

## **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 has been an interesting and challenging year in so many ways. As an organization, we have not met in person since Vancouver in January 2020, and since that time we have had several new members join the Board whom we haven't met in person at all. While we may have gotten use to virtual meetings, they fall well short of face-to-face meetings, especially when trying to gain consensus on important issues.

Our ultimate constituents, the local John Howards, have faced extreme struggles in being able to continue to do what we do – providing vital services and support to individuals who are, to some, afterthoughts at best. Our clients have been further isolated and stressed due to the measures that the institutions and agencies have taken in response to the pandemic.

In addition, the massive social upheaval that was triggered in May 2020 has continued to and, by all accounts, will continue to, expand and evolve at a rapid pace. I know that John Howards across the country are responding, but it will be an ongoing process, as I have no doubt that anti-racism, equity, diversity and inclusion will remain front-burner issues, as they should.

At the JHSC level, Catherine and her team have undertaken or continued several important public policy initiatives which directly affect John Howard clients, including in the areas of: solitary confinement; prisoner health care; recidivism reduction; homelessness; and, alternatives to detention. None of these are “new” issues, but the fact that we are still dealing with them in 2021 means that there is still much work to be done. Raising John Howard's profile and getting “a seat at the table” is critical to being effective, and Catherine does a superb job in this regard, to the benefit of all John Howards.

Organizationally, after years of discussion and debate, our Agreement of Association --which addresses the respective roles of the national, provincial/territorial and local levels of John Howard - - was finalised. It was the product of consensus and compromise -- something that would have been extremely difficult to accomplish in the context of virtual meetings.

The Agreement of Association is a good first step to strengthening the overall organization. Going forward, the Board has undertaken to address membership issues and the use of the John Howard name -- let's hope we can do so in person soon!.

This year we have been able to make meaningful progress on many fronts, and I look forward to continuing to do so. I feel privileged to be able to work with individuals who are so passionate about such a worthy cause.

*Robert MacLellan, President*

## Report from the Executive Director



*Catherine Latimer,  
Executive Director*

I don't think any of us expected COVID to have lasted as long as it has. Its impact on our operations, clients, and staff has been profound. It has made the past year one of great challenges and innovation as we adapted to fulfill our mandate under a new set of constraints.

JHSC was pleased to have received funding from Public Safety Canada to survey our CRFs to assess the implications of COVID on our halfway homes.

We are grateful to John Howard Society of Ontario who undertook to do the research for us and to all the JHS staff across the country who contributed to it. Hopefully, it will better prepare us for such events in the future and point the way to innovations that should become part of the 'new normal'.

From a federal corrections perspective, COVID has been devastating. Efforts to get the vulnerable safely in community corrections essentially failed and the pandemic literally decimated the federal prisons infecting more than 10% of the prison population and killing 6. In the words of the Correctional Investigator, CSC chose to combat Covid through extreme isolation. The quarantine, medical isolation, restricted movement regimes, and other forms of isolated confinement have been very difficult for prisoners. Programs essentially stopped, causing people to be warehoused and to lose ground on their correctional plans. JHS staff could not get into the prisons to help with reintegration planning and other programming.

The effect of our hard won judicial victory clarifying that indeterminate, longer term isolation without independent review violated Charter rights became illusory. The Doob/Sprott Report in February made it clear that 195 prisoners or 10% of those placed in the Structured Intervention Units (the legislative reform intended to answer the Charter violations identified in our court challenge) were being subjected to prolonged solitary confinement which is prohibited by the UN as a form of torture.

Solitary confinement is now pervasive in our federal prisons, both within and outside of the Structured Intervention Units. The pandemic also revealed weaknesses in the health care available to federal prisoners. Accordingly, over the last year, we focused on making progress on the two policy resolutions passed by the JHSC membership: reducing abusive solitary confinement and improving health care. Joining with others, we delivered a virtual public education campaign with a 15-day Spotlight on Solitary which ended on November 30<sup>th</sup>, 2020, the 1<sup>st</sup> anniversary of the coming into force of the SIUs. It brought together correctional lawyers, academics, judges, NGOs active in criminal justice, service providers and other stakeholders.

The same law reforms that introduced the Structured Intervention Units also introduced the concept of patient advocates for federal prisoners. We explored how best to provide patient advocates and have met with Queen's medical faculty and students about a collaborative project. We are also engaged in a suit funded by the Charter Challenges Program to test whether the medical regime provided to federal prisoners is consistent with the Charter.

While the pandemic has made life very difficult for federal prisoners, it perhaps also provides an opportunity to make the "new normal" an improvement over the pre-Covid days. Fundamental reforms are needed for the corrections system to be just, effective and humane. I see opportunities in the Bill proposing that the

Minister of Public Safety develop a Framework to Reduce Recidivism and believe John Howard Societies across the country who have expertise and know what is needed in their communities can make an excellent contribution to such a project.

In terms of supporting reintegration, JHSC was pleased to be working with JHS Alberta, Edmonton and Kingston on CMHC-funded solution labs to the challenge of post-custody homelessness. As we move into the prototyping phase, we hope that some of these solutions will eventually be implemented. We look forward to working with all interested JHSs on this.

The pandemic has reinforced the need for the services provided with such skill and innovation by John Howard Societies across the country. Our donations have increased as people appreciate the efforts of the JHSC, our contract for the provisions of alternatives to custody with CBSA has been renewed and our fiscal situation is strong. I have benefited enormously from the contribution of our small but mighty team which includes Rhea Higginson, Mary Lou Howarth, and our articling fellow, Murray Fallis. We look forward to the opportunity to contribute to the post-pandemic recovery.

*Catherine Latimer, Executive Director*

## Member Societies across Canada

### John Howard Society of Newfoundland and Labrador



*Cindy Murphy,  
Executive Director*

It goes without saying that 2020-21 was an extraordinary year. Like every other organization, JHS-NL faced substantial challenges as normal work routines and social structures were interrupted. Every one of our people felt some strain and stress but we've demonstrated, conclusively, that the organization remains strong and stable, and capable of delivering for our participants, our employees, and our communities. Since the onset

of the Covid-19 pandemic, our priority has been to look after our employees, to help ensure their health and wellbeing, while enabling them to work productively to meet our participants' needs.

Throughout the past year, the organization worked collaboratively with our government partners and other community organizations to advance the needs of our participants as well as other vulnerable folks in our communities. The COVID-19 pandemic has shone a harsh light on inequality. People living paycheck to paycheck in service sector jobs are in a very different position to those working in salaried jobs they can do from home. Stark gaps in wealth, health and work have gone from being chronic problems to acute ones. Other inequalities have become even more consequential in a time of social distancing – such as access to affordable housing, food insecurity and none more problematic than the prison population who have been subject to harsh conditions and often insufficient medical services. Lack of internet services for many folks we work

with has denied them any opportunity to the consecutiveness we all craved when we could not be together.

Despite the disruption, JHS-NL continued to deliver high levels of service to our participants. For the periods throughout the year when participants were not able to be seen in person, our programs shifted to telephone or virtual interventions. Our management team efficiently worked with our employees to make the changes and participants experienced little disruption in service. All of our residential facilities continued to operate despite all the uncertainties and never wavered in their steadfast commitment to those we serve. Of course, none of this would be possible without the strong leadership our Board of Directors and the expert and dedicated contributions of our employees. We are truly grateful to have such dedicated staff throughout the organization who continually found creative solutions to the many challenges we faced.

The organization forged ahead with our Strategic Plan (2018-21). We introduced new best practice, evidence-based, intervention programs to address family violence, worked to complete a new sex offender program which will be offered early in 2021, and also introduced a new pre-employment program. While it required many modifications due to Covid-19, we were able to continue our partnership with JHS New Brunswick to deliver the anti-drug driving program to students and we look forward to additional partnerships in the future. These were among the many interventions and supports we continued to provide to more 1000 individuals last year.

To help deepen current service impacts to ensure excellence in service, participant feedback mechanisms were introduced for all programs during 2020-21. Also, to enhance our information management and data collection, the Society began developing a



new provincial data base which will be up and running in the new fiscal year.

These, among other measures were designed to involve a more rigorous focus on evaluation and measuring impact, to strengthen our program capacity, and implement best practices to ensure our services are relevant and meeting participants' individual needs.

Other partnerships were also instrumental in meeting our goals for a more effective, just and humane criminal justice system. Some of those partnerships included the Atlantic Halfway House Association; National Men's Expert Working Group on Intimate Partner Violence; the Steering Committee for the Transfer of Correctional Health Care; National Youth Criminal Justice Network; and the Community Advisory Board with End Homelessness St. John's; and as always, our relationship with JHS Canada. This is by no means an exhaustive list however, as many of our managers and staff participated on various committees keeping the organization connected to community and government resources while making many valuable contributions.

Towards the end of the year, we were very saddened about the passing of two long-term board members Bryan Purcell and Mike Tobin. Both Bryan and Mike made substantial contributions to the organization. Bryan served for many years and was both president of JHS-NL as well as President of the Board of Directors for JHS Canada. He gave his time so freely and was fully committed to making the organization the best it could be. Mike too was a long serving board member who passionately represented the Stephenville area and was always so supportive of the staff and programs on the West Coast. JHS-NL would cease to exist without the leadership and commitment of our volunteer board members and sadly, we have lost two of the best.

We are grateful our staff and participants have so far come through this pandemic crisis with few health effects and only hope that it can continue. As we look ahead, we hope for the end of the global health crisis and a return to a more normal service delivery for 2021-22.

*Cindy Murphy, Executive Director*

## **John Howard Society of Nova Scotia**

This is John Howard Society's seventy first year in Nova Scotia, and what a year it's been. To say staff have been busy is a serious understatement. We've grown from three regional offices employing approximately 13 full and part-time staff to 5 offices and 18 full and part-time staff. In the next several months we are expecting to hire an additional 10 staff and add two more locations. We are also looking at expanding our services and influence to Cape Breton Island. Our revenue has grown exponentially as well, adding two employment works programs, and we will be soon moving into bail verification and supervision and transitional housing.

For a small non-profit agency, we have been able to accomplish so much because of the very capable and dedicated staff who are relentless in responding to the needs of criminalized men; men who are more often than not, ignored forgotten or outright neglected by society. JHSNS staff don't see offenders or perpetrators, they see people who have been engaged in criminal activity largely as a consequence of personal circumstance and factors beyond their control. They are people who have been harmed by racism, childhood trauma, poverty, unemployment, mental health, addictions, homelessness and food insecurity. JHSNS staff are passionate about their work, they seek to redress social determinants that make it difficult, if not impossible to break the cycle of hopelessness and despair that too often leads to further criminality.

The economic and social impact of Covid 19 has been devastating for many people, and like everything else it has had a disproportionate impact on racialized and marginalized groups, and persons experiencing extreme poverty and homelessness. JHSNS

responded to the call in the first and third wave of the Pandemic by opening up emergency shelters and providing safe places for people to stay on release from custody. It was amazing to see that government, courts and community agencies could come together and cut through layers of bureaucracy and red tape to reduce the count in provincial correctional facilities. It was further amazing that during this same time, government was able to eliminate the long-standing requirement requiring applicants to have a fixed address to apply for income assistance. Never before have I witnessed such collaboration between government departments and community agencies. There seems to be renewed interest in addressing issues of homelessness and poverty by all levels of government. This is perhaps the silver lining in the Pandemic that I hope will have the most lasting impact, and allow us to see past the financial and social devastation it has caused and most importantly, the tragic loss of so many lives. I am saying this because I am hoping we learn from the last 18 months, we capture the momentum of the humaneness that is bubbling to the surface to address social injustice, inequity and systemic barriers that have historically preserved all that is wrong. We also need to take the time to look at our justice system, and continue on a path of decarceration. If we can reduce the population of persons in custody during a pandemic and continue to maintain public safety, I believe we can implement social policy and introduce laws to continue this practice in perpetuity. I am hopeful community-based programs, including bail and transitional housing will help us to move in the right direction, and such programs become a fixture across the province and not short-lived pilot projects that lose government interest and funding. Time will tell.

JHSNS is thankful to be part of a growing number of community agencies that help to improve the life and well being of Nova Scotians. E-Fry Societies of Mainland NS and Cape Breton, Coverdale Courtworker Society, 902 Man-up, Mi'kmaw Legal

Support Network, and so many others are becoming the back bone of the Nova Scotia's social safety net. Where government falls short or is unable to deliver critical human services, non-profit agencies jump in to help.

It looks like we will not be hosting the John Howard Society of Canada's Annual General Meeting (AGM) in Halifax this year. We were so looking forward to the opportunity to show off our beautiful seacoast and countryside, as well as our rich and diverse culture. I look forward to a time when in person meetings becomes the norm again, and god forgive, we can share a warm handshake and hug with friends we haven't connected with for a while.

As my term as Executive Director comes to an end, I want to welcome Leisha Seymour back from parental leave. I also want to take the time to thank staff for their incredible hard work and dedication and for helping me adjust to life at a non-profit. I finally want to acknowledge our Board Chair, Janice Fiander, past President Kit Waters, Treasurer, Carolyn O'Malley and our very capable Board of Directors who volunteer their time so willingly, and help us to accomplish our mission and goals at JHSNS.

*Sean Kelly, Interim Executive Director*

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

As our Society seeks to focus on how our intervention of today could bring long-term benefits, we aim to support a range of efforts that will increase options for our clients. One of the most challenging tasks facing all human service providers is to ensure there is the flexibility to be responsive in a changing environment. Successful re-entry initiatives require collaboration of agencies and government to promote a smooth transition. Our Society is fortunate to have positive working relationships with many community organizations and government departments and this association is very beneficial to our delivery.

The past year has been productive as we've faced client's barriers in many areas of life including: employment, housing, mental and physical health, addictions, and family experienced to name a few. The key activities of the John Howard Society of PEI during the course of the past year include the following:

**Reaching Home- Canada's Homelessness Strategy** - The JHSPEI serves as the provincial Community Entity for the Designated Communities and Rural & Remote files. The Society administered the funding streams of both files and is responsible for implementing strategies to address identified priorities. JHS PEI is responsible for the management of sub- project funding Agreements that includes financial and activity monitoring.

With the implications of COVID, the Federal Government recognized the need for increased funds towards efforts in supporting clients and ending homelessness.

We offer a collaborative and systematic method to housing and services in a fair and trauma informed approach. The collaborators in this project thus far are: Blooming House, Canadian Mental Health Association of PEI, Chief Mary Bernard Memorial

Women's Shelter, Family Violence Prevention Services, Government of PEI- Department of Justice and Public Safety - Department of Social Development and Housing, Housing Services and Social Programs -Mental Health and Addictions, John Howard Society of PEI, LifeHouse Summerside, Mi'kmaq Confederacy of PEI, Native Council of PEI, PEI Council of People with Disabilities, Salvation Army of PEI. Coordinated Access will be the first time PEI will have a clear view of what homelessness looks like province wide as we often see the face of homelessness to be hidden in our province. This system will provide us with data to better serve the client's needs.

### **Community Outreach Center (COC)**

The Society continues collaborations with the COC. Over the last year, the COC has established a working group to which we are part of. We have offered SPDAT Training and Housing Based Case Management Training to COC caseworkers and others involved in Co-ordinated Access. Many agencies attend the Outreach Centre on a regular basis, in order to provide services to clients under one roof; This includes both WrapAround and Pre-Employment staff.

**Pre-Employment Program** - The program's target group is those individuals who, due to their complex needs, are not ready to compete in the labour market and are in need of a life skills-based approach. This program has grown in the past year and secured COVID funding which will better enable JHS PEI to meet the needs of clients facing homelessness and barriers to employment. By providing services, we hope to avoid client's entry into homelessness through short intense case management; such as providing a rent subsidy for one or two months, paired with a case plan to avoid future victimization being repeated.

**Employment Project** – This program provides employment assistance services based on the 4 employability dimensions of: career decision- making; skills enhancement; job search skills and employment maintenance. This program is open to all individuals who have a criminal record as an employment barrier.

**Provincial Correctional Centre Outreach** – Our staff person works at our two provincial institutions, 20 hours a week providing service to inmates in preparation for release. This could include housing, transportation, relationship skill building, identification, referrals, employment, etc.

**WrapAround Housing Program** – The Mandate for the program is to reduce homelessness in rural Prince Edward Island. The program is based on a Housing First Approach that connects individuals in their home communities to address their housing needs and enhance their skills sets for self-sufficiency and stronger personal support networks.

**CSC Integrated Correctional Program Community & Sex Offender Maintenance** - The main goal of the program is to review and refine core self- management skills and apply them to real-life situations. Unfortunately, this contract is coming to an end for JHS PEI. However, it is due to the fact that PEI will finally have its first Community Based Residential Facility! This will be managed through CSC and therefor their staff will also offer these services.

**CRA Volunteer Tax Program** – Free tax return service is available for all clients of our programs.

**Drugged Driving-** In collaboration with JHS NB and the other Atlantic Province’s JHS, we were able to provide information on the affects of driving while impaired by Cannabis, to the entire grade 9



graduating class of a Junior High. (Approx. 225 students) We did this in person and were able to engage the students through conversation, a “Family Feud” game and activities. The activities included driving on a map, obstacle course and throwing balls into a box, all while wearing Impairment Googles. This was a huge hit and we were asked to come back every year!

**LGBTQ Pardon Project-** Prior to 1969, homosexuality was criminalized in Canada under the offences of Buggery, Gross Indecency and Anal Intercourse. In 2018, Parliament passed the Expungement of Historically Unjust Convictions Act, allowing anyone convicted of any of the abovenamed offences in any Provincial, Supreme or Military court in Canada to apply to have any judicial record of the conviction destroyed. It is estimated that there are more than 9,000 such convictions eligible for expungement in Canada, but to date only 12-15 application have been submitted. For this reason, the JHS PEI Board of Directors took it upon themselves to create awareness and aid to anyone who is seeking expungement for themselves or a loved one. Pamphlets, media exposure, attendance of the PridePEI festivities and ongoing efforts have been made in support of this cause.

**Petition to End Unjust Misuse of Solitary Confinement:** November 30<sup>th</sup>, 2020 was the one-year anniversary of Structured Intervention Units. As of January 2021, three separate lawsuits regarding the continued use of solitary confinement and the violation of offender’s civil liberties were in review. A petition initiated through JHS Canada was set in motion and requested the provincial agencies to review and contribute to the cause in their respected areas. JHS PEI was supportive of this initiative and therefor sent letters to local elected members of the Legislative Assembly in PEI; as well as an addition letter to Prime Minister, Justin Trudeau.

***Chantel Worrall, Executive Director***

## John Howard Society of New Brunswick

It is my pleasure to present to you the activities of the John Howard Society of New Brunswick Inc. for the past year. It was another successful year despite the threat of COVID-19 creating a disruption of services.



***Bill Bastarache,  
Executive Director***

The delivery of our program service base was strengthened by the collaborative partnerships with our branches and affiliates, as well as the John Howard Provincial Society partnerships throughout Atlantic Canada. Again, it must be stated the Provincial Society experienced a historical high of program services aimed at transforming youth and

adults at taking positive steps in their lives. Our Atlantic Youth Challenge to Prevent Drugged Driving which engaged youth in the problematic behavior of drugged driving was completed with limited success due to COVID-19. The Intercultural Youth Initiative continued to decrease risk factors and increase protective factors of middle-school youth. Youth Employment and Skills Strategy provided employment readiness skills and enhanced supports to assist young adults transition into the labor market, and the Awakening Cultural Identity and Spirituality contract provided elder services to First Nations provincial offenders.

Our research center which is affiliated with the Université de Moncton remained active providing research to our program service base.

It is the intent of the Provincial Society in this coming year to continue to grow the program service base, expand our network of

community partners, and improve office efficiencies. As such, the John Howard Society of New Brunswick Inc. is committed to:

- Providing a Youth Outreach Project to support Black and Racialized Youth with new agency partnerships;
- Establishing new Youth Employment and Service Strategy programs throughout the province;
- Establishing a First Nations Network that has a membership of the First Nations Affiliates to collaborate on justice advocacy and program service activity;
- Sponsoring a transitional housing workshop, an Atlantic Canada Staffing Day, and a First Nations Networking conference;
- Revising all the Provincial Society's major documents, a transitional report on the Provincial Society becoming a stand-alone office and conduct a review to increase the operational management efficiency, and effectiveness of John Howard Society of New Brunswick Inc.

It has been another year of great success and we would like to acknowledge the Board members and Office Management Team – they are a dedicated and talented group.

*Bill Basterache, Executive Director*

# **The John Howard Society of Quebec**

## **Community Case Management Service**

Community case managers processed thirty-five (35) CBSA referrals and enrolled twenty (20) participants in the Community Case Management and Supervision program during year1. There is a decrease in the number of referrals, but an increase in registrations of candidates in the program. It is important to mention that the number of cases handled does not correspond to the number of calls received and the number of follow-ups with the community liaison officer.

Withdrawal of SJHQ services, fulfillment of client's conditions in the GCSC program, regularization of immigration status, breach of conditions under the GCSC program and removal of the person to their country of origin. origin are mainly the reasons for closing cases. Following the first wave of COVID-19, the turnover of cases and referrals was at its peak, but quietly stagnated over the year with the few detainees present in detention centers.

Of these closed files, there were six (6) participants who graduated from the program because the GDCs felt that they accomplished their personal and vocational goals of the program. There have been more file closings compared to last year, an increase of 25%. It is important to mention that the references withdrawn are in reality clients who have not been assessed by the team due to their early release without there being a need for an alternative to detention.

With regard to justified refusals following an eligibility assessment, they are based on the following criteria: the level of risk that may be contained in the community, the availability of

resources according to the needs identified during the assessment, the cooperation and collaboration of the subject. The criteria are not cumulative, but allow the team to have an overview on subject eligibility based on these criteria. Of the thirty-five (35) CBSA referrals, the team turned down nine (9), up 4% from last year.

### *Current portrait of GCSC customers*

The participants who use our service are mainly made up of migrants detained at the Laval Immigration Monitoring Center and at the Montreal and Rivière-des-Prairies detention facilities. This group is made up of men, women with children. Managers can also take care of people deemed to be "high risk", that is, they represent a threat to public safety or a high risk of absconding. The average age of our customers is thirty-seven (37) years old.

### **Chez Nous !**

The service Chez Nous! from the John Howard Society of Quebec aroused great interest from its inception on the part of partners working in the fields of criminal justice and homelessness.

The service is innovative in the type of clientele it addresses: no service currently in place directly and jointly addresses the issues of incarceration and homelessness, although they are often closely linked. This is largely due to the lack of expertise of the various resources related to the issue of incarceration and the challenges of returning prisoners to the community. The services currently in place are aimed more at either incarcerated or reintegrating people or people experiencing homelessness, without necessarily taking into account people living with these two problems. The service Chez Nous! is therefore unique in Quebec.

Unfortunately, a large proportion of people experiencing homelessness or at risk of homelessness have experienced one or more periods of incarceration at different times in their lives.

The main objective of the resources providing services to people experiencing homelessness is to find accommodation solutions to put an end to the homelessness that their customers are experiencing. This in itself is a far-reaching mission, given the large and numerous challenges facing these organizations, including the lack of housing and the ever-increasing costs of available housing. In addition, the clientele served by these organizations also faces social exclusion linked to their situation, making them all the more precarious.

However, by addressing the issue of homelessness exclusively, the difficulties related to judicialization are put aside. As the two phenomena are closely linked, the Chez Nous! is therefore an important tool in addition to the range of services that meet the specific needs of this clientele. When it was set up, an important issue was to find accommodation for the target clientele. Since the John Howard Society of Quebec did not have a housing resource, it had to create partnerships with different resources, in particular housing resources for people experiencing homelessness. Communication with the various resources allowed us, first of all, to present this new service and, secondly, to make them aware not only of the fact that the problems of homelessness and judicialization are more often than not, otherwise linked, but also that the work of supporting the target clientele had to be done with a view to consultation and partnership. Since the implementation of the Chez Nous! in Montreal in July 2020, we received 34 requests and for Quebec 29 requests were processed.

## **“My Dad, A Story” Program**

The SJHQ, in collaboration with Relais Famille, launched the “My dad, a story” activity in March 2019. This activity offers incarcerated men the opportunity to read a story to their child or to any other child with whom they have a real and serious connection. This is an activity where a team of volunteers meet the inmates and offer them to choose a book from a selection, to then play it back as recorded in MP3 format. The team of volunteers prepare and send a gift package that contains an MP3 player with the voice of the participant reading the story, along with the book that has been read. This activity helps maintain a link between the participant and the child in a context of learning and initiation to reading.

During the year 2020-2021:

- 17 participants
- 14 records
- 3 participants were transferred so they could not register
- 14 books were ordered for the activity in the two establishments
- 14 MP3 players were sent
- Children are between 1 and 14 years old.
- Participation of Anglophones, Francophones and Aborigines.

We also note that both fathers and uncles, sponsors participated or registered for the activity. This demonstrates a clear desire to maintain parental ties and an essential need on the part of the participants in order to find their place in society and in their families. This activity is also an opportunity to practice reading and/or encourage reading for adults and children. In Donnacona, the team of teachers takes charge of the activity by including it in their program, this helps to identify functional illiterates, dyslexics or other problems. In addition, we heard from a participant who

testified about the benefits of recorded books on children of incarcerated parents. This encourages us to continue the activity.

*Samira Figuigui, Executive Director*



## The John Howard Society of Ontario



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

It gives us great pleasure to present our 2021 Annual Report of the John Howard Society of Ontario.

The COVID-19 pandemic has challenged each and every one of us. But we did not all experience the pandemic equally.

Fundamentally, COVID has revealed deep inequities in our

society and how those inequities translate into differential health and socioeconomic outcomes. For instance, those who experience marginalization, racism, poverty and homelessness have increased likelihood of mental health issues. They also end up more frequently in jail. This is not a coincidence. While these trends have been true for decades, they perhaps have never been as starkly exposed as they have in the past 15 months – and neither has the imperative to keep people *out* of jail been so high.

On the flipside, COVID-19 has also presented us with an opportunity to change and grow. Due to the public health crisis, there's never been greater demand on our communities' social services, and JHS's across the province stepped up in significant ways to help reintegrating Ontarians secure housing, basic necessities and provide case management across the province. We acknowledge our JHS colleagues across the province, in particular those on the front lines, for nimbly adapting to meet the increased needs of our clients and communities in these challenging times.

JHSO released several major reports and public education tools in the past year that shed light on the disparate impacts and

experiences of marginalized and vulnerable people in the justice system, and all of which received significant earned media coverage and social media engagement, and yielded significant media attention:

- [“Broken Record: The Continued Criminalization of Mental Health”](#) was launched both as an eye-opening digital media experience and an accompanying report guiding users through the story of how people with mental health struggles end up in Ontario’s criminal justice system.
- [“Unequal Justice: Experiences and outcomes of young people in Ontario’s youth bail system”](#) shared groundbreaking research on pre-trial incarceration of youth in Ontario, and found that Black, Indigenous and other marginalized youth continue to spend prolonged periods of time incarcerated prior to their trial. An accompanying interactive shared stories from young people who have experienced the justice system.
- [“Legally Bound”](#), released in 2020, is an in-depth report finding that unaddressed housing, employment and other civil legal issues are negatively affecting justice involved Ontarians, long after they have exited the criminal justice system. The report highlights the important role front line staff at social service agencies can play, as a bridge to accessing legal information, services and resources.
- Last summer JHSO also launched an [online tool](#) to help those with a criminal record navigate the job seeking process. The tool, found on [policerecordhub.ca](#), shows those with a criminal record how to disclose their record to a potential employer and understand their rights in the process.

JHSO is also developing an innovative, first-of-its kind civil legal training and education program targeting frontline staff who serve justice-involved individuals in Ontario, to break down the barriers to accessing civil justice. The aim of this program – which will be publicly available via a brand new JHS Learning Hub this year – will be to provide accessible legal education content that helps frontline staff better respond to civil legal issues early, to assist with system navigation and build strong referrals to existing legal resources to stop the costly cycle of collateral justice consequences.



*Ron Cuthbert,  
President*

JHSO also proudly launched our new website and brand in 2020; this refreshed look and tone centres the humanity that is core to our work, our clients and our staff. We're incredibly grateful to Media Profile for their creative talent that so effectively captured the voice of our agency, and for executing our vision.

JHSO established a new 3-year vision to guide a new strategic plan for 2020/21 to 2022/23. We also used 2020 as a critical year of self-reflection and growth in the areas of anti-racism and anti-oppression – a journey that is far from over. We recognize that this is ongoing work and not the result of a time-limited initiative. JHSO has sought out opportunities to listen, learn and strengthen our commitment to anti-oppression and anti-racism (AOAR) practices in all of our work – at the Board governance and operational levels.

At the Board level, JHSO's Board of Directors participated in anti-black racism and anti-oppression training, with plans for more in-depth training. The Board has also mandated the Board Nominating

Committee to strengthen its AOAR principles and practices in carrying out obligations to fill board vacancies. The JHSO Board has completed a board audit exercise to help focus on required next steps. In addition, the JHSO Board struck a standing Equity Committee of the Board to provide leadership on AOAR work to JHSO and throughout the JHS organization.

At the operational level, all JHSO staff undertook ABR and AO training, and the Centre of Research & Policy is in the process of establishing an African Canadian Research, Evaluation and Public Policy Reference Group made up of community leaders, academics, social service providers and advocates that will provide expert guidance and experience to support JHSO's research, policy and evaluation work, and build capacity for improved engagement and collaboration with the African Canadian community in order to counter systemic racism in the criminal justice system. Similar expertise will be sought from our Indigenous communities.

The Executive Directors Committee (EDC), an operational body comprised of all of the 19 Local JHS Offices Executive Directors, restructured its strategic plan and organized it around three key pillars, with one focussed solely on organizational equity (driven by the "Equity Committee"), In addition to Executives, JHS frontline staff with lived experience were invited to directly join the Equity Committee and participate fully in the advancement of our work to achieve an inclusive, fair and representative workplace and organization.

On a final note, we are also pleased to share that JHSO's accreditation with Imagine Canada was renewed in 2021. JHSO continues to meet all standards and rigorous requirements required to display Imagine Canada's Trust Mark of organizational accountability.

While the pandemic has presented many challenges, we are very grateful for our funders, donors, volunteers, partners and the experts that have supported our work over the past year. Thank you to the JHSO Board of Directors for its leadership and strategic governance, and we express our sincere gratitude to all of our dedicated staff. Together, we will continue to strive for a more equitable justice system and society.

*Ron Cuthbert, President*

*Paula Osmok, Executive Director*

## The John Howard Society of Manitoba



*Sharon Perrault,  
Executive Director*

This year the road was bumpy, unpredictable, and challenging for us here at the John Howard Society of Manitoba. We had to close our doors for periods of time, work from home, and struggle to learn new computer skills and virtual platforms. Our literacy program could no

longer be provided in

provincial or federal institutions and the fundraiser for the literacy program was delayed until October of this year. Just before the pandemic caused lockdowns in our community, we had started a new federally-funded program, the Healing and Harm Reduction Substance Use Program, and had to delay implementation until the start of 2021.

However, when roads are difficult to travel, we often find new paths to continue our journey. We worked with the staff at Manitou House, another halfway house in Winnipeg, and arranged for some of the men in their residence to attend our open group program through a virtual platform. Similar arrangements were made with the minimum-security unit at Stony Mountain Institution. We are exploring the option of adding a third open group with some of the men from the Pathways Unit at the institution.

Much of our work with men in the community shifted from open group sessions to one-to-one case management. Further, the literacy program has increased its community outreach and focus, which brings services to more men in the community.

Meanwhile, thanks to financial support from Government of Canada's Emergency Community Support Fund, our offices and building have undergone renovations that have allowed us to use our space more effectively and better for physical distancing. The Cultural Room in our building has been updated in preparation for in-person services in the future.

With support from United Way Winnipeg and The Richardson Foundation, we purchased new computers to meet the new demands for virtual services and learned new computer skills that will serve us well in the future. We are grateful for provincial and federal funding that allowed us to update our resources and continue our services despite the changes brought about by the pandemic.

This year, we have learned to appreciate the value of our health and of our connection to each other and the world around us. We have benefitted from partnerships with community agencies that have supported us, promoted our programs, and helped clients access our programs. Staff have stepped up to the challenges and helped our organization not just survive, but in many ways, thrive. I want to thank them for their support, their hard work and their flexibility. Clients have shown perseverance, patience and courage in continuing to access services, albeit in alternate forms. I want to thank them for the trust they have shown in us and their dedication to continue their journey of healing.

In April of this year I accepted the position of Executive Director. I am grateful for the opportunity to work with the amazing and talented people connected to the John Howard Society of Manitoba. I look forward to being part of the exciting new road ahead and am honoured that we get to walk it together.

## **The John Howard Society of Saskatchewan**



*Shawn Fraser,  
Executive Director*

What a year it's been! Despite the challenges of the COVID-19 pandemic, it was another successful year for the John Howard Society of Saskatchewan (JHSS). Our continued success is the result of the many passionate and talented staff, volunteers, Board members and stakeholders who help deliver services to those we serve.

Some highlights of the past year include:

### **Collaborative Partnerships**

JHSS partnered with Pro-Bono Law, CLASSIC Law and the Elizabeth Fry Society advocating for additional supports for our clients during the pandemic. We were also able to give back through JHSS staff working at Saskatoon's pandemic response Service Delivery Hubs and prepping/delivering food in both Regina and Moose Jaw.

### **Education/Advocacy**

JHSS was outspoken on some big issues this year, including: solitary confinement, the expansion of remand beds in Saskatoon, and COVID-19 in prisons. JHSS was featured or quoted in more than 80 media stories through fiscal year 2020/2021.

### **Promotion**

2020 saw JHSS going virtual with two very well-attended virtual events during Restorative Justice Week (Circles Documentary



screening and guest speaker, Eric Butler). In December, JHSS also launched our first ever podcast focused on justice issues. We now have four episodes posted, with over 850 downloads and counting!

### **Service Delivery**

JHSS has greatly expanded our service delivery throughout 2020. This includes:

- The launch of Sooksit Lodge in Regina – A home for senior men exiting custody in Regina
- The launch of Liberty Lodge in Regina – A home for men exiting custody in response to COVID-19
- Purchasing a property for Lulu’s Lodge in Regina – A home serving LGBTQ2s+ youth in Regina
- The launch of the My Place program in Moose Jaw – A housing support initiative that focuses on supporting those with involvement in the criminal justice system
- The launch of the Gang Violence Reduction Strategy contract in Prince Albert – A new program serving young Indigenous men through housing, community supports and land-based education
- The expansion of the Adults Reintegrating into Community (ARC) program to Prince Albert – A program to help those transitioning out of custody

### **Innovation**

They say that necessity is the mother of invention. The Pandemic has helped us come up with some interesting ways to improve our service delivery, including:

- Moving registration for the Fine Option Program online
- Adopting a live-in shift schedule for our residential programs
- The ‘Cornerstone Support Shack’
- Online events (AGM, Board Meetings, Restorative Justice Week)

## **Our People**

Our Vision is for the communities we serve *to have effective, just, humane practices that support positive social outcomes*. Pursuing this would not be possible without the skilled and dedicated people who work and volunteer for the organization.

The past year has been one of great change and opportunity for JHSS. We would like to take an opportunity to recognize Christine Boyczuk, who will be ending her term on the Board. Christine has dedicated 6 years to the John Howard Society of Saskatchewan. In her role, she’s advanced the policy work of the organization, chairing the Governance Committee, drafting several policies and identifying best governance practices. She also served as Chair of the Board from 2017 to 2019. Her dedication, commitment, passion and heart have been the foundation of the Board. I would also like to extend my sincere appreciation to the entire Board who adapted to our new virtual environment and volunteered several hours to advance the work of JHSS.

At a management level, the past year has resulted in changes to both structure and people, with a host of new positions and new staff. It’s been a pleasure to welcome the many new faces who joined us this past year. We acknowledge the increased challenges of starting a new position during the pandemic and look forward to opportunities to connect more in person in the future.

We continue to work on creating a culture people want to be part of, joining us in our mission. Throughout this past year, staff pulled together to keep each other and clients safe, continuing to provide quality service to those who need it most. Directors have done a wonderful job sustaining and growing our services.

We are more than an organization. We are a community of people dedicated to a common cause. Our people truly are our greatest strength.

### **If not us, then who?**

The past year has been filled with reminders of how important the work of JHSS is. Our advocacy has brought attention to important issues that weren't getting attention previously. We have seen youth in our care thrive, with some even entering into post-secondary education, and we have also been able to respond to community needs with new programming in each of the four communities we serve. The small successes are numerous and add up to a significant impact.

None of this would be possible without the help of our generous partners and funders. We thank you sincerely for your support and for making Saskatchewan a better place for us to work and live. Our heartfelt gratitude goes out to all who make JHSS such a great community organization, from our volunteer Board of Directors and dedicated staff to our community partners and generous funders. Thank you! We look forward to the year ahead!

*Shawn Fraser, Executive Director*

*Benedict Feist, Board Chair*

## The John Howard Society of Alberta

The John Howard Society of Alberta (JHSA or Provincial Office) celebrated its 70<sup>th</sup> anniversary in 2019 as an incorporated Society. Since its inception, the JHSA has been dedicated to understanding the true nature of criminal activity and alleviating the risk factors associated to offending and creating safety and harmony in our communities.



*Chris Hay,  
Executive Director*

The JHSA has conducted business now for 70 years and during 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 2021 and 2022 years. A non-exhaustive list includes activities directly related to the John Howard Society of Canada 5-point plan, hosting our 6th Biennial Criminal Justice International Symposium in May 2022, 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 in Alberta. 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

## Challenges

The John Howard Society of British Columbia (JHSBC) has experienced a challenging year. For reasons still not entirely clear to us, some former affiliates have chosen to separate from JHSBC. One of these, JHS Pacific (as JHS Lower Mainland) previously provided full management services to JHSBC for approximately 6 years. With JHS Pacific's departure, JHSBC needed to hire a new Executive Director and build a new provincial-scope office to provide continued support to our affiliates. This process continues as we do not yet have full financial and operational separation from JHS Pacific. This process has been much slower than anticipated but a conclusion is near, and our work continues with a strong affiliate base who support having a vital provincial JHS entity.

Over and above the disappointment of losing affiliates, an additional concern was that they planned to continue using the John Howard Society name and brand but would not be bound by our bylaws, including a requirement not to pursue business in other affiliates' areas. JHSBC deliberated over this for several months and determined that it was necessary to protect the use of the John Howard Society name and defend the territories of the affiliates. Our affiliation agreements require that, upon termination of the agreement by JHSBC, former affiliates must cease using the John Howard name within 30 days. After several attempts to resolve this issue with the former affiliates, JHSBC made the decision to enforce these agreements to protect the John Howard name. This was contested by the former affiliates resulting in JHSBC filing for both an arbitration process and civil remedy. Despite this, there are indications these matters can be resolved before they reach the court, and we are making every effort in this regard.

Building a JHSBC office from scratch has necessitated incurring some debt. This has included but is not limited to the following:

- Office equipment
- Creating a records management system
- Contracting for:
  - o a communications strategy
  - o I.T. support
  - o website support
  - o a payroll management system
  - o bookkeeping
- Hiring a consultant firm to assist with resolving issues between JHSBC and some affiliates and future JHSBC planning
- Paying legal fees to defend use of the John Howard Society name by agencies with no affiliation to JHSBC or JHS Canada

All the above totals approximately \$44,000. In addition to the annual grant, JHSBC would like to request consideration of a one-time-only payment to assist with these costs should JHS Canada have the capacity to support this. This funding will help JHSBC continue with a healthy transition and thrive as a JHS Canada member moving forward.

## **Opportunities**

JHSBC has been busy creating a provincial presence by meeting and establishing relationships with affiliates, funders, educational institutions, and other non-profit sector agencies, as well as responding to public and media enquiries. We participated in presentations to the University of Fraser Valley Criminology Department and discussed potential research ideas with Simon Fraser University. Media requests included supporting the inclusion of inmates in prioritization groups for the Covid-19 vaccinations.

## **Youth & Young Adults in the Criminal Justice System**

With non-profit sector partners, we have been actively engaged in provincial scope discussions with youth (12-18) and adult (18+) correctional services ministries providing services to young people in the criminal justice system. Like many jurisdictions in Canada, youth (12- 18) involvement in the criminal justice system has been continuously declining for over 20 years. This has resulted, in some cases, in well-funded but significantly underused youth system resources that could be put to better use, particularly with the young adult cohort (18-27) of offenders. There are challenges to this situation including siloed funding models and mandate differences between the youth and adult ministries. The public sector has been very welcoming to our input and suggestions. JHSBC will continue to be an active partner and advocate in these deliberations in the coming year.

## **JHSBC Managed Educational Bursaries and Related Literacy Research**

Funded by the Vancouver Foundation, JHSBC manages an educational bursary for individuals with criminal justice system involvement. With an increased focus on promoting this opportunity, we have increased the uptake on these reserved funds. This is extremely rewarding and potentially life altering for recipients, most of whom are serving federal sentences in B.C. (Please see attached letter from one bursary recipient.)

Related to the need for further education amongst criminal justice system participants, JHSBC partnered with the BC Criminal Justice Association to undertake research on literacy issues within the criminal justice system. This is an area that, historically, John Howard has been active in B.C., and we will refocus on this critical area in the coming year.



## **The JHSBC Board**

With changes to our affiliates, a renewed JHSBC Board has been busy getting to know one another despite many still having not met in person. We hope to be able to have an in-person AGM this October, but the fourth Covid-19 wave will determine this outcome. The board is also reviewing and updating JHSBC mandates, bylaws, and governance procedures. This work has helped to reaffirm that JHSBC will prioritize supporting our affiliates in their service delivery, growing our inter-agency partnerships, and expanding our role advocating for those we serve.

With a fresh start and a renewed, invigorated board, JHSBC is optimistic about the future and will continue to seek out the best ways to support the most vulnerable people in our communities.

*Phil Peachey, Executive Director*

## John Howard Society of the Northwest Territories



***Robert Hawkins,  
Executive Director***

I am very pleased to report that the John Howard Society NT (JHS NT) continues as an important partner for both community and social justice in the Northwest Territories.

As the Society provides support to the community, it continues to remain financially sound and optimistic as far as our future role is envisioned.

That said, the files the Society manages are slightly down this year, including partnerships of which this erosion can be directly attributed to the ongoing challenges of COVID. However, we continue to strive to be as collaborative as possible given the circumstances and challenges we have before us. Moreover, with court referrals, partnerships, engagements and programming temporarily dipping or scaled back, the JHS NT has adjusted to this new normal.

As community spread of COVID grows and numbers spike in the NWT, more specifically in the capital region during our second quarter, this has put the Northwest Territories into a series of progressive steps as it continues to go from a slow down, to a lockdown situation as the current situation worsens. That said, vaccination rates are somewhat high and as such, we are ever confident this is a trend that will be quickly turned around.

Ultimately, the JHS NT remains accessible through virtual & phone services through these periods of concern and as such, albeit it isn't business as usual, we will do our best to be as supportive as we can.

***Robert Hawkins, Executive Director***

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

### *National Award for Community Service*

**Terry Moist** was awarded this honour posthumously. For 42 years prior to his death this July Terry Moist demonstrated his commitment to crime prevention, restorative justice, and community safety by volunteering on the board of directors of The John Howard Society of North Island (JHSNI). He also served as a member of the John Howard Society of British Columbia for many years.

For JHSNI, Terry was the calm at the centre of the storm. His clear thinking and good judgment helped the agency through many a challenge, and his openness to hearing new ideas was a great support for the staff and clients. Bill Mathis, a former long-term employee of the Society, said: "Terry was always very supportive, a guiding hand, and a visionary with the view that at risk youth needed better services. Because he taught in alternate school settings (including at a youth custody centre), Terry was very familiar with the profile of the Society's clients. He had a solid understanding of their needs and brought his compassion and dedication to his volunteer work on the JHSNI board, always advocating for the Society's clients. He "talked the talk".

Recognizing that youth homelessness was a growing problem in Campbell River, Terry and the other board members supported JHSNI in purchasing an apartment building for youth housing in 2008. Barnett House has been successfully helping youth transition to independence ever since. This innovative project has made a huge difference in crime prevention and community safety by assisting vulnerable youth to become contributing members of the community.

Wilkinson & Co. Ltd.

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Financial Statements

THE JOHN HOWARD SOCIETY OF CANADA

For the Year Ended March 31, 2021

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**THE JOHN HOWARD SOCIETY OF CANADA**  
**Statement of Financial Position as at March 31, 2021**

	March 31, 2020			
	Operating Fund \$	Senator Hastings \$	Total \$	2019 Total \$
<b>Assets</b>				
<b>Current</b>				
Cash	826,394	7,835	834,229	211,827
Short Term Invest	37,050	278,625	315,675	312,100
Accts. Receivable	535,661		535,661	728,207
Prepaid Expenses	5,459		5,459	4,876
	1,404,564	286,460	1,716,279	1,257,010
<b>Tangible Capital Assets</b>	25,255		25,255	29,846
	<b>1,429,819</b>	<b>286,460</b>	<b>1,716,279</b>	<b>1,286,856</b>
<b>Liabilities</b>				
<b>Current</b>				
Accounts payable and accrued liabilities	289,197		289,197	383,338
Deferred revenue	337,864		337,864	203,161
	<b>627,061</b>		<b>627,061</b>	<b>586,499</b>
<b>Fund Balances</b>				
Internally restricted		286,460	286,460	282,885
Investment in capital assets	25,255		25,255	29,846
Unrestricted	777,503		777,503	387,626
	802,758	286,460	1,089,218	700,357
	<b>1,429,819</b>	<b>286,460</b>	<b>1,716,279</b>	<b>1,286,856</b>

## THE JOHN HOWARD SOCIETY OF CANADA

### Statement of Revenue and Expenditures and Fund Balances at March 31, 2021

	2020			2019 Total \$
	Operating Fund \$	Senator Hastings \$	Total \$	
<b>REVENUE</b>				
Donations	358,772		358,772	276,709
Grant – PSEP				
Provincial Allocations	339,805		339,805	339,795
Administration	99,990		99,990	100,000
Travel Pool	70,000		70,000	70,000
Projects	290,164		290,164	266,547
CMHC	51,930		51,930	8,976
Interest	13	3,575	3,588	
Contract – CBSA	2,069,229		2,069,229	1,922,710
Other Income				5,676
	<b>3,279,903</b>	<b>3,575</b>	<b>3,283,478</b>	<b>2,990,413</b>
<b>EXPENDITURES</b>				
Bank charges and interest	161		161	261
Dues and subscriptions	3192		3192	6,480
Equipment and computer				1,018
Miscellaneous	9,396		9,396	12,202
Grants to provincial societies	339,805		339,805	339,795
Insurance	4,827		4,827	4,482
Mail Campaign	28,037		28,037	59,449
Contract - CBSA	2,117,540		2,117,540	1,806,000
Occupancy	8,518		8,518	8,883
Office Supplies and expenses	8,936		8,936	14,606
Project Costs	51,177		51,177	122,493
Professional Fees	17,078		17,078	13,628
Publications	70		70	571
Salaries and Employee Benefits	297,800		297,800	309,734
Telephone	3,132		3,132	1,619
Travel - general	312		312	2,866
- Travel pool	44		44	82,392
- other				
	<b>2,890,025</b>		<b>2,890,025</b>	<b>2,786,479</b>
<b>Surplus / (Deficit) before amortization</b>	<b>389,878</b>	<b>3,575</b>	<b>393,453</b>	203,934
<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>385,286</b>	<b>3,575</b>	<b>388,861</b>	199,342
<b>Fund Balances – beginning of year</b>	<b>417,472</b>	<b>282,885</b>	<b>700,357</b>	501,015
<b>Fund Balances – end of year</b>	<b>802,758</b>	<b>286,460</b>	<b>1,089,218</b>	700,357

# THE JOHN HOWARD SOCIETY OF CANADA

## Board of Directors

### Executive

Stephen Davis	President
Janis Aitken	Past President
Rob MacLellan	Vice President
Alyssa Clements	Secretary/Treasurer

### Provincial Representatives

Joan Dawson	Newfoundland/Labrador
Connor Mullin	Prince Edward Island
Janice Fiander	Nova Scotia
Alyssa Clements	New Brunswick
Jean Claude Bernheim	Quebec
Rob MacLellan	Ontario
Zilla Jones	Manitoba
Christine Boyczuk	Saskatchewan
Chris Thiessen	Alberta
Hank Mathias	British Columbia
Marcelle Marion	Northwest Territories

## National Office

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Howard Society offices and services  
across Canada can be found on our  
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www.johnhoward.ca