

**The Difference We Make..**





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## **The Difference We Make**

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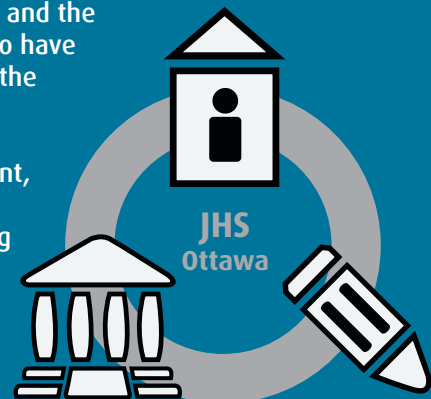


# Executive Summary

As an effective community organization, the John Howard Society (JHS) must continually develop its capacity to assist community members in addressing problems associated with increased risk for criminal behaviour. Community members who come to JHS for assistance include those who:

- are involved in the **justice system**, whether on bail or completing a community or prison sentence;
- are **at risk** of becoming justice-involved;
- have **addictions** and/or **mental health challenges**;
- are struggling to overcome **barriers to education or employment**;
- are **homeless** or **unstably housed**.

JHS has developed the expertise and the capacity to assist individuals who have complex needs that intersect in the following three service areas: Housing and Homelessness, Education, Training & Employment, and Smart Justice. Developing service capacity requires building specialized expertise, and contacts and collaborations within each sector.



This report highlights some examples where our services make a significant difference in the lives of community members, and in the health and safety of this community.

Some of the service strengths established by JHS within each sector include:

### Housing and Homelessness:

Without stable, safe housing it is difficult for anyone to address the other problems in their life. Six JHS residences provide 110 supported housing units for young men, for young women and their children, for adults leaving prison, and for individuals who are struggling with mental health and addiction problems. JHS staff support another 60 individuals struggling in these ways to maintain their rooms and apartments with Ottawa Community Housing.



### Education, Training and Employment

A range of educational supports includes groups for young people struggling with behavioural problems at elementary and high school; an alternative school with a full-time teacher for youth who work better in a safe group setting; an adult learning resource centre staffed by a college instructor for high school equivalency and college credits; basic and computer literacy instruction; and, literacy outreach to shelters and treatment centres. A full range of employment options includes aptitude/interest assessments, job development with employers, job-finding workshops, and employment coaching to address on-the-job problems. A Social Enterprise has also been established where individuals who are not job-ready can receive job training and experience.



### Smart Justice:

An alternative-to-custody program is a sentencing option for Youth Court. A Bail Verification and Supervision Program enables many youth and adults to remain in the community while awaiting trial. Support is provided to individuals attending Mental Health Court. JHS staff are a daily presence at the local detention centre to assist individuals in planning for their release and return to the community.



Rita Thompson — PRESIDENT



Don Wadel — EXECUTIVE DIRECTOR



# Housing and Homelessness

**P**ROVIDING STABLE HOUSING with supports to individuals who are at-risk or already involved in the justice system is a priority for JHS Ottawa. We believe housing is integral to every individual's health, and fundamental to a sense of safety and stability. Once housed with supports, individuals can focus on personal, education/vocational and social goals that are difficult to realize and accomplish when homeless or unstably housed.

Realizing the shortfalls in affordable and supportive housing options for individuals, and the link between stable housing and reduced involvement in the justice system, we continue to make significant investments in this sector. Over recent years we have built our internal capacity, developing our resources to allow us to expand our services to include owning and operating multiple apartment buildings, as well as partnering with a variety of funders and community stakeholders in supporting

housing stabilization and loss prevention efforts.

Specific to reducing homelessness for adult men, we have collaborated with the City of Ottawa and other funding sources to purchase and develop supportive and transitional housing at five sites across the city. In a unique partnership with the City of Ottawa Housing Branch and Ottawa Community Housing (OCH), JHS has participated in the Supports in Social Housing Project, a Housing First initiative, since 2009. With 10 one-bedroom apartments provided by OCH, JHS provides support for 10 men who have been chronically homeless, with histories of extensive shelter stays and incarcerations, and, often, serious mental illness and addiction issues. Building on our history of housing at-risk groups, and using a Housing First approach, JHS has entered into a partnership agreement with the City of Ottawa to develop 34 units in the coming year at a Vanier site, creating homes for chronically homeless men.



The added vulnerabilities for young people who are homeless make housing for youth a key focus to prevent longer-term adult chronic homelessness. Youth who have been justice-involved often continue to struggle in ways that put them at risk, particularly when basic needs such as housing are unmet. JHS has youth-designated, gender-specific housing sites. We understand that young women and young men have unique needs, and on-site services that involve the youth in addressing their needs provide the best opportunities to achieve successful outcomes.

We prioritized the expansion of our youth housing stock over this past year with major construction projects at both sites, bringing the number of youth apartment units to 45. Since opening, our young men's building, A Different Street, has received over 500 referrals and housed 225 youth. And, our young women's building, Windrose, has received 140 applications and housed 42 youth. This year we joined the Social Housing Registry, which supports a city-wide centralized intake process for individuals seeking housing.

We look forward to the exciting, yet challenging, times ahead as our city unveils its ten-year Housing and Homeless Investment Plan and the significant funding shifts impacting municipalities through the Federal Homelessness Partnering Strategy.

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A Different Street

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Windrose

## Felicia's Story:

I didn't have an ideal upbringing or the life of a typical teenager. I was in and out of foster care from the age of 14. I came to Windrose when I was 17. When I first moved here, my life wasn't very positive. I wasn't going to school and was in a very unhealthy relationship with my son's father. I felt very stuck, alone and depressed.

My life changed for the better when I moved in. It was then that I started building a positive relationship with friends and family. Finally I left my abusive relationship when I was two months pregnant. If I hadn't had the help of staff, the girls or the comfortable and safe housing they provided, I don't know where I would be today. Being there made me feel very safe and happy. When I had my son, I was so happy to bring him back to a place I could call home. I felt like I built many friendships; I felt like everyone was family.

When the opportunity arose for permanent social housing, I was very sad but happy at the same time. It was then that I realized I would rather allow another young woman to have the same opportunity at Windrose that I was given.

Living at Windrose made me the independent, strong woman I am today. I am proud to say that I am graduating from high school this year and was accepted to Algonquin College for the fall. I live on my own with my two-year-old son who is my motivation to keep doing my best.







# Education, Training and Employment

**G**AINING AND MAINTAINING employment is fundamental to self-sufficiency and breaking the cycle of poverty. For those involved in the justice system, securing stable employment protects against the risk for repeat criminal conduct. Employment allows an individual to gain valuable life skills, and increases participation in healthy environments and association with positively-influencing people.

Such positive gains underpin the JHS emphasis on ensuring a full range of services not only for justice-involved individuals, but also for youth and adults who are struggling with finding and maintaining employment. We contract with the Ministry of Training, Colleges and Universities to provide Literacy and Basic Skills, Employment Services, Summer Job Services, and, more recently, the Youth Employment Fund. Our Employment Services works with over 1,000 individuals annually, about 25% of who are between 15 and 29 years of age.

This year, our Employment Services expanded through a Youth Employment Fund to assist and

support vulnerable young people facing multiple barriers, including poverty, mental health and addiction struggles, homelessness, and unemployment, underemployment and low educational achievement. Many of our young clients are either at risk of justice system involvement or are already involved in the youth or adult justice systems. While a criminal record can constitute a significant barrier to employment, JHS has the expertise required to overcome obstacles and improve people's opportunities for success.

Given our lengthy history of providing employment and training services in the Ottawa area, JHS has direct links and partnerships with a wide variety of local employers. Our expertise includes specific knowledge and awareness of local labour market trends, as well as techniques for optimizing outcomes with special needs populations. This expertise, together with continued community investment, allows us to realize our commitment to assisting clients in achieving their goals.



# Social Enterprise

GENERALLY SPEAKING, THE goal of private business is to generate profit. A **social enterprise** is unique in that it attempts to achieve a double bottom line. It seeks to be self-sustaining and generate revenue; and, additionally, its success hinges on achieving a social mission, such as providing employment opportunities to multi-barriered clients.

Through a partnership with JHS Ottawa, **Rideau Social Enterprises** (RSE) was started as a charitable organization to provide employment and training opportunities to clients of JHS who struggle to find and maintain work. A criminal record, lack of funds for tools and equipment, gaps in work history, and low academic achievement are all factors that impact a person's credibility in the workplace and directly affect the chance of being selected for a job opportunity.

In addition to its bedbug extermination and moving and maintenance services, RSE has developed the **Asbestos Abatement Worker Program** in response to the industry-wide skills shortage created when the Ministry of Labour increased the certification requirements for workers in this sector. Further, the union representing this trade, and often the source of such training,

refuses to train workers who have not obtained their high school diploma or who have a criminal record. The program includes training to pass the certification exam required to work in this field, and also Fall Protection and Workplace Hazardous Materials Information System (WHMIS) train-

Workers who demonstrate positive workplace habits are often retained by the employers

ings. Through a temporary work agency model, clients have opportunities to receive paid, practical work experience while employers have access to a certified labour pool to meet their short-term labour needs. Workers who demonstrate positive workplace habits are often retained by the employers after a probationary period.

This program has achieved success since its launch in 2012, operating without financial support in 2013 and certifying 86 workers in this industry. Of those workers, 71 were provided work opportunities, and 50% of those

went on to obtain full-time work following their probationary period with their employer. The achievements of this work force that was created, together with the financial success of this program, suggested that this was **a project with the potential for expansion.**

In 2013, the Ministry of Economic Development, Trade and Employment provided two-year funding to open similar projects in **Durham Region, Toronto and Hamilton in partnership with local JHS affiliates.** The expansion is currently underway and already generating positive results at the earliest stages.

## Here's why this project works:

- Shortage of certified labour
- Certification trumps criminal record
- External testing body limits liability
- High industry turnover creates permanent opportunities
- Win-win-win partnerships
- Self-sustainable
- Right fit for a correctional client group



## Charles's Story:

I would thank you for the opportunity to write about my experience with the Youth Employment Program, and how it has helped me find employment out in the workforce. As I was looking to get back to work, I approached Hire Power Employment Services and they suggested a warehouse position with Canadian Tire. At the time I jumped at the opportunity and was eager to get going. Since then, I have had great success as the placement has given me opportunity to expand my skills. I now am working in Automotive, and my coworkers have noticed the hard work and success that I have had in such a short term.





# Smart Justice



In front of the Ottawa Courthouse, you will discover the sculpture *Due Process* by Bruce Garner.

# The Centre of Research, Policy & Program Development at JHS Ontario presents these highlights of the past year . . .

## Association for Effective Reintegration in Ontario (AERO)

January 2013: The Centre facilitated the launch of the Association for Effective Reintegration in Ontario (AERO), a joint project between the University of Guelph, York University and JHS Ontario. AERO is a group of individuals and organizations committed to translating research into practice, and practice into change for more effective outcomes. Funded through a Social Sciences and Humanities Research Council (SSHRC) Partnership Development Grant, AERO is one way that the Centre's larger project, Navigating the Road to Reintegration, achieves its primary goals of collaboration, knowledge mobilization and the development of streamlined programs and services to aid successful reintegration.

## Reasonable Bail?

September 2013: The Centre released its research report Reasonable Bail? It found, as have other studies of bail in Canada, that bail in this province has drifted far from its legislated purpose. Despite Ontario's dramatically declining crime rates, bail is far more difficult to obtain today than a decade ago. Further, current bail practices challenge the legally-enshrined presumptions of both innocence and reasonable bail. And, in instances where bail is granted, conditions of release placed on low-risk persons

are often exceedingly onerous, while having little to no objective connection to the alleged crimes committed or actual risk to community safety. The report and its recommendations have received considerable attention, and the Centre continues to engage in public education efforts around this research. Reasonable Bail? can be viewed at <http://johnhoward.on.ca/research/type.html>

## The Counter Point

November 2013: The Centre launched a new public education series called The Counter Point. The series seeks to address common myths around crime and corrections, making often-complex topics more accessible, particularly for those who have never had any contact with the criminal justice system. All current issues of The Counter Point can be found at [http://johnhoward.on.ca/research/the\\_counter\\_point.html](http://johnhoward.on.ca/research/the_counter_point.html)

## On the Record Public Education Series

In partnership with the Canadian Civil Liberties Association, JHS Ontario has received funding from the Law Foundation of Ontario to engage in a cross-Ontario public education series on the disclosure of non-conviction information—from calls to 9-1-1 for assistance to charges that were withdrawn or acquitted—on police records. Police records present numerous barriers for individuals who

have had past police contact or justice involvement and who are attempting to find employment, housing and, even, treatment. This series is targeting three distinct audiences: those directly impacted by non-conviction records; those working with/assisting persons who are impacted by non-conviction records; and, employers and HR professionals who frequently request/receive these types of police records.

## Program Evaluation

This component of successful and effective service provision is crucial to our continuous improvement model. The Centre has a number of multi-year program evaluation contracts in progress, on behalf of our local affiliates, which produce results that can be utilized to effectively monitor delivery, improve service and share outcomes.



The following message is from Catherine Latimer, Executive Director at the national level . . .

CAPACITY BUILDING IS one of the three current strategic objectives of JHS Canada; the other two relate to influencing public opinion, and security of funding. We are proposing a much more proactive approach to all three issues. In addition to sharing information about programs, government priorities and funding opportunities, a roll-up of key corporate national information will be useful in conveying our capacity and strengthening the JHS brand. These efforts will include a new website to be launched this fall, and a communications strategy regarding our five-point plan to improve the justice and corrections system:

1. respecting the presumption of innocence (addressing remand issues)
2. suing for peace in the war on drugs (facing the challenges of addiction)
3. treating rather than punishing the mentally ill (rethinking the links between the justice and mental health systems)
4. ensuring proportionate and constructive penalties for crimes (reforming sentencing to address the unfairness in mandatory minimum penalties, monetary penalties and surcharges, and indeterminate sentences)
5. moving from confinement to contribution (encouraging effective corrections by meeting essential health care needs and human rights of prisoners; effective prison programs to promote skills; and supporting success in communities through graduated, safe and supported reintegration)

Together we are making progress toward our shared goals of just, effective and humane responses to the causes and consequences of crime in very difficult circumstances. I look forward to the shared journey ahead.



# **Our Core Values**

**1**

**We believe that every individual has intrinsic worth and has the right to be treated with dignity and respect.**

**2**

**We believe in the potential of all human beings and in their capacity for growth and change.**

**3**

**We believe that all individuals have the right to live in a safe and peaceful society and that justice is best served through measures that resolve conflict and promote the reparation of harm.**

**4**

**We believe that individuals are responsible for their own actions and must be held accountable for those actions.**

**5**

**We believe that the root causes of crime are found within communities and that the solutions to crime are also found in communities.**

**6**

**We believe in serving community needs by cooperating and collaborating to achieve a healthy and safe society.**

### Effective Client Services

- Create a framework to guide program design, development and delivery in each service area
- Implement services that reduce clients' risk for future problem behaviour, and develop enduring protection against crime, poverty and dependency
- Implement programs informed by current knowledge and evidence from relevant fields of study and research
- Evaluate the programs provided and apply the outcomes to continuously improve the impacts for clients and the community

### Employee Excellence

- Identify, recruit, train and retain qualified and dedicated employees
- Foster an organizational culture that is motivating, empowering and respectful, and reflects the mission, vision and values of JHS
- Promote inter- and cross-departmental staff engagement through orientation, training and team building
- Ensure competitive salary and compensation strategies
- Enhance professional development for all staff

### Community Engagement

- Improve community awareness to encourage greater public understanding and support
- Nurture existing partnerships while building new strategic alliances which support our mission

### Financial Stability

- Retire debt
- Maximize funding opportunities
- Identify and maintain reserves for the financial well-being of JHS Ottawa
- Implement independently-funded initiatives that supplement programs and services
- Enhance diversified funding sources to protect agency from financial fluctuations
- Standardize and enforce prudent financial management systems

### Organizational Strength

- Standardize human resource, administrative, financial and operational policies and procedures to improve the agency's cohesion and enhance efficiency
- Protect resources, programs and agency reputation through proactive risk management strategies



# Board of Directors

Rita Thompson, President  
Investment Advisor

Dennis Gauthier, Treasurer  
Benefit Advisor

Tim Farr, Vice-President  
Public Safety Canada (ret'd)

Bruce Simpson, Past President  
Defence Counsel

Sheila Arthurs, Director  
Department of Justice Canada (ret'd)

Jody Brian, Director  
Canadian Centre on Substance Abuse

Allan Clarke, Director  
Aboriginal Affairs and Northern Development Canada

Robert d'Arras, Director  
Secondary School Teacher

Ginette Drouin-Zimola, Director  
Lawyer, Family Law

Jane Fjeld, Director  
Youth Services Bureau

Vicki Grisim, Director  
Child and Youth Worker Program, Algonquin College

Mitch Houle, Director  
Ottawa Police Service

Michael Purcell, Director  
Defence Counsel

Emile Therien, Director  
Canada Safety Council (ret'd)





## FUNDERS

Children's Aid Societies

City of Ottawa

Community Foundation of Ottawa

Correctional Service of Canada

Crime Prevention Ottawa

Desjardins Caisse populaire Rideau d'Ottawa

Donations

Members of the Ottawa Real Estate Board through their charity arm, the Ontario REALTORS Care® Foundation

Ministry of the Attorney General

Ministry of Child and Youth Services

Ministry of Community Safety and Correctional Services

Ministry of Training, Colleges and Universities

Ottawa Catholic School Board

Ottawa Catholic School Board Foundation

Ottawa Community Housing

Rideauwood Addiction and Family Services

Social Enterprise and Development Initiative/  
TD Financial Literacy Grant Fund

United Way/Centraide Ottawa

## SERVICE AWARDS

### 5 years

- Kristy Gress
- Emily Knights
- Brad Morrison
- Craig Murphy
- Eric Oickle
- Jessica Race
- Ambrose Wagorn

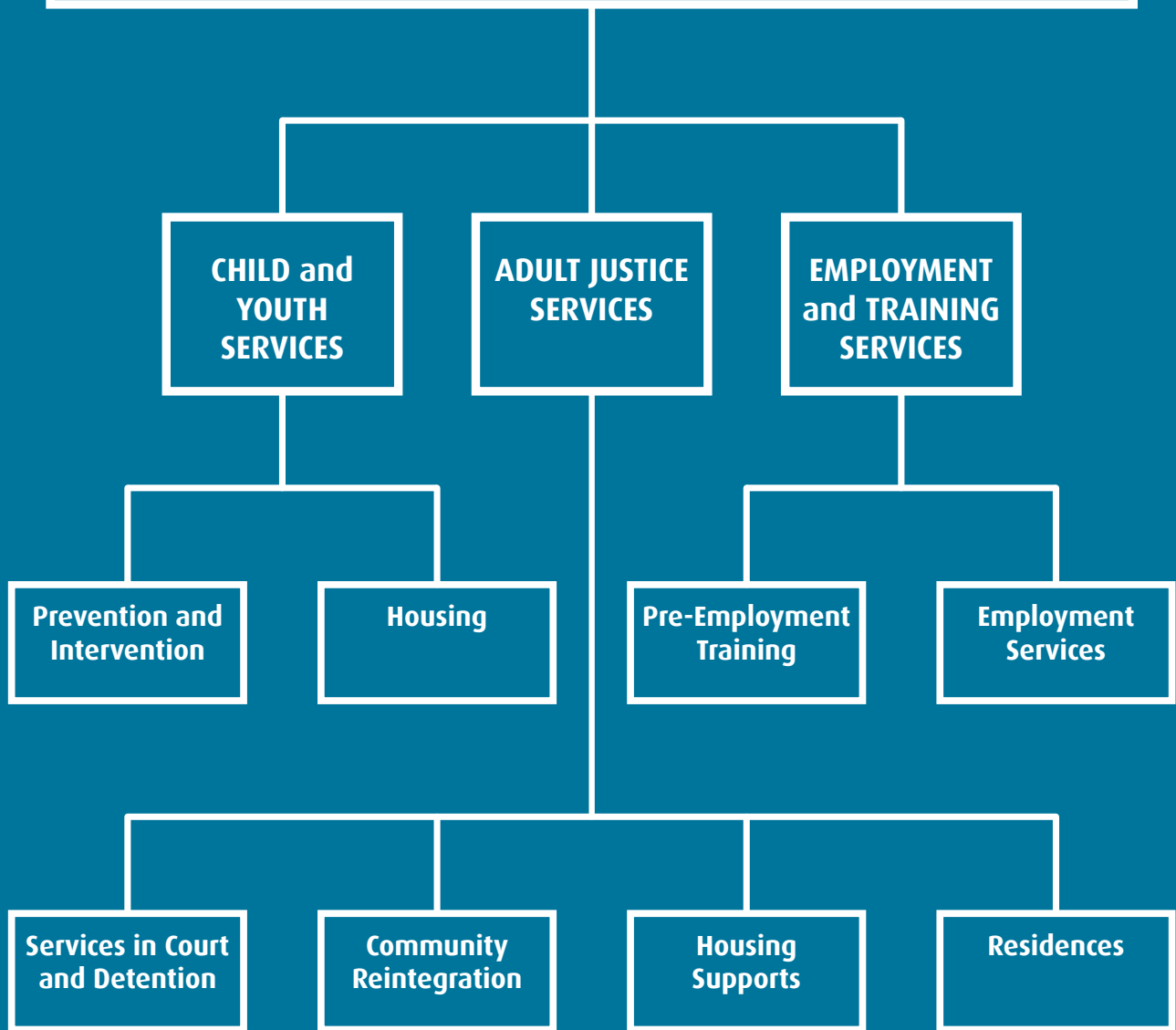
### 10 years

- Deborah Bellware
- Eric Corneau

### 25 years

- Ida-Jane Graham

# Overview of JHS Ottawa Services



# Child and Youth Services

## PREVENTION AND INTERVENTION

### Choices

- school-based prevention program, in partnership with the Ottawa Catholic School Board
- for youth ages 12 to 14 struggling at school, at home and/or in the community
- gender-specific groups for learning and development regarding attitudes and expectations, peers and other relationships, and social and cognitive skills

### Diversion Services

- pre- and post-charge programming for youth ages 12 to 17 to support their accountability for actions that have brought them to the attention of police and the courts
- provided through a contract with the Ottawa Community Youth Diversion Program, a service of the Boys and Girls Club of Ottawa
- gender-specific groups focussing on peer influences and healthy relationships, and the role of thoughts and thinking in criminal and other risky behaviour

## Non-Residential Attendance Centre

- gender-responsive, intensive individual and group interventions with youth under the supervision of Youth Probation Services
- interventions for male youth address antisocial attitudes and criminal behaviour, cognitive and social skill deficits, anger and aggression, negatively-influencing peers and other unhealthy relationships, and substance use
- Girls ... Moving On is the program we offer to female youth to address the thinking and emotions, relationships and interactions, and surrounding influences that contribute to their risk

## Saint John Bosco Achievement Centre

- a unique educational program provided in partnership with you↵turn Youth Support Services and the Ottawa Catholic School Board
- offers justice-involved youth, who are already participating in services with JHS or you↵turn, opportunities to achieve educational success in a responsive environment

## HOUSING

### A Different Street

- supportive housing, provided in partnership with you↵turn Youth Support Services, for young men aged 16 through transition who are at risk or already involved in the justice system
- a response to homelessness and housing instability, guided by Housing First principles
- the on-site support team engages youth in developing the personal and social resources needed for independent living, prevention of future justice involvement and meaningful community participation

### Windrose

- supportive housing for young women aged 16 through transition, and their children
- a response to homelessness and housing instability, guided by Housing First principles
- the on-site support team assists youth in achieving their goals for self, family, community and career

# Adult Justice Services

## SERVICES IN COURT AND DETENTION

### Bail Verification and Supervision Program

- expedites bail and court proceedings for candidates in Ottawa and Cornwall
- reduces failures to appear through supervision
- assists clients to address issues that may have contributed to their alleged conduct

### Mental Health Court Support Services

- support to individuals with significant mental health challenges who are facing charges before this specialized court
- clients may be living in the community or remanded to custody during their Mental Health Court involvement

### Direct Accountability Program

- post-charge diversion opportunities for individuals at lower risk of repeat offending
- addresses substance use and anger management issues that contributed to their conduct

## OCDC Reintegration Services

- resources provided on-site at the local detention centre in support of a successful return to the community

## COMMUNITY REINTEGRATION

### Crisis Intervention

- connects with individuals at various stages of reintegration for assistance with needs

### Aggression Prevention Program

- an eight-session program assisting participants to explore the reasons for their aggression

### Reporting Centre

- offers enhanced supports to men transitioning from a halfway house setting to independent living
- provides counselling and referrals to assist with successful reintegration after a lengthy period of incarceration

### Community Correctional Programs

- the Alternatives, Associates and Attitudes Program and the Community Maintenance Program are provided to men being supervised by the Ottawa Parole Office

## HOUSING SUPPORTS

### Supports in Social Housing

- providing services to men with histories of homelessness
- services offered to clients in their apartments at various Ottawa addresses

### Post-Incarceration Housing Support Program

- providing services to men released from provincial remand or correctional centres who are homeless
- the intent is to divert them away from shelters in the downtown area

## HOUSING SUPPORTS

### Kirkpatrick House, Ste. Anne Residence, Tom Lamothe Residence

- each Community Residential Facility provides 24-hour supervision and support to men released from federal penitentiaries on temporary absence passes, day parole, full parole, statutory release, and long-term supervision orders
- a caseworker is matched with each resident to plan for a successful return to the community, including participation in school/work activities and family life

# Employment and Training Services

## PRE-EMPLOYMENT TRAINING

providing essential training in reading, writing, numeracy and computer skills in support of personal independence, further education and employment

- **Skills Plus** helps individuals to achieve education, training and employment goals through improved literacy skills
- **ACElinks**, in partnership with Algonquin College, offers part-time academic upgrading in preparation for post-secondary college education, apprenticeship and work
- **Equi-Pass** offers individualized online instruction in basic computer skills, use of the Internet, e-mail and Microsoft Office applications
- **PET Reach** provides drop-in literacy services, employment preparation and job search assistance at shelter and day centre sites serving those who are homeless, unstably housed, living in poverty and/or facing mental health and addiction challenges
- **Arches** connects individuals in treatment for mental health and addiction issues back to the workforce through job preparation, job search assistance and job support
- **Money Savvy** provides low-income and economically-disadvantaged individuals with

the knowledge, skills, support and confidence to manage their money on a daily basis and plan for their future financial needs

- **Early Intervention Employment Skills Training** explores readiness for return to school or work with individuals participating in the Drug Treatment Court through Rideauwood Addiction and Family Services
- **In-House** offers literacy services, communication and other life skills development, and pre-employment training on-site at the Lowertown Good Neighbours Community House

## EMPLOYMENT SERVICES

### Community Employment Resource Centre (CERC)

- providing free services to all those in Ottawa and surrounding area seeking employment and training, and to employers seeking suitable candidates for job opportunities
- **Hire Power** satellite service of CERC at JHS Ottawa Lowertown location
- one-to-one employment counselling and workshops for resume development, job search assistance and career exploration
- job postings, job fairs and hiring fairs

## Youth Employment Fund

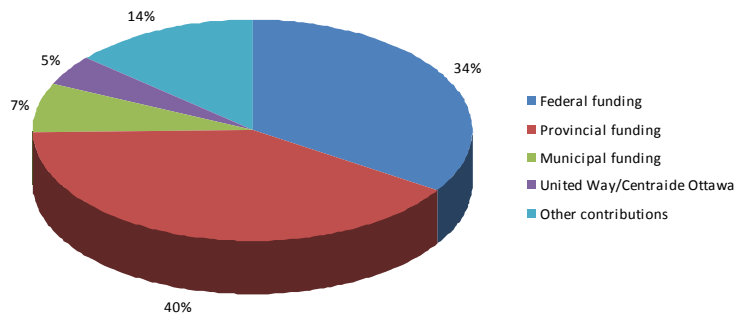
- specialized services to young people 15 to 29 years of age who face multiple barriers—poverty, homelessness or housing instability, low educational attainment, history of unemployment or underemployment, mental health and/or addiction issues, and/or involvement in the justice system
- opportunities to get work experience, build job skills, gain confidence, and achieve vocational and employment goals
- also, financial supports for transportation and required tools, and incentives to employers to hire participating youth

## Summer Jobs Service

- assistance to students, aged 15 to 30, during the summer months
- job search and self-marketing support to secure employment until a return to school in the fall
- also, hiring incentives for eligible employers to create summer job opportunities

# Operations

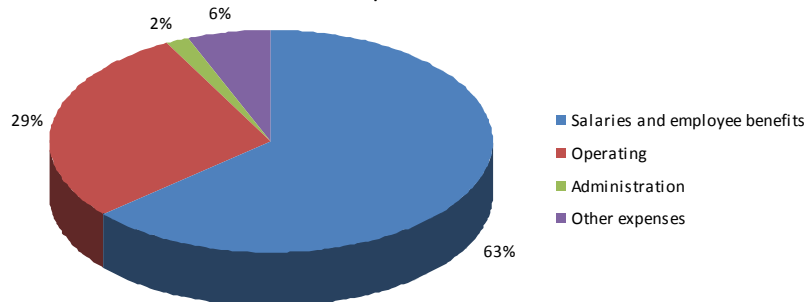
Revenue Sources



## Revenues

|                             |           |
|-----------------------------|-----------|
| Federal funding             | 2,556,650 |
| Provincial funding          | 3,059,714 |
| Municipal funding           | 530,926   |
| United Way/Centraide Ottawa | 345,988   |
| Other contributions         | 1,013,445 |

Expenses



## Expenses

|                                |           |
|--------------------------------|-----------|
| Salaries and employee benefits | 4,454,256 |
| Operating                      | 2,012,267 |
| Administration                 | 124,733   |
| Other expenses                 | 423,048   |

# Financials

John Howard Society of Ottawa  
Financial Position  
31-Mar-14

|  | 2013             | 2012             |
|--|------------------|------------------|
|  | \$               | \$               |
| <b>ASSETS</b>                                    |                  |                  |
| Current assets                                   |                  |                  |
| Cash   | 95,235           | 23,050           |
| Trade and other receivables                      | 846,203          | 689,747          |
| Prepaid expenses and deposits                    | 63,686           | 67,264           |
| Current portion of loans receivable              | 176,531          | 102,830          |
|  | <u>1,181,655</u> | 882,891          |
| Long-term  |                  |                  |
| Long-term portion of loans receivable            |                  | 158,761          |
| Term deposit                                     | 725,450          | 1,053,669        |
| Tangible capital assets                          | 7,187,247        | 5,594,502        |
|  | <u>9,094,352</u> | <u>7,689,823</u> |
| <b>LIABILITIES</b>                               |                  |                  |
| Current liabilities                              |                  |                  |
| Trade and other operating liabilities            | 676,505          | 613,770          |
| Deferred contributions - operations              | 287,963          | 322,118          |
| Current portion of long-term debt                | 58,248           | 331,099          |
|  | <u>1,022,716</u> | 1,266,987        |
| Long-term  |                  |                  |
| Deferred contributions - tangible capital assets | 4,538,231        | 3,310,682        |
| Long-term debt                                   | 491,213          | 551,865          |
|  | <u>6,052,160</u> | 5,129,534        |
| <b>NET ASSETS</b>                                |                  |                  |
| Capital reserve                                  | 427,760          | 417,619          |
| Contingency reserve                              | 158,612          | 154,809          |
| Acquisition reserve                              | 1,563,827        | 1,067,265        |
| Unrestricted                                     | 891,993          | 920,596          |
|  | <u>3,042,192</u> | 2,560,289        |
|  | <u>9,094,352</u> | <u>7,689,823</u> |





**Effective, Just and Humane Responses  
to Crime and Its Causes**



**550 Old St. Patrick Street, Ottawa, Ontario  
Tel: 613 789-7418, Fax: 613 789-7431  
[www.jhsottawa.ca](http://www.jhsottawa.ca)**