



**YOUTH  
SERVICES  
JEUNESSE**

ANNUAL REPORT 2020-2021

# **FINDING STRENGTH EMBRACING CHANGE**

# **DELIVERING HOPE.**



**FROM THE EXECUTIVE DIRECTOR AND  
CHAIR OF THE BOARD OF DIRECTORS**

# **PERSEVERANCE, FATIGUE, AND TRIUMPH**

**THIS PAST YEAR, OUR SECOND DURING THE COVID-19  
PANDEMIC, WE WITNESSED PERSEVERANCE, FATIGUE, AND  
TRIUMPH. DESPITE THESE CHALLENGES, WE ARE PLEASED  
TO BE ABLE TO SHARE TODAY A MESSAGE OF STRENGTH,  
ADAPTATION, AND HOPE.**



**Joanne Lowe**  
Executive Director,  
Youth Services Bureau



**Susan Tataryn**  
Chair,  
Board of Directors

# FINDING STRENGTH, EMBRACING CHANGE, DELIVERING HOPE

**EVERY YEAR AT YSB WE  
WORK WITH THOUSANDS  
OF YOUTH AND FAMILIES  
TO SUPPORT THEIR  
WELL-BEING.**



**WE DO THIS IN GOOD TIMES AND BAD,  
AND THE STRESSES OF THE PANDEMIC  
DEFINITELY QUALIFY, IN OUR OPINION,  
AS CHALLENGING.**

Every year at YSB we work with thousands of youth and families to support their well-being. We do this in good times and bad, and the stresses of the pandemic definitely qualify, in our opinion, as challenging.

Despite these tumultuous times, we maintained our focus on our key strategic priorities: a healthy workplace; youth partnership; accountability, capacity, and infrastructure; and accessibility, inclusion, diversity, and collaboration.

Throughout this annual report, we will share some highlights of the year, while keeping in mind our themes of hope, resiliency, and adaptation.

The ongoing dedication and skill of YSB's staff team are the backbone of everything that we do.



Their passion for their work – and resilience to reimagine and rebuild during the pandemic – has been undeniable. Their strength and expertise carried us through some truly difficult days, helping the most vulnerable youth in Ottawa with every aspect of their lives. For our management team, it has been an ongoing priority to support the staff to maintain their health and safety. The YSB team has done stellar work during the pandemic, and we know that they will continue to do so.

## ADAPTABILITY

Being nimble and creative throughout the pandemic has been key to YSB's success. Our essential services for youth had to continue regardless of any pandemic-related emergency orders in place. Whether it was delivering services via virtual platforms or adopting personal protective equipment, YSB staff made sure that

they were able to deliver the services that youth and families needed. We did things that we would never have thought possible, as staff figured out how to do marvelous work in challenging circumstances. We learned to trust ourselves to resolve unanticipated problems and be proud of working in new ways, often without the luxury of abundant time to plan and adapt. All of our services continued without interruption, in all departments, with staff continually reworking their approaches to ensure support was accessible to clients.

## FOSTERING A SAFE WORKPLACE, ENSURING A REPRESENTATIVE WORKFORCE

A few years ago, YSB adopted an anti-oppressive framework, and we know that this work must be ongoing. As part of our anti-oppression, anti-racism (AOAR) commitment, we reached out to our staff team with a wide-reaching survey, to build our knowledge around who our staff are, and what they experience. Staff shared valuable insights and helped guide our ongoing efforts to build a more representative team and work to eliminate harassment and racism within our services.

Two youth consultants were hired and trained to focus on ARAO practices. They helped us to consider ARAO practices within YSB programs from a youth perspective. We created an ARAO working group involving staff and management, and all programs were provided access to anti-racism training. We are continuing to learn, reflect, and do better.







## INDIGENOUS RECONCILIATION

This year we all followed the devastating news of the unmarked graves of Indigenous children found at former residential schools. The ongoing effects of this Canadian tragedy continue to resonate today, as those of us working in youth services know all too well. We are committed to ongoing efforts to work with our Indigenous colleagues to support Indigenous youth and staff.

## COLLABORATION

YSB has always benefited greatly from collaborative partnerships with other local agencies and organizations and, in the past year, these have only been strengthened. We continued an already key partnership with CHEO in creating our Youth Isolation Centre and in establishing Step Up Step Down, our new residential mental health program. In our housing programs, including our shelters, and our Youth Justice facilities, Ottawa Inner City Health was there for us for vaccinations, building our infection control protocols, and supporting staff and youth.

Internally, we benefited from greater cooperation between our programs, an approach that was more vigorous than ever before. Our departments worked together to integrate services, whether it was Mental Health supporting Youth Justice staff following serious incidents, or Community Services and Employment Services doing intensive joint work. We leveraged these internal relationships to ensure youth could get what they needed in the most cohesive and effective way.

As YSB, along with everyone else, had to rely more intensely on virtual service provision and remote file sharing, a significant issue crashed our systems and limited our access to all of our files. Thanks to the stringent safety measures we had in place, our IT issues did not involve the loss of data or compromised information but it did require a very large amount of work and rebuilding of our file structures. Thankfully, we managed to recover 90% of our files, and this prioritized a number of required system updates and upgrades.



## INNOVATIVE APPROACHES

We are grateful to our partners and staff who helped us to access vaccinations, including incredibly successful vaccination campaigns. Partnering with Ottawa Inner City Health (OICH), we hosted 6 on-site vaccination clinics at our long-term housing, transitional, and shelter programs. We had an amazing turnout and were grateful to offer access to vulnerable youth!

## KIDS COME FIRST - COVID CLINIC

Our partners with the Kids Come First team opened a COVID testing clinic for youth and children experiencing symptoms.

## PANDEMIC HARM REDUCTION TEAM

YSB's Youth Pandemic Harm Reduction Team created fabulous social media campaigns with pandemic-related messaging directed at their peers for following COVID safety protocols and recognizing misinformation.

## THE YSB COMMUNITY

The well-being of YSB staff is, and will always be a priority.

YSB's Board of Directors, who remain stellar in their commitment to youth, used this year as one of reflection. The directors looked at how they

work together and instituted some significant changes to our structure and bylaws. All Board members stepped up and, in particular, prioritized their own anti-racism learning and development. They will use the AOAR lens on decision-making, recruitment, and every element of their work. Thanks to the virtual meeting environment, members have had the flexibility and ease to be more deeply engaged and involved in supporting YSB's work.

This year we said a very fond farewell and best wishes to our Director of Human Resources, Mary Conroy, and welcomed her successor, Joëlle Cupidon. We will also soon welcome a new Director of Youth Justice Services, as Melanie Bania has moved on to new opportunities.

YSB is a story of a community coming together and an organization adapting through the years to the needs of youth. Ultimately it is about youth in our community finding jobs, returning to school, learning life skills, finding shelter, choosing the right path for themselves, and feeling hope for their future.

This year wasn't without its challenges; as our friends at Ottawa Public Health described, we're all in the same storm, but each in a different boat. We are grateful for the stability, leadership, and teamwork that got us through this year of change, and we're ready, and full of hope, for the year ahead.

# OUR STRATEGIC PRIORITIES

## HEALTHY WORKPLACE

**YSB WILL BE AN EFFECTIVE AND SUPPORTIVE WORKPLACE TO ENABLE A CONTINUED POSITIVE IMPACT ON THE LIVES OF YOUTH AND FAMILIES.**



### YSB WILL:

- Evaluate and analyze our efforts in supporting a healthy work place;
- Strengthen and promote professional growth and effective teams and processes that include improving supervision practices, processes, and structures;
- Maximize opportunities for meaningful recognition and appreciation across YSB both through events as well as on a day-to-day basis;
- Embed communication across YSB to increase a sense of belonging for all staff and promote positive employee experience.

## YOUTH PARTNERSHIP

**YSB WILL WORK IN PARTNERSHIP WITH YOUTH TO CO-CREATE SERVICES, CREATE SYSTEM CHANGE, AND REDUCE BARRIERS.**



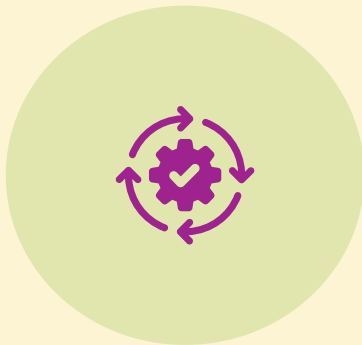
### YSB WILL:

- Improve our services to reflect youth direction;
- Promote equity and the elimination of areas of discrimination in all of our work.



## ACCOUNTABILITY, CAPACITY, AND INFRASTRUCTURE

YSB WILL INCREASE OUR COMMITMENT AND CAPACITY TO PROVIDE THE NECESSARY INFRASTRUCTURE AS IT RELATES TO INTERNAL HUMAN RESOURCES AND FINANCIAL PROCESSES, STANDARDS, TECHNOLOGY, PHYSICAL BUILDINGS, AND PROCESSES TO ENSURE OUR ABILITY TO DELIVER ON QUALITY SERVICE.



### YSB WILL:

- Address longstanding infrastructure concerns;
- Streamline using Lean methodology all identified Central Services processes;
- Successfully complete accreditation.

## ACCESSIBILITY, INCLUSION, DIVERSITY, AND COLLABORATION

YSB WILL IMPROVE ITS CAPACITY TO BE ACCESSIBLE, INCLUSIVE AND COLLABORATIVE IN RESPONSE TO THE CHANGING COMMUNITY PROFILES, THE DIVERSITY OF CONSUMER NEEDS AND OUR ONGOING LEARNINGS TO PROVIDE HIGH QUALITY SERVICES.



### YSB WILL:

- Improve outcomes by minimizing barriers to access quality services that are matched to youth and families' specific needs;
- Develop practices to increase and further support a diverse workforce to enable a more inclusive and responsive agency;
- Improve outcomes through a strengthened agency, consumer voice and expanded partnerships.

# DELIVERING HOPE.



## MENTAL HEALTH SERVICES

**EVEN WITHOUT THE ENORMOUS IMPACT OF COVID-19,  
YSB'S MENTAL HEALTH SERVICES TEAM WAS WORKING ITS  
WAY THROUGH GROWTH, CHANGE AND TRANSITION.**





# ENSURING ACCESSIBILITY DURING A PERIOD OF CHANGE AND DISRUPTION.

**THE PAST YEAR BROUGHT THE  
ARRIVAL OF NEW STAFF, DEPARTURE  
OF OTHERS, HURDLES WITH  
TECHNOLOGY, INTRODUCING NEW  
SERVICES AND OPENING A NEW  
LOCATION IN THE EAST END.**

Throughout all of that, the team showed resolve, strength and the ability to adapt, often on the fly and in tight timelines.

As has been covered broadly in the media and public discussion, the need for youth mental health services increased dramatically as the pandemic stretched on longer than anyone had imagined at the outset. Both YSB staff and the youth they serve were faced with significant changes. Isolation, strained family relationships, reduced interaction with friends and widespread fear led to an increase in youth in crisis and with



increasing complexities when the ability to deliver services was constantly being challenged. Our in-person mental health services were quickly replaced by virtual services. As soon as they were able and following strict health and safety protocols and equipment, YSB reinstated in-person client sessions.

Mental health challenges including family conflict, eating disorders, self-harm and suicidal ideation were increasingly prevalent amongst the at-risk and vulnerable youth served. While so many of their usual outlets like school were forced to close,

# "THIS PAST YEAR WAS A SHINING EXAMPLE OF CONSTANT COMMITMENT IN THE FACE OF SIGNIFICANT CHALLENGES."

YSB Mental Health Services remained open for youth throughout. In a time when a new normal was a source of anxiety and crisis, our team worked very hard to deliver a much-needed level of normalcy that provided comfort and hope.

At the centre of our team's commitment to community mental health, even in the midst of a pandemic, are the voices of youth and the needs of families. Youth voices are central in the development and delivery of programs and services. Families and caregivers are engaged, involved, strengthened and supported. YSB is proud to be part of a community, along with CHEO and others who are committed to constantly improving how child and youth mental health services are delivered to better meet the needs of children, youth and families.

If YSB Mental Health Services were able to claim a superpower, it would be, without a doubt the

staff who are unwavering in their commitment to meeting the complex needs of youth struggling with their mental health. This past year was a shining example of their constant commitment in the face of significant challenges.

While taking care of youth and families has been job number one this past year there has also been an ongoing focus on the health and wellbeing of the team. As demand for services increased and the complexity and conditions shifted, the team continued to find innovative ways to support each other while working primarily virtually.

In a year where doing things differently was the norm, we never lost sight of the need to constantly look at ways to do things better. Many of the lessons learned will take us into the future, help us to work with community partners and always raise the bar in helping to serve youth and families in our community.

## HIGHLIGHTS

### YFCS-CHOICE

**919**

clients

### SPECIFIC - IFS

**63**

clients

### YFCS - CORE

**386**

clients

### BRIDGES

**80**

clients

### MOBILE CRISIS

**1,057**

clients

### CENTRE ÉDUCATIF

**15**

clients

### WRAPAROUND

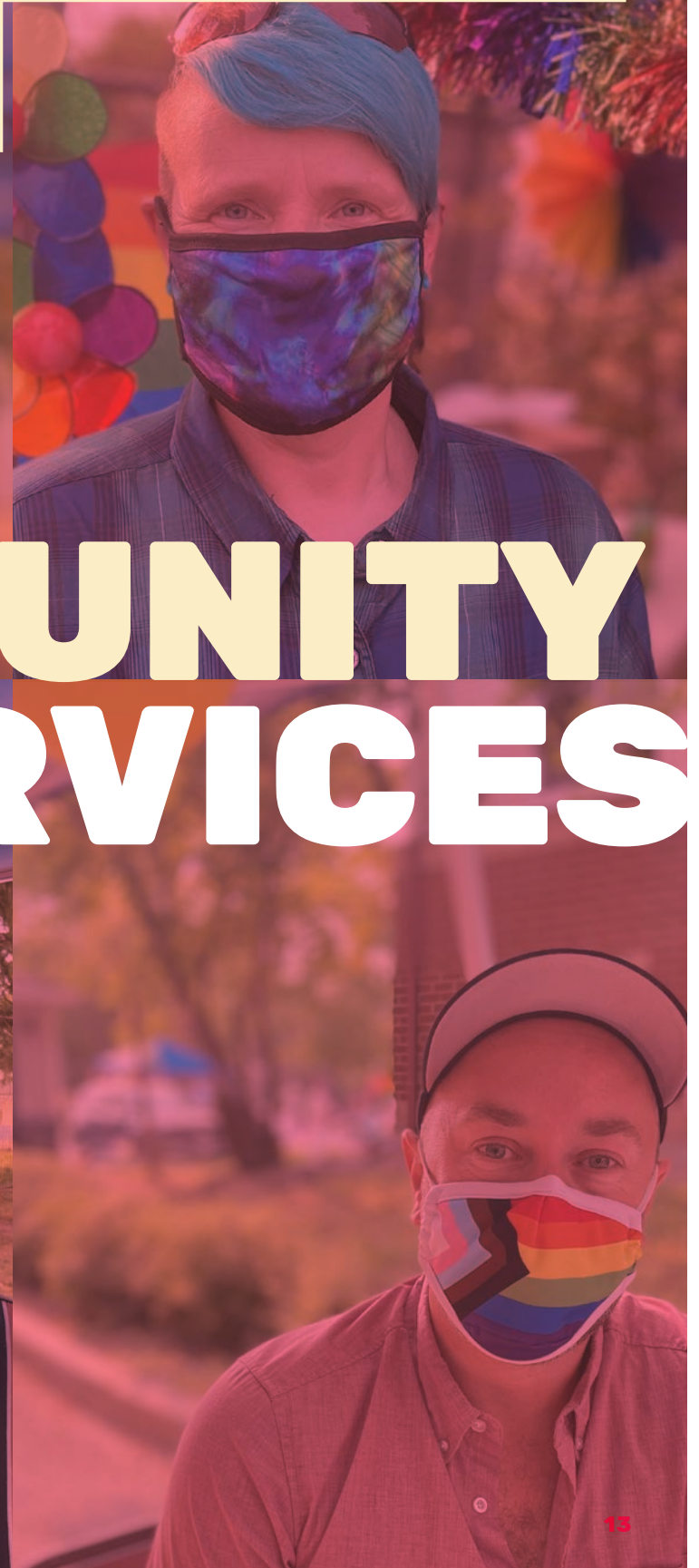
**21**

clients



**DELIVERING  
HOPE.**

**COMMUNITY  
SERVICES**



# STEPPING UP DURING A CRISIS TO SUPPORT YOUTH IN CRISIS.

**AS THE PANDEMIC SETTLED IN, IT CREATED EXTREMELY CHALLENGING SITUATIONS FOR YOUTH WHOSE WORLDS HAD BEEN TURNED UPSIDE DOWN AND STAFF WHOSE USUAL WAYS OF WORKING AND CONNECTING WITH YOUNG PEOPLE WERE SUDDENLY UNAVAILABLE.**

Our Community and Housing Services team showed resilience, adaptability and unwavering commitment to the youth they serve.

Increased isolation, elevated substance use, loss of employment as businesses shut down, falling behind in rent, financial instability, and interpersonal conflicts led to youth living with high levels of stress, anxiety and fear. Overdoses, street violence, mental health emergencies and thoughts of suicide were much more prevalent the deeper we got into the pandemic.

We were prepared for team members to be deeply concerned about working during COVID, even not wanting to come in and work on-site, but that didn't end up being the case. Staff were eager to



work and felt safe given all the protocols that we had in place quickly.

Ensuring that youth could meet their basic needs for food and shelter, overcome extraordinary challenges and remain safe and healthy became the focus of our team. Maintaining contact and services started with putting youth first, listening, checking in and looking at new ways to meet their needs, virtually and in person. We stayed fully operational and open throughout. Many of our staff did this while spending all day in personal protective equipment (PPE).



During these challenging times, staff leaned in to work together, even when physically apart. Tasks were shared, teamwork was promoted, and virtual meetings allowed for frequent check-ins. Thanks to virtual training sessions, staff were able to access tremendous learning opportunities. Our team held events such as food bank drives, putting together food hampers and dropping them off at youths' doors.

In partnership with CHEO, Ottawa Public Health and others, we opened a Youth Isolation Centre where young people could be safe after a positive COVID test. With the fantastic team at Ottawa Innercity Health, we provided early vaccinations in our living settings, creating a much safer living and work environment for everyone. Infection prevention patrols and control walk-throughs were implemented early.

Our Royal Ottawa Mental Health Centre partners created mental health training dedicated to our team and provided virtual psychiatric assessments for youth. A nurse from The Royal did in-person sessions at YSB shelters, dealing with increased mental health issues amongst young people.

## HIGHLIGHTS

### DOWNTOWN SERVICES & DROP IN'S

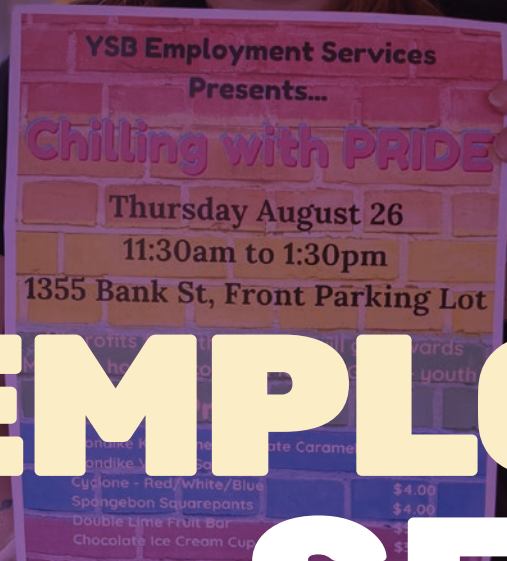
# 2,403

Includes distribution of bus tickets, laundry, food bank, and meals

While the challenges facing youth were unprecedented and daunting, our approach to helping them through was based on few central tenets. We knew that they needed contact, someone to talk with, someone to listen to their worries and people who could reassure them that everything would be okay. They deserved empathy and needed to hear that it was OK to not be OK, especially when their worlds and lives had been upended. Finally, we wanted to ensure they received education on the evidence-based facts around Covid, safety and vaccinations.

**ENSURING THAT YOUTH COULD MEET THEIR BASIC NEEDS FOR FOOD AND SHELTER, OVERCOME EXTRAORDINARY CHALLENGES AND REMAIN SAFE AND HEALTHY BECAME THE FOCUS OF OUR TEAM**

# DELIVERING HOPE.



# EMPLOYMENT SERVICES





# KEEPING OUR CLIENTS FRONT OF MIND THROUGH TRANSFORMATION AND UNCERTAINTY.



## OUR TEAM WORKS WITH INDIVIDUALS OF ALL AGES WHO FACE VARYING LEVELS OF BARRIERS TO EMPLOYMENT AND TRAINING

Even before the arrival of the pandemic, our Employment Services team was already facing considerable change as the Province of Ontario began their transformation of Employment Ontario, Employment Services. This will reframe how programs are managed, funded, measured and integrated within their existing communities. This Service System Manager (SSM) approach will continue to impact YSB and many other

employment service providers as this phased approach to transition spans until 2023 throughout the province.

In the year just passed, our team showed unwavering resilience in dealing with government-mandated system transformation, while reimagining how to best serve clients amid a fast-moving pandemic.

Moving from a totally paper-based system to one where everything is done digitally and virtually was one significant way our team transformed itself to meet the needs of our clients. This was accomplished within the first few weeks of the pandemic. Physical spaces were also changed through renovations and upgrades. Staff showed flexibility in shifting back and forth from being in the office to working from home, often on short notice. Technology, including mobile phones, laptops and virtual platforms were brought in to ensure that staff could stay connected no matter where they were working, ensuring service continuity for our clients.

We pride ourselves in knowing that we were one of the only employment service providers in Ottawa to stay open throughout the pandemic. We did this to ensure that our clients had somewhere to turn

HIGHLIGHTS:

YOUTH JOB CONNECT

**367** intakes

EMPLOYMENT SERVICES

**1,432** intakes

CANADA-ONTARIO JOB GRANT

**163** intakes

POSITIVE OUTCOME:

YOUTH JOB CONNECT

**73%**

EMPLOYMENT SERVICES

**80%**

YOUTH JOB CONNECTION

**90%**

for something as simple as printing off a resume or as complex as overcoming severe barriers to employment.

Our team works with individuals facing varying levels of barriers to employment, from low to complex. In every case, we tailor our services to their unique needs and goals. This could be as simple as a resume or as complex as in-depth career exploration and an application to college. We offer access and support to current employment and training opportunities, both one-to-one and through session formats. We work closely with a multitude of community partners and YSB specific services to ensure individualized, wrap around supports to sustain successful outcomes.

Simply being visible, present and empathetic to clients has always been and continued to be a top priority for our team. Practically speaking, being present ensured we could deliver the services and support needed by clients, where they were at. Perhaps more important to our team was the knowledge that we were also giving hope and empowerment when anxiety, fears and uncertainty were at elevated levels.

While adapting to changes brought about by the pandemic was something that so many parts

of our community needed to cope with, our team went beyond adapting to fully embracing change. They did so by bringing their experience, perspectives, creativity and many talents to the table. They contribute the development of all-new processes and resources throughout the pandemic, never losing sight of the client, the individuals who needed YSB to be there the most! Employers faced many different challenges as the pandemic wore on. Our team remained present to help businesses adapt, grow, and evolve in a new labour market. In the beginning, the Pandemic significantly impacted their operations, income and staffing. Through our Canada Ontario Job Grant program, and our wage subsidy programs, we were able to offer financial opportunities to support their unique needs. We supported onboarding, upskilling and retraining focused on sustainability and the strengthening and growth of our economy.

We consider ourselves fortunate to have had the capacity through the skills and expertise of our staff, and the diverse offerings of programs for all people to make a significant difference in the quality and sustainability of lives, the economy and our community as a whole throughout this extremely challenging year.



# DELIVERING HOPE.

# YOUTH JUSTICE SERVICES



# REBUILDING A FOUNDATION TO CONNECT AND ENGAGE WITH YOUTH.

**A FULL YEAR OF PANDEMIC LIVING AND WORKING HAD AN ENORMOUS IMPACT ON THE YOUTH SERVED BY YOUTH JUSTICE SERVICES AND THE STAFF WHO WORK WITH THEM.**



Staying connected to the community through work, school and family time was suddenly not possible or severely restricted for youth. Maintaining engagement, ensuring health and wellbeing while delivering hope to clients when so many venues were closed or suddenly unavailable became the priority of the YSB staff.

As constant change became the norm, unwavering resiliency and a willingness to adapt from youth, community partners and staff helped cope with an extremely challenging and stressful year. A year not just shaped by a pandemic but also important social justice issues. When all programs and all court proceedings went virtual on short notice, staff work went from face-to-face

to mostly online and youth were never able to leave our facilities. Adjusting to a more virtual way of working, complete with the inevitable technical glitches and corrections needed was a constant challenge that was embraced by staff, youth and the community.

While the new normal was revealing itself, staff worked to ensure that life for our youth remained as normal as possible. When going out into the community became impossible, staff rose to the occasion by bringing events like paint nights and recreation on-site and arranging phone calls and video calls with families and friends. Maintaining family connections for youth, in spite of the many hurdles, was an ongoing priority.

Having a visible presence outside our facilities was a challenge during a year filled with an increase in overdoses and mental health concerns. Youth served through outreach are hard to reach at the best of times because of poverty and limited access to technology. Staff stepped up and stepped out into the community, visiting parks, delivering food and sometimes just going for walks with youth in sub-zero weather.

Transparency, as well as open and frequent communication amongst staff, ensured that people felt connected in spite of the social distancing that was central to a focus on health. Policies were updated on an ongoing basis and supplies of personal protective equipment were constantly monitored so that services to youth could be maintained.

While so much of the year was about dealing with the immediate and ever-shifting, Youth Justice Services was also able to keep an eye on the future and the strategic priorities of YSB. A youth mentorship committee was launched with staff and young people looking at ways to develop programs where mentors and mentees can work together to create new possibilities. A commitment to a healthier workplace was advanced through positive reinforcement,

## OUR YOUTH JUSTICE SERVICES TEAM SUPPORTS YOUTH BOTH DURING DETENTION AND IN THE COMMUNITY AFTER THEIR RELEASE.

celebrating successes, embracing diversity, kudos boards and trying to keep things light through humour, quizzes and trivia contests.

While supporting youth will always be at the forefront of what Youth Justice Services does, this past year was one where staff needed additional support. External resources were made available on an ongoing basis to provide leadership training and ensure the wellbeing of a team that was going above and beyond for youth.

### YOUTH JUSTICE CLIENTS:

#### MENTAL HEALTH COURT WORKER

**18**

clients

#### YOUTH TRANSITIONAL PROGRAM

**35**

clients

#### ANGER MANAGEMENT

**44**

clients

#### OPEN CUSTODY/ DETENTION (SHERWOOD)

**32**

clients

#### REINTEGRATION

**76**

clients

#### SECURE CUSTODY/ DETENTION (WEH)

**54**

clients

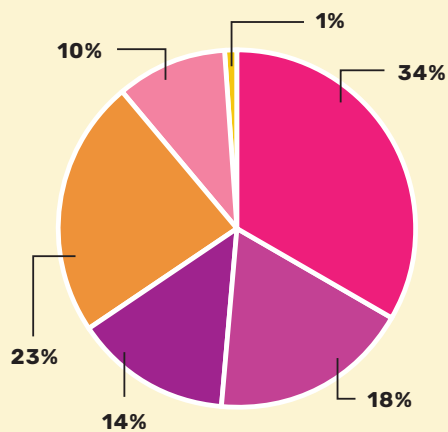


# FINANCIAL STATEMENTS

## YOUTH SERVICES BUREAU OF OTTAWA

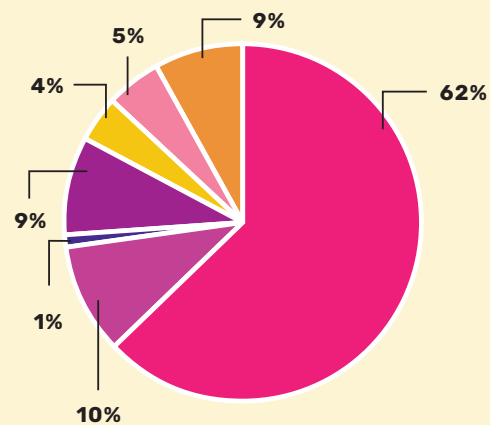
Summary of Program Revenue and Expenditures  
For the 12 months ended March 31, 2021

### TOTAL REVENUE \$ 32,088,927



- Ministry of Children, Community & Social Services  
**\$ 10,856,028**
- Ministry of Health  
**\$ 7,548,416**
- Ministry of Labour Training and Skills Development  
**\$ 5,877,717**
- City of Ottawa  
**\$ 4,490,013**
- Miscellaneous  
**\$ 3,115,805**
- United Way East Ontario  
**\$ 200,948**

### TOTAL EXPENSES \$ 32,069,943



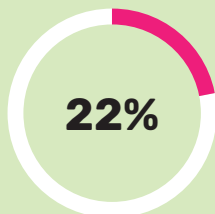
- Salaries and Benefits  
**\$ 19,973,427**
- Building Occupancy  
**\$ 3,162,179**
- Travel and Communications  
**\$ 226,990**
- Client Services  
**\$ 3,070,509**
- Supplies  
**\$ 1,198,032**
- Professional Services  
**\$ 1,609,790**
- Administration  
**\$ 2,829,016**

# FINANCIAL STATEMENTS

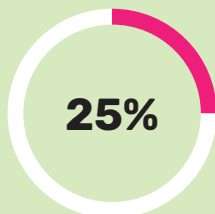
## YOUTH SERVICES BUREAU OF OTTAWA FOUNDATION

Summary of Program Revenue and Expenditures  
For the 12 months ended March 31, 2021

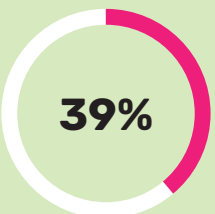
**TOTAL REVENUE**  
**\$ 1,600,398**



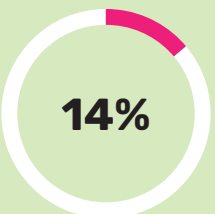
**INDIVIDUALS**  
**\$ 359,178**



**CORPORATIONS**  
**\$ 394,933**

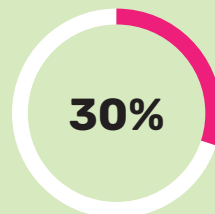


**FOUNDATIONS**  
**\$ 617,057**

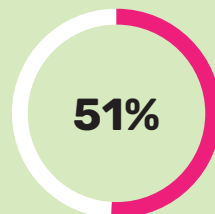


**SPECIAL EVENTS**  
**\$ 229,230**

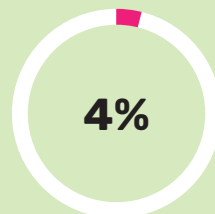
**TOTAL EXPENDITURES**  
**\$ 1,323,465**



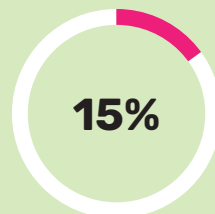
**SALARIES & BENEFITS**  
**\$ 390,109**



**YSB DESIGNATIONS\***  
**\$ 680,930**



**SPECIAL EVENTS**  
**\$ 53,628**



**OTHER**  
**\$ 198,798**

\* includes \$326,666 for Capital Campaign

A man wearing a blue North Face jacket, glasses, and a black face mask stands next to a young child. The child is wearing a dark jacket, a pink face mask, and large white earmuffs. They are standing in front of a large white box with the 'YOUTH SERVICES JEUNESSE' logo and two 'HOME DEPOT' aprons hanging on it. Two signs on the wall behind them read 'OBLIGATOIRE' and 'REQUIRED' with a mask icon.

**YSB  
FOUNDATION**

# **WE ARE DEEPLY GRATEFUL**

**WE ARE DEEPLY GRATEFUL TO OUR GENEROUS  
CORPORATE PARTNERS, FOUNDATIONS, COMMUNITY  
GROUPS AND INDIVIDUAL DONORS FOR THEIR  
UNWAVERING SUPPORT DURING THE PAST YEAR.**



**Patti Murphy,**  
Executive Director  
YSB Foundation



**Kerry Patterson-Baker, Chair**  
YSB Foundation Board of Directors



# A TIME TO BE MORE VISIBLE AND ADOPT A MORE ROBUST, BILINGUAL ADVERTISING AND DIGITAL FUNDRAISING APPROACH.

**WHEN THE PANDEMIC HAMPERED  
FUNDRAISING EVENTS AND COMMUNITY  
INITIATIVES, THE FOUNDATION  
EXCEEDED ITS GOAL AND RAISED \$1.6M  
FOR YSB PROGRAMS.**

While keeping traditional fundraising intact, we decided early on in the pandemic that this was a time to be more visible and adopt a more robust, bilingual advertising and digital fundraising approach.

With our creative partners, we launched the ONE Campaign, which encourages support for YSB as an essential service for youth 12 and older. We reimagined our signature event and youth mental health events for new virtual environments.



After eight successful years, we rebranded our signature event – previously known as the YSB SleepOUT for Youth – to create a bilingual, virtual event with an appeal to Ottawans to come together to make a difference during these difficult times.



The new virtual event – **Stay Up Ottawa**/Debout en force Ottawa – ran with participants doing the event from home. The event raised more than \$140K to support YSB’s two youth shelters and four apartment buildings for previously homeless youth. We also joined the national Coldest Night of the Year event, raising \$21.5K to support YSB shelters, and launched a DIY fundraising tool for community members to create custom campaigns supporting YSB.

With our Mind Matters youth mental health event series, we embraced Instagram Live, Facebook Live and Zoom to reach audiences, deepen engagement with the YSB staff team and our Youth Cabinet members. We also delivered this event series to partners as part of their events, including the Ottawa Sports and Entertainment Group and a youth mental health session for Ottawa’s South Asian community.

We doubled communications to keep donors up-to-date on how they were supporting youth and programs during the pandemic. This initiative realized additional revenue through more frequent donor-centric e-newsletters, postcards and thank you calls.

We raised funds for youth mental health programs through generous partner contributions, including the Ottawa Gatineau Youth Foundation, Bell Let’s Talk, the Danbe Foundation, the RBC Foundation, and corporate and family foundations. New partnerships, including local clothing retailer MSSN, also supported mental health services for youth, with sales proceeds directed to YSB.

We continued our work with the Ottawa Community Foundation with their investment in a neighbourhood youth leadership program, and partnerships with community groups – including Langar for Hunger, Sox Box, Socks for the Homeless, Nonna’s Famous Pizza Box, Artistic Cake Design, Ahavah Treats and others – supporting youth in our shelters and housing programs.

While observing Covid-safe protocols, we grew our in-kind donations by 60%. We welcomed tremendous support from new partners, including Khalsa Aid, Islamic Relief Canada, the Adoption Council of Canada and others. New donated items supported young people in our shelters and housing programs.

Our YSB Foundation Youth Cabinet, a group of ambitious young leaders from local high schools, collaborated remotely throughout the school year, raising awareness and funds for youth mental health.

Our Foundation Board and Team continue to lend their expertise and reach, and do so with heart and a keen desire to help vulnerable youth to be seen, heard and supported.



### OUR MISSION

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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

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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:

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- 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



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**FINDING  
STRENGTH  
EMBRACING  
CHANGE  
DELIVERING  
HOPE.**



YOUTH SERVICES BUREAU OF OTTAWA

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