



annual report 2013-14

Services

Addictions and Mental Health

Addiction Services
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

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

Justice

Anti-Shoplifting
Attendance Centre
Back on Track
Baigement
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
Jobs for Youth
Summer Jobs Service



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President's Annual Report

It is often said that 'our culture essentially reinvents itself every three to five years. The core attributes of our society are being substantially re-shaped and reconfigured every few years'.

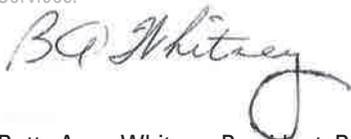
This has certainly been true over time for St. Leonard's Community Services, and therefore, its Board. Our role, as a Board, is to work with our Executive Director to ensure that we are able to address the changes we 'see' coming around the corner in a fiscally responsible manner. As you will read in Bill Sanderson's Executive Director's Report, it has been another exciting year. We have all been immersed in anticipating, reacting and reshaping our reality to meet the needs of our clients and the expectations of our funders.

We have had several additions to the Board. We welcome each new member and thank those who have remained active. You will see the details in Mr. Sanderson's report. It is that combination of new and seasoned individuals that allows us to remain fresh and open to new challenges.

We are so fortunate to have such an experienced, forward thinking ED and staff. As usual, in addition to those 'little surprises' that come our way, we have set ourselves a challenging set of Agency goals to achieve. With the team we have in place and the support of our community, I have no doubt of our success.

On behalf of the Board of St. Leonard's Community Services, we celebrate our successes, thank Bill and his staff for all their hard work and creative solution-finding, and recognize our partners and the community for their ongoing support. Finally, we congratulate the clients who have worked so hard to make positive changes for themselves and their families.

With your ongoing help and encouragement we will continue to reinvent ourselves while maintaining the best of St. Leonard's Community Services.



Betty Anne Whitney, President, Board of Directors

Executive Director's Annual Report

The past 12 months attested to the character, resilience and adaptability of St. Leonard's Community Services' employees in virtually every service sector.

In order to achieve our goals while responding to emerging community needs, it was once again necessary to uproot and relocate entire programs, clients and staff.

Achieving Our Goals

In preparation for our accreditation with the Canadian Centre for Accreditation in September 2014, the representatives of our Client Service Team conducted monthly training for all staff in the use of the Agency Client Service Model. This in turn was complemented by 'hands on' orientation to

our new EMHware client database, purchased with funding from MCYS. As a result of using this remarkable online software, the Agency was able, for the first time, to digitally document our client referrals, intakes, assessments and service plans, while reporting our evaluation of actual service outcomes and variances against the performance indicators outlined in our funders' service agreements.

By developing the means to measure our program effectiveness, St. Leonard's Community Services achieved a significant milestone in the journey to be recognized as a centre of excellence that our various funders can rely on to provide vision and future leadership for the community.

This was never more clearly demonstrated than in November 2013, following a needs study funded by the Ontario Trillium Foundation, when our Local Health Integration Network (LHIN) asked the Agency to take a leadership role in collaboration with the Brant Community Healthcare System to develop Brant's first Withdrawal Management and Treatment Service at 135 Elgin Street in Brantford.

The creation of room for this important new health service triggered a series of domino relocations. It was necessary to relocate our Peter Willis Residential program for federally sentenced men to 19 Buffalo Street, which forced the women living at Buffalo Street to dislocate their male transitional housing counterparts occupying 75 Albion Street, who in turn moved to our vacant house at 144 Chatham Street. The relocations were not restricted to residential services; however, as our entire adult community justice team left their new offices at 135 Elgin Street and moved downtown to 12 Market Street causing our Jobs for Youth program to seek out a new facility.

The previous year, St. Leonard's had also received good news regarding the LHIN's enhanced support for young men's transitional housing services replicating the previously established women's residence. Funding was also provided to renovate and paint the homes in preparation for the arrival of new clients.

This new LHIN funding also enabled the Agency to establish a community school during the fiscal year maintaining 16 seats at 133 Elgin Street.

With the financial support of the City, the Agency was able to further enhance the supportive housing network by adding six more subsidized apartments, bringing the total to 14.

During the last 3 months of the year, the Agency has worked diligently to develop day programming services to be implemented by June 2014 and on renovation and financial plans for residential services by January 2015.

When the facility at 135 Elgin Street is completed, our community will be the beneficiary of a first class \$1.5 million dollar Addiction Service founded on evidence informed best practices, and supported by a network of educational, employment and housing services, which collectively will enable clients to build a healthier and happier future for themselves and their loved ones.

Other building improvements during the year included the Youth Resource Centre (YRC) at 331 Dalhousie Street (YRC) – where Infrastructure Funds received from MCYS were used to install a \$6,000 fire alarm panel, \$8,500 for fire detection devices and \$33,000 for siding.

At our Caledonia Employment Centre, we used Enabling Accessibility Funds and a \$30,000 contribution from the landlord to build a ramp.

Farewells and Welcomes

The fiscal year 2013/14 will also be remembered as a turning point for the Board of Directors, as several of our pioneers bid farewell including, John Regan, Romina Coppia-Hopman, Ryan Brooks and Richard Cook and Jim Stewart who both served the organization for over 20 years.

These departures prepared the way for the next chapter in St. Leonard's evolution, with the arrival of several new members, equipped with a wide spectrum of knowledge and skills to govern the Agency in the years to come, including Cindy Chatzis, Larry Brock, Eileen MacKenzie, and Alisdair Miller.

While staff turnover was relatively minimal, we were saddened by the departure of Jyoti Kapur our former Director of Addiction and Mental Health Services. During Jyoti's brief time with the Agency, her passion and desire to help clients and support staff won her the respect and admiration of many new friends.

After a four month intensive search to replace Jyoti, we were very pleased to recruit Debbie Christie who has an impressive history administering and leading mental health and addiction programs, similar to ours. Debbie also brings with her an impressive resume working with seniors.

We were also very pleased when Brad Stark, an experienced CA, formerly with BDO, (the Agency's auditor), agreed to join the administration team as Acting Finance Director. Brad's knowledge and skills have proven invaluable in his dealings with our funders and as he collaborated with our Service Directors to develop annual financial plans.

With a view to enhancing staff benefits, while cutting costs to do so, the Agency undertook an exhaustive search for an improved Financial Wellness Plan in consultation with staff which focused primarily on improving staff benefits and the Agency pension plan. The result was the contracting with People Corp., who negotiated an improved retirement plan with Sun Life.

In house training in CBT continued again last year, thanks to the fourth consecutive year of financial support from the RBC Royal Bank Foundation, who provided \$25,000 to help the Agency address children's mental health concerns.

We also introduced a new policy to support and recognize the value of our part time employees. The part time staff model establishes "regular" part time jobs in every department, guaranteeing a consistent and regular minimum number of hours each week for these valued professionals, plus we created a part time pool that provides the opportunity for part time "poolers" to provide backfill support for multiple departments, gaining multi-service experience along the way.

Goals 2014/15

As we look ahead, the following goals reflect the Agency's main priorities.

1. By June to implement our Addiction Treatment Day Programs for women and men as Phase 1 of our new withdrawal management and treatment service.
2. By October to receive our accreditation for children's mental health and adult mental health and addictions.
3. By January 2015 to open the 14 bed Withdrawal Management and Residential Treatment Service at 135 Elgin Street.
4. In cooperation with our community partners, create an inter active service directory to build greater awareness and capacity for a responsive integrated and coherent mental health and addiction system for children and adults that makes sense to parents, teachers, doctors and social workers.
5. Agency Departmental Program Logic Models and Operational Work Plans will all include the following planned outcomes for those LHIN and/or MCYS funded programs:
 - Increased earlier identification of mental health issues
 - Faster access to the right service
 - Improve the client's experience with the health care system
 - Better manage clients with responsive behaviours grounded in best practices
 - Reduce wait times between referral and assessment and between assessment and treatment
 - Increase the % of clients admitted to methadone maintenance
 - Increase the number of support services for clients on methadone
 - Increase the % of clients who have discharge plans from hospital
 - Increase the % clients with service plans
 - Reduce the % clients practicing high risk drug use
 - Increase the % clients assessed
 - Increase the % of clients reporting higher quality of life during and after service
 - Increase the % of clients admitted or referred into community mental health and addiction
 - Increase the % of clients with safety plans
6. Strengthen staff capacity to provide effective care through continued professional development.

In closing, I want to thank the Board members past and present for your unwavering support and confidence and all those dedicated staff, whose compassion for our clients taught me what matters most in life.

Thank you.



Bill Sanderson, Executive Director

Addictions and Mental Health Services provide strength based, client-centred programs that are evidence based and designed to produce positive clinical outcomes for clients. Guided and supported by onsite Counsellors with specialized skills and knowledge in the addiction and mental health field, clients are encouraged to make the changes needed to address complex needs related to the challenges in their lives.

Expansion of Services for Withdrawal Management and Treatment Services (WMTS)

The great news this year for the community is that WMTS soon will be a reality! St. Leonard's Community Services (SLCS) has hired a Manager, who will take the lead in the development of both day programming and residential services over the next year. The program will be located at 135 Elgin Street and will soon be hiring four FTEs and several part-time staff to complement a full continuum of services for individuals with addictions and mental health issues and those in need of withdrawal management services. The Community Advisory Committee has been formed with representatives from the hospital, community health, police, Six Nations, family members, other addiction services, income supports, public health and the university who will be providing expert advice over the next years of development and evaluation.

Prevention and Safety Planning and Suicide

Both Crisis Services and Concurrent Disorders programs intervene with individuals in our community who either have fleeting thoughts of taking their own life or have had some attempts at doing so. The risk is high and Addiction and Mental Health Services recognizes the role to play in prevention but also in active intervention when the need arises. To this end, we are committed to training all our staff in ASIST (Applied Suicide Intervention Skills Training) and have invested in training a staff member who will become the staff trainer. These skills will be an asset for all our staff in actively working with individuals to contract with them to ensure a safety plan is in place.

Developing a New Consultation Team – Dialectical Behaviour Therapy

In the past year, thanks to HNH Local Health Integration Network funding and training by St. Joseph's Hospital in Hamilton, a Consultation Team for Dialectical Behaviour Therapy has been initiated. Six Counsellors have been trained in Marsha Linehan's model of mindfulness skills development. Two of those trained are from SLCS and they have become partners with Brant Community Healthcare System, Grand River Community Health Centre, and Canadian Mental Health Association to provide individual and group counselling for people who are exhibiting Borderline Personality Traits. This therapy is considered one of the most promising practices today for treatment of this mental health issue. The Consultation Team, led by Brant Community Healthcare System, meets regularly to consult on the program's development and challenges.

Informing and Educating the Community – 4th Annual Addictions and Mental Health Forum

St. Leonard's Community Services, in partnership with Wilfrid Laurier University, hosted the 4th Annual Addictions and Mental Health Forum in February. "Strengthening Recovery Across the Life Span: Using Practical Skills and Knowledge" was its theme. The keynote address was presented by Dr. Gary Chaimowitz, the Head of Service and Academic Lead in the Forensic Services of St. Joseph's Healthcare in Hamilton and renowned expert in the field of Mental Health Risk and Recovery. He focused on the myths and misperceptions of mental health and violent behaviour. He also highlighted a new risk management tool developed by his team which assesses risk in Psychiatric Inpatient Services. Other speakers focused on themes such as "Healing from a First Episode of Psychosis"; "It Takes a Village to Raise a Child"; "Art-based Methods to Find a Meaning in Life"; Mental Health First Aid"; "Finding Balance", "Sustaining Mental Health while Aging" and "Preventing the Criminalization of the Mentally ill". These and other workshops were geared towards practical strategies for early and sustaining intervention.

Responding to Mental Health and Addictions – Concurrent Disorders Outreach (CDO)

CDO was designed to develop ongoing partnerships with many community partners to enhance successful outcomes for individuals with co-occurring addictions and mental health challenges. Brant Community Healthcare System (Inpatient Services); Willett Hospital (Paris); Holmes House (Simcoe); and Victoria Park Methadone Clinic are all assisting SLCS with the engagement and referral of individuals, reducing barriers and increasing treatment options. The services utilize a multi-disciplinary team approach by drawing on expertise from an Occupational Therapist, a Registered Practical Nurse, Concurrent Disorders Counsellors, and a Family Intervention Specialist. It truly takes a village to provide services to garner successful outcomes for these individuals.

Programs for Women and Young Children – MotherVoice Gives Women New Choices

In the MotherVoice Program a Counsellor is connecting Moms to other resources and sources of help, not only for themselves but also for their children. At three satellite locations, New Beginnings, Stepping Stones and Northland Gardens, women are engaging in a systems approach to treatment. Utilizing education to teach coping skills, giving opportunities to problem-solve life's struggles, helping connect children to supportive services and introducing employment opportunities all equal help and steps to change for these Moms. Outreach services to the Pregnancy Resource Centre, Sexual Assault Centre and Nova Vita Women's Services are future partnerships in the offing.

Role Models of Successful Outcome – Peer Support Workers Have Been There

SLCS is providing the services of Peer Support Workers who have walked in similar shoes to clients. They have been successful at overcoming the challenges of their situation

and are dedicated to assisting others in making the changes needed to get on with their lives without problems with substances and/or their mental health. These interventions may include navigating the system to find the services they need in various aspects of their life; it may mean attending an appointment with them to help break down stigma or advocate for the services they require; or it may mean that they help them with transportation or other barriers they are experiencing. The Peer Support Program provides a group called Hopeful Journeys to assist individuals in moving forward in their change process.

Client Feedback

"Thank you very much for the excellent care. You have truly been a godsend. I do not know what we would have done without the excellent services you have provided to our entire family. Thank you, thank you, thank you."

"Thank you for confirming I am not beyond help nor am I crazy. Stress is normal and no one is perfect."

"I came in crying and feeling hopeless and left feeling understood, heard and helped."

"They are excellent counselors. Very helpful, not judgmental."

"Thank you for listening and helping me stay positive and focused."

"SLCS was very helpful during stressful times"

"Thank you for your help"

"I was very happy with the services provided and was thankful that my counsellor understood my situations and concerns"

"I would recommend St. Leonard's to everyone I know. Great support!"

"Great people with lots of knowledge. I owe St. Leonard's!"

- Addictions Services provided a total of 3,268 assessment visits for 961 unique individuals.
- Addictions Services provided a total of 2,943 treatment visits for 298 unique individuals.
- Concurrent Disorders Outreach Team provided a total of 1,485 visits for 143 unique clients.
- Integrated Crisis Services provided 3,981 face to face and telephone visits for 1,119 unique individual adults and 1,059 face to face and telephone visits for 356 unique youth.



- Together, Dr. S. Sharma and Dr. D. Templeman provided psychiatry consultations totaling 115 appointments with clients.
- Gambling Responsibly Program provided 278 individual and group visits to 34 unique individuals.
- Begin Healing Now - Early Psychosis Intervention Service provided 373 visits for 58 unique family/support individuals.
- Respite Experience Program provided 162 youth the opportunity to experience 290 days of camp at Tim Horton's Onondaga Farms and Circle Square Ranch.
- Youth Anger Control program provided service to 27 unique youth.
- Triple P™ (Positive Parenting Program) provided training to 110 parents/caregivers.

Justice and Housing Services

2013-2014, Peter Willis Residence and Adult Community Justice Programs were on the move.

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

Peter Willis Residence

The announcement that St. Leonard's Community Services would take the lead to develop Brant's first Withdrawal Management and Treatment Service at 135 Elgin Street, triggered a series of program relocations, starting with Peter Willis Residence. In January 2014, Peter Willis Residence relocated to 19 Buffalo Street, reducing the beds from 15 to 10.

A special thanks to all of the PWR staff who worked tirelessly to ensure another smooth transition for the clients. Also special thanks to Bruce Barrett, Matt Gingras, Alan McSpadden and Grant Emsley, we couldn't have done it without your help and support!

Correctional Service Canada conducted a Community Residential Facility Program Audit in February 2014. The overall results were extremely positive; the Audit Team commended Peter Willis Residence for their overall excellence in compliance to policy and procedures. The caseworkers are to be congratulated on their highly organized and complete client files. The Audit Team was also impressed with the physical property including the cleanliness of the kitchen, dining area, etc., which they felt was important to note as the audit took place approximately one month after Peter Willis' relocation to Buffalo Street.

Community Justice Programs

Community Justice Programs was also on the move in 2014. With 135 Elgin being the future site of the new Withdrawal Management and Treatment Services, Adult Community Justice Programs moved back to the newly renovated and very colourful 12 Market Street. A special thanks to the Community Justice Programs' staff, who once again made the packing, moving and unpacking look effortless and created a warm and welcoming environment for clients. Also special thanks once again to Bruce, Matt, Alan and Grant for all of their hard work.

In early March, we were advised by the Ministry of Community Safety and Correctional Services that they would be conducting a review of all Community Service Order Programs and as a result would only be renewing our contract for six months.

The Ministry of Children and Youth Services' Justice Services conducted an implementation audit of the Youth Mental Health Court Worker Program. As part of the audit process, the Audit Team conducted interviews with the Crown Attorney, Brantford Court Justice and Community Justice Programs' staff.

Just prior to the end of the fiscal year, the Agency learned that the Attendance Centre had been selected by the Ministry of Children and Youth Services' Justice Services Regional Office to be part of

Operation Springboard's "HUB" program. The "HUB" which is recognized as an evidence informed program for youth justice settings, provides play-based, skill development programming designed to meet the learning, prevention, rehabilitation and re-integration needs of at-risk individuals. The Attendance Centre and Youth Justice staff will be trained in the delivery of Anger Management, Aboriginal Anger Management, Substance Abuse Prevention, Gender Specific Lifeskills for female youth, Employment Preparation, Financial Literacy and programming for Persons with Developmental Disabilities in mid-June.

Housing

"2013-14 the Agency's housing programs were also on the move and a new service agreement with the City of Brantford resulted in the expansion of our supportive housing program."

Sally Laidlaw House (formerly known as Buffalo Street Residence) and (John) Renwick House (formerly known as Albion Street Residence)

With the relocation of Peter Willis Residence, our young women's transitional housing program relocated from 19 Buffalo Street to 75 Albion Street in January 2014. The number of beds remains at 8 and the clients were able to maintain some of the unique benefits they experienced at 19 Buffalo Street such as increased living space and program space. The male transitional housing home relocated from 75 Albion Street to 144 Chatham Street also in January 2014. As a result of the move, the number of beds was reduced from eight to five. Also special thanks once again to Bruce, Matt, Alan and Grant for all of their hard work.

As a result of the moves, of both the female and male transitional housing programs, the Agency decided to rename the programs rather than continuing to call them by the street they are located on. We decided to have a "Name that Program Contest" and received 18 incredible suggestions from Agency staff. The program names were chosen by the Board of Directors. As a tribute to one of our early Board members and former Board President, the young women's transitional housing program will be known as "Sally Laidlaw House." For those of you who did not have the privilege of meeting Sally, for 26 years, the Agency was the beneficiary of her tireless contribution to growth of our services. She was an exemplary woman, always willing to listen, offer advice and fiercely advocate for our clients and staff.

As a tribute to another early Board member and former Board President, the male transitional housing program will be known as "Renwick House" after John Renwick. During his 35 years on the Board, John served on every Committee and was President for over five years. John will be remembered as a moral compass and tireless advocate for St. Leonard's.

The new marketing materials proudly bearing their new names will be launched in May.

Supportive Housing

The Agency received new funding from the City of Brantford consisting of rent supplements thereby increasing our supportive housing units from 8 to 14.

Youth Resource Centre

Minor capital funding from the Ministry of Children and Youth Services, allowed the following facility improvements: new siding to the exterior of the residence, upgraded fire panel and fire detection devices. Once again, the Youth Resource Centre benefited from the generosity of Environmental Safety Products and Campus Crew whose generous donations helped to make Christmas brighter and warmer this year. We continue to be awed by the community's generosity and we are profoundly grateful to our staff and all of the individuals and organizations whose contributions have such a tremendous impact on the lives of our clients.

The Agency was very pleased to learn that the Youth Resource Centre was selected to be the recipient of the proceeds from the Home Depot Brantford Store's Orange Door Project. Between May 29th, 2014 and July 2nd, 2014, customers will be invited to purchase a \$2 paper door with all proceeds from the campaign going to the Youth Resource Centre.

Justice Testimonials

"PWR met all of my expectations, helped me find a job, had someone to talk to about mental health issues. Everything was amazing."

"I enjoyed speaking with all staff and they supported me with parole, and my efforts to become a good husband and father."

"I developed new behaviours and respect for the community because I realized it isn't funny to be bad and steal and hang out with the wrong people."

"I learned to keep calm and walk away. Just because someone uses words doesn't mean I should stoop to their level and use fists. I learned to respect others and realize that they could be going through anything in life and I am not helping"

"This was a great experience for our family and it brought us closer together."

"Nice to know programs exist outside of the court or police involvement and gave me a sense of community involvement."

"I learned what is right from wrong and that no matter how great the reward might be for doing something wrong, it is always better to do the right thing and be honest."

Housing Testimonials

"The St. Leonard's Supportive Housing Program and its representatives make a great team, is a godsend, has really helped me move from isolation at the rooming house, to open exploration of my bright new future."

"Approximately 8 months ago, I became involved with St. Leonard's; I was living in an unhealthy situation and was referred to Supportive Housing. During this time I became homeless and housing was found for me, I now have a safe permanent place I can call home. I am moving forward with nowhere to go but up. Thank you all so much."

"I have been going to school more often than before, I learned to make fend for myself which I've not had to do before. I am also starting to gradually learn spending money wisely. It is very helpful for those seeking to move out on their own but are not sure if they're ready yet."

"I have learned to be more independent. I have learned how to budget my money and how to prepare healthy meals within that budget."

"I've started to get my priorities straight. I've made short and long term goals and I have managed to stay on track. I've recognized bad habits and I'm doing what I can to change them."

"I enjoy the amount of support we have here. There is a great sense of community amongst the clients here."

"We worked out some of our problems (with parents) and staff helped. I am going home and I feel better about my changes this time. Staff gave me some things to really think about and I worked on my goals. I know I have to follow my mom's rules. Staff helped me realize the rules will help me with responsibility and growing up."

"I want to start by saying thank you so much for everything you have done for me. You're a great staff member and you are an amazing help. Thank you for all the times you drove me to my appointments and for picking up my meds when I had no way to get them. It really means a lot. You are a very caring youth worker and I just thought I would say thank you! I am really going to miss you!"

"Wall of Inspiration"



- The Bail Verification and Supervision Program completed 184 adult and youth verifications and provided service to 102 clients.
- The Direct Accountability Program served 205 clients and collected \$4,975 in charitable donations and \$11,167 in restitution.
- 2,100 Adult Community Service Order hours were completed.
- The Youth Support Program received 23 referrals and provided 1,612 hours of direct and indirect service to clients and their families.
- 42 youth were served by the Youth Mental Health Court Worker Program.
- Occupancy at Buffalo Street Residence was 96% and a total of 33 clients were served.
- The Brantford Community Assessment Team reviewed 80 applications for residency and supported 35%
- The Youth Resource Centre provided a combined total of 5,950 service days.
- The Transitional Housing Programs provided service to 23 clients (11 men and 12 women) for a total of 3,612 service days.
- The Supportive Housing (Addictions) Program supported 8 clients and 2 Supportive Housing (City of Brantford) clients.

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 Jobs for Youth program for the Ministry of Children and Youth Services.

The Brant Employment Centre was nominated and again won the Diamond Award as the Best Employment Centre in the Brant News Reader's Choice Awards. Caledonia and Dunnville Employment Centres were also nominated for the Haldimand County Business Excellence Award.

We were successful in obtaining funding from the Enabling Accessibility Fund and, by the end of the fiscal year; a full concrete ramp was constructed at the Caledonia Employment Centre. Many thanks are due to our landlord who not only contributed to the project, but also demolished a building at the rear of the property to accommodate the new ramp.

Marketing our programs and services to the community took a new slant this year. In Haldimand, arena boards, community signage and digital advertising proved to be effective.

Transit shelters, mall posters and a billboard together with digital advertising in 23 different locations throughout Brant brought our message to the community.

Employment staff again led the organization of the Annual Soup Challenge for Youth Homelessness Week. Attendance continues to grow and the attending restaurants/organizations outdo themselves each year. We thank everybody who made this event so successful!

Employment Ontario New Initiatives

In April 2013, Employment Ontario Self Service (EOSS) was introduced. Through the Government of Ontario's website (www.ontario.ca/employment), Ontarians can use EOSS to pre-screen for Employment Ontario (EO) programs and services using a guided questionnaire and receive a list of suggested resources relevant to their specific needs. They can begin an application process online and submit their application to an EO service provider of their choosing for follow-up. The service provider will contact the client within one business day to arrange a follow-up service.

The Youth Employment Fund (YEF) was implemented in September 2013. Announced in the 2013 Budget, YEF is part of the larger Youth Jobs Strategy. Province-wide, YEF is intended to provide 25,000 youth between 15-29 years of age with an entry point to employment through four to six month job placements, offering the chance to learn skills while earning income. A full range of supports and services are available to both youth and the employer including individual supports, training and hiring incentives.

Community Collaboration

We continue to be involved in many collaborative endeavours throughout both counties, pooling our resources to bring the utmost in services to our communities. Our first annual Community Job Fair was held on October 24 at the Best Western Brant Park Inn. This Job Fair was professionally organized by the three Brant Employment Ontario service providers and attracted over 500 jobseekers and 42 employers looking to fill existing openings in a variety of occupations. Feedback was overwhelmingly positive from everybody involved.

Technology Boosts Efficiencies

Our IT staff co-ordinated the development of a new self-contained database that streamlines the process for all clients accessing our employment centres. These "Sign-in Kiosks" collect anonymous demographic information, helping us to make sound planning decisions regarding our services.

We also embraced the technology of video conferencing using our Smartboards and Skype. All departments can now participate in update meetings, staff meetings and staff training at the same time. Communications are clearer and benefit the operation of all centres. Staff have the opportunity to actually see and interact with their co-workers many kilometres away.

Summer Programs

Summer Jobs Service in both Haldimand and Brant experienced another busy, productive and successful year. Job Fairs were held in each county in February 2014. Over 500 students participated in the program which offers a wage incentive to the employer offering summer jobs.

Jobs for Youth, funded by the Ministry of Children and Youth Services, placed 86 youth into employment for the summer. This very effective program incorporates pre- and post-employment training together with six weeks of fully subsidized employment.

Testimonials

"Thank you for your consistent good will, helpful suggestions and cheerful greeting. Job searching is stressful – your help makes it better"
-Job Seeker

"... you have done a valuable part in helping me to continue to keep my dignity and self-respect intact and to face these tough times of job searching with courage and tenacity." -Job Seeker

"I was very happy to come home from work today and see what you have done to make my son job ready! Your agency has gone above and beyond to get students ready for the work force and again, THANK YOU!! I hope more parents and graduates can utilize your services". - JY

"I wanted to say that my job is going really well and that I am very thankful for the opportunity to participate in the program. I have met a lot of awesome people and learned a bunch of different things. I have also had a total career change since I was employed here. Thank you very much!"
- JFY participant

"This event was fabulous! So many diverse candidates for the available jobs. Lots of volunteers on hand." -Job Fair employer



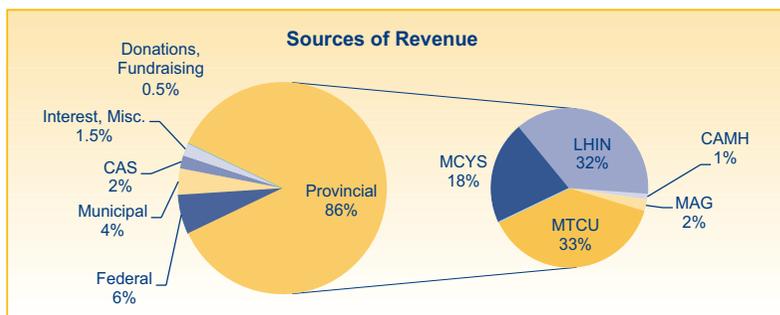
- 95% of our clients at the Brantford, Caledonia and Dunnville Employment Centres expressed satisfaction with our services and would recommend these services to others
- 1,898 individuals registered for Employment Ontario assisted services
- Information sessions on employment related topics were delivered to over 5,200 participants
- 85% of youth on placement with Jobs for Youth employers successfully completed their placement
- Over 500 students participated in the Summer Jobs Service program
- 102 Second Career applications were forwarded to the Ministry of Training, Colleges and Universities for consideration
- 13 Apprenticeship Employer Signing Bonuses were paid out

Treasurer/Acting Director of Finance's Report

During the 2013/14 fiscal year, a number of programming changes were implemented which improved the overall financial position of the Agency. The most significant of these actions was the relocation of several programs in order to accommodate the new Withdrawal Management and Treatment Service at 135 Elgin Street. The resulting chain reaction of program moves also enabled the Agency to reactivate 144 Chatham Street to provide Transitional Housing for young men. By year end, all properties, with the exception of Varenco, (which was placed on the market for sale) were contributing to Agency operations.

The challenge we face as an organization is to consistently address rising operating costs with minimal or no funding increases for our programs. Short and long term cost savings were identified and implemented enabling the Agency to maintain staffing levels, while evaluating the benefits of these cut backs going forward.

In an effort to increase revenue, proposals were developed to increase private fundraising for the Agency as well as developing additional streams of income that the Agency can rely on annually to supplement existing programs and/or to develop new programs.



The pie chart to the left graphically depicts the breakdown of Sources of Revenue for the Agency in the 2013-14 fiscal year. The provincial government ministries continue to be the largest funder (86%). During the year, one new program was added, Youth Employment Fund funded by the Ministry of Training, Colleges and Universities.

The summarized financial statements to the right show the revenue for the Agency has decreased from \$10.6 million to \$10.1 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. Current year deficits were as a result of having two empty houses for the majority of the year with minimal revenues yet still some major expenditures.

Draft financial statements are 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.

St. Leonard's Community Services	
Unaudited Summary Financial Statements	
For the year ended March 31, 2014	
Balance Sheet	
	2014
Assets	\$ 3,672,308
Liabilities	2,937,640
Net assets	734,678
Liabilities and Net Assets	\$ 3,672,318
Statement of Operations	
	2014
Revenues	
Government funding	\$ 9,979,081
Children's Aid Societies	52,877
Donations/fundraising	53,496
Interest/sundry	68,233
	\$ 10,153,687
Expenses	
Salaries and benefits	\$ 6,674,046
Operating expenses	3,696,778
	\$ 10,370,824
Surplus (Deficit)	\$ (217,137)

Board, Management, Funders, Partners

2013/14 - Board of Directors

Lawrence Brock
Ryan Brooks
Cindy Chatzis
Richard Cook
Romina Coppa-Hopman
Birkin Culp – Vice President
Geoff Edge
Ron Hannon
Eileen MacKenzie
Alisdair Miller
John Regan
Michael Sciberras
James Stewart
Scott Tomlin
Betty Anne Whitney – President

William Harrow (Legal Counsel)

Management Team

Bill Sanderson, Executive Director
Debbie Christie, Director of Addictions and Mental Health Services
Marilyn Kaus, Director of Employment Services
Sue Lefler, Director of Justice and Housing Services
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 Mutual Insurance Company
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
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
Home Depot
Literacy Link South Central
Local Crown Attorneys
Mohawk College
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 – Booth Centre
St. Luke's 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 Service

Years of Service Award Winners

5 Years

Jenna Bahr
Arron Biggs
Jenny Brown
Kimberly Crowther
Matt Gingras
Jacquie Heap
Lisa Link
William Stokeld
Tegan Ward
Amanda Willgren

10 Years

Steve Schroeder

Diane Bishop
Marilyn Kaus
Hazel Pollock

15 Years

20 Years

Tara Kendall

25 Years

Alan Beeley
Marion Ellis
Kim McWebb
Lorna Sowa

Addictions and Mental Health

Addiction Services
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

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

Justice

Anti-Shoplifting
Attendance Centre
Back on Track
Baigement
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
Jobs for Youth
Summer Jobs Service



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