



**YOUTH
SERVICES
JEUNESSE**

annual report 2009–2010



Impact
tomorrow,
today



Youth
Services
Bureau
of Ottawa

Youth Services Bureau of Ottawa Celebrating 50 Years

Created in 1960, the Youth Services Bureau of Ottawa (YSB) provides a range of innovative services that support and empower youth and have a lasting impact on Ottawa communities.

YSB reaches almost **19,000** unique youth and families every year

20,000 individual nights of shelter in 2009

5,376 calls to the 24/7 Crisis Line

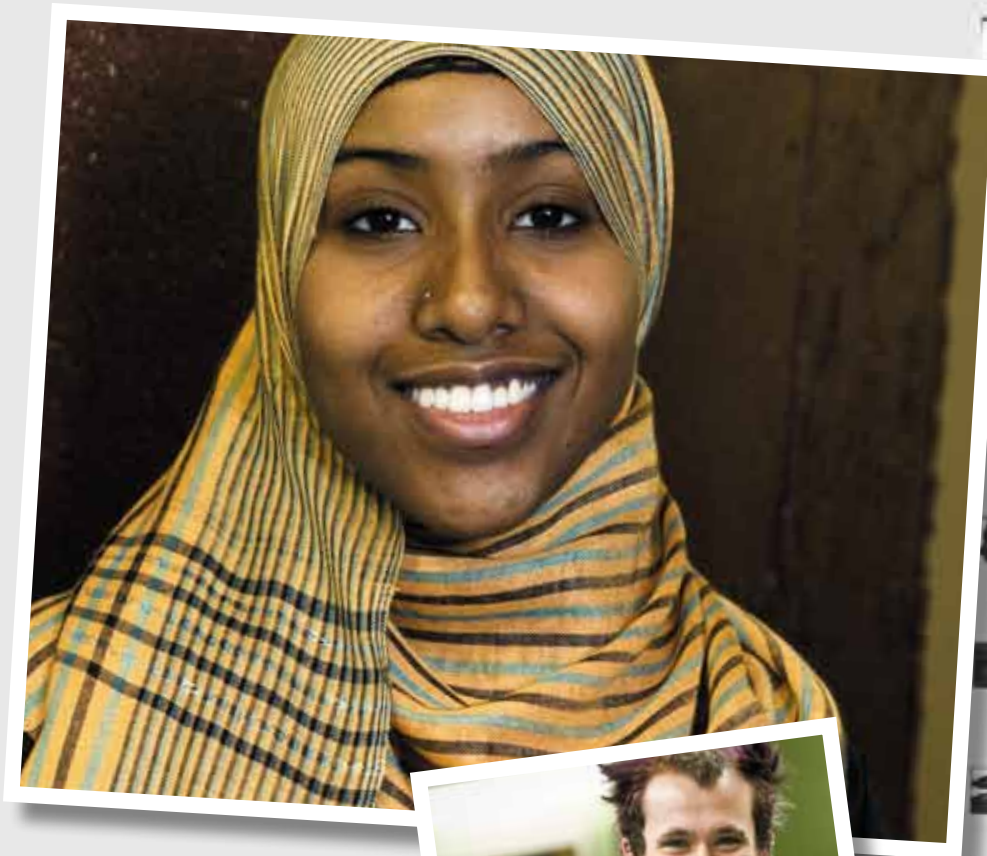
Youth in justice programs earned over **260** high school credits

Over **2,000** employers support our employment programs

35 programs

- Mental health
- Community services & housing
- Employment services
- Youth justice services
- Youth engagement

20 locations across Ottawa



"All the staff I have encountered have been exceptional.... They have all looked to help, when I really didn't know if anyone could help."

How to Contact Us

Head office:

2675 Queensview Drive
Ottawa, ON K2B 8K2
613 729-1000

Community Services and Youth Engagement
613 241-7788

Mental Health Services

613 562-3004

Employment Services

613 236-8244

Youth Justice Services

613 738-7776

24-hour Crisis Line (youth and families)

613 260-2360 (local)
1 877 377-7775 (toll-free)
crisis@ysb.on.ca

Find out about our services and read inspiring stories at www.ysb-bsj.ca

The Next 50 Years



The turning point. Most people experience one or more in their lives. For some, it's a moment of success in school, an early win that clinches the decision to follow a career path or course of study. For others, it's a person who cares, someone who reaches out and believes in their potential. YSB creates turning points every day.

There are also turning points in the life of organizations. Turning 50 is one of them. It's been an important year for YSB, not only for its 50th anniversary, but for a number of key developments

The Board of Directors has had the exciting task of putting in place the policies and team for a new charitable foundation that will support YSB's mission and goals. This year, we also put more effort into communications, including the creation of a new brand. Throughout the year, we've been impressed by the innovative programming that staff is leading, and by its commitment to rigorous evaluation and quality assurance.

One of many proud moments was the opening of the new health clinic for street-involved youth. Another was the graduation of 252 young people—many of them new Canadians and all from low-income neighborhoods—from their first summer jobs. Finally, the launch of the 50th anniversary on February 4 was a stellar moment that brought together hundreds of community friends and partners and those whose lives were changed with YSB's support.

YSB has a history of close ties to the community. At its creation in 1960, YSB was the brainchild of concerned citizens who wanted to understand the root causes of "delinquency" and disaffection among Ottawa's youth. YSB quickly engaged in raising awareness and organizing citizens to tackle these issues. Many community leaders were part of the effort over the decades, including Lorry Greenberg, Livius Sherwood, Marion Dewar, Claude Bennett, William Hay and Evelyn Horne. Fifty years later, we are again asking the people of Ottawa to join us in making a difference—for the next 50 years.

Chris Warburton
President, Board of Directors

Yesterday, Today and Tomorrow

In the spring of 1960, the Youth Services Bureau of Ottawa opened its doors with a staff of two social workers, Maurice Egan, Executive Director, and Nadine Nowlan, Assistant Director. (You can read their reminiscences on page 8.) The agency has been opening doors for young people ever since.

Today, YSB offers 35 programs at over 20 locations across Ottawa. The work and expertise of our 350 full- and part-time staff members, the leadership of our board members, and the accomplishments of the young people we've supported have been recognized in so many ways. YSB was named Community Newsmaker of the Year in 2009 by the *Ottawa Sun*, and recently received a Community Builder of the Year award from the United Way of Ottawa in recognition of 50 years of service to the community.

Today, Ottawa is a very young and very diverse city. Almost a third of Ottawans—31.5%—are under the age of 25. Of our city's residents, 22% are immigrants and 10% arrived in Canada in the past 15 years. Ottawa in 2010 is unrecognizable compared to what it was in 1960. And through 50 years of change, YSB has had to grow, change and innovate to meet the needs of youth and to support them on their journey to independence and healthy adulthood.

We are still serving youth in ways that were important in the 1960s: helping youth find shelter and home, helping families to heal, providing opportunities to go back to school, find a job or choose a better path. But looking back in this anniversary year, we also look forward and aspire to be ready for tomorrow, to stay ahead of the curve,



just as we were in 1960. Our work today is every bit as vital as it was then. There are still enormous long-term benefits to supporting young people, as they realize their potential and become productive adults who give back to the community.

We are just getting started. Come and join with us as partners in making Ottawa one of the richest places to live in Canada—rich in the potential of our young people, their creativity and their drive.

Alex Munter
Executive Director

Community Services

There are a few special places in Ottawa where young people gather on any of the 365 days in a year. YSB's Community Services provide six of those welcoming places across Ottawa—the Besserer Street Drop-in and five sites offering emergency shelter and long-term housing. Creating a safe haven for youth who have no place to live and little access to support is a full-time job, as any parent knows.

While opening these doors for youth every day, a dedicated team also came up with new, creative programs all year long. By summer, an ethno-cultural program was in full swing, as YSB recruited and trained 12 youth to raise awareness of the special needs of immigrant and ethno-cultural youth and families in Ottawa.

In the fall, YSB opened a new health clinic in the Downtown Drop-in, in partnership with the Sandy Hill Community Health Centre. The most exciting part of this project was seeing street-involved youth walk into a health facility where they could feel comfortable and have access to a nurse-practitioner, mental health and addictions support, and dental care all in one place.

In January, YSB launched a partnership with MASC, a non-profit association that will bring performing and visual artists and authors to the Drop-in to work with street-involved youth. Another innovation was to increase access to mental health counselling for youth in both emergency and long-term housing.

It was a year of 365 unique days, spent providing over a thousand young people with safe places and a chance to regain control of their lives.

2009–2010 Highlights

- 18,988 visits to the Downtown Drop-in
- 103% occupancy in young men's shelter
- 98.4% occupancy in young women's shelter
- 2,979 contacts with youth via street outreach
- 94% of long-term housing tenants attending educational programs
- 5,234 youth found out how to prevent HIV/AIDS and Hepatitis C



Youth Justice Services

In early 2009, a highlight for YSB's Youth Justice Services was the opening of a new wing of the William E. Hay Centre, adding 16 beds to a facility geared to youth. Both at the expanded Hay Centre and the Livius Sherwood open custody centre, we gave youth a better chance of making positive changes. We provided training in life skills and anger management, as well as a full-time high school program.

In addition to residential programs, Youth Justice Services help youth reintegrate into the community. We work to connect youth leaving detention to employment and housing options. In addition, our Youth Mental Health Court Worker program helps youth with serious mental health problems and in conflict with the law to access mental health services.

Education was key to our work with youth in 2009–2010. In 2009, summer school was offered at the Hay. Youth at both the Hay and Sherwood Centres collectively completed over 260 high school credits during the school year, and two youth received high school diplomas in a graduation ceremony at the Hay. Other students completed co-op placements ranging from machine shops to hotels, and served community service hours at the Ottawa Food Bank.

We ensure that young people do not just do dead time, but find reasons and motivation to make changes. What motivates each young person is different. One may be reached by a drumming workshop focused on how to communicate with others, while another works on a project to make quilts for cancer patients. Both activities were highlights of 2009.

2009–2010 Highlights

- 261 youth in residential programs gained over 260 high school credits
- 192 youth completed One-on-One Anger Management Program
- 65 youth assisted by Youth Mental Health Court Worker
- 196 youth helped by Community Reintegration Program

Find out more at www.ysb-bsj.ca

"YSB hooked me up with shoes for a job, taught me how to play ping-pong and educated me about drugs and diseases. Not to mention fed me and kept me warm all winter."



"YSB believed in me when no one else did... It's important to provide encouragement and caring to youth—basically, promoting healthy self-esteem."

Mental Health Services

We believe in creating safe and caring spaces that support youth and families in their journey. With 1 in 5 youth under the age of 17 in Ontario suffering from a mental health disorder that impairs their functioning, we think it is important to be innovative in service delivery. Our expertise, wide reach, and innovative programming ensure that mental health services are accessible for youth and families when they need it the most.

Today, our programs include short-term, long-term and intensive counseling, a 24/7 Crisis Line with a mobile team that can go where help is needed, school-based programs and a residential crisis centre.

This year, the mental health program expanded its reach with new partnerships and collaboration. We partnered with the Crossroads Children's Centre to deliver the Wraparound program to help families with complex needs. We provided mental health support for youth living in YSB shelters and housing, as well as youth in conflict with the law. We promoted our 24/7 Crisis Line in buses, in schools and online to let youth know that they are not alone and that help is just a phone call away.

We remain committed to reducing wait times and increasing access to our mental health services. In 2009, we worked on developing new strategies that would allow us to deliver services faster. For those who are most at risk, there is no wait list and service is delivered right away through our integrated crisis services.

2009–2010 Highlights

- Support provided to **3,881** youth and families
- 24/7 Crisis Line fielded **5,376** calls
- Mental health risk scores of our clients were lowered by an average of **45%** (standardized CAFAS scores)



2009–2010 Highlights

- Over **800** youth successfully placed in summer jobs
- Summer Jobs for Youth program increased to **252** participants
- **830** youth were registered with the Job Connect program
- ITO 2.0 hosted Ottawa's largest information technology job fair
- Work Place Ottawa consistently achieved between **105% and 120%** of its targets

Employment Services

In 2009, youth and families were hit exceptionally hard by the recession. The youth unemployment rate was 16.9%, and many families felt the added stress of a parent who had lost his or her job. Helping young people get a foot in the door to find employment is an important way to build opportunities for youth and increase their chances of success in the future.

YSB's Employment Services provide programs for both youth and families who are looking for work, serving over 11,300 individuals in the past year. Through our range of programs—from resume writing to labour market workshops, and from job fairs to job placements for youth from low-income neighbourhoods—more youth and families have been able to find jobs and feel hope than in previous years.

This year, we placed over 800 youth in summer employment, including 252 young people from low-income neighbourhoods who obtained their first summer job (up 75 from last year). We hosted a job fair that drew more than 50 employers and well over 2,500 job seekers, and we consistently exceeded our employment targets.

Recognizing our expertise, Employment Ontario reaffirmed its commitment to YSB by making us a part of its restructured employment service delivery system. This will continue the strong relationship we have with the Province of Ontario and ensure that youth and families receive the expertise and quality employment services they need.

"My experience was amazing! I have built new friendships, crossed over a whole bridge of new experiences, have strengthened characteristics such as responsibility, and got involved in my community."

"I felt respected and they were very supportive. I felt calm after talking through crisis."



"After two years of struggling, we feel confident help is available to us when we need it."



Youth Engagement Services

YSB's youth engagement program creates opportunities for youth voice and leadership development in a supportive environment. Our approach is "power with, not power over." This year, youth engagement has become not just a program at YSB but an agency-wide philosophy. Through a working group of youth and staff, all departments have explored ways to use the youth engagement model in their work. Even the Board of Directors is including the voices of young people in their discussions.

In 2009, two new Ethno-Cultural Youth Advisories were created to address the barriers facing young immigrants in Ottawa. These committees—along with others addressing women's issues, queer issues, harm reduction and sexual health—tackle issues facing youth and educate others through workshops, presentations, peer-to-peer activities, advocacy and special events.

A major accomplishment this year was organizing 115 youth to come together and provide advice to Ontario's Provincial Advocate for Children and Youth. The 4Q Youth Forum was entirely organized by youth from the YSB's Youth Engagement program as part of a province-wide initiative.

Another highlight was the creation of a youth engagement manual. The one-of-a-kind youth engagement manual was written entirely by youth and outlines the "power with" model of engagement developed at YSB. It will serve as a model for agencies across the country involved in youth engagement, in particular with high-risk youth.

Stats:

- 44 members of youth advisory committees in 2009
- 3,520 volunteer hours by youth advisors
- 2,500 people participated in youth engagement activities
- Special events included Genderama, Day of Pink and celebrations of International Women's Day

"I could take my experiences and make them a positive learning experience to help others."

Commitment to Quality

The past year was one of intense activity at YSB when it came to measuring the effectiveness of our programs. We worked on models for each of our main program areas—models that define what we mean by success and how we measure it. This will allow us to adopt standardized measures that are recognized across North America, as we continue to monitor our effectiveness. Our work on quality assurance gives YSB the data and tools to respond to changing needs and to make sure we get optimal results from our programs.



French Language Services

Designated under Ontario's French Language Services Act, the Youth Services Bureau delivers services in both official languages and ensures that Ottawa's Francophone youth and families have access to quality programs.

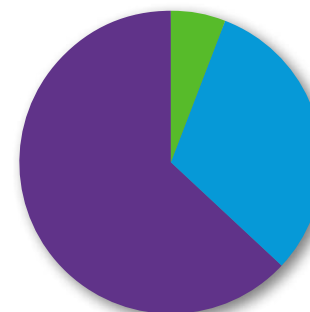
Over the past year, the agency has:

- Strengthened Francophone representation on its Board of Directors.
- Augmented its French-language materials, invested more in translation and ensured that documents are publicly available at the same time in both official languages.
- Linked with the Université du Québec en Outaouais through student placements and with the bilingual University of Ottawa through a research partnership.
- Introduced the Collaborative Problem Solving Approach in 48 Francophone schools, which meant pioneering the translation of materials used in this problem-solving framework.
- Continued to operate school-based programs in partnership with three French school boards: Le Conseil des écoles publiques de l'Est de l'Ontario, Le Conseil des écoles catholiques de langue française du Centre-Est, and Le Conseil scolaire de district catholique de l'Est ontarien.

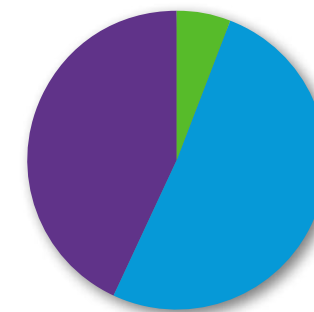
What Clients Said

We also started using a new client satisfaction survey. Several hundred youth and parents responded. Here's what they said.

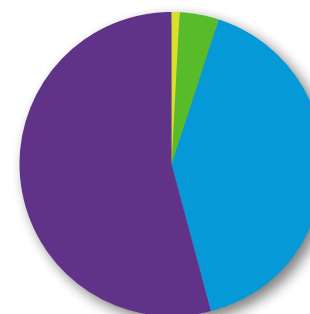
Quality of service



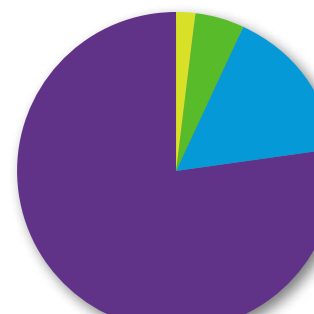
Ease of access



Did you feel understood?



Would you come back?



"Very helpful and professional staff..."

"The best experience was how my son was treated."

"It's hard to do it on your own without help... I found that YSB plays a big part in my success."

Youth Services Bureau of Ottawa 1960–2010

the 50th Anniversary

60's Maurice Egan

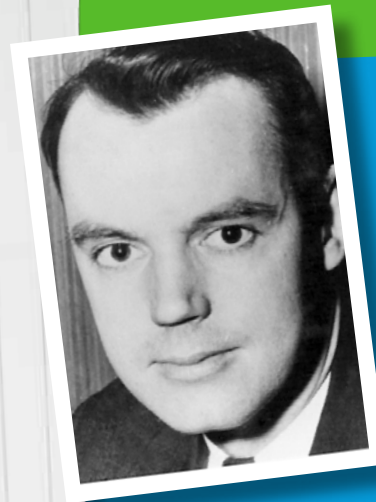
Executive Director, 1960–68

I started working for the Youth Services Bureau in May 1960. Immediately I was mindful that the YSB was an experiment. Juvenile delinquency and youth crime had to be scaled down in Ottawa if YSB's life was to extend beyond its first three years.

I recall the generosity of individuals, business, service clubs, women's groups, foundations and churches that provided money for youth residences, vehicles, equipment and other YSB programs. Early on, the citizens of Ottawa seemed to feel a sense of ownership in the YSB.

Our reaching out to youth approach helped YSB staff achieve success in changing attitudes and behaviour. Newspaper headlines reported that Ottawa was the only city on the continent showing a delinquency decline. Happily, the YSB's initial three-year mandate was extended.

Maurice Egan left YSB to become Vancouver's first Director of Social Planning and Community Development. He is enjoying his retirement in Sechelt, B.C.



Follow YSB's 50th anniversary celebrations at www.ysb-bsj.ca

80's Ruth Dulmage

YSB Long-term Housing Coordinator

Young, enthusiastic staff, eager to make a difference in the lives of youth and their families, were the face of the Bureau in the 1980s. For many of us, YSB was our life.

Increased professionalism became our main focus. We had a hunger for knowledge, seeking clinical training to enhance our success.

Expansion of services was endless. Our community awareness increased, and we placed staff in community resource centres in targeted low-income areas. YSB emerged as a leader in client-centred youth work.

Staff began to advocate for youth to have a voice in how we designed and delivered services. The first youth was elected to the Board in April 1989. Feminist and structural ideology began to emerge, and we created services focused on the unique needs of young women, recognizing violence against women and high rates of sexual abuse. Prostitution and AIDS outreach became a priority.

YSB was making a difference and we knew it... we observed and experienced it each and every day. We began to measure our success, proving our impact to funders. We paved the way for the next decade.

Ruth Dulmage has worked at YSB for 29 years and is one of its longest serving employees.



60's Nadine Nowlan

Assistant Director, 1960–62

What made the Youth Services Bureau a remarkable agency in the early 1960s? Firstly, it was the strong leadership of the Ottawa Welfare Council led by Joseph Laycock, and individuals such as Maurice Egan, Director of the YSB, and Judge Liv Sherwood, Chair of the Executive Committee.

Secondly, it was the coming together of many community leaders and groups to identify serious problems in the community and to devise effective new ways of addressing these problems. Finally, it was the determination and commitment of everyone to identify the gaps in services and to work together to find the resources to get the job done!

Nadine Nowlan became a city councillor and an activist in urban, educational and women's issues in Toronto.



70's Brian Bourns

Former YSB Board Member

When I joined the YSB Board in the mid-1970s, the agency was clearly a community-based group that cared about how youth dealt with a messed up world. Drugs had become mainstream; alienation of youth from their families was widespread.

YSB had the credibility to help youth deal with the addictions and homelessness that resulted, and to educate the kids who hadn't started—with the target age down to 9- and 10-year-olds. It was also in the 1970s that YSB first received funding for French language programming.

Counselling programs were part of YSB's work, as were the boys' and girl's residences—at least until the boys' Parkdale residence burned to the ground. So what do you do with the homeless youth you've housed and who are now temporarily homeless again? With risk aversion still a societal preoccupation of the future—a trip to Florida for our young clients seemed the perfect solution!

Brian Bourns is a senior consultant with KPMG.

90's Dan Paré

Executive Director, 1993–2006

The YSB in the 1990s was engaged in the prolific development of services to assist the most vulnerable young people in the community. Many of these were initiated with little or no new resources and realized through the abundant creativity of committed staff and board members.

The Bureau's foremost accomplishment of the decade, however, was to clearly articulate the organization's fundamental values and beliefs. This values clarification exercise produced a new language to empower both young people and staff. It resulted in a set of values emphasizing transparency and working with others in strong partnership. This foundation work would successfully guide the Bureau in its mission and development in the years to come.

Dan Paré retired in 2006. The annual Dan Paré Youth Education Award helps a youth client of YSB go to college or university.



00's Brian Ford

Past President of the Board of Directors

When I joined the YSB Board of Directors in 2001, I was awed by the dedication of its employees and by the impact that their work had on the lives of so many young people. In my professional life as Ottawa's Chief of Police, I saw directly the impact that YSB had on the street and in homes and schools all over the city.

The work of YSB's caring and professional employees has turned things around for thousands of youth. During my tenure as President, I was particularly proud of the opening of the Young Women's and Young Men's shelters. They are, in my opinion, centres of excellence for working with street youth.

As the decade comes to an end, I believe that YSB is poised to be even better known and appreciated in Ottawa. By establishing a charitable foundation and reaching out to the community in many other ways, we are ready to engage even more people, organizations and levels of government in all working together to make Ottawa a place where young people thrive and reach their full potential.

Brian Ford is the retired Chief of Police of Ottawa, Past President and current Board member of YSB.



Helping Us Make A Difference

Every year, countless individuals, businesses and organizations help us go that extra mile to support YSB's clients in achieving their goals. Ottawans show their generosity in many unique ways, and we are very grateful for their support.

There are the people who bring a cheque, clothing, shoes or food directly to the emergency shelters for young men and women. There are those who put together bags and boxes of Christmas gifts for our clients at the Drop-in and in our shelters and housing. Many who receive these gifts are without family support. Some are young mothers with few resources to give their children a special holiday.

Thanks to a generous grant from CIBC this year, YSB is building a financial literacy program for young people.

Giving youth a sporting chance was the rallying cry of some of the special events organized by community and staff members. These included two golfing events—the CLV Group and the Georgetown Pub golf tournaments—as well as YSB's annual Youth Justice volleyball challenge and the first-ever Routhier Community Charity Cup basketball tournament.

Next year will see many more opportunities to help us make a difference in the lives of young people. In 2009–2010, YSB laid the groundwork for creating a charitable

foundation that will support the mission and goals of YSB. The Youth Services Bureau Charitable Foundation has set a 2010–2011 fundraising goal of \$750,000. We hope you will join with all those who have invested in youth and families so that they can find hope for the future.

For more information, please contact:

**Janice Barresi, Executive Director
YSB Charitable Foundation**

jbarresi@ysb.on.ca
613 729-0577 x1262



Thanks for 50

YSB is very grateful to the sponsors who helped to get our 50th anniversary year off to an enthusiastic start, including our presenting sponsor, Bell.



Board of Directors 2009–2010

Chris Warburton
President, YSB
Vice President (retired)
Human Resources, Algonquin College

Fowsia Abdulkadir
Planning and Evaluation Analyst
Public Health Agency of Canada

Michael Baine
Superintendent (retired)
Special Education & Student Services
Ottawa Carleton Catholic District
School Board

Dr. Gail Beck
Clinical Director
Youth Inpatient Psychiatry Unit
Royal Ottawa Mental Health Centre

Stéphane Émard-Chabot
Assistant Dean, Faculty of Law
University of Ottawa

Brian Ford
Past-President, YSB
Retired Chief of Police

Cheryl Gorman
2nd Vice President, YSB
President, Integrare Consulting Inc.

Lynn Graham
Chair (retired), Ottawa District
School Board

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News Director
CTV Ottawa

Dr. Ross Hastings
Department of Criminology
University of Ottawa

Mary Jarvis
Director, Planning & Land Development
Urbandale Corporation

Danielle Massé
General Manager, Social Services
City of Ottawa (retired)

Monique Philippe
Senior Director, National Campaign
Government of Canada Workplace
Charitable Campaign—United Way

Jim Roche
President and CEO
Stratford Managers Corporation

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Secretary-Treasurer, YSB
Vice President (retired)
National Bank Financial

Alan Tippett
1st Vice President &
Secretary-Treasurer, YSB
Leader, US & Cross Border
Tax Services Group
KPMG LLP

Staff Service Awards

25 YEARS – 1985

Don Baker

20 YEARS – 1990

Hélène Bégin
Ted Charette
Mary Wehrle

15 YEARS – 1995

Sarah Gates
Vallan Lawrence
Caroline Vinette-Arsenault

10 YEARS – 2000

Julie Bissell
Kim Cluff
Julie Ellis
Diane Martin
John Sheridan
Jason Kraushaar
Bonnie Graham
Monique Hachey
Karina Skov
Martha Smith
Francis Henry

5 YEARS – 2005

Sean Daly
Marilyne Whitty
Emilie Lapointe
Sean Perrault
Vanessa Alvarado
Don McLaughlin
Fred Nesrallah
Karen Yates
Christina Chevrette
Sherry Lacey
Geri Delle Palme

Our Funders

Province of Ontario
Ministry of Children and Youth Services
Ministry of Children and Youth
Services – Youth Justice
Ministry of Community and Social Services
Ministry of Health and Long-term Care
Ministry of Training, Colleges
and Universities
Ministry of Citizenship and Immigration
Public Health Agency of Canada
United Way Ottawa
City of Ottawa
Trillium Foundation
Le Conseil des écoles catholiques
de langue française du Centre-Est
Children's Aid Society of Ottawa
Sandy Hill Community Health Centre



Summary of Revenue and Expenditures

For the 12 months ended March 31, 2010

Program Revenue

Core Funding

City of Ottawa	\$ 2,033,759
Province of Ontario	18,605,622
United Way / Centraide of Ottawa	234,019

Purchase of Services

City of Ottawa	757,805
Rent	211,608
Other	96,775

Other Revenue

Donations	109,366
Children's Aid Society of Ottawa	75,140
Government of Canada	62,000
Interest Income	40
Miscellaneous	976,330

\$ 23,162,464

Program Expenditures

Amortization	\$ 294,036
Building Occupancy	1,612,093
Direct Client Care	575,090
Employer Reimbursements	674,449
Employment Workshops	70,022
Furniture and Equipment	4,848
Interest on Long Term Debt	216,780
Office Expenditures	417,522
Other and Miscellaneous	125,090
Program Expenditures	317,366
Promotion and Publicity	119,874
Purchased Professional Services	933,307
Salaries and Benefits	15,418,045
Staff Training and Development	101,159
Staff Travel	125,427

21,005,108

Administration 2,175,307

23,180,415

Excess of Program Revenue over Program Expenditures (17,951)

Net Expenditures – Non-Profit Housing (30,390)

Excess of Revenue over Expenditures (\$48,341)

Audited financial statements are available.

Expenditures

