

**Responding  
to  
Community Needs  
for  
40 Years**

annual report 2007-08

## Vision

St. Leonard's Community Services will be a recognized centre of excellence in the community for the provision of services to children, youth, adults and families.

## Mission

St. Leonard's Community Services responds to community needs by providing quality addiction, mental health, employment, education, justice and residential programs. These programs enable children, youth, adults and families to overcome challenges through choices that result in positive change.

## Values and Beliefs

As we discharge our mission in pursuit of our vision, we adhere to the following values and beliefs.

1. A commitment to excellence in client service.
2. Respect for the dignity and diversity of our clients.
3. Support and recognition of our staff.
4. Collaboration and partnership.
5. Accountability to our funders, clients, partners and the community.

## Dedication

This Annual Report is Dedicated to:  
"Responding to Community Needs for 40 Years"



## Responding to Emerging Community Needs

Looking back at our 40th year of service and in response to emerging community needs, many of the goals announced in last year's Annual Report became a reality:

1. Varency Home was rebuilt after the devastating fire in March 2007, restoring child welfare residential services for families in Haldimand Norfolk.
2. With new operating funds from the LHIN 4 (Local Health Integration Network) we were able to open the Chatham Street Residence to provide transitional housing for up to five formerly homeless young women from the Youth Resource Centre.
3. In response to multiple recommendations from parents of children with mental health concerns and with financial support from the Rotary Club, The Ontario Trillium Foundation and the Ministry of Children and Youth Services, we extended the length of the Tim Horton Onondaga Weekend Respite Experience from 24 hours to 48.
4. The long awaited Youth and Art Program for "at risk youth" was launched with a three-year funding commitment from National Crime Prevention.
5. With financial support from several provincial ministries and from the Royal Bank of Canada, we were able to implement a single integrated client information database that will enable St. Leonard's Community Services to effectively monitor and evaluate program activities and outcomes.
6. The realization of our goal to expand the Agency's volunteer base exceeded our most ambitious dreams, when the Royal Bank of Canada announced an unsolicited donation of \$50,000 and a commitment to partner with St. Leonard's in a broad range of voluntary activities including, membership on our Board of Directors, assisting with proposal writing, helping tutor clients, providing transportation, co-facilitating group activities and coaching life skills development.
7. We continued to expand the use of our website as an effective means to raise awareness and to communicate with our community stakeholders.

## Planning for the Future

Readers familiar with St. Leonard's Community Services will be aware of our annual planning cycles which evaluate program activities and outcomes with a view to improve program quality. This past year, the Board of Directors and senior staff entered into strategic planning exercises together updating the Agency mission, vision, values and goals for the next five years. The strategic plan, which can be reviewed on our website, charts an exciting new course for St. Leonard's Community Services to become an integrated centre of excellence capable of continuously meeting quality assurance standards that are holistic, client centred, strength based, proportionate to risk and outcome focused. With this collaborative multidisciplinary team approach, there are no wrong doors at St. Leonard's Community Services because every door leads to a service that will focus on the client's needs and strengths.

The Agency has developed the following publications to describe and clearly explain our programs on our website.

*Agency Overview* - This document provides a broad overview of the Agency's service philosophy, mission, values and the corresponding best practices.

*St. Leonard's at a Glance* - In an effort to make the Agency more understandable for everyone, we have prepared a service organizational chart, accompanied by the corresponding funding sources and acronyms.

*Agency Programs Directory* - Developed by the Agency's Client Service Team, this directory includes information about how to access every program in the Agency.

## Governance

Board accountability for program outcomes as well as finances is a significant focus of the strategic plan, which includes the creation of two new combined Board/staff committees called "Program" and "Resources" which together will raise the Board's overall level of awareness concerning program development and delivery.

To provide guidance and governance, the following two community members joined the Board during the year:

- Suzanne Tsuchida, a well known educator and specialist with high risk kids,
- Pat Sheridan, Regional V.P. of the Royal Bank of Canada and driving force behind the "adoption" of St. Leonard's Community Services.

During the year, we also bid farewell to Dave Pickering, Chuck Anderson and Bruce Smith, three long standing Board members whose leadership and intelligent counsel will be greatly missed.

## Human Resources

In keeping with the vision of becoming a centre of excellence capable of consistently delivering effective client services, the Agency is encouraging and supporting all staff to upgrade their knowledge and skill. As 21 of our staff near the mid point of their CYW apprenticeship program, the results are already evident in the quality of reports and dialogue in case management meetings. Many other staff have enrolled part time in advance standing diploma or degree programs with a view to improving their practice.

In addition to supporting professional development outside the Agency, there continues to be an ongoing focus on first class in service training directed at conducting needs and strengths assessments (Dr. John Lyons), embracing diversity (Dr. Leeno Karumanchery) and writing treatment/action plans.

The Agency is committed to improving the morale and working conditions of our employees in other ways as well. Several approaches have been adopted including enhancements to benefits such as dental and vision care and through wage adjustments that were introduced, in recognition of the enhanced skills that are required to produce comprehensive assessments and treatment/action plans.

On behalf of the Board Directors and members of the Management Team, we would like to thank every staff member for contributing to the overall achievement of our goals in 2007-08. We look forward to working together again in the coming year to achieve the goals we have set to help our clients in 2008-09.



Bill Sanderson, Executive Director

Twice this past year, in October and in February, we held staff appreciation luncheons to recognize and thank our employees for the excellent job they do every day supporting clients in making those difficult choices that are necessary to overcome challenges and bring about positive change.

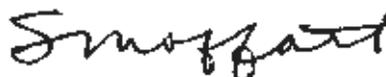
## 40th Anniversary

As we gather together at our Annual General Meeting this year with past Board members, staff and clients, we will take this once in a life time opportunity to look back and celebrate the successes of the past 40 years and take strength from the realization that our Agency has made such a positive difference in the lives of so many.

## Goals for 2008-09

Some of the 2008-09 Agency Operating Plan goals are as follows:

- To develop a consistent client-centred service approach that assesses clients and links strengths and needs to treatment planning goals.
- To ensure that Agency staff are engaged in evidence based practice in all aspects of client service.
- To meet the community's need to provide transitional housing services for young men.
- To institute a continuous quality improvement system throughout the Agency.
- To establish a program review process to evaluate all Agency programs on a regular cycle.
- To improve the Agency's ability to collect and process client information in an integrated way across all departments.
- To institute a quality assurance system across the Agency in order to become an accredited children's mental health Agency.
- To improve staff morale.
- To embrace diversity in all aspects of service.



Suzanne Moffatt, President

St. Leonard's Youth and Family Residential Services provide youth and families with holistic and safe residential care, counselling, education, support and independence skills. The goal is to empower clients to resolve problems and increase their overall sense of well being in order to avoid risky behaviour and achieve success in school, work and the community.

## Youth Resource Centre (YRC)

Throughout the year, the YRC participated in many activities to support and increase awareness surrounding the issues youth face with housing, addictions, mental health and family conflict. Highlights included:

- Staff and clients participated in a community consultation process facilitated by a homeless researcher with Public Health, Safety and Social Services.
- Participated in further research with Dr. Christine Walsh from the University of Calgary on best practices in "hostel" facilities and program design. Dr. Walsh's preliminary research has identified the YRC as a "best practices" model of service.
- Hosting a traditional Christmas dinner and various open houses.
- In conjunction with Canada Mortgage and Housing Corporation, officially opened the new wing at the YRC.
- Participated in the Annual Youth Homelessness Week. The week's events were supported by clients, the local media, politicians and numerous community partners.
- In cooperation with the Youth Action Centre, offered an eight-week summer recreation program offering clients the opportunity to further develop basic, interpersonal and independence life skills.
- Entered into a new partnership with the Ministry of Health and Long Term Care – Local Health Integration Network to provide four safe beds at the YRC for youth with mental health concerns and five transitional beds for females at 144 Chatham Street.

## Varency and Roy Walsh Homes

Looking back at 2007-08, we were pleased to offer short and long term care to youth referred from child welfare agencies in Brant, including the Native Services Branch, Haldimand, Norfolk, Hamilton, Niagara, Oxford, London, St. Thomas, Peel and Dilico.

Highlights throughout the year included:

- Continuing dialogue and planning with Children's Aid Societies to reflect the direction of the child welfare transformation agenda and its impact on residential needs and placement policies in the surrounding regions.
- Successful summer camping program to Algonquin Provincial Park.
- Staff training which focused on the implementation of the Agency's new Client Service Model, which consists of a comprehensive coordinated continuum of evidence based practices that are client centered, client directed and responsive to client needs and strengths.
- Some occupancy challenges at both homes resulting in financial losses for the Agency.
- Following the March 2007 fire at Varency Home and after nine months of temporarily providing residential service in Brantford, Varency Home moved back to Jarvis. St. Leonard's Community Services staff, clients and the Children's Aid Societies we work with are very delighted with the rebuild and very impressed with the Varency Home facility.

## CFSA Licensing

Annually, the Ministry of Children and Youth Services completes an on site inspection to evaluate compliance at the Youth Resource Centre, Roy Walsh and Varency Homes with licensing standards as required under the Child and Family Services Act (CFSA). The inspection is rigorous and includes a physical inspection, a comprehensive review of client files and regulatory documentation as well as interviews with both staff and clients. The results of the licensing inspection confirmed our compliance with these standards and the licences were renewed for another year at each location.

## Annual Stakeholder Feedback

Each year, the residential programs solicit feedback from clients and the CAS agencies who place youth in our programs. Here is a selection of what we heard this past February and March:

- Staff are dedicated, very flexible and accommodating,
- Staff are amazing and supportive – great with the kids,
- Good staff, open to trying new and different approaches with youth in need,
- Program really tries to promote independence and works well with families,
- Staff are fair; other group homes don't listen, don't get the big picture,
- Client was well provided for and obviously cared for by staff,
- Program worked well with teen and parents,
- Excellent program, beautiful property, dog program and a staff team which is fair and will give you the help you need,
- Felt good knowing my client was there....better than anywhere else he has been,
- We do a lot of things together and the staff don't treat us like "group home kids",
- This is a safe place to be,
- I learned how to communicate and express myself better, to solve problems and I developed better coping strategies,
- No matter what you have done in the past, you can always change your life around and do better for yourself,
- I am successful in school,
- I now have a part time job,
- When I first came to the home I hated it but as time went on, I came to realize that the staff really care and I am a better person because I lived here,
- I might be dead if it wasn't for this place,

- I really enjoy living at the YRC. I've learned a lot about the resources available to me in the community,
- This is a safe, clean and extremely happy place to live when I didn't have anywhere to go,
- I never had a "home" until I came here.



## Testimonial

*"I would like to extend a sincere thank you to all your staff who provide daily care to the youth of the London and Middlesex CAS. Your staff are the foundation of our residential system and we would be lost without the dedication of each and every one of you. I am aware that many of the staff unselfishly give of their personal time to assist our youth because there is an awareness that little things can lead to enormous change in the life of a child who may question whether anyone cares. At times, the demands and challenges of caring for adolescent youth can be tiring and thank yous come few and far between. Let me extend heartfelt thanks and ensure you that appreciation is expressed for all that you do. Thank you, thank you, and thank you!" Diane Budden, OPR Resource Worker.*

*"Staff are really supportive and have helped me with my problems. Staff are very caring and help us stay happy. I used to never go to school and now I do. I used to be angry and disrespectful and now I'm nice. I used to abuse myself (self harm, drugs) and now I'm slowly stopping all that stuff. I've learned how to be empathetic towards people. I've learned that I am not alone; there are always people to help. I want to say thanks to all the staff for helping me make it this far." Female Client, age 14.*

- 20% overall reduction in Serious Occurrences in 2007 compared to 2006.
- YRC occupancy for the year was 96%; 96 unique individuals served.
- 35% of youth returned to family or extended families home upon discharge from the YRC.
- Roy Walsh Home occupancy for the year was 87%; 27 individuals served.
- Varency Home occupancy for the year was 84%; 24 individuals served.

# Addictions and Mental Health

Continued growth for Addictions and Mental Health during 2007-08. Some of the new opportunities included:

## Enhanced Mental Health and Addiction Services

- Health System Improvement Funding through the Local Health Integration Network to provide a long-term integrated mental health and addiction treatment program for clients with concurrent disorders (co-occurring mental health and substance abuse issues). The concurrent disorders counselling program is operating at our 12 Market Street location.
- Our MotherVoice program, which operates in partnership with the Children's Aid Society of Brant, received additional funding from the Local Health Integration Network. As a result, we have been able to hire a part-time aboriginal Addictions Counsellor.
- Correctional Service Canada provided additional funding for an In-reach Counsellor and Personal Support Counsellor at Buffalo Street Residence.

## Program Evaluation

Through funding from the Children's Hospital of Eastern Ontario (CHEO), we began an evaluation study of the Mental Health Crisis Support Program. The evaluation focused on crisis contacts specifically involving parent/child conflict. The objective was to determine whether contacting a crisis service decreased symptoms of stress and increased coping capacity. The evaluation consisted of a pre/post questionnaire to measure stress levels and coping capacity at the time of the contact and then following the crisis intervention. We are in the process of administering three-month follow-up questionnaires to determine if there is a difference in outcome between clients that access additional services compared to those that do not. As part of the evaluation project, we were able to work with a software consultant who designed the client database (Client Service Manager) and provided staff training.

## Youth And Art

- We received three year funding from the National Crime Prevention Strategy - Crime Prevention Action Fund. Funding was available for projects in Ontario that adopt Crime Prevention through Social Development as a primary approach to address risk

factors that contribute to crime and victimization. The Youth and Art Program will be offered after school, one day per week for up to 12 weeks for children/youth aged 9 to 18 and will have a theater arts focus. Program activities will include instruction in improvisation, dance, lighting, set design, etc. Exhibitions will be planned to provide participants an opportunity to showcase their talents. The program is being monitored and overseen by an Advisory Committee.

## Psychiatric Services

In partnership with the Brant Community Healthcare System, we have access to a child psychiatrist who provides one-time consultation, which includes assessment, diagnosis, medication review and treatment recommendations for children up to the age of 18. Dr. Templeman's clinic is located at our Addictions and Mental Health Centre at 133 Elgin Street.

## Testimonials

Several themes emerged when reviewing the responses to our satisfaction survey from individuals who accessed our Walk-in Clinic:

- *"Immediate service."*
- *"Having someone to talk to."*
- *"Receiving support and being listened to."*
- *"Learning about new services."*
- *"Everything accomplished in one visit."*
- *"Receiving information."*

Some comments from the children who participated in the expanded 48 hour Respite Experience:

- *"I like the flying squirrel and the climbing activities."*
- *"I liked it when we went in the woods and had a fire and ate marshmallows."*
- *"I would like to come back a lot. I very much love it here at camp."*

And the parents ...

- *"Love it! Should be one for us!"*
- *"More time for myself and time to wind down. Stress goes way down."*
- *"My child always comes home excited, happy and tired. I like that he comes home with a different attitude."*

Some comments from our addictions clients:

- *"The counsellor was very understanding and patient with me, when I needed help to understand the drug and what it had done to me and measures to fix the problem – very, very helpful."*
- *"Examples of ways to get your mind off of drinking and what to do in situations when to avoid going back to old habits."*
- *"Talking strategies to avoid use. Looking at the benefits of not using. Talking with a counsellor."*



# St. Leonard's

COMMUNITY SERVICES

Challenge. Choices. Change.



- Mental Health Crisis Support received 3,795 requests for service.
- Walk-in Clinic received 1,119 visits.
- 1,575 referrals to addictions and 1,047 unique individuals participated in the initial assessment and treatment planning component.
- 42 admissions to the Case Management Program and 28 completed treatment.
- Occupancy at Buffalo Street Residence was 105%.
- Brantford Community Assessment Team reviewed 50 cases and supported 33 for residency at Buffalo Street.
- 208 individuals accessed the Needle Exchange Program.

St. Leonard's Justice Services provides diverse support to those in conflict with the law ranging from working with police services at the pre-charge stage to assisting the judicial system in delivering meaningful community based consequences for criminal activity. Justice Services' staff help hundreds of youth and adults each year to challenge their criminal behaviour by providing assistance in developing new skills to make better choices in the future.

## Market Street

12 Market Street continues to offer diverse supports in the delivery of justice, employment, addiction and mental health programs. 12 Market also provides a "link" in the downtown core by assisting many drop in clients throughout the year with financial, housing, medical (physical and mental health) issues.

The Agency accepted twelve volunteers to assist with the Youth Justice Committee. A Memorandum of Understanding was signed with the Ministry of Attorney General and a swearing in ceremony was held in December with the Crown Attorney and Youth Justice Steering Committee.

The Youth Justice Committee assisted Ontario Multifaith - GTA in facilitating Restorative Justice training. The training was well attended by the community, which included participants from the Grand Erie District School Board, Grand Erie Learning Alternatives, Brant Haldimand Norfolk Catholic District School Board, Woodview, Brantford Police Services, Brant County OPP and local behavioural therapists.

The Ministry of Community Safety and Correctional Services completed the Adult CSO program audit in September 2007. The program not only met but exceeded expected Ministry standards.

## Testimonials

Client – *"I have learned how my actions affect not only myself but everyone around me. I have also learned how serious this is."*

Victim – *"I was very glad to hear from the accused as to why he did what he did and how he has recognized his error and how he plans to correct this incident and try to control himself in the future."*

Parent – Parents indicated the following change in their youth:  
*"They seem to consider other people first more often."  
"Was very depressed but has come around and also matured."  
"I believe that over the past few months, my son and I have had to talk a lot more and we have become closer."  
"St. Leonard's should be congratulated for their efforts."*

## Attendance Centre

Programs at the Attendance Centre continued to expand due to partnering with Addictions and Mental Health. This venture has allowed for an improved catalogue of programs offered to clients.

The Ministry of Children and Youth Services - Research and Outcome Measurement Branch completed a review and evaluation of the Attendance Centre. Program forms, descriptions and client data were forwarded to the branch for the extensive review. Results of the review are pending.

The Attendance Centre has seen an increase in clients referred to the Homework Club. This program has assisted clients and challenged staff.

Staff attended a number of Ministry and community based conferences and training sessions that assisted staff in further developing their skills.

## Testimonials

Client – *"Coming to the homework club has helped me get my first passing grade in math all year. The AC staff are laid back so I am comfortable being here and talking to staff."*

Client – *"It's nice to have someone to talk to without being lectured or being told how stupid I am. You guys are awesome."*

Client – *"With the help of the staff, I realize that education is important. I am really glad you guys have helped me see that."*

## Youth Support Program

### Testimonials

Client – *"I want to stay in the YSP. I like doing the programs (Rec and Lifeskills) and it gives me someone to hang out with and talk to. If I wasn't there I would probably be out getting into more trouble"*

Parent – *"Thanks for all your help and support over the past year. I'm not sure what I would have done without your help. I appreciate everything you've done for us. You seem to be the only one who can get through to my son and he looks up to you."*

## Peter Willis Residence

An increase of clients due to the implementation of senior detention in September 2007 has attributed to a general increase in occupancy. Most clients continued to enter the program on a detention warrant, which created constant movement and change. Though the occupancy rate increased overall, it remained low based on bed availability.

The Ministry of Children and Youth Services - Youth Justice Services provided funding for new carpeting in the bedrooms, storage closets, computer/activity room and offices. New light fixtures in the bedrooms and one emergency power light in the lower bedroom wing were also installed.

The clients have taken full advantage of a newly designed computer room, which allows them to have access to the internet, games and music programs. The clients utilize the computer room on a daily basis.

The Ministry of Children and Youth Services - Youth Justice Services conducted the annual residential licensing audit on December 2007. The audit was successful with some recommendations made.

## Testimonial

Client – *"I would like to really thank all the staff, at Peter Willis, for all the time you guys spent with me, helping me learn ways to keep out of trouble with the law. I know I will take what you guys taught me here, and use it on the "outside! You guys and ladies have been amazing personal mentors to me. I appreciate that so much. I'm going to go on in life and be successful, for my girlfriend, family, my friends, myself and the PWR staff."*



- 804 referrals (youth and adult) were made to the Community Justice Department.
- 322 youth and adults were diverted from the traditional Court system via the Pre-charge program in 07-08.
- 7,728 community service hours were completed within the community.
- Over \$12,500 in restitution and donations were distributed back to the community by youth and adults referred to the pre and post diversion programs.
- 125 clients were admitted into the Peter Willis Residence and 131 clients were discharged.
- 116 clients (87%) successfully completed their open detention or custody sentence.

# Employment and Education

Employment and education programs have been positioned strategically to provide needed information and services to the community. Programs throughout Brant and Haldimand Counties have been tailored to reflect the unique demographics of each geographic region and include services to students, graduates seeking their first "real job", at-risk youth and unemployed community members requiring job search assistance.

2007-08 saw progress in the development of the Employment Ontario strategy. As the year unfolded, the Ministry of Training, Colleges and Universities held several stakeholder sessions to provide updates. We should see the beginnings of program transformation in late 2008.

Community relations are a vital component for the success of these programs. Throughout the year, partnerships continued with both school boards, the School College Work Initiative, Ontario Works, Mohawk College, Fanshawe College and the Grand Erie Training and Adjustment Board, to name a few. We continue participation in the delivery of many jointly organized events such as the Skilled Trades Conference, Employer Appreciation Symposium and Apprenticeship Information Evenings.

## Youth Action Centre

Youth non-residential services are located under one roof in the City of Brantford – the Youth Action Centre. The Youth Employment Centre, Employment Resources, Youth Justice Services and two Learning Centres provide integrated services to meet the needs and expectations of our clients. The employment programs work closely with other Agency programs (i.e. Youth Resource Centre) to support youth in the quest for their goals.

Traffic to the Centre continues at a brisk level of over 8,500 visits a year.

## Youth Employment Centre

A fully funded Job Connect site, the Youth Employment Centre offers a self-directed resource centre complete with computer lab and internet access. Employment counselling is available for those requiring some added assistance and direction. Job developing offers an even greater level of support to get the "foot in the door". A job developer will seek out opportunities and negotiate placement terms with local employers to offset the cost of training. Summer Jobs Service offers a hiring incentive to employers in an effort to support the hiring of students returning to school in the fall. Summer employment can influence career choices and provide credible experience for resume building.

This year, we have "taken it on the road", providing outreach at such locations as our former downtown location at 12 Market Street, Paris, Burford and the north end of Brantford. Response has been growing and inroads are being made in all locations.

*"My life has taken a profound change since we have met and I owe you very much thanks and gratitude. The position that you have helped me to achieve is a perfect fit into my life."*

*"Thanks to the help I have received, I am on a successful and rewarding career path and I have great and high hopes and expectations for my future!"*

## Employment Resources

For youth between the ages of 15 and 30 and struggling with their job search, this program offers support through group interventions and intensive one to one support. Individuals struggling with barriers to employment can access needs assessments, employment counselling and casual work experience to improve job readiness. Referrals to Agency or community supports are paramount to success in many cases.

## Learning Centres

The two Learning Centres are a partnership with the Grand Erie District School Board. A Board teacher in each classroom is supported by an Agency Classroom Counsellor. This is a supportive, hands-on environment for students requiring assistance to graduate or transition back to the regular school system. Both classrooms operated at capacity throughout the year.

## Dunnville Employment Centre

In addition to the full Job Connect program, the Dunnville Employment Centre also provides services and support to unemployed individuals of any age. Outreach to several Haldimand communities has been an integral component to the success of this program. Services are provided to residents of Hagersville, Cayuga, Caledonia and places in between. Excellent relationships with other community agencies and the municipality support the concept of integrated service co-ordination.

*"In helping me identify and believe in my own strengths and abilities, they enabled me in taking the right steps to help myself. Given their direction and support, I was able to find an excellent job that I'm very excited about."*

*"It was great – I feel closer to getting a job!"*

*"I am very pleased and amazed at the level of expertise and confidence."*

## Career Resource Centres

Seven community and six student Career Resource Centres are located throughout Brant and Haldimand Counties through a co-operative effort with the Grand Erie District School Board and the Brant Haldimand Norfolk Catholic District School Board. All centres, except Burford are located on secondary school properties.

The community sites offer employment assistance services to any unemployed individual. The resource areas are fully equipped with computers, internet, faxing, photocopying, telephones, job boards and labour market information – all the tools required to launch a successful job search. In rural sites, one to one employment counselling is available to develop and support a return to work action plan.

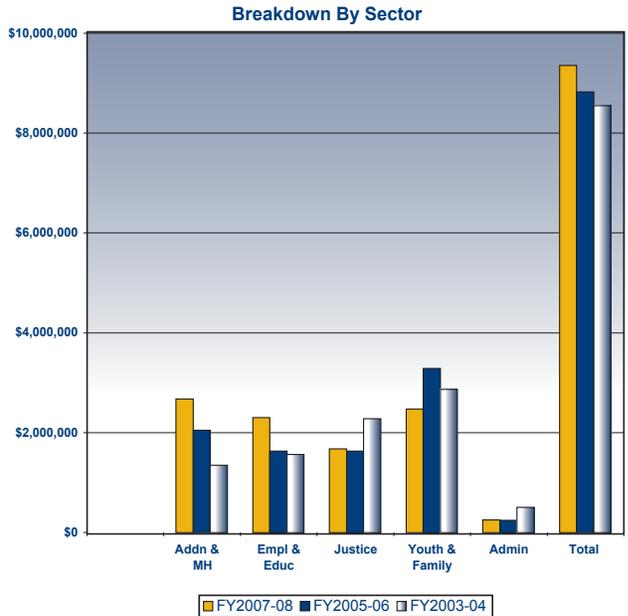


- Throughout Brant and Haldimand Counties, over 520 student placements were realized through Summer Jobs Service.
- More than 12,300 students attended over 1,000 employment related workshops delivered through the Career Resource Centres, Youth Employment Centre and Dunnville Employment Centre.
- On average, over 80% of Job Connect clients exit the program as employed.

# Treasurer/Director of Finance's Report

The Agency's growth in addiction and mental health and justice programs in the 2007-08 fiscal year was offset by the decline in residential services as a result of the closure of one Roy Walsh Home.

The adjacent chart illustrates the overall increase in revenue over the past five years. The Addictions and Mental Health sector has steadily increased over the period with additional funding from the Ministry of Health and Long Term Care (LHIN). In 2007-08, a Youth and Art program commenced funded by National Crime Prevention. Employment and Education, funded by the Ministry of Training, Colleges and Universities has increased funding for the creation of job development opportunities. The overall decline in Justice is due to the reduction in residential programming, but this has been partially offset by the introduction of non-residential programs such as the Attendance Centre. Youth and Family increased with the growth of the Youth Resource Centre to 20 beds and the opening of Chatham Street Transitional Housing, but declined in the past year with the Roy Walsh Home closure. Administration funding has declined due to the reduction in fundraising primarily related to lower Nevada sales.



The Agency welcomed the partnership established in 2007-08 with the Royal Bank of Canada. The donation of \$50,000 provided needed resources to establish an Agency-wide client database and to support the learning centres at 133 Elgin Street. We look forward to joint marketing initiatives, volunteer efforts of Royal Bank staff and continued financial contributions in the upcoming year. This corporate liaison will help forge other fundraising opportunities.

<b>St. Leonard's Community Services</b>	
<b>Unaudited Summary Financial Statements</b>	
<b>For the year ended March 31, 2008</b>	
<b>Balance Sheet</b>	
<b>2008</b>	
Assets	\$ 4,997,541
Liabilities	\$ 4,027,656
Net assets	969,885
Liabilities and Net Assets	\$ 4,997,541
<b>Statement of Operations</b>	
<b>2008</b>	
Revenue	
Government funding	\$ 8,969,591
Donations/fundraising	186,720
Interest/sundry	192,382
	\$ 9,348,693
Expenses	
Salaries and benefits	\$ 6,493,797
Operating expenses	3,051,801
	\$ 9,545,598
Surplus (Deficit)	\$ (196,905)

The unaudited financial statements summarize the financial position of the Agency as at March 31, 2008 and the results of operations for the fiscal year.

The statement of operations shows a deficit for the year primarily due to the further reduction in per diem revenue as a result of continued lower occupancy at Roy Walsh and Varency Home. Insurance proceeds paid for the rebuilding and furnishing of Varency Home.

Staffing costs represent 70 percent of the Agency's expenditures.

Audited financial statements are available upon request.

We look forward with anticipation to continued growth and new projects in 2008-09.

# Board, Management, Funders, Partners

## 2007/2008

### Board of Directors

Inspector Chuck Anderson  
Richard Cook - Vice-President  
Birkin Culp  
Dr. Lamine Diallo  
Geoff Edge  
Glenn Forrest  
Ron Hannon  
Dianne Kindon  
Chief Derek McElveny  
Suzanne Moffatt - President  
Dave Pickering  
John Regan  
John Renwick  
Pat Sheridan  
Bruce Smith  
James Stewart - Secretary/Treasurer  
Suzanne Tsuchida

William Harrow (Legal Counsel)

### Management Team

Bill Sanderson, Executive Director  
Marilyn Kaus, Director of Employment Services  
Sue Lefler, Director of Addiction and Mental Health Services  
Mary Louise Leitch, Director of Finance  
Jo-Anne Link, Director of Residential Services

### Donors

We thank all donors, but with the new privacy legislation in effect as of January 1, 2004, we are unable to publish the names of donors without written consent.

### Funders

Brant Community Foundation  
Canada Mortgage and Housing Corporation  
Centre for Addiction and Mental Health  
Children's Aid Societies  
Children's Hospital of Eastern Ontario (CHEO)  
City of Brantford  
Correctional Service Canada  
Dilico Anishinabek Family Care  
Family Service Kent - KIDS Team  
Gordon Cockshutt Foundation/Blacker Benevolent Trust  
(through Brant Community Foundation)  
Grand Erie District School Board

### Funders cont'd

Grand Erie Training and Adjustment Board  
Indian Native Affairs  
Ministry of Children and Youth Services  
Ministry of Community and Social Services  
- Dedicated Supportive Housing  
Ministry of Community, Safety and Correctional Services  
Ministry of Health and Long-Term Care (LHIN)  
Ministry of the Attorney General  
Ministry of Training, Colleges and Universities  
National Crime Prevention Strategy  
Ontario Trillium Foundation  
Ontario Works  
Royal Bank of Canada  
Service Canada

### Partners

Brant Community Healthcare System  
Brant County Health Unit  
Brant County Ontario Provincial Police  
Brant Haldimand Norfolk Catholic District School Board  
Brantford Police Service  
Brantford YM-YWCA  
Canadian Mental Health Association  
Centennial College  
Children's Aid Societies  
Children's Hospital of Eastern Ontario (CHEO)  
Community Resource Employment Services  
Contact Brant  
Council for Children, Youth and Developmental Services  
De dwa da dehe nye > - Aboriginal Health Centre  
Dr. Sharma  
Dr. Templeman  
Fanshawe College  
Grand Erie District School Board  
Grand Erie Training and Adjustment Board  
Haldimand Norfolk REACH  
Local Crown Attorneys  
Mohawk College  
Nova Vita Women's Services  
Royal Bank of Canada  
Salvation Army - Wynfield Community Church  
St. Joseph's Centre for Mountain Health Services  
Six Nations Child & Family Services  
Six Nations Mental Health Services  
Tim Horton Onondaga Farms  
Why Not City Missions  
Wilfrid Laurier University  
Woodview Children's Centre

# Services

## Youth & Family

Chatham Street Transitional Housing  
Roy Walsh Home  
Varency Home  
Youth Resource Centre

## Addictions & Mental Health

Addiction and Mental Health Programs  
Back on Track  
Buffalo Street Residence  
Case Management  
Concurrent Disorders  
Mental Health Crisis Support and Walk-in Clinic  
Parent Adolescent Support Program  
Respite Experience  
Stop Now and Plan (SNAP™)  
Youth and Art  
Youth Anger Control Program

## Justice

Attendance Centre  
Bail Verification and Supervision Program  
Community Service Orders  
Diversion Programs  
Peter Willis Residence  
Youth Justice Committee  
Youth Support Program

## Employment & Education

Career Resource Centres  
Dunnville Employment Centre  
Employment Resources  
Learning Centres  
Youth Employment Centre



P.O. Box 638, 1100 Clarence Street South, Suite 101  
Brantford, Ontario N3T 5P9  
Phone: (519) 759-8830 Fax: (519) 759-8156  
Email: [wsanderson@st-leonards.com](mailto:wsanderson@st-leonards.com)  
Website: [www.st-leonards.com](http://www.st-leonards.com)