



CALGARY
JOHN HOWARD
SOCIETY

Restoring Lives Preventing Crime

Strengthening Communities



Annual Report 2011

www.cjhs.ca

Over the past year we have been working on many different projects in addition to the already heavy workload of delivering services to achieve the goals of the organization and the needs of our clients. I think that is extremely import to note that, even though many other expectations have been placed on the staff members of the agency; they have been able to continue to improve and deliver the services we are funded to provide. This reflects the diligence, commitment and caring Calgary John Howard Society staff members have for their work and their clients. The additional effort and time they give to accomplish the many other initiatives and tasks reflects their commitment to the organization and its future. As the Executive Director, I couldn't be more impressed with the efforts and accomplishments of the managers and staff, and the progress that has been made in all areas.

The agency program staff members have been involved in developing an agency wide Performance Measurement and Evaluation System with our consultant for over a year, with the result that all programs in the agency now have logic models and outcome measurement indicators. The information gained will allow us to improve program performance and report on the impact of our programs to stakeholders providing greater confidence in the achievement of organizational goals.

Stakeholder confidence in our programming

will also be enhanced for our youth residences as the management and staff have been preparing for accreditation through the Canadian Accreditation Council. Preparing for accreditation has been a tremendous amount of work and also impacts the administrative processes of the overall agency. Frankie Evans has coordinated this effort and the youth residences passed the trial review with great success.

Calgary John Howard Society has formed a new partnership with Wood's Homes and received funding from the Calgary Homeless Foundation to develop and deliver a reintegration program for youth leaving the Calgary Young Offender's Centre. Consistent with housing first philosophy, this program is focussed on finding accommodation for youth and provides supports such as rental subsidies, clinical assessment and counselling. As an offshoot of this program, but separately funded, is a culinary arts program operated by Wood's Homes out of the commercial style kitchen in the basement of Raido House. This program will provide training and employment opportunities for young persons seeking independence. The kitchen at Raido House was available because a new, home style, kitchen has been built on the main floor of the building, the result of determined fundraising.

Agency staff members were also busy increasing the profile of the agency by hosting a symposium and special screening

Report From The Executive Director



of the internationally acclaimed film “Sins of My Father” featuring Sebastian Maaquin, son of Pablo Escobar, during National Victims of Crime Week. Cindy Brown led a dedicated crew of staff developing the event in partnership with Spiritual Directions. The event and the agency received excellent media coverage thanks to Elford Communications. Finally, we cannot recap 2011 without mentioning the efforts and accomplishments during the year which bring us closer to relocating Bedford House and the main office to Builders Rd SE. A small team from the agency met with our future industrial neighbours and communities from across McLeod Tr. to develop a Good Neighbour Agreement (GNA) over a period of four months. The process was very positive and the resulting agreement is comprehensive and supported with many signatures from stakeholders. Following the development of the GNA, but before an application for a development permit was submitted, the agency held an open house and invited 5000 households and business to attend and view the proposed building and the GNA. The evening went well, although it was not well attended. The development permit application has now been submitted.

The Calgary John Howard Society has had to utilize proceeds from the expropriation of Bedford to finance the activities and processes necessary to acquire approvals and do the preparations required to build

a facility, especially one that will include a CRF. The agency costs required to relocate are subject to a compensation claim that give us an opportunity to recoup them. This past year the related costs have resulted in an overall deficit for the agency, but have not affected our normal operations. The Board of Directors will not accept a situation where our normal operations would be affected.

Overall, it has been a busy year but one that has had positive achievements on many fronts. It would not have been possible without the exceptional work of the agency staff and their willingness to go the extra mile. The support and work of the Board of Directors has also gone above and beyond to ensure a great future for the agency. It has been a pleasure working with everyone involved in the organization and I thank you for your efforts and support.

Gordon Sand,
Executive Director

Report From The Chairman

I would like to take this opportunity to express on behalf of the Calgary community and the stakeholders of the Calgary John Howard Society our sincere thanks to its management, staff and volunteers for their work over the past year. Your continued work and commitment to the values of the society serve to advance the goals of restorative justice in our community. 2011 has been a year of progress on several fronts. One of the most notable achievements from a board perspective has been the development and implementation of logic models and indicators to measure outcomes for nearly all CJHS programs. The use of these tools better allow us to gauge our progress and alignment to the overall goals of the agency. Beyond simply delivering programs and hoping for their effectiveness, logic modeling puts the CJHS in a position to create truly responsive programming and then fine tune those programs at a very high level. The board sees this as being a very productive development, one that will surely be regarded in that light by our funders.

Relationships with our existing funders have also been strengthened over the past year, with positive reviews coming from the United Way and the Calgary Homeless Foundation in terms of our reporting and outcomes. This is in part due to the continued implementation of the CJHS Strategic Plan, now in its third year. The leadership team has demonstrated its commitment to using the plan as a guide for improving the organization. Since the implementation of the plan and the new branding strategy, the board has noted the

continued refinement of the agency's ability to present itself professionally to our clients, funders, and the public. Further, the board is grateful to see that the portion of the Strategic Plan addressing staff satisfaction has been actively worked on. Providing a positive and rewarding work environment for all staff continues to be seen as a top priority.

Work has also progressed over the past year with respect to the relocation project for the CJHS Headquarters and Bedford House to the Manchester Area in southeast Calgary. This project continues to play a defining role in the future of the agency, and I wish to thank the staff members that have contributed to it over the past year. As always, work on the relocation presents a fundamental challenge; it requires enough attention to ensure the project remains focused and on schedule, yet at the same time it cannot occupy the resources of the agency to the extent that it compromises our core business and commitment to our clients. The board wishes to thank the staff of the agency for understanding this distinction and focusing the appropriate level of attention to work on the relocation.

Two major developments in the relocation project took place over the past year, both of which served to make the project more tangible. First, working with Norr Architects Planners, the agency settled on a conceptual design for the new facility. This process included consultations with the staff members to ensure that their voices were heard and respected in terms of what they wish to see in their new home. Results from this interaction

were very positive, and the board is extremely pleased that the staff is taking ownership of this process. I hope that the staff and volunteers of the agency view the new building with excitement and anticipation.

The second notable development on the relocation project over the past year has been the successful negotiation and signing of a Good Neighbour Agreement (GNA) for the new building site. This agreement establishes a framework for a mutually beneficial relationship with both the immediate neighbours to the Manchester site, as well as the adjacent communities to the west. During the negotiation process, the solid reputation of the CJHS within the community was immensely beneficial, as it enabled the CJHS team to negotiate in good faith, and to be taken at its word. This is a very important point and I wish to thank all the staff and volunteers of the agency for helping to establish this type of credibility through their dedication and hard work. Interestingly, at the end of the GNA process work with the neighbourhood groups had progressed to a point that these communities were interested in having CJHS clients, staff and volunteers assist them in some of their community projects in the future. I know that we as a group will be up to this challenge and will demonstrate to our new neighbours that the CJHS can form a productive partnership with them.

Looking forward into 2012 and beyond, the agency will be turning its focus to the final piece of the relocation puzzle: solidifying funding for the project. While this process has been

underway for some time, with the plans and budgets for the new facility becoming more clear it is now possible to advance the case for funding through our pending expropriation case and other avenues. In terms of program development and delivery, I would encourage the staff and volunteers of the agency to continue to build on their past successes. Relationship building with our funders and measuring outcomes will continue to be two areas of interest for the CJHS. Over the past few years the agency has shown a high level of creativity in delivering innovative and productive programming to our clients, and the board is confident that this will continue. On behalf of myself and the Board of Directors, I would like to thank Gordon Sand, the management team, staff and volunteers of the Calgary John Howard Society for their commitment, dedication and enthusiasm in another successful year for the organization.

A handwritten signature in black ink, appearing to read 'James M. Clark'.

James M. Clark
Chairman, Board of Directors

Our Funders & Supporters



Catholic Charities



Calgary Fetal
Alcohol Network

The Calgary John Howard is also supported by individual and anonymous donors

Youth & Educational Services

Alternatives for Adolescent Males Project (AAMP)

The Alternatives for Adolescent Males Project is a process/discussion group that meets for 2 ½ hours once a week for eight consecutive weeks. The group provides males 14-18 years of age with an opportunity to gain self-awareness through topics of communication, anger management, male gender roles, and empathy. Participation is voluntary, however clients are encouraged to contribute as much as possible, as topics are guided by group discussion.

The Project was delivered as part of the Child and Youth Empowerment Strategy.

The main goal is to provide clients with insight and understanding into “why they do what they do.” This includes, but is not limited to, undergoing critical self-examination and reflection on their patterns of behaviour, taking responsibility for their actions, and the ability to use alternative behaviours that establish healthy, non-abusive and pro-social relationships. In addition, the curriculum was revised to incorporate a process group approach rather than an educational approach.

Two groups were facilitated in 2011. Eleven clients completed the program, demonstrating high levels of motivation for implementing positive changes.

Client evaluations demonstrated that youth who completed the group experienced an increase on the pro-social behavior scale, demonstrated a decrease on the abusive behavior scale, and demonstrated an increase on critical self-examination and reflective scale.

Calgary Community Conferencing (CCC)

Calgary Community Conferencing is delivered using a partnership between Calgary John Howard Society, City of Calgary Community and Neighbourhood Services, Mennonite Central Committee, and Calgary Family Services.

A Community Conference is an opportunity for everyone affected by a crime or harmful act committed by a young person to participate in acknowledging and addressing the harm caused. This involves a meeting between the young person, his/her family and supporters and the victim(s), their family and supporters. The conference is organized and guided by a facilitator. Personal meetings are held with participants in their homes in preparation for the community conference. An agreement is developed and then provided, along with a summary of the conference, to each participant, as well as to the referral source.

Two of the Calgary Community Conferencing Facilitators attended the 2011 International Restorative Justice Conference “Building Alliances Among Practitioners, Policy Makers & Scholars. This was an excellent opportunity for the facilitators to network, share stories and philosophies with other restorative justice professionals.

Calgary Community Conferencing was invited to participate in a Judges Round Table event to inform Judges, Crown, Defence and other youth serving organizations about conferencing benefits and the referral process. As a result, Crown has begun consulting with conferencing facilitators on serious offences.

Crime Impact Program (CIP)

Crime Impact Program is a Restorative Justice process for young offenders when a victim cannot be involved. These sessions are a one-on-one service designed to implement the theoretical practice of restorative justice in a supportive and safe environment. The program is for youth who are presently involved or at risk of becoming involved with the criminal justice system. Youth complete a 1 ½ to 2 ½ hour session involving in depth discussion of the impact of the youth's behaviour on victims, themselves, their family and other significant people in their lives, and the community.

The Restorative Justice programs offered by CJHS were re-structured in 2011, in order to provide for greater collaboration, and to offer a range of restorative justice processes to youth who are involved, or at risk of involvement with the Criminal Justice System. As part of the processes, the services were renamed.

The Crime Impact Program has been renamed Crime Impact Sessions and will be offered along with Victim Offender Dialogue, and Calgary Community Conferencing to form Calgary John Howard Society's Restorative Justice Services for Youth. Also, we will be completing the process of developing a new Evaluation Strategy including logic model and outcome measures to facilitate a better understanding of the impact of the work being done.

Child and Youth Empowerment Strategy Project (CYES)

CYES provides support to children and youth between the ages of 9-17 who are at risk of becoming or are involved with the Youth Criminal Justice System. Youth that participate in CYES are those that are on a path leading to criminal involvement. Without appropriate intervention these youth have the potential to participate in long-term criminal behavior causing a strain on front-line policing and emergency response services. As a result of their participation in CYES, youth are provided with the means to address day to day conflicts effectively, to avoid negative and dangerous reactions to conflict and to make positive choices for healthy futures where youth can involve themselves in making positive contributions to their schools, families and communities.

Child and Youth Empowerment Strategy previously included services for children 9-17 years of age. However, it was identified that there was a duplication of services for the 9-11 population through services offered by the Multi-Agency School Support Team (MASST). As a result, CYES will be delivered for 12-17 year olds using up to 10 individual sessions.

CJHS Youth Services Team underwent a process of re-structuring in order to enhance service delivery by offering a continuum of support options, and to offer a more efficient referral and intake process. In 2012, the Child and Youth Empowerment Strategy will be one of the services that makes up Support, Advocacy and Empowerment Services for Youth, along with Youth Advocacy and Support, and the Youth Drug Impact Project.

Youth & Educational Services

Criminal Justice Education (CJE)

The Criminal Justice Education Program provides information to the public on various topics within the criminal justice system. This information is delivered by providing interactive presentations throughout Calgary and surrounding rural communities. Many presentations are delivered in schools to students from grade six to grade twelve. Topics focus on the Youth Criminal Justice Act (YCJA), the court system, the impact of crime on victims, restorative justice, and other topics of interest. The program also works within the greater community and adult population to educate people on the Canadian criminal justice system.

This Year, CJE's highlights include:

Delivery of presentations to more than 10,000 individuals.

Presentations were provided to 10 new school and community locations.

Development of a volunteer component including a Criminal Justice Education Volunteer Manual

Two lawyers from the Youth Criminal Defence Office (YCDO) volunteered with the program

Looking Ahead, Volunteers will assist with delivery of presentations to Grade 6 students, allowing the Criminal Justice Educators to enhance marketing and program delivery to rural locations.

The Criminal Justice Educators are creating a new presentation on the relation of bullying behaviour to criminal charges.

Presentation content will be revised, incorporating information about changes to Crime Legislation including Bill C-10: Safe Streets and Communities Act

Youth Opportunity Route (YOR)

Youth Opportunity Route supports independent youth 16 to 24 years of age with a successful transition to adulthood through financial literacy, money management, and asset building. Youth complete financial literacy workshops, including topics of Budgeting, Banking, Credit, Consumerism, and Assets. Youth participating also access an Individual Development Account which provides matched savings to obtain housing, purchase household goods, pay for education and training costs, purchase tools and equipment for work, or obtain prescription eyewear or dental care.

The goal of the Youth Opportunity Route is that youth successfully transition to adulthood, meaning Youth are ready for post-secondary education, ready for work, ready to give and ready to live a balanced personal life.

The Youth Opportunity Route initiative ended in the first quarter of 2012. The learning from the initiative has been shared across Calgary John Howard Society and other Youth Serving Organizations in Calgary. As a result of the Youth Opportunity Route and CJHS' collaboration with Momentum, a number of staff completed training in the delivery of Financial Literacy. As a result, Financial Literacy curriculum has been embedded in the services of CJHS.

Youth Drug Impact Project (YDIP)

The Youth Drug Impact Project was developed and facilitated by the CJHS to produce an evidence-based targeted drug prevention program for youth 13-18 years of age who are at risk of involvement with the criminal justice system. A framework and curriculum for a drug and crime prevention program appropriate for youth was developed and piloted in Calgary, and is being shared with Youth Serving Organizations across Alberta who have interest in facilitating sessions in their community.

The curriculum is delivered as an interactive educational group utilizing presentations, activities, and discussion of personal experience. It is facilitated in six group sessions over three weeks. During the sessions, youth receive information about drugs, discuss a Continuum of Drug Use, Root Causes of Drug Use and Crime, Impacts on Major Life Areas, Personal Values and Beliefs, and Goal Setting. Staff encourage participants to learn from each other and to re-frame their perceptions, and improve decision making. Adults who have are in recovery share their personal experiences with addiction and crime in order to further illustrate the key concepts.

Participants also access individual support during the group and for up to 3 months following the last session. Youth are supported with setting and achieving goal related to positive changes in their major life areas.

CJHS has applied to the Alberta Lottery Fund Community Initiatives Program and Health Canada for funds to continue to deliver the Youth Drug Impact Project Curriculum in Calgary, and to disseminate the project across Alberta.

Youth Advocacy & Support (YAS)

The Youth Advocacy and Support Program provides community based one to one support to youth aged 12 -18 years of age who are involved or at risk of involvement with the Criminal Justice System. Informal counselling utilizing a mentorship model is provided to address issues including strained family relationships, negative peer relationships, school challenges, unhealthy risk-taking, and inaccurate awareness of consequences. Advocacy is utilized to ensure access to community resources. Youth are provided with the necessary support to develop pro-social reactions to conflict to address day to day challenges, and to make appropriate choices which follow for positive contributions to family, school, and community.

This year, CJHS' Youth Services Team underwent a process of re-structuring in order to enhance service delivery by offering a continuum of support options, and to offer a more efficient referral and intake process. In 2012, Youth Advocacy and Support will join the Child and Youth Empowerment Strategy, and the Youth Drug Impact Project to deliver Support, Advocacy and Empowerment Services for Youth.

In the coming year, Youth Advocacy and Support will offer a practicum placement for a student from Mount Royal University's Child and Youth Care Counsellor program. The practicum student will receive an opportunity to shadow the Advocates daily activities and also connect with clients on a one to one basis.

Youth & Educational Services

Victim / Offender Reconciliation Program (VORP)

The Restorative Justice Services involves the coordination and delivery of the Victim Offender Reconciliation Program as well as building awareness in the community of the principles and practices of Restorative Justice.

Victim Offender Reconciliation consists of a mediation process which involves providing the victim and young offender an opportunity to meet face to face in a safe environment where an open discussion about the offence can take place and issues stemming from it may be explored. Participants are supported in resolving the incident in a way that may best address their needs.

Looking ahead, one of the Restorative Justice Program Facilitators was re-elected to the Board of Directors of the Alberta Restorative Justice Association (ARJA), which is a body that focuses on promoting restorative justice throughout the province and acting as a supportive, guiding body for current and future restorative justice programs. The Facilitator will sit on the board as vice-chair for the 2011 -2012 session and is the chair person for the 2012 Provincial Conference. The provincial conference is to be held in November 22 and 23, 2012 and the conference committee has secured Dr. Martin Brokenleg as the keynote speaker.

The Restorative Justice programs offered by CJHS were re-structured in 2011, in order to provide for greater collaboration, and to offer a range of restorative justice processes to youth who are involved, or at risk of involvement with the Criminal Justice System. As part of the processes, the services were renamed

Youth Services Success Stories

VORP: One of the mediations conducted this year involved a young person responsible for stealing a Poppy Fund box from a 7-11 and a representative of the Poppy Fund. The young person met with the representative to take responsibility for his actions and express his remorse in a personal manner. The representative shared how the monies from the poppy fund were used to care for our veterans and without it the veterans would go without. This struck a chord with the young person as he had no idea and the meeting culminated in a tour of the facilities and a donation to the poppy fund from the young person. Both participants were very satisfied with the process and expressed their appreciation for having an opportunity to be involved. \$

YAS: A 16 year old male was referred by Youth Probation. The early relationship building meetings involved conversations geared to identifying his individual needs and strengths. While the youth had motivation to participate in the program, he started off with a lack of awareness of accountability, and personal responsibility. Exploration of his experiences showed he was dealing with many stressors, negative influences, and poor decision making skills. This affected his family relationships, school performance, peer relationships, along with providing for an uncertainty of personal goals, motivation, and overall positive outlook on life. Support was provided through meetings with a focus on personal responsibility to start the process towards change. As he began to

develop a better understanding of accountability, he started putting together a list of goals to improve his major life areas. As he started to work towards these goals he noticed changes. He began improving his school life by changing his group of friends. He focused on school work and improved his attendance and performance. He also began to develop a better reputation with the administration. A critical examination of his lifestyle led to reduce drug use and eventually a goal to completely stop using. He also signed up for the Alternative for Adolescent Males group on his own accord. As of late, he reported being focused on positive goals and experiencing confidence and motivation to continue making positive changes. §

CIP: A 15 year old male who completed a Crime Impact Session as a result of skipping school, alcohol and drug use, and getting into trouble with the law. This was out of character for him and through the session his triggers were identified as peer pressure, boredom, and lack of goals and motivation. After further discussion of the things he enjoyed, he set goals involving participation in athletics. Feedback received about the progress he made demonstrated he had turned his life around, was doing well in school and is drug and alcohol free. He is now one of the top track and field athletes in Alberta with two provincial records. He provided thanks to the Crime Impact Session facilitator for helping him to set goals and get refocused with his priorities with life. §

CYES provided assessment and counseling for a 15 year old female who exhibited violent behaviors towards family and peers in closed environments. CYES assisted the youth with identifying her triggers as defense mechanisms consistent with an individual experiencing unresolved trauma. The CYES Facilitator was able to develop a rapport and working relationship based on trust whereas previous counseling attempts were unsuccessful. A range of services were provided, including identifying services to address trauma, attending to ongoing medical needs, assistance with developing appropriate non-violent strategies, and involving significant persons in her life to negotiate a workable living environment which fostered learning and positive reinforcement for change. Through the support provided, she gained an understanding of how behaviors can affect others, recognized what could be changed in the environment and self, and what coping strategies would be effective when change was unlikely. She identified activities with a positive focus and positive group involvement which when she engaged in eliminated negative peer influences. The services provided by CYES resulted in the elimination of violent behaviors.

Adult & Reintegration Services

Emergency Assistance & Intake Program

Intake provides immediate and direct assistance to individuals who have had, or are at risk of having involvement in the criminal justice system. Assistance may be provided in relation to employment and/or education issues, finances, counselling, advocacy, transportation, basic needs, pardons and other document assistance, facilitating contact with family/community supports and internal/external referrals.

A total of 1460 contacts with clients were made through the Intake Program in 2011. There were 433 new clients registered with the agency and 719 contacts were made in person. In 718 instances, clients' needs were either satisfied directly or access to appropriate resources was facilitated; a total of 175 referrals were made.

Of all the clients served in 2011, 5% were homeless and 4% had been released from custody within the past three months; 26% of clients served were female and 11% were of Aboriginal descent. The average age of clients was 35 years.

The Intake Program is the hub of Adult Services at the agency. It provides foundational support for all clients wishing to access services and for many who are involved in other agency programs. All team members work cohesively to provide Intake services and there will eventually be a cross-over of service provision between all caseworkers providing adult services with the exception of specialized programs such as Literacy and the Extended FASD Support Project. This will serve to build capacity within the team and further develop the experience and expertise of adult service staff.

Institutional Visitation Program

A direct link to the community is provided for individuals incarcerated in the Calgary Remand Centre and infrequently at Calgary Correctional Centre and the Forensic Assessment Unit. Emphasis is placed on providing assistance with pre-release planning and activities generally include provision of accurate resource information, career planning and assessments, crisis counselling and support, bail and fine support, facilitation of family and/or community connections and advocacy as needed. Individual requests for assistance and/or support are responded to expediently and services are tailored to meet individual needs.

2011 was a transitional year for the Institutional Visitation Program as the program has undergone significant changes in structure and focus. While still meeting the needs of all individuals served, the program has been streamlining its services. In 2011, a total of 1264 individuals requested services while in custody and 591 personal interviews were conducted.

A revised program design increases our ability to connect with other service providers and develop a collaborative approach to assist with successful reintegration as needed. We continue to make significant connections in the community to address the need for affordable, safe housing options for our clients to access upon release. The demand for assistance is consistently increasing as the population within provincial facilities continues to grow. Realigning the emphasis of the program to refocus on the release planning aspect of assisting individuals has allowed for increased effectiveness of time and resources and ultimately the ability to better serve clients and the community.

Learning Employment Enhancement Program (LEEP)

LEEP is an employment preparation program providing individuals at risk and those in conflict with the criminal justice system the skills needed to successfully secure and maintain employment. The program runs in modules of three weeks sessions, offering job preparation skills and industry certification training as well as an integrated Alternatives to Violence (AVP) basic workshop. Industry training includes H2S Alive, Petroleum Safety Training and Standard First Aid/CPR. AVP is designed to enhance self-esteem, communication, cooperation and problem solving skills. Clients are also assisted in creating functional and targeted cover letters, résumés, learning basic computer money management and job search skills strategies.

LEEP has further developed new partnerships with other community stakeholders such as Calgary Public Library (Digital Literacy and subsidies for clients) and Enform (industry training software and administration). Data collection tools have been further developed and refined; a 3-6-9 month employment evaluation has been implemented to track clients' success at securing and maintaining employment. Of the 96 participants in LEEP in 2011, 77 completed the program. Of 24 graduates who had undergone the final 9 month evaluation, 85% have secured and successfully maintained employment. A total of 240 industry certification tickets were acquired by participants in 2011.

Adult Literacy Program

The literacy program provides foundational learning opportunities to financially barriered adults with criminal backgrounds and those at risk of conflict with the law; offers clients the opportunity to address literacy skills free of charge. This service is funded to support learners from the level of basic literacy to grade 9. Learners work on reading, writing, numeracy, comprehension, and life skills. Instruction is offered one-on-one at Calgary Remand Centre on inmate request, one-on-one at Calgary Correctional Centre upon referral, and one-on-one and small groups at the Inn from the Cold and within the community. Services are provided by one full time and two part-time agency staff in addition to volunteers.

In Calgary Remand Centre the demand for service continued to grow as the full-time Literacy Coordinator and part-time Literacy Facilitator attempted to see clients once a week.

Due to the past successes the Literacy Program was invited to apply for 3-year funding through Calgary Learns. Funding was received from Calgary Learns for Initiative Funding for the establishment of a literacy program at the Calgary Correctional Centre (CCC). There is a part-time Literacy Instructor now working on this site who meets with clients 3 times per week. A strong successful partnership was established between CJHS, Calgary Public Library and Inn from the Cold which resulted in offering mutual agency, community, and Inn from the Cold clients workplace-ready computer skills training; the computer classroom at CJHS was used for this purpose and served to link clients with other internal agency programs.

Adult & Reintegration Services

FASD Action Hall (FAH)

FAH is a weekly voluntary group meeting with adult participants living with FASD who identify themselves as “self-advocates” and their supporters who are “allies”. Group members identify specific challenges they have experienced during the week and use these experiences to hone problem solving and self-advocacy skills in a safe and supportive environment. An innovative approach is used to develop self-advocacy skills. This inclusive approach centers on people facing disabilities due to FASD (self-advocates) and people without FASD (allies) who support them.

In 2011, many participants reported they were successfully able to:

- find housing and keep up with the expectations of being a responsible tenant
- demonstrate continued sobriety
- share continuous examples of when they demonstrated advocating for themselves in school, work or in their homes
- learn more about FASD in a positive manner which resulted in them feeling more empowered
- express how much they appreciated being heard and accepted

Facilitators of FAH presented at the 5th National Biennial Conference on Adolescents and Adults With FASD in Vancouver, BC. and also assumed a leadership role in the CFAN FASD Run for FASD Day.

Extended FASD Support Project (EFSP)

Recognizing that individuals with FASD are overrepresented in the justice system and have unique needs around communication and learning, this program provides resources to community support teams, educates the individual, the community and the social justice system so as to reduce recidivism. The Extended FASD Support Project (EFSP) is designed to: support adults living with FASD who are at risk or involved in the criminal justice system.

Our goals are:

To prevent crime by identifying and supporting adults living with FASD who are at risk or involved in the criminal justice system and providing resources to the Community Support Team (CST).

-support individuals to live with dignity, transition and live in the most independent environment as possible.

-facilitate completion of medical diagnostic assessments and designing intervention plans that utilize the recommendations made in the assessment.

-create sustainable and viable CSTs and educate the CST on intervention strategies.

-provide training to the CST on how to work consistently with the client in all areas of service delivery.

-provide ongoing support to Community Support Team (CST) members

Reintegration Services Success Stories

LEEP: There have been a significant number of LEEP graduates that report success following their participation in the program. Many remain in contact periodically and wish to share their stories. One 43 year old individual who had never worked a legitimate job in his entire life and had been repeatedly incarcerated indicated that after having graduated LEEP and applying what he had learned he remains employed after many months and is now earning \$110,000 per annum working in the oil and gas industry! His employer has further trained and promoted him several times and he attributes his success to LEEP and what he learned from the experience. He states, “Thanks to LEEP and AVP I am living the dream. Who would have ever thought a 40 year old career drug dealer – making a change like this! I have a whole new lease on life”. §

Literacy: A client regularly attended for many months the twice weekly classes held at the Inn from the Cold. This client promoted the program and successfully completed the Digital Literacy classes at CJHS to obtain a workplace skills certificate for computers. Upon completing the class this client also successfully attended First Aid/CPR training offered within LEEP to be able to include this on a resume.

Intake: Just released from custody, unemployed, no family or community supports and homeless, “Stan” came to the agency seeking assistance. Through wrap-around and continued supports we had the opportunity to assist Stan in various ways with his reintegration issues. Although he was unable to complete the employment program (LEEP) initially due to personal issues which resulted in him returning to custody for a short period, our Institutional Caseworker connected with him at the Remand Centre and helped him develop a solid release plan. Upon release he again entered LEEP and completed it successfully. He has since completed his term of probation, secured full time employment and a stable independent residence.

We were also able to assist another individual secure independent housing by obtaining funding for his first month’s rent and damage deposit. This allowed him to continue working and not return to homelessness or incarceration

EFSP: Client “P” was consistently showing signs of physical abuse although was reluctant to take formal action against her perpetrators. When “P” came in and said she’d been evicted because of persons damaging property at her residence, safe housing needed to be found immediately. This entailed very intense casework for the next 48 hours primarily by two agency staff. This involved “P” returning to her reserve the first evening while several contacts were made with possible resources. One resource set up an interview for “P” the following day and “P’s” family sold a saddle to buy fuel for their car to bring “P” back to CJHS from the reserve the next morning. The appointment was held but the resource indicated that although they could supply housing, it would not happen for 2 – 5 months. Another resource was contacted and initially accepted “P” for interim housing but upon later learning of her transgendered status, declined to accept her.

“P” returned to the reserve that evening, very deflated. Great effort was made to advocate for “P”; a personal meeting was arranged with the agency denying “P” access and a lengthy face to face meeting took place. Much was mutually learned about our respective agencies and the work being done. Concluding the meeting, the agency once again accepted “P” as a result of this dialogue and “P” successfully secured a safe and semi-independent place to live for a period of up to 2 years. “P” was safe and looking forward to her future, including further agency involvement in the Literacy Program.

Residential Services

Bedford House

Bedford House is a Community Based Residential Facility (CRF), which provides a non-institutional living atmosphere for offenders on conditional release. Bedford House attempts to meet the social and clinical needs of residents through clinical psychiatric care, psychological counseling and sex offender treatment provided at Calgary Parole, and referrals to the community for, substance abuse, anger management and family violence programming, as well as housing and financial support for those who can't work. Program participation plays a major role in the reintegration process and the risk management of residents. All residents are expected to work towards becoming socially and financially independent to the best of their abilities and are expected to attend appropriate programming, counselling and/or therapy.

Residents obtain assistance, advocacy, counseling support and encouragement from staff to guide them in meeting their individualized goals.

In all aspects of the counselling process, staff works closely together as a team with the Calgary Parole Office, Calgary Police Services, and other service providers involved to ensure consistency of approach. Bedford House provides offenders a safe environment to safely reintegrate into the community where they are able to continue addressing the factors that contributed to their offending behaviour while minimizing future risk to the community.

In 2011 Bedford House started an in house life skills/ support group (Back on Track) as another venue to support residents reintegration into the community.

In 2011 Bedford supported 70 residents. Average age was 42, and average length of stay was 93 days.

From January 2011 to December 2011 Bedford House

reviewed 332 files for residency; 262 were accepted, 46 not accepted and 24 deferred.

In 2011 we began to conduct resident exit interviews and following was their feedback; staff were very approachable, staff cared, staff were supportive, treated fairly, staff made them feel comfortable, staff respected them, felt welcome, staff advocated for them, they appreciated the structure and accountability as it helped, liked apartment style living, they learnt to get along better with people, learnt that they can always use the staff for support, I felt part of the community.

In 2011 A good neighbor agreement was developed with three representatives of John Howard and 5 community members. Community members who participated in the good neighbor agreement were very engaged and supportive during this process.

In 2011 plans were finalized regarding the new main office and the Bedford residence.

Looking ahead, we have entered into agreements to support clients with hard to serve needs with other agencies within Calgary and hope to continue these relationships for further potential residents.

We are looking forward to the development of the new Bedford House.

Berkana House

Berkana House is a residence that provides a supportive environment for women who are transitioning from the federal prison system back into the community. We also provide a nurturing environment for mothers to reunite with their children. The house is located in a quiet residential area of the city, with ready access to transit and shopping. Berkana House contains four fully furnished and equipped one-bedroom apartments, and two similarly equipped two-bedroom apartments. There is also a large, pleasant common area with living/dining room furnishings and a fully equipped kitchen. A shared laundry facility is available for all.

The emphasis at Berkana House is the creation of a healing, empowering environment that supports women in their positive transition from the institution to the community. Berkana staff provides individual support as well as in-house group programs including Smart Recovery. A caseworker is assigned to each woman and the women are linked with social and programming supports in the community preparatory to eventual independent living.

Berkana House is a joint project of the Elizabeth Fry Society of Calgary and the Calgary John Howard Society.

Berkana House has successfully served 32 women over the past year. We also assisted 14 women in the community with housing, education and mental health issues. We were successful in receiving 8 children into the house to either live with or visit moms.

50% of our population were Aboriginal and 10% were Chinese, Vietnamese and African. The remainder were Caucasian.

Berkana House is looking forward to making more partnerships in the community. We will continue working on our positive relationships with Corrections Canada and our valuable relationships with our agencies.

Berkana House is also looking forward to assisting more women to find the healthy and positive lifestyles they need to be strong community members. We are also committed to keeping a strong and knowledgeable staff complement to do this very necessary work.

Berkana House has had many successes this past year. Our women have been very active in taking control of their lives and transitioning successfully back into the community. The success has been the partnership between Berkana and CSC in finding resources in the community to support the women, and the leniency shown for the length of time the women were able to stay at Berkana. Many of our women went to school, life skills training and job training. One woman, “Bernie,” came to us straight from segregation in the prison. Bernie did not have many skills other than her dysfunctional coping skills she used to stay alive on the street. While with us, she learned many new skills such as workplace culture, the ethics of hard honest work and budgeting. She has been gainfully employed for over a year and she still uses Berkana as a “bank” and the staff as “tellers” to put money into her safe deposit box! Bernie has also learned how to negotiate with the system to get her needs met and she is learning how to cook. We are very happy for her and proud that we played a small part in her huge success.

Residential Services

Youth Residences, Raido House & Windsor Park

This year, Windsor Park moved from a staff model to a house parent model, the staff team on site as well as the schedule changed with a focus on supporting our youth in a semi-independent living arrangement and to support our youth more effectively. In addition to the house Parent and Team Leader, positions include the Homeless Prevention Worker, Life Skills Enhancement Worker and Case Worker. The Youth Homeless Prevention Worker must be knowledgeable about the issues and multiple barriers at-risk youth face as well as the cycle of homelessness and will support those youth who have the supports of family and may return to the family home with the right resources. Wherever possible they will avoid youth entering the cycle of homelessness by accessing supports and bridging capital in the community.

The Life Skills Worker provides youth with the opportunities to build on and develop the skills necessary and support youth out of homelessness and to lead a healthy, resilient lifestyle. This staff person was hired from within the Windsor Park Staff team and is responsible for programming in areas of education, employment and general life skills and to ensure that each youth has the opportunity to develop to the fullest extent of his/her abilities and desires.

The Case Worker position continues to be a necessary position at both Raido House and Windsor Park and maintains consistency with outside resources having 1 contact rather than the staff team. Key Working sessions continue on a weekly basis with all youth served. Throughout this report period Raido House has seen a lack of motivation from our youth and have had discharges due to violent behaviour as well as having drugs on site. We do however see many motivated youth who are willing to follow the rules and make changes in their lives. 49 out of 59 youth were able to achieve some kind of success with original goals. At Windsor Park 20 of the 23 youth were able to achieve some kind of success with original goals.

Raido House continued to receive donations from Intact Insurance, throughout the year Raido House received gift cards for Home Depot which will be used to buy appliances for our new kitchen when we begin building our kitchen upstairs. We also received many Walmart gift cards which are used to supply our youth with hygiene products, new items for bedrooms, clothing and much more. INTACT has also provided us with Stampede passes as well as many other donations to various places in Calgary to support our youth with recreational activities. Raido House appreciates everything Intact Insurance employee's do for our youth as well as the house and we hope to continue this close relationship.

We have now merged the two Youth Residences into one program in order to ensure consistency while still maintaining the unique nature of each residence.

We have now been live on HMIS for over 3 months. The Homeless Management Information System was introduced in April and we began using the system live beginning of September. We identified that this was a major area in which we could streamline our case management and record keeping, more effectively using staff's time and abilities. This is predicted to have a positive effect on the quality of our key working however is still a new system that we are all learning.

Throughout this year we have seen staff turnover at Raido House including 5 fulltime Youth Worker and 6 Awake Overnight staff member. In addition, we have created stability in the staffing teams, and program unification between Raido House and Windsor Park.

The Case Worker position continues to be a necessary position at Raido House and has been maintaining consistency with outside resources having 1 contact rather than the staff team. Key Working sessions continue on a weekly basis with all youth served. Although we have seen many youth not motivated to follow the rules and make changes in their lives 49 youth were able to achieve some kind of success with

original goals.

3 staff member from the Raido House staff team was chosen for the In Roads program this year which is an Alberta Health Services, Youth Addiction program created partnership opportunity through Health Canada. The partnership was created as a result of research showing that street entrenched youth do not often seek out addictions treatment options in formal settings such as the former AADAC. Of Raido youth engaged in the program in this quarter, 29 have stated a past or present struggle with substance use. This data expresses the need for engagement with the In Roads program, the purpose of which is to build capacity of youth residential staff in assessing, supporting and providing care to youth struggling with this issue. As front line workers staff needs support with triaging client addiction issues and providing support. The program works through staff to staff mentorship, In Roads gives an opportunity for one staff to liaise and gain training and skills from AHS staff and provide this information to the staff team. The desired result of this training is to have all staff at the Youth Residences equipped to give good care within best practices.

In 2012 we will be having the roof repaired at Raido House as we have been having significant problems with the roof leaking in a number of places. We will be looking into having various roofing companies come to Raido to provide quotes so we are able to have this problem taken care of ASAP.

Raido House is very proud to announce that Woods Homes will be beginning a Culinary Arts Program out of Raido. Once the new kitchen is built upstairs at Raido House renovations will begin downstairs in the current kitchen to support this program.

The relocation of our house kitchen to the main level of the house is scheduled to begin in January 2012. By adding a kitchen on the main floor, youth and staff will have increased opportunities, and be encouraged to prepare meals and sit down to eat together. Staff will more easily supervise and engage the youth. A kitchen table will also provide youth another place to complete

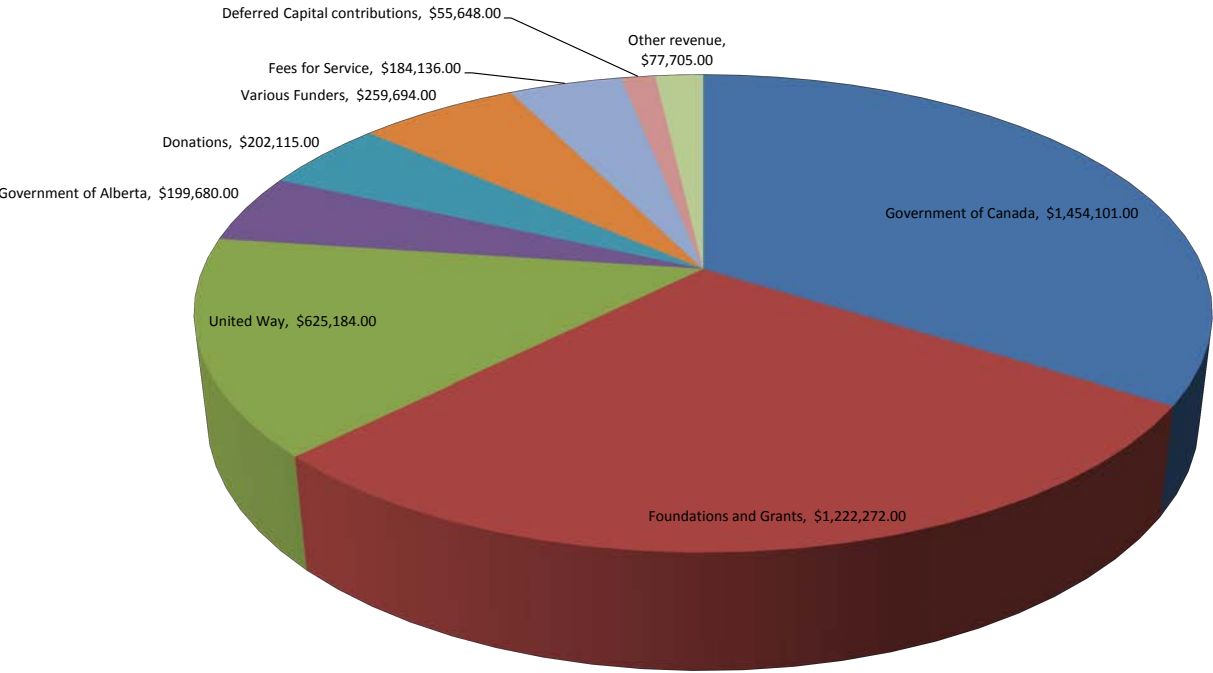
homework, play games with their peers; a gathering place where we can come together at the end of the day. We would like to take the opportunity to thank TELUS and the TELUS Calgary Community Board as well as the Home Depot Canada Foundation and INTACT insurance for their generous contributions towards this project.

Accreditation is booked to be completed by June 2012. We will begin preparing for this in the upcoming year. A team of 5 people have been chosen to ensure this process flows smoothly and that we are all prepared for this process.

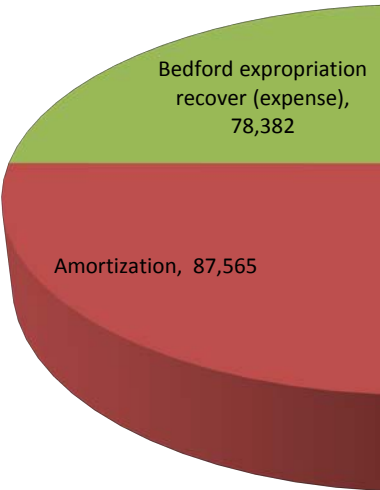
In 2012 we are looking forward to introducing a new program. The Youth Reintegration Housing Project will provide re-integration support for chronically disengaged and homeless youth aged 15 to 18 years with no Child Welfare status who are being released from the Calgary Young Offenders Centre (CYOC) without stable housing and supportive services. The Project prioritizes intake for male youth however female youth may be considered. The Calgary John Howard Society, through partnership with Wood's Homes and a collaborative relationship with CYOC, will provide a continuum of services from discharge planning to housing placement, access to employment and employability skill development, educational opportunities, and intensive case management.

Financial Report

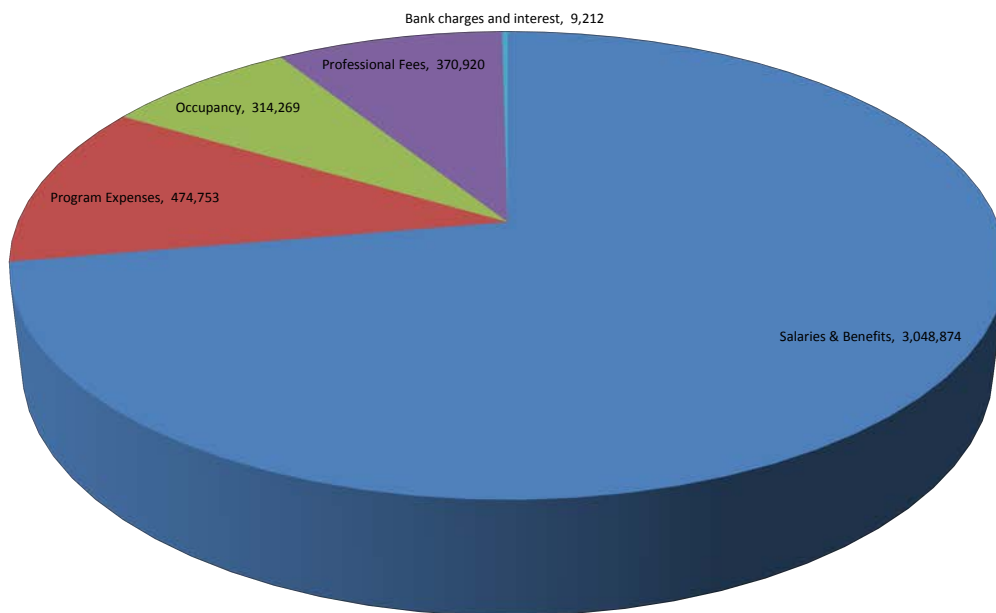
Operational Revenue 2011



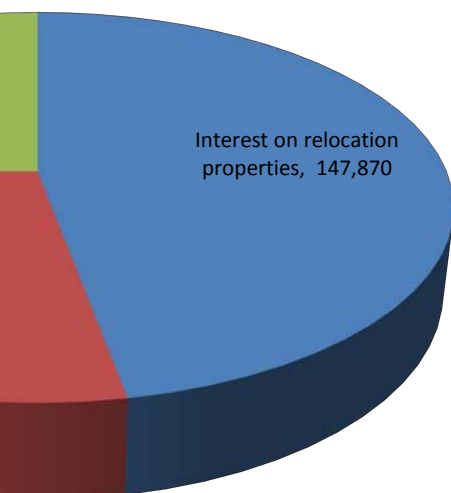
Bedford House I



Operational Expenses 2011



Relocation Expenses



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