



## 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

It was an honour for me to be elected president of the John Howard Society of Canada last year and to serve at such an exciting time. The new federal government has signaled an interest in improving the criminal justice system and both the Ministers of Justice and Public Safety have a mandate to review the system for that purpose. John Howard Societies, through their knowledge and experience, have much to contribute to the evidence-based review.

Throughout the past year we have been preparing to make a contribution in several key ways. The first is by promoting our capacity to participate in national initiatives. We have done this through supporting our national office to strengthen knowledge exchange and sharing of effective practices through the staff conference held in May in Vancouver. Consistent with the discussion at our last Annual General meeting, the staff conference supported the desire to raise the profile of our national collective capacity through effective communications and branding. We are also exploring opportunities to participate in national projects whether related to housing, youth, or immigrant and refugee detention alternatives.

Another key endeavour was to assist members to make a contribution to the federal government's objective of improving the criminal justice system. This has been guided by the 5-Point Plan to improve the corrections system that has been the framework for policy and legislative reform priorities over the last couple of years. We are also exploring whether the federal national grant can be targeted to better support federal priorities and deliverables.

The John Howard Society of Canada has also contributed by providing advice and information to senior federal bureaucrats, Ministerial staff, and Parliamentarians on just, effective, and humane responses to the causes and consequences of crime. The openness to hearing this perspective has kept our Executive Director actively engaged over the last year and we are all hopeful that much-needed changes will be forthcoming. Consistent with the AGM's unanimous resolution on curbing the abuses of solitary confinement / administrative segregation, resources have been focused on the litigation and discussions with government officials and prisoners. This continues to be an area where change is most needed to ensure that our corrections system is effective, just, and humane.

Our organization is poised to have a positive, evidence-based, and principle-driven influence on changes to our criminal justice system. It is with true regret that this will be both my first and last report as President of the John Howard Society of Canada. In August I had to make the very difficult decision to resign from the Board due to health reasons. I have every confidence that this organization which I deeply admire will continue to uphold the principles that bring us together and use its opportunities to achieve an improved criminal justice system and safer communities.

*Bryan Purcell,  
President*

## **Report from the Executive Director**



*Catherine Latimer,  
Executive Director*

The past year has been an exciting one given the very real prospect of improvements to our dysfunctional justice and corrections system. The new federal government made public the mandate letters for new Ministers and both the Ministers of Justice and Public Safety are committed to reviewing the criminal justice system with a view to making changes. Guided by our 5-Point Plan to improve the corrections system, we were well placed to provide advice and suggestions on a wide range of issues.

The unanimous resolution of the John Howard Society of Canada to curb the abusive use of administrative segregation remains a priority. Together with the B.C. Civil Liberties Association, we are engaged in a law suit to ensure that administrative segregations laws and practices are consistent with the rights of prisoners. This endeavour has led me to speak with many men who have been segregated in federal penitentiaries and reinforced my belief that our efforts to make this practice more just, effective, and humane reflects our core values.

Having received a grant from the Canadian Bar Association's Law for the Future Fund to develop law reform suggestions for the Criminal Records Act, John Howard Society of Canada was particularly well prepared to

contribute to the government's interest in reforming the Criminal Records Act. Far too many of our clients are held back by unpardoned, unsuspended criminal records long after they have paid their dues for a crime. Making relief more accessible would be hugely beneficial to those who have chosen to become contributing members of our communities.

A highlight of the year was the Staff Conference in Vancouver. There is something invigorating and inspiring about bringing together front-line workers, managers, and other John Howard Society folks from across the country to share information about promising practices and to exchange ideas. Our shared vision of helping people in conflict with the law through just, effective, and humane responses to the causes and consequences of crime unites us in an important way. Colleagues from British Columbia could not have been more gracious hosts. I think we all left with a renewed commitment and a sense that we could contribute even more through improved communications and raising the profile of our work and brand.

While we have yet to see any concrete changes in the federal justice and corrections system, the interest is clearly there. It was great to consult with prisoners, community members, and the Kingston MP on the renewal of the prison farms over the summer. The Open Caucus of the Senate addressed mental health and prisons and it was an honour to be a member of the panel that presented to such a receptive audience. The number of invitations from the federal government to be consulted on directions for change, the increasing number of media calls about corrections issues, and the growing collaboration among organizations active in criminal justice to contribute constructively to the criminal justice system review all signal an interest in moving forward. The slim window of opportunity to bring about progressive and positive criminal justice system reforms seems to be opening and the John Howard Society of Canada will be there. I offer my warmest thanks to all who provide advice and support and to the Board 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

## The John Howard Society of British Columbia

The JHSBC has had a year of transition. Our Executive Director, Julia Payson, moved on from her role in June of 2016. We will be operating without an official ED for the foreseeable future however these duties and tasks have been taken on by the other regional executive directors around the province.



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

The John Howard Society of British Columbia worked on numerous initiatives this year to enhance community inclusion and safety, improve the lives of our clients and communities, expand evidence based practices and prepare for the future. We continue to address issues and provide solutions for the betterment of persons involved in or at risk of being involved in the criminal justice system.

The JHSBC completed research titled “Reviewing the Application of Legal Rights for Youth Detained Outside of Youth Custody” funded by a grant from the Law Foundation of BC.

The client base in BC has continued to expand through regional work with traditional justice partners, but also with community living and health authorities. The regional client base continues to expand with new community living, homelessness prevention, and housing programs. Regional societies continue to diversify their funding bases through these new contracts, as well as looking at innovative partnerships, self-funding models, and finally developing major donors and ongoing giving programs.

JHSBC continues to engage with media on provincial and, when appropriate, national issues. There were multiple media opportunities this year to provide information and foster discussions about solitary confinement and administrative segregation, housing, homelessness after prison, effective strategies for reducing recidivism for sexual offenders,

community residential facility management, mental health care continuity in provincial prisons, and federal legislation proposals.

Through our external partnerships, JHSBC participates in provincial issues. We partnered with the BC Alliance for Mental Health and Substance Use, the United Way Public Policy, Communities Coordinating for Women's Safety / Ending Violence Association, and Provincial Association of Residential and Community Agencies. Through JHS Lower Mainland, we had representation at the BC Justice Summit, an invitation-only collaborative forum of the Minister of Justice and Attorney General. As a result of these associations JHSBC was also able to work more directly on provincial issues related to offender intervention programs related to domestic violence, and the CMHA Partners in Change review which focused on effective strategies for increasing mental health continuum of care in BC Provincial Corrections.

As we continue to evolve, our focus remains on effective, just and humane responses to the causes and consequences of crime. By building on better practices like trauma informed practice, and Housing First, John Howard Societies in BC are working to continually improve our services, our sustainability, and to ensure that we build government, institutional and public support of the work that we do.

*Gaelene Askeland,  
Executive Director JHS South Central Okanagan  
For JHS British Columbia*

## John Howard Society of the Northwest Territories



*Lydia Bardak,  
Executive Director*

This year saw the second office re-location in two years. We are now located next to A New Day Program (for men who use violence in relationships) and it is a rewarding professional environment.

We continued to receive Territorial Government funding for our three programs: the Fine Option Program, Community Service support/supervision, and the Community Justice (diversion) Program. Our programs are available to males and females, youth and adults.

We held volunteer recruitment and orientation for new volunteers on two occasions in the past year and currently have 14 active members available for the Justice Committee which continued to meet weekly. Community agencies continued their support to the Fine Option Program and Community Service by welcoming volunteers as they complete their court ordered volunteer hours. Those include the Center for Northern Families, the Salvation Army, the SideDoor Youth Center, the YWCA, Yellowknives Dene First Nation and the City of Yellowknife to name a few.

Caseloads increased again this year in Court Diversions but without research, it is difficult to say why. Like the cross-country trend, numbers of youth files, youth being charged, and youth in custody is dropping steadily. Fine Option files are up slightly.

The John Howard Society of the Northwest Territories (JHSNWT) continues to enjoy strong partnerships with the staff in the Community Justice Division of the Territorial Justice Department, Probation Workers, the Parole office, the Yellowknives Dene First Nation, the RCMP, and Crown Prosecutors.

We continue our involvement in the NWT Coalition Against Family Violence. We also have a seat at the table of the admissions committee for the Community Residential Facility (CRF) at the Salvation Army.

We continued our work with the local Correctional Center by being in the facility one half day per week for one-on-one visits. We also partnered

with “Freeing the Human Spirit” yoga and meditation program. Two or three volunteers go in on one evening per week to teach yoga and meditation. Feedback that we are receiving is very positive. In 2016-2017 we look forward to exploring some group programs for literacy and life skills.

We no longer have an office support worker, but are working with a couple of volunteers to take care of our front office and reception. We continue to seek funding to hire a part-time volunteer coordinator to support our volunteers in the Community Justice Committee, the Citizen Response Team, and other initiatives that we are exploring for the local correctional center (including but not limited to Freeing the Human Spirit yoga and meditation program and a potential literacy team or book club).

In 2016-2017, we will continue working to strengthen the Citizen Response Team (a street outreach project for people experiencing homelessness, mental health issues, substance abuse and trauma) which came as a result of Town Hall meetings on public safety hosted by the RCMP, the City of Yellowknife, and the Government of the Northwest Territories Departments of Justice and Health and Social Services in 2014. Recently, the RCMP stopped picking up intoxicated individuals and now the pressure is on the Ambulance Services. It is a very divisive issue and the City is considering a safe rides program. We could be a good fit here since we have volunteers patrolling the streets on foot now.

We will also explore new program ideas for North Slave Correctional Center, including Yoga and an Institutional Fine Option Program. We will continue to be involved in monitoring the programming for men who use violence in intimate relationships; and we will seek the support of additional volunteers to support our work in the community.

*Lydia Bardak*

*Yellowknife Community Justice Coordinator/Executive Director*



## The John Howard Society of Alberta



*Chris Hay,  
Executive Director*

JHS AB celebrated its 60<sup>th</sup> anniversary in 2009 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, mission and philosophies have not changed significantly. The Provincial Office specific goals for 2017 are:

- To conduct activities directly related to the JHS Canada 5 Point Plan;
- To host our 4<sup>th</sup> Biennial Criminal Justice International Symposium;
- To produce primary research in direct partnership with Alberta Justice;
- To engage in program evaluation of local Alberta JHS programs and external agency programs;
- To support the JHS Criminal Justice Education program by facilitating workshops for the JHS Criminal Justice Educators.
- To build on our relationships with the JHS affiliates in Alberta and throughout Canada.
- To strengthen our relationships with our funders and government partners municipally, provincially, and federally.
- To extend further into community for criminal justice education purposes (e.g. talks at Rotary Clubs, post-secondary institutions, etc.)
- To increase our profile through significant media attention.
- To engage in significant primary and secondary criminological research.
- To secure further operating funding.

The strength of the JHSA is best demonstrated through the work and dedication of its Provincial Local Societies. While the core mission of these affiliates lies with the client services and programs that they provide on a daily basis to Albertans, their work develops from an evidence-based or research approach, which the Provincial Office supports and provides.

The Alberta John Howard Societies (JHS), coordinated through the Provincial Office, are strongly involved in supporting and participating in local community education and social justice developments. As an example, one program, offered by the Local Societies and coordinated by the Provincial Office, is called the Criminal Justice Education (CJE) program. This program is unique within the John Howard Society family across Canada in that it only operates in Alberta. The CJE program provides age appropriate information on the Youth Criminal Justice system and other aspects of the law to young people in the school system and reaches over 45,000 students a year. We have a number of professionally produced handbooks including a Teacher's Guide, Parent's Guide, Student Workbook, and a booklet on the YCJA. Further, this year we produced a 26 minute video that plays out a scenario around the specifics of the YCJA. We use this video in classrooms to supplement our workbooks and other teaching aids.

The Criminal Justice Education program is fully supported and mostly funded by the Alberta Law Foundation and, thanks to its support, the program has operated for over 20 years. In 2015, over 45,000 students in Alberta were visited in their classrooms and participated in the program. This number is expected to increase in 2015 and 2016. Further, in 2010, the JHSA received Alberta Law Foundation funding to secure a full time curriculum developer, with the goal being the creation of online modules of the CJE program to reach teachers and students in more rural communities in Alberta. <http://www.johnhoward.ab.ca/teachers/>

To further support the JHS's work across Alberta, the JHSA has recently undertaken a number of initiatives. The JHSA has started to create critical and succinct "fact sheets" on a number of topics to support the JHSA affiliates in strong evidence-based research. Further, the JHSA, in an attempt to better inform the public, has increased its media discussions and discussions at post-secondary institutions and community forums. For example, the Provincial Office participates in a television program known as Alberta Primetime on a regular basis and this office has

conducted several speaking engagements at conferences, and over two dozen other media (print and news) stories. Further, a comprehensive presentation was created to have frank discussions with community forums and post secondary institutions in order to dispel the myths that currently exist about offending and how our justice system operates. The JHSA also organizes and hosts a 3 day International Justice Symposium every two years. The last one, in May 2015, had 34 speakers, 5 key note speakers, 22 individual sessions and had an attendance number of just over 220 people. Our next international conference will be in May 2017 and planning is well underway. Our equal partners in the venture are MacEwan University and the Alberta Government.

Finally, the JHSA continues to conduct primary and secondary research into criminological issues, risk factors, recidivism, and reintegration strategies. In fact, for the past four years we have partnered with the Solicitor General and Alberta Justice office to conduct research important to both our operations. In 2015/16 our main research project with Sol Gen/AB Justice is a full review and analysis of the video visitation project currently operational at the Edmonton Remand Centre. Our project with Alberta Justice in 2017 is to conduct a full review and analysis of remand populations in hopes to discover methods of reducing this population.

It has been a pleasure to work with our justice partners to create safety and harmony in our society. We could not have succeeded without the generous support of our Federal Government partners. In fact, we would struggle to exist as an office without this funding and, therefore, truly appreciate the federal support.

*Chris Hay*  
*Executive Director*

## The John Howard Society of Saskatchewan

JHS SK and its Branch Offices in Moose Jaw, Regina and Saskatoon have experienced both the loss of key leaders but also new vitality and growth through the past year. Management continues to refine and build upon our comprehensive work plan guided by our ENDS statements; Program/Service Delivery, Networking/Partnerships, Education/Advocacy, Marketing/Branding and Human Resources. A November reorganization saw an increase in senior support positions to more effectively manage



*Greg Fleet,  
Executive Director*

service delivery demands in our youth residential programs, extra judicial sanctions programs, crime prevention education initiatives and Provincial Office infrastructure. This past January Provincial Office hired an Executive Assistant who works directly with the Board of Directors and its committees. The Executive Assistant plays a vital role in supporting Branch Office funding and reporting commitments and adds capacity to Provincial Office administration. We have undertaken a new Communications initiative

with expertise to guide us as we re-examine the John Howard Society footprint in Saskatchewan and promote and educate the public more effectively on our mission, mandate, programs and services.

The John Howard Society of Saskatchewan's Board of Directors has completed a significant amount of transition work as it continues to embrace and formalize a Governance Board mandate and structure. This includes improved bylaws, creating new and relevant Board policies and processes, strategic board recruitment and planning for new and diverse business lines and funding streams as both our National and Provincial economy fluctuates.

The core of our service delivery is focused on prevention, primarily with vulnerable and at risk youth and young adults. We operate six homes in the province, for boys ranging in age from 12 to 19, who are under the care of the Ministry of Social Services. Our Supportive Independent Living and Outreach Programs help many others with vital supports and services. Our Branch office staff delivers the Primary Crime Prevention Program

(PCPP) to several thousand school students each year. Increasingly popular is the W.I.T.S. program (Walking In Their Shoes), which offers both an immediate and intensive response to bullying. The program aims to address the issue of bullying, repair the harm done and restore the relationship between the bully and the victim.

We continue to be the largest Fine Option and Community Service Order agency in Saskatchewan. Youth Extrajudicial Sanctions and Adult Alternative Measures have been the foundation of our work for many years and we continue to maintain a very high completion rate.

We continually receive and respond to calls and letters from serving inmates, family members of serving inmates and recently released inmates seeking either direct service, advocacy or a link to where they can get supports. We have begun to offer in person support and outreach to inmates transitioning back to community, to ease reintegration and reduce recidivism. However financial support for this vital prevention work continues to be a challenge.

Our philosophy of connecting clients with proper resources, providing ongoing support and encouragement for better outcomes is being met successfully. Branch Executive Directors, managers and staff work collaboratively and in partnership with several community and government agencies as innovative and evidence based approaches are key to meaningful and relevant program delivery. Ongoing development of community links and partnerships is vital to meet the growing complexity of needs presented by our clients.

The Society continues to be regularly called upon by media and the public for comment on emerging criminal justice issues. We respond to local, provincial and national issues through media interviews, Facebook and Twitter postings. We are recognized nationally as a leader in social media postings. In February JHSS hired a Communication Consultant to develop a communication strategy and to oversee our communications, both externally and internally. We are now publishing a quarterly internal newsletter that is both informative and educational.

We end the 2015-16 fiscal year with a dedicated staff of 95 employees. They offer hope and optimism, contributing daily to providing youth and adults opportunities, skills and supports to circumvent the criminal justice system. Special thanks for their efforts in impacting positively the lives of thousands of people through the wide spectrum of programs and services they deliver!

We wish to acknowledge our members, donors, United Way of Regina and Saskatoon, City of Regina, City of Saskatoon, Government of Saskatchewan, Government of Canada and corporate partners for their support.

*Greg Fleet*  
*Chief Executive Officer*

## **John Howard Society of Manitoba, Inc.**



*John Hutton,*  
*Executive Director*

In light of the recent report of the Truth and Reconciliation Commission (TRC) we have decided to take action of our own to promote reconciliation and better serve our First Nations, Metis, and Inuit clients by combining forces with an Indigenous, community-based, consensus focused agency working with ex-gang members primarily in Winnipeg's north end.

Ogijita Pimatiswin Kinamatwin (Warrior spirit living the good life - OPK) was created in 2001, to work primarily with Aboriginal street gang members seeking employment as they leave jail or prison. Participants are ages 18 and up. The main focus of the organization has always been to combine Elder Services – exposure to Indigenous cultural events, and traditions with Life Supports – activities intended to promote employment for participants such as skill development, volunteering in the community, pre-employment preparation and work experience. In 2012 OPK entered a limited partnership with JHSM, moving operations to our building, and contracting with us to provide financial administration and consulting services. This combining of forces has now lead us to look at full amalgamation, which will among other advantages allow JHSM to offer

our clients traditional cultural program overseen by local elders and community members. We have engaged a consultant to help us with the process and are planning a tobacco ceremony in October to signify our mutual commitment to create a single new agency by next year. We see the merger as a response to the challenge put out by the TRC to create a new vision, with indigenous and non-indigenous community members working together to promote reconciliation through the creation of a new vision based on a commitment of mutual respect.

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 the province's population, they are 70% of those in custody. In our new strategic plan, we have identified the disproportionate incarceration of Indigenous people as one of our top priorities going forward. Manitoba continues to incarcerate a higher percentage of our citizenry than almost any other province in Canada and has the highest percentage of those being held on remand and not released on bail. These two statistics are linked, of course. One solution to the ever-growing numbers of those held in custody is to look at alternatives to incarceration.

Our society recently spoke publicly in favour of community-based sentencing as an alternative to incarceration. We continue to operate one of the few community-based alternative sentencing programs in the country. Based on this experience, we see the value and the higher likelihood of success when individuals are allowed to serve their sentence in the community. Success is higher in part because there are far more services and supports, such as addictions counselling and counselling programs, available in the community than inside correctional centres.

Part of the solution to lower incarceration involves the social service sector working in partnership with government. JHS Manitoba has successfully operated a residential bail support and supervision program for medium and high risk offenders - those who would not otherwise receive bail - for several years in partnership with Manitoba Corrections. Currently we are in discussion around expanding the program to include clients with high needs though posing a low risk. Specifically, these are men who have committed extremely minor offences (such as shoplifting or theft) but who remain in custody because they do not have any other place to go.

We have continued to expand our literacy services, and are now offering programming at Manitoba Corrections facilities (up from two last year) on a regular basis and continue to look at ways of expanding the program to include federal correctional facilities as well.

Back in 2014 we were asked to support and promote the development of a new indigenous based initiative that would offer services designed for those on the higher end of the FASD spectrum using a strength-based and recovery lens infused with cultural teachings and awareness. With our support Oshki Giizhig was able to receive start-up funding from the Winnipeg Foundation and additional monies from United Way of Winnipeg. Currently it has expanded from one to two programs, and is now serving 24 clients, a three-fold increase since last year.

Over the last 12 months Manitobans went to the polls twice, first to elect a new federal and then to choose a new provincial government. During both campaigns we prepared a guide for voting while incarcerated which we had placed in every correctional centre in the province. In addition we provided a guide to voting in the community that was also used by dozens of agencies to encourage local residents to participate in the election. Lastly, we helped organize a candidate's forum on Community Safety in our local community for both the federal and provincial campaigns.

I would like to close by saying Megwich for the ongoing support and collaboration we continue to enjoy with the other provincial John Howard Societies. Every two years I take part in an international conference held in Edmonton, organized by the JHS Alberta and have been invited to present at their upcoming event as well. At the end of March, JHS Ontario facilitated a communications workshop for the provincial ED's in Toronto. In May, JHS Canada and JHS British Columbia hosted a staff conference in Vancouver that my program manager was able to attend and most recently Greg Fleet of JHS Saskatchewan travelled four hours one-way, to join me at an AGM for one of our affiliates here in Manitoba. These are just a few examples of how our work often spreads beyond the borders of the provinces we work in.

*John Hutton, Executive Director  
On Treaty One Territory*



## John Howard Society of Ontario

We are pleased to report on the recent accomplishments of the John Howard Society of Ontario. We have remained focused on the five priorities set out in our Operational Business Plan, which are:

- To be a key agent for change and an influential advocate for an effective, just and humane criminal justice system;
- To be a leader in criminal justice research;
- To support our local offices to increase their impact and success;
- To promote evidence-based programs and services which produce positive outcomes; and
- To strengthen our organization and our financial sustainability.



*Paula Osmok,  
Executive Director*

In the past year, the Centre of Research, Policy & Program Development (“the Centre”) at the John Howard Society of Ontario has continued to advance new initiatives which further our mission for effective, just and humane responses to crime and its causes. These initiatives are core components of the Centre’s ongoing work in research and policy, public education, and program evaluation in the criminal justice sector.

The Centre has continued to collaborate with the Canadian Civil Liberties Association (CCLA), and in the past year has delivered educational workshops, funded by the Law Foundation of Ontario, on the use of police record checks across Ontario. Together with the CCLA, we have given presentations in thirteen different cities across the province, informing stakeholders (including employers) on the detrimental and unfair impact that police records can have.

We invite readers to review the Centre’s publications titled *Help Wanted* and *On the Record*. The Centre has received funding from the Metcalf Foundation to do further research on the barriers to employment for individuals with criminal records.

The Centre has made several written submissions to government on a variety of social justice issues, including the legislative and regulatory frameworks around police record checks, but also with respect to the

equitable and effective access to health care for inmates, and the reduction of and need for oversight on the use of segregation, especially as it relates to individuals with mental health problems. Each of these submissions is available on the Centre's webpage.

Over the last year, the Centre completed a multi-year and multi-organization project funded by the Social Sciences and Humanities Research Council. This project included development of the Association for Effective Reintegration in Ontario (AERO), which focuses on the best practices for reintegration. The Centre co-chaired this project and worked diligently alongside many collaborators, collating and synthesizing research and reports into a single document detailing best practices for reintegration.

Most recently, the Centre developed a report titled *Fractured Care* concerning effective and equitable health care policy for inmates in Ontario's correctional facilities. The recommendations in the report provide promising solutions to underserved and marginalized populations. The report has received positive reactions from the general public and from government.

Additionally, the Centre released *Unlocking Change* on the decriminalization of mental health, which we continue to present at conferences and promote through media releases.

The Centre also began the evaluations of two innovative local office programs. One of these programs targets at-risk youth and is funded by the Local Poverty Reduction Fund. The other program targets long-term homelessness in Ottawa.

The work of the Centre of Research, Policy & Program Development has been truly outstanding, and has been so effectively disseminated that it is having a significant and positive influence on the different issues on which it has worked.

These accomplishments from the staff and volunteers are emblematic of the John Howard Society of Ontario's growth as an organization. We are pleased to report that, with construction almost finished on our new premises, our offices officially moved this year. The work of The Architect Builder's Collaborative (TABC) and APS Interiors, under the leadership of

Daniel Hall and Fernando Homen respectively, resulted in a modern design and finishes that use the modest space to its fullest potential, providing inspiring use of natural light, welcoming and functional collaborative spaces and a meeting facility that will contribute to tangible cost savings.

We have many people and organizations to thank for their support of our new location. Plans are underway for an official opening in the fall of this year which will provide us with an opportunity to appropriately recognize the many supporters without whom our relocation would not have been possible. We were fortunate to receive grants from both the Ontario Trillium Foundation and Human Resources and Skills Development Canada which assisted with accessibility features that, in many cases, allowed us to go beyond the Building Code and other legislative requirements and adopt best practices.

The Executive Directors, staff teams and Board members from the local John Howard Society offices across Ontario made significant and important contributions to our collective. Guided by an ambitious work plan, the Executive Directors continued to build the capacity of the Society to better serve our communities. Of particular significance is the work of Executive Directors Committee and JHSO staff on our consolidated web presence and the follow up work resulting in the launch of our new messaging.

Most importantly, we are very grateful to the many donors and supporters, and also the many volunteers and our Research Ethics Board, without whose efforts, the dedicated and passionate work of our staff team would not be as effective as it is.

We are proud to report that the John Howard Society of Ontario continues to be one of only 177 charities and not-for-profits across Canada that complies with Imagine Canada's Standards Program. This recognition comes with a license to use the Imagine Canada Trustmark, which signals that we meet or exceed standards in five foundational areas: board governance, financial accountability and transparency, fundraising, staff management, and volunteer involvement.

This year marks the final year of our Operational Business Plan. We will begin work this fall to review and update our end statements and to develop a new Plan for the next few years in the hope of building on our accomplishments and further increasing our organizational effectiveness. Our goal, of course, is creating a truly effective criminal justice system that confronts crime and its causes and fosters safer communities. That is a goal that we believe everyone can support.

*Paula Osmok*  
*Executive Director*

*Ken Doan*  
*JHS Ontario Representative*

## **The John Howard Society of Quebec**

The John Howard Society of Quebec continued to develop a pilot project focussing on youth at risk. The 2<sup>nd</sup> Outdoor Environmental Leadership Program at Trails End Camp involved a group of adolescent boys with multiple vulnerabilities. The program involves positive psychology, health awareness and environmental education to give adolescents the opportunity to make commitments to better their world and their development. As young people begin to care about what is beyond the home environment and the vision they have of themselves, their world can change drastically. Although the Outdoor Leadership Program recognizes some deficit situations in its participants, it emphasizes and supports the personal resources of youth. It also recognizes the restorative aspects of Nature and its ability to facilitate a healthy coexistence with group members. The program was designed with the notion that a set of planned experiences allows teenagers to recognize themselves as part of a natural, social, cultural and economic environment in which they can be integrated in a supportive, sympathetic and responsible way. Action projects also led participants in activities that benefit the immediate and wider community.

We are conducting a program analysis based on information supplied by the parents, participants, and program counsellors who were with the boys at Trails End Camp. The study will document any behavioural or emotional changes that occurred.

The most immediate plan is for JHSQ with its partners D. O'Brien and Earthvalues Institute to do follow up and programs with these children in their school environment during the school year. Based on success, the plan for summer of 2017 is to bring back the same boys for a four weeks camp program. We will start applying to specific programs to raise funds for the program and will solicit funds from specific private foundations.

We will request consideration from JHS Canada for additional funding as we believe that this program's positive results will be of interest to many of John Howard's offices across Canada.

We wish to take this opportunity to thank you for the incredible support that we have received over the past two years; we couldn't have done it without you and our incredible partners.

*Tom Boushel,  
President*

**The John Howard Society of New Brunswick** has continued to witness a year of innovation, challenges and change. Our focus remains to promote just, peaceful and safe communities by understanding and responding to the problems in the criminal justice system.



*Bill Bastarache,  
Executive Director*

Throughout the past year, the Provincial Society has continued to partner with various government departments and local branch affiliates to strengthen our program. Such funding allowed us to work with local branch affiliates to address illicit drug use of young persons through a Strengthening Families Program. We were also fortunate enough to

deliver a Skills Link Program as a group based employability program for older, at risk youth. Further, we sponsored a Targeted Initiative for Older Workers contract to provide positive and empowering support, employment readiness tools and transition to work strategies to 40+ older workers who are transitioning to new employment.

This year, we again received generous contribution from Justice Canada's Aboriginal Affairs to enhance the capacity of the JHS First Nations affiliates in the province. This enhances funding which sponsors the Awakening Cultural Identity and Spirituality Program where elders support parolees and a workshop for the First Nations affiliates which highlights opportunities for First Nations service growth.

We also embarked on a research study in response to an interest in the development of a "best practice" older worker program by incorporating the latest research in clients over the age of fifty to the work force.



*Harold DeCoursey,  
Director JHS NB and JHS  
Canada*

Many of the advocacy initiatives we took part in over the last year through a traditional social, criminal justice working group who advocate on behalf of a shared core client group. The working group is active in creating more awareness around the issue of pardons, public notifications, court closures, keeping youth out of the criminal justice system and the discriminatory and disproportionate impact of solitary confinement on persons with a mental illness.

Each year we serve hundreds of people who are in need of our services throughout the province. The majority of this work is accomplished through the hard work and dedication of the staff and volunteers in our branches/affiliates. We thank the John Howard Society throughout Canada for the services they provide on behalf of those involved in the criminal justice system.

*Bill Bastarache  
Executive Director*

*Harold DeCoursey  
Board President*

## The John Howard Society of Nova Scotia



*John Peach,  
Executive Director*

This year we continued to focus on staff training, so that they have the tools to continue to fulfill the various roles that they have. Much of the training was made possible as The John Howard Society of Nova Scotia was the recipient of a significant grant from the Price Waterhouse Foundation for staff Team Leadership and Development. Three specific courses had been identified in the grant application: Mental Health First Aid (MHFA), Non-Violent Crisis Intervention (NVC) training and Applied Suicide Intervention Skills Training (ASIST), and all staff completed training in these. JHSNS was also able to utilize this fund for two additional professional development initiatives: the Nova Scotia Criminal Justice Association's 2016 Learning Event (Pathways to Criminalization for Women, hosted in Halifax NS) and the International Restorative Conference 2016 (hosted in Halifax NS).

Our Halifax Regional Office (HRO) has gone through considerable change in staff. One staff member returned to University to complete his degree and then decided to move on to another opportunity. A second staff member had gone on Family Leave and then returned for a short time in a part time capacity before deciding to accept an opportunity with another organization. While we miss our seasoned staff, the change has provided opportunity to look at how we are doing things. We now have more vertical integration between the three branch offices and this seems to be working well. New staff has meant new ideas and energy!

This has also been a transition year for the Board of Directors. Flora MacLeod, who has served us well as President for the past three years reached the mandatory end of her journey as President (by-law clause). I would like to thank Flora for her service and wise counsel during the past three years.

At the Board of Directors re-organization meeting following the AGM in June, Cheryl Fraser became the Society's new President and Board Chair. I would like to take this opportunity to introduce you to Cheryl.

Cheryl is an executive with over 35 years of experience in the public and private sectors and is currently the Chief Talent Officer of Crombie REIT. Cheryl has held senior executive roles with Canada Revenue Agency, Correctional Service of Canada, Treasury Board Secretariat, and Fisheries and Oceans.



Cheryl's experience spans both participating as Directors on Boards, and serving Boards as a management advisor. Cheryl has been a member of The John Howard Society of Nova Scotia Board for the past 2 years serving as Vice Chair. Cheryl is also the Vice Chair of the YMCA of Pictou County, where she has been a Board Director since 2013.

*Cheryl Fraser, President JHS  
Nova Scotia*

As Chief Talent Officer at Crombie REIT, Cheryl leads the HR Program and is Secretary to Crombie REIT's Board of Trustees' HRC. At CRA, Cheryl was the Chief Human Resource Officer and Assistant Commissioner and led all the HR programming for the agency, including labour relations. Over Cheryl's eight years with the Correctional Service of Canada, she served as Assistant Commissioner, Policy and Planning (which included research and offender affairs), Assistant Commissioner Performance Assurance, and Assistant Commissioner HR.

Cheryl has also been an active participant in community campaigns, including the New Glasgow Dragon Boat Festival in aid of breast and prostate cancer; and the CIBC Run for the Cure; and most recently in support of Syrian Refugees.

Cheryl is a graduate of Dalhousie University holding a Masters of Environmental Studies (Resource Economics) and a Bachelor of Science (Mathematics). She has an ICD.D (Institute of Corporate Directors) designation. Cheryl received the Queen's Diamond Jubilee Medal in 2012 for her commitment to public service.

Cheryl's passions are music and the arts, and in providing mental health awareness and support. Cheryl lives in New Glasgow and Blandford NS, having relocated from Ottawa in 2012.



Finally, I would like to thank the JHSNS members, our staff, and the Board of Directors for another successful year

*John Peach*  
*Executive Director*

## **John Howard Society of Prince Edward Island**

This past year has been unquestionably a challenging one for the JHSPEI, but also a time to review our history, evaluate current programs, assess our beliefs and more importantly, question our future. With the exception of the President, we have a new slate of members elected during our Annual Meeting in January, 2016. They are a group of individuals who came together solely because they share a passion for the mandate and mission of the John Howard Society of PEI. As with any organizational change, such change can be difficult under the best of circumstance, however, our new Board resolutely undertook the task.



*Donna Hartley,*  
*Executive Director*

As we look to the future we know there needs to be a deeper sense of the role of the Society in the community. We have set some medium and long term goals and are concentrating on building our capacity through the intentional recruiting of new board members who will enhance our vision and assist us on our journey. We will continually search out and nurture partnerships, networks and alliances that will allow us to further our mission and create an integrated, effective service for our clients.

On July 12th we meet with MP Sean Casey, Parliamentary Secretary for Justice and Attorney General. The primary agenda item was the current system of Record Suspension. We reported that more and more employers are requesting a Criminal Record check, creating hardships when conducting a job search. Another example of the difficulties created by this process is the fact many parents cannot volunteer at their children's school. Mr. Casey responded that he is contacted weekly by his constituents regarding this issue. It was suggested by JHSPEI that maybe there could be a "stream" for first offenders and if no further offences occur during the required timeline the Record Suspension is automatic.

Another issue brought forward was solitary confinement and the fact that many inmates in confinement are suffering from mental illnesses. Mr. Casey informed us that there are a number of issues on “their radar” that they will be addressing in the coming months. He also advised there will be national consultation with respect to a substantial overhaul of the criminal justice system. Mr. Casey was informed that the JHS Canada had received a grant from the Canadian Bar Association to examine problems with the Criminal Record Act system and to propose reforms. He was also given a copy of the JHS Canada paper on Criminal Records and Discrimination.

We were invited to participate in the Criminal Justice Review Roundtable discussions held in this province in August. MP Sean Casey chaired the meeting. Also in attendance were the Honourable Wayne Easter MP and the Honourable Wade MacLauchlan, Premier and Minister of Justice & Public Safety and Attorney General. It was viewed as a very productive meeting and it was encouraging to note the consensus around the table on the issues raised. While there were numerous concerns from the participants an important point is, while there was criticism on aspects of the Criminal Justice Act, there were also specific, concrete suggestions put forward for change. The Society is planning to continue the meetings with our local MP’s to continue the dialogue regarding improvements in the federal corrections system, as well as keeping them informed of the work of the Society both provincially and nationally.

The JHSPEI is the designated Community Entity for the Homelessness Partnering Strategy Program for this province. In March of this year we conducted a provincial Point in Time Count to comply with the national request, a component being a Magnate Event. The success of the event was evident in the number of participants in attendance, and the level of community engagement and subsequent response to the count results. An Executive Summary of the findings was shared with the local media and has been posted on the JHS PEI website.

<http://pei.johnhoward.ca/services/homeless/>

In November we held a Community Forum on homelessness that highlighted the launch of the 4th PEI Report on Homelessness; Overview of Point in Time Caseload Review; PEI’s Response to Homelessness and Challenges & Opportunities: The Changing Face of Homelessness.

The John Howard Society HPS Community Advisory Board participated in a review of the Board make up and existing vacancies too ensure that representation was current and responsive.

The My Place Housing First project funded through the HPS surpassed projected goals for the year. As expected there are some lessons learned and new practices in place for the successful delivery of the project.

The HPS funding supported a pilot project sponsored by the Charlottetown Boys and Girls Club to assist youth who are homeless or at risk of homelessness achieve their educational goals.

During the year our agency has been involved in activities and program delivery in our efforts to provide effective support to the clients we serve. The Employment Program placed 55% of the caseload in employment. Staff spends 20 hours a week at the Provincial Correctional Centre building relationships with inmates and preparing reality based exiting plans that explore their needs based on employment, housing and finances. The WrapAround Housing Rural Project has been renewed through the HPS funding and this past year staff secured appropriate, safe housing for 27 clients living in rural PEI. This is quite an accomplishment in an area where housing stock is in short supply. For the first time in a number of years we have entered into a contract with Correctional Service Canada to complete Community Assessments. A second contract is in place to deliver the Integrated Correctional Plan Model Community Maintenance Program.

The Society is represented on numerous committees and staff is invited to speak to organizations on a regular basis.

Our President attends the John Howard Society Canada national meetings and our 1st Vice President is the second delegate.

We continue to advocate on behalf of our clients and maintain that, given opportunities and encouragement in a supportive environment, positive change can occur.

*Paul Cousins,*  
*President*

*Donna Hartley,*  
*Executive Director*

## John Howard Society of Newfoundland & Labrador



*Cindy Murphy,  
Executive Director*

2015-16 was a busy but productive year for the John Howard Society of Newfoundland and Labrador (JHSNL). The Society was able to maintain all existing programs, expand in areas such as employment services, and once again provide family violence treatment to the reinstated Family Violence Intervention Court in St. John's. Additionally, the Department of Justice piloted a second site in Stephenville and our Community Based Intervention program expanded to meet the treatment needs of the speciality court on the west coast.

Early in the year, we were busy settling into our new building on Pennywell Road in St. John's. In May, we held our official opening and were so pleased to have so many of our government and community partners, friends and supporters join us in our good fortune. The new site has proven to be a wonderful improvement to our office and program delivery space for staff and clients alike.

Plans continued for the construction of our supportive housing complex – Garrison Place, which will be co-located on the property with Howard House, our community residential center on Garrison Hill. Additional federal funding was secured from the Homelessness Partnering Strategy to purchase the appliances, furniture and other items needed to equip the housing units once completed. We anticipate a busy year ahead as we move through the construction phase.

Throughout the year the Society contributed to the public discourse on criminal justice matters. Among others, the consultations included access to justice, lack of affordable housing, and the need for improved mental health and addictions services. The Society met with the Justice Minister and his officials to discuss prison crowding at both the male and female provincial correctional centers, and advocated for the development of a bail release program.

JHSNL continued to be actively involved with the Atlantic Halfway House Association (AHHA) during the past year, and had the opportunity to meet with the District and Area Directors to discuss matters important to the Association. In March however, Correctional Service of Canada (CSC) advised that there were several changes coming for the new contact year. This would mean no per diem increases once again for the Atlantic region. There would be changes to the enhanced funding as well as the loss of advance funding for most of the facilities. Additionally, it would also mean contracts would no longer be administered in the region but with CSC National Headquarters in Ottawa. This would all prove to be a very arduous process requiring numerous contract amendments and much uncertainty for the new fiscal year.

Historically, AHHA has collaborated with the other regional halfway house associations to help advance the needs of community correctional centers. In the past couple of years however, CSC decided to no longer fund the Associations and therefore with no paid staff, it has unfortunately led to little or no contact among the regions.

In late fall the Society was pleased to be invited to join a new National Youth Justice Network (NYJN), The Network held its first meeting in Vancouver in December and brought together leaders from the youth justice community to help the sector create opportunities and share best practices. We look forward to helping advance the NYJN agenda.

As in past years, the Society facilitated a family federal prison visit. This year 13 family members spent the weekend visiting loved ones incarcerated in the maritime federal correctional facilities. Visits were made to inmates in Springhill, Dorchester, Dorchester Minimum and Atlantic Institution. The funding for this program is made available through Correctional Service of Canada who continues to recognize the importance of maintaining family ties to successful reintegration. Thanks to the staff who graciously give their time to make this weekend happen every year.

A special thanks to all Society volunteers who enrich our programs and services very day. Volunteers are active in so many areas including our residential programs, they staff and operate library program at H.M. Penitentiary (HMP), and visit inmates through the 1-2-1- Visitation

program. In addition, they are instrumental to the annual Children's Christmas Party.

In closing, I would like to express my gratitude to our board and staff. I am motivated by their dedication as well as the resiliency of our clients. They inspire us to provide the best services possible. Thanks to all who contributed to our successes over the past year including our funders who are committed to helping the Society carry out its mission. We look forward to an exciting year ahead to build on the momentum of the past year.

*Cindy Murphy,*  
*Executive Director*

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

### **October 2015, Ottawa ON**

At the AGM in Ottawa ON, The John Howard Society of Canada was honoured to be able to recognize **Don Wadel, Don Evans and Gus Lyn-Piluso** for their substantial contributions to the Society and to their communities.

The **National Award for Humanitarian Service** was presented to **Don Wadel** to recognize his significant contribution to the welfare of offenders. Don Wadel came to the JHS Ottawa when the office was facing some serious challenges. He led the



*Bruce Simpson, President, JHS Ontario (left) and Catherine Gogan, Past President, JHS Canada (right) present Don Wadel, Executive Director of JHS Ottawa (centre), with the National Award for Humanitarian Service.*

rebuilding of JHS Ottawa and forged new relationships and new partnerships with other agencies in the community. He created a workplace that is very positive and supportive with an extremely motivated staff who develop and deliver leading edge programs and services to JHS clients. Don included in his vision for the Society a commitment to work with members of the community who pose the greatest risk and have the greatest need. He patiently and tirelessly champions their cause, convincing funders,

service providers and entire neighbourhoods to invest in evidence-led and effective practices in community corrections.

**Don Evans and Gus Lyn-Piluso** were the recipients of the National Award for **Community Service**, in recognition of dedication, leadership and exceptional contribution to the operations and mission of the John Howard Society.

It was under the leadership of Don Evans and Gus Lyn-Piluso that the official amalgamation of the JHS Toronto and St. Leonard's Society of Toronto was completed in July 2015. The new, bigger JHS Toronto is now the largest agency in Toronto focusing solely on community corrections. The increased capacity will work to stabilize, strengthen and grow the society in ways that independently would not have been possible. The amalgamation has been well received by the staff of both agencies, its many funders, community partners and the clients.





Wilkinson & Co. Ltd.

CHARTERED ACCOUNTANTS

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Financial Statements

THE JOHN HOWARD SOCIETY OF CANADA

For the Year Ended March 31, 2016

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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, 2016 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 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, 2016, and its operations and cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

KINGSTON, Canada  
July 25, 2016

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

**THE JOHN HOWARD SOCIETY OF CANADA**  
**Statement of Financial Position as at March 31, 2016**

March 31, 2016

	Operating Fund \$	Senator Hastings \$	Total \$	2015 Total \$
<b>Current Assets</b>				
Cash	97,885	27,797	125,682	107,899
Short Term Invest	143,745	231,659	375,404	368,228
Accts. Receivable	16,512		16,512	41,762
Prepaid Expenses	10,170		10,170	2,559
	268,312	259,456	527,768	520,448
<b>Property, Plant &amp; Equipment</b>				
Tangible Capital Assets	48,214		48,214	52,806
<b>Total Assets</b>	<b>316,526</b>	<b>259,456</b>	<b>575,982</b>	<b>573,254</b>
<b>Current Liabilities</b>				
Accounts payable and accrued liabilities	18,793		18,793	18,003
Deferred revenue	179,066		179,066	184,304
<b>Total Liabilities</b>	<b>197,859</b>		<b>197,859</b>	<b>202,307</b>
<b>Fund Balances</b>				
Internally restricted		259,456	259,456	252,280
Investment in capital assets	48,214		48,214	52,806
Unrestricted	70,453		70,453	65,861
	118,667	259,456	378,123	370,947
	<b>316,526</b>	<b>259,456</b>	<b>575,982</b>	<b>573,254</b>

## THE JOHN HOWARD SOCIETY OF CANADA

### Statement of Revenue and Expenditures and Fund Balances at March 31, 2016

	2016			2015 Total \$
	Operating Fund \$	Senator Hastings \$	Total \$	
<b>REVENUE</b>				
Donations	215,030		215,030	200,682
Grant – PSEP				
Provincial Allocations	337,871		337,871	337,871
Administration	99,034		99,034	98,774
Travel Pool	70,000		70,000	70,000
Projects	17,142		17,142	49,505
Interest	80	7,176	7,256	5,103
Member Assessments	1,100		1,100	1,100
Other Income	388		388	454
	<b>740,645</b>	<b>7,176</b>	<b>747,821</b>	763,489
<b>EXPENDITURES</b>				
Bank charges and interest	650		650	76
Dues and subscriptions	1,874		1,874	1,262
Equipment and computer	4,615		4,615	8,167
Grants to provincial societies	337,871		337,871	337,871
Insurance	4,364		4,364	4,397
Mail Campaign	42,999		42,999	33,518
Miscellaneous				(26)
National Staff Conference				15,051
Occupancy	9,372		9,372	8,396
Office Supplies	20,387		20,387	24,383
Project Costs	27,907		27,907	23,626
Professional Fees	19,742		19,742	30,107
Publications	821		821	1,262
Salaries + Employee Benefits	191,076		191,076	189,252
Telephone	2,053		2,053	5,313
Travel - general	3,765		3,765	1,052
- Travel pool	64,242		64,242	68,070
- other	4,315		4,315	2,359
	<b>736,053</b>	<b>NIL</b>	<b>736,053</b>	<b>754,136</b>
<b>Surplus / (Deficit) before amortization</b>	<b>4,592</b>	<b>7,176</b>	<b>11,768</b>	9,353
<b>Amortization of property, plant and equipment</b>	<b>4,592</b>		<b>4,592</b>	4,592
<b>Surplus / (Deficit) after amortization</b>	<b>NIL</b>	<b>7,176</b>	<b>7,176</b>	4,761
<b>Fund Balances – beginning of year</b>	<b>118,667</b>	<b>252,280</b>	<b>370,947</b>	366,186
<b>Fund Balances – end of year</b>	<b>118,667</b>	<b>259,456</b>	<b>378,123</b>	370,947

# THE JOHN HOWARD SOCIETY OF CANADA

## Board of Directors

### Executive

Bryan Purcell	President
Trish Cheverie	Past President
Janis Aitken	Vice President
Gordon Braun	Secretary/Treasurer

### Provincial Representatives

Paul Ludlow	Newfoundland/Labrador
Paul Cousins	Prince Edward Island
Janis Aitken	Nova Scotia
Harold DeCoursey	New Brunswick
Jean Claude Bernheim	Quebec
Ken Doan	Ontario
Kate Sjoberg	Manitoba
Gordon Braun	Saskatchewan
Stephen Davis	Alberta
Pamela Smith-Gander	British Columbia
Michael Keohane	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](http://www.johnhoward.ca)