



# **YSB: ANNUAL REPORT 2015/2016**

## **DECONSTRUCTED**





## WORD FROM THE EXECUTIVE DIRECTOR Joanne Lowe

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Another year has flown by, full of activity, energy, and promise. Here's an overview of some of the things that happened across our agency during this busy year:

### STRATEGIC PRIORITIES

After consultations with key community partners, youth, YSB Board members and staff, new strategic priorities were established. This year we embarked on the first year of the three-year strategic priorities, with the themes of integration and coordination, intentional learning, youth and family engagement, and healthy and supportive work environments. Basing our work plans on the strategic priorities will help us ensure that our organization continues to be healthy, innovative, and responsive.

### CLINICAL SUPERVISION

Working with a team from the University of Ottawa, we developed a model for clinical supervision. One of the recommendations was to establish a competency-based supervision approach at YSB. Competency-based supervision explicitly identifies the knowledge, skills, and values that are assembled to form a clinical competency and develops learning strategies and an evaluation procedure.

### LEAD AGENCY

Since being named as Lead Agency, we have been focused on planning and collaborating with youth, families, caregivers, and other child and youth mental health service providers across sectors, ensuring that child and youth mental health services are available in Ottawa and defining how different sectors will work together to address child and youth mental health needs.

This past year we, with our community partners, have been working on community-established priorities, which include identifying and recommending standardized screening and assessment tools; examining the Choice and Partnership Approach (CAPA) as a service delivery model; better understanding and establishing referral pathways between services; identifying the specific and unique mental health needs of key groups who require a strengthened response by service providers, including immigrant, refugee, ethno-cultural and racialized (IRER) groups, rural populations, trans and queer youth, and transitional-aged youth; strengthening services targeting infant and early childhood mental health; and, ensuring more meaningful youth and family/caregiver engagement. The Francophone planning table is focusing on a needs analysis of French language services (FLS) for Francophone children from birth to 12 years of age; meaningfully Francophone youth and parents/caregivers engagement; the CYMH system's capacity to provide FLS; knowledge of service providers and consumers of FLS; pathways to, from, and between FLS; and, the Active Offer.





## BOARD OF DIRECTORS – GRATITUDE AND GREETINGS

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The members of YSB's Board of Directors guide our work with wisdom, great thoughtfulness, and hours of effort every month. We are extremely grateful for all that they do. This year we say goodbye to some treasured members of our Board of Directors. We offer our sincere congratulations to outgoing Chair, Uday Jaswal, in his new role as Deputy Police Chief with the Durham Regional Police. Uday's contributions to YSB have been enormous. He is ever present at our events, a dedicated champion, and his caring and compassion for youth are evident in all that he does. Thank you also to departing members of the Board of Directors Parul Shah, Danielle Masse, and Louise Tardif; your contributions are greatly appreciated!

**Louise Tardif** (Past Chair) Vice President (Retired),  
National Bank Financial

**Uday Jaswal** (Chair) Superintendent, Patrol  
Directorate Ottawa Police Service

**Donna Serafini** (First Vice-Chair) (Retired) Professor  
of Child and Youth Work, Algonquin College, School  
of Health & Community Studies

**Dr. Phil Ritchie** (Second Vice-Chair) Psychologist,  
CHEO

**Susan Tataryn** (Secretary / Treasurer) Counsel

**James Malizia** RCMP, Officer in Charge Federal  
Policing Operations

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

**Paddy Moore** Director, External Affairs, BioCanRx

**Rebecca Murray** Senior Development Officer,  
Department of University Advancement, Carleton  
University

**Johanne Levesque** Health Administrator, Ottawa  
Regional Cancer Foundation

**Parul Shah** Counsel, Health Canada Legal Services

**Michael D'Amico** HR Consultant, Stratford  
Managers Corporation

**Anne Huot** Director Client Programs & Information,  
Ottawa Children's Treatment Centre

**Robbin Tourangeau** Senior Director, Strategic  
Initiatives Council of Ontario Universities

**Jack Aubry** A/Director Strategic Communications  
and Parliamentary Affairs, Finance Canada

**Jacqueline Lawrence** Diversity & Equity  
Coordinator Ottawa-Carleton District School Board

### A NOTE FROM UDAY JASWAL, OUTGOING CHAIR OF THE YSB BOARD OF DIRECTORS

As you all know, YSB does incredible work in our community every day. Through the efforts of YSB's dedicated staff, many young people and their families have the hope and confidence to contemplate better futures, regardless of whether they access services and supports through Community and Housing Services, Youth Justice Services, Employment Services or Mental Health Services. In delivering these successes, I also want to recognize the leadership of Joanne Lowe and Jane Fjeld, as well our senior staff. This team ensures that front-line staff are well positioned to deliver the outcomes and successes which define YSB. On a personal note, I also want to thank Joanne and Jane for their friendship, guidance, and patience over the years and particularly in my role as Chair.

As a Board and agency, we continue to prepare ourselves to be a lead agency and deliver on our strategic plan. The YSB Foundation Board of Directors is preparing to launch its capital fundraising campaign for dedicated, youth supportive housing in Ottawa. Although I am leaving Ottawa, the consolation here though lies in the quality and depth of our Board of Directors. I know that the Board and YSB will be in good hands, because of the skill, commitment, and passion each member of our Board of Directors bring to their roles. Thank you for the opportunity to serve as Board Chair and to be part of one of the great organizations in Ottawa.



## HIGHLIGHTS FROM YSB'S SERVICE AREAS:

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### YOUTH JUSTICE

**The official opening of the Tamarack Trades Training Centre** started the fall season off. We were all inspired by the youths' words of growth, learning, and confidence in themselves when they talk about learning the skilled trades.

**The community garden project is up and running.** The first project involved the youth and trades staff, in coordination with our housing program. They built garden boxes and planted some new seedlings for the youth to nourish. This is another great joint project between two of our important programs. Sherwood is also following suit, with a garden program and garden boxes.

**Art: Voices from Inside:** This year, in partnership with Community Services and the Art Messengers youth committee and the Hay, the art project Voices from Inside was created. The youth from the Hay and youth from Art Messengers, with a little help from some creative YSB staff and the community support from MASC, created video, photography, journal, and other art pieces; youth voices were heard and the art was displayed at both locations.

**Youth recognition** continues to be high on our agenda and well received, especially activities that support positive activities and opportunities to share time, thoughts, and enjoyment in a positive way. Thanks to Ottawa Probation, Community Support Workers, and KPMG folks we continue to find opportunities to enjoy and appreciate each other.

**The Provincial Asset and Mapping Inventory Project** was developed last year, looking at gang involved-youth in custody and detention, and the community services and resources that are available and those that are needed to support youth at risk.

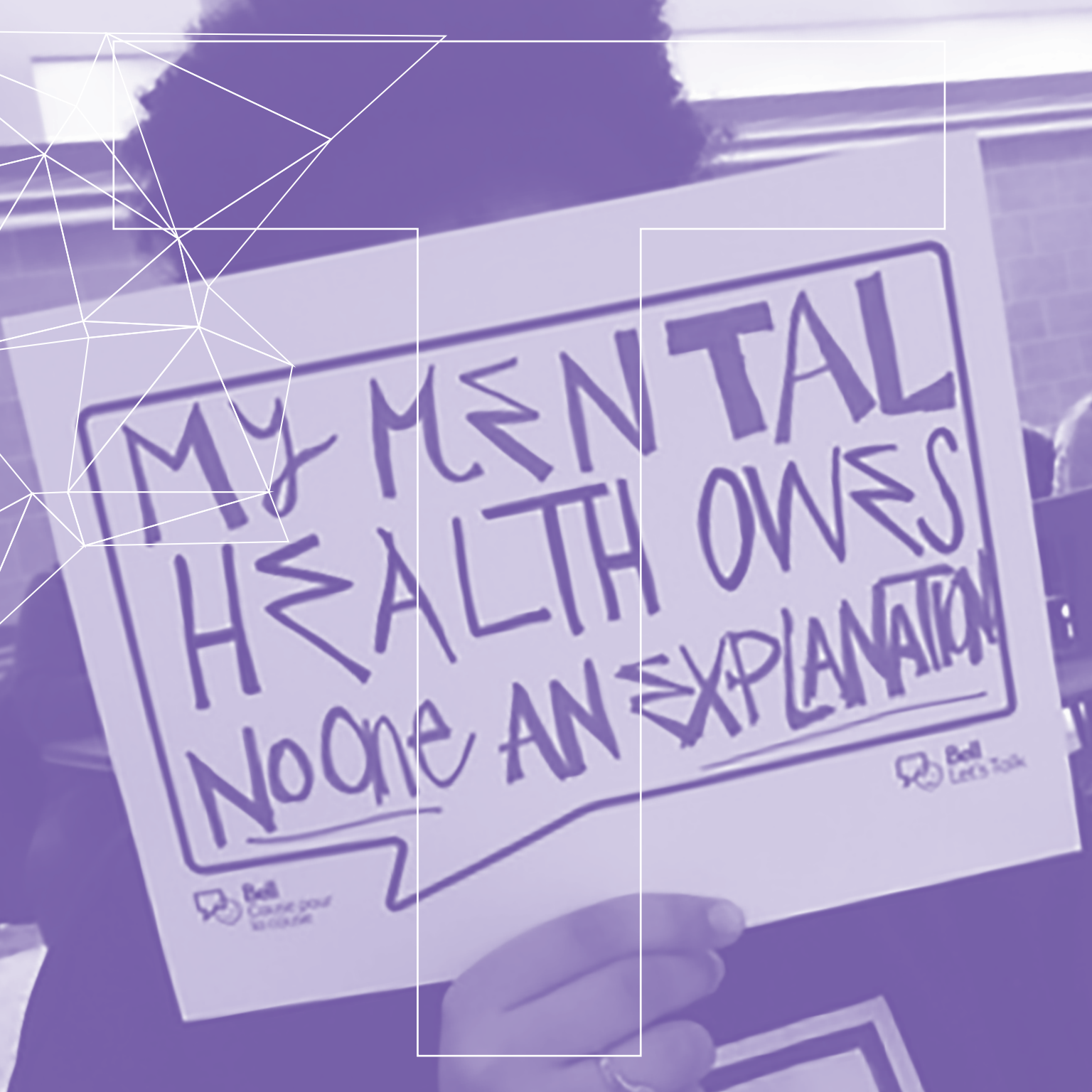
### COMMUNITY SERVICES

**Downtown Services and Drop-in (DSDI):** In 2015, DSDI served 759 clients, with more than 14,770 visits. The Drop-In benefitted from the support of 38 volunteers with more than 1492 hours of tasks and activities. We received more than \$25,000 in donations from the Angels with Backpacks project. Since its inception in June 2012, the Spectrum drop-in has had 2336 visits with 241 registered youth. By September 2015, the 1-year-old DSDI school program had more than 87 registered and engaged youth and 4 high school graduates! Teacher Aileen Lee is now moving to the Drop-in board room to accommodate her growing numbers. The Art Messengers, a youth engagement committee comprised of six youth leaders offered 29 art workshops and had more than 93 participants. They also organized 2 coffee house events which engaged 60 youth each time.

**Young Men's Emergency Shelter and Transitional Housing** Here are a few highlights from the year at Young Men's: A kitchen renovation was completed in the fall. Forty volunteers from Home Depot painted, gardened, and cleaned. More than 11,680 meals were served. We housed 42 youth in transitional apartments, 24 of whom have moved on to more permanent housing. Young men continue to plant and maintain the community garden at the shelter. We supported youth daily in managing homelessness, trauma, and addictions. We supported three students in completing educational placements.

#### BY THE NUMBERS:

- We served 159 young men in the shelter and 42 in transitional housing.
- Occupancy rate: 97% in the shelter and 96% in transitional housing
- Average length of stay in shelter was 18 days
- Average length of stay in transitional housing was 131 days



MY MENTAL  
HEALTH OWES  
NO ONE AN EXPLANATION





**Evelyn Horn Young Women's Shelter and Transitional Housing** Here are a few highlights from the year at Young Women's: We met with Governor General David Johnston as part of volunteer week with our Soup Sisters partnership. We improved our approach to navigating the immigration process with our clients. In August 2015 we celebrated 20 years of service. In September 2015 we hosted the AGM at Evelyn Home. A former client acted as host for the event and designed the beautiful 20th anniversary button.

#### BY THE NUMBERS

- We served 161 young women in the shelter and 32 in transitional housing.
- Occupancy, monthly average: 96% in the shelter and 96% in transitional housing

**The Long-term Housing (LTH)** program provides safe, stable, affordable supportive housing services to 65 youth at three different sites. We work closely with Community Transitional Housing (CTH) worker, who helps youth find housing.

LTH served 81 unique clients and 18 children, including two newborns who were welcomed into their new homes. We had 100% annual occupancy rate. CTH served 57 unique clients.

#### OF THE UNIQUE CLIENTS SERVED IN LTH THROUGHOUT 2015?

- 85% were involved in educational and/or employment goal areas
- 54% of youth are from different ethnocultural backgrounds
- 20% identify as LGBTQ
- 20% are Francophone
- 28% are single parents
- 63% of departing tenants moved into the private rental market

## MENTAL HEALTH

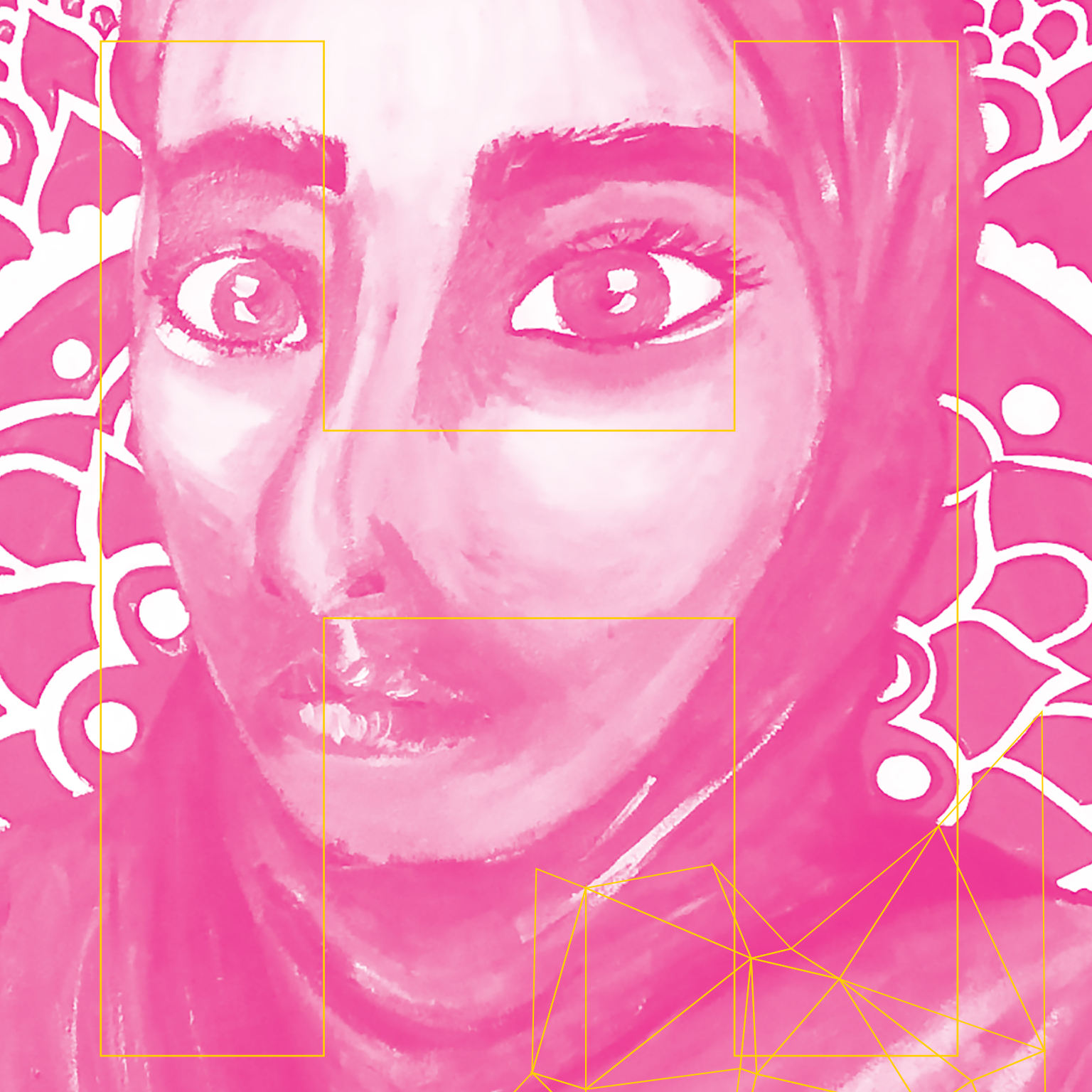
**Youth and Family Counselling Services (YFCS):** The YFCS program had a busy year! We served about 260 clients and had 3500 direct service hours. We started our own dialectical behaviour therapy (DBT) skills group for youth and have continued our partnership with Bridges running the DBT caregiver group. In terms of recognising the awesome achievements of our youth in YFCS, one youth was a speaker at a recent Moms for Mental Health breakfast and four youth were recently recognised at the annual Youth Recognition gala.

**Section 23/ Centre Educative:** This year, we were lucky enough to have Elise Laviolette share her time with us and do some art therapy with our students. One of our students had the opportunity to compete in track and field competitions on the De La Salle team. This year was also the first year that we made the exception of enrolling two youth with autism. We're proud to say that these two youth are doing better in our program than they have in any other school placement.

**School-based Counselling:** We added Holy Trinity to the list of schools we serve and have registered more than fifty at-risk students to the Youth Job Connection program.

**Integrated Mobile Crisis Team:** Clients can now access crisis services by chat at [chat.ysb.ca](http://chat.ysb.ca) from Thursday to Sunday from 4 to 10 p.m. Through this new medium, our hope is that more youth will access crisis services. This was made possible thanks to the generosity of Adobe, RBC, and the Cowan Foundation.

**Walk-In Counselling, Short-term Counselling, and Intake:** We supported YFCS counsellors whose clients required case management support and provided access to activities and resources for low-income families that promote mental health and complement the work being done in long-term counselling. The number of clients attending the walk-in and being referred for short-term counselling are increasing.



**Intensive Family Support (IFS):** This service offers intensive support to families in their homes to address youth who are experiencing significant behavioural and mental health challenges such as aggression, family conflict, anxiety, and absenteeism from school.

**Wraparound** is a youth and family-based planning process that develops an individualized plan that uses the strengths of the youth and family and their team members to put together strategies that the whole team takes on to address their complex needs.

**Bridges:** It's been a full year of transitions for Bridges, with many new faces, including 7 babies born to staff members! The collaboration between YSB, CHEO, the Royal and Ottawa Public Health continues to enrich our program through the delivery of interdisciplinary clinical services. This past year we solidified our partnership with the Sens Foundation including DIFD, Bell Let's Talk, and the Danbe Foundation, who generously provided a number of amazing opportunities for our youth and caregivers to enjoy.

#### BY THE NUMBERS

We served 69 youth and families. Six percent of our clients self-identified as transgender/gender fluid and we had a 90% retention rate for clients served. Youth and staff alike gave voice to issues relating to youth mental health. Bridges youth engaged in a variety of projects, ranging from a collaborative video and a live interview with TSN, to the CHEO Tree of Hope fundraiser.

### EMPLOYMENT SERVICES

Employment Services (ES) offer job seekers of all ages support to prepare for the job market and find employment. One of our key developments in 2015 was enhancing organizational service integration. Through our collaboration with staff and engagement with clients across YSB's other service areas, we've increased our contribution to the number of multiservice supports available to YSB clients.

Another significant development was the announcement by the Ministry of Training, Colleges, and Universities (MTCU) that YSB would be one of only 2 employment service providers in Ottawa to be awarded the new Youth Job Connection (YJC) program.

YJC is a comprehensive pre-employment training, job placement, and mentoring program for youth who face multiple barriers to employment. A few of the milestones to date include:

- 330 youth were engaged through the first series of YJC intake sessions.
- We established 10 new partnerships from the private, not-for-profit, and public agencies to support workshop delivery.
- We delivered more than 35 workshops.

We have also been awarded the Youth Job Link (YJL) program, which will add to our resources to better prepare youth for entrance into the labour market. YJL is a unique program that provides broader outreach to diverse youth and students across the city.

#### BY THE NUMBERS

- 2686 unique clients served
- 600 youth served
- 450 employers engaged
- 2 new programs launched

As well we successfully exceeded all MTCU performance goals and outcomes including:

- 77% of clients employed or in training programs
- 1618 clients served at Bank Street
- 453 clients served at Moodie Drive

**Youth Opportunities Strategy (YOS) Graduation Event:** The success of the young people who took part our in YOS program was celebrated at the 2015 YOS Graduation. It was a spectacular event that brought together more than 275 youth, family, friends, and employers to celebrate the hard work and commitment these youth made in taking that next step towards being successful in the labour market.







## YSB CHARITABLE FOUNDATION

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The YSB Foundation Board and staff team are proud to support YSB's work in developing, delivering and advocating for better conditions, services and opportunities for youth and their families. Funds raised for YSB through the Foundation help the organization identify solutions for stable housing, meaningful employment, mental health support, education, and so much more.

Last year, the Foundation team continued to grow and evolve. In December 2015, Janice Barresi, founding Executive Director of the Foundation, left her role to pursue new challenges in the community. Janice's accomplishments during her time with YSB were numerous and profound. Janice's leadership, strategic focus, and determination built a sustainable platform from which we continue to work. Her tireless efforts have set the Foundation on a course for continued success, and we extend our thanks and best wishes to Janice.

While seeking a permanent replacement, Cheryl Burwash, formerly Executive Director of the Children's Aid Foundation of Ottawa, led the Foundation as Interim Executive Director for three months. Cheryl's experience with community organizations and community giving programs helped to direct the Foundation during that time, and we were grateful to have had the opportunity to work with Cheryl.

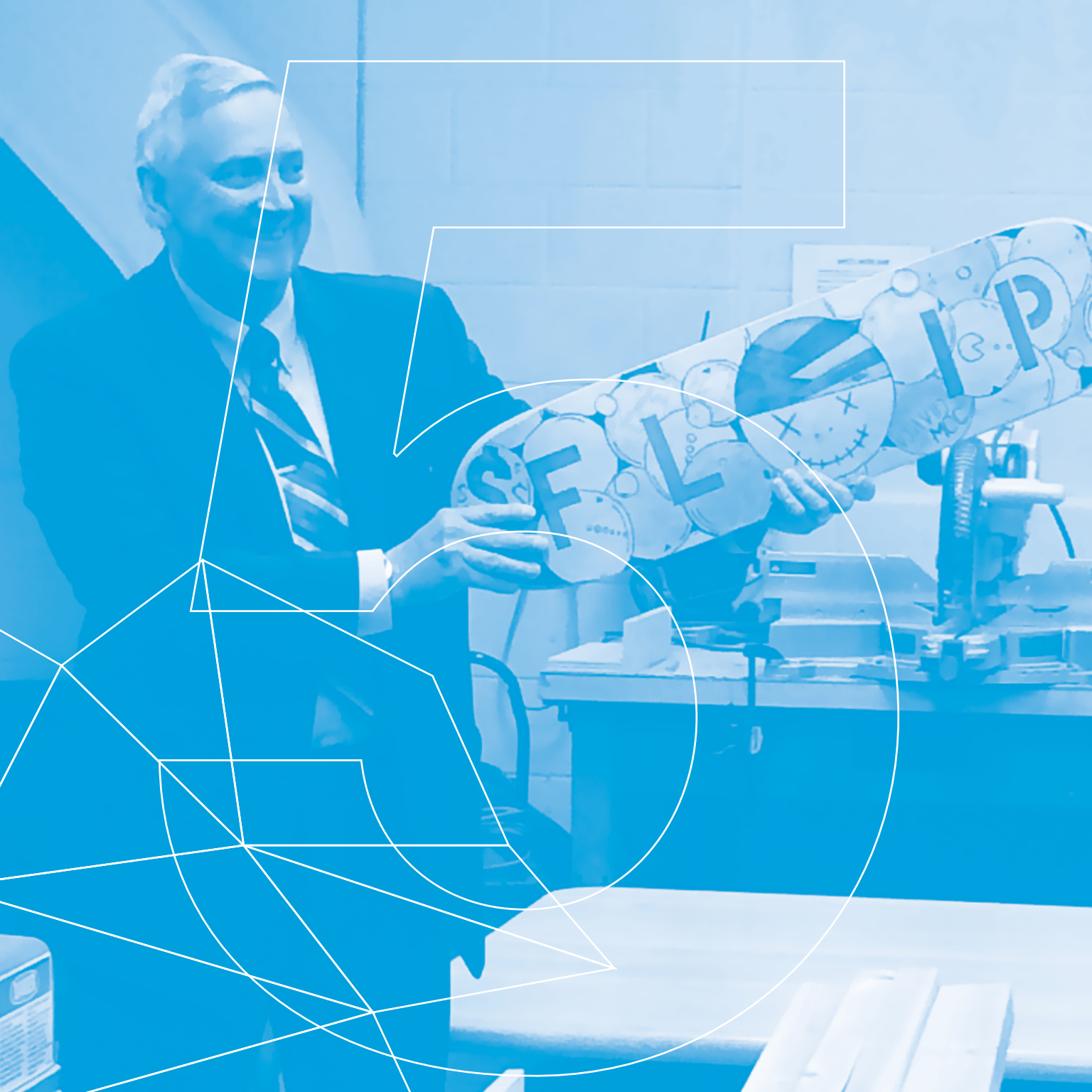
In late February 2016, Patti Murphy joined the YSB family as the new Executive Director of the Foundation. Patti was previously with the Ottawa Food Bank, serving as its Director of Communications and Development

for 6 years. She brings more than 25 years of experience in fundraising, corporate partnerships, communications, and team leadership to her role, and is eager to be working as part of the Foundation team on an exciting future in supporting YSB.

The highlights that follow tell you more about the work we did together last year in support of YSB and its programs and services. On behalf of the YSB Foundation Board, I extend our gratitude and thanks to our funding and community partners, donors, staff team and volunteers for their work and for playing a vital role in supporting YSB's efforts.

As Chair of the YSB Foundation Board, I congratulate YSB for the meaningful work they do each day in changing the lives of youth and their families throughout our city. It is an honour to support YSB's work, and we feel privileged to be part of our youths' lives in helping them to move forward in creating a strong and hopeful future for themselves.

Scott Lawrence  
Chair, YSB Foundation Board of Directors



## The YSB Foundation team is proud to highlight several accomplishments supporting YSB this past year:

### COMMUNITY SERVICES

- In November 2015, the YSB Foundation hosted its largest SleepOUT for Youth event to date, with more than 300 people participating in the event, raising a record \$150,000 for YSB's housing services.
- As a top-tier charity with the Tim Hortons' Ottawa Dragonboat Festival, YSB received a gift of \$125,000, part of a \$500,000 commitment to YSB over 4 years.
- With \$100,000 in support from the Home Depot Canada Foundation, and furniture from Polanco, the kitchen of the Young Men's Shelter was renovated and given a fresh new look.
- The Home Depot Canada Foundation selected YSB as the recipient of their two Orange Door Campaigns in Ottawa in 2015, which raised nearly \$50,000. Funds raised supported much-needed renovations to YSB's emergency shelters.
- Centered on the issue of youth homelessness in Ottawa, YSB's 2015 Year-End Campaign raised more than \$21,000.
- YSB received critical funding from the Home Depot Canada Foundation to provide an education counsellor at the Downtown Drop-In and to replace the flooring of the bedrooms of both emergency shelters.
- Through a grant of \$7,500, the IODE Laurentian Chapter helped YSB purchase 30 new mattresses for our emergency shelters.
- Students from Beatrice-Desloges High School and staff from the Ottawa Police Services and KPMG helped fill more than 150 backpacks for youth at our Downtown Drop-In.
- Our friends at the REALTORS Care Foundation provided YSB with funding to purchase new dryers at our Young Women's Emergency Shelter.

### MENTAL HEALTH

- An investment of \$300,000 in funding over 3 years from the Ottawa Senators Hockey Talks Mental Health Awareness Partnership and its donors, which include Bell Let's Talk, the Sens Foundation, DIFD, and the Danbe Foundation will support enhanced services in the Bridges program.
- Through their Fifth Annual Charity Golf Tournament, the Malhotra Family Foundation raised \$300,000 in support of YSB's mental health programs and services.
- Youth dancers from across Ottawa came together and danced in support of YSB's mental health programs through the Dancers Give Back event, generating more than \$48,000.
- The RBC Foundation awarded a grant of \$48,000 to YSB in support of our Wraparound program.
- For another year, TELUS awarded YSB a grant in support of YSB's new Crisis Chat service.
- The Moms for Mental Health speakers' series was launched, featuring a wide range of topics related to youth mental health. The events raised more than \$28,000 for YSB mental health services.
- Adobe made a \$15,000 contribution in support of YSB's Crisis Chat service.
- The Jamie Hubley Memorial Scholarship granted two \$2,000 scholarships.
- Funds raised at the Kaleidoscope of Hope Gala were directed to the Youth Mental Health Walk-In Clinic.





## EMPLOYMENT SERVICES

- The YSB Foundation continued to support YSB Employment programs with ongoing promotion of services and outreach into the community.
- Accenture Inc. contributed \$20,000 for our new Youth Learning Centre.
- Members of the YSB Foundation Board of Directors engaged in dialogue with Employment Service staff to highlight exciting new employment partnerships and opportunities for YSB and its clients.

## YOUTH JUSTICE

- With the help of corporate sponsors like Tamarack Homes, Urbandale, the Taggart Parkes Foundation, Tomlinson, and community partners, the Tamarack Trades Training Centre at the William E. Hay Centre was successfully opened to youth in our Justice programs in September 2015.

## BOARD OF DIRECTORS

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**Charles Bordeleau** (Past Chair) Chief, Ottawa Police Services

**Scott Lawrence** (Chair) Vice-President- Systems Integration, CGI

**Jane Duchscher** (Vice Chair) Regional Vice-President, TD

**Kevin Cinq-Mars** (Second Vice-Chair) VP, Tomlinson Developments

**Bruce Millar** (Secretary-Treasurer) Director General, Government of Canada

**Christopher Rheume** Executive officer to Chief of Police, Ottawa Police Services

**Michael Weider** CEO, Clearwater Clinical

**Julie Taggart** General Manager, Taggart Realty

**Adrian Sciarra** VP, Partnerships & Merchandise Sales, Ottawa Sports & Entertainment Group

**Tanya Woods** VP, Policy & Legal Affairs, Entertainment Software Association of Canada

**Alan J. Tippet** Partner & Practice Leader, KPMG LLP

**Isabelle Perreault** VP, Digital Transformation, Stratford Managers

**Mary Jarvis** Director of Planning and Land Development, Urbandale Corporation

**Raylene Lang-Dion** Community Activist and Feminist

**Kerry Patterson-Baker** Director, Canadian Governance Affairs, Symantec

**Martin Sampson** Director, Communications, Centre for Israel & Jewish Affairs

**John Jarvis** President, ADGA Group of Companies

**Carol Anne Meehan** Journalist

**Uday Jaswal** Superintendent, Patrol Directorate, Ottawa Police Service

**Patti Murphy**, Ex-officio Executive Director, YSB Charitable Foundation

**Joanne Lowe**, Ex-officio Executive Director, YSB



SCHIZOPHRENIA  
AFFECTS AN  
ESTIMATED  
1 IN 100 YOUTHS



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can't control.

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SPENDING  
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day for a panic!



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## YSB FINANCIALS

### REVENUE 2015/16

Ministry of Children & Youth  
Services - Youth Justice \$8,409,984

Ministry of Children & Youth Services  
- Mental Health \$8,265,383

Ministry of Training, Colleges &  
Universities \$4,164,670

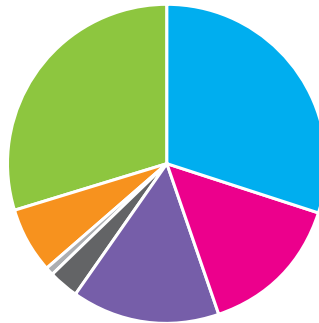
City of Ottawa \$3,194,378

Ministry of Health & Long Term Care  
\$821,975

United Way Ottawa \$246,612

Miscellaneous \$1,889,850

**TOTAL \$26,992,852**



### EXPENDITURES - 2015/16

Program Salaries and Benefits  
\$18,113,292

Professional /Client Services  
\$3,206,052

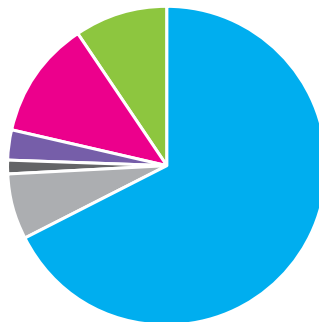
Administration \$2,503,558

Building Occupancy \$1,845,600

Travel and Communications  
\$358,408

Supplies \$807,222

**TOTAL \$26,834,132**



## FOUNDATION FINANCIALS

### FUNDS RAISED IN 2015/16

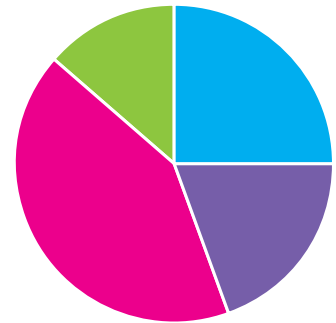
Corporations \$268,892

Foundations \$207,700

Special Events \$448,100

Individuals \$142,791

**TOTAL \$1,067,483**



### EXPENDITURES - 2015/16

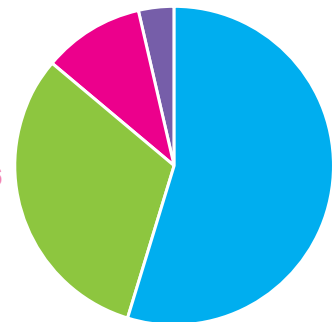
Donations to YSB /  
Scholarships \$556,505

Salaries and Benefits \$321,873

Other Operating Expenses \$102,106

Fund Raising \$36,421

**TOTAL \$1,016,905**









## OUR VISION: IMPACT TOMORROW TODAY

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**OUR MISSION:** We are committed to providing a safe, non-judgmental and accessible environment where individuals 12 years and older can pursue their life goals and be encouraged in making informed decisions.

**OUR MANDATE:** YSB is a multi-service agency that provides services in French and English in employment, health and housing, mental health, youth engagement and youth justice. We work in partnership to develop, deliver and advocate for better conditions, services and opportunities for youth and families.

### THROUGH OUR SERVICES, WE:

Value our clients' strengths

Believe in empowering youth and families

Value diversity

Value accountability for our clients & ourselves

Believe in meaningful youth engagement as core to our practice

Value the continuous review of the quality of our work

Believe in collaboration

## YSB'S STRATEGIC PRIORITIES FOR 2015 – 2018

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### INTEGRATION & COORDINATION

Influence, innovate and collaborate across services, agencies and communities to effectively respond to the needs of children, youth, families and caregivers.

### INTENTIONAL LEARNING

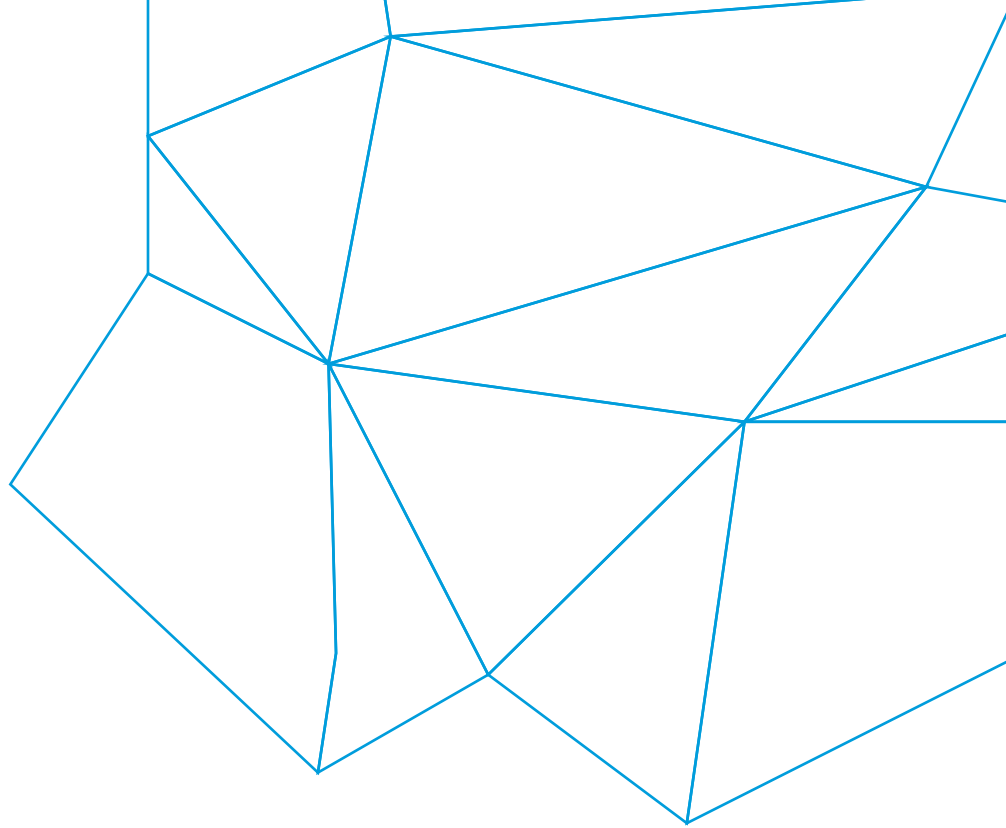
Foster a culture of intentional learning across YSB and the broader community that cultivates effective, efficient and innovative approaches to responding to the needs of those we serve.

### YOUTH & FAMILY ENGAGEMENT

Strive for effective, collaborative and sustainable youth and family engagement approaches that will ensure a partnership in planning, service delivery and advocacy.

### HEALTHY & SUPPORTIVE WORK ENVIRONMENTS

Strive for effective and supportive work environments across YSB enabling a continued positive impact on the lives of youth and families.



## **YSB**

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Ottawa, Ontario K2B 8K2

## **YSB'S 24/7 CRISIS LINE:**

613-260-2360  
Toll-free for Eastern Ontario: 1-877-377-7775  
[chat.ysb.ca](http://chat.ysb.ca)

## **YSB CHARITABLE FOUNDATION**

You can help us make an impact.  
613-729-0577 x 1262, [foundation@ysb.ca](mailto:foundation@ysb.ca)