



*First Agency residential program  
1972*



*Withdrawal Management and Treatment Services opening  
September 2019*

*“Striving to meet our communities’ needs”*

**Annual Report 2018-19**



## 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

## Vision

Striving to meet our communities' needs

## 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.



## President's Letter



On behalf of the Board of Directors, we would like to express how proud we are to be working with an Agency that provides high quality, client centred services to our community.

This year, St. Leonard's Community Services achieved its third accreditation with the Canadian Centre for Accreditation including Youth Justice as a sector for accreditation in addition to Child and Youth Mental Health and Community Mental Health and Addiction Services. This achievement speaks to the Agency wide commitment to quality client service, quality improvement and high standards in the areas of governance, planning, leadership, risk management and performance.

St. Leonard's bid a fond farewell to two Senior leaders of the Agency in the current year. Marilyn Kaus, Director of Employment Services had been with the Agency for 22 years before departing in March 2019. Marilyn led the Employment Services sector, starting in 2006, through some significant expansions in Brant and Haldimand. Also departing in July of 2019, was Sue Lefler, Director of Justice and Housing after working for St. Leonard's for almost 27 years. Sue provided guidance and leadership across a number of programs and services during that time frame.

In March 2019, the Agency welcomed Malcolm Whyte as our new Director of Employment Services. Malcolm came to us from the YMCA Hamilton, Burlington, Brantford where he managed a suite of Employment programs similar to those offered by St. Leonard's. Malcolm has brought with him innovative approaches to service delivery and we look forward to his leadership of the Employment sector for years to come.

During the most recent fiscal year, two Board members departed the Agency. Sarah McClelland and Rob Milmine, both former staff of the Agency completed tenures of four and two years respectively. We thank them for their contributions to the Agency during this time. These losses were offset by the welcoming of three new Board members, Rita Mallais, Claire Morris and Peter Martyn. Rita is a Chartered Professional Accountant with experience in process reengineering and operations management. Claire is also a Chartered Professional Accountant with experience in the not-for-profit sector as well as public accounting. Peter has a wealth of experience in the child welfare sector, among others, working with a diverse client population. We welcome all three and have already been the benefactor of their experience and expertise at Board meetings.

On behalf of the Agency, we are also very pleased to be on the cusp of opening a Residential Withdrawal Management and Treatment program named in honour of the Agency's first Board President, the Honourable James C. Kent. This program will add a much needed resource in the continuum of addictions care in our community.

In closing, I would like to thank our funders, community partners, staff and clients and fellow Board members for their contributions and support as we move forward on our journey to provide the best for our community.

A handwritten signature in black ink, appearing to read 'Larry Brock', written in a cursive style.

**Larry Brock**  
**President, Board of Directors**

## Executive Director's Message



Like many other communities in the province and the country, Brantford/Brant has its challenges. There are many measures in which our community scores below the provincial average such as substance use, education rates, housing and crime. These issues have been well documented in print, on television and throughout social media. What is not well documented or communicated is that many of these issues are connected and that in order to move the needle of progress toward improvements in these areas, it requires two key components: creative and innovative programs and collaboration and teamwork between multiple organizations. There recently have been and continue to be examples of both of these elements in play in Brantford/Brant but also in Haldimand county where St. Leonard's provides Employment services as well.

There have been numerous examples of innovative programming and partnerships that St. Leonard's is proud to be a part of that have been developed over the past year:

- In partnership with the Brantford Police Service and the Brant County OPP, St. Leonard's has revamped our delivery of Crisis Services to implement the COAST (Crisis Outreach and Support Team) model. The COAST model provides a secondary crisis response within 24-48 hours to individuals and families in the environment of their choice. This response includes developing a plan to defuse the crisis situation, providing linkages to accessible services to prevent future crisis situations and provide support or follow up to ensure that the client is connected to the appropriate community resources.
- Working together with the Brant Community Healthcare System, Canadian Mental Health Association, Grand River Community Health Centre, De dwa da dehs nye>s Aboriginal Health Centre and primary health care providers, St. Leonard's offers the Rapid Access Addiction Medicine (RAAM) clinic. The RAAM clinic provides clients with quick access to proven and effective addiction and mental health care and connections to ongoing primary care and/or addictions and mental health counselling.
- The Cross-Over Youth (COY) Project was a partnership between Ryerson University, Brant Family and Children's Services, local Crown Attorneys, Duty Counsel, Justice of the Peace, and Woodview Mental Health and Autism Services among others. The COY project's mandate was to develop a range of best practice options for improving outcomes of young people who were dually involved in the child welfare and youth justice systems in Ontario. A final report on the outcomes of this project is still in production.
- Collaboratively working with the Brant Skills Centre, St. Leonard's Employment Services has partnered to deliver Homeward Bound Brantford-Brant. This program provides wrap-around services to assist low-income single mothers to earn college dipomas, start careers and achieve financial self-sufficiency. Homeward Bound aims to see each participant who completes the program move into independent housing and maintain steady employment at a livable wage.
- Spearheaded by the City of Brantford, a review was completed on the state of the homeless shelter system in the city. As a result of the report, we have participated with the City's Social Services department and other shelter providers to implement the recommendations from the report which include coordinated access, consistent training for shelter provider staff and the development of shelter standards for use by all providers.
- In response to growing issues in the city's downtown core, in collaboration with the City of Brantford, Grand River Community Health Centre, Wilfrid Laurier University and the Brantford Police Service, the Brantford Downtown Outreach Team (BDOT) was established. This project puts boots on the ground in an effort to help some of the city's most vulnerable individuals. Staff help individuals experiencing

homelessness, addictions and mental health issues among other challenges to connect to service and supports.

As an Agency, we will continue to evolve and work to create innovative programs and partnerships that best serve our clients. In the near future we look forward to:

- Being an active member of the Ontario Health Team discussions in Brantford-Brant that aim to improve the delivery of health care in the region. The long-term objective of Ontario Health Teams is to improve the health and well-being of the whole community while in the short-term focusing on connecting, coordinating, and delivering services for the most vulnerable starting with the population that struggles with mental health and addictions.
- Contributing toward positive change for the community by actively contributing to the Brantford-Brant Drug Strategy as a member of both the Advisory Committee and as the Chair of the Treatment and Recovery Working group and an active member of both the Justice and Enforcement and Surveillance working groups.
- Working more collaboratively with our Employment Services providers, Social Assistance Networks, Education partners and Business providers as the Ministry of Training, Colleges and Universities transforms the delivery of Employment services in the province. Brantford is part of the Hamilton-Niagara Region which has been selected as one of the prototype communities for the development of a new model which looks to take shape late in the fall of 2019.

Individuals and families face challenges that are not siloed or specific to one area of social services. Housing struggles can translate to addiction or mental health challenges. A lack of gainful employment can lead to vicarious housing situations or can lead someone down a criminal path. As a social service agency, we owe it to our clients to provide seamless, connected services centred around the individual and family. Together everyone achieves more.

In closing, I would like to sincerely thank the staff of St. Leonard's Community Services for their continued and tireless efforts to improve the lives of our clients. Our staff truly are the heart and soul of the organization.

Respectfully,

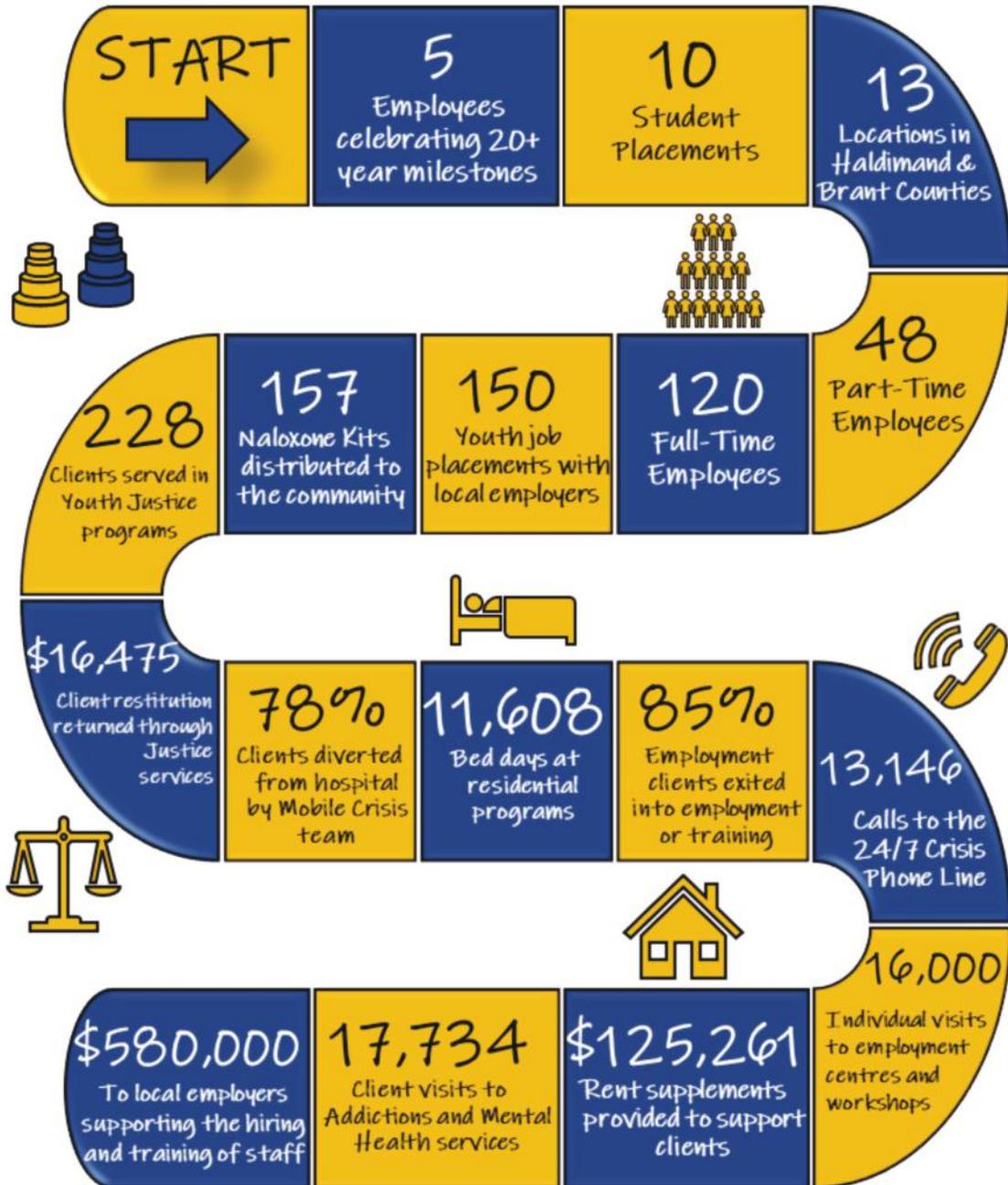


Brad Stark, CPA, CA  
Executive Director

*"Coming together is a beginning, staying together is progress, and working together is success."*

- Henry Ford

Serving Our Community



## ADDICTION AND MENTAL HEALTH SERVICES

It has been a tremendously active year for the St. Leonard's Community Services addiction and mental health team. In 2018/19, over 5,000 people experiencing substance use and/or mental health challenges were served across a wide range of programs including outpatient Concurrent Disorders, Addictions Day Treatment, 24/7 Crisis Phone Line, and the Mobile Crisis Rapid Response Team.

Addiction and Mental Health Services is committed to evolving and improving our services to better meet the needs of clients and our community. There have been many examples of this in the last year.

- Implementation of a standardized approach to crisis services: Collaborating with key partners through an Advisory structure, the crisis team developed and executed an implementation plan for the launch of the new Crisis Outreach and Support Team (COAST). COAST provides in-person outreach response, in the environment of their choice, for individuals and families. The team offers assessment, support and interventions to defuse the crisis situation and prevent further crisis. COAST response is triaged based on client need and risk level; with an ideal response time of 48 hours or less from point of referral. Between its inception on April 1<sup>st</sup> and July 31<sup>st</sup>, COAST has received 257 referrals from a diverse range of community partners. With the addition of this program, we are now offering a full continuum of crisis supports, consistent with other communities in the Hamilton Niagara Haldimand Brant Local Health Integration Network (HNHB LHIN).
- Rapid Access Addiction Medicine (RAAM) Clinic: We have been an active partner with other addiction and mental health providers, supporting implementation of the RAAM Clinic. The RAAM Clinic offers integrated, holistic treatment for substance use disorders and mental health. It is a low barrier way for individuals with significant substance use issues to access wraparound support from medical practitioners, clinicians, and case managers. RAAM supports stabilization and connection to primary care and community resources. The RAAM Clinic has been operating 2 days a week since September 28, 2018. From September to March 31, 2019, our Agency provided care to 71 of the approximately 200 RAAM clients, with our Concurrent Disorders Clinician providing 210 face to face visits at RAAM. RAAM service utilization has surpassed capacity; with resources from the HNHB LHIN, the community partners will be scaling up to add an additional day of RAAM in Brantford, as well as a day per week in both Dunnville and Simcoe. RAAM will soon be accessible 5 days a week across Brant, Haldimand and Norfolk.

## ADDICTION AND MENTAL HEALTH SERVICES

- 24/7 Crisis Phone Line
- Addiction and Concurrent Disorder Services
- Brantford Downtown Outreach Team (BDOT)
- Crisis Outreach and Support Team (COAST)
- Day Treatment and Residential Treatment
- Gambling Responsibly
- Mobile Crisis Rapid Response (MCRRT)
- Needle Exchange Program
- Brant Haldimand Norfolk Rapid Access Addiction Medicine Clinic (RAAM)
- Residential Withdrawal Management
- Walk-in Crisis Services

### Primary Locations

#### Addictions and Mental Health Centre

225 Fairview Drive, Unit 1,  
Brantford

#### Withdrawal Management and Treatment Services

135 Elgin Street,  
Brantford

## Statistical Highlights 2018/19

- 11,313 client visits within addictions and concurrent disorder programs
  - 487 group sessions within addictions and concurrent disorder programs, with 3,243 participants
  - 299 people accessed addictions day treatment
  - 782 calls for service with BPS and OPP in the MCRRT Program
  - 2,347 individuals served in the Crisis Program (Youth and Adult)
  - Client feedback gathered through the validated Ontario Perception of Care tool for Mental Health and Addictions shows:
    - 99% said they found staff knowledgeable and competent
    - 99% indicated that the services they received helped them deal more effectively with their life challenges
    - 98.1% of respondents felt the services here are of high quality
- Brantford Downtown Outreach Team (BDOT): With funding from the City of Brantford and in collaboration with partners from Grand River Community Health Centre, Brantford Police Service and Wilfrid Laurier University, we have been actively engaged in planning for a new pilot outreach team focused on supporting vulnerable and marginalized individuals in our downtown core. The team, consisting of a Nurse Practitioner, Concurrent Disorders Clinician, Peer Support Worker and Coordinator, helps individuals experiencing addiction, mental health issues, homelessness and other challenges to connect to service and supports. During the first 6 weeks of operation (July 2, 2019 to August 9, 2019), BDOT had 132 interactions with an estimated 77 individuals. The team continues to gain momentum, and we anticipate they will build trusting relationships with a growing number of our most vulnerable citizens.
  - Withdrawal Management and Treatment Services: We are pleased to be in the final stages of planning for implementation of a residential withdrawal management and treatment program. The facility, slated to open by the end of September, will provide 7 withdrawal management and 10 residential treatment beds to men and women seeking support for substance use. There will be an additional 13-day treatment spots available in the 5-week treatment program. With implementation of WMTS, we will offer a full continuum of addiction services within the community and will be focused on ensuring individuals experience continuity of care.
  - Ontario Perception of Care Tool for Mental Health and Addictions (OPOC-MHA) Crisis Pilot: Our programs have been using the OPOC-MHA to gather client feedback on the quality of services they have received. Feedback can be used to inform improvements to programs and services. Our Crisis Services team has supported provincial partners from the Centre for Addiction and Mental Health in the development of a crisis specific version of this client feedback mechanism. We provided initial feedback on content and recently piloted the tool, gathering input to inform a final version to be rolled out across crisis services in Ontario.
  - Excellence Quality Improvement Project (E-QIP): A small team of leadership and direct service providing staff participated in this Provincial quality improvement capacity building initiative. The team was able to learn and implement quality improvement methodology and tools that can be applied to many change initiatives within the department. This will support our goal of continuous quality improvement to ensure we provide the best service possible to those who seek our support.

These are just some of the ways in which our addiction and mental health department is working to improve our services. We are also engaged in a redesign of our service plan and transition plan processes to be more client-centred, working to better integrate peer support across our programs, and developing a plan to provide same day assessment to improve access to treatment. With further improvements on the horizon, the year ahead promises to be just as eventful as the last, as we deepen our partnerships, broaden our program offerings and enhance the quality of services we provide.



## Client Testimonials

Feedback from the Ontario Perception of Care tool:

*"Found all staff very friendly and made me feel very comfortable at the start of my treatment when I was at my lowest point."*

*"These people have been amazing and life changing for me. I came in as an active addict and am confidently leaving in active recovery."*

*"Thanks to this program, I finally understand mindfulness. I feel that the program touches on aspects of my addiction recovery and has prepared me for my return to work and my future sobriety."*

*"Support, understanding and compassionate staff; has been a very positive and uplifting experience. Feel hopeful and positive of living my life free from addiction."*

*"The staff really make you feel comfortable here and make you feel like you can do anything you set out to do to better your life."*

*"I have really learned a great amount of coping techniques as well as tools to help with relapse prevention. I have felt extremely supported from all the staff here at St. Leonard's Community Services. I have found this program to be more helpful than other past programs and I would definitely recommend this program to others."*

*"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 change. Thank you."*

## JUSTICE SERVICES

### Attendance Centre

#### 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

In partnership with the Ministry of Children, Community and Social Services, Youth Justice Services, we opened the Attendance Centre in 2004 at 41 William Street in Brantford. We were one of four Attendance Centre Pilot Projects in the province. We moved to 466 Colborne Street in 2006 under the one stop service site for youth called the Youth Action Centre. We are entering our 15<sup>th</sup> year of service to youth in our community and have been at our current location at 133 Elgin Street in Brantford since 2011.

The Attendance Centre provides an effective and efficient alternative to custody for youth involved in the justice system. The goal of the Attendance Centre is to provide community-based alternative interventions that reduce reoffending rates and address prevention, rehabilitation, reintegration and reparation of harm.

The Attendance Centre staff develop a service plan with the youth that complements the Probation Officer's Case Management Plan and reflects the assessment of needs, criminogenic factors to be targeted, specific program/supports/interventions and the expected outcomes of service. In our 15 years of service we have provided 849 youth with support and services.

The programs offered include cognitive skills, self-awareness, life skills, substance use, financial literacy and employment/job search skills. In 2011, we received a grant to provide the Youth and Animals Learning Together Program (YALT). Over the two years of providing the program, we were able to have 12 justice youth train (with the help of the Ontario Canine College) 12 dogs, who were previously at the SPCA.

In March of 2014, we learned that the Attendance Centre had been selected by the Ministry Regional Office to be part of Operation Springboard's "HUB" program. The timing could not have been more perfect, while we were convinced of the effectiveness of the Attendance Centre's group programs; we recognized that some of the content was becoming dated and as a result were just beginning the process to research new group material. We had heard amazing things about the HUB, so we jumped on this new opportunity. Staff were trained in June of 2014 and we began delivering the HUB groups in July of 2014. The experience has been awesome. The facilitators are excited to deliver the programs and "it is refreshing to see the clients so engaged in programming". The HUB offers a variety of interactive games that generates great discussions and the facilitators are overhearing comments such as "I like that game", or "It is helping me". Clients have also commented that the facilitators "are not talking to them rather are participating with them".

In the fall of 2017, we began the facilitation of the SNAP® (Stop Now and Plan). SNAP® is an evidence-based program for male youth (12-18 years) with serious disruptive behaviour problems and criminal justice involvement. The goal of SNAP® is to teach youth how to stop and think “in the moment” and explore strategies and skills for making positive choices.

## Client Testimonials

*“During my time in the SNAP program, I’ve had many meaningful and deep conversations which has helped me dramatically with changing the direction I was headed due to bad choices and anger”.*  
Attendance Centre Client

*“Living here at Peter Willis has been a positive challenge. I have grown so much since I arrived. Social development, chores, cooking and many other activities have help(sic) me be more independent. I have had my own room for most of my stay which has also been a good thing. I will miss this place when I move on”.*  
PWR Client

*“The St. Leonard’s Enhanced Bail Program helped to make sure I was on track and telling the truth. It was helpful to have my bail counsellor attend my doctor’s appointments with me for support, to advocate for me, and to take notes to help me remember what I was told. I found that they gave me a real chance and they stepped up for me when needed”.*  
BMHSA Client



## JUSTICE SERVICES STATS 2018/2019

- Bail supervised 320 releases and completed 486 verifications to the courts
- 177 referrals to the Direct Accountability Program, \$810 in charitable donations and \$15,238.17 in restitution to victims
- 110 referrals to Pre-Charge Diversion, 73 successfully completed their sanctions
- 9 Federal Adult Diversion Clients received services and 6 successfully completed their sanctions
- Case management served 83 individuals and completed 662 face to face and non-face to face visits
- 64 youth referred to Extrajudicial Measures and 50 successfully completed their sanctions
- 55 youth referred to Extra Judicial Sanctions and 41 successfully completed their sanctions
- 30 referrals to the Youth Support Program
- The Youth Mental Health Court Worker received 25 referrals (diversion and resource) and 10 successfully completed their diversion plan
- The Brantford Community Assessment Team reviewed 104 applications for residency and 37 applicants were offered residency support
- Peter Willis Residence served 28 individuals and the total bed days were 3,620

## HOUSING SERVICES

### Youth Resource Centre

#### HOUSING SERVICES AND LOCATIONS

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

St. Leonard's Community Services offers a continuum of social housing services responding to homelessness through to independent living. As part of this continuum, the Youth Resource Centre, a 20-bed co-ed emergency shelter for youth aged 15 to 19 provides short and long-term accommodation for youth experiencing homelessness or at risk of homelessness. Staff work closely with other Agency programs to provide internal referrals to Addictions and Mental Health, Employment and Housing services as well as referring to community supports.

The YRC staff provide support and encouragement to youth in a safe and caring environment by working with them to identify goals, creating a service plan and working with them to achieve those goals. Many of our clients present with complex needs and staff work diligently with them to help address them. Clients are immediately supported as they register for school, search for employment and begin the process of securing long term stable housing through independent searches and referrals to Agency transitional housing and supportive housing services as well as community housing services. We also connect them to other community supports such as primary health care through the Grand River Community Health Centre and/or the Brant Community Healthcare System, Brant Sexual Assault Centre and the City of Brantford to connect with Ontario Works for financial support.

Our Life Skills Coach is available through the week to meet individually with clients to help with résumé writing, employment opportunities, financial literacy, housing searches and other essential life skills such as cooking, hygiene, budgeting and household chores. Various educational sessions with staff in other Agency programs are also offered such as with Brant Employment Centre for résumé writing, job searching and onsite job applications, and Addictions and Mental Health for substance use and mental health support.

The YRC has commenced utilizing the Ontario Perception of Care Tool (OPOC) to gather client feedback on the quality of services they have received. Feedback received from clients, staff and the OPOC was reviewed and changes to the programming have been made considering that feedback, such as moving away from a point system and focusing on individual needs versus facilitating group life skills or group day programs. Clients now have more flexibility and autonomy with respect to staying connected to loved ones and those who are supportive in their lives. The YRC will continue to seek client feedback to inform improvements to the program.

Two YRC Counsellors facilitate the role of Ombudsman, which provides the opportunity to negotiate a more manageable plan, if clients are struggling within the program. The Ombudsman also meets with some clients who wish to return to the program and require more support for success. A prescreen tool is in place to help ensure clients who come into the program are provided with appropriate supports.

## Client Testimonials

*"Thanks for helping me, even when I don't live here anymore, I stop by to say hi & you help me."* YRC Client

*"Every time I come back I do better, and I know I can come back whenever I need to."* YRC Client

*"This place showed me how to better myself. The workers do really try here they see it differently from our eyes. I grew from this place so much and met so many great workers here and made amazing friendships from here. I wouldn't wish for anything better than the friends I have and a place to live until I can find my own place to call home".* YRC Client

*"OMG, I don't want to leave, but I know I can come back if I need to".* YRC Client

A client who recently stopped by, who is now 23, beamed as he shared that he has 2 young boys, is in the Army and doing great. He shared that he never thought he would be so successful, and we reminisced about his 6 stays at the YRC. He is a healthy and happy young man who wanted me to share his success with staff. Former YRC Client

*"If it weren't for you guys, I'd either be homeless or I might have completed suicide. Thanks!"* Supportive Housing Client



## HOUSING Statistics 2018/2019

- Transitional Housing provided support to 28 unique clients
- Transitional Housing total attendance days were 4,494
- Clients are referred to Transitional Housing through other St. Leonard's programs as well as through many other external partners
- 100 unique youth accessed a safe bed
- 92 youth experiencing homelessness used the Youth Resource Centre
- 42 youth who used the YRC discharged to long-term housing (family, friends, apartment, etc.)
- 221 medical, mental health, counselling, housing, employment and educational referrals were made for youth who used the YRC
- Staff completed 1,551 check-ins with clients
- 63 Service Plans were developed
- 1,041 face to face and non-face to face visits completed with Supportive Housing clients
- 38 clients were housed through the supportive housing program
- Rent Smart course starting in October 2019 for transitional housing and Youth Resource Centre clients

## EMPLOYMENT SERVICES

### Employer Services

At St. Leonard's we provide a multitude of programs to support local employers with their hiring and training needs. These programs are essential to support our local labour market and allow us to assist in connecting job seekers with local employment opportunities.

In the past year across our three centres, we supported **311** clients in getting employment placements and on the job training and **120** different employers received financial supports for hiring and training needs. In total, this was an investment of **\$580,000** into the local economy. The programs we deliver in the community through *Employment Ontario* funding are essential in supporting the growth and sustainability of our local labour market across Brant, Brantford and Haldimand.

During this past year St. Leonard's three locations interacted with **16,000** individuals. With our local labour markets struggling to find qualified

employees, our services are even more essential in ensuring that businesses in our communities can continue to grow.



In addition to financial incentives, we also provide space for job fairs and interviews. Many employers like to conduct interviews outside of their own businesses; our many boardrooms provide a quiet confidential space to have these meetings with new candidates. Job fairs are also desirable for employers looking to hire multiple candidates. We can assist with individual job fairs at our local

offices and at set times throughout the year have provided space for multiple employer job fairs in the community.

St. Leonard's staff are mobile and able to adjust with the changing labour market. We consult on an ongoing basis with local employers to ensure that the programs we are offering are meeting their needs. Through our professional and caring approach, we are supporting the growth of our communities for today and the years to come.

## EMPLOYMENT ONTARIO

Your job is out there. We'll help you find it.

### 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

### 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

## Feedback from Employment Services clients:

*"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

*"I'm so grateful for this place. Thank you for this service"*

Resource Centre Visitor



*"Things are going very well. I started working at BGH 2 days after graduation as casual, then got temporary part time and now just recently signed regular part time. I was getting almost full-time hours as casual. Now that I am regular part time, I'm able to work in 2 departments which opens me up to even more shifts*

*to pick up. Second Careers opened up a lot of doors for me and I have been gaining so much experience. Thank you for everything!!"*

Assisted Job Search Participant

*"The program has done an outstanding job preparing me for real world situations, and I recommend this program to anyone."*

Youth Job Connection Participant

*"I loved that you did mock interviews with us because that really helped me to prepare for the real one. My customer service skills improved, I learned how to balance my schedule well and I met new people."*

Youth Job Connection Participant

*"Great service for us, always a positive experience."*

Youth Job Connection Employer

*"A wonderful community resource connecting potential employees with employers in need with added financial incentive. Helpful and knowledgeable staff. A very good experience."*

Job Development Employer



## 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

Itinerant Services Available in:  
Burford, Paris, Hagersville and  
Cayuga

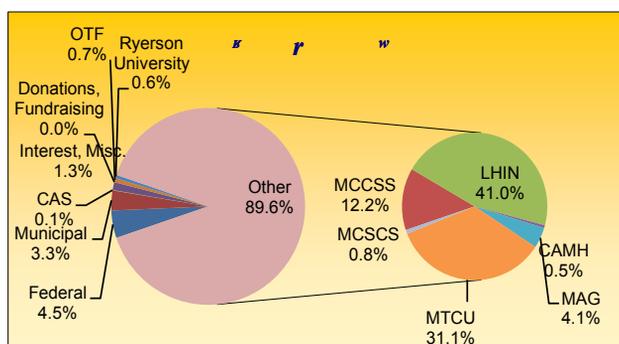
## Statistics 2018/2019

- 98% client satisfaction rate
- 100% employer satisfaction rate
- Combined activity (3 sites):
  - **16,000** individuals visited resource centres and/or attended seminars
  - **150** youth between 15 and 29 received placements with local employers
  - **85%** exited service employed or in training/education
  - **\$580,000** provided to local employers to support hiring and training needs
  - **120** employers accessed financial incentives

## FINANCE REPORT

In 2018/19, from a financial perspective, the Agency had a positive year in managing expenses and significantly reducing its debt obligations and building on its assets which is proving to be more and more difficult in this economic climate. Overall, the Agency increased its current ratio by 9% which is a measure of the Agency's ability to discharge its current liabilities. Additionally, the debt-to-equity ratio of the Agency improved from 1.27 to 1.03 indicating that the Agency has reserves almost equal to its year end liabilities. This was achieved in part by discharging two long-term debt obligations of the Agency in the form of mortgages on residential properties that the Agency has held for some time and are now free and clear. Program funding enhancements were received in 2018/19 from the Local Health Integration Network for Supportive Housing specifically and in general across all Addictions and Mental Health programming and an increase in funds was received from the Ministry of Training, Colleges and Universities compared to that of 2017/18, which were significantly cut back for 2019/20.

In 2019, the Agency implemented changes to the compensation structure for staff with a focus on staff who provide direct client service. These changes were designed to continue to attract and retain highly qualified professionals who have a passion for client service delivered at high standards. This will be challenging in a climate where fiscal responsibility and value for money are the focus, but the Agency has positioned itself well to adapt to changes in funding that have been and will continue to be implemented.



The chart to the left graphically depicts the breakdown of Sources of Revenue for the Agency in the 2018/19 fiscal year. The provincial government ministries continue to be the largest funder at 89.6% vs. 90.3% in the previous year.

The summarized financial statements to the right show the revenue for the Agency has increased slightly from \$11 million in 2017/2018 to \$11.2 million in 2018/19. Salaries and wages overall account for 70% of the expenses which is up slightly from 69% 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 much needed services that St. Leonard's delivers for our community.

<b>Balance Sheet</b>	<b>2019</b>	<b>2018</b>
<b>Assets</b>	<b>\$ 4,296,197</b>	<b>\$ 3,850,158</b>
<b>Liabilities</b>	<b>2,179,289</b>	<b>2,152,686</b>
<b>Net assets</b>	<b>2,116,908</b>	<b>1,697,472</b>
<b>Liabilities and Net Assets</b>	<b>\$ 4,296,197</b>	<b>\$ 3,850,158</b>
<b>Statement of Operations</b>	<b>2019</b>	<b>2018</b>
<b>Revenues</b>		
Government funding	\$ 10,954,230	\$ 10,785,982
Other community agencies	67,911	77,131
Interest/sundry	144,348	161,035
	<b>\$ 11,166,489</b>	<b>\$ 11,024,148</b>
<b>Expenses</b>		
Salaries and benefits	\$ 7,513,148	\$ 7,449,047
Operating expenses	3,240,324	3,374,873
	<b>\$ 10,753,472</b>	<b>\$ 10,823,920</b>
<b>Surplus (Deficit)</b>	<b>\$ 413,017</b>	<b>\$ 200,228</b>

# Board, Management, Funders, Partners

## 2018/19 – BOARD OF DIRECTORS

Larry Brock – President  
Michael Sciberras – Vice President  
Eileen MacKenzie – Secretary/Treasurer  
Geoff Edge  
Merv Hughes  
Bill Keighley  
Rita Mallais  
Peter Martyn  
Rob Milmine  
Sarah McClelland  
Claire Morris  
David Tsuchida

William Harrow (Legal Counsel)

## 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  
Malcolm Whyte, Director of Employment 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 Family and Children's Services  
Canada Mortgage and Housing Corporation  
Centre for Addiction and Mental Health  
City of Brantford  
Correctional Service of Canada  
Local Health Integration Network  
Ministry of Children, Community and Social Services  
Ministry of Community and Social Services  
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  
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 Chamber of Commerce  
Brantford Medical Centre  
Brantford Police Service  
Brantwood Community Services  
Canadian Mental Health Association Brant Haldimand Norfolk  
City of Brantford  
Conestoga College  
Contact Brant for Children's & Developmental Services  
De dwa da dehs nye >s Aboriginal Health Centre  
Environmental Safety Products  
Family Counselling Centre of Brant  
Fanshawe College  
Grand Erie District School Board  
Grand River Community Health Centre  
Haldimand County  
Haldimand Norfolk Literacy Council  
Haldimand Norfolk Social Services  
Indigenous Victim Services  
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  
Salvation Army Brantford - Booth Centre  
Six Nations Social Services  
Six Nations Polytechnic  
Skilled Trades Alliance  
Towards Recovery  
Victim Services of Brant  
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

Ashley Popek  
Sarah Belanger  
Julie Best  
Erin Alonzo  
Michayla Foreman

### 10 Years

Kim Crowther  
Lisa Link

### 15 Years

Rebecca Shea

### 20 Years

Hazel Pollock  
Marilyn Kaus

### 30 Years

Kim McWebb  
Lorna Sowa  
Marion Ellis

## SERVICES

### Addictions and Mental Health

24/7 Crisis Phone Line  
Addiction and Concurrent Disorder Services  
Brantford Downtown Outreach Team (BDOT)  
Community Outreach and Support Team (COAST)  
Day Treatment and Residential Treatment  
Gambling Responsibly  
Mobile Crisis Rapid Response (MCRRT)  
Needle Exchange Program  
Brant Haldimand Norfolk Rapid Access Addiction  
Medicine Clinic (RAAM)  
Residential Withdrawal Management  
Walk-in Crisis Services

### Housing

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

### Justice

Adult Pre-Charge/Federal Diversion Programs  
Anti-Shoplifting  
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  
Itinerant Services – Burford, Paris, Cayuga and  
Hagersville

Providing following services:

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





P.O. Box 638, 133 Elgin Street, Brantford, ON N3T 5P9

Phone: 519-759-8830 • Fax: 519-759-8156

Email: [info@st-leonards.com](mailto:info@st-leonards.com)

Website: [www.st-leonards.com](http://www.st-leonards.com)

