



john  
howard  
society

Toronto

Annual Report

2021-22

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Jackie  
vanEgmond



# President's Message

Staff, Funders, Clients & Partners,

On behalf of the Board of Directors, it is my pleasure to submit this report to the membership, and sincerely thank the John Howard Society of Toronto community - our Interim Executive Director, management and staff, our funders, community partners, and of course, our clients. The last two years have presented many challenges and it has only been through the hard work, dedication, and perseverance of this very talented and resilient group that we not only pushed forward but continue to provide exemplary service to our clients and community.

Over the past two years, our Board has made meaningful progress to the following:

- Continued focus on diversity and inclusion;
- Refreshed the Strategic Plan;
- Completed an Audit of the Society's Financial Review Processes;
- Completed the first phase of an Organizational Capacity Assessment; and
- Recruitment of new and diverse Board Members to maintain a full Board, and continued enhancement of our Board Governance and On-Boarding processes.

## 2020-2022 Year in Review

Looking back, the organization faced many challenges with the ongoing COVID-19 pandemic. We, like many organizations, had to make immediate adjustments to our programs, staffing models, and even the way in which we worked. With your support, we were able to ensure that our clients were well-served and that our staff remained safe. We have emerged stronger than ever because of the support of our staff, partners, funders and Board of Directors who helped us weather this difficult and still uncertain time.



Operationally we have performed well and over the past several months have seen increasing capacity in our residential programs to almost pre-pandemic numbers, including at the Walter Huculak House. Our cash operating costs remained steady, but at a deficit. However, the deficit was lower than planned as the organization saw increased year over year revenues in FY21 and increases in program capacity throughout the year.

We were proud to end the year providing the great services to our clients that John Howard Society of Toronto has always been known for.

### **Path Forward: 2023 Outlook**

As we look forward, we will focus on implementing our refreshed Strategic Plan within the following Strategic Pillars:

**Clients/Service Users** - Achieve continuous improvement in client recidivism, health, housing, and employment outcomes.

**Learning and Growth** - Build a culture of performance and learning that is supported by collaboration, internal research and evidence-informed best practices.

**Operations** - Modernize and expand the scope of our operational infrastructure. Ensure it is comprehensive, adaptive to change, efficient, insightful, and data-driven.

**Stewardship** - Support a resilient organization that empowers positive change.

We are also looking forward to beginning collective bargaining in the coming months as we approach the end of our collective agreement in March 2023.

As we continue to find even better ways to operate, we will focus on the implementation of the findings from our Organizational Capacity Assessment. This will allow us to operate more efficiently and effectively, reduce pressure on our staff, and allow better opportunities for training and growth within the Society. We have also been focused on instilling measures to balance the budget in FY23. We are counting on your support through these changes so that we can continue to offer the high-quality support to our clients that we are known for.

Never before have I been more grateful for and reliant on our staff, managers and Interim Executive Director than I have been over the past two years. Their passion and their willingness to put the time and effort to properly position the Society for strength in these very difficult times is greatly appreciated.

Thank you again for your excellent work and contributions over the past year! As always, we greatly appreciate your generosity, your partnership, and your friendship.

Warm regards,  
Jackie vanEgmond, President & Board Chair

# Post Incarceration Housing



Suffice it to say, the lockdowns of 2019 spelled disaster for the clients and providers of social services everywhere. There were tolls both reported and unreported; while each new day had a rate of death and infection, there was harm done to society's most marginalized people that is still difficult to quantify looking back. The consequences of isolation, the alienation from gainful and 'essential' employment, and the difficulty in accessing social services, set the stage for widespread degradation of outcomes for community members. During this era, we at the Post-Incarceration Program saw our stats dwindle to 3 housing events a year, down significantly from the heyday of the department, when there would be at least 2-3 per month. Some of our homeless clients were having their encampments torn down and being herded into City-commandeered social distancing respites. Some of our housed clients demonstrated a much higher need for human connection, eviction prevention, and administrative support during this time, just when it would be the most difficult to obtain it.

Compounding these realities was the usual staff attrition. Two of our most seasoned case managers and subject matter experts went on to work for the public sector, and the longtime leader of the department retired from duty. As the team was restructured, a newly hired housing support compliment was able to breathe new life into the program. With the province's economic reopening, we too were open for business, coming to the table with fresh partnership prospects and some longitudinal strategic vision. We were able to greatly improve upon the past years' dismal numbers, and in the 2021 year, we were able to house 12 reintegrating men and provide them with case management support. We've resumed our presence in community clusters, resumed several of our outreach posts, and have engaged upon exciting pilot projects with hotel programs and the diversion courts. The department has seen many faces over the years, and we are again recomposing. We are optimistic for a 'post-Covid' return to normal, but will have to be ready to accept and adapt to a 'new normal'. As we continue to work with funders, partners, and staff to support safer communities and meaningful reintegration, signs are quite encouraging, indeed!



# Mental Health and Addiction Peer Support Program (MAPS)

The Mental Health and Addiction Peer Support Program (MAPS) launched in March 2021 for John Howard Society of Toronto, Peel, and York Region and is now in its second year and has been a great success with high retention and client engagement. The peer support program is funded by the Solicitor General of Ontario (SOLGEN), and is a program staffed by people with lived experience (PWLE) who work one on one with individuals on probation to assist in connecting them with community supports, making referrals, providing accompaniments, navigating systems, advocating on their behalf, and helping them to realize and achieve their reintegration goals. In the current model, clients are referred by their probation officer to the program via the client's consent to partake in the program. Since the start of the program, the outcomes have shown to be extremely impactful and an indispensable connection for clients to services through rapport building and working alongside other service providers to ensure a circle of care and understanding. Through this program JHST has continued to develop strong community partnerships and case management with other organizations and has seen some amazing success stories of client's achievements and goal obtainment, everything from securing housing, engaging in more pro-social activities, getting access to medical care and proper medication, completing taxes, getting their government issued ID, using safer drug use practices, completing HEP C treatment, gaining employment, getting connected to income supports: Ontario Works and ODSP, and attending and partaking in treatment programs. This program continues to see high numbers in referrals and has shown that providing one on one peer support can bridge a gap between client and service provider. This program was able to still function effectively during COVID restrictions and was needed even more due to a reduction of services and the need for clients to have access to online measures for services. At the moment there are currently 43 active clients being served and 18 pending.

# System Navigator Program

The SNP program is a new program which just recently started in July. The program is designed to provide short-term (4-6 weeks), intense case management for individuals being released from the Toronto South Detention Centre (TSDC). These individuals are considered high-risk priority groups who are without supports upon release and require immediate assistance with barriers such as, mental health, substance use, housing/shelter, identification, and getting connected to services. The program is intended to be a protective factor to help individuals from cycling back through the criminal justice system and be able to navigate systems upon release to increase the chances of community reintegration. This program is in conjunction with the new roles of Community Reintegration Officers in the TSDC who partake in discharge planning of high needs individuals are the primary referral source to the SNP program. The SNP staff is in the process of gaining access to go inside the Institution in order to complete intakes pre-release and create a positive association with JHST to increase the likelihood of service retention once released and out in the community. We have seen a high number of referrals so far and are excited to connect clients to the services and supports they need.

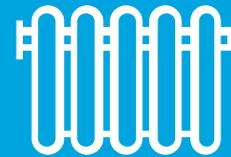
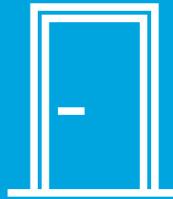
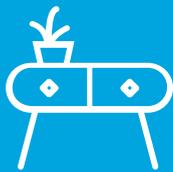


# Homes For Good

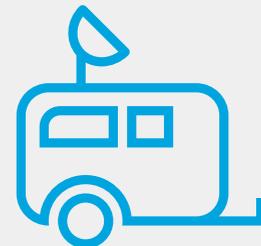
Over the last couple of years, The Home for Good Program has seen some significant changes, faced many challenges, and achieved some successes.

In December of 2020, Karen Crawford came into a management position, with the motivation to expand our program and build on our services in a way that would evolve our program and benefit our clients. At the same time Covid-19 was dominating the world and creating many barriers to our client's accessing essential services. The Society witnessed how the limitations to mental health and addiction services would have a huge impact on our clients. We were also facing a shortage of staff during this time, so our small team had to get creative, and focus on constant connection with clients to ease the feeling of isolation and detachment.

The hope is that we are finally coming out on the other side of this and that the Home for Good Program has a bright future. One of the biggest achievements of 2022, has been the approval of 16 additional subsidies from the City of Toronto, and the acquisition of a location that will house this number of clients. We are building our team, working with some innovative ideas and striving to create stepping stones for the individuals that require this support.



## Reintegration Service Trailer

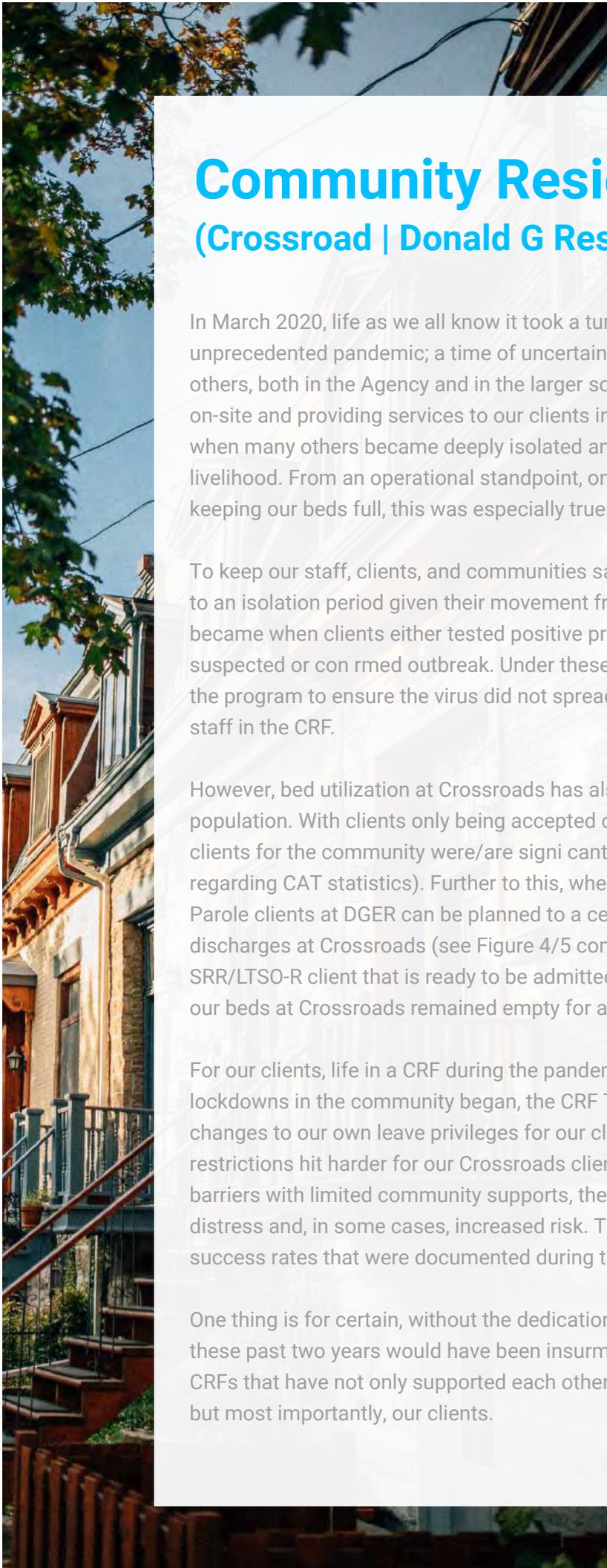


Over the last couple of years, the Reintegration Service Program/Trailer has had a fair share of barriers and struggles in implementing desired deliverables due to certain logistical complications and obstacles. One for example, is being parked on the TSDC Parking Lot property and not having a brick and mortar location in proximity of the detention centre. This at times has affected staff retention and services offered, and we are required to work within certain perimeters where there are known systematic breakdowns affecting service delivery. Since this is a fairly new model, JHST is constantly learning and improving along the way by concentrating on health and safety, staff satisfaction, and how to best serve those being release. The necessity of the program still remains the same and is recognized as a program that no other provider offers. The Institutional staff at the TSDC also recognize the requirement for the service of offering immediate needs to those lacking supports and providing harm reduction education, supplies and knowledge in order to reduce the higher risk of overdose among those who have been incarcerated and then released. In November of 2022 the hard decision to close the Trailer was made. This decision was not taken lightly and the choice was made to reevaluate and restructure the output and outcomes. JHST management is currently in the process of revitalizing the program and connecting once again with community partners to ensure the program is successful and all it can be for our service users.



## Record Suspension

In the record suspension program, clients are assisted in applying to the Parole Board of Canada for a record suspension (formerly known as a pardon). We currently see most of our clients in person at one of our locations. However, we are also flexible with working with clients through email and by mail. Despite all of the limitations of COVID-19, the need for the program was evident with over 500 calls, 300 clients, and 158 record suspension approvals. This process can be overwhelming and complex, so our workers have the expertise to ensure they have the appropriate documentation and are supported through the application period. A record suspension is valuable and essential for clients to move forward in life, find stable employment, finalize their education, be able to travel, and volunteer in the community.



## Community Residential Facilities (Crossroad | Donald G Residence)

In March 2020, life as we all know it took a turn that no one was expecting. We entered an unprecedented pandemic; a time of uncertainty and panic was felt globally. Unlike many others, both in the Agency and in the larger society, our staff teams in the CRFs remained on-site and providing services to our clients in person. We were grateful for that, especially when many others became deeply isolated and unfortunately for some, lost their job and livelihood. From an operational standpoint, one of the biggest challenges we faced was keeping our beds full, this was especially true for the Crossroads Program.

To keep our staff, clients, and communities safe, new arrivals to the program were subject to an isolation period given their movement from the institution to the community. The issue became when clients either tested positive prior to their release or the setting itself was in a suspected or confirmed outbreak. Under these circumstances, clients were not accepted into the program to ensure the virus did not spread further or infect otherwise healthy clients and staff in the CRF.

However, bed utilization at Crossroads has also been affected by the shift in client population. With clients only being accepted on SRR and/or LTSO-R, the number of suitable clients for the community were/are significantly lower than Day Parole clients (see Figure 9 regarding CAT statistics). Further to this, whereas discharges and admissions for Day Parole clients at DGER can be planned to a certain degree, with several unexpected discharges at Crossroads (see Figure 4/5 compared to Figure 7/8) there typically is not an SRR/LTSO-R client that is ready to be admitted to the program on short notice. As a result, our beds at Crossroads remained empty for a longer period when compared to DGER.

For our clients, life in a CRF during the pandemic brought a new set of challenges. When lockdowns in the community began, the CRF Team had to adapt and implement these changes to our own leave privileges for our clients. In this writer's opinion, the impact of the restrictions hit harder for our Crossroads clientele. As a population already facing significant barriers with limited community supports, the isolation that resulted increased emotional distress and, in some cases, increased risk. This likely contributed to the unusually low success rates that were documented during these fiscal years.

One thing is for certain, without the dedication, support, and work ethic from our CRF Teams, these past two years would have been insurmountable. They have been the backbone of the CRFs that have not only supported each other and JHST through these challenging times, but most importantly, our clients.

# Anger Management

The John Howard Society Services Adult Males (18+) who have been in conflict with the law or are at risk of conflict with the law. We also provide service to voluntary clients (no contact with the law). The program has been in operation for over 20+ years. This year alone, we have served approximately 150 clients. As we pivoted from in-person to virtual to hybrid, we have continued to support our community with this vital program.

The goal of the program is to assist clients in identifying where they learned their particular style of anger and what their feelings are regarding their anger style. Over the course of the six weeks, clients will be provided with educational material on how to express anger in a positive and productive manner.

## (YT2E) Youth Training 2 Employment

The Youth Training 2 Employment (YT2E) is an employment program that is funded by the Government of Canada. This is a three program with the goal of servicing 150 participants within and around the GTA. The basis of the program is to help youth aged 15-30 to navigate through the labour market and to successfully transition into sustained employment and this is done during a 14-week period. The breakdown of the program is as follows;

- Week 1-4 is the Employment Skills Training. Here clients learn essential and employment skills including career exploration, and other activities aimed at improving employment readiness and job maintenance.
- Week 5-6 is the Employment Service Training. Here clients engage in activities designed to assist in job searching and how to obtain employment.
- Week 6-14 is the Quality Employment Opportunity. During this stage, clients are given an 8-week job placement to learn on the field work experience.

Since the start of the program (2021) we have served 56 participants and we have been able to provide 24 participants with job placements.

# Harm Reduction Network

Harm Reduction Education Network is an educational program available by online video/Zoom training offered to organizations, schools, community groups, and groups of people who want to educate themselves about the Overdose Crisis, Harm Reduction and Naloxone training.

Training includes:

- Drugs 101
- Harm Reduction Information
- Overdose Protocols for Agencies
- COVID and the Overdose Crisis (all training includes Naloxone Training)

John Howard Harm Reduction Training has been taking place for over 4 years. During that time, we have gone to agencies (Native Child and Services, Jewish Child and Family Services, the University of Toronto Greek Societies) as well as any group requesting training. In the past year, we have trained over 600 students affiliated with nursing, PSW and fulfilling an important part of their education.

# Relapse Prevention

The relapse Prevention program utilizes a psycho/social approach and includes the following topics; setting achievable goals, health and wellness, anger management, harm reduction and developing strategies to avoid relapse. The John Howard Relapse Prevention has assisted over 500 clients who have come to us via court orders, bail conditions, parole and probation orders. We were able to offer both virtual and phone services which were of vital importance during COVID and the necessity of isolation. Clients could attend from their homes and not spread COVID while still feeling safe in regards to their own health.



# PAR (Partner Assault Response) Program

PAR is a Psycho-educational group counselling program offered by JHST. It is available to men in conflict with the law that are mandated to attend in response to Domestic Violence or Intimate Partner Violence related charges or convictions. All referrals are made through Courts or Probation & Parole Offices. Therefore, self-referrals cannot be accepted. The referrals are processed via the PAR Centralized Intake & Referral Services – CIRS. To determine eligibility and specific counselling needs, men are scheduled with an intake assessment/orientation session followed by group counselling sessions. This program is offered in a 12 weeks-12 sessions, once a week format, with group options available 6 days per week between Monday to Saturday. Group sessions are conducted throughout Toronto to ensure accessibility for participants. The victims and/or partners of the enrolled participants are offered with supports; including safety planning and information on relevant community resources. This program is funded and operated under the guidelines of the Ministry of the Attorney General.

In the Fiscal year 2021-2022 PAR processed about 174 clients' referrals, processed 118 intake assessments, and assisted 108 clients to participate in the groups.

PAR's Partner Contact services served about a total of 75 victims of the male PAR participants, with 421 contacts made and 69 safety planning completed with the victims. Partner Contact service also served about a total of 8 current/new partners of these male participants, with 28 contacts made and 3 safety planning completed.

Due to the social distancing and lockdown restrictions, PAR program services adapted to a virtual and over the phone model to serve the service recipients during this fiscal year.

## PAR Centralized Intake and Referral Service – CIRS

CIRS is exclusively provided to process referrals for all the PAR program serving agencies across Toronto, and at times out of town courts. All referrals to CIRS come through Probation and Parole or the Domestic Violence Division of Courts. Referrals are processed for all genders, as per the individual's requirements. There are no self-referrals to CIRS. This program is funded and operated under the guidelines of the Ministry of the Attorney General.

In the Fiscal year 2021-2022 CIRS processed about 1571 male referrals and 214 female referrals to the 10 PAR serving agencies across Toronto, and 1 male referral to an Out of Town PAR serving agency. CIRS service also complied with the social distancing and lockdown restrictions, and served the clients over the phone and virtually in collaboration with the Toronto Courts and Probation Offices during this fiscal year.

## Institutional Services

Our senior staff, Tanya Dimitrijevic, Institutional Worker has continued to show her excellence and dedication to providing services and DAAP programming to individuals detained at the Toronto South Detention Centre. Throughout COVID, continued lockdowns, and restrictions, Tanya was still committed to delivering services via video calls ensuring limited interruption of services to those most vulnerable to accessing programs and services. Over her years of service, she has built strong relations with our community partners within the institution and her work with the individuals inside is acknowledged and appreciated. Tanya also acts as a representative for JHST on several focus tables. Her advocacy work for individuals within the institution gives a voice to those that might not have one and/or are confined by the systems in place and their limitations. Going forward we will be focusing on rebuilding our institutional services: Get Started and reinstating an Institutional Housing Worker. We would also like to revisit and expand on the Poetic Justice Program that was once a part of the reintegration programming.

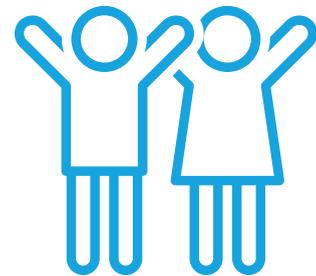
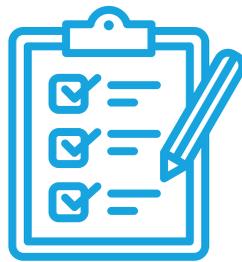
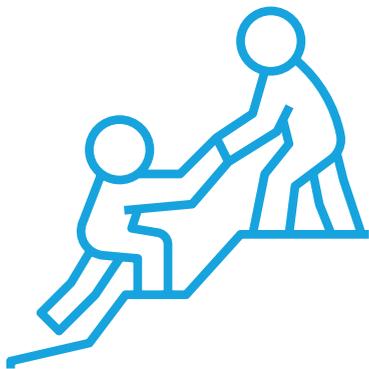


# HIPP - Helping Individuals Plan Positively

The Helping Individuals Plan Positively (HIPP) program was inspired by JHS Toronto's Aboriginal Native Inmate Liaison Officer (NILO) Institutional program. In 2016, JHS Toronto piloted an earlier version of HIPP inside two correctional institutions, the Toronto East Detention Centre and the Toronto South Detention Centre.

The Helping Individuals Plan Positively (HIPP) program is based on an anti-oppressive, strength-based approach to engaging and empowering youth to take part in prosocial activities and develop actionable goals for their career and educational advancement. The HIPP program incorporates a number of core strategies, including (1) individualized case management and counselling, (2) group programming, and (3) community engagement and education workshops.

The HIPP program successfully engages with approximately 100 community service providers and agencies such as COTA Health, The Neighbourhood Group (TNG), Springboard, and Guns & Gangs through Toronto Police Services, just to name a few. This past fiscal year, HIPP served 317 clients.



## Crossroads Youth Program

CYP is an African Caribbean youth-centred program for those aged 16 - 24 years old who are at risk of becoming engaged in pro-criminal behaviours. Through individualized case management and group programming, youth have access to positive social and personal development opportunities. Culturally Specific Programming is incorporated to reduce the over-representation of Toronto's most marginalized youth, families and communities that are impacted by youth violence. The curriculum focuses on What's Important to youth; Youth Identity, Culture, Anger and Aggression, Masculinity and Violence, Strengths and Coping Skills, Supplementary Units, and Healthy Relationships. This past fiscal year, 10 youths coming through probation successfully gained the skill sets from the CYP program.

Crossroads Youth Program is funded through a contract with Ministry CCSS and a Partnership with NAIFA (National African Integration and Families Association). NAIFA is a grassroots community-based charitable agency formed by concerned African Canadian community members in 1993. It was incorporated in 1994 under provincial legislation with a mandate to provide culturally sensitive services and programs to African Canadian communities in Toronto and its surrounding areas. NAIFA Provides Cultural counselling, Immigration Supervision and Support Services Program (ISSS) Cultural Assessments Immigration and refugee status-related Supports.

# Direct Accountability Program (DAP)

The Direct Accountability Program operates at the Metro North (1000 Finch Ave. West Court) and the Metro West Court (2201 Finch Ave. West Court). The DAP is an alternative to prosecution, allowing for accused persons with little or no prior involvement in the criminal justice system, and who have been charged with minor offences to have their charge(s) withdrawn. For the year 2021 Metro North DAP processed 120 referrals while Metro West processed 175 referrals. Appropriate Level One Offences continue to be referred to the program. There is a noticeable increase in Level Two offences being referred to the DAP. Of the 175 referrals received at Metro West court 54.4% were Level Two offences while 32% of cases referred to Metro North DAP were Level Two offences.

Quite noticeable as well is the more complex needs of these referred clients. On average, majority of clients have disclosed addiction issues, homelessness or mental health related issues. Clients often disclose generalized anxiety, fears about the coronavirus and the vaccine, expression of hopelessness, sadness and depression induced by the covid19 pandemic.

Both Metro North and Metro West are seeing an increase in Domestic Violence (DV) related charges that would have been traditionally managed through the Early Intervention (EI) stream with the condition of attendance to and completion of the Partner Assault Response (PAR) Program. For this reporting period 14.4% of the DAP referrals at Metro West court were DV-related charges.

The DAP continues to be offered remotely. Virtual court has allowed for the possibility of remote client attendance. DAP Clients have been able to complete DAP sanctions and be in attendance at court from other provinces within Canada or from other countries like Nigeria, Jamaica, Ghana, Cameroons, USA, etc. While remote access is much more conducive for some clients, there are other clients whose level of frustration and anxiety have seemingly increased due to lack of or limited digital literacy skills and or lack of internet access or electronic device.

## ASAP & CSI PROGRAM OPTIONS

The Anger and Substance Awareness Program (ASAP) is a two session psychoeducational program offered in a small group format and funded by MAG to address the needs of clients who identify challenges with both anger and substance use. The Counseling, Support and Intervention (CSI) program also funded by MAG is a solution focused counseling option offered to individuals with varying needs.

41 clients attended and completed the ASAP program for the year 2021 while 121 clients received counseling supports through the CSI program.

The complexity of client needs is also noticeable in the cases referred to the ASAP or the CSI program. Majority of the cases referred are Level Two Offences inclusive of Assaults (including DV related incidents), Endangering Life, Criminal Harassment, Utter Threats. Much programming focus has been on the use of CBT to equip clients with emotional regulation skills, harm reduction skills, stress management skills, increasing consequential thinking and understanding impact of actions on victims.



# JHST wants to congratulate the 2021-2022 award recipients



## Joseph Barbaro Award of Excellence

Joseph Barbaro Award of Excellence is presented annually to a staff member that has lead by example. This award is presented by the John Howard Society of Toronto to Luca Jefferson for his dedication and commitment to his team and the clients they serve during a difficult period of transition.

## Walter Huculak Spirit Award

Walter Huculak Spirit Award is awarded to an individual who has recognized their own potential and made a difference in their life. This year's Client recipient is Jason Habibullah and Staff recipient is Joanne Amos

## The President's Award

The President's Award is presented to those that dedicate their time, have an unwavering commitment to our clients and support the mission of JHST. This year JHST was extremely fortunate to have two individuals worthy of this level of recognition Ben Dixon and Karen Crawford.

## Volunteer of the Year Award

Volunteer of the Year Award is presented annually to someone who has giving their time and supported the work of JHST. This year's recipient is Kamron Zahedi.

## Harold Johnson Award

Harold Johnson Award is presented annually to someone who has giving their time and supported the work of JHST. This year's recipient is Rene Labonte.



**JOHN HOWARD SOCIETY OF TORONTO  
STATEMENT OF OPERATIONS  
FOR THE YEAR MARCH 31, 2022**

	<u>2022</u>	<u>2021</u>
<b><u>REVENUE</u></b>		
United Way	\$ 471,682	\$ 559,346
Delta Bingo	31,834	8,943
City of Toronto	1,538,345	1,344,335
Government of Canada-CSC & Public Safety	2,282,107	1,721,658
Ministry of Attorney General	832,638	830,567
Foundations & other agencies	206,365	151,039
Ministry of Community & Social Services	394,341	375,533
Fees for service	93,581	124,633
Donations and fundraising	142,273	55,471
Covid 19 (Note 15 )	94,418	370,115
Other	13,746	16,596
	<u>6,101,330</u>	<u>5,558,236</u>
<b><u>EXPENSES</u></b>		
Advertising & promotion	5,757	4,257
Amortization	108,940	102,444
Bank charges	1,943	2,132
Food	66,794	68,241
Furniture, equipment, computer lease	26,225	37,130
Insurance	36,126	31,799
Mortgage interest	50,450	55,843
Office supplies & expense	48,898	49,618
Postage, fax, courier, publications	8,976	9,979
Printing, copying	10,910	10,942
Professional fees	169,584	279,392
Program	775,000	487,802
Program-Covid 19	42,509	74,728
Rent	185,247	182,670
Salaries & benefits	4,212,807	3,868,948
Security system & cleaning & maintenance	173,819	215,401
Staff training	18,788	13,794
Telephone & internet	95,231	97,917
Travel	40,543	28,642
Utilities	63,432	58,621
	<u>6,141,979</u>	<u>5,680,300</u>
<b>Excess of Expenses over Revenues</b>	<b>\$ (40,649)</b>	<b>\$ (122,064)</b>

**JOHN HOWARD SOCIETY OF TORONTO  
STATEMENT OF FINANCIAL POSITION AS AT  
MARCH 31, 2022**

**ASSETS**

	<b><u>2022</u></b>	<b><u>2021</u></b>
<b><u>CURRENT</u></b>		
Cash	\$ -	\$ 236,549
Cash-operating reserve (note 2)	781,735	777,838
Cash-Bingo (note 18)	41,174	14,990
Accounts receivable	65,727	97,544
Accounts receivable-government	422,355	336,562
HST receivable	31,194	55,524
Prepaid expenses	<u>78,015</u>	<u>77,998</u>
Total current assets	1,420,200	1,597,005
<b><u>LONG TERM</u></b>		
Cash-Building reserves (note 2)	22,984	11,493
Capital assets (notes 3 & 4)	<u>2,529,735</u>	<u>2,624,374</u>
Total long term assets	<u>2,552,719</u>	<u>2,635,867</u>
	<b><u>\$ 3,972,919</u></b>	<b><u>\$ 4,232,872</u></b>

**LIABILITIES**

<b><u>CURRENT</u></b>		
Bank indebtedness	\$ 107,217	-
Bank loan (note 6 & 12)	14,000	-
Accounts payable & accrued liabilities	508,121	\$ 595,469
Accounts payable-government	1,712	2,273
Deferred Contributions (note 5)	18,820	153,895
Current portion of long-term debt (note 6 & 7)	<u>1,101,317</u>	<u>129,252</u>
Total current liabilities	<u>1,751,187</u>	<u>880,889</u>
<b><u>LONG TERM</u></b>		
Mortgages payable (note 6 & 7)	<u>-</u>	<u>1,101,093</u>
	<u>-</u>	<u>1,101,093</u>
Total liabilities	<u>1,751,187</u>	<u>1,981,982</u>

**FUND BALANCES**

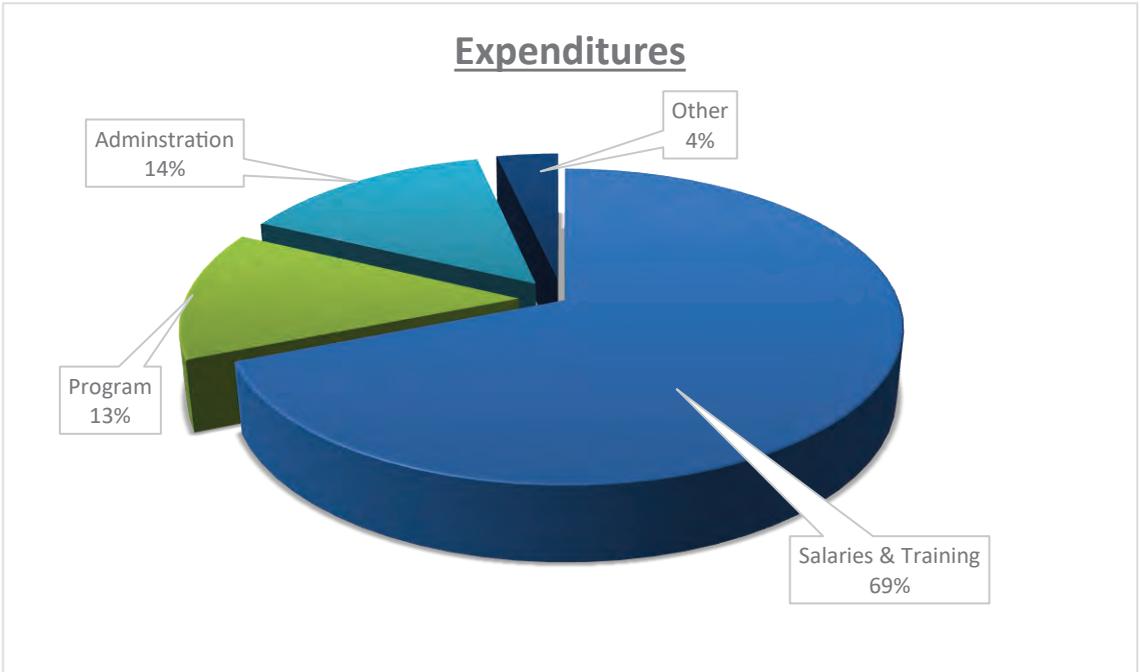
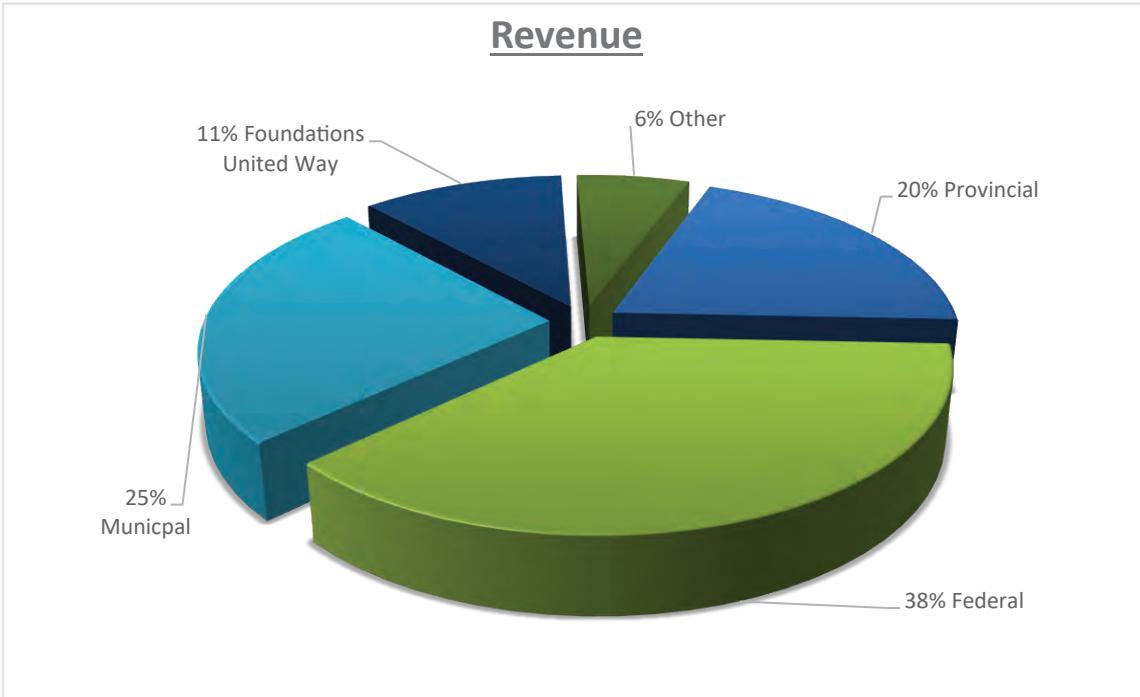
Benevolent Fund (note 2)	1,730	1,730
Operating Reserve Fund (note 2)	781,735	773,575
Eglinton Building Reserve Fund (note 2)	12,000	-
419 Jones Reserve Fund (note 2)	10,984	11,493
General Fund (note 2)	<u>1,415,283</u>	<u>1,464,092</u>
	<u>2,221,732</u>	<u>2,250,890</u>
	<b><u>\$ 3,972,919</u></b>	<b><u>\$ 4,232,872</u></b>

On behalf of the Board:

	Director
	Director

Revenue	
Provincial	20 %
Federal	38 %
Municipal	25 %
Foundations/United Way	11%
Other	6%

Expenditures	
Salary & Training	69 %
Program	13 %
Adminstration	14 %



# Thank You to All of Our Funders



**and the generous donations made by individuals in support of our mission!**

## Office Locations:

**Main Office:** 1669 Eglinton Ave. west, Toronto, On., M6E 2H4  
(416) 925-4386, Fax: (416) 925-9112

**Housing Office:** 924 Danforth Ave., Toronto, On., M4J 1L9,  
(416) 925-4387

**Crossroads Reporting Centre:** 779 Danforth Ave., Toronto, On., M4J 1L2  
(416) 462-3684

**Scarborough Office:** 1911 Kennedy Rd., Suite 105, Scarborough, On., M1P 2L9  
(647) 849-1541

**Lakeshore Office:** 3313 Lakeshore Blvd. W., Etobicoke, On, M8W 1M8  
(416)792.7808

**Reintegration Services Trailer:** 160 Horner Ave (Parking lot), Etobicoke, On, M8Z 4X8



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