



2024 - 2025

Annual Report





Contents

President's Message	pg.2
Message from our Executive Director	pg.5
Staff Photo Collage	pg.7
Adult Services	
Institutional Services	pg.8
Reintegration Service Trailer (RST)	pg.9
Mental Health & Addiction Peer Support Program (MHAPS)	pg.10
Anger Management	pg.10
System Navigator Program (SNP)	pg.11
Direct Accountability Program (DAP)	pg.12
Partner Assault Response (PAR)	pg.13
PAR – Centralised Intake And Referral Service (CIRS)	pg.13
Donald G. Evans Residence (DGER)	pg.14
Walter Huculak House (Crossroads Program)	pg.15
Crossroads Day Reporting Centre (CDRC)	pg.16
Homeward Bound	pg.17
Closing Reflections on the Record Suspension Program	pg.17
Homes for Good (H4G)	pg.18
Youth Services	
Crossroads Youth Program (CYP)	pg.19
Helping Individuals Plan Positively (HIPP)	pg.20
Youth Training 2 Employment (YT2E)	pg.20
Planning Tables	pg.21
Financials	pg.22

President's Message



Melissa
Branco

Reflecting on Achievements and Looking Ahead

On behalf of the John Howard Society of Toronto's ("JHST") Board of Directors, it is my distinct privilege to present this year's Annual Report, a reflection of the impact we have made together and our aspirations for the future. Each year provides us with an opportunity to pause and celebrate the progress we have achieved, the challenges we have overcome, and the opportunities that inspire our mission. This past year has been no exception.

Achievements and Progress

The foundation of JHST's success lies in the unwavering dedication of our staff, volunteers, community partners, donors, and clients. Reflecting on my first year as President and Chair, we have made incredible strides in advancing our mission and improving the lives of those we serve. Through collaboration and a steadfast commitment to our goals, we have deepened our impact in meaningful ways.

Throughout the past year, the members of the Board have dedicated much time and effort to improving our organizational governance. Notably, we:

- Continued to focus on diversifying the Board through the recruitment of members with expertise in finance, criminal justice and penology, and diversity, equity and inclusion;
- Improved our Committee structure through renewed terms of references, development of annual work plans and priorities, and increased meeting frequency;

- Revised and enhanced the annual Board Director assessment survey to improve and guide new processes, Board priorities, recruitment, orientation, and opportunities for development;
- Amended our By-laws and developed new organizational Ends;
- Held our first ever Board retreat and education day that focused on governance and program orientation and strategic priorities; and,
- Continued to collaborate with management to improve and strengthen JHST's Human Resources functions, financial stability and diversified funding sources, program sustainability and enhancement, and ensuring we are continuously working toward achieving the goals set out in the strategic plan.

Some meaningful organizational achievements and progress from the past year include:

- Renewed status as a United Way-supported Anchor Agency.
- Revamping of the Homes4Good program to better align the supports provided to clients and risk mitigation to the organization.
- Utilization of the Eglinton property to launch the Homeward Bound program.
- Optimization of financial and employee resources through the closing of underutilized office spaces, the restructuring of management and their portfolios, and the ending and reallocation of non-funded and under-funded programs.
- Receipt of two major gifts that helped decrease the organization's deficit and supported the continuation of the Reintegration Service Trailer.

These accomplishments would not have been possible without your continued support, resiliency, and generosity, which empower us to carry out our mission.

Challenges and Lessons

While our successes have been significant, this year has brought its share of challenges. Financial pressures, growing demand for our services, and the evolving, more complex needs of our communities and clients continue to require adaptability, creativity and decisive change. I would also be remiss in not acknowledging the fatality that occurred outside one of our residences. These obstacles and the incident in specific, tested our resilience, but also highlighted the strength of our network and the importance of working together toward shared goals.

We have learned valuable lessons that will shape our approach in the future, ensuring that we remain flexible and responsive to those we serve and to the well-being of our staff.

Looking Ahead

As we look to the year ahead, we are filled with hope and determination. Our focus remains on deepening our impact, strengthening our community connections, and continuing to deliver transformative programs and services. With your trust and support, we are excited to embark on the next phase of our journey.

Some of our priorities for the coming year include:

- Exploring and evaluating fundraising strategies and alternate revenue sources.
- Streamlining programs and operations to further mitigate risk, improve financial sustainability, and enhance staff retention and well-being.
- Enhancing collaboration with our funders and local organizations to amplify collective impact and address our under-funded programs.
- Advancing diversity, equity, and inclusion initiatives across all areas of our work.
- Investing in capacity-building to ensure the long-term sustainability of our services.

Gratitude

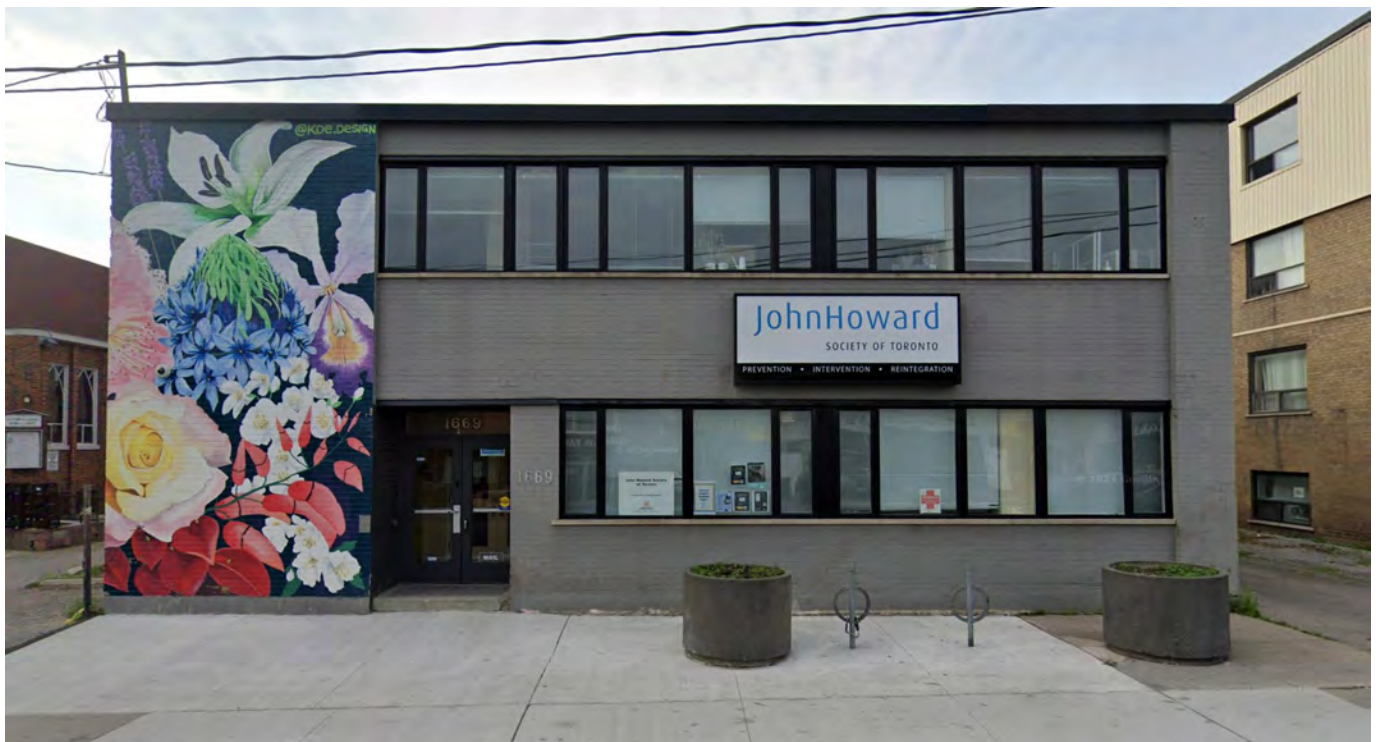
This report is a testament to the collective effort of countless individuals who share a commitment to our mission. I extend my heartfelt gratitude to our funders, community partners, donors, clients, staff and Board members. Your shared values, dedication, and generosity have been instrumental in driving our success and inspiring our vision for the future.

Thank you for your continued trust, support, and belief in our mission.

With gratitude,

Melissa Branco

President and Chair, JHST Board of Directors



Message from our Executive Director

Keith
Kacsuta



This past year at The John Howard Society of Toronto has truly been one like no other. It can be summarized as one of transition, growth, and resilience. It is remarkable to see all that we have accomplished and continue to provide cutting edge supportive work in the criminal justice system. At the core of this is our dedicated and professional staff team who continually provides amazing services, exemplifies team work and constantly evolving and adapting. Without you, the agency would not be what it is today.

Most notably is the introduction of our new Homeward Bound Program that is funded by the Ministry of the Solicitor General. This program is a transitional housing program for men on a probation order who are homeless or are in need of supportive transitional housing solutions. We offer a 20-bed transitional housing facility to support men on a stay of up to 6 months while providing extensive case management and housing supports. We are truly excited about this new, much needed Provincial transitional housing program. This marks a great partnership and working relationship with the Solicitor General.

With the creation of our new housing program, we had to find new locations for our staff that used to call 1669 Eglinton Avenue West home. We were able to relocate our staff to our many satellite offices across the city, and adding a new shared office with Saint Margaret's in the Lakeshore West community. Many of our staff will also work in the community and meet their clients where they are which demonstrates the responsiveness of our team to best support their clients. This effectively shows resolve and the ability to evolve and pivot when the situation or need changes.

We have also added great new members to our Board of Directors. With such rich and diverse backgrounds and experiences the Board compliment is well suited to steer the organization in the coming years. Therefore, I wanted to acknowledge and thank the countless support and guidance displayed by the Board of Directors over the last year. Their sound reasoning and business acumen and attention to governance standards is such a benefit to the organization.

We have also experienced some difficult and traumatic experiences this year. We were able to come together as an agency and support one another during this time, which demonstrated great resolve and resiliency. The unwavering support from frontline staff, management and the Board of Directors demonstrated incredible compassion, encouragement, and leadership to guide us through a difficult time and ensured that everyone was heard and we were able heal as an agency. We can only build from our experiences and ensure that we don't lose sight of what makes us great which is being stronger together.

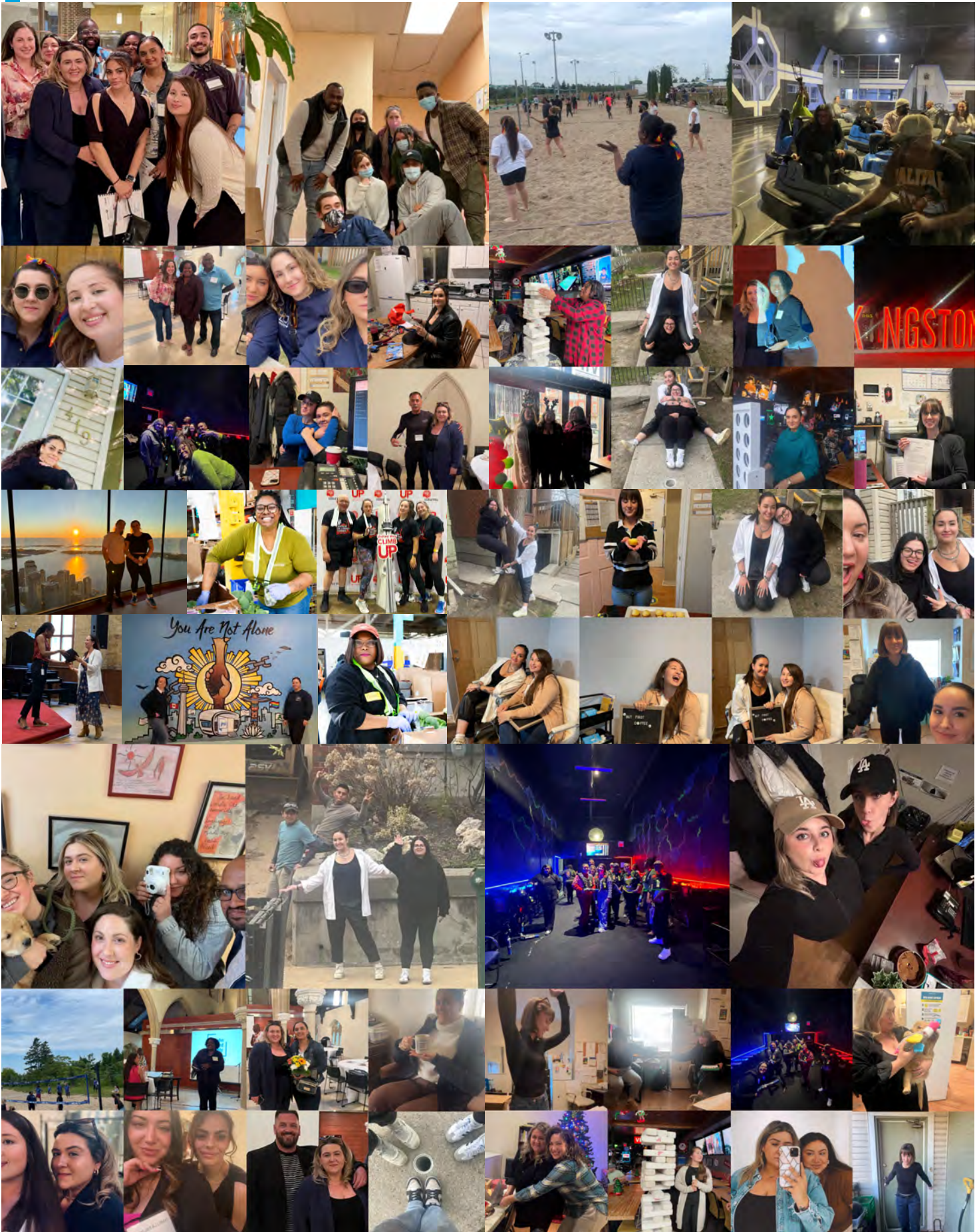
We continue to have success in our program delivery, and as we offer a wide range of services across the city in different disciplines, I am constantly amazed and impressed by the level of knowledge and insight that our staff have in navigating the justice system. This is no easy task or small feat, but we are able to provide high quality service with the best outcomes for our clients. Our staff is well educated when it comes to judicial practices, the complex housing and tenant market, substance use and mental health, youth work and employment, and reintegration practices. We truly are a unique and high performing staff that excel in a difficult and trying sector. As we look to continue to provide our services, we will be evaluating our programs and looking to add new programs and services in the years to come to better serve the needs of our clients and community.

I would like to extend a big thank you to our funders, without whom we would not be able to deliver the impactful programs and services that we do. Also, to all of our supporters, donors, and community partners we appreciate all of the support and lasting relationships that we have made, we value working with all of you to make lasting impacts in the communities we serve. Lastly, I would like to acknowledge and thank our Board of Directors for continuously advancing the organization and their ongoing support and commitment to the John Howard Society of Toronto. Your time and insight have been invaluable, and we truly appreciate everything that you bring to the organization.

Let's continue to build and grow from this year, and build the foundation for the years to come. I am truly excited to see what the next year brings.

Sincerely,
Keith Kacsuta
Executive Director





Adult Services

Institutional Services

Toronto South Detention Centre

Our Institutional Services are provided inside the Toronto South Detention Centre. Services and programming provided at the TSDC include the following:

1. General Requests:

JHST's Institutional Coordinator (IS) reviews general requests from individuals being detained at the TSDC to provide information, assistance, advocacy, warm referrals as needed which can include internal and external programs, and services to prepare for their release. Requests cover a multitude of service needs, such as Identification, Bail, Addiction and Harm Reduction, Cultural Specific Programming, Health care and health needs, Immigration, Housing, income supports, clothing, etc.

2. The Drug and Alcohol Awareness Program (DAAP)

IS works with clients to develop relapse prevention which is connected to their reintegration plan. It examines an individual's triggers, provides strategies to address pattern of use and is facilitated using the biopsychosocial and stages of change models. Anger Management is also offered once a week. IS services also support Toronto FOCUS Table clients staying connected to their outside community supports helping to minimize AER (Acute Elevated Risk) factors.

Total Clients Served: 570

Referrals Made: 247

DAAP Program Participants: 162

Toronto Regional Courthouse (TRBC) 2201

We provide reintegration services on a per needed basis. Currently staffed two days a week at our office located at the courthouse. JHST is one of several community stakeholders to assist with donated items and help organize release care packages to the TRBC- Donation Room created for in-person releases.



Reintegration Services Trailer (RST)

The Reintegration Services Trailer (RST), located in the Toronto South Detention Centre parking lot right outside the discharge doors, is a vital resource for anyone being released from detention or returning to pick up their possessions. Staffed by compassionate peer support professionals, the trailer offers prompt assistance based on each person's requirements. People accessing the RST Trailer can access basic necessities such as clothing, personal hygiene items such as deodorant, shampoo/body wash, body cream, toothbrush/toothpaste etc, beverages, snacks, and single-use Presto transit passes for the TTC. The RST trailer is also helpful and supportive by providing access to a cell phone to call loved ones or securing shelter space/housing, ability to charge personal devices such as cell phones, and friendly connections to a range of community organizations and services in the area. We also address the growing demand for support when the trailer is not open by providing personalized care packages in a secure locked cabinet on the outside of the RST trailer where individuals are provided a code and they can access their package anytime of the day or night. Finally, the trailer provides harm reduction support, which includes supplies, naloxone kits and training with an emphasis on education and overdose prevention.

Success Stories

Success Story 1:

"I am so thankful to the John Howard Society for providing me a tent, sleeping bag, blanket, and change of clothes to keep me warm. As I am weary of the shelter system, the support provided me an option to get through the night feeling safe."

Success Story 2:

"Thankful to the services the trailer provides as I was able to call my parents who live out of province to let them know I was ok and released from jail. I was able to share that I detoxed while in custody and I was on my way to a rehab bed to continue my recovery."

Success Story 3:

"So thankful to the John Howard Society for the gift card, coffee, and smokes. They made me feel welcome and helped me find my way to the safe bed that was arranged for me."

Donation Appreciation Statement

The Reintegration Trailer program gratefully acknowledges the generous support of our community partners. We extend our heartfelt thanks to St. Joseph's Catholic School in Etobicoke for their donation of three iPhones, which will greatly assist individuals in staying connected as they reintegrate into the community.

We also deeply appreciate the significant contributions from the Toronto South Detention Centre, who provided 400 single TTC fare tokens and \$300 worth of gift cards in various denominations for local restaurants. These donations helped ease transportation and provide nourishing meals for those in need.

Additionally, we are thankful to the Salvation Army office at 2201 Finch Ave (Bail Courthouse) for their generous donation of clothing. These essential items made a meaningful difference in the lives of those we serve.

These acts of kindness and generosity are invaluable to our mission and the individuals we support. Thank you for making a positive impact in our community.

Mental Health and Addiction Peer Support Program (MHAPS)

The Mental Health and Addiction Peer Support Program (MHAPS) is now in its 5th year. JHST is one of the three JHS offices that offer the MHAPS program in partnership with JHSO and funded by the Solicitor Attorney General (SOLGEN). The MHAPS program is staffed by two peer support case workers who utilize their lived experience to build rapport, engage individuals, and offer their knowledge to help service users to connect to much needed supports, services and referrals. The MHAPS referral stream comes directly from a probation officer and once a referral is received the participant will be assigned to a peer case manager who will then help them to create a Client Action Plan.

In the MHAPS program we continue to build effective working relationships with Probation Officers to help assist participants with their reintegration goals and to coordinate essential wrap-around supports. The MHAPS program is based in the community and workers will meet clients where they are at, providing accompaniments, helping to secure shelter/treatment beds, housing, obtaining ID, completing warm referrals, creating safety/harm reduction plans, crisis management and whatever else is agreed upon in their goal plan or as a need identified by participant. Caseloads remain high and we are currently experiencing a waitlist due to the high numbers. In this program there is no determined discharge date and clients are supported until either peer or they decide that the collaboration has come to fruition.

Currently we have several clients who are still involved in the program who were referred in the first year of the program, suggesting that this is a crucial support system for those who engage in the program.

Client quote "I just wanted to thank you for today. I enjoyed seeing you and it helped me just to be able to know there are people out there that will listen and help with what you can is a big help in itself"

Number of overall referrals 2024 -2025: 45 referrals

Anger Management

This intensive psycho-educational group program is designed for men who want to learn new skills for managing and communicating their anger. This year, we have served 200 clients referred from various sources such as probation and parole, courts, lawyers, Ontario workers, and other mental health service providers. We also accept referrals from Employee Assistance Program (EAP) and employers, as well as self-referrals.

All groups are held virtually, which allows us to serve more clients. This year, we have improved the program design to make the transition from the waitlist to the program smoother.

System Navigator Program (SNP)

The SNP program is an initiative provided through and funded by SOLGEN. We have partnered with John Howard Society of Ontario and other selected John Howards to deliver this program. The SNP Program provided by JHST is designed to deliver short-term (4-6 weeks) intense case management for individuals being released from the Toronto South Detention Centre (TSDC). We receive direct referrals from the Community Reintegration Officers (CROs) and institutional staff (social workers, rehab officers). JHST has fostered robust relationships with the CROs and Social Work to assist those being release to implement and carry out their discharge plan successfully. SNP staff will meet with the individual pre-release to help establish a rapport and will assess their needs in order to prepare them for release so that once in the community they can be seamlessly connected to services. Individuals being referred to SNP are considered high-risk priority groups who are without community supports upon release and require immediate assistance with potential 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. The number of referrals remain high, 180 referrals this fiscal year, and are consistently coming in. The SNP Program is also a member and sits on SOLGEN's Toronto Regional Community Reintegration Planning Tables, which brings SOLGEN and community agencies and stakeholders to a table to develop a release plan for high-risk and vulnerable individuals. The program has made great strides in proving how essential immediate supports are upon release and how they can positively impact an individual's reintegration journey.

Success Story

At 79 years old, Client X was incarcerated for 6 months after his first ever criminal offence. Upon release, the client had no fixed address, limited physical mobility, and complex health and developmental challenges. As a marginalized individual—living with Autism, serious mental health concerns, diabetes, and physical disability—he was especially vulnerable and at risk.

Through the SNP program at JHST, Client X was quickly connected to temporary crisis housing and received support from staff at a local rooming house. Recognizing the need for specialized advocacy, his case worker facilitated a referral to the Developmental Services Ontario's Adult Protective Services Worker (APSW) program to ensure his needs as a senior with a developmental disability were addressed in the community.

JHST also supported Client X in securing a place on the Toronto Mental Health and Addictions Access Point waitlist for supportive housing and intensive case management.

Through an internal referral to JHST's Housing for Good (H4G) program, Client X was successfully placed in transitional housing less than two months after his release. He has since been stably housed and thriving. His SNP worker delivered food and essential household items to ease his transition and reduce the burden of shopping, given his mobility challenges.

Client X has not re-offended and is now on a path toward long-term stability with a comprehensive plan for ongoing support.

2024 -2025 Referrals Received: 148

Direct Accountability Program (DAP)

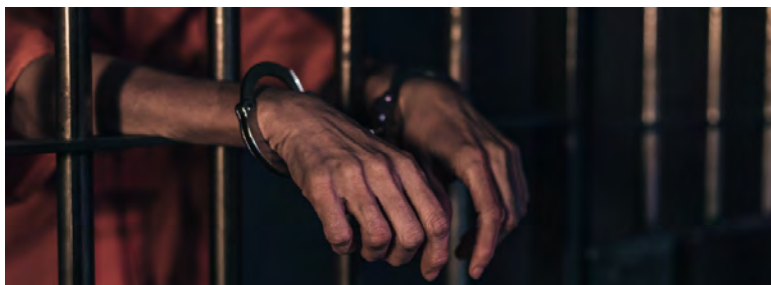
The Direct Accountability Program (DAP) is a MAG-funded community justice restorative based program offered within our court system as an alternative to prosecution. The DAP holds clients accountable for their actions by addressing the issues that lead to conflict with the law. Clients who have little or no prior involvement in the criminal justice system, and who have been charged with Level One Type and some Level Two Type criminal offences are required to complete community based sanctions and have their charge(s) withdrawn.

For the fiscal year 2024-2025 our Community Justice Workers successfully processed 512 DAP referrals. 71% were male clients. 58% of all DAP referrals were Level Two Type Criminal offences. In March of 2025 JHST successfully launched the Toronto Police Services Pre-Charge Diversion Pilot program. We have been steadily receiving referrals from TPS on a weekly basis. For the year 2024, our DAP collected \$4,000.00 in charitable donations; and \$127,962.58 as restitution payment. Additionally, 3200 hours' worth of community service work was assigned to DAP clients while 245 clients attended and completed community justice counseling/workshop programs including shoplifting prevention; anger management; alcohol and drug awareness; anger and substance awareness; parenting; counseling support and intervention.

Anger and Substance Awareness Program (ASAP) & Counseling Support and Intervention (CSI)

The Anger and Substance Awareness Program (ASAP) and Counseling Support and Intervention programs are DAP initiatives that are funded by MAG. ASAP is a two session psychoeducational program offered in a small group format to address the needs of clients who identify challenges specific to both anger and substance use. The Counseling, Support and Intervention (CSI) program is individualized three session counseling that is offered to DAP individuals who present with differentiated needs and who might not be appropriate for group counseling.

Clients with the following types of charges may be referred to the ASAP or CSI: Uttering threats, mischief Under; assault (including minor DV related incidents), reckless endangerment, criminal harassment, failing to comply or failure to attend court charges. ASAP and CSI counseling utilizes evidence-based counseling techniques (inclusive of MIT, CBT and SFBT) to change problematic thinking patterns and increase motivation to practice pro-social behaviours. Clients are equipped with skills related to: anger management, emotional regulation, communication, problem-solving, harm reduction, stress management, boundary setting, goal setting, consequential thinking. JHST counseled a total of 100 clients who were referred for ASAP/CSI counseling in 2024-2025.



Partner Assault Response (PAR)

The Partner Assault Response (PAR) is a court mandated intervention program that is funded by the Ministry of the Attorney General. This 12 session psychoeducational group counseling program addresses intimate partner violence by challenging power and control beliefs and tactics that are used in domestic/intimate partner relationships. The program holds perpetrators of domestic violence/intimate partner violence accountable for their abusive behavior while ensuring victim safety through our Victim/Partner Contact services. JHST added two new groups to increase our weekly groups from six to eight. All our groups are male and female co-facilitated. PAR staff are trauma and violence informed, culturally sensitive and theoretically grounded in relevant evidence-based practices specific to challenging men involved in intimate partner violence and fostering change to reduce the likelihood of offence recurrence.

Over this past fiscal year the PAR program met a demand of 583 clients. The program received 423 new referrals, and successfully conducted 387 PAR intake assessments. 355 PAR clients successfully attended and completed PAR group counseling sessions. The PAR program further provided individualized supports to victims/survivors, victim safety assessments, victim safety planning and referrals to 300 new victims/survivors. Our Victim contact counselors made almost 700 contacts and processed over 1900 referrals to support services for victims/partners of clients enrolled in our PAR program. JHST continues to sit on and attend all Domestic Violence Court Advisory Committee meetings held across Toronto on a quarterly basis. We have also provided three training sessions on the PAR program at the Toronto Police College to Toronto Police officers undertaking the IPV Investigators course.

Partner Assault Response – Centralized Intake and Referral Service (CIRS)

The PAR–Centralized Intake and Referral Service (CIRS) is funded by the Ministry of the Attorney General. The CIRS intake team reviews IPV referrals and conducts intakes for clients currently on bail or probation whose charges are domestic/intimate partner violence related, and make referrals to the 10 PAR provider agencies across the Toronto region.

IPV related cases are steadily increasing year by year and this past fiscal year was yet another record year for CIRS service delivery. A total of 2558 referrals were processed with 2093 (82%) being male clients and 376 (18%) being female. 65% of the overall referrals were Early Intervention clients on bail who obtained an 810 Peace Bond upon successfully completing the PAR program. In addition to processing PAR referrals, the CIRS team also conducted three PAR lunch and learns with Probation and Parole staff across the Toronto region this fiscal year to sensitize new Probation and Parole Officers on how to make IPV referrals to the PAR program. The team works closely with the Ministry of the Attorney General, IPV crown, Probation and Parole Offices and Victim Witness Assistance Program staff; and sits on and attends all Intimate Partner Violence court committee meetings held on a bi-monthly basis in addition to attendance at all Domestic Violence Court Advisory Committee meetings held each quarter.

Donald G. Evans Residence (DGER)

The Donald G. Evans Residence (DGER) consists of two five-bedroom apartments for individuals on Unescorted Temporary Absences (UTAs) or Day Parole. Residency selection is conducted through a comprehensive assessment, taking into account factors such as risk to the community, potential for recidivism, motivation for change, and commitment to program compliance.

DGER operates as a Community Residential Facility (CRF) for federally sentenced adult males on supervised release from a federal institution. The primary objective of the program is to enhance public safety by supporting the successful reintegration of clients into society.

Staff work in collaboration with Correctional Service Canada (CSC) to effectively manage risk by addressing key “need areas” that support client stabilisation in the community and encourage productive, pro-social lifestyles.

In Toronto, a day parole halfway house refers to a community-based residential facility where individuals granted day parole are required to return each night. Day parole is a conditional release that allows eligible individuals to engage in community-based activities such as employment, education, or rehabilitation programs while continuing to serve their sentence under structured supervision.

Many of our clients have made the courageous transition from institutional settings to community living, achieving either Full Parole or reaching their statutory release dates all while securing employment and stable housing. Their openness to engage with staff and confront deeply personal challenges, such as anxiety linked to incarceration, has been nothing short of inspiring.

Throughout their time with us, clients have shown a strong commitment to their correctional plans. They’ve actively participated in group sessions addressing substance use, anger management, and other key areas of rehabilitation. Many have gone above and beyond, showing incredible initiative in following program guidelines and seeking out meaningful employment opportunities.

What touches us most is that many clients continue to stay in touch. They call to share life updates, to say thank you, or simply to ask for guidance as they navigate their daily lives. This lasting connection is a powerful reminder of the trust and bonds formed here.

Although two individuals were unable to complete the program and were returned to the institution, the overall success rate of 98% stands as a testament to the strength of our clients, the structure of our program, and the unwavering dedication of our team. It’s proof that with compassion, support, and a belief in possibility, change truly can happen.

Despite the program’s demonstrated success, significant challenges remain—particularly in the areas of housing and employment. Toronto’s high cost of living, especially in the rental market, continues to be a major barrier for individuals working toward independence after release.

For many with criminal records, securing stable, well-paying employment proves exceptionally difficult. Often limited to minimum-wage roles, they face a compounded struggle—where the dream of safe, affordable housing and financial stability feels just out of reach. These barriers are not merely logistical; they carry emotional weight, affecting confidence, dignity, and the ability to fully reintegrate into society with hope and purpose.

Walter Huculak House (Crossroads Program)

The Crossroads Program, also known as the Walter Huculak House, serves as a community-based residential facility (CRF) for federally sentenced adult males transitioning from incarceration to supervised release. Operating under the guidance of Correctional Services Canada, this program offers housing and comprehensive case management to aid individuals in reintegrating into society post-sentence. The Crossroads Program, nestled in an intimate setting with 16 beds, facilitates meaningful rapport between staff and residents. Staff members work closely with residents to develop and implement structured plans, fostering gradual and successful reintegration.

Some of the emerging challenges observed within the Crossroads Program include securing stable housing for clients, particularly given the high cost of rent in Toronto. Access to employment opportunities also remains limited, especially for individuals with a criminal record. Many clients involved in the Crossroads Program lack strong community supports, which can make the reintegration process more difficult. As a result, some individuals express feeling safer while incarcerated than in the community. Additionally, long waitlists for essential resources and services in Toronto further complicate their transition and access to support systems.

Conclusion for Donald G. Evans Residence & Crossroads Program

The Donald G. Evans Residence and Crossroads Program remain steadfast in their mission to support individuals reintegrating into society following incarceration. Our team offers vital guidance, mentorship, and support. Their unwavering dedication has been instrumental in building rapport with clients and in fostering a structured, positive environment that encourages meaningful change. We are deeply grateful for their hard work and commitment.

The Donald G. Evans Residence has achieved a 98% success rate an outstanding accomplishment that reflects not only the tireless efforts of our staff, but also the resilience and determination of our clients. These individuals have worked diligently while incarcerated to meet the criteria for Day Parole and to earn the opportunity to re-enter the community. Their dedication to change and reintegration is a powerful testament to their strength and to the transformative impact of supportive programming.

Clients from the Crossroads Program continue to work towards reintegrating into society by collaborating closely with their Case Managers, seeking employment, engaging with community agencies, and adhering to the conditions set by the Parole Board. Their proactive involvement in these areas illustrates their readiness to rebuild their lives and contribute positively to their communities.

As we look ahead, we remain committed to refining our services, responding to emerging challenges, and strengthening our partnerships with community stakeholders. The importance of this work is ever-present, and we are continually inspired by the progress of those we serve. We are proud of the strides made over the past year and reaffirm our commitment to the ongoing journey of rehabilitation, reintegration, and empowerment.

Crossroads Day Reporting Centre (CDRC)

The Crossroads Day Reporting Centre (CDRC) is a vital component in the continuum of care within community-based correctional services, providing support to male, female, non-binary, and transgender clients. With an emphasis on increased accountability and regular monitoring, the CDRC assists individuals in adhering to their correctional plans. Its holistic approach is designed to facilitate successful reintegration into the community while reducing the risk of recidivism, thereby contributing meaningfully to rehabilitation, community supervision, and public safety.

Over the past year, the CDRC has identified several emerging needs among the most vulnerable individuals it serves. A key area of concern is mental health support—particularly for those who experience significant mental health challenges upon release. Tailored programming, including access to counselling and therapeutic services, has been recognized as essential in addressing these needs and supporting long-term well-being.

In addition, clients particularly those with limited formal education or minimal work experience—require enhanced support in obtaining stable employment post-release. Housing insecurity also remains a pressing issue. Transitional housing options and assistance in securing permanent, safe accommodation are critical components in helping clients establish stability as they transition back into the community.

Despite these challenges, the CDRC has seen considerable success in supporting clients in securing employment. A significant number of individuals obtained jobs during the reporting period, highlighting the effectiveness of the Centre's employment support strategies. Furthermore, the program's strong focus on in-person engagement has played a key role in building trust and fostering meaningful relationships. These consistent, supportive interactions have proven instrumental in enhancing outcomes for clients and reinforcing the program's positive impact on community reintegration.

Over the past year, the dedicated team at the Crossroads Day Reporting Centre (CDRC) has continued to make a meaningful impact in the lives of the individuals they serve. The tireless efforts of case managers have been instrumental in providing guidance, support, and advocacy for clients navigating the challenges of community reintegration. Their work has been further strengthened by the addition of new team members, who have brought fresh energy, commitment, and a shared passion for the mission and values that the CDRC represents.

Despite carrying heavy caseloads and facing complex client needs, each case manager has gone above and beyond to offer personalized support in the areas that matter most whether it be housing, employment, mental health, or navigating the criminal justice system. Their close collaboration with Correctional Service Canada (CSC) continues to reinforce the importance of community partnerships in promoting public safety and successful reintegration.

The CDRC remains steadfast in its mission to empower individuals as they transition from incarceration to community life, advocating for dignity, inclusion, and second chances. The collective efforts of the case management team reflect a deep commitment to both JHST's core principles and to the ongoing journey of every client they walk beside. Their work not only transforms lives it strengthens the broader community by fostering resilience, responsibility, and hope.

Homeward Bound

Homeward Bound aims to provide a safe, healthy and positive living space for justice-involved people who identify as men, bound by a Probation Order, Conditional Sentence Order, and/or Parole Certificate, contribute to a reduction in recidivism and promote positive changes.

Individuals can be self referred, referred by community agencies, probation, parole and provincial institutional staff. The only specification is they be on a supervision order.

Some of our important program goals are:

- To provide an integrated approach to transitional housing that offers wraparound services for clients who require temporary social and economic aid to improve and support community reintegration.
- To deliver program content to support meaningful change that is appropriate and sensitive to the client's diverse needs.
- To provide counselling services to reduce risk of re-offending.
- To engage clients in meaningful recreational activities and hobbies.
- To reduce a client's likelihood of reoffending by increasing their self-awareness of personal triggers/warning signs that contribute to their offence pathway.
- To provide clients with counselling and supports required to prepare them for independent living.
- To work with clients to ensure that resources are in place throughout the duration of residency and when they leave the program.
- To assist clients with any employment and training endeavours.
- To provide support in removing systemic barriers known to perpetuate poverty and abuse as well as assisting clients in achieving their personal goals.

Closing Reflections on the Record Suspension Program

After nearly 15 years of dedicated service, the Record Suspension Program has come to a close. Due to the lack of available funding, continuing the program was no longer viable. While this conclusion brings a sense of loss, it also marks the end of a remarkable chapter that transformed countless lives.

Over the years, the program served thousands of individuals seeking to move forward from the challenges and stigma associated with past criminal justice involvement. It provided more than just procedural guidance—it offered hope, dignity, and a real chance at a second beginning. The program walked alongside its clients through every step of the record suspension process, helping them come full circle and regain access to opportunities many thought were lost forever.

This legacy would not have been possible without the unwavering commitment of our staff, past and present. We extend our deepest gratitude to every team member, especially those who ensured that each client felt seen, supported, and empowered.

Though the Record Suspension Program has concluded, its legacy lives on in the renewed lives of those it served. For every individual who reclaimed their future through this support, the program has left an enduring mark. Its story is one of restoration, resilience, and second chances—values that will continue to guide our broader work. While this chapter closes, our commitment to justice, dignity, and community healing remains stronger than ever.

Homes for Good (H4G)

The Homes for Good Program aims to provide a secure and stable housing environment to men transitioning from provincial carceral institutions who are experiencing or at risk of chronic street homelessness. Our approach recognizes that housing alone isn't enough - these individuals work closely with their case management team to develop personal goals and connect with services that will help them achieve lasting change. For some clients, this means accessing addiction support when they're ready and developing skills for independent living. For others, it's about getting a second chance to move from unemployment to stable work and reconnect with their children. These individual journeys are supported by our buildings, which through house barbecues, meetings, and daily interactions with dedicated intensive case managers, slowly transform from facilities into homes for our clients.

This year has been defined by following through on the challenges we identified in our previous report. We addressed our concerns about Landlord and Tenant Board proceedings by securing pro bono legal services from a lawyer committed to our program's goals and the John Howard Society of Toronto's larger vision. This partnership has been invaluable in helping us navigate complex tenancy situations while prioritizing our clients' housing stability and tenant rights. Working closely with our case management team, the lawyer helps us explore every possible alternative to eviction and ensures we follow proper legal procedures that protect vulnerable tenants. With this legal guidance, we've been able to resolve challenging situations through creative solutions and intensive support, making evictions truly a last resort. In cases where clients need different levels of care, we've worked with community partners to find more suitable housing alternatives that better meet their needs. This compassionate approach has enabled us to house fifteen new clients this year and establish relationships with three additional landlords.

We also made significant progress on the client engagement challenges we identified through our ongoing dialogue with the City of Toronto, which resulted in approval for a new long-term transitional housing program we've tentatively called "Pathways to Progress." This evidence-based model will allow us to offer a structured yet flexible approach that meets clients where they are and provides the support needed to keep them actively engaged with their goals.

As part of our commitment to continuous improvement, we've refined several operational systems to better serve both clients and staff. Our intake process now features enhanced screening protocols that guide clients through a comprehensive pathway from waitlist to housing placement, including initial assessment, case conference review, and STARS housing evaluation. These refinements help ensure optimal client-program matching from the outset. We've also streamlined our emergency support system by implementing a dedicated on-call line and restructuring scheduling to prevent staff burnout while maintaining consistent availability for clients who need immediate assistance.

We successfully secured important resources to enhance our services this year. A \$50,000 Small Capital Fund grant from the City of Toronto's Housing Secretariat enabled us to implement safety and access improvements at one of our key facilities, including updated entry systems and enhanced building security features. Clients have responded positively to these upgrades, with many expressing that they feel more comfortable and secure in their living environment. The improvements have helped create a stronger sense of home and community within the building. The success of these enhancements led us to implement similar safety improvements at two additional properties. Additionally, we partnered with the City of Toronto's Community Crisis Response Program to secure \$5,000 for wellness resources to support clients dealing with the immediate aftermath of critical incidents in their community.



Youth Services

Crossroads Youth Program (CYP)

The Crossroads Youth Program (CYP) plays a crucial role within the John Howard Society of Toronto, focusing on African-Caribbean youth aged sixteen years and older. The program aims to address pro-criminal behaviors and provide comprehensive support services.

Through individualized case management, counseling, and mentoring, CYP offers positive social and personal development opportunities. Culturally specific programming is integrated to reduce the over-representation of Toronto's most marginalized youth. The curriculum emphasizes several key areas:

1. **Youth Identity:** Encouraging self-reflection and understanding, CYP nurtures a positive sense of self.
2. **Culture:** Celebrating African-Caribbean heritage, the program fosters cultural pride and resilience.
3. **Anger and Aggression:** Participants learn tools to manage emotions and promote healthy coping mechanisms.
4. **Impact of Violence:** CYP raises awareness about the consequences of violence, empowering youth to make informed choices.
5. **Strengths and Coping Skills:** Identifying individual strengths and teaching effective coping strategies.
6. **Healthy Relationships:** Building skills for positive interactions, including communication, boundaries, and conflict resolution.

Referrals come from various sources, including the Toronto Youth Justice Partners, Toronto Police, The Roy McMurtry Youth Centre, community partners, lawyers, and self-referrals. In the past fiscal year, over 120 youths actively engaged with CYP, both in one-on-one and group settings. Additionally, many young people and their families received support through referral programs connecting them to appropriate agencies across Toronto.

The Crossroads Youth Program remains committed to empowering African-Caribbean youth, fostering resilience, and creating pathways away from criminal behaviors. As we move forward, we continue to build a stronger, safer community for all.

Helping Individuals Plan Positively (HIPP)

The Helping Individuals Plan Positively (HIPP) program is a vital initiative aimed at empowering youth aged 17-24. Rooted in an anti-oppressive, strength-based approach, HIPP engages young individuals, encourages prosocial activities, and facilitates the development of actionable goals for their educational and career advancement.

The program's mission is clear: to equip participants with essential skills, meet their needs, and reduce the likelihood of conflict with the law. HIPP achieves this through several core strategies. First, individualized case management and counseling provide personalized guidance to address each participant's unique needs and goals. Second, one-on-one counseling sessions offer a confidential space for participants to explore challenges, set objectives, and receive support. Third, group programming fosters a supportive community where collaboration and skill-building thrive. Finally, community engagement and education workshops empower participants with knowledge, addressing issues related to youth violence in neighborhoods and families.

The HIPP program maintains strong collaborations with various community and government agencies. These partnerships enhance the program's reach across Toronto, supporting over 50 individuals within families and communities during the past fiscal year.

Youth Training 2 Employment

The Youth Training 2 Employment (YT2E) program is designed to empower young individuals aged 15 to 30, providing essential support for navigating the labor market and achieving sustainable employment. YT2E equips participants with the skills, knowledge, and confidence needed to thrive in the competitive job market. Beyond traditional job training, the program focuses on holistic development, emphasizing not only technical skills but also essential life skills, communication, and emotional intelligence. Participants learn how to present themselves effectively during interviews, build professional relationships, and manage workplace challenges.

Recognizing that each participant's journey is unique, YT2E offers personalized support. The program team works closely with youth to identify their strengths, interests, and career aspirations. Whether it's resume building, interview preparation, or networking strategies, guidance is tailored to meet individual needs.

YT2E collaborates with community service providers, local businesses, and government agencies to enhance its reach. These partnerships enable participants to connect with job opportunities, internships, and apprenticeships. The goal is to create a network of support that extends beyond the program duration.

We are pleased to report that YT2E successfully secured funding for a new cycle. With renewed support, the program has launched its first cohort under this new phase, marking an exciting milestone. Early engagement has been met with enthusiasm and strong participation from youth across Toronto. Participants are already benefiting from dynamic workshops, one-to-one case management and hands-on training that position them for success. This momentum reinforces YT2E's role as a vital bridge to opportunity and we look forward to deepening our impact in the months and years ahead.



Planning Tables

Community Reintegration Planning Table

JHST, in its role as the Community Co-Chair for the Toronto South Detention Centre Community Reintegration Planning Tables (CRPT), is committed to fostering a spirit of collaboration. The Toronto South CRPT, established in May 2023 through a partnership between the Ministry of the Solicitor General and the Provincial Human Services and Justice Coordinating Committee, aims to create more personalized reintegration plans for high-needs individuals transitioning out of correctional institutions. Every month, our Community Reintegration Officers from the Toronto South Detention Centre join hands with community service agencies from across the city to craft reintegration plans for individuals leaving the Toronto South Detention Centre, demonstrating our shared responsibility and commitment to this cause.

The Toronto & Regional Human Service Justice Coordinating Committee

JHST serves as the Community Co-Chair for the Toronto and Regional HSJCC. Its goal is to provide a planning table of service providers to find solutions to the problems of criminalization of people with defined unique needs. Moreover, the organization aims to develop a model of shared responsibility and accountability for assisting this group of people at the intersection with the justice system. Also, the organization aims to recognize and address emerging health equity challenges during and after COVID-19 by working collaboratively and as allies to address intersectional, equity, and Anti-Racism approaches to social determinants of health affecting racialized communities in contact with the justice system.

Ontario Community Residential Facility Alliance (OCRFA)

The purpose of the Ontario Community Residential Facility Alliance is to provide a forum for Ontario Community Residential Facilities (CRF) operators to connect and collaborate across agencies, and advocate and inform regarding issues of importance to the clients, agencies, and communities we serve. We will operate in a way that promotes open, direct and regular communication, integrity, reciprocity and transparency, and collaboration and partnership.

Community Assessment Team (CAT)

The purpose of the Community Assessment Team is to screen applicants seeking admission into the Walter Huculak House or DGE Residence by assessing the potential for successful reintegration through supervision and supports to ensure greater public protection for the community. The decision pertaining to a client's acceptance into the transitional house is made by the Community Assessment Team (CAT) as a whole based on a variety of factors.

2024 - 2025 Financials

JOHN HOWARD SOCIETY OF TORONTO STATEMENT OF OPERATIONS FOR THE YEAR MARCH 31, 2025

	<u>2025</u>	<u>2024</u>
<u>REVENUE</u>		
United Way	\$ 499,260	\$ 527,351
Delta Bingo	89,419	80,951
City of Toronto	1,038,762	966,771
Government of Canada-CSC & Public Safety	2,021,396	2,639,628
Ministry of Attorney General	1,244,706	974,291
John Howard Society of Ontario (Note 13)	365,470	365,474
Foundations & other agencies	43,812	10,865
Ministry of Community & Social Services	477,654	459,690
Fees for service	210,383	164,802
Donations and fundraising	168,984	268,669
Other	44,119	36,719
	<u>6,203,965</u>	<u>6,495,211</u>
<u>EXPENSES</u>		
Advertising & promotion	11,479	17,350
Amortization	63,698	29,187
Bank charges	4,778	4,883
Food	83,017	72,936
Furniture, equipment, computer lease	16,706	26,241
Insurance	54,486	49,250
Mortgage interest	60,455	56,257
Office supplies & expense	62,760	50,440
Postage, fax, courier, publications	8,340	7,483
Printing, copying	4,619	7,720
Professional fees	321,903	252,751
Program	799,891	930,383
Rent	136,150	175,596
Salaries & benefits	4,036,439	4,364,282
Security system & cleaning & maintenance	334,464	229,343
Staff training	48,530	25,649
Telephone & internet	66,489	71,789
Travel	36,362	31,792
Utilities	58,477	61,662
	<u>6,209,043</u>	<u>6,464,994</u>
Excess of Revenue over Expenses	\$ (5,078)	\$ 30,217

JOHN HOWARD SOCIETY OF TORONTO
STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2025

ASSETS

	<u>2025</u>	<u>2024</u>
<u>CURRENT</u>		
Cash	\$ 653,736	\$ 99,038
Cash-operating reserve (note 2)	-	820,438
Term deposit-operating reserve (note 2 & 18)	825,000	-
Cash-Bingo (note 15)	68,929	81,356
Accounts receivable	9,764	209,392
Accounts receivable-government (note 16)	253,949	429,770
Interest income receivable-operating reserve	31,304	-
Due from affiliate-JHSO (note 13)	97,772	61,802
HST receivable	96,122	37,175
Prepaid expenses	<u>89,834</u>	<u>100,607</u>
 Total current assets	 2,126,410	 1,839,578
 <u>LONG TERM</u>		
Cash-Building reserves (note 2)	54,516	48,702
Capital assets (notes 2,3 & 4)	<u>3,012,395</u>	<u>2,482,052</u>
 Total long term assets	 <u>3,066,911</u>	 <u>2,530,754</u>
	 <u>\$ 5,193,321</u>	 <u>\$ 4,370,332</u>

LIABILITIES

<u>CURRENT</u>		
Accounts payable & accrued liabilities	\$ 770,980	\$ 581,697
Accounts payable-government (note 17)	110,520	14,004
Deferred Contributions (note 5)	240,518	199,396
Current portion of long-term debt (note 7)	<u>839,692</u>	<u>399,327</u>
 Total current liabilities	 <u>1,961,710</u>	 <u>1,194,424</u>
 <u>LONG TERM</u>		
Deferred charges (note 5)	577,951	-
Mortgages payable (note 7)	-	522,982
	<u>577,951</u>	<u>522,982</u>
 Total liabilities	 <u>2,539,661</u>	 <u>1,717,406</u>

NET ASSETS-FUND BALANCES

Benevolent Fund (note 2)	1,730	1,730
Operating Reserve Fund (note 2)	852,100	820,438
Eglinton Building Reserve Fund (note 2)	37,086	25,086
419 Jones Reserve Fund (note 2)	17,431	23,619
General Fund (note 2)	<u>1,745,313</u>	<u>1,782,053</u>
	<u>2,653,660</u>	<u>2,652,926</u>
	 <u>\$ 5,193,321</u>	 <u>\$ 4,370,332</u>

Thank You to All of Our Funders



Government of Canada

- Correctional Services Canada
- Service Canada
- Ministry of Public Safety & Emergency Preparedness



Province of Ontario

- Ministry of the Attorney General
- Ministry of the Solicitor General
- Ministry of Children, Community and Social Services



City of Toronto

- Housing Access and Support Services



United Way
Greater Toronto

FUNDED AGENCY



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

Callus

Toll-free: 1-866-265-4434

Local: 416-925-4386

Office Locations

Main Office

1669 Eglinton Ave. West,
Toronto, On., M6E 2H4

Reintegration Services

Trailer 160 Horner Ave
(Parking lot), Etobicoke,
On, M8Z 4X8.

Court Services

10 Armoury St., Toronto, On., M7A 0B9

Scarborough Office

1911 Kennedy Rd., Suite 105,
Scarborough, On., M1P 2L9

Crossroads Reporting Centre

779 Danforth Ave., Toronto,
On., M4J 1L2



Effective.
Just.
Humane.



www.jhst.ca