

Annual Report

Building Pathways Forward

2025/26

Integrated Supports. Lasting Change.

Table of Contents

Page 3

**Walk With Us:
Executive
Summary**

Page 4

**The People Behind
The Path: Our
Pulse of Service**

Page 5

**The First Step On
Solid Ground:
Housing
Stability**

Page 6

**Crossing The
Threshold: Safe
Integration**

Page 8

**Purpose And
Participation:
Employment**

Page 10

**Belonging To
Something Bigger:
Cultural
Connection**

Page 11

**Paths Being Built:
Youth**

Page 13

**The Destination Of
Paths: Community
Belonging**

Page 15

**A Path Built Into
The Walls: Princess
Avenue Building**

Page 16

**Those Who Paved
The Way: Our
Gratitude**

Land Acknowledgement

We would like to extend our hearts and thankfulness to the lək^wəŋən (Lekwungen) People of the Songhees and X^wsepsəm (Esquimalt) First Nations and acknowledge their traditional territory, the Xwsepsum Territory, on which we work and serve the community. We are committed to upholding the injustice of the past done against Indigenous Communities, acknowledging that we have a role and responsibility to the 94 Calls for Truth and Reconciliation. Advocacy, restorative justice and relationships must be at the centre for the full flourishing of all Canadians. We endeavour to work with the Indigenous Peoples of Canada, amplifying their voice, experience and culture to inform the ways in which we provide our services and programs. We are thankful, mindful and ever seeking a more just and fair world together.

Walk With Us: Executive Summary

Over the past year, the John Howard Society of Victoria has continued to evolve—not only in scale, but in how we define and deliver impact. What began as a commitment to respond to community need has matured into a more intentional, integrated approach—one that supports individuals in achieving stability, independence, and a renewed sense of belonging.

Across our housing, corrections, employment, and community-based programs, we are not simply delivering services—we are building pathways. Pathways that support individuals transitioning from incarceration to community, from homelessness to stable housing, and from systemic barriers to meaningful employment. Our focus is on creating continuity across these transitions, recognizing that long-term outcomes are driven by coordinated, person-centered support.

A key milestone in this progress is the continued advancement of our Princess Avenue development. This project represents a transformative shift in how we deliver services—bringing housing, employment, and support programs together within a single, integrated hub. It reflects our belief that lasting change requires more than isolated interventions; it requires connection, consistency, and community.

We are not simply delivering services—we are building pathways that support individuals transitioning from incarceration to community.

Beyond our local work, we are proud to support the John Howard Society network in expanding service delivery across the Lower Mainland through the CBSA Community Case Management and Supervision program. This work reflects both the strength of our model and our role in contributing to broader, system-level solutions across British Columbia.

Internally, we have strengthened our organizational foundation—enhancing systems, processes, and accountability to ensure quality and consistency across all areas of our work. Achieving three-year CARF accreditation this year is a significant milestone and a direct reflection of the dedication of our staff—particularly our management team—whose leadership and commitment to continuous improvement have positioned the organization for sustained growth.



None of this work happens in isolation. It is made possible through the commitment of our staff, the strength of our partnerships, and the trust placed in us by the individuals and communities we serve. As we look ahead, we do so with clarity and intent—continuing to strengthen our impact, advance meaningful solutions, and build pathways that support safer, stronger, and more inclusive communities.

Manj Toor

Manj Toor, Executive Director

The People Behind The Path: Our Pulse of Service

Staff



Community Programs

Jennifer Adye
Alozie Akomas
William Chisholm
Vanessa Dahm
Julia Folk
Victoria Heffelfinger
Crislynn Huerta
Aikum Kahlon
Maryam Khalilsarbaz
William LaFrance
Samantha Lawrences
Marissa McNeill
Raesha Sellathamby
Dave Williamson



Residential Programs

Gerlard Augustino
Heather Baird
Bhavya Bhavya
Tyler Caplette
Phillip Cottrell
Brenden Cripps
Amelia Demelo
Ashlee Dempsey
Carolina Flores
Josie Garrett
Haley Ham
Maisie Heaney
Noah Hovde
Meloney Howard
Jarod Jawanda
Sean Laing
Justin Marchand
Sienna Minett
Johnston Morris
Bailey Mundy
Melinda Murphy
John Skipp
Nathan Sneek
Justin Walter
Reanna White



Institutional Programs

Suzette Biddle
Kayla Brown
Will Chapman
Kaitlyn Ellis
Marilyn Garriot
Karryn Hall
Gloria Harding
Shauntel Janzen
Jeffrey Plamadon
Sasha Rochon
Charlie Washam
Michelle Wood



Business Support

Anmol Bathla
Cyprian Gomes
Ana Aurich Rodriguez
Chris Wilson



Employment Programs

Tamara Bond
Ashley Dargatz
Jordan Goundry
Alejandra Hergert
Aiden Schweinbenz



Leadership

Manj Toor, Executive Director
Alena Van Der Haegen, Director of Business & Corporate Services
Cindy Lalonde, Employment Programs Manager
Chris Aspelund, Residential Programs Manager
Dayna Berkner, Program Manager

Jas Bhela, Senior Program Manager
Jeffrey Plamondon, Guthrie Therapeutic Manager
Krys Merritt, Community Programs Manager
Wilma Lasrado D'costa, HR Business Partner

Board

Ranj Atwal, Member
Chris Beresford, President

Gareth Dickson, Member
Bob Downie, Member

Blair Fisher, Treasurer
Randie Johal, Member

Henry Mathias, Vice President
Wendy Townsend, Member

The First Step On Solid Ground: Housing Stability

Building pathways to expand the access of safe, stable housing while providing the supports needed to sustain it.

Housing Access Team

The Housing Access Team (HAT) supports eligible individuals to locate, obtain, and maintain market rentals within the Greater Victoria area. For many of our clientele, the rental market is inaccessible due to personal and systemic obstacles. These challenges include, but are not limited to, a lack of affordable housing in the Greater Victoria area, current or past substance abuse, poor credit scores, and a greater need for support within the community than is currently available. As a team, we mitigate these barriers by supporting clients in achieving sustainable housing while providing wraparound services like food security, financial literacy and communication supports.

This year we had the privilege of attending Project Reconnect wherein we connected many people with essential services, extending our support and the HAT program to those apart of the Downtown Services Providers (DSP) committee. New partnerships were expanded with New Roads Therapeutic Recovery Community, the Victoria Disability Resource Centre, Bridges for Women and the Inter-Cultural Association of Victoria. We are thankful for the many partnerships that grow our reach and support the most vulnerable in our community.

Veterans Housing Support

The Veterans Housing Support Program is a housing-first initiative that helps veterans secure and maintain stable housing for veterans of the Canadian Armed Forces, Reservists, Rangers, and the RCMP. The program prioritizes rapid access to market housing and provides practical assistance such as housing search support, landlord liaison, and financial help for deposits, rent supplements, and move-in costs. By serving , we support them to ensure they do not lose their housing, nor find

themselves subject to homelessness. Health related traumas, financial instabilities or the difficulties of transitioning to civilian life are met with a person-centred response. Activities like the Monthly Veteran Coffee Break, community tours of the CFB Esquimalt Museum, Veteran Appreciation Night Hockey game and the 2026 MARPAC Health and Wellness Expo create a positive and community-centred program so that no one is left behind and everyone's service and integrity is honoured.



184
permanently
housed



Crossing The Threshold: Safe Reintegration

Building pathways to support individuals transitioning from custody with structure, accountability and care.

Federal Residential Program

The Federal Residential Program supports formerly incarcerated men who are transitioning back into the community from Federal Institutions. The overall purpose of the program is maintaining public safety, while assisting residents to find their path for a sustainable social integration. Residents benefit most from the Manchester House Program services such as assistance with job searching, elevating their education, financial literacy and many other day-to-day skills needed to navigate life within a community.

Highlights of this year include a well-maintained greenhouse where plants, flowers and seasonal vegetables were grown. The annual barbeque also saw a large welcome of over 90 people in attendance. We are thankful for the work of upholding others with dignity, knowing that we are all deserving of second chances.



Forensic Residential Program

The Forensic Residential Program supports adult men and women who are transitioning back to the community from the Forensic Psychiatric Hospital. Residents benefit most from services such as assistance with job searching, elevating their education, financial literacy and many other day-to-day skills needed to navigate life within a community. Recreational outings to Fisherman's Wharf, scenic drives, activities like bowling or trips to the lake make the transition humane and person centred.

Members of the program volunteered with Soap for Hope, participated in beach cleanups and assisted with the gardening plot at the Burnside Gorge Community Centre. Bi-weekly cooking classes, nutrition classes and education around meal preparation create healthy habits and sustainable living as they strive to integrate back into their communities and into day-to-day living.



87%

clients with mental health + substance abuse



5,689

hours of direct support provided



95%

beds occupied

VIRCC Prison Services

Facilitated within Vancouver Island Regional Correctional Centre (VIRCC), the VIRCC Prison Services program delivers social services and vocational supports to those in residence at the centre either on remand or on sentence. Services include assistance in obtaining birth certificates or Indian Status Cards, applying for housing and tax completion. Additionally, the program delivers workshops within the centre covering topics like vocational skillset development, budgeting, communication skills, and resiliency.

A highlight this year was external programming brought by our community partners. This included partners delivering programs around construction skills, hospitality, FoodSafe, WHIMIS and resources for securing stable employment upon release. We are honoured to have witnessed clients growing not only in confidence but in belonging. Compassion, human dignity and respect enable independence and community integration. We are thankful for the honour it is to serve others.



51

life-skills workshops



96%

satisfaction of
services



693

clients supported



Purpose & Participation: Employment

Building pathways to create opportunities for individuals for gaining skills, confidence and meaningful work.

Voyager

Grounded in a strengths-based and person-centred approach, the Voyager employment program recognizes that participants bring diverse experiences, abilities, and goals, and that sustainable employment outcomes require both individualized support and responsive employer engagement. The course is designed as a three-week training module for adults aged 17+ who are facing systemic and personal barriers to employment. By focussing on obtaining workplace certificates and building core employment skills, including communication, workplace expectations, time management, and job search tools and techniques, participants leave with confidence, employment skill acumen and relationships with employers that will sustain their workforce sustainability beyond the program.

A central component of Voyager is its emphasis on real-world experience. Participants are supported to access work experience placements where they can apply newly developed skills in practical settings. These placements are paired with ongoing job coaching and employer liaison, allowing for both participant support and employer education.



BladeRunners

BladeRunners is an employment readiness and job placement program that supports youth ages 15-30 facing barriers to employment. Many participants hold experiences with the judicial system, are Indigenous or are facing socio-economic challenges. Obtaining a sustainable job lessens the chance of committing crime and decreases recidivism. The program delivers a two-week intensive training cohort focused on building foundational employability skills, industry certifications, and direct connections to employers. Through structured training and individualized job coaching, participants are supported to transition into sustainable employment.

Unique components of this program include one-on-one job coaching, direct employer engagement, client-centred skills and certificate completion. Referrals from core community partners are essential to building this program.



A Person-Centred & Tailored Skills Work Program (APT)

A Person-Centred and Tailored (APT) Skills to Work Program is for persons who have episodic or chronic needs limiting their participating in the workforce. Barriers might include disabilities, substance use, mental health challenges, housing precarity, lack of basic employment skills, or limited literacy. APT clients can participate in a six-week, paid practicum with hands on skill development in a low barrier environment for the purpose of creating employment readiness and navigating their own needs with tools and resources.

Key job sectors for participants include construction, hospitality, janitorial, and agriculture. Individualized supports and services enable participants to achieve the skill accreditation and transitional care into employment that is not only sustainable, but structured for their full and total participation. Follow-ups for graduates ensure that participants can maintain progress toward their own goals and integrate into communities with dignity and well being.



One of the participant from a construction based cohort was able to secure a permanent position with the support of JHS partnerships. The client even shared a picture of himself in his work clothes, ready to put into practice all the knowledge and skills he gained during the program. He texted the team “Look at me! All ready for work. Thanks again guys”.



79%

reported mental health issues



69%

reported having a disability



35%

reported past drug use

Belonging To Something Bigger: Cultural Connection

Building pathways to honour Indigenous identity, healing and cultural practices as central to well-being.

VIRCC Indigenous Cultural Liaison

Vancouver Island Regional Correctional Centre (VIRCC), commonly referred to as “Wilky” or Wilkinson Road Jail, is on the traditional and unceded territory of the Lekwungen people. Our Indigenous Cultural Liaison (ICL) works with the population to deliver cultural teachings and programming each day. Regardless of Indigenous ancestry, anyone is welcome to participate in cultural programming. This posture invites those who are invested in being good allies, sharing experiences alongside Indigenous people.

Life on the “inside” can be incredibly difficult. Karryn, the Indigenous Cultural Liaison, promotes a culturally safe space and offers a chance to connect, learn and heal in a traditional manner. Services offered in this measure include a variety of culturally responsive and traditional practices along practical integration supports such as art programming, sacred space gatherings, individual and group counselling sessions, traditional ceremonies, release planning, and connection to family and community.



Nanaimo Indigenous Cultural Liaison

Nanaimo Correctional Centre is located on the unceded traditional territory of the Coast Salish Peoples. The Indigenous Cultural Liaisons (ICLs) with John Howard dedicate their time sharing their teachings and knowledge with the residents of the Centre. They offer cultural ceremonies and activities in efforts to help residents reconnect with their Indigenous roots. Often, residents leaving the institution are inspired to reconnect and continue their healing journeys upon release.

This year saw significant growth and connection within our Indigenous cultural programming. The opening of the Lelum in January of this year provided a meaningful space for people who come from these teachings, strengthening our ability to offer culturally grounded support. We hosted a grand opening for Lelum, which was attended by the builders and Snaw-Naw-As Elders, who provided a blessing for the site. Along with this event, we held a Cedar Brush Ceremony and a learning event from local Snaw-Naw-As Elders.



Paths Being Built: Youth

Building pathways to support young people with mentorship, stability and positive engagement.

KidStart

KidStart is a free, one-to-one mentorship program for youth aged 6–18. It is a preventative initiative aimed at keeping youth from becoming involved in the criminal justice system by supporting those who are experiencing significant challenges at home, in school, or within their community. By providing consistent, supportive relationships, KidStart helps youth build resilience, confidence, and the skills needed to navigate life's challenges in a healthy and positive way.

Each participant is thoughtfully matched with a trained adult volunteer mentor who serves as a positive role model. Mentors provide guidance, encouragement, and emotional support, helping youth develop self-esteem, social skills, and a stronger sense of connection to their community.

KidStart hosted several group events this year to provide youth and mentors with opportunities to connect, learn new skills, and build relationships in a fun, supportive environment. A Learn to Fish event at Elk Lake became a place for six youth and their mentors to learn proper fishing practices, safety protocols and education of fishing. In October, KidStart hosted a Halloween party where participants carved pumpkins and all the fun holiday festivities. To show appreciation to mentors and volunteers, the staff hosted an event with live music, featured food, a raffle draw while hearing from staff and the leadership team of the impact and work that is being made.

We are thankful and honoured to be a part of an integral moment where children can be kids and even if just for an evening, can put the complexities and heaviness of life aside and find joy.



33

mentor/mentee pairs



872

hours spent mentoring



Intensive Support and Supervision Program (ISSP)

The Intensive Support and Supervision Program (ISSP) is funded by the Ministry of Children and Family Development to support female-identifying youth while on probation. Targeted for youth ages 12-17, the program helps participants follow their court-ordered conditions while also addressing the underlying challenges that may have contributed to their involvement with the Youth Criminal Justice System.

As an alternative to custody, ISSP focuses on keeping youth in their communities, where they can access support, guidance, and supervision. By helping youth build skills, connect with resources, and make positive changes, the program aims to reduce reoffending and contribute to safer communities.

This past year provided an opportunity for collaboration with a community partner, the Combined Forces Special Enforcement Unit's Gang and Intervention team. Gang involvement is an ever-increasing trend among youth in the community. By partnering with the intervention team, attendees were able to learn about the early warning signs, trends and practical pathways for intervention.



A success story of the program is that of a youth doing their community service hours with the Victoria Humane Society. She was stagnant in her participation for months. Working with animals was meaningful to her and provided her with experience she can use to attain employment.

The ISSP outreach worker worked closely with her, enabling her to accumulate her hours. She cleans the facility, supports fundraising, and participates in the cat socialization program. This is one of many positive outcomes from the ISSP program.

The Destination Of Paths: Community Belonging

Building pathways to provide connection, purpose and dignity through community-based initiatives.

Guthrie Therapeutic Community Program

The Guthrie Therapeutic Community (GTC) is a structured, peer-led residential program located within the Nanaimo Correctional Centre, designed to support individuals in recovery and prepare them for successful reintegration. The program focuses on accountability, community living, and therapeutic group work to promote long-term behavioural change. This blended service delivery is structured around peer groups and activities with a combination of experiential and didactic learning styles. The Treatment team also consists of a diverse background of staff members including clinical, therapeutic, peer and lived addictions experience, to support resident needs through individual counselling and other support services such as seeking stable housing and employment.



Community Adult Mentoring & Support Program (CAMS)

The Community Adult Mentorship and Support Program (CAMS) is an adult mentorship program grounded in restorative justice principles, aimed at supporting formerly incarcerated individuals on parole to achieve their self-identified reintegration goals. The program primarily facilitates one-to-one mentorship, along with various community engagement events, delivered by volunteer mentors. CAMS seeks to recruit volunteers who are productive members of the local community and who bring diverse backgrounds, skills, and expertise. Volunteers are supported by the CAMS Volunteer Coordinator throughout the screening, training, and ongoing mentorship process to ensure they are well-prepared in their roles.

CAMS volunteer recruitment efforts strengthened established partnerships, such as Volunteer Victoria, while also expanding outreach through new collaborations with local faith-based organizations and local community centres.

Community Case Management & Supervision (CCMS)

Delivered as a partnership between JHS Victoria and JHS BC, the Community Case Management and Supervision (CCMS) Program provides a community-based Alternative to Detention (ATD) for individuals in the custody of the Canada Border Services Agency (CBSA). The program supports people who would otherwise be held at the BC Immigration Holding Centre while awaiting the resolution of their immigration matters.

Using a risk-based assessment model, Case Managers determine whether clients can be safely and effectively supported in the community. Eligible clients are enrolled in one of three graduated supervision streams—high, medium, or low intervention—allowing supports to be tailored to individual needs while maintaining public safety and program accountability.

Case Managers provide individualized support focused on stabilization, compliance, and dignity. This includes referrals to healthcare, mental health, addiction treatment, housing, education, employment, and community resources, as well as the delivery of structured in-house programming that promotes wellness, skill development, and social connection.



A Path Built Into The Walls: Princess Avenue Building

Building pathways for an integrated community for the full flourishing of all people.

The Princess Avenue development represents the future of service delivery at JHS Victoria. This integrated facility will serve as a centralized hub for housing, employment services, counselling, and community programming. It is designed to strengthen continuity of care and improve outcomes by bringing multiple supports together in one location.

As we move closer to completion, this project signals a shift in how we approach reintegration—moving from fragmented services toward a cohesive, client-centered model that supports long-term success.



1,983

clients served in 2025/26

Those Who Paved The Way: Our Gratitude

Our work is made possible by a host of generosity and people who believe in the inherent dignity of a person. To our long-term funders, community partners, individual donors and the local businesses that support us, we are forever grateful for providing the resources to make this life changing work happen. Truly, YOU are the many that make us happen.



Funding Partners

Province of BC, Minister of Public Safety and Solicitor General and Deputy Premier, BC Corrections
Correctional Service of Canada
Provincial Health Services Authority, BC Mental Health and Substance Use Services
Infrastructure Canada
Employment and Social Development Canada
Ministry of Children and Family Development
Canadian Border Services
Ministry of Post-Secondary Education and Future Skills
Capital Regional District
Indigenous Service Canada
Island Health
Aboriginal Community Career Employment Services Society
BC Community Gaming Grants
BC Housing



Community Partners

City of Victoria
Victoria Native Friendship Centre
Victoria Brain Injury Society
Volunteer Victoria
Burnside Gorge Community Center
The Foundry
Cool Aid Clinic
Beacon Community Services
Knappett Construction



Donors

Ames Family Foundation
Sovereign Order of St. John
Victoria Foundation
CFAX Santa's Anonymous



JohnHoward
SOCIETY OF VICTORIA