

JohnHoward
SOCIETY OF OTTAWA

ANNUAL REPORT

2016
2017

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BOARD OF DIRECTORS 2016/2017

EXECUTIVE COMMITTEE

President	Tim Farr Public Safety Canada (ret'd)
Vice-President	Richard Lamothe Communications Specialist
Treasurer	Dennis Gauthier Benefit Advisor
Past President	Rita Thompson Investment Advisor

DIRECTORS

Robert d'Arras Secondary School Teacher (ret'd)	Vicki Grisim Child and Youth Worker Program, Algonquin College
Sheila Arthurs Department of Justice Canada (ret'd)	Mitch Houle Ottawa Police Service
Jody Brian Hopewell	Howard Krongold Defence Counsel
Allan Clarke Indigenous and Northern Affairs Canada	Michael Purcell Defence Counsel
Jane Fjeld Youth Services Bureau of Ottawa	Bruce Simpson Defence Counsel
Emile Therien Canada Safety Council (ret'd)	

PRESIDENT'S MESSAGE



I've been thinking a lot about 'transitions' recently, as we prepare for the 2017 Annual General Meeting. It was only a year ago that we lost our long-serving President, Rita Thompson, and we were facing the imminent retirement of Executive Director Don Wadel. I naively thought that if we could get through the year without any major hiccups, then it could be considered a smooth transition.

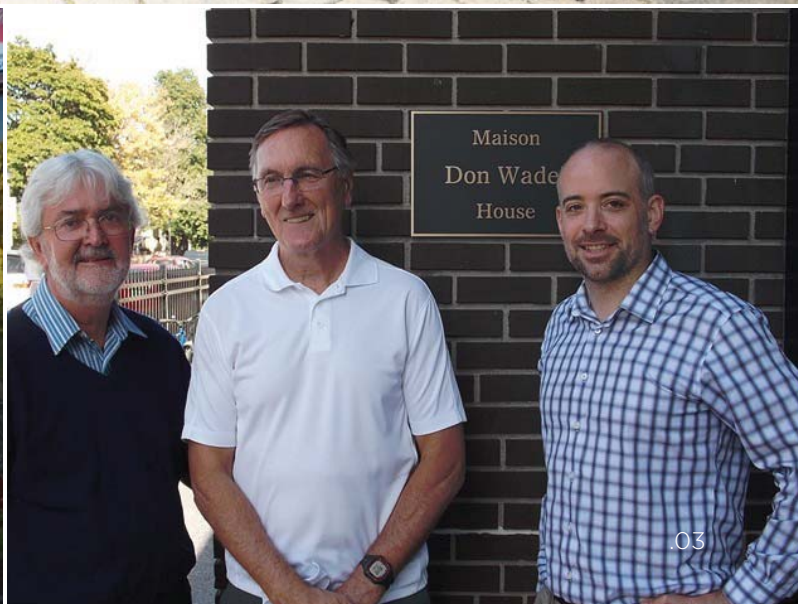
Twelve months later, I can only shake my head in amazement, because I completely underestimated the resilience of JHS Ottawa. This organization is something to behold because we've not only preserved the status quo, we've racked up a string of successes. From the creation of a Community Residential Facility in partnership with Tungasuvvingat Inuit; to the opening of 12 much needed bail beds; to increased resourcing and the geographic expansion of our Bail Verification and Supervision Program; to breaking ground for another Enhanced Supportive Housing Program; the list goes on and on. This is not merely a transition, it is a record of overachievement, as well as a tribute to the energy and passion which define who we are.

These victories are not the work of any one individual; they truly represent a collective effort. None of this would have been possible without our Director team and some pretty amazing staff. But I do want to acknowledge the efforts of two people who helped make it possible and who also made my own role that much easier. The first is Tyler Fainstat, who has shown through his words and deeds how inspired leadership can bring out the best in an organization. To champion a new strategic plan in the midst of so much change is nothing short of phenomenal. And I also want to acknowledge the contribution of Dennis Gauthier who, first as a Director, then Vice-President, and finally as our indefatigable Treasurer, has helped us in so many ways over the past fifteen years. Although our financial health speaks for itself, I've learned to value his wise counsel, his ability to see the 'big picture' and his steadfast focus on our best interests. It was truly an honour to serve beside Dennis on the Board of Directors and he will be sorely missed.

Earlier this year, I had the privilege of sitting in on one of the strategic planning focus groups, listening to the suggestions and comments of a dozen staff. While there was no shortage of good ideas, what impressed me most was the tone of the discussion: insightful, irreverent, passionate, progressive, but fiercely loyal to the organization. The people around the table weren't afraid of change; in fact, they welcomed it! And that's when I stopped worrying about transitions and what the future may bring, because wherever our journey takes us, I know that JHS Ottawa will continue to flourish.

DEDICATION OF MAISON DON WADEL HOUSE

SEPTEMBER 16, 2016





DEDICATION OF RÉSIDENCE RITA THOMPSON RESIDENCE

OCTOBER 26, 2016



EXECUTIVE DIRECTOR'S MESSAGE



I want to take this opportunity to relay my sincere appreciation to the staff and Board for their warmth, patience and support during my first ten months as the Executive Director of JHS Ottawa. Their trust and openness to new leadership meant that we were able to get to work right away on expanding our services to meet the needs of more vulnerable clients.

Thus far, 2017 has been the Year of Bail. Working together with our partners at the Ministry of the Attorney General, we have doubled the size of our Bail team, adding a much needed Mental Health Outreach Worker and expanding to three previously unserved communities in eastern Ontario—Pembroke, Perth and L'Orignal. This expansion will mean that hundreds of low-risk individuals who would otherwise have been detained while awaiting trial will have access to community supervision.

In 2017, we have invested in two new, innovative residential projects: one for men who would otherwise not have access to bail, and the other, a partnership with Tungasuvvingat Inuit to create the first Community Residential Facility in Canada specifically designed to meet the needs of Inuit men who are on parole. These two projects are in addition to the Carruthers Enhanced Supportive Housing Program currently under construction and slated to open at the end of 2017.

A key activity this year has been the drafting of a new five-year strategic plan. JHS Ottawa has grown significantly since our last plan, and we wanted to take the opportunity to engage with our community, our staff and our partners about how we can continue to meet the needs of an increasingly diverse client group with ever more complex needs. This process has required a significant investment of both time and resources; still, we believe the opportunity to think critically about ourselves, and learn from our partners and community about what is working and where we can improve is essential to nurturing an agile, innovative and client-focused culture.

Our Five-Year Strategic Plan (highlights of which are included in this report) plots a very ambitious course for our organization. While our plan is extensive, a few key themes underpin all of the strategies and priorities. Responding to the needs of our clients is the most important principle, driving all of our work; indeed, “A Client-Focused Response” is the first outcome indicated in our Strategic Vision. Second is the importance of maintaining and strengthening our innovative, agile and supportive organizational culture. The exceptional results we have achieved over the past years stem from our ability to attract, motivate and retain excellent staff driven by the organization’s mission. We must continue to nurture this culture as we enter our next phase of development. Third is the importance of our partnerships to the work we do. All of our growth has been achieved through cultivating strong partnerships with funders, government, the private sector and other not-for-profits. The outcomes we have identified in our Strategic Plan will only be achievable if we continue to reinforce and expand our partnerships with actors who can add value to our client services.

MISSION STATEMENT

Effective, Just and Humane Responses to Crime and its Causes

Promoting safe and resilient communities through a broad continuum of services that prevent crime, reduce poverty, build self-sufficiency, and foster inclusion.

BELIEF STATEMENTS

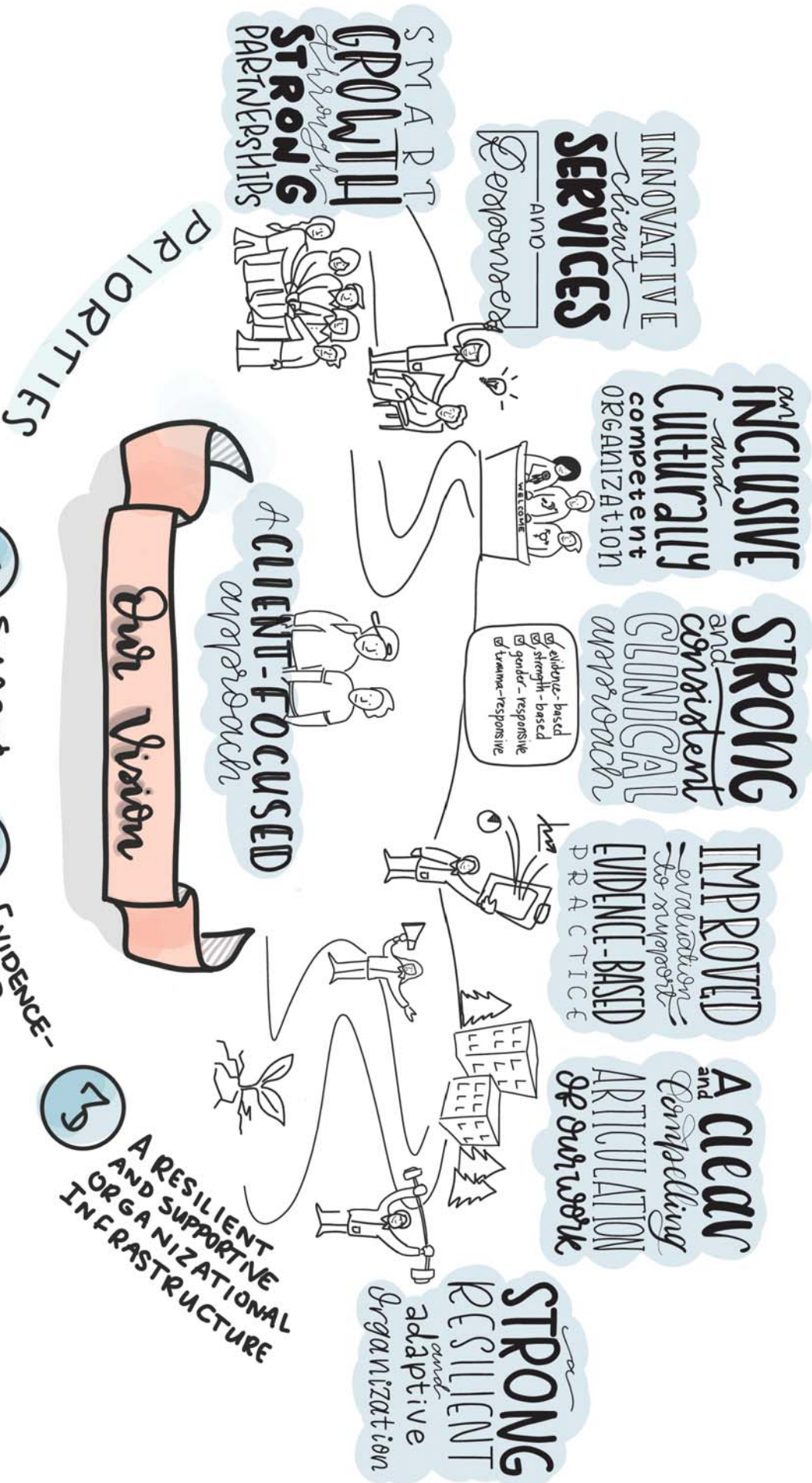
- ▶ We believe that every individual has intrinsic worth and has the right to be treated with dignity and respect.
- ▶ We believe in the potential of all human beings and in their capacity for growth and change.
- ▶ We believe that all individuals have the right to live in a safe and peaceful society, and that justice is best served through measures that resolve conflict and promote the reparation of harm.
- ▶ We believe that individuals are responsible for their own actions and must be held accountable for those actions.
- ▶ We believe that the root causes of crime are found within communities and that the solutions to crime are also found within communities.
- ▶ We believe in addressing communities' needs by cooperating and collaborating to achieve a healthy and safe society.

John Howard

SOCIETY OF OTTAWA

Our Mission

- EFFECTIVE, JUST & HUMANE RESPONSES TO CRIME & ITS CAUSES
- Promoting safe and resilient communities through a broad continuum of services that prevent crime, reduce poverty, build self-sufficiency, and foster inclusion.



1

SMART & MANAGEABLE GROWTH

2

EVIDENCE-BASED PRACTICE

3

A RESILIENT AND SUPPORTIVE ORGANIZATIONAL INFRASTRUCTURE

THE FIVE-YEAR STRATEGIC PLAN FOR JHS OTTAWA: **OUTCOMES**

1. A client-focused response
2. Smart growth through strong partnerships
3. Innovative client services and responses
4. An inclusive and culturally competent organization
5. Strong and consistent clinical approaches
6. Improved evaluation to support evidence-based practice
7. A clear and compelling articulation of our work
8. A strong, resilient and adaptive organization

THE FIVE-YEAR STRATEGIC PLAN FOR JHS OTTAWA: **OUR VISION**

Over the coming five years,
we will achieve the following outcomes:

1. A CLIENT-FOCUSED RESPONSE

The needs of our clients drive our work. We will develop programs across our broad continuum of services that address their multiple and complex realities.

This work will be informed through active and meaningful client engagement. We will ground our work in client experience. As such, we will listen to client needs and stay responsive to what they identify as important.

2. SMART GROWTH THROUGH STRONG PARTNERSHIPS

JHS Ottawa will deepen and expand its services in a measured and strategic manner. We commit to balanced and sustainable growth.

While remaining mission focused, we will deliberately, incrementally and strategically develop our programming in order to strengthen our impact.

Strategic partnerships and collaborations will continue to be a key approach to building the diverse supports, services and interventions needed by the people we serve. With a spirit of humility, we will engage others with distinct assets and competencies. Together, we will mobilize shared solutions that meet the broad needs of our clients. In particular, we will collaborate to better support clients with mental health and addictions issues.

Housing will be a primary area of focus, given JHS Ottawa's expertise, reputation and experience and the commitment of all levels of government to invest in innovative housing projects.

We recognize that we work in a highly dynamic and changing ecosystem, and will remain agile and responsive to what emerges. As such, we will explore opportunities where there are service gaps and where community needs are arising.

With an eye to sustainability, the organization will maintain and grow funding sources and pursue long-term stable funding and revenue to achieve its mission and vision.

Ultimately, as a leader in community justice work, we will continue to build client-centred services that strengthen individuals' self-determination, self-reliance, and wellbeing while strengthening community safety in Ottawa.

3. INNOVATIVE CLIENT SERVICES AND RESPONSES

We will continue to seek out creative solutions with an entrepreneurial, resilient and resourceful spirit. We will embed innovation practices and approaches in our services and operations. We will continue to value calculated risk-taking, and emphasize a bias towards action and learning by doing.

We will continue to pilot and evaluate new initiatives to push the boundaries and chart new trajectories of service for the benefit of our clients. Our longstanding programs and services will stay vibrant and forward-thinking by exploring new and innovative ways of responding to clients. We will disseminate what we learn broadly with the field.

4. AN INCLUSIVE AND CULTURALLY COMPETENT ORGANIZATION

JHS Ottawa is committed to strengthening the organization's diversity and cultural competence. This will result in a more inclusive, sensitive and respectful approach to serving people across cultures and experiences, including Indigenous peoples, newcomers to Canada, and the LGBTTTQ+ community.

Leveraging and harnessing different ideas, perspectives, cultural competencies, and experiences will also result in greater organizational responsiveness, innovation, and impact.

Informed by a diversity and inclusion framework, we will develop policies and practices at the Board, staff and program levels with clients, partners, and funders. JHS Ottawa will work towards a staff team, management, and Board that is better reflective of the community we serve.

We will also equip staff with the supports, training and professional development to competently and responsively engage with diverse cultures, ethno-specific backgrounds and a variety of life experiences. Going forward, JHS Ottawa will adapt our staff recruitment, training and performance processes to incorporate quality inclusion practices.

JHS Ottawa will involve partners from Indigenous, newcomer and LGBTTTQ+ communities to inform this work in a meaningful way.

5. STRONG AND CONSISTENT CLINICAL APPROACHES

We will also build on our clinical excellence and strengthen our clinical approaches organization-wide.

We will continue to define and articulate the key principles and elements that underpin our clinical approaches: excellence, evidence-based, strength-based, gender-responsive, and trauma-responsive.

We will endeavour to implement a common case management tool across services and ensure that all staff are trained and supported to implement best practices.

6. IMPROVED EVALUATION TO SUPPORT EVIDENCE-BASED PRACTICE

In the next five years, JHS Ottawa will strengthen our data mining, research, analysis and evaluation as they relate to service outcomes and impact. This work will support the organization's approach to evidence-based practice, and it will critically guide program growth and expansion. It will also bolster our learning and knowledge-based culture while demonstrating our impact to funders and investors.

Through enhanced evaluation, we will increase our ability to inform our work and the broader field about promising and best practices. This will also help to guide and shape broader system responses, good policy making, and strategic community investments.

To this end, we will look for opportunities for collaboration with John Howard Society of Ontario, John Howard Society of Canada and other affiliates to increase our shared knowledge and disseminate best practices.

7. A CLEAR AND COMPELLING ARTICULATION OF OUR WORK

We will become more clear and strategic about how we talk about our mandate and services. JHS Ottawa will develop and promote a compelling case for support for our work and why it is so important to creating safe communities.

This will involve implementing a targeted communications strategy with key messaging that all staff and Board can use when speaking to community stakeholders. It will also include focused media relations work that results in positive exposure for the organization. We will also support a few targeted and focused public education and advocacy efforts in partnership with others.

8. A STRONG, RESILIENT AND ADAPTIVE ORGANIZATION

JHS Ottawa will continue to develop the organizational capacity and infrastructure to support sustainable and strategic growth. A key priority is stewarding the organization's distinctly resilient, adaptive and solution-driven culture.

With a focus on talent management and professional development, we will invest in and recognize our staff. We will continue to grow leaders internally. Further, staff will secure the supports and resources needed to deliver and expand high-calibre services.

To support growth in a high-functioning organization, we will strengthen our human resources, internal communications, financial and information management, property management, and administrative capacity. We will continue to pursue financial stability through effective reserve planning, capital asset management, and sound management of liabilities.

Lastly, we will examine ways to measure operational impact to help us report effectively, generate thoughtful strategy, and communicate impact.

THE FIVE-YEAR STRATEGIC PLAN FOR JHS OTTAWA: PRIORITIES & STRATEGIES

1. SMART AND MANAGEABLE GROWTH:

Expand innovative responses to meet the needs of our clients through strategic partnerships.

- I. Build the organization's diversity and competence in working with diverse communities.
- II. Embed innovation practices and approaches in our services and operations.
- III. Develop new services and initiatives through strategic partnerships.
- IV. Deepen our responses to Indigenous communities.
- V. Leverage our housing expertise to develop new projects.

2. EVIDENCE-BASED PRACTICE:

Implement a strong, consistent clinical approach and strengthen our evaluation efforts.

- I. Define, articulate and embed the key principles and elements that underpin our clinical excellence.
- II. Build staff clinical capacity through training, tools and supports.
- III. Refine our evaluation processes to further inform our work and the broader field.
- IV. Foster our learning and knowledge-based culture to share evaluation findings.
- V. Collaborate with John Howard Society of Ontario, John Howard Society of Canada and other affiliates to increase collective knowledge, and disseminate research and effective practices.

3. A RESILIENT AND SUPPORTIVE ORGANIZATIONAL INFRASTRUCTURE:

Continue to build organizational strength by investing in staff, program and administrative capacities, and internal and external communications.

- I. Continue to steward the organization's adaptive, vibrant and entrepreneurial culture by articulating and amplifying our organizational values.
- II. Develop our staff through professional development, talent management and fostering future organizational leaders.
- III. Strengthen human resources, financial and information management, property and asset management, inter- and intra-organizational communications, and administrative systems across the organization.
- IV. Continue to build financial stability through effective reserve planning, capital asset management, and sound management of liabilities.
- V. Develop a framework to better monitor the organization's impact and operations.
- VI. Develop clear messaging, along with a targeted and focused external communication strategy that better articulate our mandate and value.
- VII. Review governance policies and processes to support the Board's effectiveness as a trustee of the organization's vision.

SERVICE AWARDS

5 Years

Kaitlyn Doxtater
Alex Dyck
Joel Herrington

10 Years

Melissa Bradford
Kelly Cardinal
Jason Cote
Sophea Khem-Smith
Sue MacGregor
Christine MacIntosh
Brian Monaghan
Dan Power
John Wyatt

15 Years

Tina Matchett-Bianco
Rob Noyes

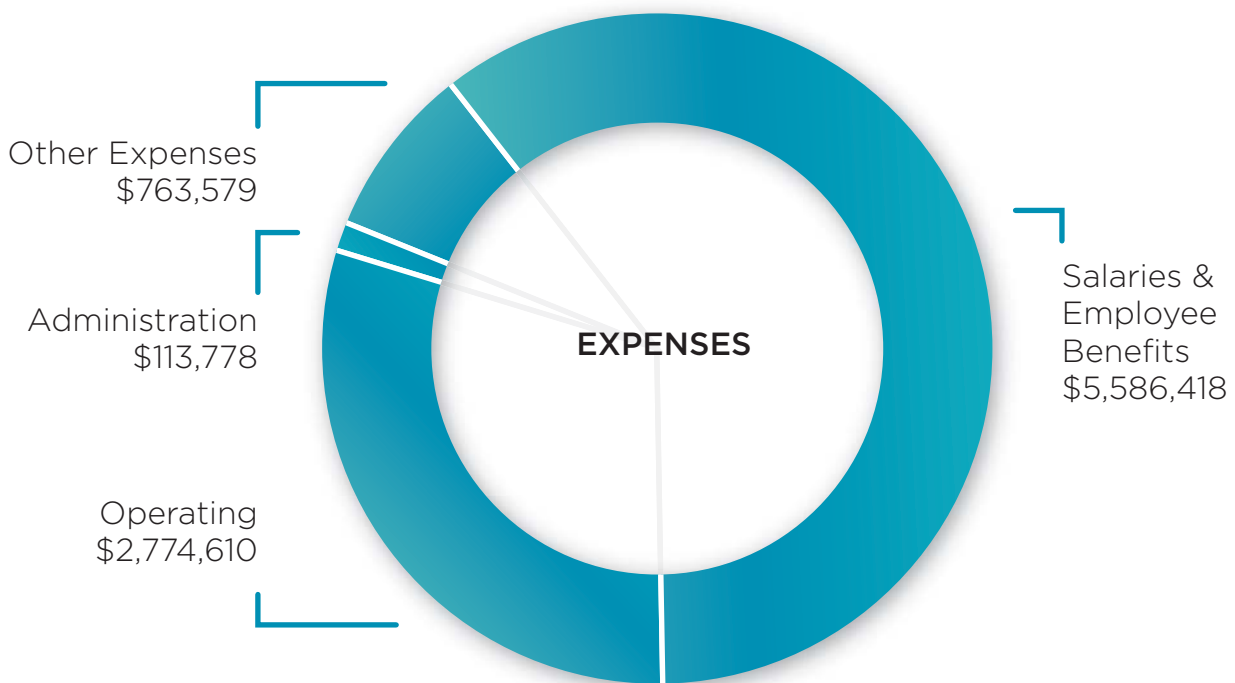
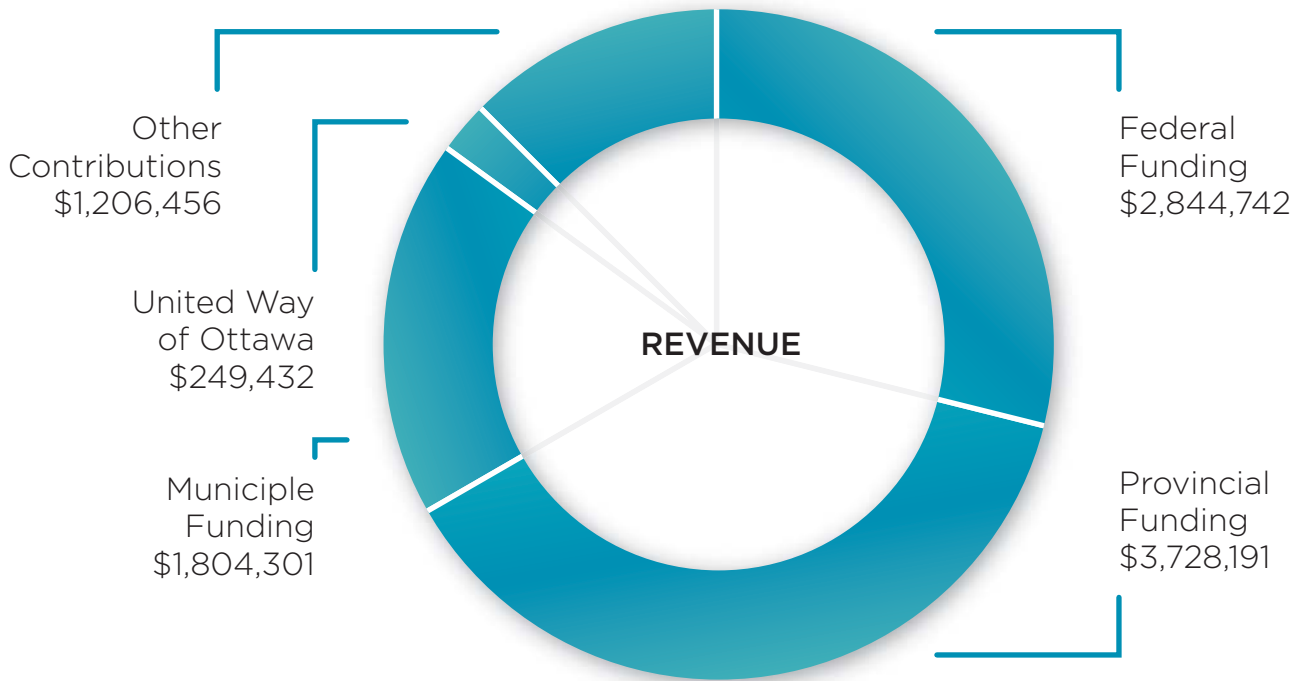
20 Years

Lucie Carriere

FUNDERS

Algonquin College
Boys & Girls Club of Ottawa
Catholic Education Foundation of Ottawa
Champlain Local Health Integration Network
(through Ottawa Inner City Health)
Children's Aid Societies
City of Ottawa
Correctional Service of Canada
Crime Prevention Ottawa
Donations
Local Employment Planning Council
Ministry of Advanced Education and Skills Development
Ministry of the Attorney General
Ministry of Children and Youth Services
Ministry of Community Safety and Correctional Services
Ottawa Community Foundation
Ottawa Community Housing
Ottawa Employment Hub
The Royal Ottawa Mental Health Centre
United Way/Centraide Ottawa
you^uturn Youth Support Services

REVENUE & EXPENDITURES



FINANCIAL POSITION

ASSETS	2017	2016
<i>Current assets</i>	\$	\$
Cash and cash equivalents	324,757	
Trade and other receivables	1,333,515	1,115,204
Prepaid expenses and deposits	88,169	73,792
Current portion of loans receivable	69,986	51,584
	1,816,427	1,240,580
LONG-TERM		
Long-term portion of loans receivable	400,000	442,022
Investments	1,147,206	984,480
Tangible capital assets	16,225,062	13,244,905
	19,588,695	15,911,987
LIABILITIES		
<i>Current liabilities</i>		
Bank indebtedness		145,587
Trade and other operating liabilities	1,401,124	826,381
Deferred contributions - operations	202,000	310,272
Current portion of long-term debt	58,216	22,860
	1,661,340	1,305,100
LONG-TERM		
Deferred contributions - tangible capital assets	10,135,298	8,609,528
Long-term debt	2,408,542	1,211,633
	14,205,180	11,126,261
NET ASSETS		
Capital reserve	499,057	499,057
Contingency reserve	162,317	162,317
Acquisition reserve	934,539	931,487
Unrestricted	3,787,602	3,192,865
	5,383,515	4,785,726
	19,588,695	15,911,987

JohnHoward
SOCIETY OF OTTAWA

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