

## Annual Report 2022/2023

We are very grateful for the generous support we have received  
from  
Public Safety Canada,  
and  
Donations from over 1,800 individuals across Canada



## Reducing Recidivism

*“Every citizen must ultimately accept responsibility for the justice system in which they live.” John Howard – 1779*

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

## **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

As you can see from Catherine Latimer's report which is a part of this Annual Report, it has been a busy year for her and her team. It is clear from her report that, through their work, the Society is increasingly successful at securing key places at the table on such ongoing issues as solitary confinement, prisoner healthcare, recidivism, rehabilitation and reintegration. However, while progress is being made in such important areas, the Society (and indeed, Canadian society as a whole) is facing new challenges arising from isolated events, such as what triggered the current outcry for bail "reform". Perhaps it is not accurate to label such challenges as "new" because the underlying issues are not new, and they continue to be debated and distorted in the media, parliament and elsewhere. That is why the Society will continue to have a critical role in shaping *effective, just and humane responses to the causes and consequences of crime*.

The Board has been busy as well. As I reported to you last year, in early 2022 the Board undertook a review of the Society's Ends, which, together with the Society's Mission, are its *raison d'être* and constitute the standards against which the Society's progress and successes are measured. In January 2023, the Board passed resolution adopting replacement Ends which better reflect the Society's role now and into the future (that is, of course, until they further evolve). They have already been incorporated into management reports to the Board, the conduct of Board meetings and the ED performance review process. It truly was a collaborative effort. The Mission and Ends are reproduced below -- as you will see, they are quite ambitious and confirm JHSC's dual role.

As to going forward, constitutionally the John Howard Society of Canada is unique -- JHSC is "bottom up" and essentially has no authority over its "constituents". Also, as you can see from reading the reports from the provincial and territorial member John

Howards in this Annual Report, each of the John Howards across the country is, as a practical matter and notwithstanding a shared core mission, unique from one another as well -- as are the jurisdictions they serve. I look forward to the JHSC Board (made up of representatives from each of the member Provinces and Territories) being a key agent in furthering the cooperation, coordination and unity of John Howard as a whole, while recognising and embracing the uniqueness of each.

***Robert MacLellan, President***

## Our Mission and Ends

### **Mission**

Just, humane and effective responses to the causes and consequences of crime.

### **Ends**

WHEREAS JHSC, inter alia:

- A. exists to achieve those goals that could not be achieved at the local or provincial levels, or which can be better achieved by acting in concert at the national level;
- B. is the forum through which all John Howard societies in Canada have a national voice;
- C. provides a forum for all Member Societies to meet and cooperate,

In furtherance of the foregoing, JHSC shall be a key agent for just, humane and effective responses to crime, its causes and its consequences by:

- 1. through research, policy advocacy, public education, collaboration and, as applicable, policy implementation/execution:

- a. being a key resource for federal policy and law makers in the elimination of:
    - i. systemic treatment of federal inmates which undermines human dignity, health and opportunity;
    - ii. systemic factors in the community and in federal institutions which lead to recidivism;
    - iii. unjust, ineffective, inhumane, counterproductive and empirically unsupported approaches embedded in federal laws and policies relating to the criminal justice system, or the application thereof;
  - b. generating broad community support for just, humane and effective responses to crime, its causes and its consequences:
2. promoting and furthering the interests and efforts of Member societies and their local affiliates to achieve our common goals Canada-wide by:
    - a. sharing and promoting in a collaborative manner JHSC's and their respective resources in such areas as research and policy advocacy and public education;
    - b. providing upon request such support as may be within JHSC's abilities;
    - c. working collaboratively to seek out, promote and influence, secure, and when required or appropriate, implement federal program and funding opportunities to be executed by the Member societies and their local affiliates.

## Report from the Executive Director



*Catherine Latimer,  
Executive Director*

It has been another busy and challenging year for the John Howard Society of Canada. Finally the threat of Covid is subsiding and face-to-face meetings and other important activities are resuming. Unfortunately, that resumption has been accompanied by a slight increase in crime and a significant increase in “tough on crime” sentiment. The calls from Premiers, police and victims for toughening bail provisions is a harbinger of more such measures

which will make promoting just, effective, and humane responses to the causes and consequences of crime all the more challenging but sorely needed.

The John Howard Society of Canada continues to advance the policy resolutions made at past AGMs to address abusive solitary confinement and to improve the health care of federal prisoners. Our efforts this past year have focused on preparing for the 5-year Parliamentary review of Bill C-83, which, among other things, was supposed to have addressed the Charter deficiencies our litigation found through the new Structured Intervention Units (SIUs). We were pleased that the David Asper Centre for Constitutional Rights granted us a Research Fellow to examine what is known about how the SIUs are working and assess whether the Charter issues raised by the courts have been addressed. The well-reasoned conclusion that Charter violations continue will help us persuade

Parliamentarians and others that the review should be both thorough and timely.

The John Howard Society of Canada remains committed to improving the health care provided to prisoners. We continue to work with the Mental Health Commission of Canada on its forthcoming Action Plan for the Criminal Justice System.

Improvements are certainly needed in this area. We have applied to the federal Charter Challenges Fund for research on possible test cases on access to patient records and accommodation for excessive heat and are seeking advice on how best to pursue our Charter challenge.

In June, 2022, the Minister of Public Safety launched the Federal Framework to Reduce Recidivism which includes 5 pillars: housing, education, employment, health and social networks. While as yet there has been no designated federal funding for the initiative and the government has yet to table its promised update, the statutory requirement to report back to Parliament on progress every 3 years will keep some pressure on the federal government to pursue this important initiative. For our part, John Howard Society Canada completed its feasibility study for the Department of Public Safety on whether the Norwegian “import model”, which delivers rehabilitative programs and reintegration support through community rather than correctional agencies, could work for Canadian federal corrections. We sought and received further funding from the federal government through the Red Cross and through Public Safety to test out virtual support for reintegration and our pilot project is underway with the John Howard Society of British Columbia.

We were hopeful that the tabling of the Federal Framework to Reduce Recidivism would open the doors for further support for the community reintegration services that the John Howard Societies across the country do so well and encourage innovative practices

that would improve our capacity. John Howard Society Executive Directors proposed that our forthcoming Annual General Meeting focus on a work shop to promote and progress on the Framework and we are looking forward the workshop at our upcoming meeting in St John's.

The Canada Border Service Agency extended and slightly expanded our services to provide alternatives to detention for immigration purposes in light of delays with the expected competitive process for those services. The extension and need to revisit the MOUs we had with local JHS offices gave us the opportunity to bring those services back under the management of the John Howard of British Columbia. The transition was seamless and kudos to our colleagues in BC. We look forward to tendering our submission to continue those services in the year ahead.

I am enormously grateful for the small but mighty team at the national office. Rhea Higginson manages the alternative to detention program with the Canada Border Service Agency and John Howard Society affiliates across the country as well as our finances, the national grant and human resources. Mary Lou Howarth continues to provide support for the Board and its meetings. Our articling fellow, Vivian Sim, and our former articling fellow, Lea Keren, pitch in and greatly increase our capacity. We look forward to promoting a criminal justice and corrections system that is more just, effective, and humane.

***Catherine Latimer, Executive Director***



## Member Societies across Canada

### John Howard Society of Newfoundland and Labrador



*Cindy Murphy,  
Executive Director*

It is my pleasure to report on some of the activities of the John Howard Society of Newfoundland and Labrador for 2022-23. Each year the Society strives to improve our capacity to deliver services that prevent crime, reduce poverty, and build self-sufficiency. I am pleased to report the past year was a successful one and meant that more than 1400 individuals received programs and services through our various offices.

As an organization that is heavily focused on direct service delivery, our efforts need always to be responsive to the changing needs of our participants. To keep pace with these changes we were able to introduce some new initiatives. In the fall of 2022, the Society opened a new office to house our Next Steps, Employment Services program in St. John's. Through funding from Public Safety Canada, a new office would give the program the additional space and capacity to assist eligible individuals who have criminal records apply for a record suspension.

The organization also furthered its ability to address intimate partner violence in the province. In partnership with the Provincial Court's Intimate Partner Violence Intervention Court, the Society had been delivering a specialized program for many years in St. John's, Stephenville, and Corner Brook. The past year saw an expansion of court services and subsequent program delivery to include the Grandfalls-Windsor region. This allows people in the

central part of the Island to engage in JHS-NL programs they would not have been able to access in the past.

Another important development occurred through a partnership with the Department of Justice & Public Safety (JPS) which saw the organization commence the delivery of an intensive case management program for individuals who are experiencing significant and persistent mental health issues. Case management commences while the individual is in custody, prepares them for release, and supports them with intensive services for a period up to 24 months post release. While the contract for service delivery was for a finite period, the Society has already submitted a proposal seeking the continuation of this important service.

Since the pandemic, the organization has been also able to expand its reach through the use of virtual programming. This has meant JHS-NL can provide programming in two additional correctional centers in the province including Labrador which has not been able to avail of our services in the past.

Another bright spot last year was our continued partnership with JHS Atlantic which has been helpful creating enhanced opportunities for our respective regions. As we continue to work together, we look forward to meeting again in Halifax this fall.

While there were many positives throughout 2022-23, there continued to be many challenges. The Society has been very concerned about the shortages of correctional staff in the provincial correctional centers which has caused considerable difficulty for prisoners and staff alike. It has reduced the amount of access JHS-NL, as well as other community organization have had, and quite often this has disrupted our ability to deliver contracted services. It has regularly reduced the movement in the facilities and is keeping inmates confined to their units, with little recreation and virtually

no outside time. Clearly, this is a troubling situation and one we will continue to monitor and to advocate for change.

Another significant concern is the on-going housing crisis. While its impacts have been felt by many, it is keenly felt by some of our communities most vulnerable including those being released from custody into homelessness or, those having to rely on an already overtaxed shelter system. The lack of affordable and safe housing can have a compound effect especially those living with mental health and addictions. Coupled with the increase cost of living, we are seeing an increased demand for our services and as we strive to meet the many challenges, the need for services feels more urgent and important than ever.

With excellent leadership from our dedicated board of directors, our valued and skilled management, staff, and volunteers, including the knowledge from our participants whose struggles have inspired and challenged us to bring our best, we were able to complete another productive year. Thank-you to our donors and the many government agencies who trust and support the work of the John Howard Society of Newfoundland and Labrador as we strive to make our community a safer place.

**Cindy Murphy, Executive Director**

## John Howard Society of Nova Scotia

It's been another big year for The John Howard Society of Nova Scotia. Through hurricanes, fires and floods, our team of dedicated staff have shown resilience and dedication to the work we do and the people we serve. To be brief, I will highlight *some* of the milestones for the past year. To all staff, students and volunteers who have made these initiatives possible, thank you.



*Leisha Seymour*  
*Executive Director*

In August 2022 we purchased our first property through funding from the provincial government and the momentum has continued. We are now operating 4 housing programs across the province with a total of 40 beds for at risk Nova Scotians, with plans for an additional 30 beds well underway.

Support from the Provincial Department of Community Services has not only been connected to housing, but also to our Edge Employability program which has this year obtained sustained funding.

The Nova Scotia Department of Justice presented us with 1.6 million dollars as a surprise holiday gift in December 2022. While funding is primarily focused on ensuring the availability in conditional release beds, we commend the department for its flexible approach to the expenditure of these funds, allowing us to provide supports and services as needed to the people we serve.

The speed of growth that we are working within has its fair share of challenges and uncertainty. We have been working hard to support staff through targeted educational opportunities, new, robust, and

supportive policies and a focus and commitment to increasing our capacity to act inclusively and equitably.

We are pleased to continue to collaborate with the Atlantic John Howard Network and the National Society to advance solutions to issues affecting our region and the country. Personally, I am looking forward to developing our capacity to advocate more intentionally in the coming years.

Again, thank you to all the staff, students and volunteers who make this work possible.



Holiday Lunch December 2022



Berma's Place Naming Ceremony, September 2022

**Leisha Seymour, Executive Director**  
**Carolyn O'Malley, Board Chair, JHSNS**

## John Howard Society of Prince Edward Island



*Keith Hillier,  
Executive Director*

We, on behalf of the staff and Board of Directors of the John Howard Society of Prince Edward Island (JHSPEI), are pleased to share recent achievements, milestones and projects on PEI over the past year in the areas. We're incredibly proud of the progress that has been made on PEI in the areas of incarceration, restorative justice, prevention and diversion, and other factors that negatively impact on those who are at risk or involved with the criminal justice system.

### **JHS PEI STRATEGIC PLAN DEVELOPMENT**

In the fall of 2022, the John Howard Society of PEI engaged MRSB Consulting Services (MRSB) to assist with the development of the [2023-2027 Strategic Plan](#). The development of this plan included extensive collaboration with and engagement of numerous JHSPEI stakeholders including staff and the board of directors, volunteers, the Department of Social Development and Housing, and other advisors.

Key outcomes of this project allowed for the redevelopment of a vision and mission for JHSPEI, ensuring it aligned with the core purpose of the John Howard Society of Canada and its member societies, while also capturing the history of JHSPEI since its inception in 1960, and the uniqueness of the PEI context and the environment in which the organization operates.

The 2023-2027 Strategic Plan outlines that the John Howard Society of PEI works with people to help address social needs, with a specialized focus on the criminal justice system and housing issues. It notes three primary areas of support as:

- › Provide client-focused supports using strengths-based and harm-reduction approaches;
- › Help to address prevention and diversion from homelessness and incarceration; and
- › Build connections and referrals to supportive community services.

The 2023-2027 Strategic Plan also clarifies the three core goals of JHSPEI:

1. **Person-Focused Supports:** Inspire individuals to build confidence and to promote self-sufficiency and stability.
2. **Prevention and Diversion:** Influence positive impacts on individual lives and society through community leadership.  
And;
3. **Organizational Performance:** Build organization capacity and culture to positively impact individuals and community.



JHS PEI Board of Directors

## PREVENTION AND DIVERSION AND COORDINATED ACCESS

A portion of the engagement of MRSB also included a component to co-develop a guide with proposed directions for the development of a Homeless Prevention and Diversion (P&D) Program on PEI. As noted in the 2023-2027 Strategic Plan, P&D Program development would support a key area of focus for JHSPEI: helping to address prevention and diversion from homelessness and incarceration.

In part, the P&D Program is supported through JHSPEI's designation as the Community Entity (CE) for Reaching Home: Canada's Homelessness Strategy established by the Government of Canada, with strong provincial government and community collaboration. Reaching Home engages JHSPEI with nearly 20 organizations who provide housing and other supports to the most vulnerable on PEI.

Additionally, as the CE for the province of PEI, JHSPEI has also taken the lead on PEI's Coordinated Access System (CAS). Working with over 20 community groups and provincial government representation from several departments, incredible steps have been made in the areas of collaboration and shared resources for service providers, as well as an improved management of cases and coordination of referrals and record keeping.

In June 2023, the John Howard Society of PEI, the Department of Housing, Land and Communities and the City of Charlottetown co-hosted a two-day workshop in Charlottetown to bring service providers together to discuss the future, including matters of housing, incarceration and cross-sector collaboration. With active participation from community groups from across PEI, as well as from the Minister of Housing, Land and Communities, Rob Lantz,



the Mayor of Charlottetown, Philip Brown, and the Deputy Mayor of Charlottetown, Alanna Jankov.

## CONTINUANCE OF CRIMINAL JUSTICE SUPPORTS

JHSPEI works with individuals on PEI who have become, or who are at risk of becoming, involved in the criminal justice system.

A major focus, since Covid-19 procedures and practices have allowed for it, has been the representation of case- and outreach workers from the John Howard Society in the Provincial Custody Programs. By way of meetings in the correctional centres for incarcerated clients and in the John Howard Society of PEI office(s) in Charlottetown and Summerside for probationed, paroled and at-risk clients.

There are a variety of services offered by JHSPEI for those looking to develop life skills, gain further education, and assistance in finding employment or housing, including:

- › Employment Assistance Services (i.e. Employment Counseling, Resume/Portfolio Building, Job Searching, & Interview Preparation)
- › Case Management (i.e. Skills PEI Funding, Job Retention, Education, Pre-Employment Programming, Matching with Housing and Programming)
- › Assistance with Applications and Payment for Record Suspensions
- › Income Tax and Employment Income Supports
- › Life Skills Development

## **RESTORATIVE JUSTICE PROGRAM GROWTH**

In July 2021, the Prince Edward Island provincial government launched a Restorative Justice Program which has gained a significant amount of exposure and development in the two years since its introduction on the Island. While some form of restorative justice had been available to Indigenous individuals since the early 2000s, the expansion in availability has been instrumental in providing those who have been harmed by a crime, either directly or indirectly, the opportunity to communicate with the offender who caused the harm.

Much of the recent success of the program is thanks in part to the Manager of Justice Innovations within the Department of Justice and Public Safety, Bethany Knox, who has gained restorative justice experience and training from across Canada, including extensive involvement in programs in BC and Ontario. In collaboration with other experts in judicial and legal issues, Knox and the Department of Justice and Public Safety have developed a restorative justice project that is one of the most progressive in Canada.

## **MOVING FORWARD**

Above highlights only a few of the incredible accomplishments that have been made over the last year or so, and we're both very optimistic for the future ahead. The John Howard Society of PEI will continue to focus efforts on supporting the most vulnerable and improving the lives of those living on Prince Edward Island. Should you have any questions or desire further information about our projects, please do not hesitate to contact us.

**Connor Mullin, President**

## John Howard Society of New Brunswick

This has been a very special year for the John Howard Society of New Brunswick Inc. This year we established a stand-alone office and experienced a record number of community-based program services. Most certainly “change enabled opportunity” as we continued to build upon a diverse multi-cultural province wide organization.



*Bill Bastarache,  
Executive Director*

This year of unprecedented growth was based upon a strategic directional goal to build upon our program service base in collaboration with our Branches/Affiliates. Our Youth Outreach Program continued to work in eight sites working with Black and Racialized. The Awakening Cultural Identity and Spirituality Project supported elders as they work with provincial offenders in the province. This project was supported by a grant: First Nations “Prioritization of Needs and Readiness for Positive Change” to directly build the service capacity of the First Nations Affiliates. The Record Suspension Program provided support to persons to have their record “sealed” and kept separately from active criminal records. The Canada Border Services Agency – The alternative to Detention promoted detention avoidance for individuals who remain cooperative to CBSA. The Intensive Supervision Initiative (services at-risk youth) and the First Steps Program (employment readiness program) were completed successfully. We replaced these programs with an Employment Enhancement Program (employment enhancement services) for persons with a disability and an Exclusion to Inclusion project to support at-risk youth.

On the building front, we welcomed Wolastook Education Centre (Tobique) and Eastern Door Centre (Elsipoktog) as our new First Nations Affiliates. We also have established a Black and Racialized and a First Nations Network to encourage closer cultural service activity.

The Provincial Board prioritized the need to strengthen our financial position. We are pleased to announce the Provincial Department of Public Safety reinstated its Provincial contract and the local Branches have responded positively to a Volunteer Contribution Fee to support the Provincial Society. Such financial support builds our service capacity to provide assistance to the most vulnerable members in our communities.

The Provincial Office continued to deliver significant support to our Branches and Affiliates. Support was provided in proposal evaluation, human resources, sponsoring meetings, fundraising, and other financial matters. It is recognized they are the “face” of the John Howard Society in their communities.

A special note of appreciation goes to the Board of Directors. Their vision has allowed the Provincial Society to realize our many accomplishments while setting ambitious strategic goals for the upcoming year.

It’s always a pleasure to work with our partners to create a healthy and safe community through crime reduction activities.

**Bill Bastarache, Executive Director**

## The John Howard Society of Quebec

### MON PAPA, UNE HISTOIRE

In 2022, 21 incarcerated individuals participated in the "Mon papa, une histoire" program. This unique and invaluable gift was offered to 29 young children, boys and girls, aged between 1 and 13 years old. The activity took place in June and December of 2022.

In Donnacona, the activity is conducted by the teaching team at the Portneuf Penitentiary's Training Center. The team was honoured with the UNESCO Chair for Applied Research in Prison Education because of their involvement in this initiative.

The competition had specific criteria:

- Development or adaptation of educational materials related to education in a prison setting.
- Execution of an educational project linked to prison education.
- Ongoing or recent involvement in a prison education project within the past two years.
- Projects could be undertaken individually or as part of a team.

The John Howard Society of Quebec - SJHQ and Relais Famille take pride in facilitating this recognition for the teaching team.

The John Howard Society of Quebec - SJHQ hopes to witness the expansion of this activity in the years to come because it enables transcending prison walls to maintain a crucial connection for adults and children.

## CHEZ NOUS! QUÉBEC

On a daily basis, this year...

The past year has allowed us to focus on our mission and refine our methods and approaches to support our volunteers externally and within our housing service.

We want to present some realities and observations under three main areas:

- Sociocommunity Reintegration

Each individual arriving from diverse backgrounds, with different experiences and baggage, manifests a wide range of needs to regain control of their life and develop autonomy. Creating a budget, obtaining up-to-date identification, learning to cook, daily interaction with others in a living environment, adhering to a schedule, reconnecting with family members, job searching, working on emotional management, and taking steps to heal past wounds are just a few examples of the objectives we have assisted our volunteers with.

- Homelessness and Recidivism Prevention

It has happened on multiple occasions that an individual has reached out to us or has been referred to us (either directly from detention, by a family member, from a therapy center, or a community organization) in an attempt to find an alternative to living on the streets or seeking refuge. Many of these referred individuals had never truly experienced episodes of homelessness or, at least, residential instability.

Our housing service thus becomes a rare alternative that, whenever possible, can prevent individuals from finding themselves in a

vulnerable context without personalized or tailored services that cater to their real needs for respite, rest, structure, and empowerment toward greater autonomy to continue their journey towards the next step. Finding a quiet, secure place, having an address, storage space for personal belongings, and access to a variety of services and opportunities (volunteer work, community service, food distribution, etc.) may seem trivial to some. Still, they enable individuals to be in an environment conducive to establishing short-term life plans and seeking the necessary tools to achieve their aspirations based on where they were before reaching out to us.

- Relocation

The demand for relocation support is an integral part of our daily work, and this year has been no exception. While our desire is to provide a calm, welcoming, and secure place, the goal for each volunteer resident admitted to Chez Nous! should be to be there temporarily. We have always endeavoured, with kindness, to focus on this intention without exerting pressure regarding the steps to be taken and the pace to achieve it.

### **Looking ahead...**

To remain focused on our mission and what sets our service apart, we allocate the necessary time for visibility and representation. We aim to be known by as many as possible so that other resources assisting individuals who could benefit from our services can consider us for referrals. The objective is for anyone with access to what is offered here to be aware of this opportunity and to access it voluntarily, with the intensity and frequency desired by the individual... and no one else.

## CHEZ NOUS! MONTRÉAL

This year marks the third anniversary of the Chez Nous! service in Montreal. In 2020, this service was just an idea, a project to develop. Three years later, we can say the mission is accomplished!

The team consists of a coordinator, two counsellors, and a peer helper. Changes have been made to the team over the past year, including adding a new counsellor.

The continually growing number of service requests demonstrates the need for such a service. In fact, we receive an average of 4 new service requests per week. This growth in the service demands dedication and a considerable time investment from the team.

Over the past year, the team has demonstrated their commitment and has been able to respond to the constant demands.

- References and Collaboration

Depending on the needs, we also assist volunteers in accessing and utilizing other services such as therapies, support groups, employment reintegration organizations, etc. Additionally, we provide occasional calls and home visits when possible or required.

On a daily basis, we are in direct and regular contact with professionals from correctional services, CIUSSS (Integrated Health and Social Services Centers), CLSC (Local Community Service Centers), Emploi-Québec (Quebec Employment Services), community health clinics, housing resources and shelters, socio-community reintegration organizations, therapy houses, transition houses, and other services targeting marginalized and discriminated individuals.



- Housing

We have maintained and improved our partnership with Interloge, recognized as a social economy enterprise and charitable organization. Their mission aligns with our goal of providing housing for individuals at risk of homelessness to improve their quality of life.

Our partnership with Interloge was enhanced during the year, and we increased our temporary housing capacity from 6 to 8 units for volunteers. These housing units were nearly fully utilized during the past year.

The objective of these housing units is to allow volunteer residents to become familiar with the responsibilities of independent living. Throughout their stay, each volunteer resident receives, based on their needs, psychosocial support, the services of a peer helper, and support for research and integration into independent housing.

- Psychosocial Support and Accompaniment

The counsellors provide psychosocial support and assistance in the housing placement process to 57 volunteers. This number is high for a team of 2 counsellors, but the support required varies widely among volunteers. Some volunteers need more intensive support, while others have fewer and more occasional needs. This observation has been made over the past 3 years.

Indeed, some volunteers have significant psychosocial needs, such as employment search assistance or support in managing specific issues. One considerable need that has been identified is the isolation experienced by some volunteers.

Depending on the needs, we also assist volunteers in accessing and utilizing other services, such as therapies, support groups,

employment reintegration organizations, etc. Additionally, we offer friendship calls and home visits when possible or required.

On a daily basis, we are in direct and regular contact with professionals from correctional services, CIUSSS, CLSC, Emploi-Québec, community health clinics, housing resources, shelters, socio-community reintegration organizations, therapy houses, transition houses, and other services targeting marginalized and discriminated individuals. The average age of volunteers in the Chez Nous! Montreal service is forty-nine years old. We have volunteers in their late twenties; the most senior volunteer is eighty.

Since the inception of the Chez Nous! Montreal Service, we have received volunteers who have served sentences in foreign countries. We have welcomed and assisted 6 volunteers who have served prison sentences abroad (U.S.A., Australia, Mexico, Philippines). The lengths of incarceration for these volunteers range from 4 to 30 years. The challenges of integrating these volunteers are significant and require special attention, as the challenge is not only re-entry into society but reintegration into a country where they have few familiarities.

## **ALTERNATIVE TO DETENTION**

- Service Description

In collaboration with the Canada Border Services Agency (CBSA), the Immigration Alternative to Detention service allows individuals who are in immigration status irregularity to access alternatives to detention while waiting for their status to be regularized or established. Additionally, the organization may be called to intervene in certain cases to assist individuals in restoring or obtaining their status while preparing them during their social reintegration.

- **Main Service Mandate**

The service aims to reduce the detention of migrants in a migration and criminality context by offering them an alternative to detention in the community.

- **Statistics**

From 2022 to 2023, we noticed decreased referrals from the CBSA (Canada Border Services Agency). We had a total of 12 referrals in this period.

We graduated 2 individuals from the program, as they met their conditions, experienced personal growth in the community, and achieved stability in society with stable housing and employment.

We also received 3 referrals withdrawn by the CBSA, as 2 of them found other alternatives to detention with their lawyers, and the last one no longer wished to receive our services.

We downgraded one person from medium to low risk, as this individual had successfully met all their objectives and complied with our conditions.

We had to refuse 6 individuals due to a lack of cooperation, mainly because the needs of our participants were so significant that it was difficult, if not impossible, to find resources in the community.

The difficulty in finding resources was often related to the person's lack of immigration status in Canada. Finally, we accepted 4 individuals into the Alternative to Detention program.

**Samira Figuigui, Executive Director**

## The John Howard Society of Ontario



*Christin Cullen,  
Chief Executive Officer*

This year, we are excited to acknowledge and celebrate a momentous milestone for our organization. JHSO's Osmok Centre of Research & Policy, named after our former CEO Paula Osmok, has reached an impressive 20-year mark, shaping our organization's research and policy efforts along the way. We extend our heartfelt congratulations to the staff for this remarkable achievement and express our gratitude for their invaluable contributions.

This past year has marked a period of transition and transformation, characterized by significant changes that have served as catalysts for new opportunities. At the provincial level, we witnessed a change in leadership following last summer's election. Internally, our organization underwent a transition with the retirement of former CEO Paula Osmok and the introduction of our new CEO, Christin Cullen. Christin's arrival coincides with the commencement of a new strategic plan cycle, symbolizing the start of a journey to chart our future direction.

A wave of retirements has brought an influx of change in the leadership of JHS local offices across JHS Ontario, each driven by a collective desire for collaboration, innovation, and upholding the positive legacy within their respective communities. Throughout the past year, we have worked closely with the local offices on coordinated initiatives such as the Record Suspension Program. With the support of federal funding, JHS offices provide individuals with free assistance in their record suspension applications, offering

more Canadians a fresh start and the chance to provide for themselves and their families. JHSO is supporting this work through an evaluation of the program and the administration of a community of practice for all organizations who provide the service to share best practices and strengthen the program.

We are pleased to see a shared focus at both the federal and provincial levels on initiatives that support the successful transition of individuals from corrections to the community. In Ontario, promising initiatives are being implemented as part of the new Community Reintegration Strategy, aimed at enhancing reintegration planning. Over the past year, JHSO had the opportunity to provide input as consultants for the latest program, which introduces Community Reintegration Planning Tables in select communities throughout the province.

JHSO remains committed to conducting research, developing policy solutions, and producing public education materials on critical issues such as housing, conditions of confinement, police records, and mental health. The bail system has been a longstanding area of focus, which has recently garnered increased attention and scrutiny. JHSO actively participated in provincial government consultations on bail reform and continues to develop and advance policy solutions to strengthen the bail system and promote the safety and well-being of all Ontarians.



**Ron Cuthbert,  
Board Chair**

Throughout the past year, we have made significant progress through various initiatives that positively impact the lives of Ontarians. None of this would have been possible without the unwavering support of our funders and the dedication of our board

of directors, staff, volunteers, and interns. We have been pleased to be able to contribute to this vital work and we are excited to see what the future holds for our organization.

**Christin Cullen, Chief Executive Officer**  
**Ron Cuthbert, Chair**

## **The John Howard Society of Manitoba**

**Our newest program this year** is the Record Suspension program. George Chartrand and Mike Mahon are the caseworkers in this three-year, federally funded program. We offer free assistance to individuals who seek to clear an old criminal record.

Thanks to George and Mike and the positive response from the community, we're seeing a lot more traffic in our office.

### **Learning centre**

Our literacy department got a big upgrade to its study area. Thanks to major support from The Winnipeg Foundation, a room with one table and a wall of books was transformed into a multi-station, multi-media learning centre with separate work areas, new computers and wifi connectivity.

This is in response to the increased need to welcome learners from the community (in addition to our literacy work with men in custody in the Winnipeg Remand Centre). Thanks also to the Thomas Sill Foundation and The CP Loewen Family foundation for their generous support and helping staffing this learning centre.

### **Halfway House**

Our 26-bed halfway house for men on parole, called the Four Roads Healing Lodge, continues to attract more residents coming out of custody in federal institutions. This has led to the need to add staff members and expand workspace for the residence managers and support workers. Thanks to a capital improvement grant from the Essential Needs Fund, a partnership of The Richardson Foundation and United Way Winnipeg, we were able to take out a wall and stretch our reception and admin area.

## **Program impact**

We continue to offer programs to deal with substance use, harm reduction, anger management, and healthy relationships. Often men are released from custody with instructions to join these programs with us.

After attending a series of End to Aggression sessions, one participant reported, “This program did help me in many ways. Not only about my relationship; but also in my workplace. I didn’t know that there was a way you can be able to manage anger, but now I am the witness, thanks to [facilitators] Tania and Blaine.” About the parenting program, another said, “You guys have opened up a new world for me and my family.

## **Professional development**

Thanks to a significant grant, we are able to conduct a series of sessions focussed on empowering our staff. The project is called the COVID-19 Recovery Staff Empowerment Training Series, and it is funded by the Government of Canada under the Community Services Recovery Fund.

## **Honourable work**

I am new to this position, having only served in this role for several months. In this time I have seen both brokenness and healing, despair and transformation. It is truly an honour to work alongside our staff and volunteers as they respond to community members in need of safe space, peer support, free clothing and footwear, agency referrals, and a listening ear.

**Aiden Enns, Interim Executive Director**



## The John Howard Society of Saskatchewan

The past year has been a sprint for JHSS. Through the hard work of our staff, leadership and community supporters, JHSS has nearly doubled our organization's budget from \$6.4 million to \$10.1 million. More importantly, we have significantly increased programming across Saskatchewan for those needing our services. We continue to push forward on opportunities and initiatives that support people in Saskatchewan who are at risk or are involved in the criminal justice system. The senior leadership team at JHSS is immensely proud of our management and frontline staff delivering these services. We are grateful for the expert volunteer work of our board of directors and the vital community support we receive from government, peer organizations, stakeholders and supporters.

### **Collaborative Partnerships**

JHSS contributed to various community efforts around the province, including:

- Saskatoon Shelter Task Force and Cold Weather Strategy.
- Sask Restorative Justice Network.
- Community Advisory Board for Reaching Home Saskatoon.
- Coordinated Access Regina Table.
- City of Saskatoon Housing Solutions partnership.
- City of Regina's 2SLGBTQIAP+ inclusion consultation.

The Adults Reintegrating in Community (ARC) program in Saskatoon began working with the Dedicated Substance Abuse Treatment Unit (DATSU) at the Saskatoon Correctional Centre. Prince Albert staff and program youth made and delivered soup and bannock to people in the community experiencing homelessness. The people we serve benefited from many donations of funds, supplies, and support from community-minded businesses and individuals across Saskatchewan.

## **Promotion, Education & Advocacy**

Working alongside Queen City Wellness Pharmacy and University of Regina, JHSS was able to successfully lobby Regina Police Service to waive name-change fees for transgender people. We also established various education and training opportunities for staff, including JHSS's first interprovincial staff exchange. Staff also gave presentations to several community partners and funders throughout Saskatchewan.

JHSS participated in National Day for Truth and Reconciliation and Orange Shirt Fridays. We also recognized several important community partners during Restorative Justice Week with community awards. Our Moose Jaw office hosted restorative justice meetings open to the community. JHSS also participated in Regina's Pride Parade with their own Lulu's Lodge float. We also celebrated John Howard Society Week in February 2023, sharing with the province the work we do and who we are.

## **Human Resources**

JHSS developed and implemented our first annual staff feedback survey. We also hosted employee appreciation BBQs and holiday parties in Regina and Saskatoon. Several staff were recognized by their peers with nominations for JHSS Spirit Awards given to staff who go above and beyond to support their clients and co-workers, making JHSS a stronger organization for staff and clients. We were also able to recognize several staff during John Howard Society Week with Client Engagement, Team Player, Leadership and Years of Service awards for their excellent work.

Kayleigh Olson and Gord Fox were welcomed to JHSS as our new Cultural Liaison Assistant Program Coordinators located in Moose Jaw and Saskatoon, respectively. These new positions are able to offer our clients more focused cultural supports. Several staff from across the province attended the Métis Nation of Saskatchewan Housing and Homelessness Conference and the FSIN Wellness Conference in Saskatoon.

## **Service Delivery**

JHSS added several new contracts and services, including Housing First (Regina), a new youth home (Moose Jaw), a drop-in centre (Saskatoon), record suspensions (Provincial scope) and Integrated Youth Services (Provincial scope). We were able to launch a successful call for youth between the ages of 12-25 to join a co-design table meant to guide and support development of Integrated Youth Services in Sask. Our record suspension program is very busy in its first year. We are also very close to moving Supported Independent Living Program participants into our new apartment building in Saskatoon after extensive renovations.

Our new Cultural Liaison Assistant Program Coordinator positions have been able to offer our clients more focused cultural supports. JHSS continued to offer support services to imprisoned people in the integrated mental health and correctional centre at Saskatchewan Hospital North Battleford. We also expanded our summer youth cultural camp focusing on Indigenous land-based skills and outdoor learning under the leadership of Kyle Caron.

Outreach staff in Saskatoon took youth to several events throughout the summer, including a concert by The Halluci Nation, Back to Batoche Days, overnight camping trips, canoeing, paintball, and participation in the Saskatoon and Regina Pride Parades. Youth participated in a number of cultural and outdoor activities including a sweat lodge, snowshoeing, ice fishing and trapping.

Trapping was a huge success! Youth from Roberts, Stewart's, Lulus, and SILP in Regina attended a youth camp in Kenosee.

Staff across JHSS made the holidays special for our clients, including taking youth and program participants to fun events, participating in the Christmas Wish List program, and hosting special meals for our youth homes. Moose Jaw and Regina also held community meals for 80 people and 100 people, respectively. Staff and clients took part in several celebrations, holidays, and cultural activities across the province.

## **Sustainability**

JHSS increased our overall budget with several new contracts. JHSS also rolled out KnowBe4 Cyber Security training for all of our staff to mitigate our risk of financial loss and helping ensure sustainability. We were able to increase frontline wages for staff by 5%. Renovations and upgrades were made to several of our homes. Our Saskatoon office was also renovated to create a drop-in space and accessible washroom for the community. A new building was purchased in Regina to centralize staff and enhance our services.

Our 3rd annual Walk The Walk Celebrity Drag Show fundraiser brought in \$162,722 to support Lulu's Lodge, Regina's only transitional shelter for 2SLGBTQ+ youth. The community rallied around 2SLGBTQ+ youth, and we are so thankful for all the community support behind this important program.

## **Innovation**

Our Manager of Judicial Programs, Jody Oakes, helped facilitate the creation and use of a Gladue Submission Guide, a tool used to help people on trial self-direct a Gladue submission. This work was put to use in Moose Jaw on behalf of a client in court. It has been a helpful resource. The Bright Futures Justice Bursary was created to support young people who have had their lives impacted by

incarceration. The bursary provided \$15,000 in support of several deserving recipients from across the province. Applicants shared stories of incarceration in their life and how they hoped to use the bursary in pursuit of education, training and work experience, and valuable life experiences.

None of these achievements would have been accomplished without the hard work and dedication of our staff and board of directors. We are grateful to all our stakeholders for their continued support. We look forward to the year ahead!

*Shawn Fraser, Executive Director*

*Jennifer Angus, Board Chair*

*Benedict Feist, Past Board Chair*

## The John Howard Society of Alberta

The John Howard Society of Alberta (JHSA or Provincial Office) is about to celebrate its 75<sup>th</sup> anniversary in 2024 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 over 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 2023/24 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 2024, to produce primary and secondary research into the causes and consequences of criminal behavior, comment on and participate in changes to criminal justice legislation, 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

The John Howard Society of British Columbia (JHSBC) is proud of our 80+ year history supporting vulnerable individuals who suffer social and criminal justice inequity. At the same time, it might be fair to say we have spent the last year in start-up mode – laying past challenges to rest and building capacity as an independent provincial organization.

Regionally, JHSBC affiliates operate out of Victoria (southern Vancouver Island), Prince George (Northern BC) Kelowna (Okanagan Kootenay) and Campbell River (North Vancouver Island). They operate a range of justice, reintegration, housing and homelessness, employment and community living services for justice involved or at-risk adults and youth. Their annual reports provide detail on their many programs and successes.

Provincially, JHSBC started this year by establishing a new office location in Vancouver along with two new full-time management positions to provide strong financial, administrative and program development capacity.

Considerable effort has also gone into the implementation of two new programs in BC's Lower Mainland and Northern Region. This included program development and design, IT capacity and infrastructure, web and social media presence, policy development and documentation, hiring and training, and program implementation through to ongoing service delivery. Much was done from scratch to reflect needs in BC, but we also need to thank the many individual John Howard Societies across Canada who were so generous with their time, experience and materials in support of this work.



On May 1, 2023, with funding from Public Safety Canada, JHSBC went live with a Record Suspension Program (RSP) supporting residents of BC's Lower Mainland and Northern regions who wish to apply to the Parole Board of Canada for the suspension of their criminal record. We have a Senior Case Manager in each region who provides a mix of face-to-face and virtual services from intake, to case planning, navigation, support with fees if needed, and submission of the final application. We thank the Northern John Howard Society of BC for their program partnership in the North.

RSP highlights include presentations made with over 30 organizations reaching dozens of potential clients and service provider staff whose clients might benefit from the program. Presentations also aim to address potential myths and misconceptions about record suspensions. A June 2023 press release resulted in RSP coverage being picked up by Black Press in community newspapers across BC, and major network radio coverage in the Lower Mainland.

On April 1, 2023, JHSBC working with the John Howard Society of Victoria, took on the regional management of Community Case Management Services (CCMS) for individuals and families in the Lower Mainland waiting resolution of their immigration status in Canada. With funding from the Canada Border Services Agency via the John Howard Society of Canada (JHSC), the program runs with four staff members and their manager providing case planning and connecting clients with services they need to live successfully in the community instead of detention. On September 1, 2023, we opened a four-bed residential facility to provide short-term transitional housing for low to medium risk CCMS clients. We thank Catherine and Rhea with JHSC for their unerring support and practical help getting CCMS up and running.

One of the CCMS program highlights, and also a key element of the RSP, is the development of the interagency partnerships that are so crucial to the success of each program. This helps at the program level to ensure mutual clients' needs are met, and it also provides a platform to continue growing the JHS presence in BC.

With funding provided by the Vancouver Foundation on behalf of the Hobden family, JHSBC provides the J. D. Hobden bursary for BC post-secondary students who have a history of involvement in the criminal justice system. Funding is provided on a semester-by-semester basis and typically ranges from roughly \$600 - \$1,800 for one to three courses. After a period of covid-related dormancy, we have rekindled relationships with teachers in BC correctional facilities, streamlined the application process and seen an uptick in funded applications from four in all of 2022, to twenty in the first 9 months of 2023.

JHSBC continues to participate in the dialogue on key policy and program issues. We have been an active member of the community sector advisory group developing a provincial Employment Strategy for Youth with Disability. JHSBC is also a member of BC's Community Social Service Sector Round Table Advisory Group. In that role we contributed our voice on projects to reform provincial government procurement and funding practices, as well as a social service sector training strategy to help better focus post-secondary offerings in BC and prepare graduates to meet the real and practical needs of service delivery agencies and their clients.

Looking forward to the coming year, JHSBC's Board is in the first stages of developing a new strategic plan, feeding into the 2023-24 Budget cycle and guiding priorities over the coming three years.

As always, JHSBC appreciates the opportunity to share this report with the broader John Howard Society family. We are thankful for our relationship with all of you, and look forward to our continued work together.

**Mark Medgyesi, Executive Director**

## John Howard Society of the Northwest Territories



*Robert Hawkins,  
Executive Director*

The Board of the John Howard Society of the NT is grateful for the opportunity to provide a brief update to our fellow societies.

In the Northwest Territories, the JHS continues to appreciate the great support it receives in the community, which has helped us to continue to maintain an active & committed membership on the board.

At the same time, the society continues to foster our partnership with other similar local agencies and find ways to meet regularly to support each other, namely the Tree of Peace, an Indigenous addictions and counselling society as well as the Salvation Army.

Furthermore, the JHS NT Executive Director continues as an active working group member with the NWT Parole Office (Correctional Service of Canada), which meets monthly to review Community Release plans. The working group committee is used as a valuable opportunity to work with Parole to ensure the suitability of conditions and supports are there for those in custody, looking to be released back into the communities of the NT.

Finally, we definitely could not do this work without the support and dedication of the Board. At the same time, we are very grateful for the partnerships we have with the Government of the Northwest Territories, the RCMP and those amazing people in our community, of who we continue to serve.

**Robert Hawkins, Executive Director**

Wilkinson & Co. Ltd.

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Website: [www.wilkinson.net](http://www.wilkinson.net)

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Financial Statements

THE JOHN HOWARD SOCIETY OF CANADA

For the Year Ended March 31, 2023

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**THE JOHN HOWARD SOCIETY OF CANADA**  
**Statement of Financial Position as at March 31, 2023**

March 31, 2023

|  | Operating<br>Fund<br>\$ | Senator<br>Hastings<br>\$ | Total<br>\$      | 2022<br>Total<br>\$ |
|--|-------------------------|---------------------------|------------------|---------------------|
| <b>Assets</b>                            |                         |                           |                  |                     |
| <b>Current</b>                           |                         |                           |                  |                     |
| Cash                                     | 533,231                 | 7,984                     | 541,215          | 549,720             |
| Short Term Invest                        | 552,348                 | 286,594                   | 838,942          | 819,946             |
| Accts. Receivable                        | 606,735                 |                           | 606,753          | 947,892             |
| Prepaid Expenses                         | 65,449                  |                           | 65,449           | 3,434               |
|  | 1,757,781               | 294,578                   | 2,052,359        | 2,320,992           |
| <b>Tangible Capital Assets</b>           | 16,072                  |                           | 16,072           | 20,663              |
|  | <b>1,773,853</b>        | <b>294,578</b>            | <b>2,068,431</b> | <b>2,341,655</b>    |
| <b>Liabilities</b>                       |                         |                           |                  |                     |
| <b>Current</b>                           |                         |                           |                  |                     |
| Accounts payable and accrued liabilities | 196,890                 |                           | 196,890          | 521,650             |
| Deferred revenue                         | 198,266                 |                           | 198,266          | 288,211             |
|  | <b>395,156</b>          |                           | <b>395,196</b>   | <b>809,861</b>      |
| <b>Fund Balances</b>                     |                         |                           |                  |                     |
| Internally restricted                    |                         | 294,578                   | 294,578          | 287,952             |
| Investment in capital assets             | 16,072                  |                           | 16,072           | 20,663              |
| Unrestricted                             | 1,362,625               |                           | 1,362,625        | 1,223,179           |
|  | 1,362,625               | 294,578                   | 1,673,275        | 1,531,794           |
|  | <b>1,773,853</b>        | <b>294,578</b>            | <b>2,068,431</b> | <b>2,341,655</b>    |

# THE JOHN HOWARD SOCIETY OF CANADA

## Statement of Revenue and Expenditures and Fund Balances at March 31, 2023

|  | 2023                    |                           |                  | 2022<br>Total<br>\$ |
|--|-------------------------|---------------------------|------------------|---------------------|
|  | Operating<br>Fund<br>\$ | Senator<br>Hastings<br>\$ | Total<br>\$      |                     |
|  |                         |                           |                  |                     |
| <b>REVENUE</b>   |                         |                           |                  |                     |
| Donations  | 185,588                 |                           | 185,588          | 316,446             |
| Grant – PSCP   |                         |                           |                  |                     |
| Provincial Allocations                                   | 339,795                 |                           | 339,795          | 339,795             |
| Administration   | 100,000                 |                           | 100,000          | 100,000             |
| Travel Pool  | 70,000                  |                           | 70,000           | 70,000              |
| Projects   | 243,423                 |                           | 243,423          | 287,332             |
| CMHC   | 91,613                  |                           | 91,613           | 102,509             |
| Interest   | 12,511                  | 6,626                     | 19,137           | 4,278               |
| Contract – CBSA  | 2,422,113               |                           | 2,422,113        | 2,417,422           |
| Other Income   |                         |                           |                  | 5,611               |
|  | <b>3,456,043</b>        | <b>6,626</b>              | <b>3,462,669</b> | <b>3,643,393</b>    |
| <b>EXPENDITURES</b>                                      |                         |                           |                  |                     |
| Bank charges and interest                                | 1,239                   |                           | 1,239            | 358                 |
| Dues and subscriptions                                   | 3,658                   |                           | 3,658            | 2,985               |
| Equipment and computer                                   |                         |                           |                  |                     |
| Miscellaneous  | 3,486                   |                           | 3,486            | 3,341               |
| Grants to provincial societies                           | 339,795                 |                           | 339,795          | 339,795             |
| Insurance  | 6,193                   |                           | 6,193            | 5,256               |
| Mail Campaign  | 62,325                  |                           | 62,325           | 66,633              |
| Contract – CBSA  | 2,325,069               |                           | 2,325,069        | 2,332,615           |
| Occupancy  | 10,438                  |                           | 10,438           | 10,116              |
| Office Supplies and expenses                             | 15,447                  |                           | 15,447           | 10,891              |
| Project Costs  | 95,804                  |                           | 95,804           | 103,231             |
| Professional Fees  | 17,603                  |                           | 17,603           | 14,438              |
| Publications   | 541                     |                           | 541              |                     |
| Salaries and Employee Benefits                           | 356,446                 |                           | 356,446          | 320,206             |
| Telephone  | 7,115                   |                           | 7,115            | 4,850               |
| Travel – general   | 2,377                   |                           | 2,377            | 252                 |
| - Travel pool  | 69,060                  |                           | 69,060           | 1,294               |
| - other  |                         |                           |                  |                     |
|  | <b>3,316,596</b>        |                           | <b>3,216,261</b> | <b>3,216,261</b>    |
| <b>Surplus / (Deficit) before<br/>amortization</b>       | <b>139,447</b>          | <b>6,626</b>              | <b>146,073</b>   | <b>427,132</b>      |
| <b>Amortization of property, plant<br/>and equipment</b> | <b>4,592</b>            |                           | <b>4,592</b>     | <b>4,592</b>        |
| <b>Surplus / (Deficit) after<br/>amortization</b>        | <b>134,855</b>          | <b>6,626</b>              | <b>141,481</b>   | <b>422,540</b>      |
| <b>Fund Balances – beginning of year</b>                 | <b>1,243,842</b>        | <b>287,952</b>            | <b>1,531,794</b> | <b>1,109,254</b>    |
| <b>Fund Balances – end of year</b>                       | <b>1,378,697</b>        | <b>294,578</b>            | <b>1,673,275</b> | <b>1,531,794</b>    |

# THE JOHN HOWARD SOCIETY OF CANADA

## Board of Directors

### Executive

|                 |                     |
|-----------------|---------------------|
| Rob MacLellan   | President           |
| Janis Aitken    | Past President      |
| Alyssa Clements | Vice President      |
| Joan Dawson     | Secretary/Treasurer |

### Provincial Representatives

|                      |                       |
|----------------------|-----------------------|
| Joan Dawson          | Newfoundland/Labrador |
| Connor Mullin        | Prince Edward Island  |
| Carolyn O'Malley     | Nova Scotia           |
| Alyssa Clements      | New Brunswick         |
| Jean Claude Bernheim | Quebec                |
| Ron Cuthbert         | Ontario               |
| Zilla Jones          | Manitoba              |
| Anna Robinson        | Saskatchewan          |
| Don Cameron          | Alberta               |
| Geoffrey Barrow      | British Columbia      |
| Kimberley Doyle      | Northwest Territories |

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across Canada can be found on our  
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