Saskatoon, Regina, Moose Jaw, and Prince Albert provide for close proximity to the programs and services we offer. Each office presents itself as a warm, accepting, and non-judgemental place for individuals to come to for support, assistance or just a listening ear. The Branches are supported by the Provincial office, which provides strategic deployment of personnel, and resources that focus on meeting local service delivery needs and strategic community engagement to ensure programs and services are relevant, efficient and cost effective.

Over the past fiscal year, social and criminal justice issues have captured the public’s attention. Media headlines brought forward dialogue relating to jail overcrowding, solitary confinement, homelessness and housing,

reconciliation, and the physical and mental health of some of Saskatchewan's most vulnerable citizens. JHSS continues to advocate and collaborate with a number of organizations – public, private and non-profit - to ensure the voices of our most vulnerable are being heard, and that we promote efficient, effective, and just humane practices that support positive outcomes, and a right to live in a safe and secure society.

This past year JHSS participated in many stakeholder and committee meetings, and activities that led to meaningful discussions and proposals with public, private and like-minded organizations.

Highlights include:

- An Alternative to Remand Project (justice program) which was initially a one year pilot project and now has received funding for three years;
- The continuation of JHSS to re-establish itself within provincial and federal institutions through inmate support and advocacy, reintegration planning and guidance, and support to family and friends of those on the inside;
- Community and government support to open a gender and sexually diverse home for homeless youth. JHSS has become the agency of choice in Regina by the Ministry of Social Services to work with youth who identify as LGBTQ;
- Key partnership with a pharmaceutical company (Rubicon) that will work in collaboration with the JHSS staff to ensure youth living in our group homes or our participants who are experiencing homelessness or precarious housing have individual care and support when it comes to their medical needs;
- Involvement with JH Canada and Canadian Border Services to reduce the number of detainees being held in institutions through community supervision;
- Expansion of high risk offender reintegration program to include working with adults across the province;

- Partnership with Springboard Toronto for a 3-year period to be the host agency for the Community Learning Hub, which includes providing the various e-based Life Skills Courses to organizations across the province and train staff to administer it;
- Providing the administrative leadership for the 2018 National Restorative Justice Symposium in Saskatoon during Restorative Justice Week, which includes international and national level speakers;
- Collaborating with JH Canada to host the National JHC AGM and conference in October in Saskatoon;
- The purchase of a new emergency receiving shelter for youth who are experiencing homelessness in Saskatoon;
- Becoming an active member of the Saskatchewan Access to Justice Committee which works collaboratively to lobby government on various institutional injustices;
- Applying for law students through the Pro Bono Program from the University of Saskatchewan to work on various institutional research documents;
- Partner with the University of Regina to conduct program evaluations and various research projects;
- Receiving federal funding to develop a risk relapse prevention program for high risk violent offender and sex offenders and run programming both in the community and within provincial institutions;
- Working with Corrections Services Canada to open a federal halfway house in Regina;
- Expansion of programming in Moose Jaw to include facilitation of various prevention and intervention programming (Stoplift, Anger Management, Crime Prevention). In partnership with JHSS Springboard Program, the Ministry of Justice and the RCMP;

- Key resource in the city of Moose Jaw on the Violent Threat Risk Assessment (VTRA) Team;
- Partnership with Article Furniture to donate various items that are cannot be returned to the warehouse in eastern Canada;
- Establishment of a safe drop-in center at the Regina branch for individuals in need of a warm meal, clothes, coffee, listening ear and much more;
- Active in Regina in the Pride events and identified as an ally organization;
- A key placement for Human Justice practicum students within Regina and Moose Jaw ; and,
- Expansion of the Saskatoon Outreach Program to work with youth who are street involved and in need of supports and services.

JHSS recognized the need and expertise required for communication creative services. A request for proposal for communications creative services on a contractual basis was tendered. During this short period of time, JHSS has seen significant improvements in external and internal communications. Some of these initiatives (completed and ongoing) are:

- Enhancement of profile, reputation, credibility and legitimacy of JHSS and its portfolio of programs and services;
- Development of a communication strategy for an awareness campaign and the launch of JHSS first video focussed on the mandate of the organization. The video clearly defines the important work that we do in our Saskatchewan communities;
- Consistent and frequent usage of our website with an increase in media interest and call for radio/TV interviews;
- Social media - Facebook/Twitter continues to grow and receive positive responses and inquiries for assistance;

- Expansion and diversification of our stakeholders and donors increasing as our strategy continues to be rolled out;
- Internal newsletters to staff; and
- New look for JHSS Annual Report completed by JHSS

Our Provincial JHSS Board of Directors continues to be a strong supporter and recognizes that integrity, collaborative partnerships and the right to live in a safe and peaceful society are important for JHSS to fill their role. The Board of Directors is strongly committed to governance excellence, and effectively oversees our organization. The JHSS Governance Committee is working hard to complete the Imagine Canada Standards program for accreditation.

A Funds Development Committee was established this year that will focus its efforts on planning, coordinating and implementing fundraising activities in support of projects and activities of JHSS. JHSS Board of

Directors and staff recognize it is increasingly important to develop new funding streams and strategically expand while aligning with our Mission, Vision, Values and Ends Statements.

I would like to take this opportunity to thank all of those connected to the John Howard Society of Saskatchewan: our Staff, Board of Directors, Stakeholders, Clients and our Saskatchewan Community. Without your continued dedication and commitment, we would not be the organization we are today. We look forward to the upcoming challenges and opportunities to work within our community providing effective, just and humane programs and services. Because if not now, then when? And if not us, then who?

***Jaime Boldt,***  
***A/Executive Director***

## The John Howard Society of Alberta



***Chris Hay,***  
***Executive Director***

The John Howard Society of Alberta celebrated its 68th anniversary in 2017 as an incorporated Society. Since its inception, the JHSA has been committed to creating safety and harmony in our communities. It has grown from a handful of volunteers and staff in the 1950's, supporting a minimum of services to Albertans, to a large organization consisting of hundreds of employees, and even more volunteers, dedicated to understanding the true nature of criminal activity and alleviating the risk factors associated to offending.

The JHSA has conducted business now for over 60 years and in that time there have been several milestone changes. However, our overall vision of a socially just, harmonious and safe community and our mission of advancing the work of the John Howard Societies across Alberta through promotion, research and public education on issues of public safety and crime prevention has not changed. To reach our mission and work toward our vision, the Alberta Provincial Office has several specific goals for the 2018 and 2019 years. A non-exhaustive list includes activities directly related to the John Howard Society of Canada 5-point plan, to prepare and host our 5th Biennial Criminal Justice International Symposium in May 2019, to produce primary and secondary research into the causes and consequences of criminal behavior, and to continue to work with Government and our other stakeholders in various research initiatives and public legal education activities.

The strength of the JHSA is best demonstrated through the work and dedication of its Local Societies. While the core mission of the Local Societies lies with the client services and programs that they provide daily to Albertans, their work develops from an evidence-based or research

approach, which the Provincial Office supports. We do so by providing valid and reliable criminological research and evidence, by supporting programs through rigorous evaluation, and by bringing all stakeholders together toward the common cause of creating safer communities.

It continues to be a pleasure to work with our justice partners to create safety and harmony in our communities. We could not have succeeded without our Provincial and Federal Government partners along with the support of other like organizations and the community as a whole.

***Chris Hay***  
***Executive Director***

## **The John Howard Society of British Columbia**



***Mark Miller,***  
***Executive Director***

The John Howard Society of British Columbia (JHSBC) has continued to expand and transition in its composition and reach. The part time Executive Officer is now supported by a new full-time position - the Director of Provincial Initiatives. While both are situated in the Lower Mainland, they are consciously focussed on supporting all the seven JHS regions around the Province.

The updated constitution and bylaws are now in effect and being enacted imminently at the upcoming AGM. Likewise, our updated Affiliation Agreements are in place and supporting our continued efforts towards collaboration and communication across the dynamic group of JHS regional organisations. This was also the focus of the new provincial Strategic Plan which reviewed the mission, vision and values of the organisation. The organisation intends to focus on trust, collaboration, integrity and caring; all of which are aimed to fortify a coherent, trusted

voice on social and criminal justice issues in BC. The reviewed priorities aim to create safe, healthy inclusive communities in our province.

In line with this, JHSBC has expanded its programming with a provincial employment program funded by the Ministry of Advanced Education Skills and Training. This is the first substantial contract of this kind that the provincial organisation has delivered and, well into its second quarter, it is flourishing. JHSBC has partnered provincially with BC Corrections to identify eligible participants who face multiple barriers to employment to benefit from the program. Outreach workers in five JHS regions who have collaborated to deliver the program to participants who are older workers, people with disabilities, people of indigenous heritage, or those with multiple barriers to employment. We feel that the strength and uniqueness of this program lies in the outreach component whereby workers can connect with participants while they are still in custody. They also have the capacity to maintain contact with participants for as long as is needed to coach and support towards their employment goals.



***Pamela Smith-Gander,  
Director, JHS BC and  
JHS Canada***

Provincial applications have been submitted in several key areas of programming that support the renewed strategic plan. These include development of a new curriculum and awareness raising program on youth violence. This is based on the extensive expertise that the JHS regions have developed in responding to adult intimate partner violence, which is the focus of several academic evaluation projects. Another focus of applications has been around improving our supports of indigenous service users, through specific indigenous reintegration supports and through academic research.

Furthermore, expanding on our previous partnership with UBC on the positive impact of peer support for individuals interacting with the



criminal justice system, a provincial application is under review for peers attached to newly formed health reintegration teams.

This is certainly an exciting time for JHSBC as it continues to increase its provincial presence and impact. With all significant change, there are new challenges to navigate and new issues to respond to. We are fortunate to have a diverse and engaged membership which is committed to our local needs, our provincial priorities and our national commitment to effective just and humane responses to the causes and consequences of crime.

***Mark Miller,***  
***Executive Director***

## **John Howard Society of the Northwest Territories**



***Robert Hawkins,***  
***Executive Director***

John Howard Society of the NWT is very proud of the exceptional year it has had. From the expansion of services offered to the community, to the accessibility and partnerships, the JHS NWT continues to be an important pillar of service to the community.

Particularly of interest, last summer the JHS NWT added a new program called A New Day, and recently, the program had just completed its first year. This initiative is intended for

men, and the program objectives are focused on the reduction of violence against their partners using a narrative study program. The society runs weekly group sessions for individuals in the community and at the same time, it holds group sessions for those in the corrections system. What is interesting is the narrative study program tends to connect better with the targeted clientele here in the north, and this adds to the engagement and participation levels for those men who want to turn their lives around. As

such, the society has witnessed firsthand a number of the participants making better choices while expanding their understanding of their partner's needs. But as we all know, this is an enormous undertaking and we will continue to be there to help build and support stronger families.

In addition, the JHS NWT has added a new interim suspended sentence program (pardons). We were able to do so, because of the contribution made from the City of Yellowknife. While running this program, we have been finding there are a number of individuals who have been carrying on however continue to be held back because of choices made, in some cases, decades ago. As these individuals have matured and have taken responsibility, these old choices continue to be an impediment in various ways with the lack of advancement in employment, inability to volunteer or even seek educational opportunities. As this is a temporary program, it is our hope to eventually be able to make this a permanent offering based on the early demands for assistance.

Early in the New Year, the Society was able to hold a Board development and strategic planning workshop, funded by the Government of the NWT. From what Board members could gather, this may have been the first exercise of its type the Society has ever done. The Board came together and was very happy with the results and as anyone can imagine, this has provided an effective road map on where the Board can direct its attention and direction towards. That said, once the new Board is established this fall, and with the continued support once again this year from the government, we will revisit the documents and see where the next challenges and opportunities lay ahead.

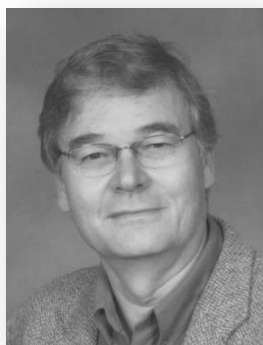
Finally, we definitely could not do this work without the support and dedication of the Board and many individuals that always make their time to help so many others. We continue to strengthen our partnerships with the Government of the Northwest Territories, the Crown's office, the local Bar Association, the City of Yellowknife, a number of NGO's and wonderful friends and agencies every day.

***Robert Hawkins,***  
***Executive Director***

## *The John Howard Society of Canada National Awards*

### *October 2018, Québec City*

At the 2017 AGM in Quebec City, The John Howard Society of Canada was honoured to recognize two individuals who have made significant contributions to the Society.



***Dr. Arthur Wesley Cragg***  
***1941 - 2017***

**Dr. Wesley Cragg**, a long time supporter and board member of the John Howard Society, passed away in August 2017. The John Howard Society of Canada honoured Dr. Cragg with the **Jim MacLatchie Award** in recognition of his sound leadership and contribution to the field of criminology and criminal justice.

Dr. Cragg was a teacher, a scholar and philosopher. He wrote a paper for the Society entitled ***“Towards a Philosophy of Corrections”*** in which he set out the values that continue to lay at the foundation of the work of the John Howard Society. That paper remains an important foundation document for the Society today.

Wes was an active volunteer with the John Howard Society for over 45 years, at the local level in Sudbury and subsequently with the JHS Ontario (provincial society) and the JHS Canada (national society). He held most executive positions on the various boards of directors including the presidency of JHS Sudbury, Committee Chairs at JHS Ontario and President of JHS Canada.

The John Howard Society was an important part of his Wes's life and he would say that he valued his work with JHS more than anything else he did as a volunteer.

The Board of Directors was very pleased to admit **John Peach** to the John Howard Society of Canada as a **Lifetime Honorary Member** in recognition of his outstanding contribution to the development of the John Howard Society, both locally in his home province of Nova Scotia and nationally with the John Howard Society of Canada.

John had recently retired as Executive Director of the John Howard Society of Nova Scotia. He was retiring after being 10 years in that position which he had agreed to take on for 6 months in order to get the Society back on its feet. John has been involved with the Society in Nova Scotia for many years - on the board of directors and most recently as their executive director. John also served for many years as a director on the John Howard Society of Canada board, including 2 terms as President.



***John Peach***

John retired from his career as a law enforcement officer with the Halifax police force where he had worked his way up to a very senior position. He is known to have been the very best kind of law enforcement officer, influenced by the best of John Howard Society values.



Wilkinson & Co. Ltd.

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Financial Statements

THE JOHN HOWARD SOCIETY OF CANADA

For the Year Ended March 31, 2018

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**INDEPENDENT AUDITORS' REPORT**

To the Members of The John Howard Society of Canada:

**Report on the Financial Statements**

We have audited the accompanying financial statements of The John Howard Society of Canada, which comprise the statement of financial position as at March 31, 2018 and the statements of revenue and expenditures and fund balances and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

**Management's Responsibility for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

**Auditor's Responsibility**

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with

ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

### **Basis for Qualified Opinion**

In common with many charitable organizations, The John Howard Society of Canada derives revenue from donations, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, our verification of these revenues was limited to the amounts recorded in the records of The John Howard Society of Canada and we were not able to determine whether, as at and for the years ended March 31, 2018 and March 31, 2017, any adjustments might be necessary to donations revenue, excess of revenue over expenditure, assets and fund balances.

### **Qualified Opinion**

In our opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion paragraph, these financial statements present fairly, in all material respects, the financial position of The John Howard Society of Canada as at March 31, 2018, and its operations and cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

KINGSTON, Canada  
August 27, 2018

*Wilkinson & Company, LLP*  
Chartered Accountants  
Licensed Public Accountants

**THE JOHN HOWARD SOCIETY OF CANADA**  
**Statement of Financial Position as at March 31, 2018**

	March 31, 2018			2017
	Operating Fund \$	Senator Hastings \$	Total \$	Total \$
<b>Assets</b>				
<b>Current</b>				
Cash	16,444	7,780	24,224	66,235
Short Term Invest	93,728	260,911	354,639	379,372
Accts. Receivable	108,741		108,741	50,090
Prepaid Expenses	5,559		5,559	3,559
	224,472	268,691	493,163	499,256
<b>Tangible Capital Assets</b>				
	39,030		39,030	43,622
	<b>263,502</b>	<b>268,691</b>	<b>532,193</b>	<b>542,878</b>
<b>Liabilities</b>				
<b>Current</b>				
Accounts payable and accrued liabilities	24,703		24,703	35,864
Deferred revenue	120,132		120,132	124,923
	<b>144,835</b>		<b>144,835</b>	<b>160,787</b>
<b>Fund Balances</b>				
Internally restricted		268,691	268,691	263,424
Investment in capital assets	39,030		39,030	43,622
Unrestricted	79,637		79,637	75,045
	118,667	268,691	387,358	382,091
	<b>263,502</b>	<b>268,691</b>	<b>532,193</b>	<b>542,878</b>



# THE JOHN HOWARD SOCIETY OF CANADA

## Statement of Revenue and Expenditures and Fund Balances at March 31, 2018

	2018			2017 Total \$
	Operating Fund \$	Senator Hastings \$	Total \$	
<b>REVENUE</b>				
Donations	287,518		287,518	216,502
Grant – PSEP				
Provincial Allocations	337,871		337,871	337,871
Administration	93,477		93,477	93,477
Travel Pool	70,000		70,000	70,000
Projects	62,481		62,481	60,158
Interest	3	5,267	5,270	3,977
Member Assessments	1000		1,000	1,100
Other Income				397
	<b>852,350</b>	<b>5,267</b>	<b>857,617</b>	<b>783,482</b>
<b>EXPENDITURES</b>				
Bank charges and interest	1,247		1,247	27
Dues and subscriptions	1,225		1,225	1,090
Equipment and computer	28		28	8,708
Grants to provincial societies	337,871		337,871	337,871
Insurance	4,379		4,379	4,377
Mail Campaign	43,429		43,429	39,097
Occupancy	8,342		8,342	9,622
Office Supplies and expenses	22,275		22,275	22,403
Project Costs	109,514		109,514	61,915
Professional Fees	21,507		21,507	17,438
Publications	301		301	470
Salaries and Employee Benefits	208,958		208,958	193,589
Telephone	1,846		1,846	1,911
Travel - general	242		242	2,021
- Travel pool	54,408		54,408	69,115
- other	32,186		32,186	5,268
	<b>847,758</b>	<b>NIL</b>	<b>847,758</b>	<b>774,922</b>
<b>Surplus / (Deficit) before amortization</b>	<b>4,592</b>	<b>5,267</b>	<b>9,859</b>	<b>8,560</b>
<b>Amortization of property, plant and equipment</b>	<b>4,592</b>		<b>4,592</b>	<b>4,592</b>
<b>Surplus / (Deficit) after amortization</b>	<b>NIL</b>	<b>5,267</b>	<b>5,267</b>	<b>3,968</b>
<b>Fund Balances – beginning of year</b>	<b>118,667</b>	<b>263,424</b>	<b>382,091</b>	<b>378,123</b>
<b>Fund Balances – end of year</b>	<b>118,667</b>	<b>268,691</b>	<b>387,358</b>	<b>382,091</b>

# THE JOHN HOWARD SOCIETY OF CANADA

## Board of Directors

### Executive

Janis Aitken	President
Trish Cheverie	Past President
Pamela Smith-Gander	Vice President
Gordon Braun	Secretary/Treasurer

### Provincial Representatives

Debbie Sue Martin	Newfoundland/Labrador
John Picketts	Prince Edward Island
Kit Waters	Nova Scotia
Harold DeCourcey	New Brunswick
Jean Claude Bernheim	Quebec
Ken Doan	Ontario
Kate Sjoberg	Manitoba
Gordon Braun	Saskatchewan
Stephen Davis	Alberta
Pamela Smith-Gander	British Columbia
Marino Casebeer	Northwest Territories

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\*More information about John  
Howard Society offices and services  
across Canada can be found on our  
WEB site at:  
www.johnhoward.ca