



john
howard
society

Toronto

2025 2026 Annual Report

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TOGETHER

We are creating opportunities
where barriers once existed.

TOGETHER

We are building safer, healthier, and
more inclusive communities.



TOGETHER

We are changing lives.

President's Message

Belief in second chances, human dignity, and the power of community has driven our work this past year. The 2025–26 fiscal year has been a period of profound transformation, resilience, and renewal for our organization. Thanks to the collective dedication of our community, I am proud to report that we have moved out of a financial deficit. This achievement provides us with a stable, secure foundation upon which we can confidently build our resources and our future for the people who need us most. Stabilizing our finances allows us to focus on expanding our impact and to continuing building pathways to reintegration, housing stability, and community safety.

Over the last year, we launched a vital new residential program—Homeward Bound, designed to provide a safe, healthy, and positive living environment for justice-involved men as they reintegrate back into the community. We also deeply invested in building stronger partnerships and deeper relationships across our network. These collaborative networks are already enhancing our ability to serve our mission more effectively.

Behind the scenes, the Board of Directors has undergone its own powerful renewal. I am thrilled to share that we have recruited a full Board complement. This diverse group of passionate leaders brings the precise skills, governance expertise, and vision needed to guide us through our next chapter and future direction.

As we look to the year ahead, our focus shifts toward long-term sustainability and leadership continuity. Our primary objective is searching for and hiring a new Executive Director who embodies our values and can lead our next phase of success. As we prepare for this transition, the Board extends its deepest gratitude to our current Executive Director, **Judith Kay**, for her dedicated leadership, tireless advocacy, and immense contributions to getting us to this position of strength. Alongside this transition, we will prioritize building our internal capacity and establishing robust succession planning across the organization. We will also focus on expanding and streamlining our existing programs with a goal to servicing more clients while maintaining financial sustainability and staff safety and well-being. Finally, we will dedicate ourselves to reviewing and successfully achieving the goals outlined in the final year of our current Strategic Plan, setting the stage for our next grand vision.

We are deeply grateful to our funders, partners, advocates, staff, and my fellow board members for their ongoing support and dedication. Your unwavering belief in our mission provides our clients with the potential to turn a challenging transition into a journey of hope and belonging.

With deep gratitude,



Melissa Branco
President, Board of Directors
John Howard Society of Toronto





Message from the Executive Director

Every day, individuals in our community face barriers that can seem impossible to overcome—housing instability, poverty, mental health challenges, social isolation, and the lasting impacts of involvement with the justice system. Yet every day, people also demonstrate extraordinary resilience, determination, and courage.

At the John Howard Society of Toronto, we believe that every justice-involved individual deserves the opportunity to move forward, rebuild, and thrive, and for the last seventy-five years we have helped justice-involved individuals to do just that.

This year, that belief guided everything we did.

Throughout 2025–2026, JHST stood alongside individuals and families at critical moments in their lives, helping them secure stable housing, reconnect with their communities, develop new skills, access essential supports, and create pathways toward brighter futures. Together with our dedicated staff, volunteers, funders, and community partners, we continued to break down barriers, foster hope, and empower lasting change.

This was a year of growth, renewal, and possibility. As our organization navigated a period of transition, we remained firmly focused on what matters most: delivering meaningful services, achieving positive outcomes, and ensuring that every person who came through our doors was treated with dignity, respect, and compassion.

The stories and accomplishments highlighted throughout this report are more than statistics—they represent lives changed, opportunities created, and futures transformed. They reflect the strength of our clients, the commitment of our team, and the power of community working together toward a common purpose.

Sincerely,

Executive Director

OUR MISSION



Our mission is to promote effective, just, and humane responses to crime and its causes through prevention, intervention, advocacy, and reintegration services that empower individuals and strengthen communities.



OUR VISION



A community where every individual has the opportunity, support, and dignity needed to achieve their full potential and contribute positively to society.

OUR VALUES



Respect



Integrity



Accountability



Inclusion



Collaboration



Social Justice

Our Approach



Plan

We work with individuals to create a personalized plan for change. Together, we identify realistic goals and actionable steps that build pathways to stability and community safety.



Engage

We engage with community partners to implement the plan and create momentum for lasting change. Our collaborative approach ensures that no one walks this journey alone.



Support

We support the person through every step of their reintegration journey. Our commitment is to turn short-term progress into sustainable, meaningful outcomes.

Our approach is grounded in three connected steps: Plan, Engage, and Support. We work alongside individuals to develop a clear plan for change, actively engage them with the resources and opportunities needed to move forward, and provide ongoing support that helps turn short-term progress into lasting outcomes. Most importantly, we remain committed to the belief that people are more than their circumstances, more than their mistakes, and more than the challenges they face. We track progress through key indicators and metrics to understand what's working and where adjustments are needed. This commitment to learning and accountability ensures our investments translate into measurable, meaningful impact over time—building pathways to reintegration, stability, and community safety.

One Person. One Opportunity. One Future at a Time.

2025-2026: A Year of Impact

This year, JHST:



Created pathways

to stability, independence, and belonging for individuals facing complex challenges.

Strengthened partnerships

across the justice, housing, housing, health, and social service sectors.



Invested in

organizational excellence, leadership development, and long-term sustainability.

Expanded opportunities

for individuals to reconnect with their communities and build successful futures.



Continued advocating

for a more equitable, compassionate, and effective justice system.

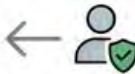
THE DONALD G. EVANS RESIDENCE (DGER): STRUCTURED HOUSING & REINTEGRATION SUPPORT

A Community Residential Facility (CRF) of the John Howard Society of Toronto

WHAT IS DGER?



Comprised of **two five-bedroom apartments** providing structured housing.



Unescorted Temporary Absences (UTAs)



Day Parole

Supporting federally sentenced adults transitioning from institutions into the community.

ADMISSION & ASSESSMENT PROCESS



THOROUGH ASSESSMENT
by John Howard
Society of Toronto



CONSIDERATIONS:
Community Safety
Risk of Reoffending
Motivation for Change
Willingness to Comply



CAREFUL DETERMINATION
for Admission

CORE PURPOSE & PARTNERSHIP

**PARTNERSHIP WITH
CORRECTIONAL SERVICE
CANADA (CSC)**



PROMOTE PUBLIC SAFETY
through successful & responsible
reintegration.

MANAGE RISK



**SUPPORT
STABILITY**



**FOSTER ACCOUNTABILITY
& LONG-TERM SUCCESS**

DAY PAROLE MODEL: BALANCE OF STRUCTURE & OPPORTUNITY



DURING THE DAY:
Participate in Employment,
Education, & Rehabilitative
Programming in
the community.



EACH EVENING:
Return to Residence for
Continued Support,
Supervision, &
Accountability.



Encouraging healthier routines and pro-social, productive lifestyles for the reintegration journey.

EMERGING CHALLENGES FOR DONALD G. EVANS RESIDENCE (DGER)

Navigating Barriers to Reintegration in Toronto



HOUSING BARRIERS



Rising costs and an unforgiving rental market make finding a stable, affordable home overwhelming.

The search for a place to call home is a significant hurdle.



EMPLOYMENT OBSTACLES



Criminal records often limit opportunities, closing doors before they open.

Many face low-wage positions despite eagerness to work, struggling to make ends meet.



IMPACT ON WELL-BEING

These challenges go beyond finances, impacting **confidence, self-worth, and hope**. They test **resilience** in invisible ways.



THE ONGOING JOURNEY

Reintegration doesn't end at our doors. It requires community understanding, opportunity, and a collective belief in second chances to support continued growth.



Building Bridges for Successful Reintegration



Testimonials from Previous Clients at Donald G. Evans Residence

“

“Good afternoon Miss. Katsilras and Miss. Johal, Thank you for your support to have me back in our community... With your help I was able to secure two amazing opportunities... and have secured a new home... You have made a huge positive impact in my life... Forever grateful.” – K.O.



“As an individual who spent over two decades incarcerated... I was shocked—in the best way—to find the Donald G. Evans Residence clean, quiet, and truly designed to help individuals succeed. The staff were incredible, and the environment felt safe and supportive—like a sanctuary... I’m truly grateful for having been placed there.” – C.P.



“My name is S.N. I spent 15 years in prison. Without such amazing staff—especially Ms. Joanna and Amarjit—I don’t know where I would be today. They gave me a chance when no one else would. They changed my life and, in many ways, they saved me. I am deeply grateful to all the staff...” – S.N.

“

“Hi Joanna,

“Hi Joanna, I wanted to take this time to thank you for all the things you have done for me. I wish you all the best in the future and I Can’t thank you enough for all you have done.”
– S.B.



“I couldn’t be where I am today without the amazing staff support. Shout out to Joanna and Allie for always being there, for lifting my spirits when I was down, and for guiding me when I needed it most. They made a real difference in my life.” – S.O.

CROSSROADS PROGRAM



The Crossroads Program, also known as the Walter Huculak House



OUR PROGRAM

- The Crossroads Program, also known as the Walter Huculak House, has been in operation for 41 years and serves as a long-standing community-based residential facility (CRF) supporting federally sentenced adult males transitioning from incarceration to supervised community living.
- Operated in partnership with Correctional Service Canada, the program provides both accommodation and structured, case management services aimed at promoting stability, accountability, and successful reintegration.



CAPACITY & STRUCTURE

- With a capacity of 16 residents, Crossroads offers a smaller, structured environment that supports consistent staff engagement and individualized case management.
- Staff work collaboratively with residents to develop and implement realistic, goal-oriented plans that address identified needs, including employment, housing, behavioural management, and overall reintegration.



CORE PRINCIPLES

- The program emphasizes accountability, personal responsibility, and gradual progress. Through ongoing supervision, structured support, and access to community resources, residents are encouraged to build skills, strengthen decision-making, and work toward sustainable reintegration into the community.

CROSSROADS PROGRAM

OUR PROGRAM



41 YEARS OF OPERATION

Long-standing
Community-Based
Residential Facility (CRF)



PARTNERSHIP WITH CORRECTIONAL SERVICE CANADA

Supporting Federally
Sentenced Adult Males



ACCOMMODATION & STRUCTURED CASE MANAGEMENT

Promoting Stability,
Accountability, & Reintegration

CAPACITY & ENVIRONMENT



16 RESIDENTS

Smaller, Structured Environment



CONSISTENT STAFF ENGAGEMENT

Individualized Case Management

GOAL-ORIENTED PLANS



EMPLOYMENT



BEHAVIOURAL
MANAGEMENT

COLLABORATIVE
PLANNING



HOUSING



OVERALL
REINTEGRATION

CORE PRINCIPLES & OUTCOMES



ACCOUNTABILITY



PERSONAL
RESPONSIBILITY



GRADUAL
PROGRESS



ONGOING
SUPERVISION
& SUPPORT

SUSTAINABLE REINTEGRATION

Building Skills, Strengthening Decision-Making, Accessing Community Resources

**CROSSROADS DAY REPORTING CENTRE (CDRC)
ANNUAL REPORT: CLIENT DEMOGRAPHICS
(APRIL 2025 - MARCH 2026)**



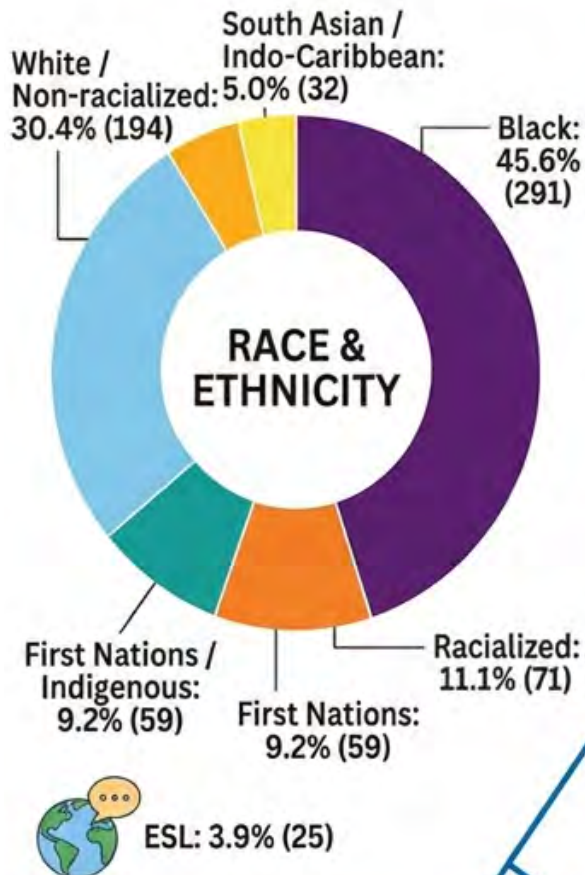
TOTAL CLIENTS SERVED: 638



70 NEW CLIENTS



568 RETURNING CLIENTS



GENDER IDENTITY

(Note: Percentages may exceed 100% due to overlap)

Cisgender Men: 95.6% (610)

Cisgender Women: 8.6% (55)

Transgender, Non-binary, Gender Non-Conforming: 3.8% (24)

SEXUAL ORIENTATION



Gay: 8.6% (55)



Lesbian: 3.8% (24)

SOCIOECONOMIC STATUS



Ages 25-64: 90.8% (579)

65 years and over: 5.3% (34)

Ages 24 and under: 1.7% (11)

Crossroads Day Reporting Centre (CDRC): Eligibility, Referral, and Challenges



Eligibility / Target Population

Individuals under Correctional Service Canada (CSC) supervision residing in the community on:

- Conditional Release, Statutory Release, or Long-term Supervision Order.

Referral Process for Clients



Step 1

Parole Officers (GTA) identify potential clients.



Step 2

Submit detailed referral forms directly.



Step 3

To the CDRC Case Management Team for review and intake.

Emerging Challenges



Housing Barriers: Search for safe, stable, affordable housing is difficult due to limited income, criminal record impact, and shortage of supportive options in GTA.



Employment Obstacles: Eager to work but face barriers like gaps in history, stigma, and limited access to training/education resources.



Reintegration requires strong partnerships, continued advocacy, and meaningful collaboration among community agencies, government, and support services for sustainable paths forward.

Admission Procedure

Donald G. Evans Residence & Crossroads Program

1 APPLICATION PROCESS



2 WHAT IS A COMMUNITY ASSESSMENT TEAM (CAT)?

A multidisciplinary group that plays a key role in reintegration and supervision of individuals on conditional release.



3 WHO'S ON THE CAT?



4 INSTITUTIONAL VISITS



Team Leaders conduct regular visits to federal institutions (Kingston, Gravenhurst, Beaver Creek). Group presentations and confidential one-on-one meetings support release planning and build early connections.

5 DIRECT OUTREACH



Incarcerated individuals reach out by phone for relationship-building, guidance, information, and to prepare for successful community reintegration.



Building bridges between institutions and community-based living through comprehensive assessment and support.

Donald G. Evans Residence & Crossroads Program

Conclusion: Building Stronger Communities Through Reintegration



OUR MISSION

Our shared mission is to support individuals navigating the complex journey of reintegration following incarceration. This work extends beyond meeting immediate needs - it is about restoring dignity, rebuilding trust, and creating meaningful opportunities for individuals to move forward with purpose, stability, and hope.

PROGRAM LEADERSHIP



Joanna Katsiliras
Team Leader,
Residential Services



Isabella Palombo
Team Leader,
Residential Services



Sebastian Gugulski
Team Leader,
Multi-Program Services

Supported by a dedicated team whose guidance, mentorship, and compassion go above and beyond every day.



99%
SUCCESS RATE

Donald G. Evans Residence

Clients demonstrate commitment during custody, work toward Day Parole eligibility, and continue dedication to change.

65%
SUCCESS RATE

Crossroads Program

Clients work with Case Managers, seek employment, engage with community resources, and take active steps toward reintegration.



MOVING FORWARD



**Strengthening
Services**



**Deepening
Community
Partnerships**



**Responding to
Emerging
Challenges**



Through this work, lives are changed—
and stronger, safer, more compassionate
communities are built.



HOMeward BOUND

HOMeward BOUND PROGRAM: STABILITY, SUPPORT, AND NEW BEGINNINGS

A safe, structured, and supportive environment for justice-involved individuals to rebuild their lives.

PROGRAM OVERVIEW & GOALS

OUR PURPOSE

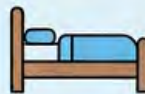


Provide stability, support, and a positive living environment for men under community supervision (Probation, Conditional Sentence, Parole).



Reduce recidivism, promote meaningful cognitive & behavioural change, and support successful reintegration.

KEY FEATURES



Transitional Housing:
20 beds, maximum 6-month stay.



Focus on securing **permanent housing**.
24/7 qualified staff support & guidance.

COMPREHENSIVE SUPPORT SERVICES



Empowering individuals with tools for moving forward.

PHILOSOPHY & IMPACT



BALANCE OF STRUCTURE & COMPASSION

- ✓ Accountability & Personal Responsibility
- ✓ Respect for Shared Community Living
- ✓ Ongoing Encouragement & Support



REBUILDING CONFIDENCE, ESTABLISHING ROUTINES, REDISCOVERING DIRECTION.

Shaping the future, not defined by the past.

Homeward Bound Program: Eligibility & Definitions

Eligibility Criteria



Must be under a Community Supervision Order (Probation Order, Conditional Sentence Order, and/or Parole Certificate)



Must have an active Community Supervision Order for the duration of the six-month residency



Referrals are accepted from Parole Officers, Probation Officers, or Community Agencies

Program Impact & Support



Since opening on November 17, 2025, Homeward Bound has been a safe, supported space for new beginnings. This work is made possible by the Ministry of the Solicitor General (SOLGEN), empowering individuals to create change and embrace second chances. We are honoured to walk alongside every individual, supporting their journey forward.

Key Definitions



Probation Order

A court-imposed sentence allowing an individual to remain in the community under specific conditions instead of custody.

Requires compliance with reporting, good behaviour, counselling, and court-ordered requirements for rehabilitation.



Conditional Sentence Order (CSO)

A sentence of imprisonment served in the community under strict conditions like house arrest or curfews.

Failure to comply can result in returning to custody to serve the remainder of the sentence.



Provincial Parole Certificate

Official authorization for early release from a provincial sentence (less than two years) into the community under supervision.

Outlines conditions like reporting, programming, and good behaviour to support gradual reintegration.

EARLY PROGRESS AND EMERGING SUCCESSES & CLIENT DEMOGRAPHICS OVERVIEW

EARLY PROGRESS & EMERGING SUCCESSES



SECURED PERMANENT HOUSING:

1 Individual established long-term stability.



COMPLETED PROBATION ORDER:

1 Individual marked significant reintegration achievement.

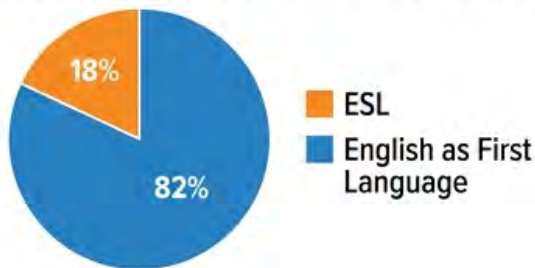
MEANINGFUL STRIDES & ONGOING SUPPORT (Within 6-Month Residency)



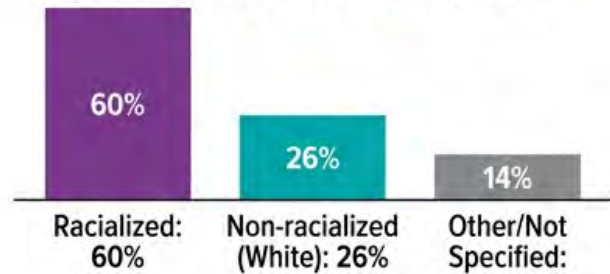
These early outcomes reflect resilience and dedicated support, fostering growth and new opportunities.

CLIENT DEMOGRAPHICS OVERVIEW

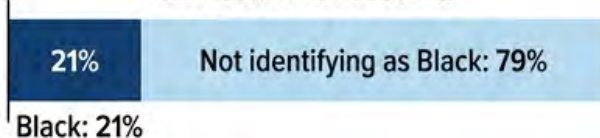
ENGLISH AS A SECOND LANGUAGE (ESL)



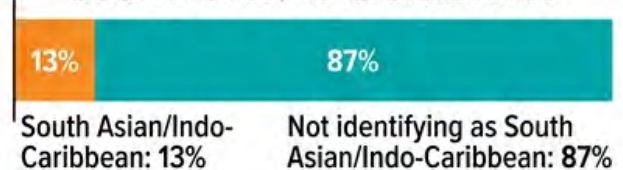
RACIALIZED vs. NON-RACIALIZED



BLACK INDIVIDUALS



SOUTH ASIAN / INDO-CARIBBEAN



AGE DISTRIBUTION



HOMeward BOUND OPEN HOUSE – JANUARY 19, 2026 RECAP



EVENT OVERVIEW

- Held on January 19, 2026
- Meaningful and well-attended event
- Brought together partners and supporters from across the GTA
- Strong turnout including community partners, Probation Officers, Ministry of the Solicitor General representatives, Correctional Services, and John Howard Society of Toronto



DISTINGUISHED GUESTS

Sandra McKenzie, Deputy Regional Director
Tijana Lakovic, Senior Manager
Ryenne Yeung, Deputy Regional Director
Sarah Caldwell, Assistant Deputy Minister
Judith Kay, Executive Director, John Howard Society of Toronto
Helen Tang, Area Manager
Maya Radosavijevic, Executive Assistant to the ADM
Tricia Meikle, Strategic Advisor
Tina Chhokar, Regional Director
Carol Walker, Residential Program Director, JHST
Angelo Vella, Deputy Regional Director
Among others



KEY HIGHLIGHTS

- Showcased the program and strengthened partnerships
- Highlighted important work in supporting reintegration
- Impactful message delivered by Executive Director Judith Kay
- Emphasized collaboration, ongoing support, and shared commitment to creating meaningful change



HOMEWARD BOUND SUCCESS STORIES

MS'S STORY

CHALLENGES (Dec 2025)



Housing Instability,
Unemployment,
Financial Hardship.

JOURNEY & SUPPORT



Engaged with
Supports, Developed
Life Skills,
Achieved Health &
Wellness Goals.

SUCCESS & FUTURE



Secured Independent
Living, Pursuing
Business Ownership,
Building Community
Connections.

Building a stable foundation for lasting change.

DC'S STORY

CHALLENGES (Nov 2025)



Financial Difficulties,
Housing Instability,
Lack of Motivation.

JOURNEY & SUPPORT



Engaged with Case
Manager, Connected with
Employment & Mental
Health Supports.

SUCCESS & FUTURE



Secured Employment,
Saved Money,
Transitioned to
Market-Rent Housing.

Achieving long-term independence and success.

These stories reflect the transformative impact of stable housing, individualized support, and access to community resources in empowering individuals to rebuild their lives.

PATHWAY TO PROGRESS PROGRAM (Formerly Home for Good)

Providing Secure Housing & Comprehensive Support for Reintegration



CAROL WALKER
Director of Residential Services

Working together to streamline the program, ensure stability, and foster growth.



LEONARD STONE
Team Lead



STABLE HOUSING & SUPPORT

- 25 Individuals Currently Housed
- Secure & Stable Environments
- Individualized Case Management
- Connecting with Essential Services
- Developing Skills for Independent Living



LEGAL & STRATEGIC PARTNERSHIPS

- Secured Legal Counsel for New Leases & Agreements
- Navigating Complex Tenancy Situations
- Prioritizing Housing Stability & Tenant Rights
- Resolving Challenges through Creative Solutions
- Collaborating with Community Partners for Suitable Alternatives



OPERATIONAL REFINEMENTS & GROWTH

- Implementation of Comprehensive Assessment & Support Plans
- Enhanced Screening Protocols for Optimal Matching
- Streamlined Emergency Support System
- Restructuring Scheduling for Staff Well-being
- Focus on Evidence-Based 'Pathways to Progress' Model

OUR APPROACH: COMPREHENSIVE CASE MANAGEMENT



INDIVIDUALIZED PLANS: Tailored wrap-around supports, comprehensive intakes, identifying unique needs & barriers.



DIRECT COMMUNITY SUPPORT: Regular in-person home visits, life skills coaching, mental/physical health management, substance use strategies.



TRANSITION & PARTNERSHIPS: Strong network relationships, facilitating external referrals, supporting independent living goals.



DOCUMENTATION & REPORTING: Accurate tracking of progress, milestones, and incidents to ensure best outcomes.

A MESSAGE OF GRATITUDE:

Residential Programs Management Team,
John Howard Society of Toronto



TO OUR
DEDICATED STAFF

Thank you for your unwavering
COMMITMENT, COMPASSION,
and **BELIEF** in second chances.
Your daily care and support shape
lives and make a profound difference.



TO THE INDIVIDUALS
WE SERVE

Thank you for your **TRUST,**
COURAGE, and **RESILIENCE.**
Your determination to move
forward in your reintegration
journey is inspiring.



🏠 Donald G. Evans Residence | Homeward Bound Program | Pathway To Progress Program
🚶 Crossroads Program | Crossroads Day Reporting Centre

Your shared strength and commitment turn these
programs into spaces of **GROWTH, HEALING,** and
HOPE. Thank you for being part of this journey.

Carol
Walker



DIRECTOR OF
RESIDENTIAL
SERVICES

Joanna
Katsiliras



TEAM LEADER,
DONALD G. EVANS
RESIDENCE (DGER)

Sebastian
Gugulski



TEAM LEADER
MULTI PROGRAM
SERVICES

Leonard
Stone



TEAM LEADER
PATHWAY TO
PROGRESS

Isabella
Palombo



TEAM LEADER
CROSSROADS PROGRAM
& DAY REPORTING
CENTRE (CDRC)

Valentina
Posada -
Orozco



TEAM LEADER
HOMeward
BOUND PROGRAM

Institutional Services

Toronto South Detention Centre

April 2025 - March 2026

605

Total Clients Served



138

DAAP Program Participants



338+

Referrals Made



SERVICES PROVIDED



1. GENERAL REQUESTS

JHST's Institutional Coordinator reviews general requests from detained individuals to provide information, assistance, advocacy, and warm referrals for preparation for release.

Identification

Bail

Addiction & Harm Reduction

Cultural Programming

Healthcare

Immigration

Housing

Income Supports

Clothing



2. DRUG AND ALCOHOL AWARENESS PROGRAM (DAAP)

Works with clients to develop relapse prevention connected to reintegration plans. Examines triggers, provides strategies to address patterns of use. Facilitated using biopsychosocial and stages of change models. Also supports Toronto FOCUS Table clients staying connected to community supports, minimizing Acute Elevated Risk (AER) factors.

PROGRAM IMPACT



EARLY INTERVENTION

Reaching individuals during detention to begin reintegration planning



COMPREHENSIVE SUPPORT

Addressing multitude of service needs from ID to housing to addiction support



COMMUNITY CONNECTIONS

Warm referrals and connections to external services and programs



Supporting successful transitions from detention to community through compassionate, comprehensive care.



Institutional Services: Demographics & Impact

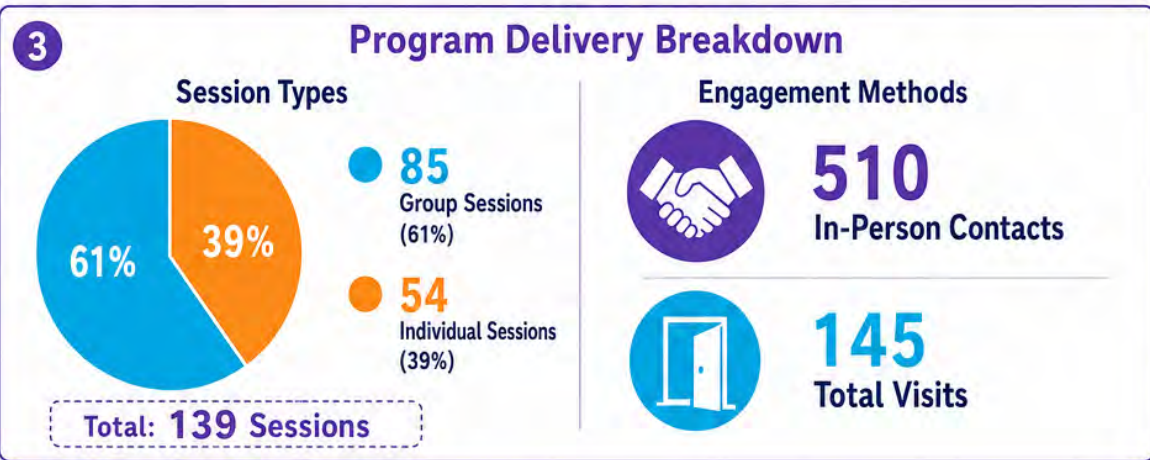
Toronto South Detention Centre

April 2025 - March 2026

1 Client Demographics



2 Top Service Requests



4 Referral Impact



5 Key Challenges & Opportunities



System Navigator Program (SNP)

Short-Term Intensive Case Management for High-Risk Reintegration

SOLGEN-Funded Partnership with JHSO



Designed to deliver short-term (4-6 weeks) intensive case management for individuals being released from Toronto South Detention Centre (TSDC). Direct referrals from Community Reintegration Officers (CROs) and institutional staff (social workers, rehab officers). Serves high-risk priority groups without community supports upon release.



487

Total Clients Served



546

Service Events



577

Service Hours Delivered



Pre-Release to Post-Release Support

1

Pre-Release Meeting



Establish rapport and assess needs

2

Discharge Planning



Prepare for seamless community connection

3

Post-Release Navigation



Immediate assistance with barriers

Top Services Provided



Care Packages

151
deliveries



Institution Visits

113
visits



Individual Case Management

69 cases

Priority Support Areas



Mental Health



Substance Use



Housing/Shelter



Identification



Service Connections



Program Impact

A protective factor to help individuals from cycling back through criminal justice system. Increases chances of successful community reintegration by helping navigate systems upon release.



Member of SOLGEN Toronto Regional Community Reintegration Planning Tables

Collaborating with SOLGEN, community agencies, and stakeholders to develop release plans for high-risk and vulnerable individuals.

Demographics Snapshot



45%

Visible Minority



10%

First Nations



88%

Ages 25-64



6%

English as Second Language



Proving how essential immediate supports are upon release and their positive impact on reintegration journeys.

Community-Based Reintegration Services

1



Toronto Regional Courthouse (TRBC)



On-site reintegration services staffed
2-3 days per week.

JHST is one of several community stakeholders assisting with donated items and organizing release care packages in the TRBC Donation Room for in-person releases.



2

Mental Health & Addiction Peer Support (MHAPS)

Partnership with JHSO, funded by
Solicitor Attorney General (SOLGEN)



Staffed by two peer support case workers who utilize lived experience to build rapport, engage individuals, and connect service users to supports, services, and referrals. Referrals come from probation officers. Peer case managers help create Client Action Plans.

MHAPS SERVICES



Accompaniments



Shelter/Treatment
Bed Assistance



Housing Support



ID Assistance



Warm Referrals



Safety/Harm
Reduction Plans



Crisis
Management



Goal Planning

Now in
Year 6



High Caseloads –
Currently Experiencing
Waitlist



No Fixed
Discharge Date



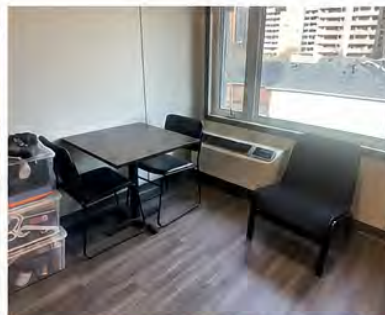
Some clients supported
since Year 1

3



MHAPS Success Story

November 2025 – Client Move-In Day



Prior to securing housing, this client experienced homelessness which significantly impacted his physical and mental health. Now stably housed, he is focusing on long-term goals including pursuing education to become a peer support worker.



Meeting people where they are – Building pathways
to stability and hope through peer-supported reintegration.

Reintegration Services: Success Stories & Testimonials

SNP, Institutional Services & MHAPS Programs



1. SNP & Institutional Coordinator Success Stories

1 Client M.'s Journey

When M.'s mother reached out for housing consent assistance, our team mobilized. Working with Crystal (Institutional Coordinator), we expedited paperwork, connected M. to SNP support, coordinated with COTA worker, and provided care package. M. voluntarily admitted to CAMH for addiction treatment, demonstrating accountability and commitment to change.



- Jamal Cargil,
System Navigator

2 Client D.C.'s Path to Independence

D.C. was released without housing. Through coordination with Social Workers and Community Reintegration Officers, we referred D.C. to John Howard Homeward Bound transitional housing. D.C. successfully transitioned and is now living independently and working.



- Crystal Davis,
Institutional Coordinator

3 Breaking the Revolving Door

A client with severe mental health challenges and substance dependence was caught in cycle of detention. As a refugee, extended custody tasked deportation. SNP coordinated comprehensive release plan with immigration counsel, CAMH, COTA, and legal team. We met with the client, facilitated shelter. Since release, the client maintains regular appointments and has made considerable mental health progress.



- Roisin Lodhi,
System Navigator



2. MHAPS: Client Voices

“

I just wanted to thank you for today. I enjoyed seeing you - It helped me to know there are people out there that will listen and help. I hope you have a wonderful hip and be safe.

”

“

I'm so happy having you as my support. I really appreciate you. God bless.

”

“

You helped me a lot yesterday. Just letting you know.

”



3. MHAPS Program Highlights



Supported client securing ODSP after denial



Helped client with severe ADHD complete Back on Track program



Assisted with understanding bail conditions and shelter access



Comprehensive support rooted in compassion, lived experience, and meaningful collaboration.

PARTNER ASSAULT RESPONSE (PAR) & CENTRALIZED INTAKE (CIRS) PROGRAMS

Addressing Intimate Partner Violence through Intervention, Accountability, and Support

 PARTNER ASSAULT RESPONSE (PAR) PROGRAM	PAR – CENTRALIZED INTAKE & REFERRAL SERVICE (CIRS) 
Court-Mandated Intervention & Psychoeducational Counseling  Funded by the Ministry of the Attorney General.  12-Session Psychoeducational Group Counseling.  Challenges Power & Control Beliefs/Tactics in Relationships.  Holds Perpetrators Accountable for Abusive Behavior.  Male & Female Co-Facilitated Groups.  Trauma & Violence Informed, Culturally Sensitive Staff.  Victim/Partner Contact Services: Safety Assessments, Planning & Referrals.  Provides Training to Toronto Police on IPV.  Active Participant in Domestic Violence Court Advisory Committees.	Streamlined Access & Collaborative Support  Funded by the Ministry of the Attorney General.  Centralized Intake for IPV Referrals (Bail/Probation).  Reviews Referrals, Conducts Intakes & Refers to 10 PAR Agencies across Toronto.  Works closely with Ministry, IPV Crowns, Probation & Parole, Victim Witness Assistance.  Conducts 'Lunch & Learns' for Probation & Parole Staff.  Attends Intimate Partner Violence Court Committee Meetings.

Both programs are dedicated to fostering change, ensuring victim safety, and reducing the recurrence of intimate partner violence in the community.

Partner Assault Response (PAR) Program

Impact Through Education & Support



Voices of Change: Client & Community Testimonials

“

Thank you and Rachelle for this course. It was very insightful and made me think about things that I was wrong in and I am committed to make changes to handle conflict better and provide a caring and supportive environment for my wife and kid.

- PAR Program Participant

“

I sincerely appreciate the contributions from you and your team, which have provided me with a clearer understanding of building a healthy, mutually beneficial relationship.

- PAR Program Participant



Community Partnership Recognition

From: Scarborough Probation Officer

“

I take this opportunity to offer my sincere appreciation for all your help and support over the years. Your dedication and resources made a huge difference in changing the lives of our clients and we truly couldn't have done it without your partnership. Thank you for everything you do for our clients and the community. It has been such a pleasure working with you and your team at John Howard Society.

”



With special recognition to:
Vishal, Eleisha, Julianna and Team JHS



Transforming lives through education,
support, and meaningful partnerships.

Community Justice Programs

Restorative Justice & Alternative Prosecution



Direct Accountability Program (DAP)

MAG-Funded

A community justice restorative-based program offered within our court system as an alternative to prosecution. DAP holds clients accountable for their actions by addressing the issues that lead to conflict with the law. Serves clients with little or no prior involvement in the criminal justice system charged with Level One and Level Two Type criminal offences.

Community-Based Sanctions



Community Service



Restitution Payment



Charitable Donations



Counseling Programs



ASAP

Anger & Substance Awareness Program

- ✓ 2-Session Format
- ✓ Psychoeducational
- ✓ Small Group Setting
- ✓ Addresses Anger + Substance Use Challenges
- ✓ MAG-Funded



CSI

Counseling Support & Intervention

- ✓ 3-Session Format
- ✓ Individualized Counseling
- ✓ For Differentiated Needs
- ✓ Alternative to Group Counseling
- ✓ MAG-Funded

Evidence-Based Counseling Techniques



Motivational Interviewing Techniques



Cognitive Behavioral Therapy



Solution-Focused Brief Therapy

Skills & Competencies Developed



Anger Management



Emotional Regulation



Communication Skills



Problem-Solving



Harm Reduction



Stress Management



Boundary Setting



Goal Setting



Consequential Thinking



Eligible Charge Types

Uttering Threats

Mischief Under

Assault
(including minor DV)

Reckless
Endangerment

Criminal
Harassment

Failing to
Comply

Failure to
Attend Court



Changing problematic thinking patterns, increasing motivation for pro-social behaviours, creating pathways to positive change.

CROSSROADS YOUTH PROGRAM (CYP)

Supporting African-Caribbean Youth (16+) towards
Positive Development & Reintegration

OUR MISSION & APPROACH



Individualized Case Management & Counseling:
Tailored support for personal growth.

Mentoring & Positive Role Models:
Guidance for navigating challenges.

Culturally Specific Programming:
Celebrating heritage and fostering resilience.

Addressing Pro-Criminal Behaviors:
Creating pathways away from crime.

KEY CURRICULUM AREAS



REFERRAL PATHWAYS



Fostering resilience and creating safer communities through dedicated support and opportunity.

Youth Empowerment Programs

Building Skills, Creating Opportunities



HIPP: HELPING INDIVIDUALS PLAN POSITIVELY

AGES 17-24

ANTI-OPPRESSIVE | STRENGTH-BASED



Empowering youth through engagement, prosocial activities, and actionable goals for educational and career advancement. Reducing likelihood of conflict with law by equipping participants with essential skills.



1 INDIVIDUALIZED CASE MANAGEMENT & COUNSELING

Personalized guidance for unique needs and goals.



2 ONE-ON-ONE COUNSELING SESSIONS

Confidential space to explore challenges and set objectives.



3 GROUP PROGRAMMING

Supportive community for collaboration and skill-building.



4 COMMUNITY ENGAGEMENT & EDUCATION WORKSHOPS

Addressing youth violence in neighborhoods and families.



STRONG PARTNERSHIPS WITH COMMUNITY AND GOVERNMENT AGENCIES ACROSS TORONTO



YT2E: YOUTH TRAINING 2 EMPLOYMENT

AGES 15-30



Empowering young individuals with essential support for navigating the labor market and achieving sustainable employment. Building skills, knowledge, and confidence for competitive job market success.

HOLISTIC DEVELOPMENT FOCUS



TECHNICAL SKILLS



LIFE SKILLS



COMMUNICATION & EMOTIONAL INTELLIGENCE

YT2E SERVICES



RESUME BUILDING



INTERVIEW PREPARATION



NETWORKING STRATEGIES



PROFESSIONAL RELATIONSHIP BUILDING



WORKPLACE CHALLENGE MANAGEMENT



CAREER ASPIRATION PLANNING



Collaborates with community service providers, local businesses, and government agencies to connect participants with job opportunities, internships, and apprenticeships.



PROGRAM DELIVERY

DYNAMIC WORKSHOPS | ONE-TO-ONE CASE MANAGEMENT | HANDS-ON TRAINING



A VITAL BRIDGE TO OPPORTUNITY – POSITIONING YOUTH FOR SUSTAINABLE SUCCESS AND POSITIVE FUTURES.



Community Reintegration Planning & Collaboration Initiatives

Community Reintegration Planning Table (CRPT)



JHST fosters collaboration at the Toronto South CRPT (est. May 2023).

Partnership between Ministry of the Solicitor General & Provincial HSJCC.

Creates personalized reintegration plans for high-needs individuals leaving Toronto South Detention Centre.

Shared responsibility & commitment.

Human Services and Justice Coordinating Committee (HSJCC)



Goal: Provide a planning table of service providers to find solutions for criminalization of people with unique needs.

- Develops a model of shared responsibility & accountability.
- Addresses emerging health equity challenges, including COVID-19 impacts.
- Collaborates on intersectional, equity, and Anti-Racism approaches to social determinants of health.

Ontario Community Residential Facility Alliance (OCRFA)



Purpose: Forum for Ontario CRF operators to connect, collaborate, and advocate.

- Informs on issues important to clients, agencies, and communities.
- Promotes open communication, integrity, reciprocity, transparency, and partnership.

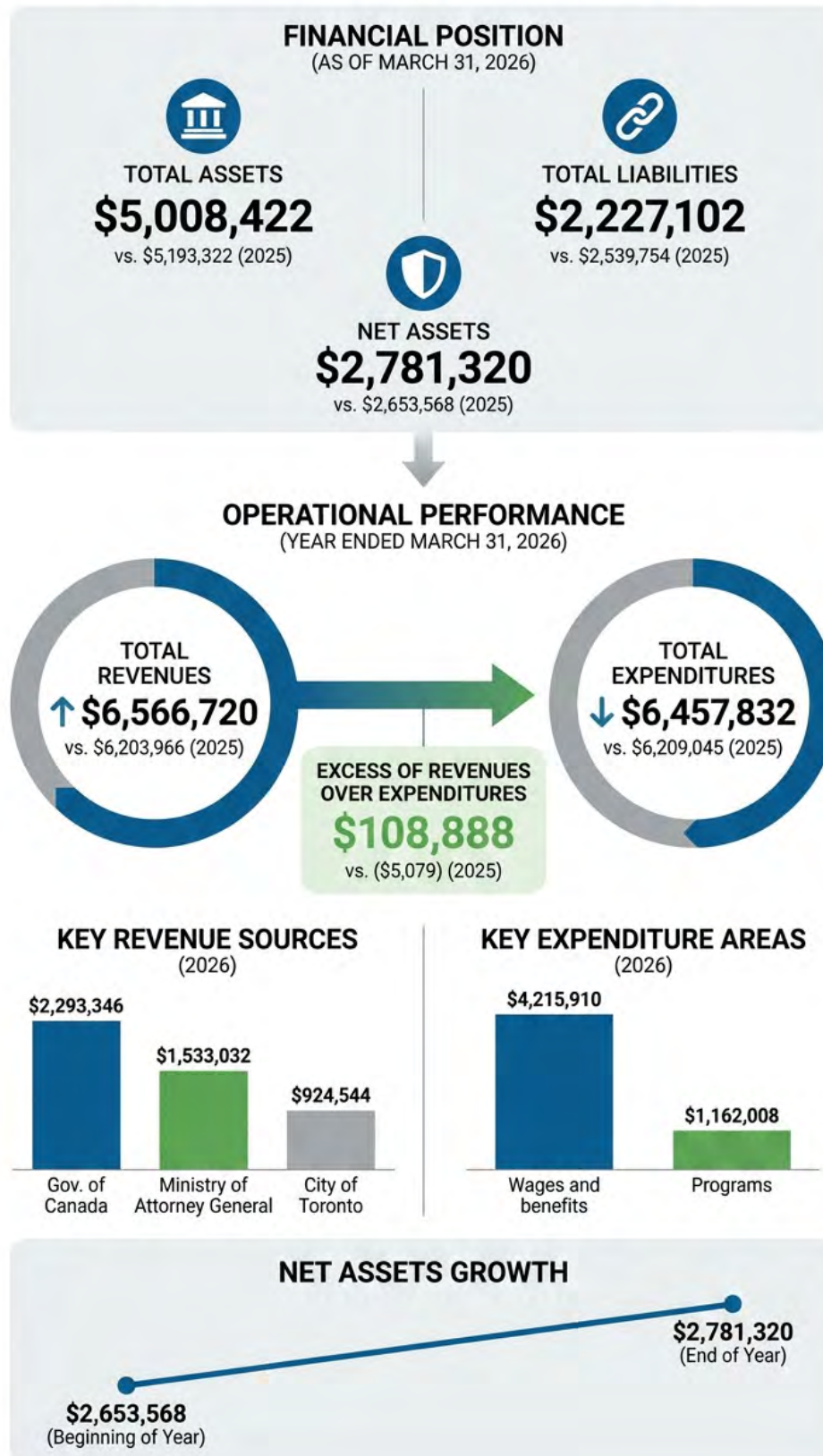
Community Assessment Team (CAT)



Purpose: Screens applicants for Walter Huculak House or DGE Residence.

- Assesses potential for successful reintegration through supervision & supports.
- Ensures greater public protection.
- Decisions made by the CAT as a whole based on various factors.

FINANCIAL OVERVIEW: YEAR ENDED MARCH 31, 2026

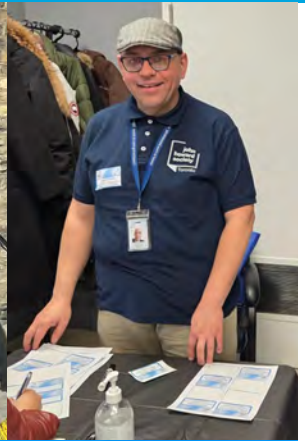


JOHN HOWARD SOCIETY OF TORONTO
BALANCE SHEET
AS AT MARCH 31, 2026

	<u>2026</u>	<u>2025</u>
ASSETS		
Current		
Bank	\$ 461,174	\$ 653,734
Bank - Bingo - note 8	22,277	68,927
Term deposit - note 2(i)	843,786	856,304
Accounts receivable - note 9	200,710	263,714
HST receivable	50,944	96,122
Prepaid expenses	104,037	89,835
Due from related party - note 5	97,098	97,773
	1,780,026	2,126,409
Capital assets - notes 2(f) & 3	3,155,016	3,012,397
Cash - building reserves	73,380	54,516
	\$ 5,008,422	\$ 5,193,322
LIABILITIES		
Current		
Accounts payable and accrued liabilities - note 10	\$ 447,779	\$ 881,592
Deferred contributions - note 2(h)	259,121	240,518
Current portion of long-term debt - note 4	88,249	839,693
	795,149	1,961,803
Long-term debt - note 4	668,354	-
Deferred charges - notes 2(g) & 7	763,599	577,951
	2,227,102	2,539,754
ACCUMULATED NET ASSETS		
Net assets - note 12	2,781,320	2,653,568
	2,781,320	2,653,568
	\$ 5,008,422	\$ 5,193,322

JOHN HOWARD SOCIETY OF TORONTO
STATEMENT OF OPERATIONS
FOR THE YEAR ENDED MARCH 31, 2026

	<u>2026</u>	<u>2025</u>
REVENUES		
United way	\$ 453,750	\$ 499,260
City of Toronto	924,544	1,038,762
Ministry of Attorney General	1,533,032	1,244,706
Government of Canada - CSC & Public Safety	2,293,346	2,021,396
Delta Bingo	79,715	89,419
John Howard Society of Ontario - note 5	399,773	365,470
Foundations and other agencies	4,800	43,812
Ministry of Community & Social Services	482,638	477,654
Fees for service	147,402	210,383
Donations and fundraising	212,345	168,984
Other	35,375	44,120
	6,566,720	6,203,966
EXPENDITURES		
Wages and benefits - note 5	4,215,910	4,036,439
Travel	27,549	36,362
Telecommunication	66,089	66,489
Rent	49,853	136,150
Office supplies	33,662	62,761
Advertising and promotion	9,444	11,479
Insurance	48,850	54,486
Printing and copying	2,353	4,619
Programs	1,162,008	799,891
Amortization	79,391	63,698
Bank charges	4,160	4,778
Utilities	62,746	58,478
Professional fees	257,949	321,903
Security system, cleaning, and maintenance	293,242	334,464
Food	61,166	83,017
Furniture, equipment, and computer lease	7,173	16,706
Postage and courier	3,448	8,340
Staff training	24,660	48,530
Mortgage interest	48,179	60,455
	6,457,832	6,209,045
EXCESS (SHORTFALL) OF REVENUES OVER EXPENDITURES	108,888	(5,079)
NET ASSETS - beginning of the year	2,653,569	2,658,647
Transfers to building reserve fund	18,863	-
NET ASSETS - end of the year	\$ 2,781,320	\$ 2,653,568



Thank You to All of Our Funders

Canada

Government of Canada

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

Toronto

City of Toronto

Housing Access and Support Services

Ontario

Province of Ontario

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



United Way
Greater Toronto



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

Toll-free: 1-866-265-4434 | Local: 416-925-4386

8 Office Locations

NEW

Head Office (NEW as of May 2026)
360 Deerhide Crescent,
North York, ON M9M 2Y6

Eglinton Office

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

St. Margaret New Toronto

156 Sixth St, Etobicoke,
ON M8V 3A5

Scarborough Office

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

Crossroads Reporting Centre

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

Reintegration Services

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

Court Services

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

2201 Finch Courthouse (TRBC)

2201 Finch Ave W, North York,
ON M9M 2Y9



**Effective.
Just.
Humane.**

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