

EFFECTIVE,

JUST AND

HUMANANE

RESPONSES

TO CRIME

AND ITS

CAUSES

**JohnHoward**  
SOCIETY OF OTTAWA

ANNUAL REPORT  
**2017/2018**

[JOHNHOWARD.ON.CA/OTTAWA](http://JOHNHOWARD.ON.CA/OTTAWA)

“This program helped me when I needed support. Thanks so much. And I realized my strengths. Thank you.”  
- a Community Services for Youth participant

“Since moving in a year ago, I have been able to slowly build up my self-confidence and my independence, and I am starting to schedule my tasks and goals daily, weekly and monthly . . . Now I feel safe, a better part of the community again, and I have a real sense of purpose. And it just grows every day.”  
- a resident in Enhanced Supportive Housing

“I love Windrose. I think it’s an amazing place. It’s helped my whole entire life. I’ve had great support from the staff. It’s a very structured environment so it’s helped me be more independent and a better person.”  
- a resident of Windrose Supportive Housing for Young Women

“This group was very helpful to me because I got to see ways to fix my problems without making more.”  
- a male student in the Choices program

“I want to thank everyone for helping me get my stuff together and stay focused on my education and employment.”  
- a participant in Skills Plus

“I never thought that coming back to school was an option for someone like me—a single, full-time father with very little education to begin with and a lengthy criminal record. Without the staff’s steady support, empathy and willingness to help, I fear that I might not be where I am today: a 35-year-old high school graduate on his way to post-secondary education, which will hopefully lead me into a meaningful career giving back to society.”  
- an ACElinks student

“My favourite part of group was when we were talking about healthy and unhealthy relationships because I didn’t understand how to solve certain relationships when they started to fall apart.”  
- a female student in the Choices program

“The house is a new start. It puts you on a new path. It helps you where you don’t think you’ll get help, but you do. If you’re going to come here, you’re going to want to change. The rules are going to bother you, but really they’re going to help you. It’s an awesome place to be.”  
- a resident of the Supervised Bail Housing Program

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# BOARD OF DIRECTORS 2017-2018

## EXECUTIVE COMMITTEE

President	Richard Lamothe Business Owner
Vice-President	Jane Fjeld Youth Services Bureau of Ottawa
Treasurer	Glenn La Rusic Commissionaires Ottawa
Secretary	Jody Brian Hopewell

## DIRECTORS

Robert d'Arras Secondary School Teacher (ret'd)	Vicki Grisim Professor, Algonquin College
Sheila Arthurs Department of Justice Canada (ret'd)	Howard Krongold Lawyer
Kenneth Bryden Ottawa Police Service	Marie-Eve Leclerc Doctoral Student, University of Ottawa
Allan Clarke Public Policy Forum	Bruce Simpson Lawyer
Semirath Fagbemi Export Development Canada	Emile Therien Canada Safety Council (ret'd)

# PRESIDENT'S MESSAGE



The end of every year ushers in a time for reflection and assessment, an opportunity to take a breath and consider what we have accomplished, where we are headed, and how we can sustain our agency for the future. It is to the future that we must commit so that we can continue to provide effective, just and humane responses to crime and its causes.

Just imagine an Ottawa in which there was no John Howard Society. Who would fight to erase the social stain of criminality mixed with homelessness, addiction, mental and physical health exceptionalities, generational poverty, lack of education, and the constrictions of systemic socioeconomic discrimination? As President I believe my primary objective, and that of the Board of Directors, is to ensure that JHS Ottawa can continue to provide support and sustenance to those so afflicted in the future. In order to do so, we must secure the foundation and institutional governance structure of our organization as we continue to grow.

And growing we most certainly are. We will soon have more than 200 employees at current rates of growth. Our assets five years ago were \$7.7 million. Just a year ago our assets were \$19.5 million. This past year they have grown to exceed \$25 million. That is a remarkable one-year growth rate in excess of 30%. A similar growth phenomenon is evident on the revenue side of our operations, growing from \$6.5 in 2012/13 to \$10.7 million in 2017/18. In the coming year we are projecting a revenue increase of more than 30%. That rate of growth borders on the exponential for a non-profit organization in the social services sector.

All of this expansion would be impossible without the dedication and enthusiastic commitment of our staff. I marvel at our employees' ability to create and incorporate new client-centred services such as Ikaarvik House and the Supervised Bail Housing Program. These new facilities focus on building a sense of community amongst the residents and are directed at vulnerable populations, including Indigenous peoples and those with mental health issues. Another initiative—the implementation of the Managed Opioid Program at Carruthers Residence—is a bold and ground-breaking response to the opioid crisis. Collaborating in this leading-edge partnership with Ottawa Inner City Health, our staffs are leading the way forward in the delivery of broad-spectrum harm-reduction addiction treatment methodologies. Our soon-to-be-launched Justice Transition Home is yet another new service facility; it will specialize in meeting the needs of dual diagnosis clients transitioning from correctional settings to community.

The key question in the face of such growth is how to manage and incorporate the new responsibilities effectively and efficiently. Swallowing growth successfully requires change and adaptation from within, including structural managerial change. Our Executive Director, Tyler Fainstat, describes on the next pages some of the change initiatives he has spearheaded over the last year.

At the Board level over the past year we have instituted several new governance and structural measures to support and facilitate meaningful, incisive and more proactive Board discussion and decision-making. For the very first time, we created a formal Executive Committee of the Board (comprised of the President, the Vice-President, the Treasurer and the Secretary) that meets regularly with the ED to anticipate and manage important financial and operational concerns, and to prioritize these for consideration at full Board meetings. We have created the formal position of Secretary to the Board (thanks Jody!) which represents more than a purely administrative gesture as this Executive position strengthens the independence of Board decision-making and minute-recording procedures. Another new governance measure was our creation of a Board committee structure featuring an Audit Committee, a Board Governance Committee and a Nominating Committee, all of which are active, and producing advice and guidance for the Board as a whole.

Perhaps the most notable accomplishment of the Governance Committee this past year was the overhaul and introduction of a new set of bylaws for the Society. After more than twenty years the bylaws were in serious need of review and modernization in order to conform to today's non-profit governance and legal exigencies. The most important change in the bylaws is the introduction of term limits for Board members and Executive members. The imposition of term limits helps eliminate Board inertia and will ensure rejuvenation, replenishment and the infusion of new Board members who can provide fresh ideas, new skills and diverse perspectives. With these various changes I hope the Board will be more fully empowered to provide higher value-added decision-making in the future.

I want to thank my Board colleagues for their help, support and creative involvement over the past year. None of the above changes would have been possible without their valued trust, dedication and advice. I look forward to working with all of my Board colleagues in the coming year.

Finally, as I reflect upon my first year as President, I must say a very special word or two about our wonderful Executive Director. The relationship between an ED and President, particularly in a non-profit organization, requires an extraordinarily close bond of trust and candid openness. I believe we have created this special bond and I cherish it immensely. Tyler has made my year thoroughly enjoyable and it is my pleasure to be able to work with someone as accomplished as he is. He is indefatigable, scarily smart, deeply thoughtful, insightful, eloquent, motivational, open, and highly ethical. We are lucky to be able to work with Tyler Fainstat, and our organization is fortunate to have him at the helm.

**Richard Lamothe**

# 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.

# EXECUTIVE DIRECTOR'S MESSAGE



This has been a remarkable year for the John Howard Society of Ottawa. We rolled out a long-sought-after housing program for clients of our Bail Program and a Community Residential Facility focussed on Inuit clients, completed our second major Enhanced Supportive Housing capital project, and were successful in our proposal for a first-of-its-kind residential project (slated to open before the end of this calendar year) for dual diagnosis clients who are coming out of correctional institutions. In our strategic plan we committed to the rubric of “Smart Growth”, and I stand behind every one of these projects as representing a unique opportunity that spoke to the needs of our clients and to our organization’s core competencies.

Many of our longstanding programs have also taken big strides in expanding and consolidating their activities to meet the needs of our clients. I have been particularly excited by our expanding presence at the Ottawa Carleton Detention Centre where, in addition to our existing release-planning services, we are now able to offer both literacy and housing supports. We were successful in our application to be a partner agency (together with Youth Services Bureau of Ottawa and Canadian Mental Health Association Ottawa) in a national research project, Making the Shift/Housing First for Youth, being undertaken by the Canadian Observatory on Homelessness and A Way Home. I want to give a special shout-out to the staff of our Community Employment Resource Centre (CERC), which underwent an important reorganization; this will lead to new and innovative opportunities to reach more clients who can benefit from the excellent quality of essential employment support that CERC provides.

We have continued to leverage our strength in fostering partnerships with organizations that bring complementary skills and services to the table. Over the past year we developed formal partnerships with Tungasuvvingat Inuit for our Inuit CRF, and Odawa Native Friendship Centre for our Bail Program. And, we built our proposal for residential services for dual diagnosis clients around partnerships with The Royal Ottawa Mental Health Centre and CMHA Ottawa. We continued to strengthen our partnership with the Ottawa Police Service; in particular, we have enacted a legal working agreement between us in support of intervening with high-risk individuals involved in gang life. We also deepened our partnership

with Ottawa Inner City Health through the incorporation of a Managed Opioid Program in our new Enhanced Supportive Housing site.

All of this growth has meant opportunities for many of our staff to take on new challenges within the organization. We welcomed seven new managers, almost all of whom were hired from within; and, one of our long-serving managers joined our expanding Director Team. In order to support our ever-increasing suite of service areas, we introduced the role of Associate Executive Director who will take the lead in guiding the implementation of the organization’s strategic plan.

Speaking of the strategic plan, I have been very satisfied with how we have managed to keep the plan alive at all levels of the organization through its first year of implementation. When we rolled out the plan at last year’s AGM, we were united in not wanting the plan to simply sit on the shelf. Each and every program and department has done its part in ensuring that all of our staff work towards advancing the vision we set for ourselves. Having said that, I am always reminded of how long change takes to implement and, clearly, the ambitious course that we have set for ourselves will take many years to come to fruition.

While all of the growth that we have achieved is exciting, we need to ensure we continue to invest in the quality of our services through robust clinical and administrative departments. Over the coming years it will be a major focus of our Director Team to ensure that we are making the right investments at all levels of the organization to sustain and support the growth that we have achieved and will continue to achieve. At the time of the writing of this Annual Report, we are closing in on 200 staff and \$14.5 million in annual revenue. As we look forward, we will need to adapt our organization to this growth while maintaining all of the critical elements that make this a great organization to work at: an engaging, fun and supportive working culture; a commitment to learning and continuous improvement; and, above all, a focus on the needs of our clients.

In closing, I want to recognize the significant strides taken by our Board of Directors over this past year to keep pace with our ever growing and changing organization. Through the drafting of new bylaws, the creation of a board committee structure, the implementation of improved board policies and processes, and the recruitment of a new generation of board membership, the Board continues to progress and evolve in service of our staff, clients and community. A special thank-you goes to our Board Executive—Richard Lamothe, Jane Fjeld, Glenn La Rusic and Jody Brian—who have collectively volunteered many long hours to the John Howard Society of Ottawa, driven by a belief in the work that we do.

**Tyler Fainstat**



### 3 SERVICE DEPARTMENTS

Adult Justice Services

Child & Youth Services

Employment & Training

**13** properties across Ottawa

**5** residences providing supervision and support to men reintegrating to the community after periods in custody

**70** units of supportive housing for formerly homeless adults

**42** units of supportive housing for at-risk and vulnerable youth

### 6 CITIES AND TOWNS WHERE JHS OTTAWA PROVIDES SERVICES:

Ottawa Cornwall L'Orignal Perth Smiths Falls Pembroke

# JohnHoward

SOCIETY OF OTTAWA



### STAFF NUMBERS



### SERVICE USER NUMBERS



# SERVICE AWARDS

## 5 YEARS

Nolan Belleville

Eve Osorio

Myra Gillis

Joshua Pepers

Justine Joseph

Tyler Running

Kyle Martellacci

Cornelius Tay

John Nichol

## 10 YEARS

Eric Oickle

Ambrose Wagorn

## 15 YEARS

Deborah Bellware

Neally Thompson

## 30 YEARS

Ida-Jane Graham

# 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 Committee

Ministry of Advanced Education and Skills Development

Ministry of the Attorney General

Ministry of Children, Community and Social Services

Ministry of Community Safety and Correctional Services

Ottawa Community Foundation

Ottawa Community Housing

Ottawa Employment Hub

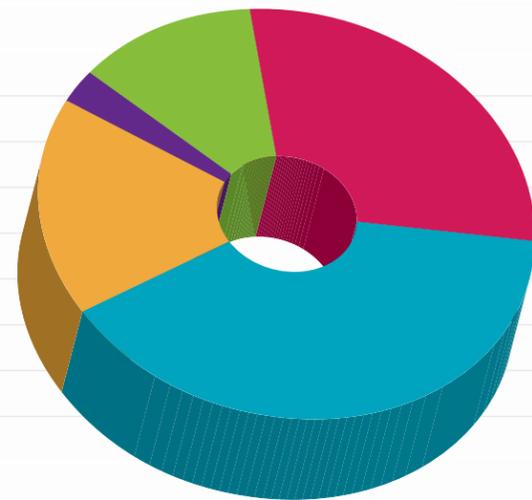
The Royal Ottawa Mental Health Centre  
(Ministry of Health and Long-Term Care)

United Way/Centraide Ottawa

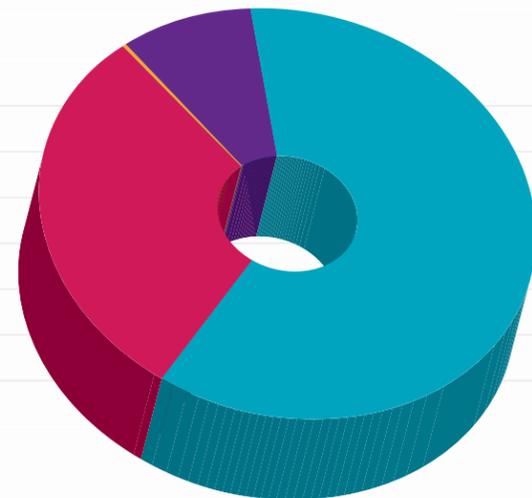
youUturn Youth Support Services

# REVENUE & EXPENDITURES

# FINANCIAL POSITION



REVENUES	(\$)
Federal funding	3,061,879
Provincial funding	4,327,650
Municipal funding	1,858,717
United Way/Centraide Ottawa	262,463
Other contributions	1,239,095
<b>Total</b>	<b>10,749,804</b>



EXPENSES	(\$)
Salaries & employee benefits	6,417,093
Operating	3,171,689
Administration	29,260
Other expenses	927,548
<b>Total</b>	<b>10,545,590</b>

ASSETS	2018 (\$)	2017 (\$)
<b>Current assets</b>		
Cash and cash equivalents	17,209	324,757
Accounts Receivable	1,901,107	1,333,515
Prepaid expenses	99,856	88,169
Current portion of loans receivable	74,216	69,986
	<b>2,092,388</b>	<b>1,816,427</b>
<b>Long-term</b>		
Long-term portion of loans receivable	328,903	400,000
Investments	1,194,311	1,147,206
Tangible capital assets	21,831,877	16,075,843
	<b>25,447,479</b>	<b>19,439,476</b>
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Accounts payable and accrued liabilities	1,530,967	1,401,124
Deferred contributions - operations	431,248	202,000
Current portion of long-term debt	96,212	58,216
	<b>2,058,427</b>	<b>1,661,340</b>
<b>Long-term</b>		
Deferred contributions - tangible capital assets	12,533,414	10,224,117
Long-term debt	5,505,947	2,408,542
	<b>18,039,361</b>	<b>12,632,659</b>
<b>NET ASSETS</b>		
Capital reserve	544,604	499,057
Contingency reserve	174,004	162,317
Acquisition reserve	475,703	934,539
Invested in tangible capital assets	3,696,304	3,384,968
Unrestricted	459,076	164,596
	5,349,691	5,145,477
	<b>25,447,479</b>	<b>19,439,476</b>

