



**2019/2020**

# **Annual Report**

[johnhoward.on.ca/ottawa](http://johnhoward.on.ca/ottawa)

# Board of Directors 2019-2020

## Executive Committee

President	Richard Lamothe Business Owner
Vice-President	Jane Fjeld Non-Profit Senior Administrator, Retired
Treasurer	Glenn La Rusic Commissionaires Ottawa
Secretary	Jody Brian Senior Consultant, Bank of Canada

## Directors

Sheila Arthurs Justice Canada, Retired	Vicki Grisim Professor, Algonquin College	Duncan Shaw Employment and Social Development Canada
Kenneth A. Bryden Ottawa Police Service	Howard Krongold Lawyer	Bruce Simpson, Past President Defence Counsel

# 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

Although our pandemic response started with only two weeks left in the last fiscal year, I feel that I would be terribly remiss if I did not begin by recognizing the unprecedented challenge which our organization has faced over the past six months. In our 11 Residential Programs, we had to very quickly develop and implement plans and protocols to continue to safely operate in-person services for our clients. In the early days, there were so many unknowns, and our programs did not have the option of closing down temporarily. In our Non-Residential Programs, we had to find innovative ways to stay operational for our clients, who needed us more than ever, without the possibility of in-person services. While the challenge was unprecedented, so was our organization's response. Under the leadership of our Associate ED, Christine MacIntosh, and so many others, our organization took a values-driven approach to responding to COVID-19, recognizing that the pandemic would affect each of our programs and each of our staff members in different ways. As difficult as this past six-month period has been, I truly believe that it has brought out the best in every part of our organization, and demonstrated the strength of our agile, caring and client-centred culture. I have heard over and over from our staff how much they have valued our approach to staff and client care during the pandemic, and how lucky they feel to work for this organization. So do I!

When we developed our five-year Strategic Plan in 2017, the issue of growth was top of mind for many of our staff. There was a clear recognition that, while we wanted to continue to grow our services, we wanted that growth to be "smart" and sustainable and accompanied by commensurate investments in our administrative support to our programs. Between 2015 and 2019, our organization grew by a staggering 85% (\$8,109,138 to \$14,890,180). In the 2019/20 fiscal year, we took the deliberate decision to slow down our growth and focus on building internal capacity through the development of a Central Services department which would work in partnership with our programs to help meet their growing HR, Finance, IT and other admin needs. As client- and mission-driven professionals, these areas of our work are never what we find most motivating, but we know that they are absolutely essential to ensuring that we can continue to provide high-quality client services into the future. While the full implementation of our Central Services model will take years to see through, the pandemic response provided an excellent demonstration of the importance of having the building blocks of robust administrative support in place, that which is proportionate to the size and scope of our organization.

Four years ago, when I assumed the role of ED of JHS Ottawa, a key project handed over to me was to find a long-term solution for our main office location which we had long ago outgrown. This need was reinforced by our staff during our Strategic Planning focus groups, and identified as a big concern for accommodating current and future programs in a safe and client-centred manner. At the beginning of 2019, we were advised that we were the successful applicant with our proposal to build a new main office location, together with 40 units of housing for moderate acuity clients who are experiencing homelessness, in the Glebe Annex community. Designing a new main office has given us the opportunity to envision a space which is focused on the needs of our clients and our staff. While we know that there will be challenges in moving to a different community, this project offers so many exciting opportunities for our clients and our staff, and will address a need for a new, more adequate space as long identified by the organization.

As we head into the coming year, there are clearly still so many unknowns. We are in uncharted waters, and there will likely be significant challenges ahead. However, I have never been more proud to work alongside the staff, clients and Board of Directors of JHS Ottawa. My wish is that our organization is a place where our staff can draw strength and support as we move forward together.

Thank you very much for all that you do,

**Tyler Fainstat**



**Tyler Fainstat**  
Executive Director



# President's Message

As we reflect upon and assess our progress over the past year I continue to marvel at the accomplishments of our staff, of their absolute and total dedication to improving the lives of so many people who are in desperate need of help and who struggle to survive and thrive in the face of injustice, conflict with the law, rehabilitation, and the compounding negativity of the cycle of homelessness, addiction, underemployment, and mental and physical health obstacles.

As I have said many times before, I cannot imagine an Ottawa in which there is no John Howard Society. Our management and staff are in the trenches every day, fighting and advocating for those who face the sociocultural strain, embarrassment and economic difficulties of the predicaments in which they find themselves. And, now, having to do so amidst the life-threatening risks of the COVID-19 pandemic.

Our ability to continue forward and provide sound social stewardship for the future relies upon sound management practices, transparent accountability and openness. This past year, we were able to capitalize on the smart asset management of our forebears and we are about to break ground on the construction of an exciting new complex that will combine social housing for folks experiencing homelessness and a new central JHS office location on Carling Avenue in the Glebe Annex neighbourhood. I know we cannot wait to move in and build further upon the constructive relationships we have already established in the Glebe Annex, and I salute our team for their tireless efforts in making this project a reality.

Amidst our continuing growth, my colleagues on the Board of Directors have insisted that we continue to examine and improve our governance model and processes. This review process will focus on increasing Board diversity because we know that diversity is a strength and asset in our mission to serve our clients. We know that who makes decisions and how they come to make decisions matter. And as John Howard Society of Ottawa continues its success in providing effective, just and humane responses to crime and social displacement, we promise to keep that top of mind.

I look forward to the coming year and thank my Board colleagues, Tyler Fainstat and all our fantastic staff for their incredible efforts. My job continues to be a joy.

Sincerely,

**Richard Lamothe**



**Richard Lamothe**  
President

# Service Awards

## **35 Years**

Scott Hole  
Sue Morse

## **30 Years**

Laura Lee Lavalley

## **20 Years**

Kevin Dolan  
Jeff Hickman

## **15 Years**

Carolann Alford  
Kim McCalpin

## **10 Years**

Elliot Luijkenaar  
Craig Murphy  
Alison Newson

## **5 Years**

Alicia Beaudoin  
Melanie Herweyer



# Funders

A Way Home Canada

Algonquin College

Boys & Girls Club of Ottawa

Canadian Border Services Agency through John Howard Society of Canada

Canadian Observatory on Homelessness

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

Ministry of the Attorney General

Ministry of Children, Community and Social Services

Ministry of Community Safety and Correctional Services

Ministry of Health and Long-Term Care through Royal Ottawa Mental Health Centre

Ministry of Training, Colleges and Universities

Ottawa Community Loan Fund through Ontario Trillium Foundation Seed Grant

Public Safety Canada

Rideauwood Addictions and Family Services

United Way/Centraide Ottawa

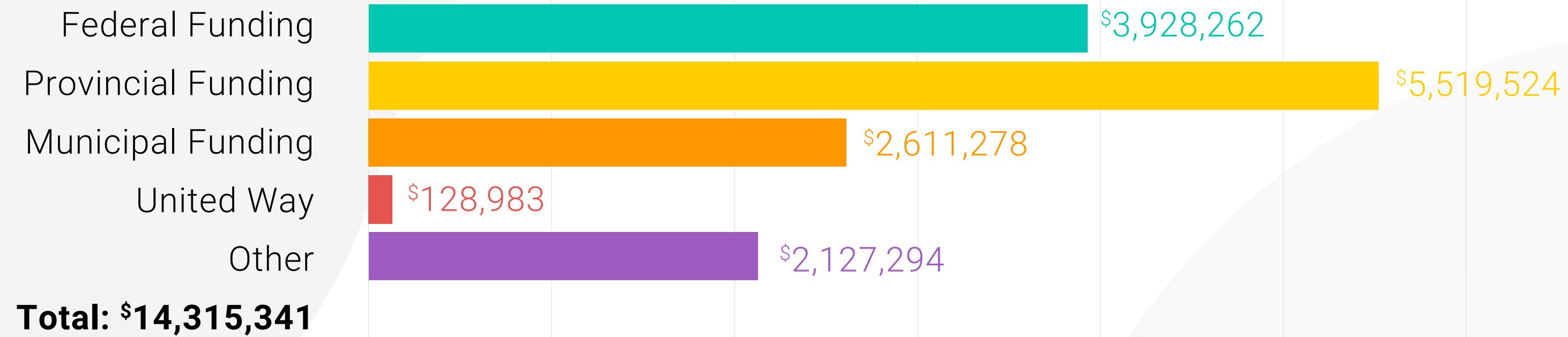
youUturn Youth Support Services

# Financial Position

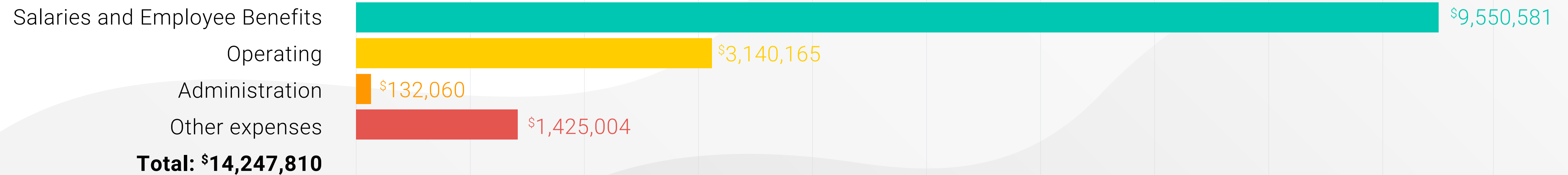
<b>ASSETS</b>	<b>2020</b>	<b>2019</b>
<b>CURRENT ASSETS</b>		
Cash	\$92,000	\$217,374
Accounts receivable	\$1,588,932	\$1,721,369
Prepaid expenses	\$184,361	\$103,740
Current portion of loans receivable	\$58,202	\$22,778
	<b>\$1,923,495</b>	<b>\$2,065,261</b>
<b>LONG-TERM</b>		
Long-term portion of loans receivable	\$175,681	\$272,174
Investments	\$4,009,255	\$1,838,928
Tangible capital assets	\$21,525,672	\$22,367,913
	<b>\$27,634,103</b>	<b>\$26,544,276</b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT</b>		
Accounts payable and accrued liabilities	\$1,376,208	\$1,507,207
Deferred contributions - operations	\$217,326	\$225,779
Current portion of long-term debt	\$112,219	\$108,744
	<b>\$1,705,753</b>	<b>\$1,841,730</b>
<b>LONG-TERM</b>		
Deferred contributions - tangible capital assets	\$12,520,810	\$13,091,096
Long-term debt	\$5,818,583	\$5,926,806
	<b>\$18,339,393</b>	<b>\$19,017,902</b>
<b>NET ASSETS</b>		
Capital reserve	\$562,312	\$575,028
Contingency reserve	\$174,004	\$174,004
Acquisition reserve	\$2,312,485	\$475,703
Invested in tangible capital assets	\$3,074,060	\$3,241,267
Unrestricted	\$1,466,096	\$1,218,642
	<b>\$7,588,957</b>	<b>\$5,684,644</b>
	<b>\$27,634,103</b>	<b>\$26,544,276</b>



# Revenues



# Expenditures





**Effective.**  
**Just.**  
**Humane.**