

The logo for the John Howard Society Ottawa. It features the text "john howard society" in a white, lowercase, sans-serif font, stacked vertically. The text is enclosed within a white square frame that has a small notch at the bottom-left corner. Two small yellow dots are positioned above the 'o' in "john" and above the 'o' in "society".

john  
howard  
society

Ottawa

2021/2022

# Annual Report

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

# Board of Directors 2021-2022

## Executive Committee

<b>President</b>	<b>Mohamed Sofa</b> United Way East Ontario
<b>Vice-President</b>	<b>Duncan Shaw</b> Employment and Social Development Canada
<b>Treasurer</b>	<b>Glenn La Rusic</b> Accountant
<b>Secretary</b>	<b>Jody Brian</b> Director of Speechwriting and Policy Content, Bank of Canada

## Directors

<b>Kenneth Bryden</b> Ottawa Police Service	<b>Richard Lamothe, Past-President</b> Communications Consultant
<b>Hamza Khalid Butt</b> International Development Research Centre	<b>Andrew Roeske</b> Qualified Associate Financial Planner
<b>Tania Costanzo</b> Agriculture and Agri-Food Canada	<b>Bruce Simpson</b> Defence Counsel
<b>Vicki Grisim</b> Child and Youth Worker Program, Algonquin College	

# 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.



# A Message from the Executive Director & President



Tyler Fainstat,  
Executive Director



Mohamed Sofa,  
President

2021-22 was another year dominated by the pandemic. While the rollout of vaccines provided some periods of relief and a degree of normalcy, the Omicron variant, which hit us at the beginning of 2022, was possibly the most challenging phase of the pandemic in terms of sustaining our operations. We experienced a multitude of positive cases across our teams, each of which required follow-up, contact tracing, dialogue with Ottawa Public Health, and communication and care to our staff. This was not an easy period for any of our programs. Many staff members had to isolate, which meant increased workload and responsibility for our Coordinators and other team members. There is very little good to be said about the pandemic, and we all know that it will take us and our community many years to recover; but, on a positive note, over these past waves of the pandemic, we saw our JHS colleagues step up for their team members and for our clients in ways which were awe-inspiring. We are so grateful to all the staff of JHS Ottawa for the sacrifices and lengths to which you went to take care of our clients and of each other over these past two-and-a-half years. It is truly amazing!

At the Board level, this was a very tough year. Two of our most dedicated and longest-serving Board members passed away unexpectedly. Sheila Arthurs, who was on the JHS Ottawa board for almost 50 years, was deeply dedicated to the organization's mission, its staff and its clients. Possessing a great sense of humour and a sharp wit, Sheila was beloved by many staff members who had the chance to get to know her over the years. It is hard to find words to capture how much Jane Fjeld meant to so many folks on our Board and our Senior Leadership Team, and throughout our sector. She was truly one of a kind and, on a personal level, she was a friend, mentor and role model to both of us. Both Sheila and Jane gave so much to JHS and will be dearly missed! There are more fulsome tributes to both of these incredible women included in this Annual Report.

Keeping our new Values and Beliefs vibrant and at the centre of our work was a big focus over this past year. Our staff Values and Beliefs Champions Committee spearheaded a peer-to-peer initiative where staff could nominate their colleagues for exemplifying the Value or Belief being highlighted that month. We received so much positive feedback about this initiative, which also facilitated getting to know colleagues from programs across the agency. Also, a video was produced that had staff members speaking about what each of the statements meant to them. This video will

now be a part of the onboarding process for all new staff so that anyone joining JHS Ottawa will get to know our culture and what motivates the work that we do.

Labour market and supply chain issues related to the pandemic presented significant challenges for our Carling and Lisgar capital projects, both of which experienced increases in costs and delays. We are deeply appreciative of our partners at the City of Ottawa who worked with us on addressing funding shortfalls for these projects and supported us in navigating a very difficult period for the construction industry. We are very excited for the opening of our new main office and supportive housing location in mid-October 2022, and our Lisgar supportive housing program in May 2023.

Last, but certainly not least, Equity, Diversity and Inclusion (EDI) was a key priority for our agency over 2021-22 with both our Board and Staff EDI Committees developing ambitious multi-year plans. Leading the charge was our Staff EDI Committee which reorganized itself around three key EDI areas: Employee Experience, Client Experience, and EDI Planning. Some of the key accomplishments of the Committee over this past year were developing a partnership with the Canadian Centre for Diversity and Inclusion which is now offering core trainings to all JHS Ottawa staff and Board, conducting an agency-wide survey and consultation to get staff feedback, developing a new Public Holiday policy, revamping recruitment processes, and introducing a monthly inclusivity calendar. The agency's EDI work has been demonstrated through a significant increase in equity-deserving groups throughout JHS Ottawa's staff teams, including at the Manager level. While it is exciting to see some of the results of our EDI work over these past few years, we know that we are still at the beginning of our EDI journey and that this will remain a key focus of our agency for many years to come.

As we look ahead to 2022-23, we believe that there is a lot of reason for excitement and optimism. In the coming year, we will take time to come together as an agency and develop a new five-year strategic vision for the agency, a vision which builds on all of our learning and evolution from the last five years and is driven by our passion and commitment to translating our values and beliefs into action!





# In memory of Sheila Arthurs

I first met Sheila in 1982 when she interviewed me with respect to my joining the John Howard Society of Ottawa Board. Sheila was, at that time, a member of the Ottawa Executive and already a veteran volunteer with the Provincial Society and the National Society, as well as the Ottawa Society. My impression was that if I were going to work with persons like Sheila, I would enjoy my work. Sheila was soft-spoken; indeed, I cannot remember her ever raising her voice, but she exuded a quiet authority that made people listen. That was true whether she was speaking to persons in authority outside the Society or speaking at Board meetings.

Today both our local Ottawa Society and our provincial Society are exemplars of how non-profit organizations should operate but it was not always so. The Ottawa Society, and a few years later the Ontario Society, went through crises that seriously threatened their existence. Sheila played a very big part in enabling those crises to be overcome; her experience, common sense and quiet authority enabling the right decisions to be made.

It is not likely that any Canadian has devoted as many hours to the John Howard Society as Sheila Arthurs. Sheila, for close to 50 years, was involved with the John Howard Society at all three levels. Until the last, Sheila was on our Board, was our representative to the Ontario Board and the Ontario Board's representative to John Howard Society Canada.

Sheila had a very strong commitment to basic human decency and would have agreed with Winston Churchill's observation that the test of a country's civilization lies largely in the way it treats its least popular people, including prisoners. Very few people, in a volunteer capacity at least, have been in as many prisons as Sheila. Sheila visited prisons throughout Canada and did interesting work in Canada's far north. For several years Sheila was the Chair of the Ontario Society's Prison Conditions Committee.

Like Rita Thompson, Sheila cared very deeply about staff. This was apparent not only in what she said at board meetings, but what staff said in remembrance of her. Many of our employees expressed appreciation for her support, her encouragement and her advice.

It is difficult to imagine how anyone could better personify the values that our Society tries to promote. In addition to being a superb volunteer and fellow board member, those of us lucky enough to know Sheila came to know an outstanding human being who will be missed as a friend.





# In memory of Jane Fjeld

Jane Fjeld was a force of nature. When she passed unexpectedly last fall, her loss as our new Board President was felt deeply within JHS Ottawa.

But the ripples of grief extended much farther and wider than our organization. Jane was a pillar in Ottawa's non-profit community, having served in various leadership roles from her early days with the Elizabeth Fry Society to her retirement from the Youth Services Bureau.

She was known for her passion, commitment and no-nonsense approach to tackling the complex issues we all face when dealing with challenging populations. Around the Board table, you could always count on her to interject with a carefully worded combination of empathy, common sense and good humour.

First and foremost, Jane was about human relationships. There was always a reminder from her that our clients and our staff must be at the forefront of any deliberation. On more than a few occasions when the talk switched too far to budgets or processes, she brought us back to what mattered most: the people we serve and the dedicated employees who do so.

It comes as no surprise, then, that Jane was the driving force behind JHS Ottawa's efforts towards greater equity, diversity and inclusion—working to ensure that our processes and programs were truly reflective of the community coming through the agency's doors.

We benefited from Jane's extraordinary heart and beautiful mind for almost a decade. When she passed she stood at the cusp of many more great years at the helm of the Board. I'm sure we will always wonder what other great things would have come out during her tenure. But we can be grateful for the short time we had with her.

We will be. And be better. Because she existed.

## When Great Trees Fall Maya Angelou

When great trees fall,  
rocks on distant hills shudder,  
lions hunker down  
in tall grasses,  
and even elephants  
lumber after safety.

When great trees fall  
in forests,  
small things recoil into silence,  
their senses  
eroded beyond fear.

When great souls die,  
the air around us becomes  
light, rare, sterile.  
We breathe, briefly.  
Our eyes, briefly,  
see with  
a hurtful clarity.  
Our memory, suddenly sharpened,  
examines,  
gnaws on kind words  
unsaid,  
promised walks  
never taken.

Great souls die and  
our reality, bound to  
them, takes leave of us.  
Our souls,  
dependent upon their  
nurture,  
now shrink, wizened.  
Our minds, formed  
and informed by their  
radiance,  
fall away.  
We are not so much maddened  
as reduced to the unutterable ignorance  
of dark, cold  
caves.

And when great souls die,  
after a period peace blooms,  
slowly and always  
irregularly. Spaces fill  
with a kind of  
soothing electric vibration.  
Our senses, restored, never  
to be the same, whisper to us.  
They existed. They existed.  
We can be. Be and be  
better. For they existed.

# Funders

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

Ontario Health East 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



# Service Awards

## 2021-2022

### 5 Years

Chantal Cormier-Lebel  
Alexandra Cross  
Evan Darroch  
Tyler Fainstat  
David Little  
Laura Wylie

### 10 Years

Joe Morin

### 15 Years

Kelly-Jean Cardinal  
Conan MacIntyre  
Wendy McHenry  
Brian Monaghan  
Daniel Power  
John Wyatt

### 20 Years

Robert Noyes  
Mark Routliffe

# Financial Position


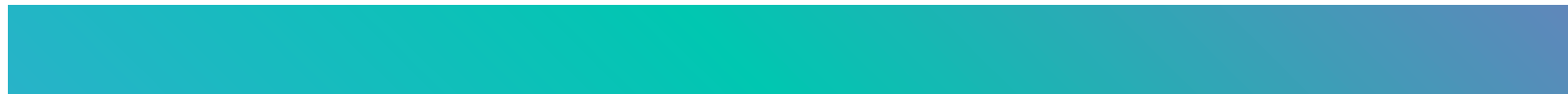






ASSETS	2022	2021
<b>Current</b>		
Cash	\$ 2,056,232	\$ -
Accounts receivable	\$ 1,892,791	\$ 1,912,006
Prepaid expenses	\$ 126,138	\$ 158,735
Current portion of loan receivable	\$ 35,424	\$ 35,424
Investments	\$ 972,640	\$ 1,614,525
	<b>\$ 5,083,225</b>	<b>\$ 3,720,690</b>
<b>Long-term portion of loan receivable</b>	\$ 104,391	\$ 161,044
<b>Investments</b>	\$ 685,329	\$ 385,329
<b>Tangible capital assets</b>	\$ 37,955,495	\$ 27,834,867
	<b>\$ 43,828,440</b>	<b>\$ 32,101,930</b>

LIABILITIES AND NET ASSETS	2022	2021
<b>Current</b>		
Bank indebtedness	\$ -	\$ 251,277
Accounts payable and accrued liabilities	\$ 2,833,560	\$ 1,035,288
Deferred contributions - operations	\$ 404,615	\$ 244,501
Current portion of long-term debt	\$ 2,242,607	\$ 115,807
	<b>\$ 5,480,782</b>	<b>\$ 1,646,873</b>
<b>Long-term</b>		
Deferred contributions - tangible capital assets	\$ 17,824,131	\$ 11,654,804
Long-term debt	\$ 7,061,479	\$ 5,704,956
	<b>\$ 24,885,610</b>	<b>\$ 17,359,760</b>
<b>Net assets</b>		
Capital reserve	\$ 707,018	\$ 641,886
Contingency reserve	\$ 174,004	\$ 174,004
Acquisition reserve	\$ 2,312,485	\$ 2,312,485
Invested in tangible capital assets	\$ 10,827,278	\$ 10,359,300
Unrestricted	(\$ 558,737)	(\$ 392,378)
	<b>\$ 13,462,048</b>	<b>\$ 13,095,297</b>
	<b>\$ 43,828,440</b>	<b>\$ 32,101,930</b>





# Revenues

**\$ 15,683,486**

Federal funding	\$ 4,346,151	
Provincial funding	\$ 5,551,059	
Municipal funding	\$ 3,153,345	
United Way funding	\$ 202,831	
Rental income	\$ 686,631	
Fundraising, donations, memberships	\$ 30,682	
Other contributions	\$ 846,781	
Amortization of deferred contributions - tangible capital assets	\$ 866,006	

# Expenses

**\$ 15,495,477**

Salaries and employee benefits	\$ 10,095,604	
Operating	\$ 3,940,292	
Administration	\$ 52,185	
Interest on long-term debt	\$ 188,307	
Amortization of tangible capital assets	\$ 1,219,089	

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Ottawa

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