



2025/2026

Annual Report.

[JOHNHOWARD.ON.CA/OTTAWA](https://johnhoward.on.ca/ottawa)

Land Acknowledgement

We acknowledge with much gratitude that all John Howard Society of Ottawa buildings, supportive and reintegrative housing programs, and other initiatives are located on the unceded, never-surrendered lands of the Algonquin Anishinaabe. The People of the Algonquin Nation have been caretakers and stewards of territory encompassing all lands of the Ottawa River watershed and its tributaries since time immemorial. We also extend our expression of thanksgiving to our Algonquin host nation for their blessings and for their support of the work we do at the John Howard Society.

Board of Directors

2025/2026

Executive Committee

Chair	Mohamed Sofa Executive Director, Britannia Woods Community House
Vice-Chair	Duncan Shaw Employment and Social Development Canada
Treasurer	Andrew Roeske Qualified Associate Financial Planner
Secretary	Jody Brian Director of Speechwriting and Policy Content, Bank of Canada

Directors

Hamza Khalid Butt Global Affairs Canada	Michelle Marie Mann-Rempel Lawyer
Megan Buttle President, Data, Digital and Design, Earnscliffe	Peter Nshimiyimana City of Ottawa
Leandra Carino Ministry of Long-Term Care Inspector	Manal Sayid Consultant-Facilitator-Trainer
Allan Clarke Consultant	Bruce Simpson Defence Counsel
Alexis Graham Director General, Temporary Workers, Immigration, Refugees and Citizenship Canada	Christopher Smith Health Canada
Richard Lamothe Business Owner	

Our Mission.

Effective, just, and humane responses that enhance the safety and well-being of our community.

Our Vision.

Safe, compassionate, and just communities, where everyone is supported and empowered.

Our Values.

- Accountability and Integrity
- Tenacity and Continual Learning
- Celebrating Uniqueness
- Engagement and Leadership
- Compassion and Care

Our Beliefs.

- Community and Connection
- A Person-Centred Focus
- A Rights-Based Approach
- A Commitment to Reducing Harm
- Dedication to Change

Our Strategies.

- A Well Workplace
- Intentional Growth, Service Innovation, and Sustainability
- A Culture of Belonging

Message from our Executive Director & Board Chair



Allan Reesor-McDowell,
Executive Director

Mohamed Sofa, Board Chair

This year's Employee Experience Survey gave us something we don't take for granted: a clear picture of what it's like to work at John Howard Society of Ottawa, from 147 full-time and part-time staff.

What we heard should make us proud. 97% see JHS making a real difference in our community. 95% say our values align with their own. 93% of staff are proud to work here. These aren't just great numbers; they're a sign that years of intentional investment in the "Well Workplace" and "Culture of Belonging" pillars of our Strategic Plan are making an impact on our workplace. Staff feel supported by their supervisors, respected in their boundaries and personal time, and equipped to meet clients with the dignity our mission demands.

We're also encouraged by the movement on equity: agreement that people of all backgrounds have equal opportunity to advance rose from 61.7% to 78.7%, a 17-point gain and the largest shift we saw. That progress doesn't happen by accident – it reflects deliberate work, including our commitment to a Truth and Reconciliation Action Plan and consistent efforts from our Culture of Belonging committee.

We must also be honest about where the survey is telling us we fall short. Only 54% of staff feel their pay is fair relative to their responsibilities, which is not good enough. The encouraging news is that we have made meaningful progress on compensation over the last couple of years. And we are actively working on additional sources of funding to ensure that each program is sustainable, which should enable us to continue investing in staff compensation going forward. But we know we have work to do.

Further on the sustainability front, we made real strides this year toward looking after the infrastructure our programs depend on: we completed building condition reports for each JHS Ottawa location, and hired a property manager who is leading a much more coordinated approach to maintaining our spaces. Both of these investments set us up to plan capital needs proactively instead of reactively, work that's easy to overlook but essential to delivering consistent, quality services over time.

To every staff member who took the time to respond: thank you for your candour. This survey has value because so many people were willing to share, the good and the hard parts alike. We're committed to acting on both.

Allan and Mohamed

Funders

2025/2026

Algonquin College

BGC Ottawa

Canada Revenue Agency through the Community Volunteer Income Tax Program Grant

Canadian Border Services Agency through the John Howard Society of Canada

Canadian Hard of Hearing Association

Centre for the Prevention of Radicalization Leading to Violence (CPRLV) /
Centre de prévention de la radicalisation
menant à la violence (CPRMV)

Children's Aid Societies

City of Ottawa

Correctional Service of Canada

Donations

Benevity

Canada Helps

Gift Funds Canada

Ottawa Community Foundation

Private, Individual and Group Donors

United Way Campaign

Employment and Social Development Canada

Ministry of the Attorney General

Ministry of Children, Community and Social Services

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

Ministry of Labour, Immigration,
Training and Skills Development

Ministry of the Solicitor General

Ottawa Police Service

Public Safety Canada

Rental Income

Rideau-Ottawa Valley Learning Network

Rideauwood Addictions and Family Services

Salvation Army

United Way East Ontario

WCG Services

you^Uturn Youth Support Services

Service Awards

2025/2026

5 Years	Christopher-James Brophy	Andrew Carey	Tania Joseph	Mohammed Njīm
10 Years	Alexandra Cross			
15 Years	Joe Morin			
20 Years	Wendy McHenry			

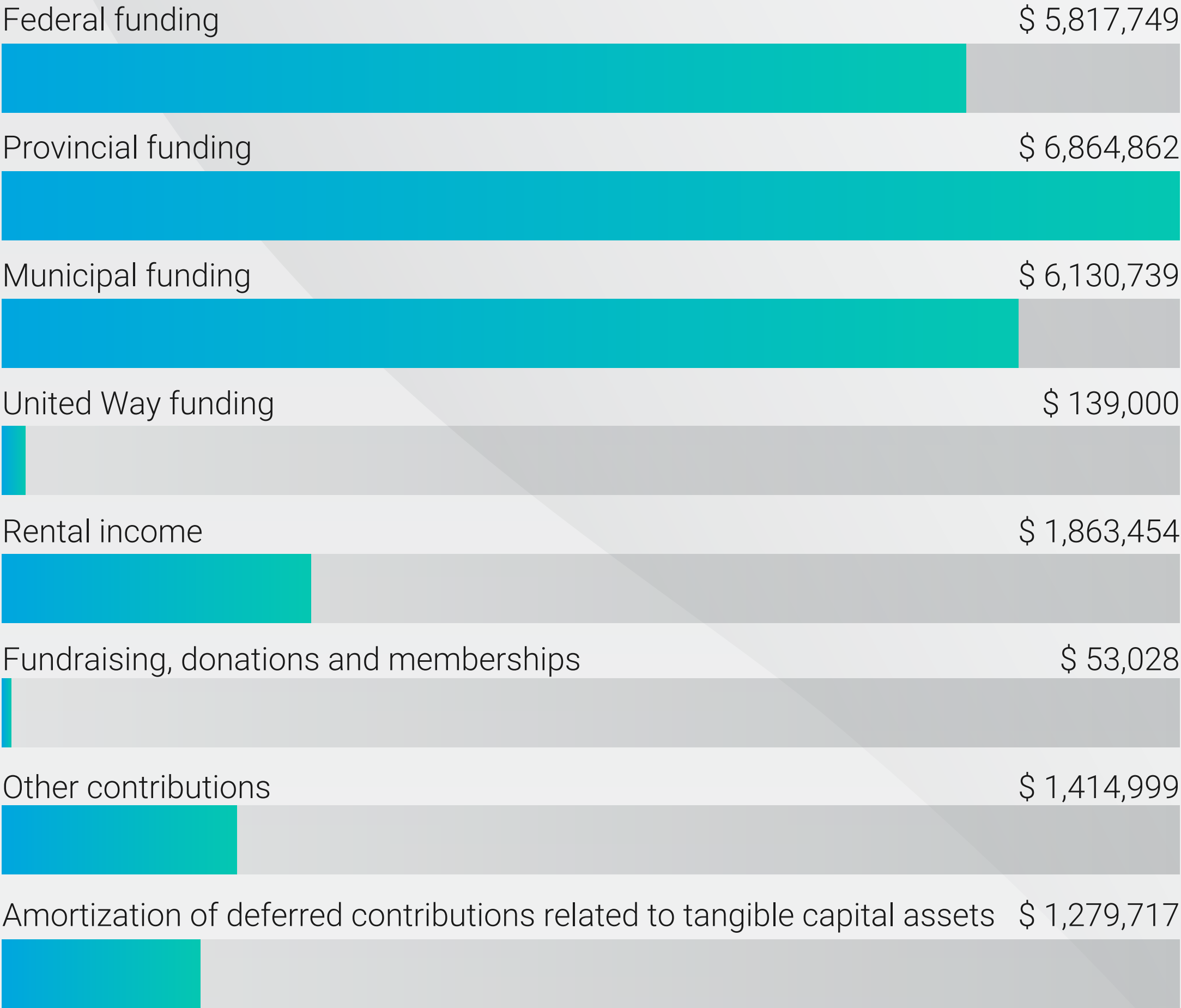
Financial Position

ASSETS	2026	2025
Current		
Cash	\$ 847,608	\$ 1,262,286
Accounts receivable	\$ 2,525,585	\$ 2,641,689
Prepaid expenses	\$ 333,425	\$ 274,595
Short-term investments		\$ 1,577,375
	\$ 3,706,618	\$ 5,755,945
Investments	\$ 3,128,910	\$ 1,616,884
Tangible capital assets	\$ 59,134,008	\$ 60,493,575
	\$ 65,969,536	\$ 67,866,404

LIABILITIES AND NET ASSETS	2026	2025
Current Liabilities		
Accounts payable and accrued liabilities	\$ 1,388,032	\$ 1,313,231
Deferred contributions - operations	\$ 303,324	\$ 891,387
Current portion of long-term debt	\$ 1,270,301	\$ 2,258,671
Due to related parties		\$ 42,150
	\$ 2,961,657	\$ 4,505,439
Long-term Disabilities		
Long-term debt	\$ 13,981,671	\$ 14,320,816
Deferred contributions related to tangible capital assets	\$ 31,794,239	\$ 32,425,444
	\$ 45,775,910	\$ 46,746,260
	\$ 48,737,567	\$ 51,251,699
New Assets		
Internally restricted		
Capital reserve	\$ 1,750,000	\$ 707,018
Operating reserve (formerly Contingency reserve)	\$ 1,750,000	\$ 174,004
Acquisition reserve		\$ 2,312,485
Invested in tangible capital assets	\$ 12,087,797	\$ 11,488,644
Unrestricted	\$ 1,644,172	\$ 1,932,554
	\$ 17,231,969	\$ 16,614,705
	\$ 65,969,536	\$ 67,866,404

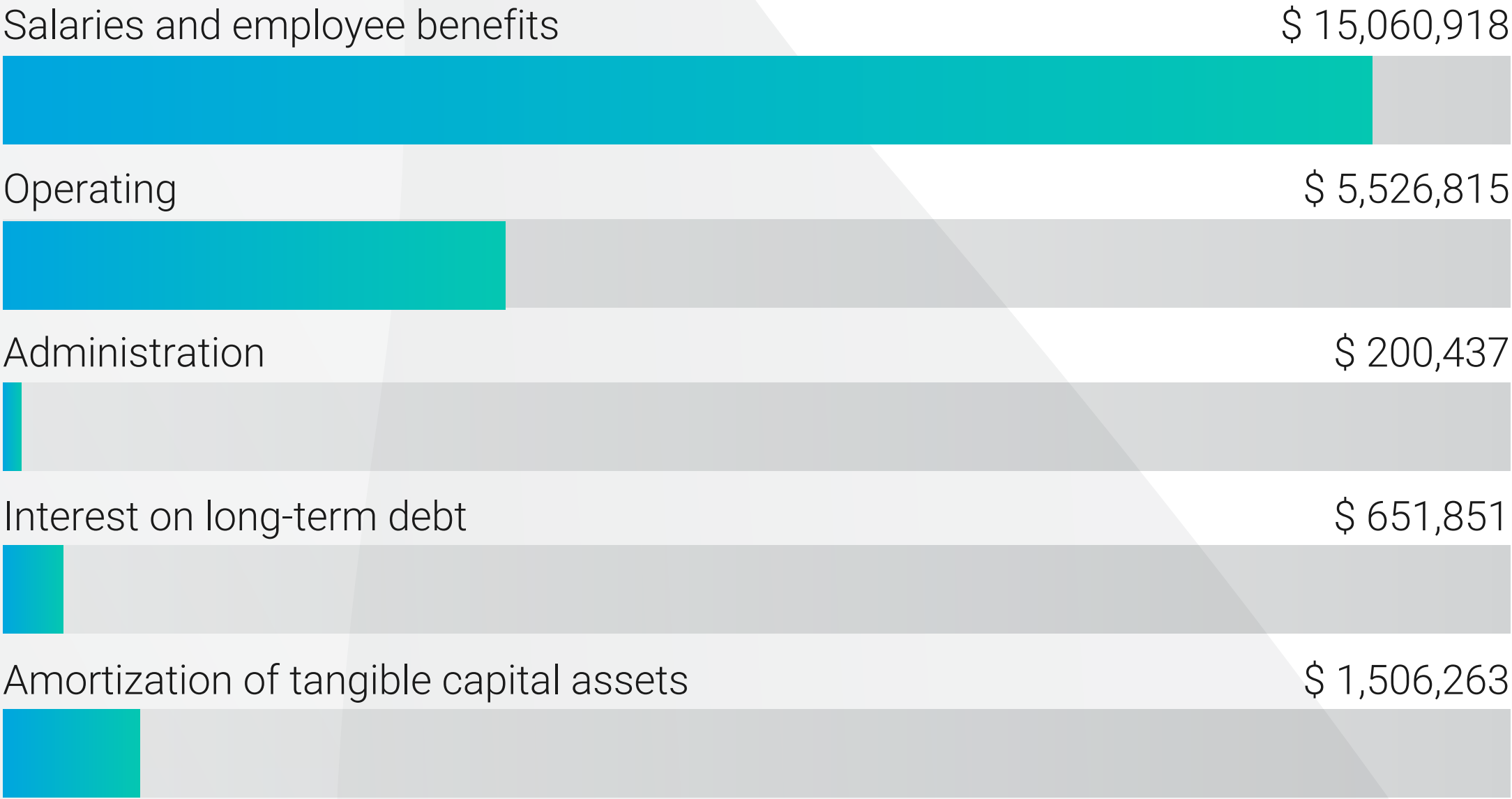
Revenues

\$ 23,563,548



Expenditures

\$ 22,946,284





Effective.
Just.
Humane.

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