

“50 Years Serving Our Community”



St. Leonard's
COMMUNITY SERVICES
Challenge. Choices. Change.
1968 - 2018
50 YEARS OF SERVICE

Annual Report 2017-18

Vision

Striving to meet our communities' needs.

Mission

St. Leonard's Community Services provides programs and services in Addictions and Mental Health, Housing, Justice and Employment that enable community members 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.



Picture Courtesy of Jason Freeze, BScene



Pictures Courtesy of Vincent Ball, The Brantford Expositor



Pictures Courtesy of Jason Freeze, BScene

Pictures from the Agency's 50th Anniversary Celebration

President's Letter

On behalf of the Board of Directors, we would like to express how proud we are to be working with a wide range of dedicated, caring individuals and organizations.

This year, St. Leonard's Community Services celebrates our 50th anniversary. Over those 50 years, many things have changed but the one thing that hasn't is the dedication and passion that St. Leonard's staff show on a day-to-day basis working with, and advocating for, clients in an effort to bring about positive change.

Although growing, our community continues to work together collaboratively. Continuing to function as a small, tight-knit collective ensures we continue to collaborate in ways that benefit the people we serve.

As you will read in the Executive Director's Message and the sector reports, this has been an exciting and busy year for the Agency as we continue to enhance partnerships and provide programs that meet the needs of our ever-changing community. Early in the 2018/19 year, St. Leonard's welcomed a new Director of Clinical Services, Kim Baker. Kim comes to our organization with significant experience leading the implementation of provincial projects across the Mental Health and Addictions sector that enhance the quality of services and supports for individuals and families.

At the Board level, St. Leonard's bid farewell to Ron Hannon. Ron served as a Director on the Board of St. Leonard's for a total of 18 years over two separate terms. St. Leonard's will be forever grateful to Ron for his many contributions to the Agency and we wish him many years of health and happiness.

Our success is our community's success. With the ongoing support of our funders, donors, community partners, clients, staff and Board members, St. Leonard's is ready for the challenges and achievements ahead in 2018/19.



Larry Brock
President, Board of Directors



Executive Director's Message

St. Leonard's Community Services has now been serving our community for 50 years. Starting with a counselling and friendship program for individuals recently released from jail in 1968 as the St. Leonard's Society of Brant, today the Agency provides services in Housing, Addictions and Mental Health, Employment and Justice. In 1968, the Agency had no physical locations until 1972 when 135 Elgin Street was purchased for a halfway house. Today, St. Leonard's has 13 locations across Brantford and Haldimand County including four residential programs, a 14,000 sq. ft. Office location on Fairview Drive and Employment Centres in Caledonia and Dunnville. In 1968, there were only volunteers to provide service, today across all programs, St. Leonard's employs approximately 180 staff. At the first Annual General Meeting of the Agency in 1969, the Treasurer proclaimed the Agency had \$80.14 in its bank account; today, the Agency operates on a \$12 million budget funded by multiple Federal, Provincial and Municipal funders to support the 60+ programs that we operate.

In 50 years of service, it is evident that the Agency has changed, relocated, expanded and even occasionally shrunk. In more succinct terms, St. Leonard's Community Services has adapted to the ever-changing needs of our community, clients and staff. This can be demonstrated through the following program/service enhancements that occurred during the current fiscal year:

- Additional resources were added to the Mobile Crisis Rapid Response Teams in the City of Brantford to allow for two dedicated teams of uniformed Police Officers riding along with a Mental Health Specialist, providing service 5 days a week between 9am and 11pm.
- In Brant County, grants were secured for both 17/18 and 18/19, allowing an additional 1.5 FTE Mental Health Specialists to provide support to the OPP with the intent to advocate for sustainable funding in partnership with the OPP.
- Working with our valued partners, Woodview Mental Health and Autism Services and Contact Brant, we have continued to enhance pathways and strengthen services for Youth Mental Health counselling in Brantford and Brant County. Through this partnership, we have been able to streamline referrals to decrease wait time for youth counselling services within the community.
- Expanded the Supportive Housing program by adding another 13 subsidized housing units along with staff resources to work with landlords and support clients who struggle with Addiction in transitioning to independent living.
- Within Community Justice programming, we have incorporated Restorative Practices to assist a more meaningful forum to support clients to understand the impact of the harm their criminal behaviour causes to themselves, their community and their victims.
- *Employment Ontario* announced the creation of the Employing Young Talent Incentive as a program to promote economic growth and lower costs for small businesses by providing hiring and/or retention incentives to employers that hire youth.

The 50th anniversary provided an opportunity to reflect on the history of the Agency and where it has been. More important however, is the need to look forward. Therefore, with the feedback of our staff, clients, Board, and our Community Partners, a new Strategic Plan was developed for 2018-2023. The Strategic Plan identifies a number of goals for the Agency to strive toward over the coming years that will enable us to achieve our Vision which is "Striving to meet our communities' needs".

Strategic Goals include:

- Working toward having a Board of Directors with diverse skills that represents the cultural, gender and sexual identity diversity of our community.
- Formalizing existing collaborative partnerships to provide a continuum of programs and services for the community as well as increasing the opportunities to involve community partners in joint planning.
- Review the Agency suite of programs and services to ensure that we are providing appropriate, well-resourced programs to our community.
- Diversify funding sources by engaging with community organizations and private enterprises.
- Successfully maintain current Agency Accreditation with the Canadian Centre for Accreditation under the Child & Youth Mental Health Standards, Community Mental Health and Addictions Standards, and new for this cycle, Youth Justice Standards.
- Leverage technology to communicate to specific target audiences.
- Address upcoming challenges such as the implementation of the Psychotherapy Act.

On top of these strategic goals, the 2018/19 year will see St. Leonard's continuing to work collaboratively and enhance programming for our clients, such as:

- Working with the Hamilton Niagara Haldimand Brant Local Health Integration Network (LHIN) to finalize development and implement the recommendations of standardizing crisis services, resulting in more consistent services and care experience across the LHIN.
- Building on advances to electronic client service achieved in the current year, Employment Services will continue to modernize service delivery by providing opportunities for virtual meetings and interviews and increased communication through social media and direct email.
- Facilitating the Cross-over Youth Project for the Brantford Community with the goal of developing best practices about how to identify and work with youth who are involved with both the youth justice and child welfare systems.

In closing, I would like to thank all our community partners for their continued efforts to work collaboratively and put the needs of the clients above all else.

I would also like to sincerely thank the staff of St. Leonard's Community Services for their continued dedication to the Agency and most of all their dedication to providing excellent client service.

Respectfully,



Brad Stark, CPA, CA, Executive Director



2017



2018

17,000 visits to employment centres and seminars

160 Naloxone kits distributed to the community

177 clients received placements into employment

12,000 bed days at residential programs



85% of employment clients exited the program as employed or in training



Mobile Crisis diverted 77% of clients from Brantford ER



2,069 people accessed needle exchange services

230 clients served in Youth Justice programs



2,700 people accessed crisis services

\$75,000 rent supplements to support clients

24 staff celebrated milestone anniversaries

48 Art Therapy treatment group sessions

13

Number of locations in Brant and Haldimand Counties

179

Number of staff: 131 full-time, 48 part-time

23,000

Number of individual visits made to Agency programs

ADDICTION AND MENTAL HEALTH SERVICES

The Addictions and Mental Health team at St. Leonard's provides service and support to individuals experiencing substance use and/or mental health challenges to help them regain their health and well-being. A total of **5,947** people were served in 2017/18 across a wide range of programs including Addictions Counselling, Concurrent Disorders Counselling, Concurrent Disorders Outreach, Addictions Day Treatment, Mobile Crisis Rapid Response and Integrated Mental Health Crisis Service.

The great work of the department is supported through the development and maintenance of strategic partnerships. The past year has seen significant shifts in planning and delivery of continually improving services to ensure we meet the needs of our clients and our community. For example, departmental leadership has been collaborating with other mental health service providers and police from across the Hamilton Niagara Haldimand Brant Local Health Integration Network (HNHB LHIN) to better define promising practices in crisis response. Lessons learned from neighbouring communities are leading to exciting changes to come for crisis care, that will enhance the ability of our crisis team to provide outreach service to people where they are in the community.

Through collaboration with the Provincial System Support Program - Centre for Addiction and Mental Health (PSSP – CAMH), our dedicated team of staff has worked diligently in the past year to become a leading implementer of the Ministry of Health and Long-term Care driven standardized screening and assessment process. Nearly 100% of required staff have received certification to use these tools in practice and have been supporting implementation across the Hamilton Niagara Haldimand Brant Local Health Integration Network (LHIN) by sharing their successes with similar agencies. An implementation experience webinar delivered by our team is also being shared across Ontario to aid other agencies to implement these new practices successfully.

The work of the Brantford-Brant Community Drugs Strategy is yet another important example of the positive impact of cultivating effective partnerships. In collaboration with the Brant County Health Unit and the City of Brantford, St. Leonard's Community Services has provided leadership and support to the development of 40 recommendations to enhance our community's ability to be both effectively proactive and reactive to substance use issues. 26 different partner agencies participate on six working groups focused on decreasing stigma, youth issues, treatment, surveillance, communications and justice/enforcement. Accomplishments of this partnership include increasing understanding of how youth want to be educated on substance use, the implementation of harm reduction initiatives such as distribution of safe injection and safe inhalation kits, and planning underway to launch a Rapid Access Addiction Medicine Clinic this coming fall.

ADDICTION AND MENTAL HEALTH SERVICES

- Substance Use Services
- Concurrent Disorders Outreach
- Concurrent Disorders
- Addictions Day Treatment
- Gambling Responsibly
- Integrated Crisis Services for Youth and Adults
- MotherVoice
- Needle Exchange Program
- Ontario Works Addiction Services Initiative
- Triple P™ (Positive Parenting Program)
- Withdrawal Management and Treatment Services
- Youth Anger Management

Primary Locations

Addictions and Mental Health Centre

225 Fairview Drive, Unit 1,
Brantford

Withdrawal Management and Treatment Services

135 Elgin Street,
Brantford

Statistical Highlights 2017/18

- **9,739** client visits within addictions and concurrent disorder programs
- **513** group sessions within addictions and concurrent disorder programs
- **445** people accessed addictions day treatment
- **942** calls for service with BPS and OPP in the MCRRT Program
- **2,774** individuals served in the Crisis Program (Youth and Adult)
- Client feedback gathered through the validated Ontario Perception of Care tool for Mental Health and Addiction shows:
 - **97.9%** of respondents felt the services here are of high quality
 - **98%** said they were treated with respect by program staff
 - **98.9%** said they would recommend the service to a friend

Our partnerships also allow us to reach vulnerable clients, providing timely supports when and where they are needed. For example, the Mobile Crisis Rapid Response Team (MCRRT), a partnership with Brantford City Police and Brantford OPP, responded to **942** '911' calls this past year. The MCRRT team supports de-escalation of crisis situations and follows up with willing police-involved individuals to support linkage to ongoing services and supports. In addition to the MCRRT program, our staff also provide onsite services at various locations across the community including Ontario Works, the hospital, and in local schools.

The coming year will see sustained efforts to enhance the effectiveness of the services we provide our community. We will look both inward and to our partners to help us achieve this objective.

Client Testimonials

"very thorough, very understanding, non-judgmental, flexible"

"The staff and programs were very helpful"

"The staff made change easy, and that you are not alone"

"My counsellor is wonderful. St. Leonard's is a great organization that has helped me very much and is still helping me maintain my life changes"



JUSTICE SERVICES

Cross-over Youth

JUSTICE SERVICES

- Anti-Shoplifting
- Adult Pre-Charge/Federal Diversion Programs
- Attendance Centre
- Back on Track
- Bail Verification and Supervision Program – Brantford, Simcoe and Cayuga
- Bail Verification and Supervision Mental Health Program - Brantford
- Case Management
- Community Service Orders
- Cross-over Youth Project
- Direct Accountability Program
- Peter Willis Residence
- SNAP (Stop Now and Plan) Youth Justice
- Stop Shop Theft
- Youth Extrajudicial Measures/Sanctions
- Youth Justice Family Counsellor Program
- Youth Mental Health Court Worker Program
- Youth Support Program

Locations

Adult Justice Services

12 Market Street, Brantford

1-11 Argyle Street North,
Caledonia

50 Frederick Hobson VC Drive, Unit
301, Simcoe

Peter Willis Residence
19 Buffalo Street

Youth Justice Programs

133 Elgin Street, Brantford

Needle Exchange Program

133 Elgin Street, Brantford

The Agency continues to provide community-based and residential environments to youth and adults involved in the justice system. The Cross-over Youth Project is a new initiative provided through time-limited funding from Ryerson University for a Case Conference Facilitator. The Agency is providing the Case Conference Facilitator with office space, staff supervision and financial oversight.

Youth living in the care of a child welfare agency and also involved in the youth justice system due to criminal behaviour are often referred to as “Cross-over Kids”. It is estimated that between 40 and 50% of incarcerated youth are from the child welfare system. These youth often get their first charge while in residential care. They face unique challenges during their involvement with the youth justice system and are more likely to be detained pending resolution of their charges and to be sentenced to custody than are youth not involved with a child welfare agency.

The Cross-over Youth Committee was formed in 2013 with the purpose of attempting to understand what triggered the path of youth from the child welfare to the youth justice system and how the subsequent consequences could be improved. Ten key themes were identified; the predominant theme was a need for more meaningful collaboration across service sectors. The Committee then recommended a pilot project in four unique communities in Ontario with Brantford being selected as one of the sites.

In Brantford, the project is coordinated by a Steering Committee whose membership includes representatives from the youth justice and child welfare sectors and youth serving organizations. The Steering Committee’s current focus is to develop mechanisms to identify Cross-over Youth at the earliest possible point of their involvement in the youth justice system; providing education and supports to decrease involvement in the justice system, mechanisms for meaningful collaboration across service sectors and developing a local, sustainable model.

In collaboration with the Youth Engagement Facilitator, the Case Conference Facilitator is recruiting youth for the Youth Advisory Committee. The Youth Advisory Committee will work in conjunction with the Steering Committee to provide their input on how best to engage youth and to be involved in developing best practices for both the youth justice and child welfare system. The Youth Advisory will allow opportunities for their voices to be heard and more importantly to inform system improvements.

Client Testimonials

"The staff is always there for everyone and are all treated with respect. The staff does not reflect on our past and treat us properly by helping us with all our needs, whether it would be doctor appointments or helping us find work, getting our identification, directions and most of all they are someone who will listen when we need to talk or open up on our problems." PWR participant

"The house is a nice place to live, the staff are pleasant and helpful, the fact that we can cook our own food that is supplied is great as well as the food that is supplied is generous and healthy." PWR participant

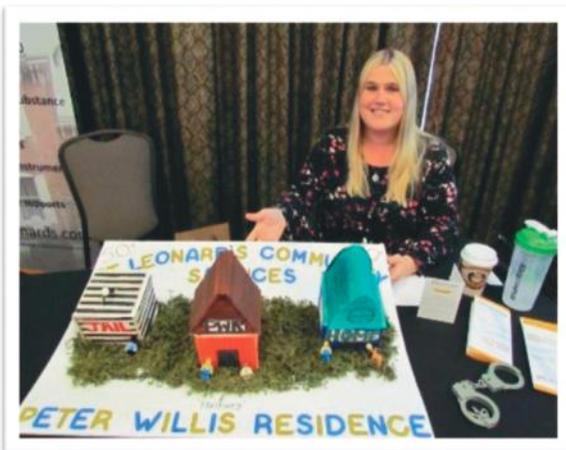
"My time through the Bail program has been a very fair program to go through, easy to be in contact with and easy to meet with. I'm personally very happy that there is a place to help people in situations like my own to help me and others through the times like these. They are all great people to work with". Bail participant

"The bail program has been a big help thus far. I've been given many helpful recommendations. The staff are extremely supportive and have always been there to answer any and all questions." Bail participant

"I feel the bail program and staff have tremendously helped me to take a great personal inventory of my life in a great way. To guide me to be happy on a daily basis. And taught me to what is going on in my life. And I am very appreciative for everything they have done for me. Thank you." Bail participant

"Thank you for doing this for me. This journal activity has seriously helped me. I am going to continue to write and I've been inspired by this journal to write a novel about teen struggles. I now have a new

passion for something positive to do with myself and hopefully help others. So, thank you again." EJM participant



Picture Courtesy of Jason Freeze, BScene

JUSTICE SERVICES STATS 2017/2018

- Bail supervised 256 releases and completed 521 verifications to the courts
- 241 referrals to Direct Accountability Program, \$720 in charitable donations and \$11,014 in restitution to victims
- 134 referrals to Pre-Charge Diversion and 106 successfully completed their sanctions
- 29 Federal Diversion served youth and adults with 30 successfully completing
- Case management served 74 individuals and completed 636 face to face and non-face to face visits
- 97 youth referred to Extrajudicial Measures and 63 youth referrals to Extrajudicial Sanctions
- 130 EJS and EJM participants successfully completed
- 31 referrals to the Youth Support Program
- The Youth Mental Health Court Worker received 47 referrals (diversion and resource). 14 successfully completed their diversion plan
- The Brantford Community Assessment Team reviewed 139 applications for residency and 65 applicants offered residency support
- Peter Willis Residence served 33 individuals and the total bed days were 3,696

HOUSING SERVICES

Supportive Housing

HOUSING SERVICES AND LOCATIONS

- (John) Renwick House
144 Chatham Street
Brantford
- Sally Laidlaw House
75 Albion Street
Brantford
- Learning Centres
133 Elgin Street
Brantford
- Supportive Housing
Units located throughout
Brantford
- Youth Resource Centre
331 Dalhousie Street
Brantford

The Agency offers a continuum of social housing services responding to those experiencing homelessness through to independent living. As part of this continuum, the Supportive Housing Program assists clients to secure safe, affordable housing.

The program supports are funded by the Local Health Integration Network and the rent supplements from the Ministry of Health and Long-Term Care and the City of Brantford. The rent supplements help to bridge the difference between the client's ability to pay and the market rent to a maximum amount. The program currently has 28 units, 21 dedicated to individuals whose substance use has impacted their ability to maintain their housing.

The goal of the program is to ensure that clients have access to the supports they need and to promote social inclusion through helping them build strengths, skills and relationships that will enable them to fully integrate into and participate in their community, in education and employment.

"Very helpful, helped me with the little things along the way and being independent". SH participant

Clients are supported by a Counsellor who works with the clients to identify goals to help them secure and maintain their housing. These can include assisting clients with developing or enhancing lifeskills, i.e. cooking, menu planning, financial management, opportunities to engage in meaningful activities, referrals to counselling, primary care, etc. The Counsellors utilize harm reduction strategies to support the reduction of activities and behaviour that may impact their tenancy, or have impacted on previous tenancies, to ensure that they are able to maintain their housing as well as advocate on their behalf to ensure that clients have access to supports and services.

"A counsellor gives great comfort to myself in assisting me with various things, for my housing and stability." SH participant

Supports are flexible and portable given that needs change over time, the Counsellor and the client continue to collaboratively negotiate service plan goals and activities including the frequency of contact with the Counsellor to ensure success.

When it is determined that the client no longer needs or wants the service, the client will retain their apartment as per the lease agreement between the client and the landlord. The Agency will continue to be available to the Landlord for assistance.

"It's great. I wouldn't be living where I am without the program. The personnel is very helpful." SH participant.

"I've been wandering the streets for 3 days now. I don't know what happened but I remembered you guys (YRC) and it's a safe place, so I came here. Thanks to youth, and all the staff, you guys are so nice and take care of us". YRC participant

"YRC helps me with my employment and I got a job. I love circle too, gives me a chance to share." YRC participant

"My son doesn't argue or get so explosive anymore. Seems like he did learn a lot of better ways of coping with his anger. I'm glad we can talk now and get along." Parent

"At the life skills, I have taken in a lot of information about budgeting, applying for jobs, applying for college, health and safety. I am lucky and thankful to call this place (SLH) my home." SLH participant

"The combination of the group and individual support, weekly chores, money management, education, employment resources and social events with the other housemates was important for me to grow so that I will live successfully on my own. SLH was the transition for me to live independently." SLH participant

"Some of the skills I have improved on is responsibility, ownership, and time management. The program has provided me a safe and stable place to live, I feel respected by staff, I have been able to respect authority better, I have improved on my anger management skills and understand and learning the right things to do when faced with a conflict." RH participant



Donation from The Home Depot Canada Foundation

HOUSING Statistics 2017/2018

- Transitional Housing provided support to 66 clients
- Transitional Housing total attendance days were 4,137
- Clients are referred to Transitional Housing through other St. Leonard's programs as well as through many other external partners
- 102 youth accessed a safe bed
- 91 youth experiencing homelessness used the Youth Resource Centre residential services
- 16 youth returned home to live with family
- Staff completed 1,845 check-ins with clients
- 24 individuals were served by Addictions Supportive Housing and 11 by Supportive Housing OW
- 643 face to face and non-face to face visits completed with Addictions Supportive Housing clients
- 16 students were enrolled in the Learning Centres
- Brant Food for Thought continues to provide healthy eating and food choices for our students

Resources and Information

- Computer and Internet access, faxing, copying, email, phones, voicemail
- Job board
- Print and electronic resources
- Information seminars
- Online assessments and training (i.e. WHMIS, Health and Safety)

Assisted Services

- Assisted job search
- Career decision-making
- Job developing
- Second Career Applications
- Apprenticeship Scholarships

Youth Employment Programs

- Youth Job Connection
- Youth Job Connection: Summer
- Youth Job Link
- Employing Youth Talent Initiative

Employer Services

- Job postings, resume collection
- Candidate screening
- Employer resources
- Canada-Ontario Job Grant



- Training placements
- Youth training placements
- Confidential interview space
- Job fairs and recruiting assistance
- Apprenticeship Employer Signing Bonus
- Employing Young Talent Initiative

EMPLOYMENT SERVICES

Resource and Information

The Resource and Information (RI) component is the first experience of Employment Services for clients entering one of our three centres. The resource centres are available and accessible to everyone in the community including the employed, under-employed, job seekers, students, laid off workers, apprentices, internationally trained and employers. There are no eligibility or access criteria to RI and visitors do not have to fill out any paperwork to access these services – just a quick sign in at our anonymous kiosk.

Individuals who successfully use the resource centre generally have a clear goal and, through self-direction, are capable to conduct a planned and thorough job search independently. All centres are equipped with the information to support job seekers of all ages - local training and education information, employment and volunteer opportunities, community service supports, occupational and skills training requirements (including trades and apprenticeship).



RI also helps employers to attract and recruit employees and skilled labour by posting positions, and hosting job fairs onsite or in the community. Basic WHMIS and other workplace safety information and training are also available. Valuable information is also made available to employers through Lunch 'n Learns – we hosted presenters from the Ministry of Labour covering topics such as Occupational Health and Safety, Bill 148 and Employment Standards, for example.

In this past year, **102** Resource Area visitors successfully completed Smart Serve training and **293** clients received their Safe Food Handling certifications.

Although the RI service is classified as “unassisted”, professional, caring staff are always available for guidance and support. They can direct individuals to the more structured and assisted components of the Employment Service, to other EO programs and services, and programs and services in the community. Assistance is always available to search out and apply to the many resources and community services in our areas.

With business hours established to accommodate many schedules, we are here to help our community.

Feedback from Employment Services clients

"I am so thankful that this organization exists. Without it, I would be lost on how to find a job at my age and how things are done. Kudos to you – thank you."

Resource Centre visitor

"I love the atmosphere here and the people I work with. If it weren't for St. Leonard's, I wouldn't be where I am."

Job Development participant

"I learned how to better prepare myself for an interview. I learned how to better prepare a resume. I really enjoyed my time learning in the YJCS program."

Youth Job Connection Summer participant

"At St. Leonard's, they have all the tools available to you to make your search easier (fax, photocopy, supplies, access to the internet, etc.) and the staff are more than willing and very knowledgeable to help if you get stuck on something... They offer various courses which a lot of employers require such as Health and Safety and WHMIS as well as First Aid and CPR."

Assisted Job Search participant

"Thanks for all the support. Being unemployed is an emotional roller coaster and I do not like rides!! Coming in every day gave me an anchor so I did not fall apart. You the best!!"

Resource Centre visitor

".... wonderful to work with. We have had a great experience and would recommend this to other businesses."

Job Development employer

"I was quite pleased with the information and support I received from the various staff at St. Leonard's for setting up the placement and then on-going support. It made it very easy to participate in the program."

Youth Job Connection employer

"Always appreciate the kindness and helpfulness of everyone there... you are the best! If I may, and it seems appropriate to quote the late Great Gordon Downie... "there's no higher power than helping others"."

Resource Centre visitor

"It was an excellent experience for me. I had some tough days but I ended up learning things out of it. Overall, it was an amazing experience."

Job Development participant

Services available at:

Brant Employment Centre
225 Fairview Drive,
Brantford

Caledonia Employment Centre
1-11 Argyle Street N.,
Caledonia

Dunnville Employment Centre
208 Broad Street E.,
Dunnville

Statistics 2017/18 (averaged)

- 98% client satisfaction rate
- 100% employer satisfaction rate
- Combined activity (3 sites):
 - **17,120** individuals visited resource centres and/or attended seminars
 - **1,149** individuals received personalized employment counselling
 - **177** individuals received placements into employment
 - **85%** exited service employed or in training/education
 - **43** Second Career applications submitted
 - **28** Canada-Ontario Job Grant applications approved providing **48** individuals with specialized workplace training



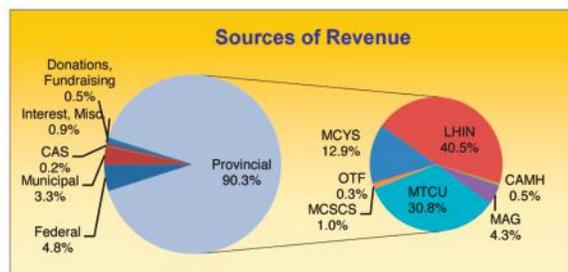
FINANCE REPORT

The 2017/18 fiscal year saw the Agency continue to manage its resources in an efficient manner as the overall financial position of the Agency has improved substantially since 2013/14. This is evident in the fact that, despite lower revenues now for a second consecutive year, the Agency did not run a deficit and in fact was able to increase overall net assets. Some additional investments were received in the current year to address the Opioid Strategy of the Local Health Integration Network, increase access to Supportive Housing and continue the expansion of Bail programs including Mental Health Counsellors and satellite locations in Haldimand and Norfolk.

The continued focus of efficient use of resources has allowed the Agency to invest in capital assets in the current year of \$123,278 and reduce our overall bank debt by \$57,777 while still increasing the overall cash position by \$388,107.

In 2017/18, the Agency implemented a Data Quality Coordinator to improve the collection of data, ensure consistent training of staff on data collection methods and streamline the reporting process. To date, a number of improvements in data collection and interpretation of the data have been implemented and we continue to work with our Community Partners and Funders to ensure that the data we collect is accurate and consistent in order to aid in decision making.

For 2018/19, we will continue to look at how we can streamline processes in Finance, Human Resources and Data Collection. This will provide our Management with the information they need to make timely decisions for the Agency, our staff with the information they need to make timely decisions for their clients and themselves and our Funders to receive responses to how our programming is providing a valuable service to the community.



The pie chart to the left graphically depicts the breakdown of Sources of Revenue for the Agency in the 2017/18 fiscal year. The provincial government ministries continue to be the largest funder at 90.3% vs. 89.9% in the previous year.

The summarized financial statements to the right show the revenue for the Agency has decreased slightly from \$11.2 million in 2016/2017 to \$11 million in 2017/18. Salaries and wages overall account for 69% of the expenses which is up slightly from 65% in the previous year.

Audited financial statements are completed and available upon request.

Thank you to our donors and funders for their continued support that allows the Agency to provide the much needed services that St. Leonard's delivers for our community.

	2018	2017
Balance Sheet		
Assets	\$ 3,603,853	\$ 3,328,365
Liabilities	1,906,381	1,889,753
Net assets	1,697,472	1,438,612
Liabilities and Net Assets	\$ 3,603,853	\$ 3,328,365
Statement of Operations		
Revenues		
Government funding	\$ 10,785,982	\$ 10,965,422
Other community agencies	77,131	114,206
Interest/sundry	161,035	118,436
	\$ 11,024,148	\$ 11,198,064
Expenses		
Salaries and benefits	\$ 7,449,047	\$ 7,161,915
Operating expenses	3,374,873	3,850,671
	\$ 10,823,920	\$ 11,012,586
Surplus (Deficit)	\$ 200,228	\$ 185,478

Board, Management, Funders, Partners

2017/18 – BOARD OF DIRECTORS

Larry Brock – President
Michael Sciberras – Vice President
Eileen MacKenzie – Secretary/Treasurer
Geoff Edge
Ron Hannon
Merv Hughes
Bill Keighley
Sarah McClelland
Rob Milmine
David Tsuchida

William Harrow (Legal Counsel)

BOARD YEARS OF SERVICE AWARD WINNERS

5 YEARS

Larry Brock
Eileen MacKenzie

MANAGEMENT TEAM

Brad Stark, Executive Director
Kim Baker, Director of Clinical Services
Marilyn Kaus, Director of Employment Services
Sue Lefler, Director of Justice and Housing Services
Becky Norman, Manager of Human Resources
Elaine Smith, Manager of Administrative Services

DONORS

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

FUNDERS

Brant Community Foundation
Brant Family and Children's Services
Canada Mortgage and Housing Corporation
Centre for Addiction and Mental Health
City of Brantford
Correctional Service of Canada
Employment and Social Development Canada
Local Health Integration Network
Ministry of Children and Youth Services
Ministry of Community and Social Service
Ministry of Community Safety and Correctional Services
Ministry of Health and Long-Term Care
Ministry of the Attorney General
Ministry of Training, Colleges and Universities
Ontario Centre of Excellence
Ontario Trillium Foundation
Ontario Works
The Home Depot Canada Foundation

PARTNERS

Alzheimer's Society of Brant, Dementia Alliance
Brant Community Healthcare System
Brant County Health Unit
Brant County Ontario Provincial Police
Brant Family and Children's Services
Brant/Haldimand/Norfolk Crown Attorneys
Brant Mutual Insurance Company
Brant Skills Centre
Brantford Medical Centre
Brantford Police Service
Brantford YM-YWCA
Brantwood Community Services
Canadian Mental Health Association Brant Haldimand Norfolk
Children's Aid Societies
City of Brantford
Community Addiction and Mental Health Services
of Haldimand and Norfolk
Conestoga College
Contact Brant
De dwa da dehs nye >s Aboriginal Health Centre
Environmental Safety Products Inc.
Family Counselling Centre of Brant
Fanshawe College
Grand Erie District School Board
Grand River Community Health Centre
Grand River Council on Aging
Grand Valley Educational Society
Haldimand County
Haldimand Norfolk Literacy Council
Haldimand-Norfolk REACH
Haldimand Norfolk Social Services
Indigenous Victim Services
Lansdowne Children's Centre
Literacy Link South Central
Mohawk College
Moore's Clothing for Men
Norfolk General Hospital
New Directions
Nova Vita Domestic Violence Prevention Services
Office of Will Bouma, MPP – Brant
Office of Phil McColeman, MP - Brant
Ontario Early Years Centre
Safe Brantford
Salvation Army Brantford - Booth Centre
Six Nations Social Services
Skilled Trades Alliance
Towards Recovery
Victim Services of Brant
Welcome In and Resource Centre
Why Not Youth Centre
Wilfrid Laurier University
Woodview Mental Health & Autism Services
Workforce Planning Board of Grand Erie
YMCA Immigrant Settlement Services - Brantford

STAFF YEARS OF SERVICE AWARD WINNERS

5 Years

April Armstrong
Mikki Basha
Calvin Hewson
Becky Norman
Nick Rowland
Katie Schermerhorn
Brad Stark

10 Years

Whitney Arsenault
Jenna Bahr
Ann Christie
Sarah Fleming
Matt Gingras
Erin Jones
Susan Rose
William Stokeld
Amanda Suess
Angie Thompson

20 Years

Tracey Moore-Zepezauer
Jo-Anne Van Ravenswaay

30 Years

Alan Beeley
Margaret Richardson

25 Years

Tara Kendall
Sue Lefler
Chris Loveday

SERVICES

Addictions and Mental Health

Addiction Services
Addictions Day Treatment
Concurrent Disorders
Concurrent Disorders Outreach
Gambling Responsibly
Integrated Crisis Services for Youth and Adults
Mobile Crisis Rapid Response
MotherVoice
Needle Exchange Program
Ontario Works Addiction Services Initiative
Substance Use Services
Triple P™ (Positive Parenting Program)
Youth Anger Management
Youth Walk In

Housing

(John) Renwick House
Sally Laidlaw House
Learning Centres
Supportive Housing
Youth Resource Centre

Justice

Anti-Shoplifting
Adult Pre-Charge/Federal Diversion Programs
Attendance Centre
Back on Track
Bail Verification and Supervision Mental Health Program
- Brantford
Bail Verification and Supervision Program
- Brantford, Simcoe and Cayuga

Case Management
Community Service Orders
Cross-over Youth Project
Direct Accountability Program
Peter Willis Residence
SNAP (Stop Now and Plan) Youth Justice
Stop Shop Theft
Youth Extrajudicial Measures/Sanctions
Youth Justice Family Counsellor Program
Youth Mental Health Court Worker Program
Youth Support Program

Employment

Brant Employment Centre
Caledonia Employment Centre
Dunnville Employment Centre
Providing following services:

- Resources and Information
- Information Seminars
- Assisted Job Search
- Employer Services
- Job Matching and Placement Incentive
- Second Career
- Itinerant Services
- Canada-Ontario Job Grant
- Youth Job Connection
- Youth Job Connection: Summer
- Youth Job Link
- Employing Youth Talent Initiative



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