



YOUTH ON PURPOSE

**ANNUAL
REPORT
2023-24**

WORD FROM THE CEO AND THE BOARD CHAIR

As we present the Youth Service Bureau's annual report, our theme this year, Youth on Purpose, encapsulates our enduring commitment to empowering young people to lead purposeful lives.

Purpose, put simply, is the “why” behind what we do – it's the reason, it's intention, it's inspiration. Purpose, in the context of the work that we do at YSB, is about making a meaningful impact in the lives of our clients and communities. It's the driving force that fuels the commitment to support those in need, advocate for services, and work toward creating a more equitable society. We work to impact tomorrow today.

Over the past year, our purpose as an organization has been more evident than ever, as we navigated unprecedented challenges and celebrated significant milestones. From launching innovative programs that address the evolving needs of our youth, to forging new partnerships and strengthening existing ones. All of these amplify our impact. We have worked tirelessly to ensure that every young person we serve feels supported and valued. Our success would not be possible without the unwavering dedication of our partners, whose collaboration strengthens our place within the community.

For staff working in all of our service areas, purpose isn't just about fulfilling duties that are described in our job descriptions; it's about being a part of something bigger. Whether it's helping a youth find stable, supported housing, connecting people with employment resources, meeting youth where they're at in terms of their mental health needs, or advocating for services for youth in conflict with the law, purpose is what guides and motivates our work. It's the reason why youth workers, mental health counselors, community job developers, and staff covering every role at YSB wake up every day ready to face challenges, knowing that their efforts can change lives for the better.

Purpose for our work comes from a place of empathy, strength, and a desire to give back. It's about recognizing the dignity in every individual and being dedicated to uplifting others, even in the face of the many barriers that exist.



As we look ahead, we are inspired to continue building a future where every youth can find their purpose and reach their fullest potential. This report is not just a reflection of our achievements but a testament to the collective effort of our teams of dedicated employees and Central Service departments, who have been instrumental in our mission. Together, we will keep driving positive change, ensuring that our youth remain at the heart of everything we do.



Michel Guilbeault
Interim CEO



Tanya Gracie
Chair, YSB
Board of Directors

YSB BOARD OF DIRECTORS

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LEAD AGENCY REPORT

YSB is one of 31 Lead Agencies established in the Child and Youth Mental Health (CYMH) sector across Ontario. Lead Agencies' roles and responsibilities are legislated under the Child, Youth, and Family Services Act (CYFSA).

The work and mandate of the CYMH Lead Agencies fit with the goals described in the Roadmap to Wellness: to build a system where “all Ontarians have access to high-quality, easily accessible mental health and addictions support throughout their lifetime, where and when they need it.”

Now overseen by the Ministry of Health, YSB, in its Lead Agency role, provides leadership at the service delivery level and leads key functions in the areas of system planning, improved service options, and program alignment and performance. We're excited to share some of the quality improvement and system level projects we began in 2023-2024, that will continue into 2024-2025:

- Enhancing and redesigning Mental Health Day Treatment services in both English and French (two distinct projects);
- Refreshing the structure and duties of Coordinated Access (a specialized core service);
- Supporting an innovative pilot project with the Children's Aid Society of Ottawa (CASO) to address complex mental health needs through a cross-sectoral, multi-disciplinary treatment pod;
- Collaborating with CHEO to develop comprehensive eating disorder care pathways from community to hospital, and vice versa, while also providing training for community providers;
- Leading the provincially driven Right Time, Right Care initiative, which aims to address the intersection of education and the specialized child and youth mental health and addictions (CYMHA) services to create a collaborative, coordinated, and responsive system of care for all young people;
- Arranging access to specialized training for our community partners in eating disorder services and neuro-developmental & mental health training, based on objectives of our local area multi-year plan.





Our commitment to strengthening the CYMH sector is reflected in our collaboration with community partners across all service areas. As the YSB Lead Agency, we work closely with nine other core service providers:

- CHEO
- Crossroads Children's Mental Health Centre
- Le Cap
- Rideauwood Addictions and Family Services
- Roberts-Smart Centre
- Royal Ottawa Mental Health Centre
- Sandy Hill Community Health Centre
- Somerset West Community Health Centre
- Vanier Community Service Centre

We also engage in valuable planning, collaboration, and partnership with a broad range of community partners, including child protection and education sectors.

Provincially, we actively participate in the Lead Agency Consortium, where all 31 Lead Agencies collaborate on system transformation efforts across Ontario. As the Lead Agency representing Ottawa, YSB advocates for the child and youth mental health needs of our region at the provincial level and ensures the unique needs of our area are prioritized.

OUR VISION:

IMPACT TOMORROW TODAY

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.

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.

YSB FOUNDATION

OUR COMMUNITY OF SUPPORTERS GIVING ON PURPOSE

Our YSB Foundation team and Board members are dedicated to raising funds and awareness in support of YSB's impactful and lasting work with young people and their families. We're deeply grateful to our generous corporate and foundation partners, donors, and community groups for their continued and generous support during the past year. Our Foundation met its fundraising goal, raising \$1.57M for YSB programs.

Our team continued its integrated fundraising program focused on corporate donations and grants, signature and third-party events, direct mail and email campaigns, and digital marketing and fundraising. At the centre of our work are the members of our donor community and their commitment to investing in YSB's work and in the young people who benefit from our programs and services.

Highlights from the year:

- Access to our inclusive youth shelters and housing buildings was made possible by our longtime partnership with The Home Depot Canada Foundation, as well as support from Engel & Völkers Ottawa Central, TD Bank Group, and several anonymous donors.
- A continued shelter sponsorship campaign – Room to Grow – was supported by lead sponsor the Taggart Parkes Foundation, raising just over \$152K that also included donations from families, workplaces, and individual donors to ensure previously homeless youth have access to YSB's two dedicated shelters and four long-term housing buildings.
- Support through our partnership with RBC Future Launch, ensured youth and others entering or re-entering the workforce were provided with complete pre-employment training and counselling throughout the job readiness process.
- Vital mental health support for youth was made possible by generous contributions from valued partners the Senators Community Foundation, Bell Let's Talk, the Medavie Foundation, as well as several private family foundations and through third-party events.



- Our corporate and community partners also provided additional support to YSB and our clients through their volunteer commitments, including painting and landscape projects, cleaning and baking days, and Holiday Season gift bag assembly to ensure youth residing in our housing buildings each had a holiday gift.
 - Our generous community also showed youth how much they care by way of a range of in-kind donations, from new clothing, pajamas and flip flops to cleaning supplies, bedding, towels, toiletries, craft supplies, and housing start-up kits. This support was provided to YSB clients in shelters and housing, mental health, employment and youth justice programs.
 - The Foundation's bilingual virtual signature event, Stay Up Ottawa, continued in its 11th year and raised close to \$90K in support of YSB's two shelters and four housing buildings.
- for previously homeless youth. The Foundation also participated for the third year in the national Coldest Night of the Year event and raised \$29K in support of YSB's two dedicated youth shelters and four housing buildings.
- Our team and Board introduced our inaugural RISE & THRIVE fundraising breakfast, welcoming 275 guests to Ottawa's beautiful Horticulture Building on October 19th and raising awareness and \$65K for YSB programs.
 - The Foundation continued to welcome generous support from a range of third-party events in support of YSB, including CLV's Mike McCann Charity Golf Tournament, Adam Marc Bignell Fundraising, Jen Stewart and Ami Jarvis sledding expedition, the 3rd annual On the Road to Mental Health, and the Ottawa Father Daughter Ball among others.

- The Foundation's Mind Matters youth mental health speaker series continued its educational videos in support of youth, parents, educators and the community.
- The Ottawa Community Foundation continued investing in YSB's Diversity at Work program and its donor-advised funds were invested in post-secondary youth scholarships for young people in YSB's long-term housing and youth justice programs to enable them to make their educational dreams come true.
- The Foundation's Youth Cabinet, a small group of ambitious young leaders from local high schools, also collaborated throughout the school year raising awareness and funds for YSB's youth shelters and housing, as well as youth mental health.
- We established our Young Professional Network (YPN), a group of young leaders who are passionate about supporting and amplifying YSB's work with youth. Members of the YPN are participating in YSB events, helping to raise awareness, and rallying their networks around YSB's work.

Members of our Foundation team and Board continue to be deeply inspired by YSB's work and are honoured to raise awareness and funds in support of YSB's work and the thousands of youth who turn to YSB in a time of need.



Patti Murphy
Executive Director,
YSB Foundation



Isabelle Perreault
Chair, YSB Foundation
Board of Directors



YSB Foundation Board of Directors

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Rebecca Murray (Vice Chair), Carleton University

Geoff Publow (Treasurer), Myers Automotive Group

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Stacey McMillan, QuantumShift and FamilyShift, KPMG

Bobbi Faulkner, ValueWerx

Robert Rhéaume, ex-officio (YSB Board)



COMMUNITY SERVICES

Development of Youth Diversion at Community Services

With our youth shelter programs often being the first point of contact in the homelessness support system, our Community Services (CS) department is rethinking how we approach sheltering by providing early intervention and diverting young people from becoming homeless in the first place.

Following successful models from other municipalities, YSB has begun to work on our own Centralized Shelter Diversion to support young people through strength-based interventions and connecting them with their natural support networks, such as family members, friends, and community resources.

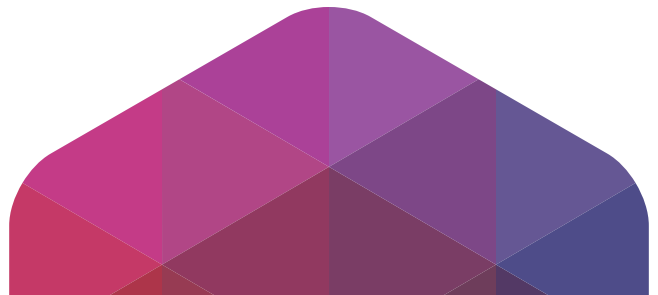
With the support of our YSB Foundation and the teams at the two shelters, we are working to make this program a reality.

Restorative Practice training for CS staff teams

Restorative practices is a field within the social sciences that studies how to strengthen relationships between individuals as well as social connections within communities; Community Services is learning how to get Restorative.

By learning about and engaging in Restorative Practice, front-line workers, coordinators, and directors are working to create strong interpersonal connections between each other and clients to help prevent and restore relationships when harm has happened. Integrating these skills into our practice will see increased satisfaction with the client experience and resilient staff teams

We have trained more than 30 staff members across four different programs. With six skilled as in-house trainers, we are looking to increase that number this fall. As a result of all of our efforts, our training team will be featured presenter at this years National Restorative Justice Conference highlighting how restorative practices can work in community settings.





Long-term housing celebrations: Reggae at Riverside and Pride Prom

Our Reggae at Riverside event was a lively celebration at our long-term housing building, showcasing the spirit of YSB CS. From writing, poetry, and spoken word to an exciting karaoke session, the 3 on 3 soccer tournament, and the fantastic live performance by the Roots Movement, featuring Stephen Atakora, a housing-based case manager.

Our 3rd annual Pride Prom took place this August, a celebration of diversity, and inclusion! The Pride Prom committee created an afternoon of joy, music, dancing, food, games, and performances, where everyone was encouraged to be their authentic selves.

Connecting youth with community

After extensive consultation with the City of Ottawa and west end community service providers, YSB's Ethno Cultural Youth Advisory Committee (EYAC) finalized the Priority Neighbourhood Youth Engagement program. In speaking with other service providers, we recognized that there was a significant population of racialized and newcomer youth in overflow family shelters that had little connection to community. EYAC successfully proposed to provide "by youth, for youth" programming in the west end. EYAC provides programming with the goal of building community, connecting youth with skills building and recreation opportunities. EYAC creates engagement through monthly events and workshops meeting youth where they are living. The committee hopes to involve and inspire young people of all ethnic, socio-economic, and cultural backgrounds.

Impacts of community development on youth housing

YSB, with support from the Community Housing Transformation Centre, created a youth-led, adult-supported tenant engagement program for young tenants living in YSB's long-term housing buildings.

The Community Care Team's multifaceted approach ensures that youth are not only provided with housing, but are actively involved in shaping their living experiences. Each client works with an Housing-Based Case Manager (HBCM) for one-to-one client support in developing life-skills, attaining goals, and navigating living independently. Our project identified challenges that tenants living in YSB's long term housing experienced stemming from the intersection of identity and homelessness including social inclusion and community engagement.

YSB's impact extends far beyond the tangible outcomes of tenant committees and community development. It lies in the agency's commitment to empowering youth voices, fostering positive change at both individual and community levels, and continually adapting to address evolving challenges. Through these efforts, YSB not only provides housing but also nurtures an environment where youth can thrive and contribute to the wellbeing of the broader community.

YOUTH JUSTICE

This year has been an extremely busy year in Youth Justice (YJ) with capacity pressures, but also ensuring our clients are provided quality programming and education.

YJ has focused on increasing and enhancing our programming for our youth at both the William E. Hay Centre and the Sherwood Youth Centre over the past year. We welcomed back the Blueprint for Life program. This was a weeklong program that focused on dance, spoken word, poetry, music, art, as well as sharing experiences with one another. The week ends with a celebration shared with their family and supports.

This year we also welcomed the Centre for Resilience and Social Development and the RAJO program, as well as the African, Caribbean and Black Wellness Resource Centre, that provides financial literacy programming.

The Ontario Justice Education Network provided multiple sessions with our youth, educating them on their rights and the legal system. We also partnered with Maisha Mingi Association for a music program. We partnered with the Toronto Blue Jays Foundation for an introduction to baseball, as well as prizes and swag.

We continued our partnerships with the Wabano Centre for Indigenous services, Youturn, and Ottawa Muslim Community Services. For the first time this year, we offered two career fairs for our clients, featuring community resources, so that youth could speak to the service providers, as well as understand services that are offered in our city upon their release.

For the first time, we welcomed BGC Ottawa to our Trades Centre. Youth were able to use our Trades Centre, where they built picnic tables and flower

planters for their community club houses. They also completed our bike program, where they were able to learn how to rebuild and maintain bikes. We were able to donate two bikes to youth of this program.

In Education, youth at William Hay were able to obtain 110 credits in school from September to June, and we celebrated five youth who graduated high school. At Sherwood, youth were able to obtain 26 credits.

Finally, Sherwood started a hockey program for the youth. Staff were able to get hockey equipment donated, and each week, the youth go to a hockey arena where they are introduced to hockey. Unfortunately, most of our youth do not have access to hockey due to high costs, so this is a chance for them to be introduced to the sport.

We always want to take the time to thank our awesome dedicated staff team here in YJ at YSB. We have such a fantastic group of individuals who work here, supporting our clients through some very challenging times in their life. This team has grown significantly over the past year with expansion, and we cannot thank them all enough for what they do.

We look forward to the year to come. We will continue to focus on supporting our staff team, enhancing our programming, and looking to find better outcomes for our youth. We continue to build community partnerships, advocate for more supports and services, and follow best practices, so that our clients have the best chance of success upon their release.

EMPLOYMENT SERVICES

Our Employment Services (ES) team continue to navigate the province-wide service transformation, through the facilitation of a new, complex service delivery model. The purpose of the Employment Ontario Transformation is to integrate all provincial employment funding within OW and ODSP, streamlining it through Employment Ontario Service Delivery Sites. This integration is now managed by a Service System Manager (SSM), the West Coast Group (WCG).

In preparation for the Integrated Employment Services Delivery (IESD) model launch, staff underwent extensive training. The model, initiated in early 2024, although retaining the outcomes-based model, incorporates numerous, complex key performance indicators (KPIs), and additional targets that drive the performance ratings of our work. Additionally, YSB-ES secured a specialized contract, offering employment support for people funded through the Ontario Disability Support Program (ODSP) and those self-identifying as living with a disability.

The ES team has been actively supporting job seekers and employers through a variety of exciting initiatives. We've organized and hosted multiple job fairs, bringing together job seekers and potential employers to create valuable networking opportunities. The ES team established a "Coach's Corner" at each job fair, where job seekers receive personalized guidance on how to confidently approach and engage with potential employers. Ongoing workshops and sessions at both of our ES locations ensure consistent support and

resources for those seeking employment, making it a dynamic and hands-on experience for our clients.

The ES team continues to navigate challenges amongst change. Our team keeps clients front and centre throughout continuous process and system improvements. This team leads with their innovative, resourceful input, and approaches to all that we do, each and every day. Thank you to YSB's amazing team of highly skilled Employment Specialists!



MENTAL HEALTH

Over the past year, we've had the pleasure of welcoming several new team members and saying goodbye to a few others. It has been truly inspiring to witness how our team has come together to support the onboarding process. Their dedication to welcoming and upskilling new members highlights their care and commitment to the work we do. A program that evolves is a program that thrives.

Our team has also made a significant impact by supporting numerous students through our Youth and Family Counselling (YFCS) and Bridges programs. We look forward to continuing to guide many more students on their academic and personal journeys. Notably, our staff presented the "Mind Matters" parent workshop in collaboration with the YSB Foundation.

A key development has been the transition of our DBT-based youth group to an open-intake model, allowing youth to join at various entry points. This in-person group is co-facilitated by staff from both Bridges and YFCS, ensuring continuity of care. Additionally, the Bridges program, in partnership with the YSB Foundation and KPMG, hosted the Bridges Tree of Hope event at KPMG Ottawa headquarters, where powerful messages of hope were displayed on tree ornaments created by Bridges clients.

To enhance our services, Mental Health Services will undergo a comprehensive six-month review. This review aims to improve service delivery, assess program effectiveness, ensure alignment with organizational goals and strategic priorities, and uphold compliance with best practices. It will also

facilitate continuous improvement, strengthen partner engagement, and identify opportunities to optimize budget and resource utilization.

The YFCS program continues to thrive through partnerships with key stakeholders. This includes mental health and addiction nurses from CHEO, who offered a workshop series and supported the YSB's Youth Mental Health Walk-in Clinic on Tuesdays over the summer. PLEO also remains a steadfast supporter of the walk-in clinic.

Our Mobile Crisis program is exploring new partnerships with emergency medical services (EMS). The goal is to create opportunities for youth and families to access mental health crisis support through EMS, while also helping to alleviate pressures on EMS teams responding to mental health crises.

We extend our heartfelt gratitude to all our partners for their unwavering support in ensuring smooth transitions for youth and families navigating their mental health journeys. This year, we are particularly grateful for the new partnerships that have emerged, enriching our network and expanding our impact.



We look forward to continuing to strengthen these relationships in the coming year, working side by side to create lasting change for the youth and families we serve.

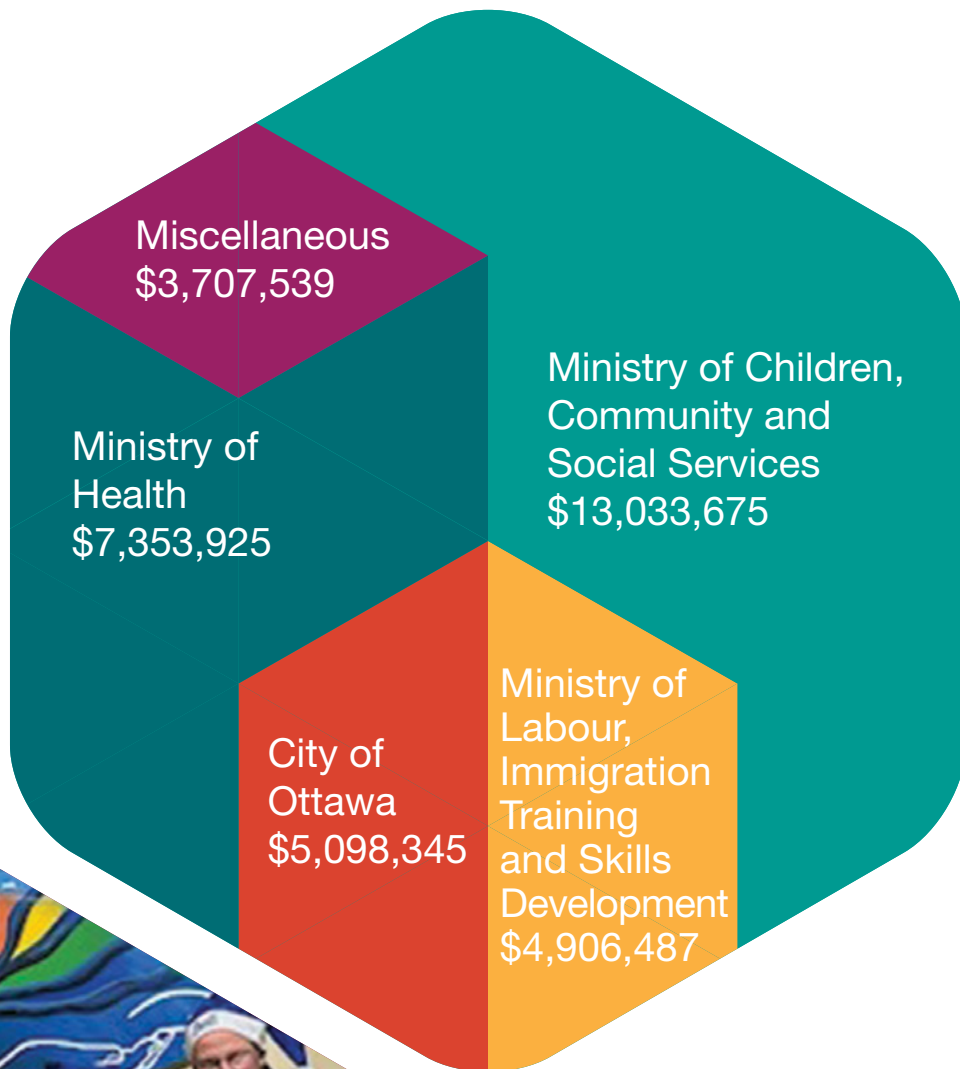
Finally, the dedicated staff within our Mental Health department are the backbone of our mission. With unwavering compassion and empathy, they create a nurturing environment where every individual feels valued and heard. Their creativity shines through in the innovative approaches they employ, tailoring services to meet the unique needs of each client. Our team's commitment to excellence ensures that the care we provide is not only effective but deeply human, fostering resilience and hope in the communities we serve.



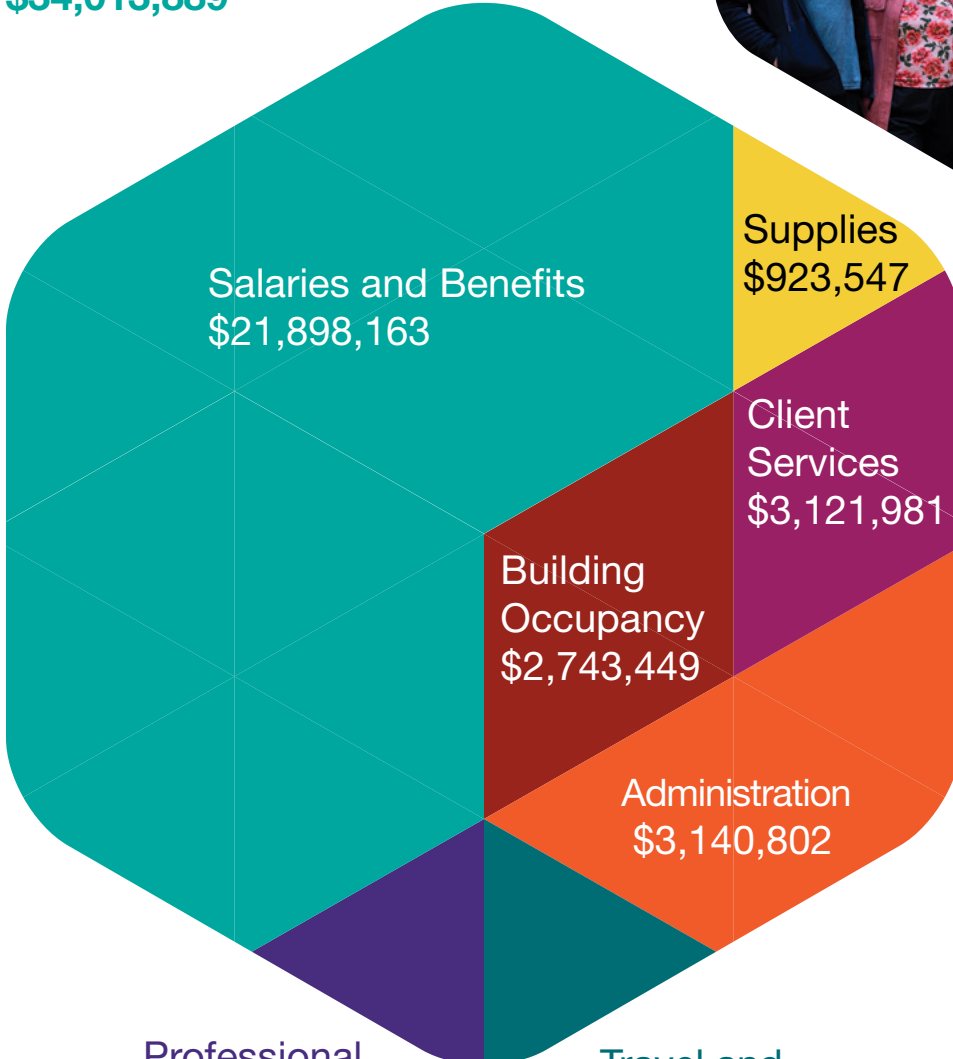
YSB FINANCIALS 2023-24

Revenue 2023/24

\$34,099,971



Expenditures 2023/24
\$34,013,889

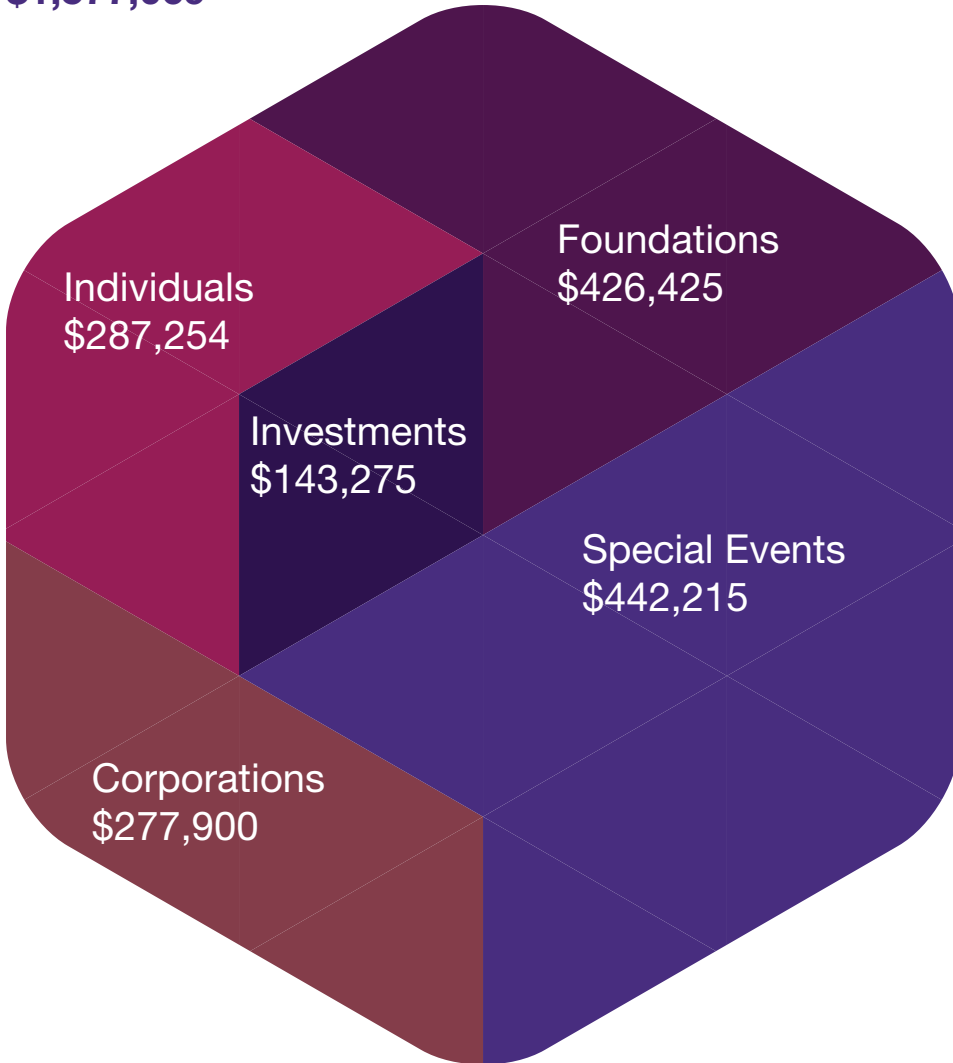


**Professional
Services**
\$1,896,143

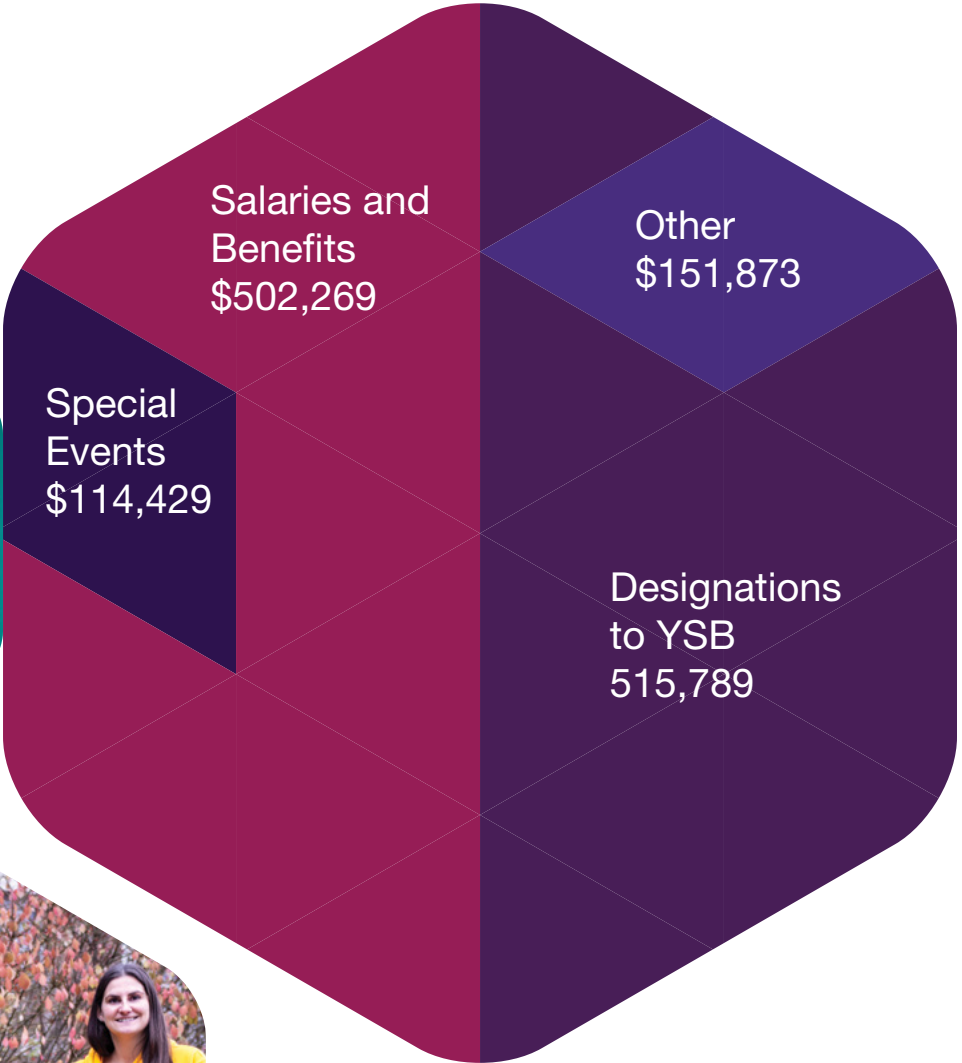
**Travel and
Communications**
\$289,804

YSB FOUNDATION FINANCIALS 2023-24

Funds Raised in 2023/24
\$1,577,069



Expenditures 2023/24
\$1,284,360



YOU CAN HELP US MAKE AN IMPACT

CONTACT US:

 613-729-1000

 INFO@YSB.CA

2675 QUEENSVIEW DRIVE
OTTAWA, ONTARIO K2B 8K2

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TOLL-FREE FOR
EASTERN ONTARIO:
1-877-377-7775

YSB CHARITABLE FOUNDATION:

613-729-0577 X 50262
FOUNDATION@YSB.CA

