

INNOVATION

YOUTH
SERVICES
BUREAU

IMPACT TOMORROW TODAY.

ANNUAL REPORT
2018-19

Y.S.B. CA







Joanne Lowe, Executive Director, and
James Malizia, Chair of the YSB Board of Directors

INNOVATION ACROSS YSB

What does innovation mean, when you work in an industry rooted in the personal? We're working with young people to build positive, independent, rewarding lives. How do we innovate in a way that's meaningful?

For us at YSB, innovation, especially for those of us who have been working for many decades, is predicated on active listening. Supporting. Lifting young people, encouraging them to the forefront, and standing in the background as they help guide our work. Power with, not power over.

Our annual report this year is dedicated to innovation. We are passionate about exploring and implementing new ways to deliver our services to ensure the highest impact. There are things that hold young people back, things like racial injustice, poverty, mental illness, and every other social issue you can possibly conjure. However, despite these realities that we must work within, we will continue to approach each and every individual who walks through any one of our doors will be someone who will not just survive, but will thrive.



Innovative bites – here are just a few samples of the innovative projects our team has recently undertaken:

- In Central Services, our Quality Assurance lead undertook a systematic review of our client management system to identify user needs, while at the same time meeting the vital necessity for meaningful data to guide decision-making. The end result was a yearly savings in resource costs of almost \$200,000! This means that time previously spent on administrative tasks can now be devoted to direct service with clients.
- YSB's Mental Health team has adopted the Feedback-Informed Treatment (FIT) tools, an evidence-based approach for evaluating and improving our service to clients. We routinely ask youth and families to give us feedback using two easy scales that capture how they feel the treatment is progressing. This feedback tells us if we need to make changes, such as choosing a different approach, that we might need to meet more often, or that we should revisit our goals.
- The Director of YSB's Youth Justice Services and its Transitional Youth Justice Worker undertook an exchange mission to Mexico alongside a delegation from Justice Canada. This gave each group a chance to learn from each other about good practices in youth justice and young offender reintegration in particular.
- Recently YSB's Employment Services embarked on two exciting and unique ventures. They've introduced virtual reality job trial software, which breaks down barriers by giving applicants experiential learning for future career options. Also, a new online readiness assessment tool gives people the ability to self-evaluate their readiness for employment. This tool also incorporates a practical action plan, created in collaboration with staff, to maximize clients' success.
- YSB's Community Services team is converting one of our long-term apartment buildings to become housing for people who identify as LGBTQ2S. This is in response to youth requests for a clearly defined building that will be a safe and welcoming environment. This will be the first long-term housing building in Canada specifically designated for LGBTQ2S youth.

Read on to learn more about our strategic priorities that will be guiding our work over the next three years. Meet the youth who are leading our work through our young engagement programs. And get to know the staff at YSB through reading about our programming – programs that are adapting and evolving to always be responsive, pragmatic, and successful for our valued clients, the youth and families of Ottawa.

In 2020 YSB will celebrate its 60th anniversary. How are we able to continue operating in a way that works, six decades into our existence? We think it's through listening to and learning from our clients, adapting to their needs, and always keeping their success in mind. What is success? To us, success is all about meeting youth where they are at, helping them to achieve the goals they set, and ensuring that we're always supporting YSB's staff team along the way.

STRATEGIC PLANNING

One of the major initiatives that we undertook this year was strategic planning for the next three years at YSB. We reached out to a broad array of people involved to hear about where we should focus our work. Thanks to this input, we were able to develop our four focus areas:

- Healthy Work Place
- Accessibility, Inclusion, Diversity, and Collaboration
- Youth Partnership
- Accountability, Capacity, and Infrastructure

YSB ACHIEVES A 100% ACCREDITATION RATING

This year YSB's accreditation process resulted in a rating of 100%. To meet all the standards laid out by the Canadian Centre for Accreditation was no small feat, and many people worked hard to make it happen.

The accreditation team also described our Board of Directors as an example of true excellence. They commented on their drive and commitment to the work of YSB, and were pleased with the variety of skills that they brought to the table. We send our thanks to the entire Board of Directors for shining in such a particularly brilliant way



UPDATES FROM ACROSS YSB – OUR PROGRAMS

MENTAL HEALTH SERVICES

This past year the Mobile Crisis team provided services to 1209 unique clients, for a total of 7582 contacts. The chat program also went live 24/7/365. Intensive Family Support (IFS) has been using an attachment model to strengthen family relationships and meet with community partners six times a year for a community of practice. Wraparound continues to work hard in gathering donations for families living in poverty and connecting them with services in their community. The Walk-In Clinic has been busy as usual, seeing clients in Choice with many moving on to Core and Specific partnerships, as an easy access way to youth and family counselling services.

A full range of mental health services was available to youth and their families referred to Bridges from our partner agencies (CHEO, the Royal, & YSB). The inter-disciplinary team demonstrated compassion and clinical expertise as they worked alongside youth and their families experiencing severe and complex mental illness.

YOUTH JUSTICE SERVICES

The Sherwood program continues to run strongly with its daily life skills programming, its emphasis on eating together, cooking, promoting independent living skills, and access to the community. The William E. Hay program continues to implement life skills programming that is popular with youth, including fitness and nutrition, a music program, a revitalized cooking program, and the annual hip hop program with Blueprint for Life. Youth are also working on the evidence-based Courage Program twice a week which involves journaling and group work. Our youth from diverse cultural backgrounds are supported through regular programming with Ottawa Muslim Community Services and the Wabano Centre for Indigenous youth, for example.

This year the Tamarack Trades Training Centre (TTTC) focused on increasing our capacity to make direct links to employment opportunities for clients upon release. This includes ongoing partnerships with Ottawa Walls and Ceilings, for instance, to offer intensive training modules in the summer. A new Bike Program module was developed this year with the help of a WEH staff with expertise in the area of bicycle assembly, maintenance, and repair.

Our multidisciplinary Community Youth Justice Team continues to support youth both during their stay at Sherwood or the WEH, and in the community upon their release. This includes guiding youth through Ottawa's Youth Mental Health Court, providing youth and family counselling on site and in the community, anger management skills development and support, and supportive transition back into

the community upon release. We have poured hours and hours into making sure that we set up youth for success upon their discharge, including helping them find housing, income, education opportunities, employment, and social supports.

EMPLOYMENT SERVICES

Our employment programs continue to build upon their already successful and recognized leadership in the community as one of the most innovative, client-centric, and trustworthy service providers in Ottawa.

Our Youth Job Connection (YJC) program remains an invaluable service for youth facing the most barriers in our community.

483 youth participated

More than 377 youth had a positive outcome (employed and/or returned to school)

More than 269 youth completed a work placement

Over the last 12 months, some of our positive impacts in the community include:

Providing employment services at our resource rooms: We had more than **10,000 visits** at our two locations

Facilitating access to employment, training, and school pathways: more than **2,000 clients** had a positive outcome through our services

Supporting clients: through our financial support, clients accessed more than **\$292,000** towards clothing, computers, cell phones, bus passes, and other tools.

Over the last year, we have worked very closely with other community partners, in order to reduce access barriers to clients, and to enhance our service delivery in the community. Some of those partnerships include: Bethany Hope, Pinecrest Queensway Community Health Centre, Canadian Hearing Society.



COMMUNITY SERVICES

DOWNTOWN SERVICES AND DROP IN

DSDI continues to provide supports to youth who are homeless or vulnerably housed with a Housing First focus which is dedicated to advocate for their needs. The Drop-In team has focused on the growing concern of the opioid crisis and has shown leadership in the community by engaging in harm reduction strategies, working to improve our internal protocols and successfully intervening to make the difference in a client's life.

HOUSING-BASED CASE MANAGEMENT

Our Trillium grant is now in year three and continues to support Community Services' efforts on implementing Housing First for Youth (HF4Y) with a focus on LGBTQ2S+ youth. This includes hiring a housing project manager to help convert one of our long-term housing buildings into Canada's first LGBTQ2S+ long-term housing. Making The Shift continues its funding into a second year, allowing YSB and partner agencies John Howard and CMHA to support an additional 40 youth with case management and peer support.

YOUNG WOMEN'S EMERGENCY SHELTER AND TRANSITIONAL HOUSING

- This year YWES saw a lower number of trans-identified clients and a higher number of newcomer clients primarily speaking French.
- Joan of Arc Academy came on International Women's Day to do baking with the youth and KPMG provided a gift bag for each youth.
- RBC came for Day of Pink to do baking and put post it notes up on the walls with positive messages for the youth.
- The Sexual Assault Support Centre of Ottawa came to engage the youth to talk about their services.

YOUNG MEN'S EMERGENCY SHELTER AND TRANSITIONAL HOUSING

- Program changes continued as we align more with Housing First principles
- Participated in the City of Ottawa Point in Time count
- Hosted a youth celebration night for the shelter and transitional clients which included karaoke, Jenga, and Pick Up Stick tournaments
- With help from the YSB Foundation we were able to bring youth to various RedBlacks, Ottawa Senators, and Ottawa Fury games... the youth LOVED every outing!



**NUMBERS FROM
THE PAST YEAR**

**EVERY
PERSON
COUNTS**

**CHOICE AND PARTNERSHIP
APPROACH (CAPA)**

Wait time between a choice appointment and a core appointment is on average

24 days

YOUTH JUSTICE

76 unique clients

served in the Re-integration program

44 unique clients served

in the Mental Health Court
worker program

BRIDGES

75 unique clients served

55 unique

clients served in the
Anger Management program

36 unique clients

supported by the youth transitional worker

MENTAL HEALTH MOBILE CRISIS

1204 unique clients served

Crisis calls 7,022

**Mobile crisis
visits 247**

Crisis chats 332 (went to 24/7
in January 2019)

**CHOICE, CORE, SPECIFIC,
WALK IN, BRIDGES:**

**96% of youth and
caregivers reported a
positive experience**

**COMMUNITY
SERVICES**

Drop In supported
**550 unique clients
with 10,137 visits**

63 unique clients

supported by the peer
support workers

**EMPLOYMENT
SERVICES**

Youth Job Connect and Youth Job
Connect Summer Program served a
combined **507 unique clients**

90% of clients had a positive
outcome (employed or returned to
school at the end of the program)

**YOUNG MEN'S
EMERGENCY SHELTER**

95 unique clients

Average Length of stay:
49 days

Under the age of 18: 39%

10% identified as refugee
or seeking status

**YOUNG WOMEN'S
EMERGENCY SHELTER**

94 unique clients

Average length of stay:
58 days

Under the age of 18:
51%

14% identified
as a refugee
or seeking status

**YOUNG WOMEN'S
TRANSITIONAL PROGRAM**

42 Clients

Under the age of 18: 31%

Average age 19

Average length of stay
265 days

12% identified
as a refugee
or seeking status

**YOUNG MEN'S
TRANSITIONAL PROGRAM**

34 unique clients

Under the age of 18: 20%

Average age: 19

Average length of stay:
176 days

3% identified as refugee
or seeking status

YOUTH ENGAGEMENT

PURPLE SISTERS

The Purple Sisters hosted the annual City of Ottawa SlutWalk where more than 200 women attended. The goal of the march is to eliminate a culture of victim-blaming and sex-shaming in our society, as well as to empower and inspire survivors. As a successful recipient of a Taking It Global grant, the Purple Sisters purchased and distributed 10 Apartment Baskets containing a variety of basic needs items to young women who were venturing out on their own. They actively presented more than a dozen workshops, between Thursday Nights Women's Space and the Fisher Park Alternative Open Your Eyes annual youth forum, participated in the annual Take Back the Night, and hosted an event for International Women's Day

QUEER YOUTH ACTION TEAMS

Developed and delivered a For all Your InQUEERIES workshop and presented a Queer/Trans 101 workshop to the coordinators group.

Ongoing development of a series of workshops for service providers to enhance their knowledge and expertise when delivering services to LGBTTQ2S youth, and two peer supporters and three youth leaders developed and delivered 49 workshops and activities to the Spectrum Drop-In, where more than 330 participants attended with an average of eight participants each week.

HOUSING FIRST PEER SUPPORT TEAM

Created and guided the development of all documentation for the peer support services, supported the Evaluation and Implementation teams for the Housing First for Youth grant to provide a greater ease with moving towards a Housing First model, and worked with the executive office to develop the Pronouns and Preferred Name Policy

IMMIGRANT YOUTH EMPLOYMENT PROGRAM

Our immigrant youth employment program (IYEP) continues to collaborate with YSB's Employment Services to offer opportunities for peer mentorship to newcomer youth through a semi structured presentation and drop in hosted at Employment called "Real Talk Tuesdays".

ETHNOCULTURAL ADVISORY COMMITTEE

The ethno cultural youth advisory committee (EYAC) has seen the transition to a younger team, bringing on several new members. The committee successfully applied to the Rising Youth grant to be able to put on a poetry slam at DSDI celebrating Black youth excellence. They have also started breaking down cultural barriers to discussing sexual health, safe sex practices through presentations to African, Caribbean, and Black (ABC) youth in partnership with the Sandy Hill Community Health Centre, Ottawa Public Health, and the AIDS Committee of Ottawa.

WEST END YOUTH MOTIVATORS

The West End Youth Motivators (WEYM) in partnership with YSB's Foundation and the Canadian Tire jump start program worked to provide a bike give away for 28 youth in the Michele Heights community. WEYM and the Information Learning Group celebrated this year's programming successes with an end-of-year party sponsored by the Ottawa Police Service through Officer Dwayne Knight, hosting a party for all the youth in the community. WEYM finished celebrating Ramadan by volunteering for an Iftar event at the local community house and in July they hosted their annual, wildly successful Balling for our Brothers basketball tournament.



SOCIAL MEDIA – OUR REACH

YSB’s social media feeds are a venue for us to share information of interest to clients and followers and to facilitate discussions related to our programs, services, and events. It’s especially important that we make information available to our clients and families in places and ways that are easily accessible. We focus our online content on our web site, ysb.ca, and on Facebook, Twitter, and Instagram.



4,320 followers
on Facebook



6,939 followers
on Twitter



815 followers
on Instagram

BOARD OF DIRECTORS

James Malizia (Chair) Bank of Canada

Susan Tataryn (First Vice-Chair) Counsel

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

Rebecca Murray (Secretary/Treasurer)
Carleton University

Donna Serafini (Past-Chair) (Retired) Algonquin
College, School of Health & Community Studies

Johanne Levesque Rideauwood Addiction &
Family Services

Michael D’Amico Stratford Managers Corporation

Anne Huot CHEO

Uday Jaswal Ottawa Police Services

Donna MacNeil-Charbot Ottawa Police Services
(Retired)

Robbin Tourangeau Council of Ontario Universities

Jacqueline Lawrence Ottawa-Carleton District
School Board

Tom Foster, Odgers Berndtson

Adam Kane Scotiawealth

Sumaiya Ahmed Student of Medicine, UOttawa

Mark Taylor United Way



Patti Murphy, Executive Director of the YSB Foundation, and
Scott Lawrence, Chair of the YSB Foundation Board of Directors

YSB FOUNDATION 2019

With the guidance of our Foundation Board members and support of our colleagues and generous community of donors, the YSB Foundation remains honoured to support the work of YSB that ultimately enables young people to create strong futures for themselves.

The Foundation's work centres on raising funds that support YSB programs and services, in particular where funding gaps currently exist. In partnership with corporations, foundations, workplaces and individual donors, we're proud to have supported YSB this past year with funding, gifts in-kind, and volunteer engagement. We also marked our second year of raising funds for YSB's new Youth Housing Hub at 2887 Riverside Drive.

The YSB Foundation Board and Team is proud to feature a number of our successes during this past year:

- The Foundation continues to raise funds for YSB's new Youth Housing Hub set to open in the fall of 2019, and has raised more than \$1.5 million of its \$2 million goal. Included in the \$1.5M to-date:
 - The Ottawa Senators Foundation, Bell Let's Talk and the Danbe Foundation are investing \$500,000 for youth mental health services which will be available onsite within the main floor Youth Hub.
 - Donors through the Ottawa Community Foundation chose to support the new residence and service hub with gifts totalling more than \$210,000.
 - Urbandale – in celebrating its 60th year in business by deepening its support of several charitable causes – has chosen to fund six rooms for \$150,000 in support of youth who will call the Youth Housing Hub home.
 - Taggart Parkes Foundation continued its support of YSB by funding two youth rooms at the new building at \$50,000
 - KPMG Ottawa extended its support of YSB to include an investment of \$25,000 towards this new building to house and support homeless youth
 - Several workplaces, families and groups of individuals became part of the Founding Families program by funding individual rooms where youth will reside at the Youth Housing Hub.
- Key partners including Tomlinson and Jennifer McGahan Interiors contributed generous in-kind support to the housing project.
- The 2018 SleepOUT for Youth event raised \$241,000 and welcomed close to 700 community members and supporters to The Stadium at TD Place. The event also engaged 70 volunteers, and welcomed back presenting sponsor The BRICK as well as many other returning as well as new sponsors.
- The Home Depot Canada Foundation continued its investments in YSB's youth programs with \$150,000 donation, including \$60,000 for Employment support services for youth, \$40,000 in capital renovations to our housing locations and an additional \$50,000 in funding for the Youth Housing Hub.
- For another year, studio owners and dancers from across the city participated in the Dancers Give Back event, which raised \$55,000 for YSB's Youth Mental Health Walk-In Clinic.
- The RBC Foundation granted the Foundation with \$50,000 to invest in our Youth Justice Services to support youth accessing the Tamarack Trades Training Centre for skill building and employability through mentorship.
- Cadillac Fairview Rideau Centre invested \$35,000 into our downtown Youth Drop-In Centre, to support vulnerable youth in accessing onsite programs and services, and in getting connected to additional YSB and community resources.
- Adobe contributed \$20,000 in support of the Wraparound Program, helping to ensure youth struggling with their mental health – as well as their families experiencing complex barriers – receive the care they need.

- The Foundation team reimagined its previous Moms for Mental Health event series to create Mind Matters. This series aims to provide practical information and guidance to parents, youth, educators and the community, while highlighting and raising funds for the youth mental health services and programs offered by YSB. The Foundation hosted three Mind Matters events during the year.
- YSB was selected to be one of five charity recipients of the Big Rig Brewery presents HOPE Volleyball Summerfest 2019, with \$25,000 to fund one of the 39 units at the Youth Housing Hub. The room will be named HOPE Lives Here.
- Donors provided hundreds of in-kind gifts to YSB for a wide range of our programs. Items included socks, backpacks, cleaning supplies, toiletries, warm winter clothing, home essentials, and more.
- The Darkness Into Light Ottawa run took place on May 11, 2019 and raised more than \$11,000 for YSB's Mental Health programs – in particular to support suicide prevention.
- Accenture Inc. continued to invest in YSB with a \$10,000 gift in support of Employment Services for youth.
- Versature continued its support of youth mental health services, moving into year two of funding a lease for a vehicle used by our mobile crisis team.
- The Ottawa Community Foundation helped bring to life a brand new program, the West End Youth Motivators Young Women's Program, with \$53,000 in funding over three years
- The Malhotra Family Foundation contributed \$60,000, as part of its five-year transformative partnership, in support of vital youth mental health programming offered at our Walk-In Clinic.
- The Foundation Board and Team has been honoured to recognize special partnerships through successful nominations, including the Ottawa Dragon Boat Foundation who was recognized as Outstanding Philanthropic Group at the Association of Fundraising Professionals (Ottawa Chapter) as its 2018 Awards Gala.
- The Foundation Board welcomed several new members and continues to support the Foundation staff through their participation in signature and third-party events, committees and working groups, the Youth Housing Hub project and many additional Foundation initiatives.

YSB FOUNDATION BOARD OF DIRECTORS

Scott Lawrence, (Chair) HealthCraft Products Inc.

Michael Weider Clearwater Clinical

Charles Bordeleau, (Past Chair) Ottawa Police Service

Julie Taggart Taggart Realty

Bruce Millar, (Treasurer)

Christopher Rheume Ottawa Police Service

Alan J. Tippet Welch LLP

Adrian Sciarra Ottawa Sports & Entertainment Group

Kevin Cinq-Mars Tomlinson

Isabelle Perreault Differly

Dr. Neda Amani Amani Health

Raylene Lang-Dion Community Activist and Feminist

Kipra Grewal Carleton University

Martin Sampson Centre for Israel & Jewish Affairs

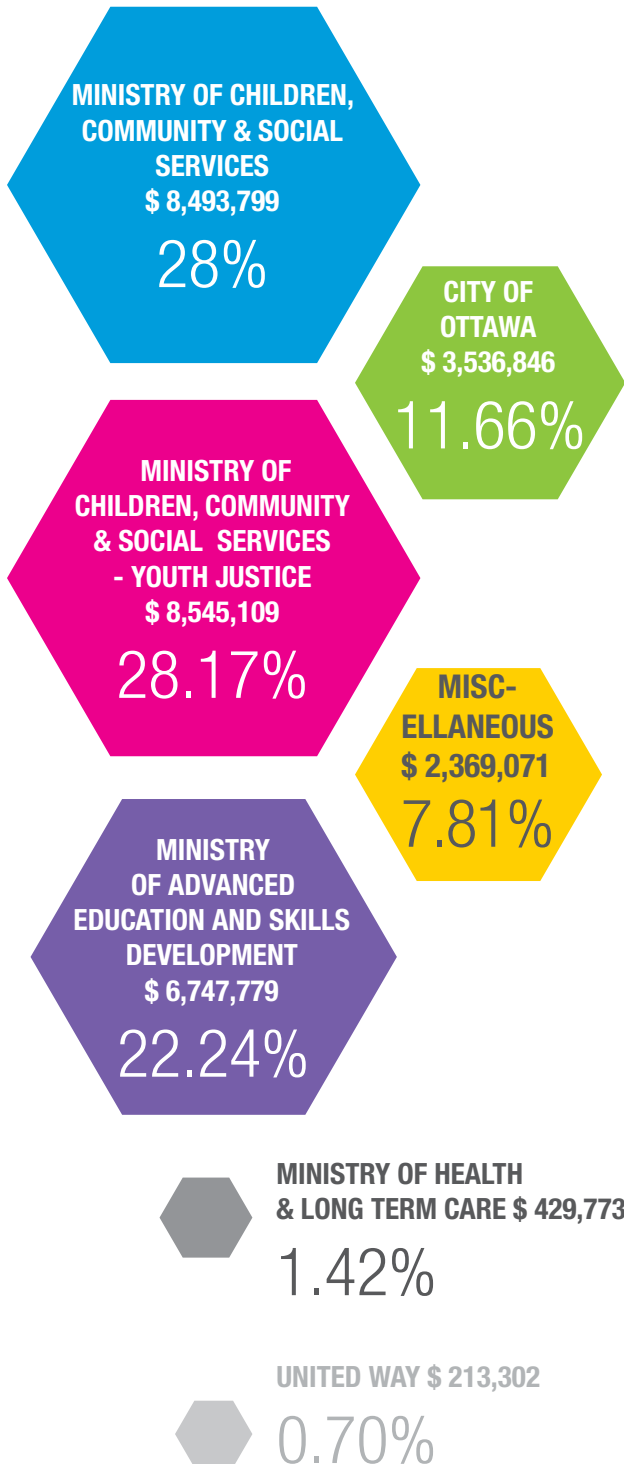
Kerry Patterson-Baker Forest Products Association of Canada

Andrew Arnott RBC

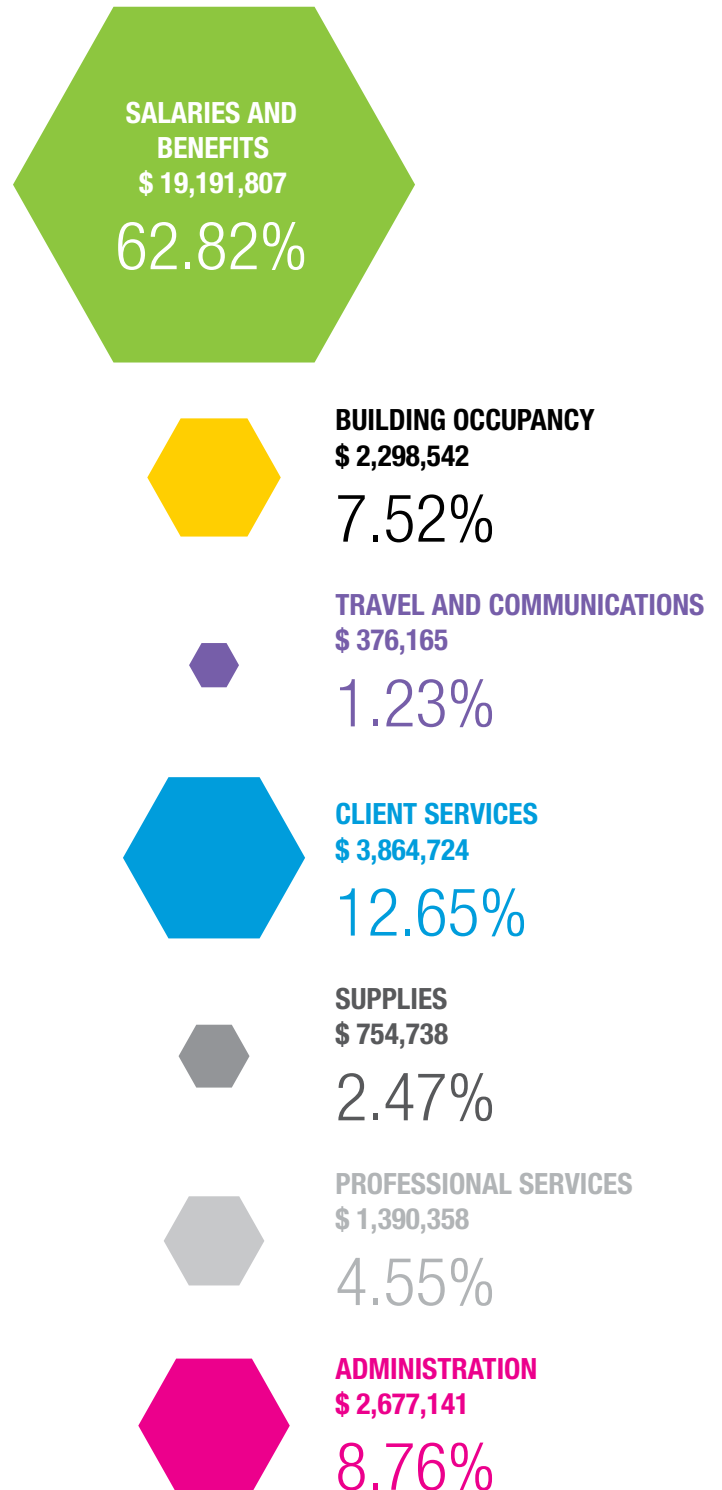


FINANCIAL STATEMENT 2018/19

TOTAL REVENUE \$ 30,335,679

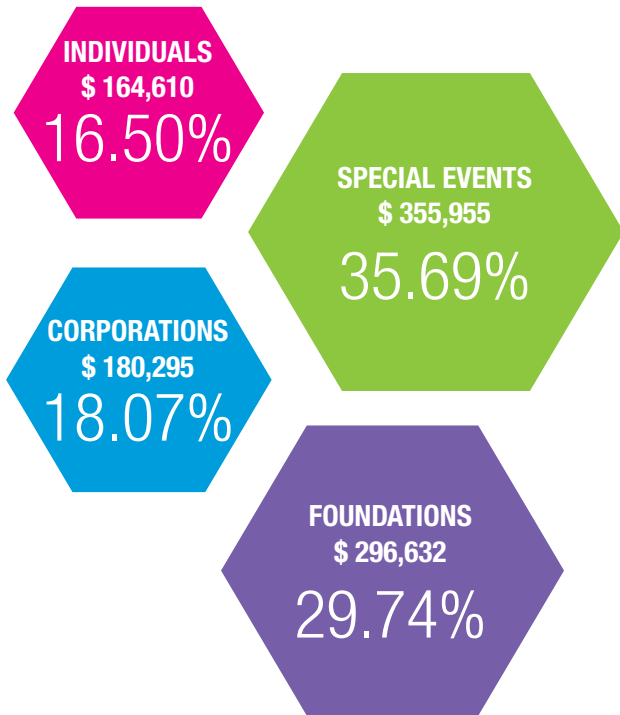


TOTAL EXPENDITURES \$ 30,553,475

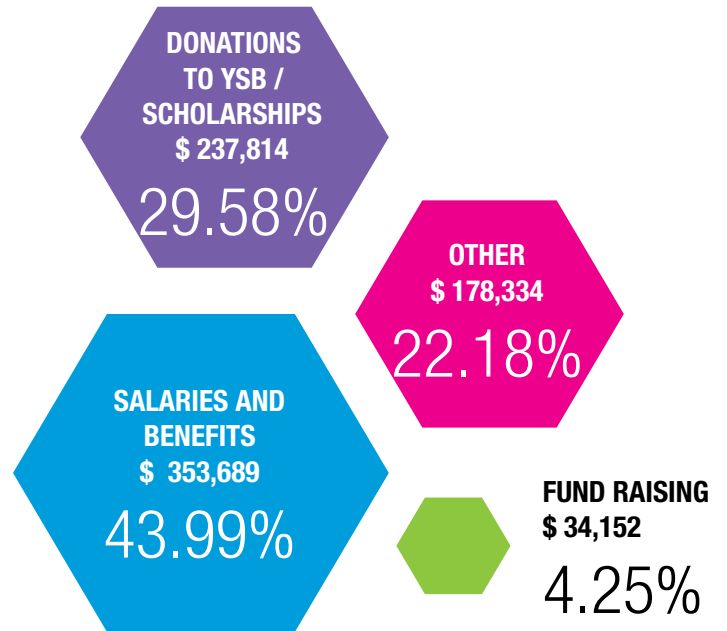


FINANCIAL STATEMENT 2018/19

TOTAL REVENUE \$ 997,492



TOTAL EXPENDITURES \$ 803,989



THE YOUTH SERVICES BUREAU OF OTTAWA PROVIDES LIFE-CHANGING SERVICES FOR YOUTH AND THEIR FAMILIES. OUR SERVICES SUPPORT YOUNG PEOPLE AND THEIR FAMILIES AS THEY RESOLVE COMPLEX ISSUES.

THE YOUTH SERVICES BUREAU OF OTTAWA (YSB) IS ONE OF THE LARGEST NON-PROFIT AGENCIES SERVING YOUTH IN OTTAWA AND IS A REGISTERED CHARITY.

YSB'S HIGHLY TRAINED STAFF MEMBERS PROVIDE A SAFE, NON-JUDGMENTAL ENVIRONMENT FOR YOUTH WHERE THEY ARE VALUED AND ENGAGED.

YSB SERVES MORE THAN **3,000 YOUNG PEOPLE** AND FAMILIES EVERY MONTH. OUR SERVICES ARE ACCESSIBLE BY PUBLIC TRANSIT, WITH SITES ACROSS OTTAWA.

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

Youth Services Bureau 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.

CONTACTS

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NEED TO TALK TO SOMEONE RIGHT AWAY? 24/7 CRISIS LINE AND ONLINE CRISIS CHAT

For children, youth and families 613-260-2360 or
1-877-377-7775 (toll-free for Eastern Ontario)
[chat.ysb.ca](https://www.chat.ysb.ca)

FOR YSB PUBLICATIONS, CONTACT: COMMUNICATIONS

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INTERESTED IN BUILDING A CAREER WITH YSB?

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You can help us make an impact.
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