

# JohnHoward

SOCIETY OF ONTARIO



Annual Report 2012

## Mission

Effective, just and humane responses to crime and its causes.

## Methods

In furtherance of its mission, the society:

1. Provides for the effective integration into the community of those in conflict with the law, and provides, or encourages others to provide, services to those in contact with, or affected by the criminal justice system;
2. Promotes changes in the law and the administration of justice which will lead to the more humane and effective treatment of individuals;
3. Promotes citizen awareness of the problems of crime and its causes, acceptance of responsibility to respond to these problems and involvement in the delivery and management of justice related programs;
4. Promotes the fair and humane treatment of all incarcerated persons and seeks to ensure that all forms of detention and imprisonment comply with relevant legal and human rights standards.

## Description

The John Howard Society of Ontario is an organization of citizens who accept responsibility for understanding and dealing with the problems of crime and the criminal justice system.





**Bruce F. Simpson**  
President  
John Howard Society of Ontario

The past year bore witness to some significant changes to criminal justice policy in Canada, which will have direct impact on how provinces administer justice. Federal legislation, Bill C-10, was introduced with the intent to make serious offenders face meaningful consequences. The trouble with this assumption is that serious offenders in Canada already face serious

punishment. Among many other things, Bill C-10 introduced new mandatory minimum sentences for a broader range of offences. Unfortunately, mandatory minimum sentences often result in persons being incarcerated who need not be. A number of first-time offenders who have done something out of character will end up in jail and may be more likely to reoffend than if they were not incarcerated. Research has repeatedly shown that longer custodial sentences do not reduce crime. On the other hand, they do swell prison populations, which is extremely costly to the taxpayer.

It needs to be noted that, while serious crimes tend to make headlines, the reality is that the vast majority of offenders have committed far less serious crimes. Furthermore, a significant percentage of our prisoner population, both at the provincial and federal level, is comprised of individuals with serious mental health and addictions problems for which they require treatment. It is well established that the environments within prison worsen mental health problems. If overcrowding makes it more difficult to get people the treatment they need, it is far likelier that they are going to reoffend. Unfortunately, that is an almost certain effect of Bill C-10.

Bill C-10 is going to impact both the federal and the provincial corrections systems, but the provincial system most of all. This legislation will almost certainly result in serious overcrowding which in turn will impact on the availability of necessary programs to assist prisoners with problems they may have or in

preparing for their release. It will also increase the likelihood of violence within the institutions, and present new challenges to our Prison Conditions Committee.

The Ontario government had taken steps in recent years to reduce the remand population. I expect that Bill C-10 will more than erase any possible gains, although I continue to believe that one of the principal causes of the high remand population is arrested persons being kept in custody for two or three days before they can have a bail hearing, many of whom could be released at the police station. People who have not yet had a trial are - for very good reasons - presumed innocent. Having people spend two or three days in jail when they are certain to ultimately be released on bail is not an efficient use of limited resources, and can result in disruption of employment and social assistance, as well as loss of housing.

The Society continues to have concerns around the detrimental impacts of non-conviction information disclosed through criminal record checks. The problem is an extremely serious one, which appears to be getting worse. Many persons are arrested but released from custody because the police realize that the individual is innocent or they have no case. Sometimes individuals are charged but the charges are later withdrawn or the individual is acquitted. The law presumes innocence, and must. When persons are guilty of minor wrongdoing, our legal system, in what I really believe to be its wisdom, sometimes allows individuals to perform some community service, make restitution if appropriate, or perhaps make a donation to a charitable organization, and have the charge withdrawn. In other cases, judges, realizing that an individual is highly unlikely to reoffend, will grant a discharge. Parliament created the discharge as a sentencing option in the 1970s because it was recognized that it was not in the public interest to burden certain individuals with criminal records, and all of the challenges that come with them. It is very unfortunate (and often surprising) that discharges and withdrawn charges do in fact get disclosed on criminal record checks.

We all can understand why care must be taken to ensure the safety and protection of vulnerable populations. However, there surely must be a way to do this without having to cause unimaginable grief to thousands of people. I would urge that we require regulations that prohibit the disclosure of information other than actual criminal convictions, unless an employer is clearly an employer in the vulnerable sector. We also require

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province-wide standards as to the reliability and nature of information which is going to be disclosed. There is no independent office to which an aggrieved citizen can appeal. There needs to be. In my view, the current system is causing far more harm than there is any realistic hope of it preventing.

As President, I am honoured to have the opportunity to write this report on behalf of the Board of the John Howard Society of Ontario, which is comprised of representatives from each of the 19 JHS Affiliate Boards from across the province, as well as six members at large. Our Board met four times in the 2011/2012 year.

I want to thank all of my fellow Board members for their commitment to the agency and for the thoughtful, but respectful, nature of debate at Board meetings. When all Board members respect each other, chairing meetings becomes very easy indeed.

I want to also thank members of the Financial Monitoring Committee, which was formed to streamline Board meetings by having some of our more financially astute members review financial information before our meetings. While perhaps not our most exciting task, we have no more serious duty than making certain that the Society's funds are appropriately and efficiently spent. Trying to make ends meet in an organization such as ours is never easy, but I am pleased to note that a small surplus is predicted for the current year.

I would also like to express my special gratitude to the members of the Pension Committee and to the staff for the support work

they did for the Committee. The tasks of the Pension Committee are vitally important.

This year saw the resignations of Lori Western and Rick Gadde, members of our Executive Committee. I would like to thank both former Executive members for their meaningful contributions to the Board. Lori has relocated to western Canada. Rick, who had been particularly active as the Chair of our Prison Conditions Committee, has resigned, but we expect he will remain active in his local area with regards to the kinds of issues our Society cares about. I wish them both the very best in future endeavours; we greatly appreciated their dedication to the Society.

Barbara Macrae has stepped down as the Affiliate Representative of Waterloo-Wellington, and Gwen Galbraith has stepped down as the Affiliate Representative of Simcoe & Muskoka. They both, however, remain active with their local Affiliates. The Board has welcomed Steve DeForest as the Affiliate Representative of Waterloo-Wellington, Sandy Lychowyd as the Affiliate Representative of Thunder Bay, Frank Miscione as the Affiliate Representative from Hamilton, and Diane van de Valk as the Affiliate Representative of Simcoe & Muskoka.

Following the resignation of Rick Gadde, the Prison Conditions Committee appointed Sheila Arthurs and John Rives as Co-Chairs of the Committee. Membership on the Prison Conditions Committee involves a significant commitment of time, but it is of the utmost importance to the kind of work we do, and it would be difficult to overstate the gratitude that the Board owes to the members of this Committee.

Two new legislative provisions, one federal and one provincial, will have important implications for the Society and its Affiliates. There is new federal legislation dealing with individuals who are not eligible to sit on charitable boards, and the consequence of breaching the regulations can be the withdrawal of charitable status, an extremely serious consequence for a charity. There is also a new provincial Corporations Act that will deal with non-profit organizations such as ours. For the most part, I think it is to be welcomed, and it will provide non-profit organizations with many of the advantages that the Business Corporations Act provides to for-profit companies. However, we will also have to consider that we may need to redraft our objects and/or some of our by-laws so that, while not unduly restricting our freedom of action, we remain true to our mission. The Board participated in a professional development session around this



**Paula Osmok**  
Executive Director  
John Howard Society of Ontario

As a leader in the provision of *effective, just and humane responses to crime and its causes*, the John Howard Society shares in the responsibility for building healthy, safe and informed communities where we live and work. It is a responsibility which we take seriously. Our staff and board share a strong vision and commitment to both cause and action by working towards positive change within the criminal and social justice systems in Ontario. In 2010, the

Society approved our three-year Organizational Business Plan which established clear and ambitious mission-based goals and outcomes. We are pleased to report that our performance, as measured against our objectives, has been strong. We have met and, in some cases, exceeded the targets set out for the past year. While our accomplishments are many, I would like to highlight our progress in three specific areas:

### Research and Policy

A pivotal function of our organization is to engage in leading-edge research that meaningfully contributes to the social and criminal justice knowledge base and promotes effective policy solutions. To this end, this past year the Centre of Research, Policy & Program Development, was awarded funding from the Wellesley Institute to undertake a case study of the John Howard Society of Toronto's (JHST) Housing Program.

Presently in Ontario, justice-involved homeless individuals - a population that faces a tremendous amount of stigma - often have to navigate the social service system on their own, accessing select services and programs in a piecemeal fashion without the benefit of any overarching strategy or a defined plan. JHST's Housing Program represents an innovative housing program model that embraces a multi-sectoral approach to addressing clients' complex needs in an integrated and humane way. As a result, the Centre was interested in analyzing the Housing Program's effects on the housing and health status of clients, and the ways in which the program collaborates with

other service providers in order to connect clients with housing and other supports they need.

During face-to-face interviews conducted by Centre researchers, the Housing Program clients spoke at length about their experiences with homelessness, addictions, mental health issues, medical needs, financial issues, poverty, safety, stigma, literacy and access to care, and how the Housing Program was serving to address these issues. The results were striking: simply participating in the Housing Program was enough to improve clients' self-reported health, regardless of whether or not housing had been found yet. A major contributing factor to the efficacy of the program was based on the experience staff provided for clients, in that staff were perceived as knowledgeable, trustworthy, accessible, respectful and, importantly, offered the clients a sense of continuity.

The strengths of the Housing Program's multi-sectoral model hinge in large part on the multitude of agencies it collaborates with, and the care that is taken by Program staff to ensure that clients are able to navigate and access the services they need, while always having a central point of contact (i.e. JHST). The report offers a number of policy recommendations, which include the need for: strengths-based and client-centered case management models; increased multi-sectoral collaboration, and; increased investment in transitional housing for individuals leaving prison as well as affordable, long-term housing. We are currently disseminating the research findings with our JHS network, community service providers, academics, government and other key stakeholders, in the hope that its results will ultimately foster effective, just and humane policy changes.

### Program Evaluation

Program evaluation is a systematic method for collecting, analyzing, and utilizing information to answer questions about projects, policies and programs, particularly about their effectiveness and efficiency. It is a crucial component of successful and effective service provision, which helps us tell a story about the program/service by demonstrating the effectiveness on a variety of levels. For the John Howard Society, program evaluation is seen as a part of our continuous improvement model - to examine what worked, what didn't and why, and make the necessary changes to ensure effective and efficient programming and service delivery. We have found that program evaluation is valuable not only to the agency, staff and funders, but, most importantly it is valuable to the client.

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The Centre of Research, Policy & Program Development, at the John Howard Society of Ontario, continues to be actively engaged with various program evaluation activities on behalf of our Affiliates in order to ensure their programs are as effective and efficient as possible. Over the past two years, the Centre was contracted to develop and deliver four multi-year Monitoring and Process Evaluations and one longer term Outcome Evaluation at several of our Affiliate offices; these program evaluations are well underway and continue to produce results that our Affiliates utilize to effectively monitor, improve their programs and share success stories.

### **Efficiencies**

Our Board and working committees are comprised of Affiliate staff and elected members from communities across Ontario. Our structure ensures each of the communities in which we operate has a voice in the direction of our work. However it can be a challenge to bring these members together in an effective and efficient manner. Over the last several years, we have implemented strategies to decrease meeting costs while still ensuring that our Board and Committee members are engaged and able to achieve their goals. Strategies such as teleconferences and scheduling meetings of various committees concurrently enable us to use our funding more effectively. Additionally, this year we have explored the use of webinar software to further decrease costs while improving the experience for our members. During the upcoming year, we will be testing this software, assessing its efficacy and encouraging our Affiliates to implement this cost saving strategy in their own operations. In keeping with our focus on finding efficiencies, we reviewed and revised our travel and meeting expenses policies creating a number of cost saving provisions to minimize our requirements for administrative funding.

Our increased use of Social Media has enabled us to better engage and serve clients and concerned community members as well as make important connections with social service organizations throughout Canada and abroad. We will continue to increase awareness about the work and values of the Society through this very cost-effective channel. If you are on twitter, please follow us @ReducingCrime.

We continue to examine our fundraising practices to ensure we are conducting our programs in the most cost-effective way possible. Though there is a cost to raising money, it is our responsibility to our supporters to search for ways to keep these as low as possible. We honor donor requests regarding the amount of mail they wish to receive and through which channel, and we have never included items such as address labels or other unnecessary material when mailing new or current donors.

### **Recognizing People**

As always, the people who work at the John Howard Society, volunteer to serve on our Board of Directors and Committees and donate the financial resources to make our work possible, are the foundation of our success. I would like to recognize their many and valued contributions.

Our Board of Directors continues to lead and govern our organization effectively and within a framework of integrity, accountability and transparency. A special note of appreciation to our President, Bruce Simpson, and to the members of the Executive Committee for their wise counsel and guidance again this year.

I also wish to acknowledge and thank the Executive Directors from the John Howard Society Affiliates across Ontario for their tireless contributions to our collective and for making our communities safer. This group experienced a deep loss this past year with the premature passing of John Bilton, the former Executive Director of JHS Waterloo-Wellington. We all miss John's wisdom, friendship and wonderful sense of fun.

The work of the exceptional members of our staff team has been pivotal to our many successful outcomes over the past year. I am, again, privileged to work with this outstanding group of people. I am very pleased to welcome Enoch Landau to the John Howard Society of Ontario staff team as our Researcher and Program Evaluator. Enoch comes to us with a Ph.D. in Psychology from Wilfrid Laurier University and a variety of experience in academic

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research as well as academic and community-based program evaluation. Special mention must be made of our volunteers who have contributed their time and professional expertise to the Society: Fraser McGuire, Mike Evans, Allison Kwong and Deborah Lobbezoo. I am pleased to report that Fraser will be presented with the Society's Volunteer of the Year Award, by our President, at our 2012 Annual General Meeting.

And finally, a sincere thank you to our donors who continue to invest in the work of the Society and share responsibility for the positive impact their donations make in our communities.

#### Year Ahead

We look forward to further strengthening the Society as we welcome the heightened requirements set out by CRA, proactively put in place requirements of the new provincial Non-Profit Corporations legislation and increase our transparency to our donors and our communities, in general. We are confident in our continued commitment to positive change within the criminal and social justice systems in Ontario and in our leadership role in future.



Paula Osmok  
Executive Director

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## 2012 | Report of the President

...Continued from page 3

new legislation which proved to be very informative.

On behalf of the entire Board, I want to thank Paula and the staff for another year in which we have seen effort and dedication beyond the strict call of duty. I commented last year, and I can only repeat, that I am most impressed by the quality of work done by our staff at all levels.

I want to thank all of our funders, both private and governmental. Without their assistance, we could not survive. Our Agency interacts with elected representatives, and with federal and provincial public servants, from the operations level to senior management. We recognize that these are men and women who work very hard to make our province and country a better place. We may at times have different points of view, but we recognize we share a common goal and will continue to collaborate with them to create healthier and safer communities.

Finally, but most importantly, I want to thank the many people across the province who have made financial contributions to the Society or who have dedicated their time as volunteers, or both, to assist the Society's work. All non-profit organizations depend upon this level of generosity and commitment from dedicated citizens who care about those who may not be as fortunate as they are.



Bruce F. Simpson  
President

**Our Staff**

Paula Osmok	Executive Director
Pat Johnston	Finance & Benefits Coordinator
Maureen Zuniga	Administrative and Human Resources Assistant
Shanno Fairfield	Development and Communications Coordinator
Darlene Parsons	Volunteer Coordinator - Bingo

**Centre of Research, Policy & Program Development**

Michelle Keast	Director
Enoch Landau	Researcher and Program Evaluator
Jacqueline Tasca	Policy Analyst
Fraser McGuire	Volunteer
Allison Kwong	Volunteer
Deborah Lobbezoo	Volunteer
Mike Evans	Volunteer

**2011 Award Winners**

Chris Morris	Dykstra Award
Lisa Redgrift	MacFarlane Award
Fraser McGuire	JHSO Volunteer of the Year Award

**Board of Directors Executive Committee**

Bruce Simpson	President
Ken Doan	Treasurer
Richard Beaupré	Secretary
Jim Preston	Executive Committee Member-at-large
John Rives	Executive Committee Member-at-large

**Directors**

Sheila Arthurs	Rob MacLellan
Mary Jane Bennett	Hermion Mayers
Brian Cavanagh	Robert McMenemy
Ron Cuthbert	Frank Miscione
Steve DeForest	Paul Mundra
Abb Gilbert	Louis Osemwegie
Camille Hannays-King	Michelle Theriault
Lisa Heslop	Diane van de Valk
Paul Legacy	Pauline Wainwright
Sandy Lychowyd	

**Staff Appreciation and Recognition.**

We are pleased to announce that the following staff members completed their milestone years of service to the John Howard Society of Ontario and will be recognized at our 2012 AGM.

**5 Years** Shanno Fairfield, Michelle Keast, Maureen Zuniga  
**10 Years** Paula Osmok



Lois Powers (JHS Toronto), John Howard Canada 2011 Humanitarian Award winner with Greg Rogers (JHS Toronto) and Paula Osmok (JHS Ontario)



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**Ms. Christin Chartrand**  
Executive Director

## 2012 | Faces of JHS

1. Ron Cuthbert, JHSO Board member
2. Enoch Landau (JHS Ontario) and Michelle Strickland (JHS Simcoe & Muskoka)
3. The Honourable James Bradley, Minister of Community Safety and Correctional Services presents at our 2011 AGM
4. Chris Morris (JHS London), 2011 Dykstra award winner, with Greg Rogers (JHT Toronto) and Lori Cunningham (JHS London)
5. Bruce Simpson thanks Minister Bradley for presenting at our 2011 AGM
6. JHSO Board members receive the report of the Prison Condition Committee.

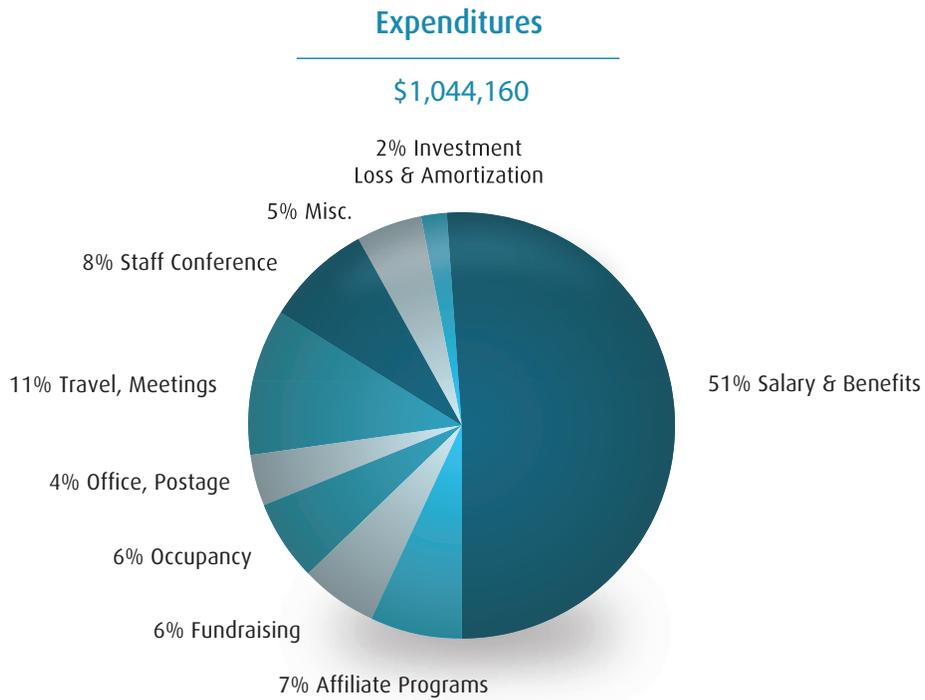
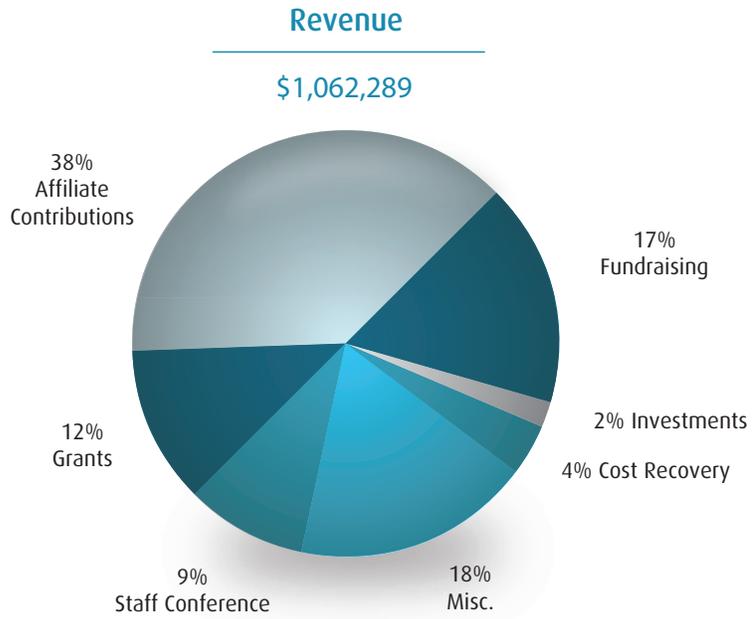


## 2012 | Faces of JHS

7. JHSO staff and volunteers meet with JHSC Executive Director and JHSO Board members
8. Michelle Keast presents at the JHS National Conference
9. John Howard Society Executive Director Group meets in Thunder Bay.
10. Provincial Conference wrap up with Paula Osmok (JHS Ontario), Greg Rogers (JHS Toronto) and Liisa Leskowski (JHS Thunder Bay)
11. Provincial Staff Conference – June 2011
12. Jacqueline Tasca presents to Chinese delegates on the work of our Centre of Research, Policy & Program Development



### 2011 Revenue & Expenditures

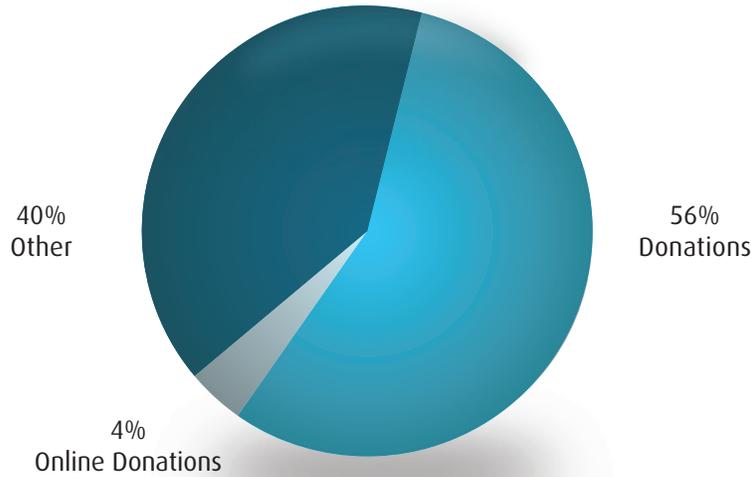


Complete audited financial statements are available at [www.johnhoward.on.ca](http://www.johnhoward.on.ca) or upon request

## 2011 Fundraising Revenue & Expenditures

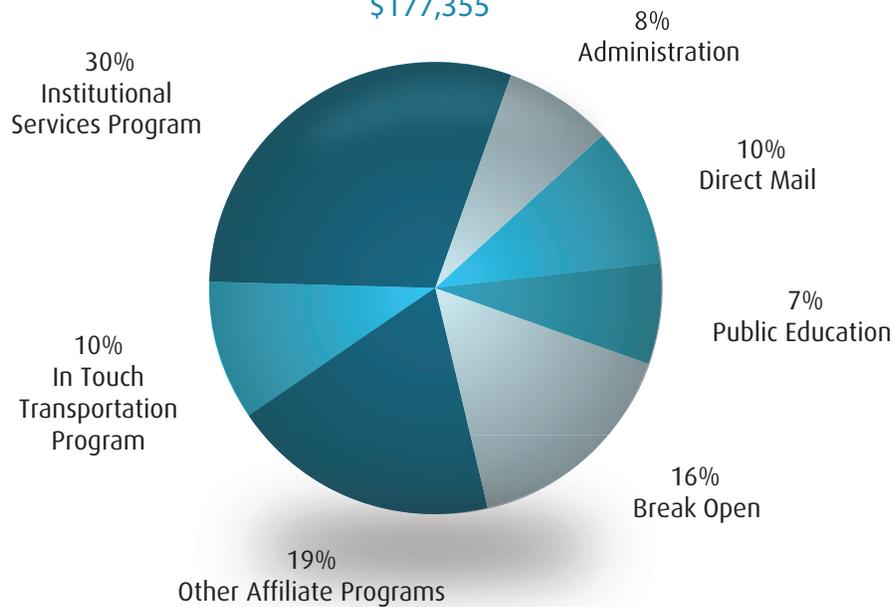
### Fundraising Revenue

\$177,355



### Fundraising Expenditures

\$177,355



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Engagement Restorative Justice FASD Community Safe  
Public Education Employment  
Reducing Crime  
Accountability Solutions Families Diversit  
Community-based Sentences Evidence-based Partnerships Re-ent  
Opportunities Research Criminal Justice System  
Success Program Evaluation Gradual Release Best Practic  
Youth Pardons  
Public Education Employment What Work  
Engagement Restorative Justice FASD Community Safe  
Human Rights Rehabilitation Policy  
Inclusivity Harm Reduction Prison Condition  
Housing Life Skills  
Healthy Communities  
Reducing Crime  
Accountability Solutions Families Diversit  
Community-based Sentences Evidence-based Partnerships Re-ent  
Opportunities Research Criminal Justice System  
Success Program Evaluation Gradual Release Best Practic  
Youth Pardons  
Public Education Employment What Work  
Engagement Restorative Justice FASD Community Safe  
Human Rights Rehabilitation Policy  
Mental Health

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