

John Howard

THE JOHN HOWARD SOCIETY OF CANADA
La SOCIÉTÉ JOHN HOWARD DU CANADA

Annual Report 2024/2025



Perception, Reality & Change

*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

Reflecting from our 2024 AGM to now preparation for change and preparation for growth seem to be the themes that stand out for JHS Canada.

Preparing for growth came though the hard work that was done by Catherine, Rhea, provincial and local Executive Directors as JHS Canada was successful in obtaining the Canada Border Service Agency contracts in all the areas we competed for. This presented an opportunity for JHS Canada to be the lead agency with JHS affiliates completing the work across the country. This has allowed for closer partnership with National and Provincial JHS' and for provinces to also work together in some areas such as Atlantic.

Preparing for change is continual, and with change comes opportunity. This past year saw the society coming together during the Federal election, preparing for potential changes and how we can continue to advocate for our clients, communities and to continue to be a strong voice in the criminal justice system.

Under Catherine's leadership JHS Canada strives to foster a just and safe society, fair and effective justice system, and strong communities. Our Provincial and local JHS organizations are key to this as we all work together. While we have faced the loss of JHS Edmonton as they have moved to a stand-alone organization, we see projects like CBSA, the collection of the history of JHS and the



Alyssa Clements
President

research project we are collaborating on, bring us together. Thank you, Catherine, Rhea, our interns, and students for the work that you do and the impact you have.

At our 2024 AGM Mary Lou Howarth quietly stepped away from her role with JHS Canada, delving deeper into retirement. She has been and will continue to be missed by us all. Mary Lou has over 38 years with JHS and we know she is enjoying time with her family and traveling.

Personally, I would like to recognize the contributions of all board members across the country who volunteer their time and expertise, we could not be the organization that we are without each and every person and hour they volunteer. I am inspired by the members of our national board who I have the pleasure of working alongside, and thank them all for their contributions over not just the past year but for their tenure with JHS.

Alyssa Clements, President

Report from the Executive Director



Catherine Latimer
Executive Director

During this past year, the values and principles of the John Howard Society were challenged by a swing in public opinion toward a “tough on crime” approach. Communities were concerned about perceptions of increasing crime and feeling insecure. These concerns were not allayed by evidence and principles that are the guiding lights of John Howard Society

approaches. While the focus of election campaigning was on trade tariffs and threats to our sovereignty, criminal justice reform became highly political.

While efforts were made to promulgate evidence and research and to correct misinformation in our Blog and through social media, we accepted this information alone would not likely change public perception. Making communities safer through measures that would actually be effective was the thrust of our public education messaging.

Reducing repeat crime through the government’s Federal Framework to Reduce Recidivism became a focus of activity. This framework prompted by a Private Member’s Bill by a Conservative Backbencher is premised on assisting those who have been in conflict with the law to lead crime-free lives and includes 5 pillars for reducing repeat crime: education, employment, health, housing, and positive social networks. We tried to raise awareness about this Framework, encourage government to make progress on the pillars, and alert Parliamentarians to their role in holding the government accountable for progress.

In anticipation of bail reform, the John Howard Society of Canada continued to raise the broader dysfunction of the system that would not be corrected by further restricting access to pre-trial release. Working collaboratively with other non-government organizations, we prepared by collecting evidence of the problems and advocating for a principled, evidence-based overhaul of the entire system, including supporting programs to help those released on bail respect their conditions. A policy resolution was drafted for consideration by the membership at the forthcoming AGM.

A growing pressure for holding people accountable for non-compliance with the law also opened the door to considering whether the government and Parliament themselves would be more vigilant in respecting the rule of law. The required Parliamentary Review of the provisions replacing administrative segregation is long overdue despite evidence that the reforms are not correcting the solitary confinement Charter abuses that our litigation uncovered. Continuing efforts were made to encourage Parliament to comply with its statutory duty to conduct the review. Funding was received from the Canadian Bar Association to explore whether the statutory obligation of the Minister of Justice to see that public administration is consistent with the law could be used to correct the Charter non-compliant administration of the *Corrections and Conditional Release Act*.

These are difficult times for John Howard Societies, but the values and missions of our organization are more enduring than fluctuations in public opinion. This is a time to pull together and show our commitment to those we seek to help and to community safety through effective, just, and humane approaches. I am so proud to stand with the John Howard Society as we weather this storm.

Catherine Latimer, Executive Director

Member Societies across Canada

John Howard Society of Newfoundland and Labrador



*Cindy Murphy,
Executive Director*

It has been another busy year for the John Howard Society of Newfoundland and Labrador and as a result we have much to celebrate. We were pleased to be able to expand the scope and reach of our programs and services to better respond to the needs of our communities across the province. As executive director, I have been so fortunate to be supported by a terrific management team as well as

staff who are so responsive to the ever-changing needs of the people we serve. With strong leadership from our Board of Directors we continue to be the leading community voice in the province on issues relating to the criminal justice system as we promote a more effective, just, and humane system of justice in Newfoundland and Labrador.

Throughout the past year we forged ahead in a few key areas. Through a partnership with Lifewise and the Department of Women and Gender Equality, we obtained our first peer support position. Through lived experience, this position will serve to enhance the relationships participants have by helping to break down barriers and establish trust for increased program participation while at the same time assisting them to achieve their individual goals.

As the housing crisis continued to be a major barrier for many of our participants, we were incredibly pleased to enter discussions

with government around collaborating to create transitional housing for individuals leaving custody.



The planning for what we hope will be ten new microunits is well underway and we anticipate in the coming year we will be able to add the new units to our existing housing options.

As identified by the Auditor General of Newfoundland and Labrador in a report on Adult Custody and Community Corrections in December 2022, it was identified that government needed to “ensure that rehabilitation programming is available and accessible to all offenders”. To help address the many identified gaps in program delivery, the Society submitted a comprehensive proposal to the Department of Justice to expand services, and we hope to hear more on the proposal in the coming year.

Another positive development that found its roots in 2024-25 is the Society’s relationship with the education system. Horizons Academy located in St. John’s, is an alternative school for junior high and high school aged students who cannot learn in the traditional school setting.

Through funding provided by Office of Women and Gender Equality, JHS-NL will deliver a prevention program, specifically intimate partner violence program in the coming year.

We are really excited about this new partnership as it represents an opportunity to forge new partnerships in the education system.

Another significant opportunity arose late in the year will extend training and employment opportunities for participants. The Society will enter a three-year contract with the Department of Immigration, Population Growth and Skills which will create new

avenues for justice involved individuals to enter the skills trades. This funding will serve to help address the skilled labour shortages in the province as well as reduce barriers to employment for those who have had criminal justice involvement.

While the organization continued to expand during the past year, there is still much work to be done. Crowding in our provincial correctional facilities continues to be a significant problem creating many operational issues affecting both staff and those incarcerated. Over-crowding contributes to increased tension, competition of existing health resources, including mental health and addictions services, and reduced opportunities to participate in programs designed to address risk factors to re-offend. With many people provincially incarcerated on remand status - meaning they have not been convicted for the charge for which they are being held, coupled with courts delays and postponements, only contributed to an already over-burdened system of justice. Chronic and persistent staff shortages in our correctional facilities continue to compound the many problems including staff morale, the increased use of sick leave and the inability to conduct normal daily operational activities. Frustrations are felt by those in custody as they are subjected to more cell time, and reduced access to the very programs, services, and supports required for their successful re-entry back into the community.

Throughout the past year we experienced some changes to the management team. We bid farewell to Joanne Symonds who retired from the Director of Finance position and welcomed her replacement, Steve Pearce. We also welcomed a new acting coordinator for the Loretta Bartlett program - Cory Brake replaced David Penney who left to pursue other opportunities. We want to extend our sincere appreciation to both Joanne and Dave for their dedicated service to the Society.

As this will be my last annual report before retiring, I wanted to convey my gratitude for being given the privilege to lead this wonderful and important organization. To be able to use my voice to advocate on behalf of those who do not always have the opportunity has been an honor.

I want to thank the members of the board, both past and present, for the faith and trust they placed in me, as well as to all the staff over my many years with the Society for their dedication and commitment to always strive to provide the best services to the individuals we serve. Special thanks to Tracy Oakley, our administrative coordinator for her steadfast commitment. Her help, assistance and support have been invaluable to me as well as to the entire organization.

Partnerships are what allows us to do the work we do and so there are so many to thank. Thanks to John Howard Society of Canada for their leadership along with the other provincial JHS offices across country who continue to innovate, support, share ideas and best practices. I value the many friendships I made and will always look back fondly on our time together.

To our government partners and other community organizations, thank you for your support and the recognition of the work we do to support some of our communities most vulnerable.

Finally, I am very pleased to announce the Society has selected Melissa Noseworthy as my replacement. With her competent leadership and demonstrated commitment to the Society, along with our dedicated board, staff, and volunteers, I am leaving knowing this important work will continue for those who are so deserving of our services.

Cindy Murphy, Executive Director

John Howard Society of Nova Scotia

As Chair of the John Howard Society of Nova Scotia (JHSNS), it is my privilege to share highlights from a remarkable year in our province. As we celebrate our 75th anniversary in 2025, this year has been marked by tremendous growth, innovation, and renewed purpose for our organization.

Justice and Correctional Developments

Nova Scotia continues to navigate complex challenges within the criminal justice system, including rising incarceration rates, systemic inequities, and the growing needs of individuals reintegrating into the community. Against this backdrop, JHSNS has expanded its role as a leader in restorative and community-based approaches.

The Nova Scotia Restorative Justice Program celebrated 25 years of service this year. Across our regions, staff facilitated over 270 restorative referrals, achieving strong completion rates and helping people make amends while building safer communities. Our programs—whether in restorative justice, community service orders, or record suspension navigation—ensure that individuals are supported with dignity, accountability, and care.

Housing and Innovation

The need for safe, supportive housing remains urgent in our province, and JHSNS has responded boldly and directly. In just three years, we have established a network of housing programs across Halifax, Dartmouth, Bridgewater, Pictou, and Cape Breton.

This past year we advanced:

Sycamore Place (Robie Street, Halifax): a 10-bed transitional housing site opening later this year.

Pleasant Street, North Sydney: a new 16-bed program under redevelopment, with community-tailored supports for Cape Breton.

Cedar Place (Bridgewater): now a combined housing site and vibrant drop-in centre providing food, health, and outreach supports.

Ongoing operations at Tamarack House, Larch House, and Berma's Place, which together supported dozens of residents transitioning into independence this year.

We are also laying the groundwork for a six-storey mixed-market housing project in Bridgewater, which will create much-needed affordable and supportive units while strengthening community capacity.

Community Education and Engagement

Our staff are active in community education—delivering programs such as EDGE, an Africentric youth employability initiative, and leading public engagement through health fairs, holiday drives, and school-based outreach. These efforts extend JHSNS's impact beyond service delivery, contributing to systemic change and prevention.

Gratitude and Recognition

On behalf of the Board, I extend heartfelt gratitude to our extraordinary staff and volunteers. With more than 70 employees across nine service sites, their compassion and professionalism bring our mission to life every day. I also acknowledge the dedication of our Board members, past and present, who guide this work.

We are deeply grateful to our funders and government partners. Their investments have enabled us to expand both housing and justice programs. We also recognize our community partners,

whose collaboration ensures that JHSNS is part of a larger, collective movement for justice.

Looking Forward

This October, Nova Scotia will proudly host the National Annual General Meeting of the John Howard Society of Canada. We look forward to welcoming you to our province, reflecting together on our shared mission, and showcasing the work and spirit of JHSNS.

Our 75th year reminds us that this organization was built to endure—but also to adapt. Today, we are not only a provider of programs but also a partner in housing solutions and a beacon of hope for those seeking a second chance.

Peter James, Board Chair

John Howard Society of Prince Edward Island



Keith Hillier,
Executive Director

This past year has been one of growth, collaboration, and meaningful progress for the John Howard Society of Prince Edward Island. Together with our staff, board, partners, and volunteers, we have advanced our mission of supporting individuals, strengthening communities, and working toward a more just and inclusive society.

Human Resources

As part of our ongoing commitment to creating a safe, supportive, and collaborative work environment, we established an internal Policy Committee to review all Human Resource and Operational policies. The Board also reviewed our Diversity, Equity, and Inclusion Statement to ensure it continues to reflect our values of respect and inclusivity.

We continue to support the growth and learning of all staff members, and this year, two staff members successfully completed professional development certificates from the University of Prince Edward Island. These efforts have strengthened our organizational culture and reinforced our commitment to staff well-being and professional growth.

Operations

This year brought a range of accomplishments and new partnerships.

In 2024/2025, our Tax Program filed 965 tax returns, putting much-needed money back into the hands of marginalized Islanders. The

program grew to include three dedicated volunteers and one staff coordinator, offering daily clinics during tax season and weekly clinics year-round.

This year also saw the launch of a new partnership with Service Canada and the Canada Revenue Agency, co-hosting clinics that bring vital services directly to vulnerable Islanders. These clinics provide tax filing support alongside access to housing resources, CRA account updates, EI/CPP applications, Canada Dental Benefit screening, and more, removing barriers to essential federal services.

We secured a two-year continuation contract from the province for the Employment Assistance Service program, which supports individuals with current or previous involvement with the criminal justice system in securing and maintaining employment, helping to reduce recidivism rates in the province.

Through Reaching Home, we also received funding to continue the Wrap Around Housing Program in both rural and urban areas of PEI, supporting low-income individuals and families with a housing-first model.

Since its launch in October 2024, the Veteran Homelessness Program has exceeded initial expectations. To date, it has assisted more than 20 Veterans with housing, tenancy retention, utilities, connections to Veterans Affairs, and other essential supports.

The John Howard Society of PEI continues to serve as the Community Entity for Reaching Home, administering both the Designated Communities and Rural and Remote funding streams. In the 2024-2025 fiscal year, we received \$1,248,960 for Designated Communities and

\$532,175 for Rural and Remote, which allowed us to support a wide range of community-based services and projects aimed at reducing and preventing homelessness across the province.

We were able to provide funding to organizations to provide housing services, client support, prevention and diversion programming, social and economic integration, and capital investment projects. One notable example was the purchase of a new van for Lennon Recovery House, which enabled clients to access essential services such as medical appointments and recovery meetings. This was a critical improvement, as their previous vehicle was no longer reliable.

As part of our responsibilities as the Community Entity, in October 2024, we led the community in the successful 2024 Point In Time Count, which led to our first-ever Island-wide coverage in terms of counties and community organizations involved in counting and surveys.

On a system level, Prince Edward Island achieved several important milestones. In December, we formalized our partnership with the Canadian Alliance to End Homelessness (CAEH) Built For Zero Community, committing to regular coaching and a focused effort to meet the national homelessness Quality By-Name Data (QBND) and Quality Veteran By-Name Data (QVBND) standards. Through the leadership of our Coordinated Access Governance Committee and Reaching Home team, we reached QBND and QVBND status within just four months-an accomplishment that reflects the strength of our community collaboration. PEI was also recognized by HICC as the first community to complete its Systems Mapping and was invited to present at a Reaching Home information session as a result.

Reaching the QBND milestone also positioned us for new funding opportunities under the CAEH Homelessness Reduction Innovation Fund (HRIF). We applied and have been approved for a new Youth Homelessness Program , an innovative project which fills an

important gap on the Island for youths experiencing homelessness and youth aging out of care. The project is set to commence in September 2025.

Administrative Achievements

This year marked a structural change in how Reaching Home is governed in PEI. Recognizing the need for a streamlined approach, we merged the Designated (Urban) and Rural Advisory Boards into one unified body: the Community Rural Advisory Board (CRAB). This model, the first of its kind in Canada, brings together government and community representatives to oversee both funding streams collectively and strategically.

Our financial management remains strong, with all obligations met on time and auditors providing an unqualified opinion of our financial statements. At the same time, JHSPEI's leadership actively participated in national and regional executive director networks and continued to provide secretariat support to advisory bodies, including the Charlottetown Outreach Center Advisory Committee.

In March 2025, we celebrated John Howard Week with a program of events that included a series of podcasts featuring international guests who shared powerful insights on justice, recovery , and community development. This initiative brought new voices to our community conversations and highlighted the importance of continued dialogue and innovation in our work.

Looking Ahead

Looking ahead, we will continue to build on the progress made this year and deepen our impact across the province. We are working to expand our volunteer base to strengthen community involvement in our programs, and we are preparing to extend our co-hosted

Service Canada and CRA clinics to the Provincial Correctional Facility so that individuals who are incarcerated have equal access to essential supports. The upcoming launch of our Youth Homelessness Program will mark an important step in filling service gaps for vulnerable populations, and we are committed to monitoring and learning from its outcomes to guide future initiatives.

We will also continue to strengthen our homelessness response systems by advancing Coordinated Access, refining our data collection and reporting processes, and building stronger collaborative governance structures. At the same time, we are exploring opportunities to expand restorative justice initiatives, prevention programming, and supports for individuals transitioning from the criminal justice system, recognizing the importance of holistic and person-centred approaches.

Internally, we remain dedicated to fostering staff development and ensuring organizational sustainability so that JHSPEI remains resilient and responsive to emerging needs. With the dedication of our staff, volunteers, board members, and community partners, we look forward to another year of meaningful impact as we continue working toward a stronger, healthier, and more inclusive Prince Edward Island.

Connor Mullin, President

John Howard Society of New Brunswick

National Grant remains the financial cornerstone that enables the John Howard Society to maintain a stand-alone Provincial Society office. Efforts are being made to improve upon the bookkeeping capacity and the office technology.

National Grant supports work with our cultural networks the African Diaspora Economic Coalition (Black), Wabanaki Network (First Nations), and the John Howard Society of New Brunswick Inc.

work collaboratively to foster mutual support, strengthen advocacy efforts and ensure meaningful program service delivery.

National Grant supports our efforts to maintain a provincial wide (14 communities) multi-cultural organization (Black, First Nations).

National Grant is supporting the formation of a Youth Advisory Council to engage youth throughout the province in crime reduction activity and act as a platform for youth to advise the Board of Directors on advisory issues.

National Grant is supporting a forum for John Howard Society Board members to provide learnings so they can effectively oversee the John Howard Society Boards by clarifying roles and improving decision-making.

National Grant supports the maintenance of a strong community base which are second partied out to the Branches and Affiliates who are the face of the John Howard Society in their communities. New programs under construction this year. Federal A.C.I.S. (elder support), Intensive Case Management project for young adult's



Bill Bastarache,
Executive Director

support (Circles of Support and Accountability) people who have committed sexual offenses.

John Howard Society of New Brunswick Inc. is extremely grateful for the support of the John Howard Society of Canada Inc.

Bill Bastarache, Executive Director

The John Howard Society of Quebec

CHEZ-NOUS ! – QUEBEC

What the service has contributed to this year

A first episode of homelessness or residential instability was avoided on several occasions over the past year. People from all backgrounds who faced a rupture, whether social, family-related, professional, or otherwise, found themselves temporarily without housing and were able to benefit from our services, particularly our temporary accommodation.

For many residents, their stay with our organization helped them to stabilize their situation, avoid losing their jobs, or gain greater overall stability, paving the way for the next step: moving into their own housing or accommodation independently.

Several of the individuals we welcomed also joined employability development programs or began educational training while regularizing their overall situation (e.g., updating tax filings, renewing identification documents, applying for subsidized housing, etc.). This also facilitated the continuation of various follow-ups already in place, something that would have been difficult without having a roof over their heads.

In Brief... A Few Key Figures

192	Number of new referrals
104	Number of new beneficiaries
74	Number of first assessment meetings for eligibility
23	Number of new admissions to housing
13	How many of them have since left?
1144	Total number of follow-up and support meetings
192	How many different people were reached?
15	Rooms

CHEZ-NOUS ! – MONTREAL

Our support work in housing searches has become increasingly complex, as access to the private sector has been significantly reduced and waiting lists in the public and community networks continue to grow longer.

In practice, community housing has become the only real alternative to the private sector in most cases, highlighting the current limitations of the authorities in addressing social housing needs.

Despite this challenging context, the team has managed to maintain and advance the program's objectives through its commitment and adaptability. Over the past year, Chez-Nous! Montréal has continued to support individuals involved in the justice system on their path toward stable and secure housing.

In total, 40 people were supported in their housing search process, with more than 1,000 individual interventions carried out, and 10 of them were able to access housing successfully.

In addition, 11 people received one-time support for food, and 2 benefited from assistance to furnish their homes, thereby improving their material living conditions. Transportation passes were also distributed, helping facilitate access to essential services and resources.

It is important to highlight that these housing opportunities were made possible through collaboration with various community organizations, as well as access to specific resources that proved essential. Among these are the apartments rented by the John Howard Society of Quebec from the organization Interloge and made available to the program's participants.

These units allow participants to become familiar with the responsibilities associated with independent living, serving as a transitional step toward a more permanent housing solution.

This year, we also continued to provide support to individuals placed by our team in private accommodations under the Emergency Rent Supplement Program (PSLU).

In addition to housing efforts, four social activities were organized to strengthen the sense of belonging, break isolation, and encourage mutual support among peers. These activities included an outing to a sugar shack, a picnic, participation in the *Cabaret de la Seconde Chance* organized by the ASRSQ, and a Christmas dinner.

These spaces are particularly valuable for a population that, for the most part, lacks family or social support networks. The interactions that take place during these gatherings help reduce isolation and foster meaningful connections among participants.

Furthermore, peer support enhances both emotional and practical assistance, creating a safe environment that nurtures a stronger sense of belonging, with positive effects on psychological and social well-being.

Peer support strengthens both emotional and practical assistance, creating a safe and supportive environment.

Alternative to Detention Service – Immigration (Montréal)

This year has been one of the most demanding for the Montréal office, both internally and externally. It has tested not only our ability to adapt but also our commitment to the individuals we support.

Internally, changes within service coordination, combined with some staff turnover in the intervention team, created a period of adjustment.

While this situation has had an impact on our operations, it does not stem solely from our organization. It is part of a broader, structural context marked by a chronic shortage of professionals in the community sector. This phenomenon is further exacerbated by systemic underfunding and a lack of recognition for the value of community work.

In an environment where the conditions offered by the public sector, particularly by ministries and institutions such as the CIUSSS, are often more attractive, it has become extremely difficult for community organizations to retain staff and stabilize their teams.

Externally, we have had to deal with a housing crisis that continues to worsen in Montréal. The vacancy rate remains below 2%, rents have reached record highs (La Presse, 2024; Radio-Canada, 2024), and access to affordable housing has become virtually impossible for a large portion of the population. For individuals involved in the justice system, this reality is even harsher.

Stigmatization, lack of credit history, physical or mental health challenges, and issues related to substance use are all factors that significantly hinder their autonomy and social reintegration. These difficulties are compounded by systemic barriers specific to the transition out of detention.

The **Alternative to Detention Program** aims to provide community-based support to migrants who have been detained for administrative reasons and released under certain conditions, allowing them to remain in the community while complying with their obligations to immigration authorities. This model is based on

trust, autonomy, and comprehensive support, seeking to reduce reliance on detention and promote the social inclusion of individuals who are often marginalized.

During the 2024–2025 year, the team received 59 referrals from the Canada Border Services Agency (CBSA) and admitted 24 individuals into the program. The majority of those supported were men, although we also assisted one woman and one transgender person, highlighting the importance of maintaining an intersectional perspective that is sensitive to the diversity of life paths, identities, and social conditions.

A significant proportion of referred individuals have criminal backgrounds, physical or mental health issues, as well as problematic substance use. All are without immigration status, and many do not have access to either provincial or federal medical coverage. This reality severely limits the options the program can offer, particularly when it comes to specialized services or those with strict admission criteria.

Access to medical care remains a major challenge. We have not yet identified any resources that combine housing with ongoing medical care for individuals without status.

Despite the genuine willingness of several incarcerated individuals, and that of their relatives, to prepare for their reintegration, access to information, resources, and services remains extremely limited within correctional facilities. The loss of a residential address, common in incarceration contexts, leads to automatic exclusion from social housing waiting lists.

Moreover, the discontinuity between health services provided in prison and those available in the community leaves many individuals without a treatment team, and therefore without access to adapted housing to which they would otherwise be entitled.

Even when a person meets several eligibility criteria, the admission conditions for community housing often prove too strict and poorly aligned with the realities people face. Requirements related to psychosocial stability or the presence of a referring worker are difficult to meet, particularly in the current context of overloaded public services.

Obstacles to Access and Support :

Language barriers

Frequent turnover of institutional staff

Rigid admission criteria

Thus, the combination of these factors, shortage of human resources, housing crisis, and systemic barriers to reintegration, creates an environment in which the integration efforts of individuals involved in the justice system are constantly hindered.

Despite these challenges, our team remains dedicated and committed to supporting these individuals with humanity, creativity, and determination.

Conditions Limiting Integration :

Shortage of human resources

Housing crisis

Systemic barriers to reintegration

Regarding substance use, we have made several referrals to various treatment centers. However, we continue to face multiple obstacles: language barriers, frequent staff turnover within institutions, and rigid admission criteria. Many programs require a level of personal or legal stability that our participants cannot guarantee, and the lack of services available in English further limits access.

In terms of housing, we strengthened our partnership with the Saint-Laurent and Emmanuel-Grégoire halfway houses, whose openness to welcoming individuals without status or with criminal backgrounds has been essential in ensuring a minimum level of stability. This support has enabled participants to make progress in other areas of their journey, such as education, social connections, and immigration processes.

However, cases involving sexual offenses continue to face major barriers, as most residential resources do not accept this profile.

Despite this complex context, the team has demonstrated remarkable adaptability and ethical commitment.

Faced with multiple needs and a structural shortage of appropriate resources, we have continued to prioritize a dignity-centered approach, while emphasizing the urgent need to strengthen collaboration between public and community actors in order to offer more structured, fair, and sustainable responses to migrants in vulnerable situations.

Samira Figuigui, Executive Director

The John Howard Society of Ontario



Christin Cullen,
Chief Executive Officer

In 2025, the John Howard Society of Ontario (JHSO) made significant strides in advancing justice, equity, and community-informed responses to crime in our province. Guided by our strategic pillars of thought leadership, relationship building, and community outreach, we focused on creating measurable impact through evidence-based research, policy development, and direct engagement with communities across Ontario.

This year, JHSO expanded its network of collaborators on issues including homelessness, employment, bail reform, and the drug toxicity crisis. JHSO worked collectively with our partners to advance thought leadership in justice reform through impactful research and policy work. Key initiatives included participation in the Hamilton-Wentworth coroner's inquest into drug toxicity deaths, alongside JHS Canada, the launch of Beyond the Surface exploring FASD and justice involvement, and Uneven Scales, examining the legal experiences of Black and Indigenous people in Ontario. Complementary training resources for service providers were developed in partnership with the Ontario Federation of Indigenous Friendship Centres and the Black Legal Action Centre. Employment-focused projects, such as EMPowering Equity, Shaping Fair Chances, and Advancing Fair Chance Opportunities, informed inclusive hiring practices and culminated in public learning events and the Fair Chances Job Developer Toolkit for community employment providers. In Northern Ontario, collaboration with healthcare providers and physicians informed our understanding of health needs for incarcerated individuals, particularly related to substance use and harm reduction.

By travelling across Ontario, JHSO gathered insights from communities in Sudbury, Sault Ste. Marie, Thunder Bay, Cochrane, and Ottawa, shaping policy recommendations on homelessness, employment, bail reform, and drug toxicity. International engagement included exploring Preventing and Countering Violent Extremism initiatives in Germany, exchanges with U.S. leaders on Fair Chance Hiring, and participating in a delegation London, to learn about emerging peer led and community focused models for supporting individuals facing multiple disadvantages.

Building on this momentum, JHSO will expand research on province-wide overdose trends among recently released individuals, deepen youth justice and gender-based violence initiatives, and advance national Preventing and Countering Violent Extremism (P/CVE) projects in partnership with the Canada Centre and academic collaborators. The continued rollout of our provincial client case management system will enhance data-driven service delivery across the province, while the Fair Chances Leaders Roundtable and an interactive hiring simulation will support long-term employment equity for justice-involved individuals.



Ron Cuthbert
Board Chair

Through research, collaboration, and community engagement, JHSO remains committed to advancing collaborative and inclusive practices and ensuring that evidence informs meaningful criminal justice system change in Ontario.

Christin Cullen, Chief Executive Officer
Ron Cuthbert, Board Chair

The John Howard Society of Manitoba

This is a crucial time to support work with people in conflict with the law. Manitoba jails are past capacity and calls for more arrests and less bail are loud. Solutions to public safety and a civil society require a shift in attitudes. We need a greater sense of inter-connectedness and restoration.



*Aiden Enns
Interim Executive
Director*

The majority of people we work with come from social and economic contexts that predispose them to struggle. Solutions include stable and affordable housing; healing programs that address early childhood exposure to violence, drugs, and alcohol; support for ailing mental health; and addressing the legacy of harms from colonization, residential schools and the 60's scoop.

Here are some of the highlights from the past year.

Transitional housing project-early phase. We are working with an architects and a pro bono program called Shared Ground (shared-ground.ca). In early stages of pre-development, exploring the expansion of the halfway house from 27-beds in “dorm style” on the second floor, to a combination of rooms with two beds maximum and 11 new self-contained bachelor suites to serve as transitional housing. We also wish to make our flat roof accessible for fresh air and relaxation for residents in the building. This would provide outdoor space for residents away from street activity.

Strategic Plan. We are nearing the completion of a new strategic plan, having had a full-day consultation with staff and board members.

Brandon John Howard Society. We've increased our cooperation with JHS Brandon. Their executive director (Ross Robinson) and new residence coordinator (Brenda Stevens) visited Winnipeg to learn about our halfway house. They are nearing completion of their new government-funded (federal and provincial) halfway house and housing project. Our record suspension caseworkers gave a presentation in Brandon as well.

Norway House Cree Nation is interested in partnering with JHS Manitoba to provide services for their community members. Three board members and two staff visited the community in September, toured its safety office, new hospital, school and harm reduction centre. We are still learning what's involved in an affiliate relationship.

The Parole Board of Canada and the **Victims Advisory Committee** of Correctional Service Canada had a Winnipeg meeting last fall and wanted to know more about the services we provide. They invited us to give a sixty-minute presentation about JHSM programs.

Resource fair. We continue to reach out to incarcerated individuals at resource fairs inside provincial (Headingley, Milner Ridge) and federal (Stony Mountain) facilities. We distribute brochures, cards and newsletters to those in custody. Many will request free clothes from us for them to wear upon release.

Canada Border Services Agency. I'm pleased to report, and grateful to Rhea Higginson at JHS Canada and Raj Braich at Calgary JHS, we've got a contract for 7 CBSA beds and case management services for their detainees.

Our **Bail Navigator** reports an increase in referrals from lawyers wanting our support for individuals wearing ankle monitors. She needs to remind lawyers we focus on med- to low-risk individuals,

help with referrals, but cannot mandate or monitor attendance in programs. On average, 15-20 individuals receiving navigation.

Healing and Harm Reduction. Facilitators in our Healing and Harm Reduction Addiction program provide sessions with groups of men inside Stony Mountain Institution minimum security division two days a week. We are grateful for new funding from Manitoba Liquor and Lotteries, a crown corporation with a mandate to address some of the negative impacts of alcohol.

Literacy department. The Inside Scoop (“stories, poems, and art created by those who are or have been incarcerated”), a mini-magazine, was redesigned and launched in January. We are revising our many **workbooks** (available free online) using a decolonial lens and working towards honouring the TRC calls to action around criminal justice. Our **literacy instructor** visits CSC’s halfway house in Winnipeg and also facilitates sessions at Build (a social enterprise that trains construction workers involved with the criminal justice system). A large local independent bookstore, **McNally Robinson Booksellers** supplies us with books for our Get The Story Out program (an incarcerated dad reads their kid a story book and we deliver the book and recordings to the other parents or caregiver).

Record Suspension program. Caseworkers in our pardon/record suspension program visited Norway House Cree Nation and gave a presentation on who’s eligible for a record suspension and the assistance we can provide. We’ve asked the Manitoba Law Foundation for bridge funding for this program while we seek other support.

I’m honoured to work with a team that creates programs and opportunities for individuals before, during and after incarceration. This is literally life-changing work. It’s often difficult, but profoundly meaningful.

Aiden Enns, Interim Executive Director

The John Howard Society of Saskatchewan

Here are some highlights from across the organization over the past year:

Collaborative Partnerships:

- Participation in the Saskatoon Shelter Task Force, Cold Weather Strategy, Extreme Heat Emergency Response Team, the Saskatchewan Restorative Justice Network, the Community Advisory Board for Reaching Home in Saskatoon, the Coordinated Access Tables in Regina and Saskatoon, MSS Youth Home provider tables.
- Published a joint-statement with Pro-Bono Law, CLASSIC Law, and the Elizabeth Fry Society for Prisoners' Justice Day.
- JHSS's Integrated Youth Services (IYS) team launched HOMEBASE sites in Humboldt, Moose Jaw, Regina and Sturgeon Lake First Nation with local partners, including the YMCA, YWCA and Sturgeon Lake Health Centre.
- Working with Canadian Board Service's Agency to provide community supports to people without Canadian citizenship who are awaiting trial or deportation.

Education/Advocacy:

- JHSS's Public Legal Counsel Pierre Hawkins went to the Supreme Court of Canada and successfully challenged the standards used to convict an inmate of breaching prison rules in a case against the Government of Saskatchewan.
- We were featured in more than 80 positive media stories, using our voice to advocate for those we serve.
- Staff attended many different community events, conferences and training opportunities.
- After strong advocacy from our Youth Advisory Team, the provincial government committed \$430,000 to transitional

housing for youth. The team continues to meeting with the Ministry of Social Services to offer feedback on program development and best practices and advocates for positive change.

Promotion:

- JHSS presented about our work to inmates at the Prince Albert Penitentiary.
- We showed off our programs and new facilities at Willow Lodge Shelter to Moose Jaw's mayor and city councillors.
- Recognized community partners with Restorative Justice Week awards.
- Took part in Regina's Pride Parade.
- Celebrated National Indigenous People's Day with a free BBQ in Saskatoon.
- Celebrated John Howard Society Week.

Service Delivery:

- Expanding our Supported Independent Living program to P.A.
- Dufferin Ave apartment building for youth is up and running in Saskatoon and fully occupied.
- Integrated Youth Services is now offered across Saskatchewan through four HOMEBASE hubs.
- Working steadily with clients in our Record Suspension Services program across Saskatchewan.
- Nearly 30 youth came to cultural camp at Blackstrap Youth Camp in August. They participated in fun activities and learned about cultural practices like drum-making and hoop dancing. Twenty-eight staff helped make camp happen and it was a great success.
- Staff and clients went to music festivals and sporting events.
- Staff continue to make sure celebrations like birthdays and Christmas are special for clients.

- Our Extra Judicial Sanctions and Alternative Measures Program continues to aid clients in conflict resolution through Community Justice Forums.

Human Resources:

- We welcomed many new faces across the organization over the past year.
- Staff took part in employee-appreciation BBQs and holiday parties.
- Co-workers continue to nominate each other for JHSS Spirit Awards, which are given to JHSS employees for consistently going above and beyond to support their clients and co-workers through their dedication, integrity and hard work.
- We recognized staff during John Howard Society Week 2025 with awards for their excellent work.
- We welcomed new Board members, Rejeanne Cooper, Lennard Young and Matt Smith. We said farewell to long-term Board members Ben Fiest and Tyler Gray.

Sustainability:

- We modestly increased wages for staff in 2024.
- We've expanded beds at Bert's Place in Saskatoon.
- JHSS continued to reinvest in several of our properties through renovations.
- Received many other donations from community-minded businesses and individuals.

Innovation:

- To build greater connections in Saskatchewan's north, the JHSS Board of Directors held two meetings in Lac La Ronge.
- JHSS partnered with Men of the North to deliver a community clean-up program.

- We connected with community-minded organizations to help address food insecurity in Moose Jaw.
- JHSS supported a concert for inmates at the Saskatchewan Penitentiary in Prince Albert, featuring the local band Rez Boyz.

If not us, then who?

This year JHSS celebrates how youth in our programs have taken part in dozens of activities promoting team building, self-confidence and community participation. They've played sports with staff, gone out to movies, toured museums. They've volunteered at the Humane Society and attended Agribition. Some attended cultural camp, learned workout routines at the gym and went to a Mariana's Trench concert. Others graduated school and found jobs.

We also celebrate the hard work of our clients reintegrating into community from prison, who have taken brave steps to address their addictions through JHSS programming and continually choose to not let their past define their future.

Lastly, we are grateful for our committed staff. None of our work is possible without the hard work and dedication of our staff, management team and volunteers.

Shawn Fraser, Executive Director

Jennifer Angus, Board Chair

The John Howard Society of Alberta

The John Howard Society of Alberta (JHSA or Provincial Office) just celebrated its 75th year as an incorporated Society in 2024. Since its inception, the JHSA is 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 in that time there have been several milestone changes. However, our overall vision, mission and philosophies have not changed significantly. The Provincial Office's overall goals for the 2025 and 2026 years were/are:

- Conduct activities directly related to the John Howard Society of Canada 5-point plan.
- Hosted our Biennial Criminal Justice International Symposium in May 7-9, 2024. This 3-day event included 7 key-note speakers, over 25 workshop speakers, and over 20 different workshops on a variety of criminal justice topics and was attended by approximately 230 people. This was our 6th event in the past 15 years and these symposiums allow us to learn about other Provinces and Nations justice systems but also allows the participants to take away some of the great work we are doing here in Canada at the Provincial and Federal levels. Our 7th International Symposium is scheduled for May 12-14, 2026.

- Produce primary and secondary criminological research in direct partnership with Alberta Justice and Alberta Solicitor General and other partners such as Homeward Trust, CMHC, the University of Alberta etc.
- Engage in specific program deliver such as the Canadian Border Services Agency program and the Edmonton and area reintegration program from Remand and Provincial Corrections.
- Engage in program evaluation of local Alberta JHS programs and external agency programs funded by the Provincial and Federal Governments.
- Build on our relationships with the JHS affiliates in Alberta and throughout Canada.
- Strengthen our relationships with our funders and government partners municipally, provincially, and federally.
- Extend further into the community for criminal justice education purposes.
- Increase our profile through significant media attention.

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

In support of the JHS's work across Alberta, the JHSA has recently undertaken a number of initiatives. First, the JHSA conducts primary and secondary research on criminal justice topics and prepared position papers, discussion papers, fact sheets, and infographics and distributes these broadly to a variety of stakeholders and the general public. Concerning primary research, we conduct University ethically approved surveys and qualitative interviews of clients and service providers on a number of topics. One of our major projects we completed in 2023 was on harm reduction models. This research was a literature review on the benefits and challenges of harm reduction practices and a look at what other jurisdictions are doing. A second project due to be completed in early 2025 is on gangs and gang exit strategies in Southern Alberta. Fourth, we are currently engaged in an extensive nationwide research project on the History of the John Howard Societies in Canada. Last, the Provincial Office has grown from a macro level supportive entity to offering direct programs and services. As two examples, the Provincial Office is now engaged in the CBSA program and the Edmonton and are reintegration program as mentioned above.

Second, we hosted a three-day International Criminological Symposium in Edmonton in May 2024 and our next symposium is scheduled for May 2026 for which planning is well underway. This 3-day event in May 2024 included 7 key-note speakers, over 25 workshop speakers, and over 20 different workshops on a variety of criminal justice topics and was attended by approximately 230 people. This was our 6th event in the past 15 years and these symposiums allow us to learn about other Provinces and Nations justice systems but also allows the participants to take away some of the great work we are doing here in Canada at the Provincial and Federal levels.

Finally, the JHSA in an attempt to better educate the public, has increased its media discussions and discussions at post-secondary institutions and community forums. For example, the Provincial Office has participated in a television program called Alberta Primetime and this office has conducted several speaking engagements at conferences, and dozens of other media (print and news) each year.

It has been a pleasure to work with our justice partners to create safety and harmony in our society. We could not have succeeded without the generous support of our Federal Government partners.

Chris Hay, Executive Director

The John Howard Society of British Columbia

2024–25 was a testament to the ongoing strength, adaptability, and shared vision of the five John Howard Societies (JHSs) across British Columbia. Following are just some examples of how, collectively, we continued to improve lives, build stronger communities, and lay the groundwork for transformative change.

John Howard Society of British Columbia (JHSBC)

In 2024–25 JHSBC continued to advance justice and equity in BC focusing on key services, research, and public education to address the systemic challenges facing marginalized communities.

Community case management services for immigration detainees were expanded in the Pacific region. With renewed funding from the Canada Border Services Agency, the program is delivered in collaboration with JHS Victoria and the Circle of Eagles Lodge Society. It provides trauma-informed, community-based alternatives to detention.

Record Suspension Support services saw significant growth, with over 300 individuals on active caseload—more than half of whom were Indigenous. Funded by Public Safety Canada until March 2026, this program prioritizes outreach to remote and Indigenous communities. JHSBC supported national reintegration efforts by contributing to the Welcome Home App, in partnership with JHS Canada—a digital tool designed to connect decarcerated individuals with critical supports.

JHSBC continued to develop research and public awareness as a core part of its mission. *Housing the Hard to House: One Size Does Not Fit All* explored inclusive housing strategies, while a policy summary on criminal justice issues in BC provided information to support informed public dialogue. Public engagement included

hosting the "Hard to House Forum" in the Fraser Valley and participating in more than 70 community events to improve community acceptance for reintegration.

John Howard Society of Victoria (JHSV)

A highlight of JHSV's 2024-25 was the continued development of the Princess Avenue Building—an integrated community hub set to open in 2026 that will provide housing, education, and counselling for individuals reintegrating into society.

Housing supports expanded meaningfully. The newly launched Veterans Housing Support Program served 50 veterans, providing rental assistance, life skills coaching, and counselling. The Housing Access Team (HAT) supported 180 individuals in securing and retaining housing, offering landlord mediation and wraparound supports.

Employment programming continued to be a key focus. The Voyager Program delivered pre-employment training to individuals with disabilities, while the longstanding BladeRunners program supported at-risk youth in building job skills. The APT program provided job-readiness support, training certifications, and paid practicums to those facing barriers.

Cultural programming was a cornerstone of the organization's inclusive approach. Indigenous Cultural Liaison Programs at correctional centres offered sweat lodges, healing circles, smudging, and traditional crafts, fostering cultural pride and healing.

The organization took over management of the Guthrie House Therapeutic Community in the Nanaimo Regional Corrections Facility. Serenity Farm, a therapeutic garden in Blenkinsop Valley, provided community and purpose to marginalized adults. Producing 880 pounds of fresh food and logging over 1,000 volunteer hours.

John Howard Society of North Island (JHSNI)

JHSNI demonstrated resilience and unity in 2024–25, serving more than 9,000 clients while completing a comprehensive CARF accreditation process. The successful survey, conducted in October 2024, validated the organization's commitment to quality, equity, and client-centered care. This achievement was particularly meaningful following a cyberattack in 2023 that had tested the organization's infrastructure and resolve. Staff across departments collaborated to prepare, and the resulting full accreditation affirmed their efforts and adaptability.

Facility improvements at Foundry Campbell River were a key initiative. Major renovations enhanced collaboration spaces. Creation of culturally safe areas for Elders and peer support reflected deeper engagement with community partners and Indigenous stakeholders.

Strengthening relationships with Indigenous communities remained a priority. JHSNI took intentional steps to integrate Indigenous teachings and practices into its youth-focused services, supporting reconciliation and ensuring culturally safe environments.

JHSNI remains poised to deepen its impact by continuing to adapt services to local needs, improve cultural responsiveness, and build on its strong foundation of accredited care.

Northern John Howard Society of BC (NJHSBC)

For the NJHSBC, 2024–25 was marked by ongoing determination, maintaining essential services and remaining true to its mission of supporting individuals navigating reintegration and homelessness.

Transitional housing remained a core service, offering subsidized units to individuals exiting incarceration or experiencing chronic

homelessness. The program continued to provide stability and a pathway to independence, even as operational costs increased.

The Homeless Prevention Program, in partnership with BC Housing, also expanded. With further growth anticipated, NJHSBC is building capacity to respond to regional housing insecurity with more inclusive and trauma-informed approaches.

Governance renewal signalled a fresh chapter and a new vision with the addition of several new board members.

Above all, the year's success was defined by perseverance—keeping services accessible, and protecting the values of dignity, compassion, and inclusion in northern BC.

John Howard Society Okanagan & Kootenay (JHSOK)

JHSOK closed the year with strong momentum, enhancing its housing continuum and employment initiatives to meet rising community needs.

New STEP Place transitional housing marked a major step forward. Residents participated in tailored goal-setting and life skills programming, designed to support their journey from homelessness to long-term stability. Shelter services adopted a housing-first approach, introducing navigation supports to help clients secure permanent housing.

Within the Centres of Excellence, new programming elevated residents' quality of life—monthly community meals, foot care clinics, and art therapy created a more supportive, inclusive environment.

The APT skills-to-employment program transitioned to a rolling intake model, allowing for continuous enrolment and

individualized pacing. This shift improved accessibility for participants facing complex life challenges.

The Community Living Services Home Share program reached new heights. Through intensive promotion and community engagement, every referred individual received a placement—a milestone that underscored the program’s capacity and commitment to inclusion.

As the demand for services grows across the Okanagan and Kootenay regions, the organization remains focused on bridging service gaps and empowering individuals to build healthier, more independent lives.

JHSs across BC look forward to continuing success in 2025-26, and to being a key part of a sustained and even stronger network of JHSs nationwide.

Mark Medgyesi, Executive Director

The John Howard Society of Canada National Awards

Community Service Award

Ian Webster – JHS New Brunswick

Ian Webster was honoured with the Community Service award for his dedication and service over 40 years to both the John Howard Society of Southeastern New Brunswick and the John Howard Society of New Brunswick.

When Ian joined the JHS New Brunswick, Fundy Region Board of Directors in 1984, he brought a strong and lasting commitment to the mission and vision of the John Howard Society. He joined the Board at a critical time of service growth as we entered a new era of community service and partnerships. After two years of Board membership, he assumed the role of Board President which is the toughest volunteer role of all. He immediately distinguished himself as strong steward by the opening of a Y.O.A. group home and never flinched due to the strong community opposition, and he has never backed away from making the difficult decisions in the best interest of the John Howard Society.

During his tenure as President, Ian played an essential role in the opening of five residences for adults with a mental illness as an



*Ian Webster and Family
Award Recipient*

alternative to carcel care, navigating Hart House through standardization and a structured rate establishing the Resiliency Centre for youth and their families (national recognition), strengthening the finances of a growing organization and establishing as Board delegate set clear expectations for the Branch to compensate the team members within a fair and just salary scale system.

In 1992 he joined the John Howard Society of New Brunswick Board of Directors as the Branch delegate where he has served as Vice President of the Provincial Society for twenty-nine years. Ian's commitment and zeal for the best interest of the Provincial Society has been very inspirational. Ian played an essential role in establishing our organization in becoming a province wide multi-cultural organization, helping to design a stabilization strategy during a tumultuous time of financial instability continuing our operations during the pandemic, recreating new Board Members and strengthening the financial oversight of the swiftly growing organization.

For over forty years, Ian has shown a steadfast commitment to the mission and brings a genuine enthusiasm to the Board Executive role. He has had a monumental impact on moving the organization strategic activity forward (opening community-based residences, moving from a building rental to a property ownership, Resiliency Centre opening through community funding when the government pulled back funding, conflict resolution with government over Y.O.A. group home operational mandate.

Ian is an inspiring leader who is always committed to accomplishing the organization's vision and mission through big picture leadership. He always is focused on the organization's growth and goals. Ian is a most deserving recipient of the Award for Community Service.

***Jim MacLatchie Award for Exceptional Contributions in the
Field of Community Corrections***

Reza Ahmadi – JHS Ontario



***Reza Ahmadi
Award Recipient***

Reza was honored with the Jim MacLatchie Award for her outstanding contributions to the field of community corrections, particularly for his contributions over the past decade that have been nothing short of transformative, enhancing the image of JHS Ontario, influencing public policy, and promoting the

principles of restorative justice and community corrections through groundbreaking applied research.

Reza's extensive experience in managing complex research and evaluation projects has made a provound impact on the organization. He has led his team in producing comprehensive reports on critical issues intersecting with criminal justice, such as housing, reintegration, and employment for both adults and youth in Ontario. His expertise in both quantitative and qualitative methodologies, combined with his focus on performance measurement and quality assurance, ensures that JHS Ontario's work remains evidence-based and impactful.

Beyond data and reports, Reza's passion for translating research into accessible and engaging content is notable. He has leveraged visual media and innovative communication strategies to present research findings in ways that resonate with both policymakers and the general public. This approach has significantly enhanced the visability and influence of JHS Ontario's work.

In addition to his role at JHSO, Reza serves as an Adjunct Professor at McMaster University and contributes to its Community Research Platform, where he bridges academic knowledge with community engagement.

One of Reza's most remarkable achievements is his leadership in unifying the brand of all John Howard local offices across Ontario. Through his strategic work on the JHSO marketing and messaging committee, he helped create a cohesive and powerful identity for the organization, ensuring that JHSO's mission and values are clearly communicated to the public.

Reza had also led JHSO's work on countering violent extremism and hate crimes as a member of the Canadian Network for Research on Terrorism, Security and Society, spearheading important initiatives on radicalization and violence prevention.

Under Reza's leadership, JHSO has expanded its research and evaluation work year after year, grown the staff complement of the Osmok Centre of Research and Policy, and initiated an integrated database system to improve data sharing and collaboration across all John Howard offices in Ontario. His efforts have not only strengthened JHSO's capacity but have also set a new standard for research and evaluation within the broader John Howard Network.

Reza Ahmadi exemplifies the leadership, dedication, and innovation that the Jim MacLatchie award seeks to recognize. His contributions have left an indelible mark on his colleagues, John Howard Society, and the broader field of community justice. His work will continue to inspire and influence positive change for years to come.

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Financial Statements

THE JOHN HOWARD SOCIETY OF CANADA

For the Year Ended March 31, 2025

THE JOHN HOWARD SOCIETY OF CANADA
Statement of Financial Position as at March 31, 2025

	March 31, 2025			2024
	Operating Fund	Senator Hastings	Total	Total
	\$	\$	\$	\$
Assets				
Current				
Cash	271,231	1,020	272,251	605,372
Short Term Invest	283,280	148,406	431,686	877,728
Accts. Receivable	1,786,973		1,786,973	1,417,598
Prepaid Expenses	32,949		32,949	5,449
	2,374,433	149,426	2,523,859	2,906,147
Long-Term				
Long-term Investments	329,083	172,402	501,485	
Tangible Capital Assets	6,888		6,888	11,480
	2,710,404	321,828	3,032,232	2,917,627
Liabilities				
Current				
Accounts payable and accrued liabilities	613,173		613,173	859,143
Deferred revenue	296,318		296,318	250,571
	909,491		909,491	1,109,714
Fund Balances				
Internally restricted		321,828	321,828	307,825
Investment in capital assets	335,971		335,971	11,480
Unrestricted	1,464,942		1,464,942	1,488,608
	1,800,913	321,828	2,122,741	1,807,913
	2,710,404	321,828	3,032,232	2,917,627

THE JOHN HOWARD SOCIETY OF CANADA

Statement of Revenue and Expenditures and Fund Balances at March 31, 2025

	2025			2024
	Operating Fund	Senator Hastings	Total	Total
	\$	\$	\$	\$
REVENUE				
Donations	224,119		224,119	173,664
Grant – Ministry of Public Safety				
Provincial Allocations	332,295		332,295	339,795
Administration	107,500		107,500	100,000
Travel Pool	70,000		70,000	70,000
Projects	356,852		356,852	392,683
Articling Fellow	17,000		17,000	
Interest	27,822	14,003	41,825	39,027
Contract – CBSA	3,650,361		3,650,361	3,028,195
	4,785,949	14,003	4,799,952	4,143,328
EXPENDITURES				
Bank charges and interest	951		951	2,132
Dues and subscriptions	3,217		3,217	2,182
Equipment and computer				
Miscellaneous	151		151	2,568
Grants to provincial societies	332,295		332,295	339,795
Insurance	7,900		7,900	6,866
Mail Campaign	67,878		67,878	30,587
Contract - CBSA	3,446,234		3,446,234	2,899,928
Occupancy	12,761		12,761	11,907
Office Supplies and expenses	18,225		18,225	15,596
Project Costs	51,774		51,774	145,542
Professional Fees	55,819		55,819	14,314
Staff Development	354		354	64
Salaries and Employee Benefits	390,039		390,039	439,753
Telephone	6,238		6,238	6,404
Travel - general	4,665		4,665	5,650
- Travel pool	82,031		82,031	80,810
- other				
	4,480,532		4,480,532	4,004,098
Surplus / (Deficit) before amortization	305,417	14,003	319,420	139,230
Amortization of property, plant and equipment	4,592		4,592	4,592
Surplus / (Deficit) after amortization	300,825	14,003	314,828	134,638
Fund Balances – beginning of year	1,500,088	307,825	1,807,913	1,673,275
Fund Balances – end of year	1,800,913	321,828	2,122,741	1,807,913

THE JOHN HOWARD SOCIETY OF CANADA

Board of Directors

Executive

Alyssa Clements
Rob MacLellan
Ron Cuthbert
Don Cameron

President
Past President
Vice President
Secretary/Treasurer

Provincial Representatives

Joan Dawson
Connor Mullin
Jane MacMaster
Harold Decourcey
Jean Claude Bernheim
Ron Cuthbert
Zilla Jones
Benedict Feist
Don Cameron
Kyle Krawchuk

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

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

*"Every citizen must ultimately accept responsibility for the justice
system in which they live." John Howard -1779*