

2020/2021

Annual Report

johnhoward.on.ca/ottawa

john
howard
society

Ottawa

Board of Directors 2020-2021

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

Kenneth A. Bryden
Ottawa Police Service

Vicki Grisim
Professor, Algonquin College

Duncan Shaw
Employment and Social Development Canada

Mohamed Sofa
United Way East Ontario

Hamza Khalid Butt
International Development Research Centre

Howard Krongold
Lawyer

Bruce Simpson, Past President
Defence Counsel

Mission Statement

Effective, just and humane responses to crime and its causes.

Belief Statements

Community and Connection

We believe that building meaningful connections across our programs, partners and neighbourhoods fosters inclusion and empowerment.

Person-Centred Focus

We are committed to a person-centred approach, recognizing the value, expertise and capacity of each individual to make choices that lead to their best self.

A Rights-Based Approach

We acknowledge systemic inequalities and believe that all people have the right to be treated with dignity, to live free from discrimination, to have a home, and to access employment, education, health promotion and other supports.

A Commitment to Reducing Harm

We seek to reduce harm to individuals and communities through a nonjudgmental approach that builds resiliency and accountability.

Dedication to Change

We believe in the capacity of individuals and communities to adapt, change and grow while promoting the conditions to inspire positive transformation.

Vision Statement

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

Value Statements

Accountability and Integrity

We are accountable to the people we serve by providing the highest quality of service with integrity through the delivery of responsive, innovative and evidence-informed approaches.

Tenacity and Continual Learning

We are driven by ongoing learning, adaptability and curiosity to achieve the best results for the people and communities we serve.

Celebrating Uniqueness

We recognize and appreciate everyone's uniqueness and lived experience with a conviction that this creates belonging, a sense of safety, and more responsive and better outcomes.

Engagement and Leadership

We encourage leadership at every level of the organization, while engaging each other to live our strengths and potential, with the autonomy to create new opportunities and solutions.

Compassion and Care

We lead with compassion and care for one another, building a culture of mutual respect through listening, support and meaningful connection.

Executive Director's Message

As I look back at this past fiscal year, I find it difficult to know where to begin. In many ways, I think it was both the most difficult and most rewarding year in our organization's history. Overnight, we had to transform our residential settings into medicalized environments, and find radically different and innovative ways of staying operational for our community-based clients. During this initial phase of the pandemic, we had so little knowledge about how the virus was transmitted, and how to best keep our clients and each other safe. It was very difficult to access PPE and other supplies which we needed to work safely. While most of our society shut down, we knew that our clients needed us more than ever and we were there for them. I have witnessed the incredible dedication and sacrifice at all levels of our organization. While I know how emotionally and physically tiring this past year has been, I also believe that it brought out the absolute best in us. Every day, I saw examples of our teams coming together and finding safe and innovative ways to offer the best possible support and services to our clients, under the circumstances. I saw staff supporting each other and engaging with one another like never before. The pandemic represented a massive test to our organizational culture, and I believe that we passed with flying colours and that our organization will emerge stronger and more vibrant than ever before.

Speaking of organizational culture, when we developed our last strategic plan, in 2016, staff said over and over how much they valued the organization's working culture, and how the organization approached its frontline work with clients. As part of the plan, we decided that it was important to dedicate some time to developing a set of organizational value and belief statements, to clearly define and express the key drivers that make our culture so special. In October 2020, we convened a series of focus groups with staff from across our programs and services, to draft a set of statements that underpins the work we do and the way we work with one another. These statements were then brought to our wider staff team for consultation and feedback, before being launched in March 2021. The value and belief statements we landed on, which are included in this annual report, are a perfect summation of what I love about working for the John Howard Society of Ottawa, and why I believe our work is so impactful. They feel truly authentic to what I witness every day across our programs and services, and I have no doubt that developing these statements during the pandemic made them even richer. Having this set of organizational values and beliefs will allow us to be intentional about preserving and evolving our organizational culture and give us a frame to evaluate new opportunities, policies and other initiatives.

In addition to the COVID pandemic, over the past year our society began to confront our country's terrible history of systemic racism and oppression of Black and Indigenous peoples, and persons of colour. While I believe that, because of the nature of our work, we were always aware, to some extent, of systemic racism, over this past year many of us gained a deeper understanding of how racism expresses itself in our work and in our organization. At the beginning of 2021, both our Board and Management Team engaged in a months-long antiracism training, with facilitated coaching sessions, to begin the journey of understanding how we can become an antiracist organization, both internally and externally through the programs and services we offer. In this regard, our staff Equity, Diversity and Inclusion Committee has been leading the charge and, as a starting point, is committed to reviewing agency policies through an EDI lens, expanding recruitment strategies to increase diversity in the agency's workforce, introducing antiracism training for all JHS staff, developing an annual plan for internal inclusion, implementing a yearly EDI survey, and looking at how to include the voice of clients in our EDI work. These are not easy conversations—nor should they be. Still, our organization is committed to long-term, meaningful change.

In addition to managing the pandemic, creating new value and belief statements, furthering our EDI work, and developing our most ambitious capital project to date—our new main office building and housing project at 289 Carling Avenue—we were successful in receiving funding from the federal government's Rapid Housing Initiative to develop supportive housing for 28 women who have been experiencing homelessness, with a focus on Indigenous women. It has long been a dream of our organization to develop a new project for women seeking services and supports, and we are honoured and privileged for the opportunity to develop this essential response.

In closing this year's message, I want to say a few words to acknowledge the work of our outgoing Board President, Richard Lamothe. Richard joined the board in 2014 and agreed to assume the role of President in 2017. Richard's support, commitment and dedication have been instrumental to the growth and evolution of the organization over the past four years. As well as providing exemplary leadership to the Board, he has put tireless energy into assisting with several complicated projects, in particular the development of our new compensation policy and the pay equity file. On behalf of our staff and clients, I want to thank you immensely for all your work and for your contribution to the mission of the John Howard Society of Ottawa!



Tyler Fainstat, Executive Director

President's Message

As we turn the page on another year, and especially as we continue to chart our way forward through the continuing health dangers and financial risks of the pandemic, I am struck again, as I always have been, by the strength and resilience of our entire staff after more than twenty months of difficulty delivering programs and services to the highly vulnerable populations we serve. Very few not-for-profit organizations operating in the social space in which we do have been able to maintain annual financial surpluses or real asset increases at the healthy levels that we have achieved. Despite the challenges and obstacles presented by COVID-19, the John Howard Society of Ottawa continues to grow and succeed in its mission to assist a uniquely wide group of clients across a variety of community and residential settings. Such progress could never have been achieved without the strong professionalism, dedication and enthusiastic determination of our management and director teams working in close collaboration with all our employees. Our vaccination rate amongst staff exceeds 98%, and is currently at 84% amongst clients—remarkably high rates which have been achieved in a voluntary manner by applying operating values of trust, civility, understanding and empathy, and outreach and education strategies.

At the Board level, over the last year we have continued our focus to improve and strengthen our governance model and processes. We researched and explored the insidious existence of racism and its systemic impact upon Black, Indigenous and people of colour in the workplace, and society more generally. As a result, the Board undertook an extensive self-examination of its demographic composition and committed itself to a new Board Recruitment Policy that will realign procedures so that Board membership is more equitable, diverse and inclusive. Already we can see the results of this new policy, and I look forward to continuing to build a stronger, more heterogeneous group of Board Directors. The Board also approved new Value and Belief Statements, a doctrine which will help ground and guide future strategic decision-making.

I would also like to thank the Board members who formed a working group to research and create a new Board Orientation and Onboarding Policy, which will be of enormous educational benefit to all new Directors when joining the Board.

Not last nor least, our Board Finance Committee has also been busy overseeing and shepherding the ongoing construction of our new Carling Avenue building, as well as the kick-off of our Lisgar Street development project under the federal government's Rapid Housing Initiative. When completed, this new supportive housing residence will provide homes for 28 women who have previously been homeless. That these two projects continue unabated, on time and within budget through pandemic conditions seems nothing short of extraordinary.

As I prepare to leave the seat of Chair of the Board, I look forward to continuing to serve as Past President. It has been my distinct pleasure to have worked with all my Board colleagues since joining the Board in the spring of 2014. I have appreciated your open and sincere collaborative approach in our meetings and discussions. You really have made my job easy and enjoyable, and I continue to learn so much from you. Thank you, colleagues.

Finally, I must thank Tyler Fainstat for his enlightened stewardship as ED, and for his wise and open counsel to me during my presidency. JHSO would not be where it is today without him.



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
you+turn Youth Support Services

Service Award

5 Years

Brandon Pasion

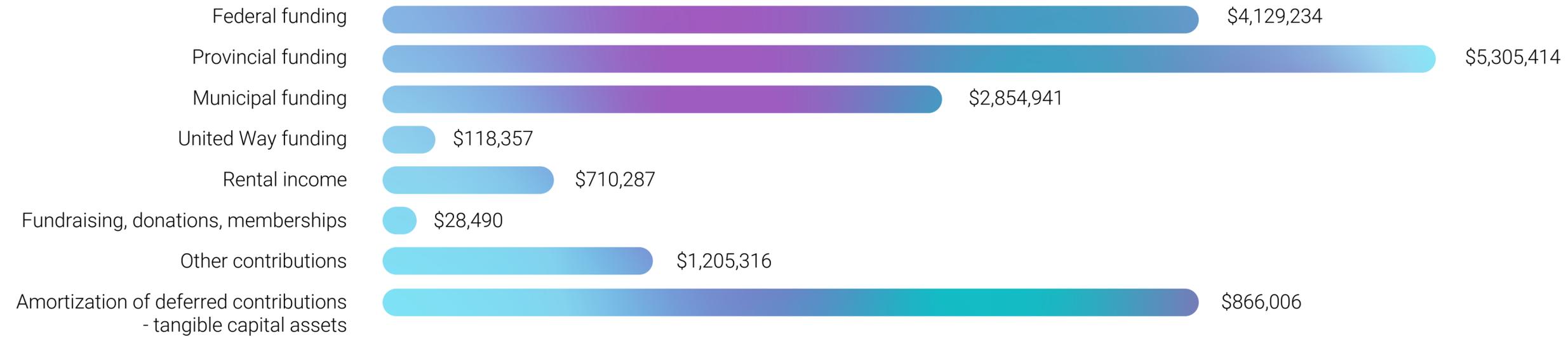
Financial Position

ASSETS	2021	2020
CURRENT		
Cash	-	\$92,000
Accounts receivable	\$1,912,006	\$1,588,932
Prepaid expenses	\$158,735	\$184,361
Current portion of loan receivable	\$35,424	\$58,202
Investments	\$1,614,525	-
	\$3,720,690	\$1,923,495
LONG-TERM PORTION OF LOAN RECEIVABLE		
	\$161,044	\$175,681
INVESTMENTS		
	\$385,329	\$4,009,255
TANGIBLE CAPITAL ASSETS		
	\$27,834,867	\$21,525,672
	\$32,101,930	\$27,634,103

LIABILITIES AND NET ASSETS	2021	2020
CURRENT		
Bank indebtedness	\$251,277	-
Accounts payable and accrued liabilities	\$1,035,288	\$1,376,208
Deferred contributions - operations	\$244,501	\$217,326
Current portion of long-term debt	\$115,807	\$112,219
	\$1,646,873	\$1,705,753
LONG-TERM		
Deferred contributions - tangible capital assets	\$11,654,804	\$12,520,810
Long-term debt	\$5,704,956	\$5,818,583
	\$17,359,760	\$18,339,393
NET ASSETS		
Capital reserve	\$641,886	\$562,312
Contingency reserve	\$174,004	\$174,004
Acquisition reserve	\$2,312,485	\$2,312,485
Invested in tangible capital assets	\$10,359,300	\$3,074,060
Unrestricted	(\$392,378)	\$1,466,096
	\$13,095,297	\$7,588,957
	\$32,101,930	\$27,634,103

Revenue

\$15,218,045



Expenses

\$14,821,020





Effective.
Just.
Humane.