



annual report 2011-12

## Vision

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

## Mission

St. Leonard's Community Services responds to needs by providing quality addiction, mental health, employment, education, justice and residential programs that 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, staff and community.
3. Support and recognition of our staff.
4. Collaboration and knowledge exchange.
5. Accountability to our funders, clients, partners and the community.

## Dedication

This Annual Report is dedicated to James (Jim) Roxburgh (1928 – 2012). A role model for our clients and staff alike, Jim leaves us all the legacy of knowing that genuine change is possible. Thanks Jimmy.



## Achieving our Goals

In a song for his son, John Lennon wrote that "life is what happens when you are busy making other plans." This truism certainly applied to St. Leonard's Community Services in 2011/12.

During the fiscal year, as a consequence of shifting government funding policies and rapidly changing demographics, St. Leonard's Community Services experienced several unforeseen program changes and closures, impacting our Career Resource Centres, our Youth Community Service Order Program, the Youth Drop In Services, Roy Walsh Home and the Peter Willis Residence.

Looking back, despite the significant change and upheaval, the Agency managed to stay the course in respect of its established strategic and annual goals, many of which involved enhancing staff knowledge and skill, as one effective way to improve client outcomes.

Today's human services demand multiple core competencies from their employees, demonstrated by a high standard of professionalism and performance, ranging in scope from the ability to plan, understand financial reports, maneuver through software programs and 'role model' empathy every day with an often indifferent clientele.

Towards this end, Agency wide goals that were achieved or partially completed, included, training in Cognitive Behavioural Therapy (CBT), Staff Supervision, Child and Adolescent Needs and Strengths (CANS) client assessment tool and the Client Service Model; the utilization of the Client Service Manager (CSM) database, the distribution of smart boards for training purposes and the implementation of SharePoint to assist with the storage and production of Agency documents.

The dedication of 12 Market Street as a staff training centre provided a cost effective means and familiar setting to deliver our myriad of in-house training courses.

The Agency's ongoing efforts to develop the knowledge and skills expected from a 'centre of excellence' have

not gone unnoticed by our funders. We were very pleased to receive financial support from the Ministry of Health and Long-Term Care and our own Local Health Integration Network (LHIN) to develop an Early Intervention in Psychosis Program in partnership with the Brant Community Healthcare System, enhanced mental health crisis services, including those for seniors, in collaboration with the Dementia Alliance and supportive housing for clients struggling with concurrent disorders. We were also fortunate to be able to enhance our Court services with the addition of a Mental Health Court Worker funded by the Ministry of Children and Youth Services, who also announced the return of funding for the community's 'at risk youth' summer employment program employing up to 400 youth in 2011.

By fall, the Agency had realized its goal of consolidating addiction, mental health, employment and literacy services at 225 Fairview Drive, Brantford. This one-stop holistic service centre was strengthened with co-locating social work staff from BGH and Brant Alzheimer's Society. Similar service consolidations were established for justice, education and administrative services at 133 Elgin Street in Brantford and for employment programs in Dunnville and Caledonia.

The relocation of entire staff teams, along with their furniture, equipment and files, without missing one day of client service, exemplifies the dedication and spirit of our Agency's remarkable staff.

Thanks to the financial support of the Province, we were also able to carry out building improvements at several Agency properties, such as roofing, fencing, window replacements, etc. and also enhanced accessibility at 135 Elgin Street with the addition of a wheelchair lift.

## Working with our Partners, Responding to Emerging Community Needs

With the continued unprecedented financial support of the RBC Royal Bank Foundation and the teaching expertise of the TAPE Educational Services training organization, our Agency, in partnership with Haldimand Norfolk REACH was able to introduce new employees to the basics of

cognitive behavioural therapy and to continue helping veteran employees specialize their knowledge and skills in the application of Cognitive Behavioural Therapy for clients struggling with anxiety, depression and trauma.

## Goals for 2011/12

As the 2011 calendar year drew to a close, making way for 2012, the Agency's Service Directors participated in the annual offsite ritual of reviewing the Agency's progress against the previous year's goals, while also setting goals for 2012/13, that flow from the following directions outlined in our three year strategic plan (2011-14) including:

- Maintaining a consistent client-centred service approach that assesses clients and links strengths and needs to service planning goals.
- Expanding quality improvement systems across the organization.
- Utilizing the Master Aging Plan as a collaborative template for responding to the unique needs of the growing senior population.
- Identifying and pursuing service integration, protocols, consolidations and amalgamations with like-minded agencies.
- Encouraging and supporting ongoing staff development.

The Directors identified the following operational goals for 2012/13:

1. To prepare a business case for the LHIN's support of a Withdrawal Management (Detox) Centre for Brant County.
2. To enhance the Agency's current housing continuum through the addition of a transitional and supportive housing program serving 'aging out' youth 18-24.
3. To develop a residential program for federally sentenced woman.
4. To increase the number of beds available to federal male offenders.

We thank and commend you one and all!



Bill Sanderson, Executive Director

5. To increase awareness of service for seniors.
6. To prepare staff and Agency files for an accreditation self-assessment.
7. To evaluate program outcomes to ensure compliance with established service goals.
8. To share the annual "SWOT" analysis with staff, partners and funders in an effort to be transparent concerning the Agency's level of risk.
9. To enhance accessibility at three Agency locations.

## Departures and Arrivals

During the year we bid farewell to John Renwick, our longest serving Board member, who unquestionably, personified the spirit and heart of the Agency. John's integrity and high ideals helped set the organization's ethical standard's bar for over 30 years.

St. Leonard's Community Services would not have evolved into the vibrant, diverse and independent Agency it is today without the passion and drive John contributed at every opportunity, encouraging service excellence without compromise. A natural leader and a pioneering visionary, John's legacy will forever be tied to the unwavering ethical service principles that have become synonymous with St. Leonard's Community Services.

In 2012, we welcomed Darren Thomas as our newest Board member. As an academic with Laurier Brantford, Darren will be of invaluable service to the Agency, helping forge relations with the University and creating opportunities for mutual support and collaboration developing programs.

In closing, we would be remiss in not mentioning the tremendous spirit and attitude that all of our staff exhibited these past 12 months.

Despite enduring, arguably one of the most stressful years in the Agency's history, in terms of uncertainty and uncontrollable change, our staff remained together as a team and focused on their clients.



Richard Cook, President



Highlights of 2011/2012:

## Addictions and Mental Health Forum

- Supported through a grant from the Brant Community Foundation, Addictions and Mental Health hosted their 2nd Annual Addiction and Mental Health Forum on February 24, 2012, with sponsorship from Wilfrid Laurier University. Registration doubled since last year, with 180 community professionals attending, representing multiple sectors including addictions, mental health, health, justice, education and social service providers. Dave Levac, MPP, opened the day with a brief presentation followed by keynote speaker, Ron Ellis, former NHL hockey player and mental health advocate. A profound component of the day involved a panel presentation, in which several courageous individuals shared their personal journey with addiction and/or mental health challenges. The theme of the day, "creating the circle of support" provided the panel presenters the opportunity to share struggles and the support received that facilitated their recovery, instilling inspiration and hope in all that attended.

## Developing Skills, Confidence and Connections for Youth

- The Youth and Animals Learning Together graduation held at Varency Home in December was inspirational. The successful event celebrated youth accomplishments following the 8-week training program in collaboration with the Canadian Canine College and the Brantford SPCA. Youth and staff alike struggled to hold back tears. The youth developed a strong attachment to the dogs in the care of the SPCA. The adoptive families participated in the graduation for the first time, and received their new dogs.
- In an effort to respond to the needs of youth who thrive in programming that facilitates hands-on learning and skill development, Varency Home has commenced the incorporation of household building and repairs into the daily programming. Initial projects include the completion of a picnic table. Participating youth have expressed great pride with their accomplishments.

- A key priority for the Varency Home program included expanding opportunities to facilitate youth involvement in the community. Throughout the past year, youth were actively working part time jobs, volunteering at a local horse farm, playing hockey, swimming, taking martial arts, piano and singing lessons. The impact on youth self-confidence, sense of belonging and skills development has been profound.
- In an effort to expand the offerings available in the Respite Experience program at Tim Horton's Onondaga Farms, Addictions and Mental Health has established a new partnership with Circle Square Ranch to offer 48 hour Respite Experience camps commencing in 2012/13. The partnership will provide an opportunity for campers to participate in a horsemanship program which includes horse science, grooming and riding, among many other structured activities.

## Early Intervention in Psychosis

- Addictions and Mental Health and The Brant Community Healthcare System have partnered to establish an Early Intervention in Psychosis program in Brant with a mandate to provide intensive services for up to three years to individuals aged 14-34 years who have experienced a first episode psychosis in the last 6-12 months. Family/caregiver support and education is a key component of the service. The interdisciplinary team includes the following team members: Psychiatrist, Family Educator/Case Manager, Occupational Therapist and Registered Nurse.

## Embracing Client Driven Best Practices

- Addictions and Mental Health developed new intake business processes, including the establishment of intake and high risk addictions positions, in order to reduce waiting periods for clients requesting addictions assessment and treatment services. Evidenced based screening tools were incorporated into the process in an effort to assist with determining those clients requiring more comprehensive assessment, prioritization of needs, creating work-load efficiencies and supporting clients with appropriate system navigation.

- Addictions and Mental Health successfully implemented the Ontario Common Assessment of Need (OCAN), an electronic standardized assessment tool that is client driven affecting multiple programs across the Agency. The OCAN includes both the client and staff assessment of strengths and needs over time. It reduces the need for clients to repeat their information to multiple services providers involved in their care throughout the community. In the near future, it is anticipated that the OCAN will be accessible to mental health service providers in acute and community based settings through the Integrated Assessment Record.

## **Integration of Brant Mental Health Crisis Services**

- To provide a consistent, coordinated response to the needs of individuals with mental health challenges across the continuum of acute and community mental health services, St. Leonard's Community Services and the Brant Community Healthcare System have integrated their mental health crisis services at 225 Fairview Drive, Unit #1. Mental Health Walk-in Clinic hours of operation have expanded six days per week, 11 a.m. to 8 p.m., to better align with client service needs and avoid emergency room/hospitalization when intrusive acute care is not required. Established protocols between the two organizations allow an individual to access on-call psychiatry and fast-track inpatient mental health hospitalization when required. Communication and transfer of care meetings at key transition points between the community and hospital ensures that clients receive individualized coordinated care based on their needs and risk level.
- In an effort to improve services to individuals facing mental health challenges with early dementia and/or

responsive behaviours, Addictions and Mental Health has formed a partnership with the Dementia Alliance (Alzheimer's Society of Brant, Halton/Hamilton and Haldimand/Norfolk). The partnership facilitates the implementation of the Behavioural Supports Ontario (BSO) initiative. Two full time positions, a Behavioural Support Outreach Coach and an Intensive Geriatric Support Worker are available onsite at 225 Fairview Drive , Unit #1, and integrated within the Mental Health Crisis Services.

## **Lobbying for Withdrawal Management in Brant**

- Following the submission of a collaborative proposal to the Ontario Trillium Foundation, St. Leonard's Community Services and the Brant Community Healthcare System was awarded a project grant in order to complete a formal needs assessment to determine whether a non-acute withdrawal management (detox) program is required in Brant. Along with over 35 community stakeholders, the two partner organizations provided a joint presentation at the Community Consultation event hosted by Dave Levac, MPP, in an effort to raise awareness of the need to test the hypothesis that the absence of a detox represents a critical service gap for individuals with addictions challenges.

## **Responding to the Needs of Transitional Aged Youth**

- A vision to restructure the Roy Walsh Home program to better align with the supportive housing needs of transitional aged youth aged 18 to 24 years has been developed. Efforts to secure multiple sources of funding in order to realize this vision were supported by many community partner organizations serving youth.

- Addictions Services provided a total of 4,237 assessment visits for 1,439 unique individuals
- Addictions Services provided a total of 2,082 treatment visits for 421 unique individuals
- Case Management program provided 771 visits to 110 unique individuals
- Concurrent Disorders program provided 911 visits to 204 unique individuals
- Dr. S. Sharma provided 42 direct client consultations and 204 follow-up sessions
- Dr. D. Templeman provided 128 direct client consultations over 49 clinic days
- Gambling Responsibly program provided 267 visits to 64 unique individuals
- Mental Health Crisis Service received a total of 2,809 requests for service, representing a total of 1,091 unique individuals
- Mental Health Walk-in Clinic and Mobile Response Service provided a total of 1,661 telephone crisis counselling visits and a total of 1,148 face to face visits

## Testimonials:

### Client Feedback regarding Mental Health Crisis Services...

*"No suggestions but absolute praise. My counselor was amazing in realizing my state of depression."*

*"I just wanted to say thanks to my counselor because she really opened my eyes and made me understand things more clearly."*

### Youth Experiences with Varency Home...

*"Feels more like a home, rules are different."*

*"I have learned how to control myself better."*

*"I learned more about my attitude! My responsibilities have changed and school attendance has increased."*

*"Staff are nice and welcome you to the house."*

### Addictions Service - Client Reflections...

*"This program has helped me from making some bad choices lately. Being able to see without drinking and keeping away from bad influences."*

*"This experience has given me more than just hope that the symptoms can go away...helped me identify that they can be managed. For that I am more than grateful."*

*"I have received a great deal of emotional support and have been able to reach out when necessary or feeling in crisis."*

### Respite Program - Parents/Caregiver Feedback...

*"It allows for rest and sleeping, no worrying which is a huge relief, the staff are great and it makes me a better parent."*

*"They (children) love and adore the camp and all the activities that are provided."*

*"He loves it, it is a positive experience, he was sad to leave camp."*

*"We are so blessed to have our child in a program like this, it is wonderful and helps to reduce our stress a great deal which makes us happier and more energized."*

### Staff Experiences...

*"Feel pride as we do not give up on kids."*

*"Staff support and feedback, supervision model is very beneficial."*

*"We are dedicated to client service. The organization supports staff educational pursuits, there is flexibility and freedom in developing innovative programs to meet client needs."*

*"Client centered and strength based in its approach and includes a staff full of supportive team players. I am happy to be a part of the SLCS...and find I fit in well with the agencies overall approach to client service."*

*"We are available, present, professional, compassionate and connected. The support of our supervisors, managers and clinical directors. They remain available and open to processing sessions...and supporting my learning."*

*"Partner with community...put clients first...change programs based on growing needs...support the well-being and emotional needs of the staff...ask for staff involvement/feedback...make us feel like changes happen 'with us' not 'to us'...recognize and celebrate staff on a regular basis...support with continuing education, training."*

### Community Partner Comments...

*"You bring community partners together for networking and information sharing."*

*"You follow-up and provide continual support to clients."*

*"Always willing to assist with any situation."*

*"Staff are great to work with. They really come up with great ideas to make the placement work. Program is flexible, looks at the youth's needs. There is always a lot of communication."*







- Stop Now and Plan program (SNAP™) provided 102 hours of direct service to 20 unique youth and parents/caregivers
- Triple P™ (Positive Parenting Program) provided training to 74 parents/caregivers
- Mental Health Peer Support Services provided 261 visits to 44 unique individuals
- Respite Experience program provided 360 unique youth the opportunity to experience 486 days of camp at Tim Horton Onondaga Farms
- Varency Home experienced an occupancy of 92% with 2,684 total days of care to youth placed in our care by the Children's Aid Society
- Youth Anger Control program provided 80 hours of direct service to 38 unique individuals
- Youth Mental Health Walk-in Clinic provided a total of 168 visits

# Justice, Youth Resource Centre and Chatham Street Residence

*"St. Leonard's Community Services would like to acknowledge and thank all of the community agencies and staff who were involved with the Youth Community Service Order Program and Peter Willis Residence, please know that your commitment, dedication and tireless efforts have had a tremendous impact on the youth in this community". Also, special thanks to the community agencies who continue to provide placements for our Adult Community Service Order clients, our Youth Justice Committee Volunteers and Steering Committee, the Youth Resource Advisory Committee and the Brantford Community Assessment Team for your support and commitment to our programs. "*

## Youth Mental Health Court Worker Program

In January 2012, we received funding from the Ministry of Children and Youth Services' Justice Services to deliver the Youth Mental Health Court Worker Program. In partnership with youth, families, the criminal justice system and community agencies, the Youth Mental Health Court Worker Program works with youth aged 12 to 17 with mental health issues who are involved in the justice system.

The program ensures that youth appearing before the court will have their unique mental health needs identified as early as possible in their legal proceedings and prompt access to appropriate, quality assured social and mental health services, delivered by well trained professionals, engaging in evidence informed best practices.

## Buffalo Street Residence

Buffalo Street Residence received funding for security enhancements from the Correctional Service of Canada National Class Contribution Fund.

## Youth and Animals Learning Together

The sixth and final cycle of the Justice Youth and Animals Learning Together program ended on September 15, 2011 and the final report was submitted to the Ministry of Community Safety and Correctional Services on September 30, 2011. Some of the highlights include:

- 11 of 12 dogs were adopted either prior to or upon completion of the program.
- 22 youth participated in the program.
- Overwhelmingly, the focus group responses confirmed that program outcomes were achieved. Youth reported an increase in patience, confidence, empathy and dog related skills. Youth also stated they felt a decrease in their stress and anger levels.
- The Counsellor and teacher interviews indicated an increase in the youths' self-confidence, self esteem; anger control and level of responsibility i.e. better follow through with goals and program expectations.

Of note, one Counsellor observed a decrease in the level of anxiety and an increase in the confidence of one client when in social situations. This youth was eventually able to initiate conversations with others.

## Testimonials

*"The program has allowed me to stop and evaluate my life and decide which direction I want to take".*

*"To stay out of trouble while on bail."*

*"I feel that I grew as a person through this program and experience. It was beneficial because I got to see and understand how my actions affected the victim and my family."*

*"Thanks to St. Leonard's for their help – awesome!"*

*"I can't say I expected to have my substance abuse issues, programming and employment needs met, but being at Buffalo House sure made it easier and a lot less stressful."*

## Youth Resource Centre

Once again, the Youth Resource Centre benefited from the generosity of Environmental Safety Products who organized a canoeing experience and BBQ for the staff and clients, provided gifts at Christmas and ensured that the Easter Bunny found his way to 331 Dalhousie Street. We are also profoundly grateful to our staff, neighbours, Mohawk College, North Park Collegiate, Devlin's Country Bistro, Susan Rizzo, Subway and Little Caesar's Pizza for their support throughout the year.

## Chatham Street Residence

Occupancy at Chatham Street increased by 9% - 87% in 2010/11 compared to 96% in 2011/12. The lifeskills program has been enhanced to include onsite employment counselling from the Agency's Brant Employment Centre.

## Testimonials

*"I like the staff and having privileges like having a TV and phone to use. The services that have been most helpful have been getting help with housing."*

*"Thank you for listening when I needed to be heard."*

*"The program can be very supportive and helpful and enabled my daughter to improve her situation."*

*"The YRC made a terrible experience bearable and I felt that they understood."*

*"I've had a positive experience, I feel safe and the staff are always here to support me."*

*"I like that it is helping my daughter gain a sense of being independent."*

*"I just want to say thank you for everything?"*



- The Attendance Centre served 75 clients.
- Adult Federal Diversion received 108 referrals and Pre-charge Diversion received 134 referrals. The two programs collected \$21,569 in participant fees.
- The Direct Accountability Program served 143 clients and collected \$4,440 in charitable donations and \$2,215 in restitution.
- 164 youth resided at the Youth Resource Centre.
- Occupancy at Chatham Street Residence was 96%.
- 2,809 Adult Community Service Order hours were completed.
- 94 youth were referred to Extrajudicial Sanctions.
- Occupancy at Buffalo Street Residence was 107%.
- The Brantford Community Assessment Team reviewed 62 applications for residency and supported 54%.



# Employment

*Employment Ontario Employment Services completed its transitional period in March 2012. Centres are strategically located throughout Brant and Haldimand Counties to best serve local communities. Job seekers and employers alike can access personalized services to meet their specific needs.*

*We continue to successfully deliver the Summer Jobs for Youth program of the Ministry of Children and Youth Services.*

In January of 2012, we were notified that our Career Resource Centres would be evolving into a true itinerant service model of *Employment Ontario (EO)*. While current sites will be closing their doors, we will continue to serve rural areas with mobile services. The Brant County Public Library (Burford Branch), the County of Brant Syl Apps Community Centre and Haldimand County Public Library (Hagersville Branch) have all graciously agreed to host our services one day a week.

In both Counties, a joint marketing initiative was undertaken with our *EO* partners. Posters were developed promoting all employment service deliverers and costs shared by all. This was a very effective means of marketing as well as an effective use of resources.

Unemployment rates in both Counties continue to hamper the efforts of job seekers and employment opportunities have waned in this year. Job seekers continue to struggle in a local economy with an unemployment rate higher than the Provincial average.

## Second Career

Strong interest continued throughout the year in this opportunity to pursue skills development. Throughout the year, over 215 applications were submitted to the Ministry of Training, Colleges and Universities from our three *Employment Ontario* sites.

## Brant Employment Services

As we completed our first year in our north end location, the **Brant Employment Centre** began to realize traffic volume as well as client successes. We will continue to actively promote our new location to the community.

During this fiscal year, we continued to collaborate with our community in such projects as:

- Learn to Earn – Sean Aiken, One Week Job (School College Work Initiative)
- Newcomer Mentoring and Employer Recognition Projects (Workforce Planning Board of Grand Erie)

In Brant, Employment Services also had the honour to participate in the Katimavik program for the first time. Our experience to date is very positive and our student brings energy and enthusiasm to his position.

## Testimonials:

*"Thank you for all your help, I really do appreciate it! They actually commented on my resume and how it stood out from the rest, and I really have you to thank for it!"* - Brant Job Seeker

*"I'm always impressed with the quality of service in Brantford generally, especially in professional counsel. I'm kicking myself right now for not coming to see you guys sooner. I had no idea."* - Brant Job Seeker

*"The candidates they provided...were so great in fact that we hired them on staff after their work placement was complete; they continue to thrive in our organization."* - Brant Employer

## Haldimand Employment Services

The **Dunnville Employment Centre** found itself at the centre of activity when a large local employer closed its doors in November of 2011. This was an opportunity to serve our community in its hour of need by working closely with the Return to Work Action Centre and tailoring services to meet the needs of these displaced workers.

The **Caledonia Employment Centre** settled into its new digs on Argyle Street. During the year, relationships with the community bloomed. We provided space for a Job Creation Project position with Literacy Link South Central, provided office space for other community partners and worked closely with local area Chambers of Commerce.

## Testimonials

*"I owe a very special thanks to my Job Developer, because of her perseverance and guidance and support. She helped me obtain an interview with a place I so much wanted to be. My Job Developer helped set the foundation of my interview, I was hired. Thank you St. Leonard's for helping me obtain my employment goals and dreams."*  
- Haldimand Job Seeker

*"We will be forever grateful for the assistance the entire staff has given us over the past months; their patience, understanding and guidance has always been offered in a pleasant manner and with respect!"*  
- Haldimand Job Seeker

*"On Friday I got the call and started on Saturday...I am thrilled beyond description and am feeling positive about the world again. Thanks for your help, because you did help with my confidence and not in a small way".* - Haldimand Job Seeker

## Summer Jobs Service

We experienced another very active summer for student employment. This was another year of enhanced funding which was well used in all communities.

Job fairs were held in each County in February of 2012 for the upcoming summer. The location was changed to a more central and larger facility in Brantford while a true job fair format was adopted in Dunnville for the first time. New attendance records were set at both events!

## Summer Jobs for Youth

Our successes continue with this program for 15-18 year olds with no work experience. More than 80 youth participated in pre-and post-employment classes and a six week job placement with a local employer.



- 861 students participated in Summer Jobs Service across both Counties – 670 in Brant and 191 in Haldimand
- Over 350 students attended the Summer Job Fair in Brant and more than 135 attended the Dunnville Job Fair
- 2,296 visits were made to our four rural Career Resource Centres (170% of target)
- 660 employment related workshops were delivered to over 5,800 participants
- 96% of our clients express satisfaction with our services and would recommend those services to others



# Treasurer/Director of Finance's Report

The past fiscal year has been very difficult with several program changes and closures, such as our Career Resource Centres, Youth Community Service Order Program, Royal Walsh Home and the Peter Willis Residence in March. The closing of the Peter Willis Residence was a significant financial impact, which resulted in the Administration department relocating to 133 Elgin Street and the elimination of numerous staff members in all areas of the Agency.

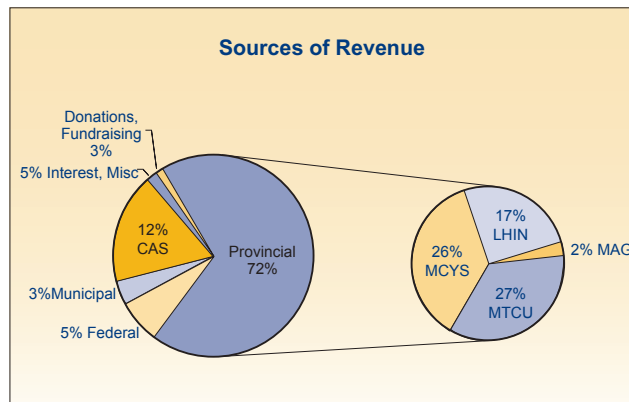
We continue to research and incorporate efficiencies throughout the accounting department.

<b>St. Leonard's Community Services</b>	
<b>Unaudited Summary Financial Statements</b>	
<b>For the year ended March 31, 2012</b>	
<b>Balance Sheet</b>	
	<b>2012</b>
Assets	\$ 5,296,456
Liabilities	\$ 4,234,449
Net assets	1,062,007
Liabilities and Net Assets	\$ 5,296,456
<b>Statement of Operations</b>	
	<b>2012</b>
Revenues	
Government funding	\$ 9,957,507
Children's Aid Societies	\$ 1,508,890
Donations/fundraising	352,271
Interest/sundry	980,897
	\$ 12,799,565
Expenses	
Salaries and benefits	\$ 8,363,745
Operating expenses	4,635,025
	\$ 12,998,770
Surplus (Deficit)	\$ (199,205)

The summarized financial statements to the left show the revenue for the Agency has increased to \$12.8 million. Salaries and wages overall account for 64% of the expenses. The deficit shown is based on financial statements including audit adjustments for capitalization of assets, depreciation, recognition of deferred contributions to capital assets and their amortization. The deficit is a result of a reduction in the number of CAS clients.

Audited financial statements are available upon request.

The pie chart to the right graphically depicts the breakdown of Sources of Revenue for the Agency in the 2011-12 fiscal year. The provincial government ministries continue to be the largest funder (72%). During the year, two new programs were added, Early Intervention in Psychosis and the Youth Mental Health Court Worker.



As we move into the new fiscal year, we continue to explore opportunities to expand through increased programming to meet emerging community needs.

Thank you to our donors for their support enabling our clients to receive enhanced services by increasing the abilities of staff through training plus direct funding to programs and clients.

# Board, Management, Funders, Partners

## 2011/12 Board of Directors

Ryan Brooks  
Sean Clark  
Richard Cook – President  
Romina Coppa-Hopman  
Birkin Culp  
Geoff Edge  
Glenn Forrest  
Ron Hannon  
Betty Anne Jackson – Vice President  
Dianne Kindon  
Charmaine Pelletier  
John Regan  
John Renwick  
James Stewart – Secretary/Treasurer  
Darren Thomas  
Scott Tomlin

William Harrow (Legal Counsel)

## Management Team

Bill Sanderson, Executive Director  
Jyoti Kapur, Director of Clinical Services  
Marilyn Kaus, Director of Employment Services  
Sue Lefler, Director of Justice Services, Youth Resource Centre  
& Chatham Street Residence  
Mary Louise Leitch, Director of Finance  
Julie Gillis, Acting Director of Finance

## 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  
City of Brantford  
Correctional Service of Canada  
Dilico Anishinabek Family Care  
Family Service Kent – KIDS Team  
Local Health Integration Network  
Lorne and Elsie Hankinson Charitable Foundation  
Ministry of Children and Youth Services  
Ministry of Community and Social Services  
– Dedicated Supportive Housing  
Ministry of Community, Safety and Correctional Services  
Ministry of Community, Safety and Correctional Services  
– Safer and Vital Communities Grant Fund  
Ministry of Health and Long-Term Care (LHIN)  
Ministry of Housing

Ministry of the Attorney General  
Ministry of Training, Colleges and Universities  
National Crime Prevention Strategy  
Ontario Trillium Foundation  
Ontario Works  
Royal Bank of Canada

## Partners

Alzheimer's Society of Brant, Dementia Alliance  
Brant Community Healthcare System  
Brant County Health Unit  
Brant County Ontario Provincial Police  
Brant County SPCA  
Brant Haldimand Norfolk Catholic District School Board  
Brant Skills Centre  
Brantford Medical Centre  
Brantford Police Service  
Brantford YM-YWCA  
Canadian Canine College  
Canadian Mental Health Association  
Children's Aid Societies  
Children's Hospital of Eastern Ontario (CHEO)  
City of Brantford  
Conestoga College  
Contact Brant for Children's & Developmental Services  
De dwa da dehe nye > - Aboriginal Health Centre  
Dr. Jean Clinton  
Dr. Gwen Dutrizac  
Dr. John Lyons  
Dr. Shreekant Sharma  
Dr. David Templeman  
Environmental Safety Products  
Family Counselling Centre of Brant  
Fanshawe College  
Grand Erie District School Board  
Grand River Community Health Centre  
Grand River Employment and Training (G.R.E.A.T.)  
Haldimand-Norfolk REACH  
Lansdowne Children's Centre  
Literacy Link South Central  
Local Crown Attorneys  
Mohawk College  
New Covenant Church  
Nova Vita Domestic Violence Prevention Services  
Ontario Early Years Centre  
Ontario Halfway House Association  
Royal Bank of Canada  
Salvation Army – Wyndfield Community Church  
TAPE Educational Services  
Tim Horton Onondaga Farms  
Why Not Youth Centres  
Wilfrid Laurier University  
Woodview Children's Mental Health and Autism Services  
Workforce Planning Board of Grand Erie  
YES Church  
YMCA Immigrant Settlement Services

# Services

## Youth and Family

Chatham Street Residence  
Roy Walsh Home  
Varency Home  
Youth Resource Centre

## Addictions and Mental Health

Addiction Services  
Buffalo Street Residence  
Children/Youth Mental Health Crisis Walk-in Clinic  
Concurrent Disorders  
Early Intervention in Psychosis Brant  
Gambling Responsibly  
Mental Health Crisis Services and Walk-in Clinic  
MotherVoice  
Needle Exchange Program  
Ontario Works Addiction Services Initiative  
Triple P™ (Positive Parenting Program)  
Respite Experience  
Stop Now and Plan (SNAP™)  
Structured Children and Youth Garden  
Youth Anger Control

## Justice

Anti-Shoplifting Groups (Stop Shop Theft)  
Attendance Centre  
Back on Track  
Bail Verification and Supervision Program  
Buffalo Street Residence  
Case Management  
Community Service Orders  
Direct Accountability Program  
Diversion Programs  
Learning Centres  
Peter Willis Residence  
Youth Extrajudicial Sanctions/Measures  
Youth Justice Committee  
Youth Support Program

## Employment

Brant Employment Centre  
Caledonia Employment Centre  
Community Career Resource Centres  
Dunnville Employment Centre  
Summer Jobs for Youth  
Summer Jobs Service



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