



annual report 2012-13

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.

Hamilton Niagara Haldimand Brant **LHIN**
RLISS de Hamilton Niagara Haldimand Brant



Helen Mulligan and Bill Sanderson, Local Health Integration Network funding announcement.

President's Annual Report

Another exciting year has passed at St. Leonard's Community Services. Sometimes I felt like I was experiencing 'baptism by fire' but I was always exceedingly proud to be with such an outstanding community organization.

I recently received a communication from one of our funder's Regional Office which reminded us of the role of the volunteer Board. Our role is to "manage or supervise the management of the activities and affairs of the corporation. The Board of Directors is ultimately responsible for the effective management of the corporation that it serves. In general terms, the Board has a duty to comply with the corporation's objectives in carrying out the corporation's mandate, to be responsible for senior staff, to provide strategic planning, to develop and implement corporate policy and to be knowledgeable about the business and financial affairs of the corporation." Our Board is exceedingly proud of its track record in these areas and will continue to do its best to fulfill its mandate. We are seeking a few more 'good people' to join us on the Board.

It would definitely have been an impossible task to fulfill our responsibilities without the courageous direction of our Executive Director, Bill Sanderson, and his fine Leadership team and staff. Everyone at the Agency demonstrates commitment to the organization and the roles they play on a day-to-day basis. We thank you profusely for that commitment. We have had some staff leave us over the year and a few new people join our ranks. We wish those who left all the luck in the world and welcome the newcomers with open arms! Hopefully they will enjoy their career at St. Leonard's.

As Bill has outlined in his Executive Director's Report, it has been a tumultuous year. In these economic times the government has been trying to find ways to cut costs. Unfortunately we, along with other not-for-profit organizations, have had a reduction in some of our funding. It was very unfortunate that we had to close the Peter Willis and Varency Programs, but there is always a ray of hope on the horizon and whenever there is a need in the community and funding to meet those needs, Bill finds a way as he outlined in his report. What a guy!

Thank you to all the staff, the community partners and funders with whom we have worked over the past year.

We can be proud of the differences that together we make in individual lives and in our community as a whole.



Betty Anne Whitney, President, Board of Directors

Executive Director's Annual Report

Achieving our Goals

As we look back at the 2012/13 fiscal year, it is clear that economist Donald Drummond's 400 recommendations to eliminate the province's \$16 billion deficit before 2017/18, without raising taxes or compromising health care or education, provided both insight into, and influence over, Ontario's spending decisions during the year. Nowhere were these decisions as acutely felt, than on the front lines of our human service organizations, such as St. Leonard's, where there were both unplanned program closures required to comply with the government's austerity measures and new program funding announcements to further the advancement of addiction and mental health care in our community.

By and large, the Agency's strategic foresight in developing a diversified service base over the past 20 years, complemented Mr. Drummond's vision of a province wide, integrated network, of holistic services, enabling St. Leonard's Community Services to achieve several of the goals set at the beginning of the year to enhance our community's mental health programming.

In the fall of 2012, we were very pleased to receive approval for our proposal to establish transitional housing programs at 144 Chatham Street and 75 Albion Street, accommodating 'aging out' youth 18-24. This new funding enabled the Agency to enhance transitional housing services for young women, to create new services for young men and to provide a Learning Centre (section school classroom) where youth in transition could meet their educational goals. By the end of the fiscal year, it became apparent that more beds were needed for women, resulting in the decision to relocate the Chatham Street program to 19 Buffalo Street, adding five new beds.

This new transitional housing funding complemented the annualized supportive housing funding received earlier in the year, making it possible to establish a social housing continuum in partnership with The Children's Aid Society, Haldimand-Norfolk REACH, Canadian Mental Health Association and others, ranging from the Youth Resource Centre for homeless youth to the transitional housing beds and finally to the eight Ministry of Health subsidized apartments that will provide clients with a safe and secure living environment where they can manage addiction and mental health concerns with the help of a LHIN (Local Health Integration Network) funded case manager.

Simultaneously, we were delighted to receive a green light for our collaborative proposal with the Brant Community Healthcare System (BCHS) to establish an interdisciplinary Concurrent Disorders Outreach Team in Brant, enhancing our existing crisis and early intervention in psychosis mental health services. By year end, we were working with the BCHS and Community Addictions and Mental Health Service to expand the early intervention in psychosis services to Haldimand/Norfolk.

In response to the ever increasing demand for mental health services for seniors, the Agency also partnered with the Dementia Alliance (Alzheimer's Society) to provide behavioural support crisis programming at Fairview Drive, including telephone support, walk in and outreach services.

By year end, joining BCHS, St. Leonard's and the Dementia Alliance, Woodview Children's Services became the fourth member of the Brant "integrated crisis network" to deliver 24/7 mental health crisis care to children and adults.

Responding to a request for proposal issued by the Ministry of Children and Youth Services (MCYS) Justice, the Agency also developed a successful mental health court worker program, to ensure that youth appearing before the court with mental health problems are diverted to receive the mental health care they need, as opposed to being incarcerated.

At the request of Dave Levac and with funding from the Ontario Trillium Foundation, on February 8, 2013, the Agency presented the long awaited analysis, confirming the need for withdrawal management services in Brant County. In response, a task force headed by the City's Housing Department was established with a view to developing a "regional proposal" for the LHIN's consideration in 2013/14.

At the request of Correctional Service of Canada, the Agency also submitted a proposal for the establishment of a five bed mental health service at 144 Chatham Street for federally sentenced women released from the Grand Valley Institution in Cambridge. At the time of writing this report, the Agency was awaiting word on funding for this new program.

Finally, the Agency achieved its goal to enhance accessibility within our residential services by adding an accessible washroom and entrance at the Youth Resource Centre and at year end, we learned that our request for funds under the Enabling Accessibility Fund was successful for ramp modifications to the Caledonia Employment Centre.

Adapting to Change

On the last day of the 2011/12 fiscal year, we received direction from the Ministry of Children and Youth Services (Justice) to immediately close the Peter Willis Open Custody/Detention Residence, resulting in the departure of 28 employees and the disappearance of the last young offender residence in Brant, Haldimand Norfolk. Fifteen months later, the Agency is still reeling from the financial consequences of a decision that was inevitable due to diminishing occupancy over the past few years, but unexpected nonetheless, given the multiple residential services elsewhere in the region.

The closing of the Peter Willis Residence precipitated several changes within the Agency including the relocation of the Agency Administration department back to 133 Elgin Street and in turn, the transfer of adult Justice Services to the west wing of 135 Elgin Street.

To accommodate the young women relocating from 144 Chatham to 19 Buffalo Street, it was decided to relocate the residential services for federally sentenced men to 135 Elgin Street where it was also possible to provide four additional beds. In honour of our founding Executive Director, it was decided to carry on using the name "Peter Willis Residence" for this men's residential program.

By March 2013, lower than budgeted occupancy also led to the Agency's decision to close down the Varency Child Welfare Residence. Discussions are currently underway with a variety of agencies concerning alternative collaborative uses for this one acre rural property outside Jarvis.

With the continued financial assistance of the RBC Royal Bank Foundation, the Agency was able to carry on providing our "Cognitive Behavioural Therapy (CBT)" training for all counselling staff, moving steadily forward towards our long term goal of certifying all staff in the use of CBT.

The Agency's Client Service Team finished its work on the Client Service Model Training Curriculum as a tool to prepare staff for the upcoming accreditation review.

Continued collaboration with the Grand Erie District School Board took a new direction this past year. Through Grand Erie Learning Alternatives, 13 participants in the Summer Jobs for Youth program earned co-op credits towards their secondary school diploma.

This past year was also one of recognition. The Brant Employment Centre was awarded the Diamond Level Reader's Choice Award by Brant News as Brantford's Best Employment Centre. Haldimand Employment Services were honoured to be nominated for Haldimand County's Business Excellence Award.

Staying Current with Information Technology

At the beginning of the fiscal year, the Local Health Integration Network granted \$30,000, enabling the Agency to complete its "spoke and wheel" networking of all sectors.

Our Addiction/Mental Health Sector continued to implement the Ontario Common Assessment of Need Tool (OCAN) and by year end, passed all of the Ministry milestones for its use.

Also, at year end the Agency received fantastic news from MCYS in Hamilton, confirming that the Ministry would provide \$90,000 enabling the Agency to purchase a new web based client database called

EMHware that will integrate all client files and generate month end statistical reporting, saving countless person hours.

Raising Awareness

Youth Mental Health Week in May was very busy again this year and was a true collaborative event with all Brant mental health agencies chipping in to contribute to a successful awareness raising series of events.

In our continuing efforts to raise awareness about youth homelessness, the "soup challenge" in February was the best attended yet, with the Best Western Brant Park Inn generously donating their entire banquet facility for this marquee gala awareness and fundraising event. Wilfrid Laurier University and St. John's College partnered with us during this week – the former holding the Out in the Cold Sleep out in their Courtyard and the latter hosting a Spaghetti Dinner fundraiser.

Departures and Arrivals

In August 2012, we bid farewell to Angela Bucco who served as our HR Manager for nine years before accepting a new position with a larger organization closer to home. We wish Angela all the best with her new career.

By September 2012, we hired Becky Norman as our new HR Manager. Becky comes to the Agency with many years of experience which had an immediate positive impact on our HR services.

In January of 2013, we welcomed Brad Stark as our new (acting) Finance Director. In addition to his qualifications as a Chartered Professional Accountant, Brad brings a wealth of auditing experience, including an intimate knowledge of Agency finances that will greatly enhance our budgeting financial controls and reporting to our various funders.

During the course of the fiscal year, we bid farewell to Glenn Forrest who served the Board for 15 years, Dianne Kindon who served 14 years, Sean Clark who served four years, Charmaine Pelletier who served two years and Darren Thomas who served one year.

The Board welcomed Michael Sciberras.

Our Goals

The Agency has set the following goals for 2013/14.

1. In preparation for accreditation, to provide monthly client service model training for all staff between September 2013 and April 2014.
2. To help with the development of a collaborative proposal for a regional withdrawal management service.
3. To implement a five bed mental health residence for federally sentenced women.
4. To develop a plan to ensure re-accreditation of the Agency by the Canadian Centre for Accreditation before May of 2014.
5. To develop a collaborative plan for Jarvis Home that addresses community need.
6. To establish a plan to prepare the Agency for Children's Mental Health and Child Welfare Transformation, including the development of pathways to care for youth transitioning to adulthood, from hospital to the community and from justice to healthcare, identifying core services and supporting the establishment of a "lead agency."
7. To implement the use of the EMHware database to record all client services and to document and report all client service outcomes outlined in our service agreements.
8. To streamline Agency human resources functions by introducing enhancements to the payroll accounting software. This will be an Agency fundraising priority in 2013/14.



Bill Sanderson, Executive Director

Highlights of 2012/2013:

Expansion of Early Intervention in Psychosis Services – Brant, Haldimand & Norfolk

A wave of excitement flooded the department, when funding announced the ability to realize an Early Psychosis Intervention (EPI) Program for individuals (14-34 years) experiencing a first episode psychosis. In partnership with the Brant Community Healthcare System, St. Leonard's Community Services implemented an integrated interdisciplinary program. The program will experience an expansion to include the counties of Haldimand and Norfolk later this year. A partnership with Community Addiction and Mental Health Services of Haldimand and Norfolk permitted the expansion of the staff team to four FTE's, comprised of an Occupational Therapist, Registered Practical Nurse, Registered Nurse, and Family Educator responsible for providing service to all three counties.

Together we are Stronger – Integrated Mental Health Crisis Services

AMH has formed a partnership with the Dementia Alliance (Alzheimer's Society of Brant, Halton/Hamilton and Haldimand/Norfolk) in an effort to collaboratively implement the Behavioural Supports Ontario (BSO) initiative onsite at 225 Fairview, within our Adult Mental Health Crisis Services. Two full time positions, a Behavioural Support Outreach Coach and an Intensive Geriatric Support Worker are now located onsite, and training and Agency orientation began on April 10, 2012.

Through the support of our Ministry funders, and our formal partnerships with the Brant Community Healthcare System, Dementia Alliance and Woodview Children's Mental Health and Autism Services, an expansion to the Walk-in clinic hours located at 225 Fairview Drive occurred. The Walk-in Clinic is now available 7 days a week, 365 days a year from 11 am to 8 pm for ALL AGES. In addition, an integrated mobile crisis response service and ONE mental health crisis line was established.

Lobbying for Withdrawal Management Services in Brant

During an Ontario Trillium Foundation awards ceremony on April 12, 2012, hosted by Dave Levac, MPP, Brant, AMH was honored with a plaque presentation reflecting

the approval of the funding proposal to St. Leonard's and BCHS to complete a formal needs assessment study regarding withdrawal management services for Brant.

On February 8, 2013, a second Community Consultation hosted by local MPP Dave Levac was held. Approximately 38 community professionals and citizens participated in the event to hear about the results of the Needs Assessment. A final report submitted to the Trillium Foundation, following the completion of a five month research study involving the contributions by two external researchers. Presentations by Andrew McRobert, Director of Mental Health Services, Brant Community Healthcare System and our Agency's Executive Director, Bill Sanderson, showcased key findings of the report.

St. Leonard's Community Services is currently participating in a task force led by the City of Brantford, in an effort to continue our lobbying efforts and set the stage for a formal collaborative proposal to be submitted to the Ministry for consideration.

Responding to Needs of Clients with Addictions

In an effort to determine the need for more intensive addictions assessment, AMH implemented the GAIN short screener within Intake for clients referred for Addictions Services. The use of this evidence based tool supports staff to effectively prioritize the presenting issues as low, medium or high risk, triaging clients to appropriate addictions, mental health and concurrent disorder counselling services.

AMH initiated formal participation in the Building Concurrent Disorder Capacity and Cross Sectoral Networks GAIN SS Research Project, led by the Centre for Addiction and Mental Health. SLCS is one of several agencies participating in this research project across Brant, Haldimand and Norfolk. Staff is responsible to gather data from clients, ages 12-25 years, which is compiled and analyzed by CAMH.

The primary site location for the Needle Exchange Program located at 225 Fairview Drive expanded the hours of operation to align with the Walk-in Clinic hours 7 days a week from 11 am to 8 pm, increasing the accessibility for clients using the exchange to receive clean needles and supplies, supporting harm reduction in the community.

Celebrating Varency Home

A collaborative team effort carved the path for a young man to realize his dream of having his own apartment. Following several years as a client receiving residential services at Varency Home, and community addictions counselling services at AMH, the young man successfully transitioned to an independent supportive housing unit. Moving day marked a victory for him, his family and the staff that supported him along his recovery journey.

The Varency Home Student Achievement Day / Graduation Ceremony held in June this year was a successful event, providing a forum to recognize youth academic, social and vocational successes. Representatives from Children's Aid Societies, Probation Services and Haldimand OPP supported the clients and the event, through their participation.

Varency Home was the proud winner of the Alvio Award at the Annual General Meeting in June this year. This esteem award was well received by all the staff and residents, who worked very hard to showcase their sparkling, well-kept facility located in Jarvis. Staff and residents alike worked tirelessly to make an impression on the judges who had the pleasure to see the pride reflected in the home and grounds.

Providing Equestrian Experiences for Youth

In addition to the existing valued partnership with Tim Horton Onondaga Farms, AMH has established a new formal partnership with Circle Square Ranch. This has facilitated the opportunity for youth to have equestrian experiences, and families to benefit from the respite. Youth learn basic horsemanship skills, and participate in a variety of new camp activities, including archery, horseback riding, horse grooming, and swimming.

Reducing Barriers through an Interdisciplinary Concurrent Disorders Outreach Team

Following a funding announcement by the LHIN this year, Addiction and Mental Health in partnership with the Brant Community Healthcare System implemented a new interdisciplinary Concurrent Disorders Outreach Team, comprised of the following team members: an Occupational Therapist, a Registered Practical Nurse, Concurrent Disorders Counsellors, and a Family Intervention Specialist. The team provides services to those individuals with co-occurring addictions and mental health challenges who experience barriers in accessing traditionally offered office-based services. The priority population for this program includes mothers with complex addictions and mental health needs. Formal partnerships and onsite services are underway with the Brant Community Healthcare System, the Brant Medical Centre, Norfolk General Hospital (Holmes House) and the Willett Hospital.

Holistic Approaches to Care

With a mission to building professional capacity in the community to effectively respond to the needs of individuals and families facing addictions and mental health challenges, AMH hosted a very successful 3rd Annual Addictions and Mental Health Forum on February 22, 2013, in partnership with Wilfrid Laurier University. A diverse group of professionals from organizations representing many service sectors including justice, education, social service, health, addictions and mental health participated in the event yielded over 160 registrants. Several agency representatives facilitated workshops throughout the day, including Brantford Police Services, Brantford Native Housing, Grand River Community Healthcare Centre, and Brant Medical Centre/Practice of Dr. Jas Dillon, St. Joseph's Healthcare System's Cleghorn Program and Brant ACTT.

AMH welcomed their first Art Therapy Student from the Toronto Art Therapy Institute in an effort to respond to the holistic needs of those with addictions and mental health challenges through the use of individual Art Therapy. Long term plans to offer an art therapy group are underway.

- Addictions Services provided a total of 3,323 assessment visits for 1,198 unique individuals.
- Addictions Services provided a total of 2,321 treatment visits for 451 unique individuals.
- Case Management program provided 648 visits to 75 unique individuals.
- Concurrent Disorders program provided 651 visits to 148 unique individuals.
- Together, Dr. S. Sharma and Dr. D. Templeman provided psychiatry consultations involving approximately 322 service hours.
- Gambling Responsibly program provided 154 visits to 47 unique individuals.
- Early Intervention in Psychosis Service provided 157 client visits to 47 unique individuals, and 174 family sessions.
- Mental Health Peer Support Services provided 266 visits.

Testimonials

Client Feedback Regarding Mental Health Crisis Services...

- "No suggestions but absolute praise. The Crisis Staff were amazing in realizing my state of depression."
- "I think I came to the right place."
- "It was a good experience and you helped me feel empowered to make a change."
- "I will be back, the only people I trust are here."
- "Services are working fine when an individual can come away feeling better than when they went in."
- "They made me smile and have hope when I was lost."
- "Your help over the past few years has been wonderful. I don't know what I would have done or where I would be without you. Thank you very much."

Youth Experiences with Varency Home...

- "This program is better than other places I've been."
- "ON positive changes made: My attitude! My responsibilities have changed and school attendance has increased."
- "The program helped in all aspects of my life. I am a new Man!!"
- "Thank you so much, the staff team helped me become a more understanding person. I look at life a whole other way, I always got mad at the fact that we had to do life skills but now I use them every day and I am teaching them to the kids in my new program."
- "I really appreciate what you do. I have seen my grandson benefiting from living at Varency Home and that is comforting to me to know that he is getting the support he needs."
- "I became more open and outgoing since being here. This is the best group home in existence."
- "The staff are like family to me and treat me fair."
- "It's better than other group homes, and staff want to work through problems and not just consequence you, although I didn't think this at the time."
- "It is easier going and allows residents who follow program to have more freedom. This is where you want to be if you have goals to do well and succeed."
- "I learned to interact with people and built my own independent skills of my own."

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."
- "Thank you for helping me to see my potential and helping me realize how important I really am."
- "St. Leonard's is an amazing agency, very helpful."
- "This experience has given me more than just hope that the symptoms can go away... My Counsellor has helped me identify that they can be managed. For that I am more than grateful."
- "He encouraged, listened and gave praise."
- "I am glad I came and got help. I did not feel judged just supported."
- "I have received a great deal of emotional support and have been able to reach out when necessary or feeling in crisis."
- "I like how my Counsellor understands my world view and works hard at understanding my beliefs so I won't get frustrated. Good job at helping me. Thank you."
- "Counsellors were very friendly and approachable not judgmental."
- "I'm very happy with the way my life is heading thanks to St. Leonard's."
- "I felt very comfortable with my Counsellor. She made it easy for me to open up about my issues with alcohol abuse."
- "I have gained a lot of strength through this program. My Counsellor is a great listener. Very smart, knowledgeable and compassionate person."

Respite Program - Parents/Caregiver Feedback...

- "You have no idea how much the Respite Experience has helped me. I feel like a totally different person when I am given the chance to go to the gym, or go shopping. I feel like I am becoming a better parent to my children because of the camp."
- "Since she has been going to Respite our family relationship has grew and become stronger."
- "Definitely, when he is at camp it is like a giant weight has been lifted."
- "Since he has started attending Respite my stress level has been lowered by 50 per cent more, which is a great deal."
- "It is a huge relief. It's great for me (mom), I am like a whole new person when I have the alone time."
- "I can rest, I don't need to worry about the girls, I have quiet time and I do have the opportunity to go out."
- "I was really sick, so when the girls go to camp I can breathe for the weekend and I have no reason to worry about them."

Staff Experiences....

- "Team work, staff really support each other and come together to offer the best client service; We all have the philosophy of going above and beyond for clients – flexibility and support from management."
- "We support each other; management/supervision supports the workers; this leads to having a very cohesive group and it is my observation that people are, for the most part, very happy to be doing what they are doing and where they are doing it."
- "Client services are exceptional and everyone goes above and beyond to help clients through challenging times."
- "We are supportive of one another."
- We develop "positive relationships with kids."
- "Supportive team that has fun together."
- "Staff are flexible."
- There is a "providing and nurturing environment".

Community Partner Comments...

- "Thanks so much for all your excellent work. You do provide a quality service for our youth."
- "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 that keeps me in the loop and aware of all things going on."
- "I liked the program related to my client raising a puppy on the property. The support he received related to getting employed was helpful."
- "It seems as though staff have an infinite reserve of patience to deal with some difficult to serve clients, who have struggled and broke down previous placements. Staff are understanding of the clients needs and are able to provide them with the attention and mentorship that may have been lacking in their lives."
- "Communication and collaboration with Probation services has been excellent.... A single point-of-contact with staff has ensured that we are provided with detailed information pertaining to our clientele. This has greatly simplified the process of obtaining updates on mutual clients, case management planning and scheduling reporting dates."
- "Just wanted you and the rest of the awesome staff to know. You guys deal with some of the toughest kids on a daily basis and for that you deserve much praise."
- "Supportive and nurturing environment especially with high risk/difficult to serve youth – problem solving/educational model, etc."
- "Understands needs. Go beyond behaviours. Very professional and present well at case conference meetings. Advocate...Great communication..."
- "Flexible, responsive, non-judgmental."
- "You are open to receiving feedback from other agencies, hence this survey."
- "Being available for walk-ins!! Great for parents and counselors to access."
- "Engaging families in home program have been received positively by clients."
- "Willing to collaborate towards integrated services."



- Respite Experience program provided 177 youth the opportunity to experience 354 days of camp at Tim Horton Onondaga Farms and Circle Square Ranch.
- Stop Now and Plan program (SNAP™) provided service to a total of 22 unique youth and parents/caregivers.
- The Integrated Mental Health Crisis Service provided a total of 2,539 visits to a total of 1,208 unique individuals.
- The Youth Mental Health Crisis Walk-in Clinic provided a total of 629 telephone and face to face visits, and admitted 156 new clients into the program.
- Triple P™ (Positive Parenting Program) provided training to 86 parents/caregivers.
- Varency Home experienced occupancy of 83% with 2,668 total days of care to 11 unique youth placed in the program by the Children's Aid Society.
- Youth Anger Control program provided service to 31 unique youth.

Justice and Housing Services

"A special thanks to the community agencies who continue to provide placements for our Adult Community Service Order clients, our Restorative Justice volunteers and the Brantford Community Assessment Team for their support and commitment to our programs."

Bail Verification and Supervision Program

The Ontario Association of Bail Verification and Supervision Services conducted a Performance Standards Review of our Bail Program in August, 2012. The Review Panel was very pleased with the review and commended the program for its ability to adjust to the every changing needs of the clients and courts on short notice. The report recommended that the Agency's Client Handbook and Policies and Procedures Manual be considered as best practices for the Province, the ANSA (Adult Needs and Strength Assessment) and the Agency's service plan are offered at a future training session for other programs seeking an assessment tool for their clients.

Peter Willis Residence (formerly known as Buffalo Street Residence)

In September, the Agency decided to relocate our residential substance abuse services for federal male offenders from 19 Buffalo Street to 135 Elgin Street. As a tribute to our founding Executive Director, Peter Willis, the program will continue to be known as the "Peter Willis Residence" (PWR). The new residence allowed the program to increase bed capacity from 11 beds to 15 beds, as well offers several unique benefits to the clients such as increased living space, single bedrooms, a fitness room as well as the resurrection of the woodworking program. (Yes, that means the coveted pens, one of a kind ice cream scoops, etc. are all available for purchase).

A special thanks to all of the PWR staff who worked tirelessly to ensure a smooth transition for the clients, they made sure moving day offered lots of fun, laughter and navigational tools so everyone was able to find their way around. Also, special thanks to Bruce Barrett, Matt Gingras, Alan McSpadden and Grant Emsley, we couldn't have done it without your help and support!

Community Justice Programs

Community Justice Programs was also on the move in 2012. With the relocation of the Agency's Administrative Services to the upper floor of 133 Elgin Street, our Youth Justice Services moved to the first floor and our Adult Justice Services took up residence in the newly renovated back of 135 Elgin Street. A special thanks to the Community Justice Programs' staff, they ensured the move ran like a well-oiled machine, it was amazing (well as amazing as a move can be). Also special thanks once again to Bruce, Matt, Alan and Grant for all of their hard work. Lastly, on behalf of Community Justice Programs, welcome to our new building-mates.

One of the Community Justice Programs' operating plan goals was to introduce new marketing activities to raise awareness about our programs and services. Approximately 75 promotional packages were distributed to defense attorneys, the Crown Attorney's Office, Legal Aid and the judiciary along with an invitation to join us for lunch at the Brantford Ontario Court of Justice. Thirty-six people attended the lunch and their response to the Agency's services was extremely positive.

Housing

"2012-13 included several new and enhanced funding opportunities which allowed the Agency to establish a continuum of housing services."

Albion Street Residence

In October, we received funding from the Local Health Integration Network and the Children's Aid Society of Brant to establish up to 10 transitional housing beds for males aged 18 to 24. The program provides the support, safety and security to help young men acquire the lifeskills and resources they need to successfully transition into adulthood and independent living. The new funding also allowed the Agency in partnership with the Grand Erie District School Board to establish a Learning Centre to ensure clients are able to achieve their educational goals. Clients participating in the Learning Centre are supported by a Lifeskills Coach/Mentor who also acts as a resource to both Albion and Buffalo Street Residences.

The first three clients took up residence in late March.

Buffalo Street Residence (formerly known as Chatham Street Residence)

The new funding allowed the Agency to enhance the transitional housing program for women aged 18 to 24. The clients have benefited from the additional support offered by the Lifeskills Coach/Mentor as well as collaborative programming with the Children's Aid Society of Brant Youth Transitional Workers from 109 George Street.

Supportive Housing

The Agency also received new funding consisting of rent supplements (Ministry of Health and Long-Term Care) and support services (Local Health Integration Network) to establish a supportive housing program. Working in partnership with a Case Manager, private landlords, Agency and other community programs, clients will have access to independent, safe, secure and stable housing where they can continue to address their addiction and mental health needs.

Youth Resource Centre (YRC)

Through minor capital funding from the Ministry of Children and Youth Services, the girls' washroom was the recipient of a much needed renovation, as well we were able to create an accessible washroom and entrance into the residence.

We are profoundly grateful to Environmental Safety Products, staff and local businesses whose generosity and tireless efforts profoundly impact the lives of our clients.

Justice Testimonials

"The staff were very supportive of my needs and planning for release".

"I learned to respect small and large businesses, they do me a favour by selling things I need so I do respect their property and them. This was a large eye-opener for me. I seemed to take things for granted".

"I learned to respect those who try and help others who can't help themselves. A great program that serves our community".

"I developed a whole new perspective on choices and learned that one mistake can change your life forever".

"I learned from this program that mistakes can be dealt with and that there's something good in every ending".

Housing Testimonials

"Since being referred to the Supportive Housing Program I have relocated from a rooming house to a one bedroom apartment which I truly enjoy. I wish to convey a big thank you to Ontario Works, St. Vincent de Paul and St. Leonard's who helped make this move possible and smooth in transition."

"Transitional housing is a great way to prepare young adults to acquire the skills they need in order to be successful on their own. I have become more resourceful, more aware of services and activities available in the community, and learnt life skills such as goal setting which has helped me in every aspect of my life. The employment services have helped me a lot with acquiring skills for job seeking and interviewing, I overall have become more independent."

"I have been at the YRC a few times and they have always helped. This time they helped even more and pushed me to work on my goals so I could do better. I have been off hard drugs for a little while and trying other

things to help me deal with not taking them. I want to do better and soon I am going to get my very first apartment"

"The YRC help my child achieve long term goals"

"Because of the YRC my daughter actually attained her main goal of graduating school!"

Learning Centres Testimonials

"I loved everything about this program; there is nothing I would change"

"Honestly I dislike school but I felt the way you get extra help and working at your own pace on things is a great way and a big step towards your learning techniques"

"I liked the small class, the nice staff and the calm working environment"



- The Bail Verification and Supervision Program completed 203 adult and youth verifications and provided service to 81 clients.
- Adult Community Justice Programs collected sanctions which included \$3,000 in gift cards, over 150 bus passes and \$2,000 in toys were donated to Christmas Baskets.
- The Direct Accountability Program served 213 clients and collected \$9,785 in charitable donations and \$6,803 in restitution.
- 2,574 Adult Community Service Order hours were completed.
- The Youth Support Program received 24 referrals and served a total of 33 youth.
- 36 youth were served by the Youth Mental Health Court Worker Program.
- Occupancy at Buffalo Street Residence was 106% and a total of 44 clients were served.
- The Brantford Community Assessment Team reviewed 76 applications for residency and supported 46%.
- Occupancy at Chatham Street Residence was 89%.
- The Youth Resource Centre provided service to 187 clients.
- As of March 31, 2013, 3 clients were residing at Albion Street Residence.
- The Supportive Housing Program secured the first apartment on February 1, 2013.

Employment

Employment Ontario Employment Services are delivered at centres 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.

Employment Centres in both Brant and Haldimand Counties were bestowed with the honour of community recognition this past year. The Brant Employment Centre was voted the Diamond Award winner as Best Employment Centre in the 2012 Reader's Choice Awards sponsored by Brant News.

In Haldimand, both the Caledonia and Dunnville Employment Centres were nominated for the Haldimand County Business Excellence Awards.

Some doors closed while others opened this year. We bid a fond farewell to our Career Resource Centres in June of 2012. We continue to serve the residents of Paris, Burford, Hagersville and Cayuga through an itinerant, by appointment service model with great success.

Marketing took a new twist this year as we embraced technology and social media for outreach. Look for us now on Facebook, Kijiji or sign up for email updates and be in the know.

Activity continues to increase at all sites and we are seeing increased interest in assisted job search, job placement and Second Career.

Community Collaboration

This past year has seen existing partnerships blossom and new partnerships forged. Here are a few of the many events and projects in which we participated and/or planned:

In Brant,

- Newcomer Information Forum "Making Brantford/Brant My Home"
- Apprenticeship Information Nights
- Employer Recognition program
- Perseverance Awards

In Haldimand,

- Networking Forum for Community Service Organizations
- Grand Erie Learning Alternatives adult guidance counsellor now on site weekly at Caledonia and Dunnville

Brant Employment Services

Testimonials:

"I would like to express my experience with the Brant Employment Centre. It was helpful, it gave me the confidence I need to find a job, also it was the connection for the mentoring program and later I got a job. Very professional, personable – I couldn't ask for more."

- Brant Job Seeker

"I needed help with my resume and personal statement for a doctorate program application. The staff was very knowledgeable about various forms of resumes, thorough when reviewing my documents and provided great feedback. I would highly recommend anyone who needs assistance for a job or school application to visit St. Leonard's Employment Centre. They will guide you in the right direction!" - Brant Client

"Just wanted to say thanks for all of your help and support during my job loss 'journey'... listening to people when they need someone to vent about their lack of success in job searches – it gets really frustrating when things don't happen – and you also have systems in place where you can offer that 'ray of hope' that keeps people who are searching for jobs on track and not let them give up entirely. So thanks!!"

- Brant Job Seeker

Haldimand Employment Services

Testimonials:

"Thank you so much again for being so dedicated to helping – yer awesome!" - Self Employment Benefit referral

"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

"I was thinking about you the other day and how I missed coming in and bugging you. Things are going great! My overall average is 92% and I am hoping to keep it up so that I can actually graduate with honours." - Haldimand Second Career Client

Summer Jobs Service

Summer Jobs Service Job Fairs held in February are becoming the place to be for students looking for summer employment. In Brant, we again held our event at the German Hall and attracted 16 employers who met with over 430 students. Also in attendance was radio station KX94.7 from Hamilton.

This year in Haldimand, we went mobile with our job fair and held it at the new Cayuga Memorial Arena. Seven employers attended, yet 18 were represented in the resume "Drop Zone". Approximately 135 students attended to apply for these opportunities.

Summer Jobs for Youth

The 2012 Summer Jobs for Youth introduced an innovative partnership with Grand Erie Learning Alternatives in that eligible youth in the program were able to earn co-op credits for their participation in employment placement.

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.

Testimonial:

"Thank you so much for helping my daughter find a job. It's so great that this program exists, and that you find work for them in a field they are interested in. It helps youth figure out if they want to work in a certain field of work or if it is not for them. You have helped my daughter out so much this summer, especially with her anxiety problems. Thank you!"

- 2012 SJFY parent

BRANT EMPLOYMENT CENTRE



- Resources & Information
- Assisted Job Search
- Job Matching
- Placement Incentives
- Apprenticeship Scholarship
- Apprenticeship Employer Signing Bonus
- Job Retention

EMPLOYMENT
ONTARIO

225 Fairview Drive, Unit 1, Brantford

519-756-7665

www.st-leonards.com

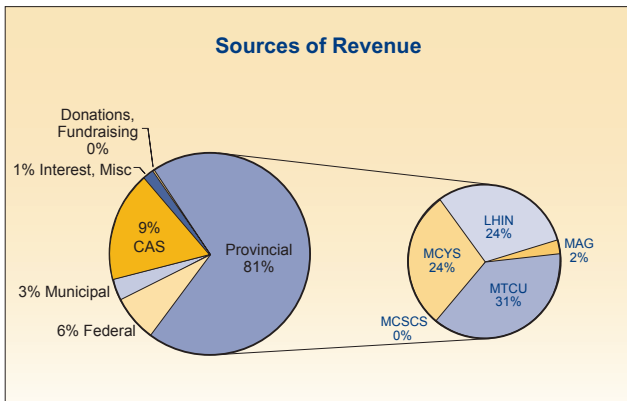
Challenge. Choices. Change.

- Over 430 students attended the Student Summer Jobs Fair in Brant and more than 135 attended the Haldimand Job Fair
- 491 employment related workshops were delivered to over 6,400 participants
- 96% of our clients express satisfaction with our services and would recommend those services to others
- 170 Second Career applications were forwarded for consideration

Treasurer/Acting Director of Finance's Report

The past fiscal year continued to be a difficult one for the Agency. Following the closures of the Career Resource Centres, Roy Walsh Home and the Peter Willis Residence, the Agency was forced to close Varency Home in the current year due to continuing issues with occupancy. The Agency lost funding for the Youth Justice Committee resulting in the wind down of that program. The closing of the Peter Willis Residence in 2012 continued to have an effect on the current year due to larger than expected costs to close the residence and the ripple effect that this closure had on the Agency, which resulted in the Administration department relocating to 133 Elgin Street. Proposals are continually being developed to find new funding for our currently empty residences and also for any other new programs that will serve our community. We are also exploring additional funding opportunities outside of programming such as fundraising and social enterprise to supplement our programs in the future.

The Agency has responded to the current economic times by trying to improve efficiencies and reduce costs where possible. It is the goal of the Administration department to streamline our processes and reduce the amount of time and resources required to perform daily tasks. Our hope is that all programs can take advantage of technology that is available today and in the future to maximize our potential. One example of this is the exciting acquisition of EMHware to improve client record keeping but also reduce the duplication of work that is required. Let's work smarter, not harder.



The pie chart to the left graphically depicts the breakdown of Sources of Revenue for the Agency in the 2012-13 fiscal year. The provincial government ministries continue to be the largest funder (81%). During the year, three new programs were added, Concurrent Disorders Outreach Team, Supportive Housing and the Albion Street Residence transitional home for boys.

The summarized financial statements to the right show the revenue for the Agency has decreased from \$11.9 million to \$10.6 million. Salaries and wages overall account for 66% 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 current year is related to the poor performance of Varency Home and additional costs related to the closure of the Peter Willis Residence.

Draft financial statements are available upon request.

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.

Also, I would like to express a great deal of gratitude to all St. Leonard's staff for the warm welcome to the Agency and I look forward to many more years working together to provide the best services to our community.

St. Leonard's Community Services Unaudited Summary Financial Statements For the year ended March 31, 2013	
Balance Sheet	
	2013
Assets	\$ 3,833,614
Liabilities	\$ 3,038,255
Net assets	795,359
Liabilities and Net Assets	\$ 3,833,614
Statement of Operations	
	2013
Revenues	
Government funding	\$ 9,509,326
Children's Aid Societies	936,439
Donations/fundraising	36,073
Interest/sundry	84,804
	\$ 10,566,642
Expenses	
Salaries and benefits	\$ 7,108,890
Operating expenses	3,610,693
	\$ 10,719,583
Surplus (Deficit)	\$ (152,941)

Board, Management, Funders, Partners

2012/13 Board of Directors

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

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 and Housing Services
Julie Gillis, Acting Director of Finance
Brad Stark, 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
Family Service Kent – KIDS Team
Local Health Integration Network
Ministry of Children and Youth Services
Ministry of Children and Youth Services
– Dedicated Supportive Housing
Ministry of Community, Safety and Correctional Services
Ministry of Health and Long-Term Care
Ministry of Housing
Ministry of the Attorney General
Ministry of Training, Colleges and Universities
Ontario Trillium Foundation
Ontario Works
Royal Bank of Canada

Partners

Alzheimer's Society of Brant, Dementia Alliance
Beatrice Traub-Werner
Best Western Brant Park Inn
Brant Community Healthcare System
Brant County Health Unit
Brant County Ontario Provincial Police
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
Circle Square Ranch
City of Brantford
Community Addictions and
Mental Health Service Haldimand Norfolk
Conestoga College
Contact Brant for Children's & Developmental Services
De dwa da dehe nye > – Aboriginal Health Centre
Dr. Jean Clinton
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 County
Haldimand-Norfolk REACH
Haldimand-Norfolk Social Services
Lansdowne Children's Centre
Literacy Link South Central
Local Crown Attorneys
Mohawk College
New Covenant Church
Norfolk General Hospital
Nova Vita Domestic Violence Prevention Services
Ontario Early Years Centre
Ontario Halfway House Association
Ontario Lottery and Gaming
Royal Bank of Canada
Salvation Army – Wyndfield Community Church
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

Addictions and Mental Health

Addiction Services
Buffalo Street Residence
Concurrent Disorders Outreach Team
Early Intervention in Psychosis Brant Haldimand Norfolk
Gambling Responsibly
Integrated Mental Health Crisis Services
MotherVoice
Needle Exchange Program
Ontario Works Addiction Services Initiative
Respite Experience
Stop Now and Plan (SNAP™)
Triple P™ (Positive Parenting Program)
Youth Anger Control
Youth Walk In

Housing

Albion Street Residence
Buffalo Street Residence
Learning Centres
Supportive Housing
Youth Resource Centre

Justice

Anti-Shoplifting
Attendance Centre
Back on Track
Bail Verification and Supervision Program
Case Management
Community Service Orders
Direct Accountability Program
Diversion Programs
Peter Willis Residence
Stop Shop Theft
Youth Extrajudicial Sanctions/Measures
Youth Mental Health Court Worker Program
Youth Support Program

Employment

Brant Employment Centre
Caledonia Employment Centre
Dunnville Employment Centre
Summer Jobs for Youth
Summer Jobs Service



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