



TRANSITIONS

2019
Annual Report

*Cover art by
Karah Kosik*

cjhs

CALGARY
JOHN HOWARD
SOCIETY

WHO WE ARE

The Calgary John Howard Society (CJHS) is a charitable organization that prevents crime and makes Calgary communities safer through evidence-based, trauma-informed programming.

WHAT WE DO

We help youth and adults make positive changes and move away from criminal behaviour by addressing the root causes of crime through education, employment programs, housing, support and promoting accountability.

WHY WE DO IT

Justice is best served through measures that resolve conflict, embrace diversity and repair harm, while holding the individual accountable for their actions. We believe in understanding the context of why a crime was committed or harm was caused. Our goal is to restore relationships and support people in order to prevent future crime, making the Calgary community safer for all.

OUR VISION

An informed, inclusive community active in preventing crime.

OUR MISSION

Promoting positive change through humane, just, and informed responses to crime and its effects.

Photo of the new Gordon Sand Community Services Building and Bedford House by Caminus Photography Inc

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Q&A

WITH CJHS'S BOARD CHAIR & EXECUTIVE DIRECTOR

LAST YEAR WAS A YEAR OF TRANSITIONS FOR THE AGENCY. WHAT WAS THE BIGGEST TRANSITION FOR CJHS?

Don Cameron, Board Chair: Definitely moving into our new Gordon Sand Community Services Building and men's residence, Bedford House. It was the culmination of 15 years of effort so it was a big deal.

Leslie McMechan, Executive Director: And [former CJHS executive Director] Gord Sand's retirement. He led the organization for 38 years so transitioning to a new executive director, in spite of the fact that I've been here for 18 years, was a big change for the agency. It certainly felt that way to me – I lost my right-hand man and my left-hand man!

HOW DID THOSE TRANSITIONS IMPACT THE AGENCY?

Don: A new executive director was a big cultural change for the board. Although Leslie has been attending board meetings for a number of years, she and Gord have different approaches. It's been interesting to see the changes unfold and very positive.

Leslie: Before we moved into the new building, we had three separate facilities. Amalgamating them into one required a whole new set of rules while we figured out how to 'live' together. Bedford House was always a stand-alone facility. Now that it's connected to our main office, we must be considerate of the fact that it's the residents' home and not a place of business, like the main office side of the building. It has, however, provided Bedford House residents immediate access to our programming. They don't have to take two buses and a train to get help with their resume or learn how to use Microsoft Word, for example. This ease of access goes a long way in preventing crime.



Far left: Don Cameron, CJHS Board Chair

Left: Leslie McMechan, CJHS Executive Director, with her dog Kealey

WHAT WILL FUTURE TRANSITIONS LOOK LIKE?

Leslie: The COVID-19 pandemic presented an unprecedented challenge and opportunity for the agency. All of a sudden, we were working remotely in many different ways. We were able to provide all of our programming, including our employment training and literacy programs, virtually. Obviously, face-to-face interactions are ideal and help to build those important relationships. But, with moving things online, we've realized that we may be able to offer support to a larger number of people in the future.

Don: This pandemic has shown that CJHS is a resilient, flexible organization that can handle any challenge. Having been around for over 70 years, CJHS is in a position to handle whatever comes next.

Leslie: Exactly. It's been a smooth transition because of our years of experience, the strength of our management team and the strength of our emergency response team. Our clients have trained us to meet them where they're at, which has taught us how to be adaptable and flexible.

WHAT GOALS DID CJHS ACHIEVE IN 2019 AND WHAT ARE CJHS'S GOALS FOR THE COMING YEAR?

Don: In addition to opening the new facility, the Board helped CJHS transition to a new executive director. We were very happy when Leslie accepted. Now, we have shifted gears and are focusing more on stabilizing funding and finding new ways to support management.

Leslie: Last year we developed a Theory of Change [comprehensive description of how and why a desired change is expected to happen in a particular context] which included five practice framework principles (see page 16). These principles are guiding us in our future

WHO IS KEALEY?

Twelve years ago, Dave*, a client at CJHS, was experiencing homelessness and was struggling to care for his beloved dog, Kealey. Desperate, he brought her to the CJHS office in search of help — where he met Leslie, who was the Assistant Executive Director at the time. Leslie offered to adopt Kealey and she has been part of the CJHS family ever since!

**Name changed to protect privacy*

programming. Staff have been trained in how to use these principles to assist clients in whatever challenges they are facing. Operationally, we will continue to develop our human resources so that staff have everything they need to support our clients. We are always focused on continuous quality improvement – maintaining well-run facilities, embarking on a development evaluation process and completing another accreditation.

HOW DID CJHS MOVE ALONG OUR LONG-TERM GOALS?

Don: The board was laser-focused, for many years, on completing the new facility.

Leslie: As an agency, one of our long-term goals is to decrease the stigmatization of our clients by increasing the public's awareness about evidence-based crime prevention. We've expanded our reach to the community with our growing presence on social media, with a clear focus on our mission and vision. When the community has a more informed perspective about our clients and crime, we can all work together to make Calgary a safer community.

WHAT WAS THE BIGGEST CHALLENGE FACED IN 2019?

Don: The economic downturn was our biggest challenge because it really had an impact on our funding. Going forward, achieving long-term, stable funding for the organization will be important.

Leslie: CJHS has responded and rebounded well but it's always a concern when the economy goes down. And if it's hard on us, it's likely even harder on our clients. We must ensure that we continue serving our clients, who need us even more in times like these, in an impactful way.

CJHS EXECUTIVE DIRECTOR OF 38 YEARS RETIRES

GORD SAND WON MULTIPLE AWARDS IN 2019

After 38 years as Executive Director of the Calgary John Howard Society (CJHS), Gord Sand retired on June 30, 2019. Since 1981, Gord played a critical role in the growth of CJHS from 20 employees with one halfway house, to close to 150 employees and a multitude of programs that serve a myriad of needs for those involved in the justice system.

With Gord at the helm, CJHS greatly increased its impact to provide housing, education, employment programs and support for at-risk youth and adults who experience criminal behaviour. These programs help to reduce crime in Calgary by providing alternatives for those at risk of breaking the law.

“CJHS is one of the only organizations that assists people who are returning to the community from prison,” Gord says. “It’s very important for their transition that they have support — it contributes to a reduction in recidivism which, in turn, increases community safety.”

The Executive Director position was taken over by Leslie McMechan, who was previously the Assistant Executive Director at CJHS.

“Leslie has been a major part of CJHS for 18 years,” Gord says. “She participates at the Board level, understands the organization and its finances thoroughly, and has been an innovator in programming for individuals with criminal involvement. She will undoubtedly be an excellent leader.”

Leslie was CJHS’s Assistant Executive Director since 2008, leading agency-wide projects such as the Indigenous Cultural Initiative, the implementation of a Natural

Right: Gord and incoming Executive Director, Leslie McMechan. CJHS was honoured to name our new community services building after Gord, who led the organization for close to two decades. (Photo by Caminus Photography Inc)

Far right: Gord with MLA Mo Amer at the Alberta Community Justice Awards, where he won the Leadership Award

Bottom right: Gord speaking at the grand opening of the new Bedford House and community services building, a project he worked on for 15 years. (Photo by Caminus Photography Inc)

Far left: Gord with Karen Davis, Board Chair for the John Howard Society of Alberta. Gord was awarded a lifetime membership with the provincial agency.

Bottom left: At his retirement celebration, Gord was gifted with a shovel from the ground-breaking of the new Bedford House, as well as two custom-built chairs created by youth at the Calgary Young Offenders Centre.



Supports Practice Framework and Trauma-Informed Care, and the Theory of Change in preparation for the 2020-2024 Strategic Plan. She also represents CJHS in the community on the Trauma-Informed Care Collective and the Calgary Domestic Violence Collective.

AWARDS

Gord won a Leadership Award through the Government of Alberta’s Alberta Community Justice Awards in August 2019 for his work in preventative and restorative justice. The following month, he also won the Willie Gibbs Lifetime Achievement Award through the Canadian Criminal Justice Association (CCJA) Awards for his contributions to the improvement of the criminal justice system in Canada. And, in addition, he was given a lifetime membership with both the John Howard Society of Alberta and the John Howard Society of Canada.

Gord said the reason he initially wanted to work at a community agency like CJHS was because “it’s so important that there are programs and resources for people. It’s an important part of the justice system that doesn’t get enough attention.

“Many people who become criminally involved have been traumatized in their life and they need support in the community to be successful.”





Above: Henry, a Bedford House resident who has been sober for 23 years (photo by Azriel Knight)

Far right, top: Across from the common area in Bedford House is this mural created by local artist Flora Johnson

Far right, bottom: Residents have begun planting the Bedford House gardens

THE ROAD BACK

The new Bedford House

On Tuesdays in 2019, the men at CJHS’s new Bedford House began meeting in the kitchen for a new cooking program developed by staff member Karen Crowther, called “Kickin’ It in the Kitchen.”

The purpose of the program was to give the residents an informal gathering place to develop life skills and relationships, learn how to work with others, celebrate their successes and reflect on their feelings in a positive way.

“Kickin’ It in the Kitchen” was built with addiction in mind due to the high percentage of residents who are battling substance use disorders. Creating new activities to focus on helps to reduce the likelihood that residents will fall back into the cycle of addiction and crime. The program has since evolved naturally into an addiction recovery group now called “The Road Back” based on resident needs. While the group still cooks dinner once a month, it focuses more on discussion and peer support.

“Because each individual resident is at a different stage in recovery, it functions like a mentorship group,” Karen says. “One of our residents, Henry*, has been sober for 23 years so the other guys really lean on him for advice and strategies, which he loves. He says it’s all about giving back.”

Prior to his release, Henry was the coordinator for the Alternatives to Violence workshop in prison. Because of his dedication, the prison

While 60% of people living with fetal alcohol spectrum disorder (FASD) ages 12+ have been charged or convicted of a crime, an average of

77% of our clients living with FASD did not have new involvement with the justice system

allowed him to leave the facility to volunteer as a facilitator for CJHS’s Alternatives to Violence workshop, which he continues to do now that he’s living at Bedford.

“It feels good helping other people with their communication skills, something I never knew how to do,” Henry says. “If I would’ve learned how to communicate my feelings earlier, I never would’ve gone down that dark road.”

Transitioning to the community after prison requires support, like what is provided at Bedford House, to reduce the likelihood of reoffending. Karen says that, as residents stabilize, their attendance at the program decreases — which is a good thing. “It means they’re becoming more comfortable in the community and moving towards more positive changes.”

In the group, residents pick three topics based on the struggles they are going through at the time. Because they can relate to each other’s struggles, they often share feedback, positive reinforcement and strategies with each other.

“Recently one of the topics was fear,” Karen says. “Fear of failure, fear of relapsing... they all support one another so there’s a sense of belonging, and they know they’re not alone.”

**Names changed to protect their privacy*





NIC

Increasing independence

After a domestic dispute at home, Nic felt he had no choice but to leave. He was 16.

Nic stayed at a youth emergency shelter for a month.

"It was a little scary," he says. "Especially since I've never done drugs so adjusting to being around that crowd was daunting. I didn't feel like I belonged and had a hard time fitting in."

Thankfully, Nic found a home at Raido House, CJHS's building for youth ages 15-18 who have experienced homelessness. Here, staff provide 24/7 on-site intensive case management with wrap-around support to empower youth to grow into healthy, independent adults.

Nic says that Raido felt a lot more like home than the emergency shelter. "It almost felt like the staff were family members," he says. "They actually wanted to help, and I felt safe and secure."

Raido staff helped Nic with creating a routine for daily life, accessing counselling and mental health support, and getting a job.

During his stay at Raido, his passion for music flourished. "Being there really helped me gain my style," he says.

In summer 2019, one of Raido's neighbours approached CJHS about hosting a concert fundraiser for the building. When the organizer heard about Nic's talent, he invited him to perform at the show.

"I had never performed in front of anyone before that," he remembers. "It was a really cool experience, especially having the opportunity to help raise money for Raido."

CJHS staff
were able to
connect with

63%

of street-involved youth in 2019 so they could be housed
on the same day as intake into our youth housing program

Nic's performance received raucous applause and one of the attendees even offered to be his vocal coach.

After nine months at Raido, Nic was ready to move into independent housing in 2019 while still receiving support from his CJHS caseworker. His favourite part of living alone is the independence and he enjoys having responsibilities like paying rent and getting groceries.

"It made me realize that independence is something you can achieve no matter what age you are," he says. "With those support, if you put your mind to it, you can do it. Without Raido, youth homelessness would be so much worse than it is now. Thanks to Raido, so many kids have found homes and can be successful later in life."

Hear Nic's music at: smarturl.it/f2z2uu



"I wrote 'Tired' when I felt I was being pressured to change who I was to try and fit with someone else's standards of who they wanted me to be. This first verse of the song are my favourite lyrics I've written. The song is about feeling like you're always living in fear of the demons that control your life, and make you do things that you don't want to do, which puts me in a very stressful and uncomfortable situation. Nightmares and jump scares are something I could relate to because they are intended to invoke fear and stress, which I think really fit with what I was going for while writing this song." — Nic

"Tired"

*Nighttime, nightmares
Daytime, jump scares
Help, I've lost my mind.*

*I've gone crazy
Hallucinating takes up all
my time.
Demons crawl on all my walls
putting voices in my head.*

*All a nightmare?
Just a night terror?
What's under my bed?*

Above: Nic (photo by
Kaitlyn Turner)

Right: CJHS youth
residences Raido House
and Windsor Park



Steve (left) and Tony at the Carpet Mechanics shop

STEVE

Eager for employment

For the first time in his life, Steve is excited to wake up in the morning and go to work.

"I love this job," Steve says. "I actually look forward to coming to work every day. I'm blessed for this opportunity. I try my hardest every day -- I don't want to mess it up."

Steve has been working at Carpet Mechanics, a family-owned custom carpet wholesaler in Calgary for about six months and has been sober for nearly two years. "My head is on straight now," he says.

CHILDHOOD STRUGGLES

Steve was put into foster care at the age of seven. He spent the next 11 years bouncing from foster home to foster home, where he was singled out and physically abused often.

At 18, Steve moved out on his own. "That's when things started to fall apart," he remembers. He started doing drugs. He struggled to maintain a job due to his substance use disorder and began stealing to manage his addiction.

Steve heard about CJHS's reintegration support program while in the Calgary Remand Centre. He connected with a CJHS caseworker who helped him plan for his release. His caseworker secured a spot for him at an addictions treatment centre, as well as sober-living housing following that.

"My caseworker was awesome, she helped me with everything," he

Recently released clients in our reintegration program lowered their rate of recidivism by

76%

says. "You need a roof over your head to be successful. Not having a place to go, I probably would've gone back to jail."

BACK TO WORK

Steve's caseworker introduced him to CJHS's employment programs, which prepared him to re-enter the workforce and connected him with Tony, the owner of Carpet Mechanics.

"The hiring process can be difficult for labour-oriented positions," Tony says. "The CJHS employment program makes it easier because they almost pre-qualify potential employees for me."

Tony's parents started Carpet Mechanics in 1982, and he began helping them when he was just 10 years old. With four generations having worked there, the family aspect of his business is important to him.

"We've got a really tight-knit group of employees here," he says. It was paramount that the new employee melded well, so CJHS's employment caseworker referred Steve. "Steve really fits in here. His personality, character and work ethic has been fantastic. He's very punctual and is eager to learn and work."

Tony isn't bothered by someone's past when looking for new employees. "In my experience, people with criminal records are so focused and appreciative," he says. "I do believe that they are more loyal and hardworking than the average person. Especially Steve. He's been a pleasure to work with."

LEARNING NEW THINGS

Steve has been enjoying working with the group as well.

"The people who work at Carpet Mechanics are great and I definitely feel a sense of belonging," he says. "Tony is awesome, too. I've never had a boss that was so understanding and patient. He's always willing to take the time to teach me something new."

Steve feels fortunate to have found this job. "I was happy, so happy, when I got the job. The type of boss that Tony is, it makes me want to work harder."

HIRING PEOPLE WITH CRIMINAL RECORDS

CJHS's employment caseworker offers support to both the employer and the employee during employment but Tony hasn't felt the need for it. "Within the first week of Steve being here, I was like, 'Wow, this is great! It's working really well,'" he says. "Sometimes that leap of faith pays off which I've seen happen a few times."

Tony recognizes that unemployment can lead people to fall back into old habits. "I truly believe we owe it to society to help put people on the right path to succeed," he says. "It's important to be open-minded because everyone has a past."

THE CHILD ABUSE TO PRISON PIPELINE

Did you know that over half of the people in Canadian prisons were abused as children?* Childhood trauma — like abuse, neglect, family breakdown, etc. — affects a child's brain development. When a child experiences repeated trauma, their brain is rewired to continue responding in "fight or flight" mode. This toxic stress can lead to both physical and mental health challenges, as well as addiction and criminal behaviour.

*McMaster University study, American Journal of Public Health, March 2019



WILLIAM

Studying as a senior

When CJHS's digital literacy instructor asked William if he had considered going back to school, he was surprised. "I thought, 'I'm 60 years old and I spent 40 years destroying gray matter in my brain. How can I possibly do that?'"

Fast-forward three years, and William has done just that. He is eight classes away from earning an Addiction Studies Diploma from Bow Valley College.

SELF-MEDICATING

William's family has a history of depression. "I come from a family where the illness has ravaged people," he says. "I have several family members who've been institutionalized for major depression."

To deal with his own mental health challenges, William began to drink. "When I was anxious, I would drink. Then I'm drunk, therefore more anxious. One feeds the other and it's a vicious circle." He would later be diagnosed with generalized anxiety disorder, which is characterized by excessive, uncontrollable and nearly constant worry about many different things.

Alcohol addiction took over William's life. "I was physically addicted to it but, more so, mentally addicted."

When William woke up in the hospital one day, he knew something needed to change. He decided to go to treatment.

In 2019, of the clients in our employment program,

98%

reported an increase in self-confidence. Self-esteem has a meaningful impact on an individual's tendency to crime

OVERCOMING OBSTACLES

William, sober now for three years, initially came to CJHS looking for help applying for a record suspension. Now he meets with CJHS's digital literacy instructor regularly to help him with his computer-related needs for coursework. He was recently diagnosed with attention deficit hyperactivity disorder (ADHD), and feels that CJHS is the most effective resource for him in managing the challenges that come with it.

"Awareness is a big help in terms of dealing with ADHD," he says. "And with the help from CJHS, it's made school more manageable."

SCHOOL AS A SENIOR

Initially, William was self-conscious about being several decades older than the other students in his classes. "They're young enough to be my grandkids!" he says. But, over time, he realized the other students respected him and the sense of inclusivity encouraged him to work harder.

William even met with a fellow CJHS client, who was interested in going back to school, to share his insight and advice. "It helps if you've been there," he says.

FUTURE GOALS

Since his ADHD diagnosis, William's average has skyrocketed from a C to an A. "It felt good to have worked hard for something," he says.

WHAT IS ADHD?

Attention deficit hyperactivity disorder (ADHD) is a chronic, neurobiological disorder that impairs daily functioning. There are three core symptoms: the inability to manage attention; the inability to regulate activity; and difficulty with inhibitory behavior resulting in impulsivity. Difficulty with regulating emotions is often an issue as well.

According to the Centre for ADHD Awareness Canada, because of these symptoms, youth and adults with untreated ADHD are at an increased risk for developing substance use disorder and becoming involved in the justice system. Studies show that the number of people in prison with ADHD is five times higher than the general population. In Canada, it is estimated that 33 per cent of inmates live with ADHD.

HOW WE HELP

To best serve clients living with ADHD, CJHS's literacy instructors adapt our literacy program through:

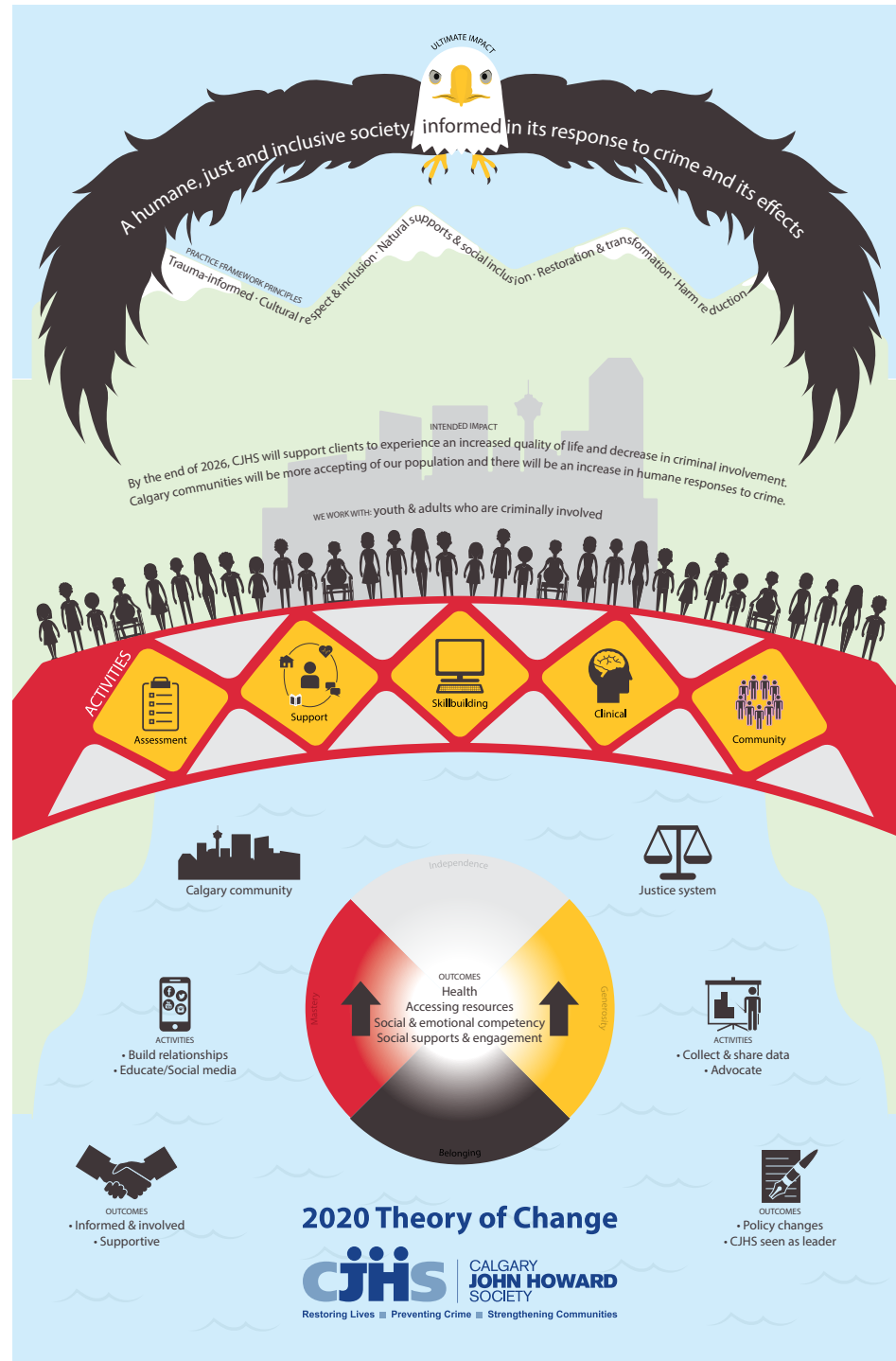
- > Meeting learners where they are at and practicing positive reinforcement and encouragement
- > Teaching organizational and time management skills specifically related to ADHD
- > Educating learners on how sleep, nutrition and exercise can improve focus
- > Reading aloud and using coloured overlays to produce calm and reduce blurring and jumble
- > Doing basic concentration exercises before learning, and reducing distractions

William credits CJHS for getting him started on this path. "They helped me learn how to use a computer and improve my self-esteem," he says. "It's helped me to stay sober."

As an addictions counsellor, William hopes to work with older adults. "In my experience, older people with addiction tend to receive less help than the younger ones," he says. "I think the old souls are worth every bit as much as the young souls."

William is looking forward to using what he learns. "Having gone through it myself, and getting this education, I understand what addiction does to the mind, body and soul," he says. "I've grown a lot and now I'm ready to be a useful citizen and help others."

William



THEORY OF CHANGE

AND PRACTICE FRAMEWORK PRINCIPLES

CJHS concluded a bold journey in 2019, completing our Theory of Change (a comprehensive description of how and why a desired change is expected to happen in a particular context) as part of our strategic plan. Started in 2018, the process led to the development of our five guiding principles which we embedded throughout the agency. Both our frontline staff and management have been trained so that our science-based practices are ingrained in our culture and values.

1. TRAUMA-INFORMED CARE: CJHS understands that trauma is pervasive in society and, therefore, most of our clients have had adverse experiences. It is our job to understand the individual needs of those affected by trauma so that we may provide services that are welcoming and appropriate to their unique experiences and needs.

2. HARM REDUCTION: We understand that our clients may engage in risky activities. It is our goal to reduce the harms to our clients by offering education and supporting them to create individualized safety plans, which also reduces the risk to community.

3. RESTORATION AND TRANSFORMATION: Justice is best served through measures that resolve conflict, embrace diversity and repair harm. As such, CJHS believes in understanding the context of why a crime was committed or harm was caused. The goal is to restore relationships and support people in order to prevent future harm and allow for transformation.

84% of CJHS staff were trained in trauma-informed care in 2019 and 97% of those trained reported that it would positively impact their practice with clients

4. CULTURAL RESPECT AND INCLUSION: CJHS supports many diverse people. Our programs, policies and practices acknowledge and embrace diversity in culture. Culture may include race and ethnicity, faith and religion, sexual orientation, socio-economic status or may be generational. To be culturally inclusive is to consider the role that culture has played in an individual's life. We respect the differences in cultural practices, values and beliefs.

5. NATURAL SUPPORTS AND SOCIAL INCLUSION: CJHS understands that social belonging is imperative for the physical and mental health of all individuals. Belonging promotes resiliency, social integration and positive development. CJHS has adopted a Natural Supports Practice Framework with an understanding that personal relationships, even when dysfunctional, can be critical for a sense of wellbeing.

Our guiding principles have been embedded in our Human Resource practices so that our recruitment and supervision processes reflect them. As a member of the Trauma-Informed Collective in Calgary, we are passionate about becoming leaders in the implementation of trauma-informed care. Through this ongoing work, we continue to share our knowledge with other agencies and regularly connect with experts, while expanding our practice framework for various populations.

2019 HIGHLIGHTS

14 youth were provided with a total of **\$2,250** for learning and educational opportunities

Attendance at our Indigenous Mentorship Group increased **SIX-FOLD**

46% of imprisoned youth are Indigenous, despite representing only 8% of the general population. Through participation in our Ksískstaki Ikamotaan outreach program, **70%** of Indigenous youth did not reoffend

We were able to house **98%** of clients in our adult housing program

THANK YOU!

OUR SUPPORTERS

Every effort has been made to ensure this list is accurate. If we have missed you, please accept our sincerest apologies and contact Megan Eichhorn, Communications Advisor, at megan.eichhorn@cjhs.ca or 403-450-3409.

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Wayne Williams

William O'Gorman

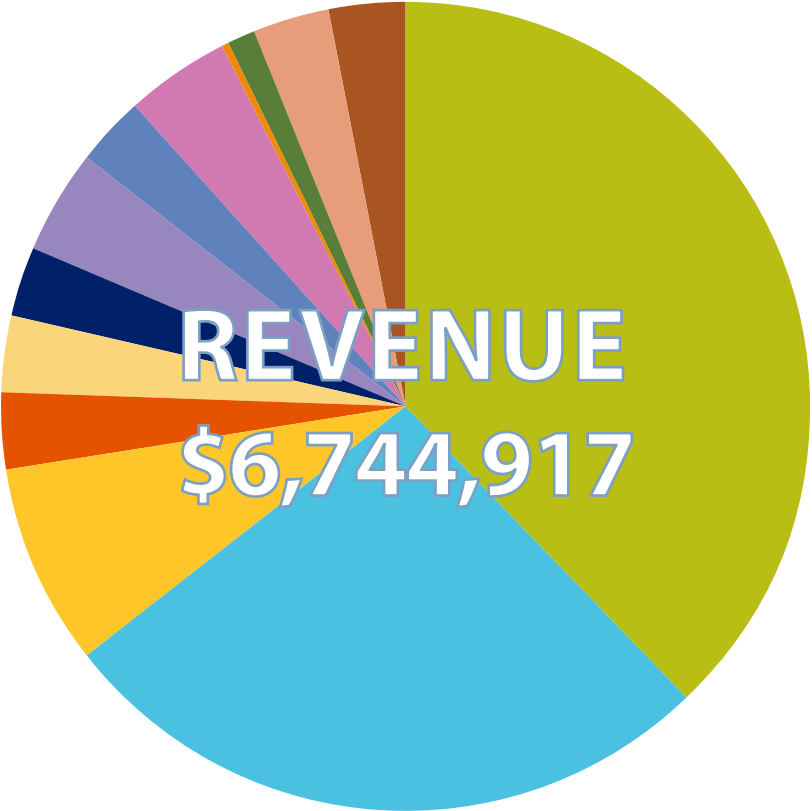
William Stewart

In 2019, your support enabled us to help

2,209

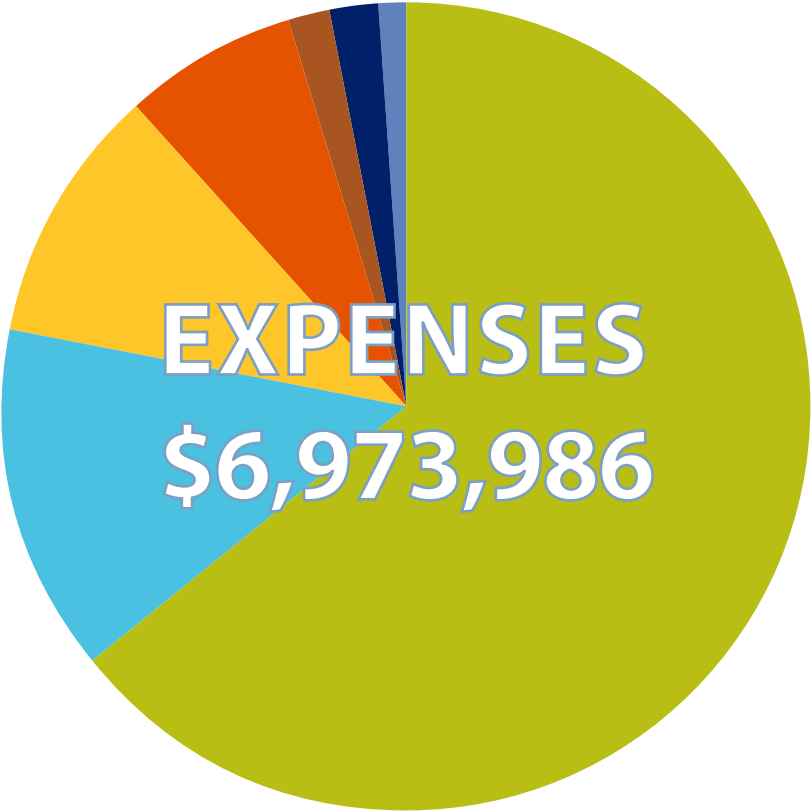
youth and adults make positive changes and move away from criminal behaviour

STATEMENT OF OPERATIONS FOR YEAR ENDED DECEMBER 31, 2019



Calgary Homeless Foundation \$2,576,836 38.2%	Calgary Fetal Alcohol Network \$177,612 2.63%
Government of Canada \$1,853,788 27.48%	Calgary Learns \$289,187 4.29%
United Way \$534,177 7.92%	Government of Alberta \$235,951 3.5%
City of Calgary \$173,005 2.56%	Donations \$29,959 0.44%
Utilization of deferred revenue \$236,099 3.5%	Casino \$70,970 1.05%
Other revenue \$197,122 2.92%	Other grants \$180,623 2.68%
	Fee for service programs \$189,588 2.81%

Revenues have decreased by about 8.59% from 2018; this is the net impact of various program and funding changes which occurred over the year. Not reflected in the summary data are receipts of new funding for capital acquisitions and projects, including the completion of our new building.



Salaries and benefits \$4,473,172 64.14%	Professional fees \$140,968 2.02%
Programming \$970,598 13.92%	Professional development and memberships \$75,983 1.09%
Premises, insurance and administrative \$701,881 10.06%	
Amortization \$497,625 7.14%	
Travel and meetings \$113,759 1.63%	

Overall, expenses have decreased by about 3.22% from 2018, largely due to programming changes. CJHS has achieved some savings resulting from efficiencies in a number of cost areas. Not reflected in the summary data is the repayment of debt and monies utilized for acquisition of capital assets, including the completion of construction of our new building.

Overall, financial results reflect a deficit in the 2019 year due in part to the increase of amortization expense which is consistent with CJHS having moved programs and staff into our new building.

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PAST, PRESENT AND FUTURE

LOCAL ARTISTS INSPIRE POSITIVE CHANGE

CJHS, in collaboration with local Indigenous artists Kalum Teke Dan and Ryan Jason Allen Willert, now has a magnificent piece of art on the north side of the Gordon Sand Community Services Building. We have been working to create welcoming, friendly and inclusive spaces for not just Indigenous people, but all people who have been impacted by the justice system, and call attention to the disproportionately high number of Indigenous people in Canada's prisons.

"I want them to feel proud," Kalum said. "This is a second chance moving on to a brighter future."

The mural, rooted in Blackfoot tradition, symbolizes the need to honour the past, so that in the present, a better future can be built. This is CJHS's mission when working with youth and adults, while we acknowledge the trauma of their pasts and help them make positive changes.

The Holy Man is seated in front of Chief Mountain and this is where the Blackfoot people have gone traditionally for their Vision Quests.

"Right now there is a lot going on in the community. A lot of people are scared. They are stressed out," Ryan says. "A lot of injustice has been surfacing and so, to be able to provide something so culturally beautiful to the community, is an honour."

The Holy Man is smoking a pipe filled with an offering of tobacco. The pipe, representing honesty, is the most important part of the mural. The Holy Man is offering prayers to the spirits, represented by the images of an eagle and chief with bowed heads. They are hearing the prayer and accepting this offering. The Eagle at the top is traditionally considered to be the Eye of the Creator and is a protector.





CALGARY
JOHN HOWARD
SOCIETY

Restoring Lives ■ Preventing Crime ■ Strengthening Communities

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