

# YOUTH & TIMES CHANGE.

SO DO WE.



*Annual Report 2022*

Inspiré par  
les réflexions de jeunes  
#LeBSJa60ans

ysb

YOU  
SERVICES  
JEUNESSE  
Youth Health  
Centre  
des

# A MESSAGE

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

*"We would like to thank our staff, our Foundation team, our partners, funders and donors who continue to believe in the work that we do and the people we serve. You give us hope and courage to face the future with confidence and strength."*



Joanne Lowe,  
Executive Director



Susan Tataryn,  
Chair, Board of Directors

**REGARDLESS OF THE SERVICE THAT OUR CLIENTS ARE ACCESSING, WE WORK TO MEET YOUTH WHERE THEY ARE AT, PHYSICALLY, MENTALLY, AND LOGISTICALLY. WE ALL KNOW HOW DISRUPTIVE THE PANDEMIC HAS BEEN FOR EVERYONE, AND THE NEED FOR OUR SERVICES HAS NEVER BEEN GREATER.**

# **We are constantly amazed, uplifted, and educated by the young people we work with. Our work is led by youth, and we continue to adapt to keep up with them.**

**With partners from across the city, we found housing for youth, we helped them secure jobs, we made sure that they had food to eat, we supported their educational journeys, we counselled them through ever worsening mental health issues, and we helped them to re-integrate into their communities after conflicts with the law.**

While it is hard to be strong when faced with so much adversity, our own experiences and lessons from the people we serve have shown us the importance of hope and kindness. It has also highlighted how important it is for us to work collaboratively and in partnership.

Within our staff teams, we supported staff with enhanced supervision processes. We built regular equity, diversity, and inclusion learning sessions, helping to build our work in an equitable, unbiased way. We continued our meaningful collaborations with partners such as the City of Ottawa, the Ottawa Food Bank, and United Way East Ontario.

YSB staff are confident and resourceful; they are collaborative and culturally competent. Whether it's

an employment counsellor who's walking a nervous youngster through their first job interview, one of our mental health counsellors meeting a young person at Tim Hortons to talk about how they're going to work through the next few days, one of our crisis workers talking late into the night to a desperate young person, or one of our youth workers planning a tenant gathering, acknowledging that even in tough times, we all need to move forward. We're working together to ensure that every youth has the opportunity to graduate to successful adulthood.

Thank you to the YSB Board of Directors, who have been very responsive and helpful in shaping our work. They have fulfilled their commitments and brought all they have to the table.

A couple of years ago, YSB celebrated its 60th anniversary. At that time, we shared memories of our decades of service. We talked about everything we had seen and everything we learned. Today, we are turning our eyes forward, and we are thinking more and more about the future.

We are constantly amazed, uplifted, and educated by the young people we work with. Our work is led by youth, and we continue to adapt to keep up with them.

We would like to thank our staff, our Foundation team, our partners, funders and donors who continue to believe in the work that we do and the people we serve. You give us hope and courage to face the future with confidence and strength.

**“Our clients, no matter how challenging their current situation is, will often reach out to another person they see in similar or other difficult circumstances and offer to help. They offer words of encouragement, comfort, of practicality – I see this over and over again. Their generosity to others in dire circumstances will always be humbling.”**  
**~ YSB Staff Member**

# 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.

## YOUTH PARTNERSHIP

YSB will work in partnership with youth to co-create services, create system change, and reduce barriers.

## 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.

## 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.



# MENTAL HEALTH SERVICES

*"Despite the ever-changing challenges, our mental health crisis team worked to ensure children, youth, and families had immediate access to support"*

# This past year has been challenging, as we all continue to feel the effects of the significant and sustained impacts associated with the pandemic, including the surge in demand for mental health services.

**As the need for services have increased, so has the severity of the mental health concerns that youth are experiencing.**

Every day, our mental health staff not only experience the stress and pressure the pandemic has caused, but also hear the stories from youth and families of the struggles they are experiencing. Struggles have been particularly felt by equity-deserving groups, including Indigenous, Black, LGBTQ2S+, and other diverse communities.

Despite the ever-changing challenges, our mental health crisis team worked on site throughout COVID to ensure children, youth, and families in crisis had immediate access to crisis support through our 24/7 bilingual crisis line and crisis chat. Our Step-Up Step-Down team seamlessly navigated the additional challenges of delivering a live-in treatment program to ensure that youth experiencing significant mental health issues had access to a supportive and structured therapeutic setting staffed by a multidisciplinary team.

Without any program disruptions, we transitioned the mental health services that we were only able to provide virtually due to the pandemic to a hybrid model of care.

We also returned to providing services in homes, a key component of our mobile crisis, Wraparound, and intensive family support services.

In response to the increasing demand and complexity of youth presenting with disordered eating and under the leadership of YSB in our role as Lead agency, we partnered with other child and youth mental health and addictions agencies to build our staff's skills in working with youth with eating disorders and their families. The mental health team ran more groups, including those specific to anxiety, eating disorders, and dialectical behaviour therapy (DBT) for youth and caregivers.

We focused on increasing the knowledge, skills and capacity of our mental health coordinators to provide clinical supervision through YSB's clinical supervision framework initiative under the leadership of our Clinical Director, Kathryn Owens, clinical supervision courses, and the addition of a clinical assistant director.

We established working groups in priority areas identified in our review of mental health services, including data integrity, working with racialized youth in a therapeutic setting, working with LGBTQ2S+ youth in a therapeutic setting, staff psychological safety and wellness, professional development, interRAI implementation, FIT implementation, youth voice, caregiver voice and onboarding & orientation.

YSB's Mental Health team has had the privilege of working with some exceptional partners, including Anchor Psychological Services, who helped us to increase our capacity to work effectively with youth with disordered eating.

Staff at CHEO are our operational partners for both Bridges program and Step Up Step Down, and we also have strong partnerships with CHEO's crisis, outpatient and inpatient teams.

We are also a member of the Kids Come First health team, and a founding partner of 1Call1Click.ca, an initiative to implement a streamlined, regional, bilingual coordinated access and navigation service.

The mental health team's commitment to youth, families and each other is unwavering. This is a group of dedicated people who care deeply about their clients, their colleagues, and their work. Resilient, adaptable, motivated, hardworking, client centred, committed, resourceful, caring, inclusive, and thoughtful are all qualities of the dynamic mental health team who bring a vast variety of skills, knowledge, experience, and personalities to delivering exceptional care in partnership with youth and their families.



**HIGHLIGHTS**

**YFCS-CHOICE**

**993**

clients

**YFCS – CORE**

**544**

clients

**MOBILE CRISIS**

**1,258**

clients

**CRISIS CALLS AND CHATS**

**5,812**

**YFCS-SPECIFIC – IFS**

**63**

clients

**BRIDGES**

**77**

clients

**CENTRE ÉDUCATIF**

**14**

clients

**STEP UP STEP DOWN**

**49**

clients



# COMMUNITY SERVICES

*"Our youth engagement leaders have raised the bar this year with their outreach, programming, and educational tools."*

**Our Downtown Services and Drop-in is a lifechanging facility-one where vulnerable youth feel safe, comfortable, and have a sense of belonging.**

Youth come in because they feel safe and stay because of the staff and support services.

This year we embarked on an innovation project, which seeks to review and innovate programming to best meet the needs of our

clients. This initiative will continue through next year.

Community Services staff worked through many challenges this year, alongside the ongoing pandemic, including the disruptive occupation of downtown Ottawa in February,

which forced us to close the doors of our youth drop-in over several days. Staff and clients were forced to deal with these extremely difficult circumstances, yet managed to pull together, and get through it.

**There were also some wonderful highlights, including:**

- We celebrated the 25th anniversary of the Queer Youth Action Committee (formerly known as the Rainbow Youth Advisory) and Spectrum; this signature event celebrated these youth leaders’ groundbreaking and necessary work on LGBTQ2S+ issues.
- At our Drop-in, we welcomed the return of in-person learning at our high school, a partnership with the Ottawa-Carleton District School Board, helping youth to complete their high school credits.
- Our health clinic, in partnership with the Sandy Hill Community Health Centre, was also able to reopen, and we are working on the return of our dental hygiene program with Algonquin College.
- Community Services staff led various Pride celebrations, promoting YSB as a place where LGBTQ2S+ youth can access safe and welcoming services.

- We have maintained our youth isolation centre, working with our partners to support youth who have COVID.

YSB’s Youth Engagement philosophy guides our work, helping us to understand and plan for programming that responds to the issues and needs of our clients. Our youth engagement leaders have raised the bar this year with their outreach, programming, and educational tools; they continue to gain leadership skills and act as organizers in their communities.

Youth homelessness continues to be a severe concern in Ottawa. Both of our emergency shelters are seeing high numbers of youth coming to their doors, requiring a high degree of support. Thanks to the hard work of the youth and staff, many have moved through to YSB’s transitional and long-term housing.



**“Over the years, the youth and families I’ve worked with have inspired me always to want to learn more. I can not begin to describe how much my clients have helped me grow.” ~ Staff Survey Respondent**

**HIGHLIGHTS**

**DOWNTOWN SERVICES & DROP IN'S**

**3,980**

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





# EMPLOYMENT SERVICES

*“Regardless of the massive transformation facing the Employment Services sector, we remained solid, performed well, and continued to pivot based on the evolving needs of our clients and our employer community”*

NO HUMAN IS ILLEGAL  
LOVE IS LOVE  
WOMEN'S RIGHTS



**The year at YSB’s Employment Services included many programs and events that were great successes or generated vital lessons.**

This year we focused on services delivery based on our service impact statement: how we do our work? “We provide accountable, non-judgmental services in a safe manner that builds on and increases capacity.” The core of this statement is reflected in all of our work.

The Employment team embraces continuous change with unwavering resilience, always focused on the client. Regardless of the massive transformation facing the Employment Services sector, we remained solid, performed well, and continued to pivot based on the evolving needs of our clients and our employer community.

After two years of virtual events, we reestablished on-site and community events. We re-initiated in-person and virtual access to service for clients, which increased volume and has garnered positive feedback from clients and referring partners. We completely remodeled our Moodie Drive office, integrated our two offices at Bank St., and implemented a hybrid schedule. We co-developed and introduced a new, robust case management system to support our clients, and our caseworkers.

We strongly believe in fostering an open dialogue amongst our staff team. We strongly focused on

supporting staff wellness and a positive, healthy workspace for all.

We enjoyed working with multiple community partners, such as the March of Dimes and the Ottawa-Carleton District School Board. We developed a workshop focused on social determinants of health to support our student clients. Accenture is our partner for online training, in-person and virtual workshop support. YSB’s Employment Services is the Ottawa area lead partner with Skills Ontario, co-developing facilitated events and sessions to educate and raise awareness of the trades, specifically focused on youth and pathways unique to this demographic.

Through our RBC partnership, we offered workshops on financial literacy for youth. We worked with Youth Ottawa on mentorships for clients interested in entre-preneurial support. Our 400+ employer partners include small and medium businesses. We work closely with the Canadian Mental Health Association, Home Depot, and Ottawa Public Housing partners to offer enhanced programming and supports, and effective referrals to support life stabilization activities for successful, sustainable client outcomes.

INTAKES		
YOUTH JOB CONNECT	EMPLOYMENT SERVICES	CANADA-ONTARIO JOB GRANTS
512	1,473	179

The Employment Services team participates on many local tables to discuss challenges and experiences, develop collaborative solutions, and increase awareness of services and supports available to our shared clients.

Throughout the past year, our team has worked tirelessly to meet all aspects of our program requirements and evolving client needs.

The Employment team holds a top performance spot across our region and the province when looking at service impact and sustainable outcomes. This success is due to the innovative, dedicated team of professionals who make up our Employment Services team. This team does not stop; they do not see challenges as impossibilities but as an opportunity to grow, improve, and expand our reach and the scope of our services.

**“The experience has been awesome, and just a few years ago, I wouldn’t have been able to imagine being in such a great work environment. None of this would have been possible without the amazing staff at YSB.” ~ YSB Employment Services Client**

PERCENTAGE OF CLIENTS WHO COMPLETED PROGRAMS

YOUTH JOB  
CONNECTION SUMMER

**94%**

EMPLOYMENT  
SERVICES

**80%**

YOUTH JOB  
CONNECTION

**91%**





# YOUTH JUSTICE

*"Thank you to all the YSB Youth Justice staff for continually working to build strong, trust-based relationships with our clients."*

**YSB'S YOUTH JUSTICE PROGRAMS ARE DESIGNED TO GIVE YOUNG MEN IN CONFLICT WITH THE LAW THE BUILDING BLOCKS FOR SUCCESS. WE OFFER INNOVATIVE PROGRAMMING, MOVING BEYOND EDUCATION AND LIFE SKILLS TRAINING.**



**Youth learn new skills in our Tamarack Trades Training Centre, nurture new growth in the gardening and horticulture program, and earn credits through our school program and take part in recreation and social programs.**

Our youth justice programs include the William E. Hay Centre and the Sherwood Centre, anger management, community reintegration, employment and mental health services, and our mental health court worker program.

Clients were offered comprehensive life skills, recreation, arts, and trades programming at William Hay and Sherwood. In addition to residential programs, YSB’s Youth Justice Services work to connect youth leaving detention to employment and housing options.

**There were several highlights over the past year:**

- The Tamarack Trades Centre continued our partnership with Ottawa Community Housing over the past two summers.
- This past summer, the youth built two picnic tables that are now being enjoyed at a housing location for Ottawa Community Housing.
- We were delighted to see four youth earn their high school diplomas while in our care. A number have now gone on to pursue college diplomas
- After two years of strict pandemic restrictions, we were able to reintroduce in-person visits for our youth, reintegration leaves for our youth to go back into the community, and professionals are once again allowed to enter our facilities.

Our Youth Mental Health Court Worker program helps youth with severe mental health problems and in conflict with the law to access mental health services.



**YOUTH JUSTICE CLIENTS**

<p><b>MENTAL HEALTH COURT WORKER</b></p> <p><b>23</b> clients</p>	<p><b>ANGER MANAGEMENT</b></p> <p><b>37</b> clients</p>	<p><b>REINTEGRATION</b></p> <p><b>75</b> clients</p>
<p><b>YOUTH TRANSITIONAL PROGRAM</b></p> <p><b>29</b> clients</p>	<p><b>OPEN CUSTODY/ DETENTION (SHERWOOD)</b></p> <p><b>44</b> clients</p>	<p><b>SECURE CUSTODY/ DETENTION (WEH)</b></p> <p><b>80</b> clients</p>

**“Our clients, no matter how challenging their current situation is, will often reach out to another person they see in similar or other difficult circumstances and offer to help.” ~ Staff Survey Respondent**



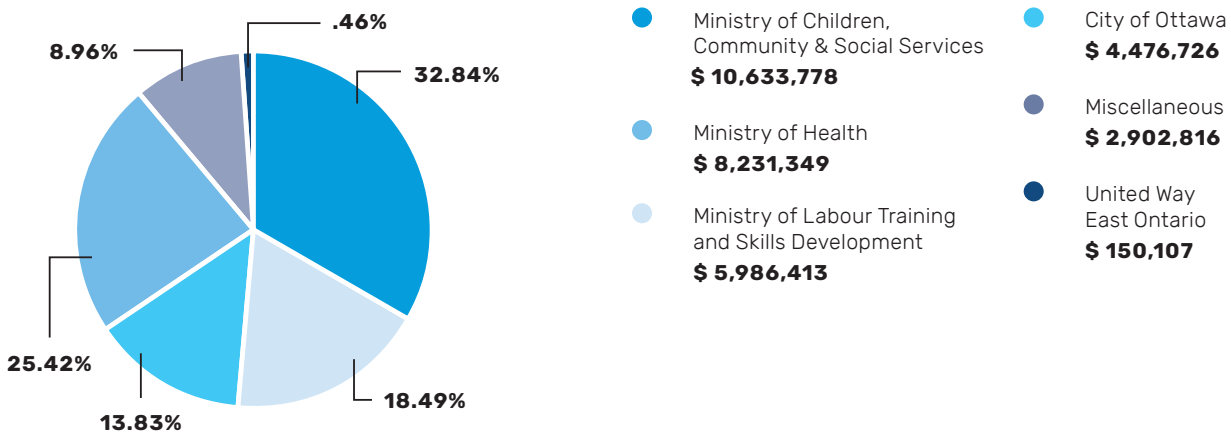
# Financial statements

## YOUTH SERVICES BUREAU OF OTTAWA

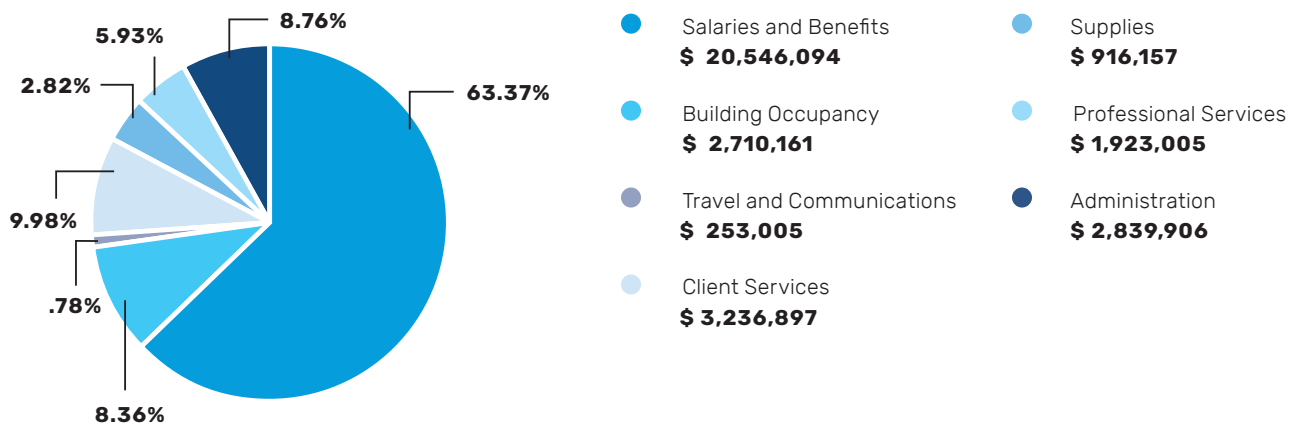
Summary of Program Revenue and Expenditures

For the 12 months ended March 31, 2022

### TOTAL REVENUE: \$ 32,381,189



### TOTAL EXPENSES: \$ 32,425,225



# Financial statements

## YOUTH SERVICES BUREAU OF OTTAWA FOUNDATION

Summary of Revenue and Expenditures  
For the 12 months ended March 31, 2022

**TOTAL REVENUE: \$ 1,467,205**



**29.74%**  
**INDIVIDUALS**  
\$ 436,409



**18.06%**  
**FOUNDATIONS**  
\$ 265,042



**30.97%**  
**CORPORATIONS**  
\$ 454,332



**21.23%**  
**SPECIAL EVENTS**  
\$ 311,422

**TOTAL EXPENSES: \$ 1,323,606**



**31.33%**  
**SALARIES & BENEFITS**  
\$ 414,675



**3.64%**  
**SPECIAL EVENTS**  
\$ 48,187



**50.63%**  
**YSB DESIGNATIONS\***  
\$ 670,145



**14.40%**  
**OTHER**  
\$ 190,599

\* includes \$203,109 for Capital Campaign



# YSB FOUNDATION

## EXECUTIVE DIRECTOR & CHAIR'S MESSAGE

*YSB's Foundation Board of Directors and team 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 Charitable Foundation



**Isabelle Perreault**  
Board Chair

**AT A TIME WHEN FUNDRAISING EVENTS AND COMMUNITY INITIATIVES CONTINUED TO BE AFFECTED BY THE PANDEMIC, WE MANAGED TO EXCEED OUR GOAL AND RAISED \$1.47 MILLION FOR YSB PROGRAMS.**

**While continuing our integrated fundraising program, the Foundation team also dedicated more time and resources to growing our digital presence and appeals.**

We were immensely proud to receive the Association of Fundraising Professionals (Ottawa chapter) Philanthropy Award for Innovation in Fundraising this year, nominated by KPMG and supported by Bell.

Our signature fundraising event, Stay Up Ottawa, continued in its ninth year and raised almost \$140K in support of YSB’s two shelters and four housing buildings. Through our participation in the national Coldest Night of the Year event, we raised \$33K in support of YSB shelters.

We launched a DIY fundraising tool for community members to create custom campaigns supporting YSB. Our online ONE campaign helped to drive support for YSB as an essential service offering critical youth mental health services, shelters and housing, employment programs, and justice support for youth 12 and older.

With our Mind Matters youth mental health series, we offered events over Instagram Live, Facebook Live, and Zoom, with YSB staff members and the Foundation’s Youth Cabinet members as hosts and speakers.

We also worked with partners on their events, including the Ottawa Sports and Entertainment Group (OSEG). The YSB Foundation experienced close to 20% growth in third-party events, including an Orleans-to-Stittsville walk organized by Greg McPherson in memory of his son Aric that raised more than \$11K for YSB youth mental health services. Past YSB client Samuel Brazeau also supported youth mental health services he had accessed several years ago with a fundraising run from Orleans to Hawkesbury and back.

Throughout the year, we established additional partnerships with community and retail groups, including Aesop and LUSH, who provided considerable in-kind support for youth in YSB programs.

Existing and new partners also reached out to extend additional support during the pandemic to youth clients in YSB shelters and housing with donations of socks and new clothing, pizza nights, Mother’s Day meals for youth with young children, and a DIY pizza kit and cookie meal delivery.

The YSB Foundation raised vital funds for our youth mental health programs, made possible by generous contributions from valued partners, including the Ottawa Gatineau Youth Foundation, Bell Let’s Talk, the Danbe Foundation, and several generous, anonymous corporate and family foundation donors. The Home Depot Canada Foundation continued its investments in YSB housing improvement projects and employment supports. At the same time, RBC Future Launch funds were used to reimagine the support needed to address the community’s most vulnerable youth and their access to employment. New supporter Engel and Völkers and their team of realtors rallied around YSB by investing in YSB’s dedicated housing building for youth who identify as part of the LGBTQ2S+ community.

We continued our ongoing work with the Ottawa Community Foundation with their investment in YSB’s Diversity at Work program focused on Equity, Diversity and Inclusion.

Our YSB Foundation Youth Cabinet, a group of ambitious young leaders from local high schools, also collaborated remotely throughout the school year to raise awareness and funds for YSB’s housing and mental health programs.

**Our signature fundraising event, Stay Up Ottawa, continued in its ninth year and raised almost \$140K in support of YSB's two shelters and four housing buildings.**





# Boards of Directors

## YOUTH SERVICES BUREAU

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Tataryn Law

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Straford Group

**Donna MacNeil-Charbot (Secretary-Treasurer)**  
Ottawa Police Service (Retired)

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**Robbin Tourangeau**  
National Cybersecurity Consortia

**Jacqueline Lawrence**  
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**Meena Roberts**  
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## YOUTH SERVICES BUREAU FOUNDATION

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**Balwinderjit Singh Kapoor**  
MDS Aero Support Corporation

**Justin Veale**  
Forest Products Association of Canada

**Erika Falconer**  
RBC

**Jennifer Stewart**  
Syntax Strategic



## YOUTH SERVICES BUREAU OF OTTAWA

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All statistics shared are for the period from  
April 1, 2021 to March 31, 2022.

