

ST. LAWRENCE YOUTH ASSOCIATION

ANNUAL REPORT-2023



SLYA

ST. LAWRENCE YOUTH ASSOCIATION



Community Foundation
for Kingston & Area



United Way
Kingston, Frontenac,
Lennox and Addington



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48th Annual General Meeting

AGENDA

Wednesday, June 21, 2023

9:00 am

Italo-Canadian Club, Kingston, ON

1. Land Acknowledgement



2. Call to Order

3. President's Remarks

4. Executive Director's Opening Remarks and Welcome

5. Daren Dougall, Program Manager, Program Team, Licensing and Compliance for East Region - Remarks

6. Presentation: Zach and Danny from Youth Peer Services

Danny McLaren (They/Them), Youth Peer Support Coordinator

Zach Hartwick (He/Him), Youth Peer Support Worker

Resolve Counselling Services Canada

7. Award Ceremony

- Employee Service Awards
 - 5 Year Awards
 - Tim G, Doreen (Dee) Y
 - 10 Year Awards
 - Angela deM
 - 20 Year Awards
 - Marina K-S
 - 25 Year Awards
 - Mike C
- Employee Excellence Awards
 - Amy Mc
 - Doreen (Dee) Y
 - Peter C

8. Michelle Macey Memorial

9. Executive Director's Closing Remarks

10. Adjournment



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MCCSS Statement

“The youth justice custody system has experienced many challenges since the start of the pandemic. The staff and management team at St. Lawrence Youth Association demonstrate resilience and apply innovative approaches to ensure the safety and security of their staff and clients. I continue to be inspired by their dedication and commitment to helping our most vulnerable youth.”

*Danielle McIsaac
Program Supervisor, MCCSS”*

Board President Report

This past year, July 2022 to present, has been proven to be, to say the least, exceptionally challenging for the St. Lawrence Youth Association agency leadership, front-line and administrative staff, our clients and community partners, including our Ministry representatives. The confluence of the Covid 19 pandemic, and especially the aftermath, has shaken infrastructures and standard policies, procedures, and decision-making to their very core. It is entirely accurate to state that a perfect storm of financial crises, retention issues, staffing shortages, and increasingly complex needs of the youth assigned to our care, custody and control have stretched agency staff, collectively and individually, to their very limit. Despite the seemingly insurmountable hurdles facing the organization, though, they have admirably pushed (and are pushing) through this adversity and are continuing to make a difference in the lives of the clients, their families and the community at large they serve - despite all odds. How? Quality leadership in conjunction with staff devotedness and untiring application. Effective leadership is exemplified by a holistic approach in which everyone plays a role, is characterized by no ideal ‘leader’ trait but rather an ideal group of traits, embraces diversity (but also focuses on commonalities), and is reciprocal in that everyone has a voice. Thus, **everyone** leads. Moreover, a successful leader is also one who seeks conflict to manage conflict and who understands that it is about the **process** as much as it is the resolution (conflict is about new solutions and a deepening of understanding). Christine exemplifies all these aspects of quality leadership. This is only one part of the equation, though; it’s also about the exemplary work ethic the SLYA Management team, front-line and administrative staff consistently demonstrate – how unselfishly they work together, the sacrifices they make, and their resolve.



To better illustrate, make note of the following. Over the past year, the agency has successfully:

- *Overseen the closure of ASL, including the issuing of layoff notices;
- Completed the agency's strategic planning;
- Introduced trauma-informed practice to the organization and facilitated the training for staff and Board of Directors members alike;
- Received over \$650,00.00 in grant monies;
- Completed licensing (without issue);
- Launched its new social media presence including the redesign of the website, logo and overall rebranding;
- *Managed to continue to serve all clients during the pandemic without an outbreak.



I realize that a couple of the *points outlined above pre-date this past year, but I feel are well worth mentioning as they capture the grit, determination and perseverance of *everyone* employed at the agency.

Case in point, one of the strategies applied to offset the rather dire circumstances that SLYA is in is the Executive Director's decision to focus on internal relationship building. For example, the gap that existed between the staff and the Board of Directors was bridged by inviting staff to facilitate presentations at Board meetings to outline their respective roles, responsibilities, challenges, and

accomplishments, as well as encouraging Board members to join staff at the beginning of team meetings to introduce themselves and explain a bit about their background and why they wanted to volunteer with the organization. This measure, although simple is *not* simplistic; rather it has proven to be a catalyst in making important connections and fostering understanding and respect regarding everyone's contribution. Our Executive Director wisely grasped how Board involvement and investment directly influences the agency operation and its security that they play an integral part in providing oversight, direction and remaining mission focused, thus helping the agency grow. To their credit, staff also embraced how essential it is to (re)establish this relationship – they selflessly devoted additional time to preparing to present PPT slides, to compiling materials/resources to disseminate to Board members, to attending Board meetings (and thereby working overtime) – all on top of days that are arduous.

Agency leadership did not confine their efforts to build relationships to internal stakeholders solely, though. That is, as of January 1st this year, Christine has assumed the role of Co-Chair for the Kingston, Frontenac, Lennox & Addington Children, Youth & Family Services Collaborative (CYFSC) which is a voluntary association of approximately 50 agencies, organizations and municipalities responsible for the provision of services and supports to children, youth and their families in our area. In this role, she will be responsible for agenda topics, chairing meetings, bringing in various guest speakers, and organizing different training. EDI is first on the agenda and Christine will participate in a number of workshops related to Equity, Diversity and Inclusion. Moreover, Christine collaborated with FACSFLA and Victim Services to begin

discussions surrounding Human Trafficking initiatives, which are so needed in our community. Finally, long-lasting partnerships such as the one we share with the Youth Diversion Program were further cemented by their collaboration to bring both Boards of Directors together to facilitate a workshop on Trauma Informed Practice. Staff outreach and involvement again is equally important – to this end, SLYA’s partnership with Community Resiliency initiative (CRI) will ensure continued investment in Trauma Informed Practices.

In addition to cultivating and nurturing relationships, agency leadership has devoted considerable effort to capacity building. Evidence of this played out last year in the agency’s strategic planning, as well as the methodical incorporation of trauma-informed practice being introduced and integrated into *all* aspects of the agency’s operation. That is, the Management team implemented and embedded trauma-informed practices at all levels and in all aspects of the agency’s operations via quarterly meetings, that are being conducted by the Residential and Community Support Services teams through a trauma-informed lens.

With regard to the agency’s strategic planning, it was exceptionally well planned and executed by Christine (in partnership with a consultant) – it included all the elements of effective strategic planning such as strategic thinking, long-range planning, cross functionality, and operational planning. Agency staff contributed significantly to the success of the planning at all stages, too. They had a voice and a choice throughout the process and were consistently engaged, responsive, critical in their thinking, and constructive in their feedback.

Capacity building has also been in the forefront in light of the agency’s struggle to recruit and retain staff due to a variety of factors including the problematic level of remuneration. Christine, along with the support of the Board, broke down the situation and considered various potential options – for example, connecting with Program Coordinators at the local community College (and their outlying campuses) to facilitate direct recruitment of students enrolled in social and justice services programming who would be interested in and imminently suited and qualified for back filling on-call positions. It is solution-focused measures such as these, which highlight the leadership’s resourcefulness and vision. Staff shortage is also being addressed by the onboarding of new staff from Williams Marijan and Associates – an endeavor that could only be efficacious with the whole-hearted support and participation of current staff; their receptiveness, accessibility, stellar mentorship, and collegiality greatly assisted the new staff members’ onboarding and their successful transition into highly demanding roles.



Another example of capacity building is the current outreach to our contacts at Queen's University that is underway as an effort to mitigate the unanticipated costs incurred regarding the purchasing of hair products for young women of colour who are in custody. Specifically, we contacted the Chair of Equity, Diversity, Inclusion, and Decolonization at the Faculty of Education, Dr. Alana Butler, to explore the viability of setting up a mini campaign for donations, with the assistance of the Teacher Candidates of Colour – a group that is passionate about, amongst other issues, parity. Dr. Butler's suggestion was to not confine ourselves just to that campus or that group, but to reach out to the Arts and Science Black Studies program since theirs is a larger undergraduate population and one with whose support we might be able to garner more donations that would ostensibly become ongoing in nature.

Arguably, this is at a 'microcosmic' level, yet there are also 'macro' level steps being taken by the organization as well. To begin with, while our agency executive has without fail demonstrated financial discipline and dedicated leadership - which are requisite to running an organization – with limited and declining financial resources from the government, even in the form of government grants, it is incumbent on us to explore strategies to reduce our reliance on these sources and grow alternative funding sources. This is precisely the position our agency management has steered us toward diversifying our funding base – however, that's not all they're doing. Through the methods outlined above (i.e., making sure the Board is strong and invested, joining with other non-profits on joint programmatic and fundraising opportunities to fortify ourselves and help us make a larger impact in the communities in which we operate), the agency will strive to move toward financial stability and will continue to do the work that they are doing, which is honourable and vital.

Looking ahead, then, it is our commitment to continue to be pro- rather than just reactive in addressing the multiple issues we face; to increase SLYA's presence and exposure in the community; and to make our agency a leading youth justice organization regionally, as well as nationally. In closing, they say a chain is only as strong as the weakest link, but I would not know in the case of St. Lawrence Youth Association because this agency simply does not have one.

*Pamela Serff, (she/her) M.Ed. & OCT
St. Lawrence Youth Association's Board President
June 2023*

MEMBERS OF THE BOARD OF DIRECTORS 2023/2024

Pam Serff, President

Andrew Ossterman, Treasurer/Vice President

Jennifer Probert, Secretary

Ashley Jackson

Teresa Pires

Allison Slopach

Maryse Theberge



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Executive Director's Report



SLYA has been very busy this year, seeing an increase in utilization in all our programs. We ran a successful United Way Campaign raising close to \$1,000 in total, with the bake sale being a particularly popular event. We participated in several job fair opportunities at St. Lawrence College and Invista Centre and were able to recruit various staff from these opportunities. We also collaborated with Maltby Centre to attend their Family Advisory Fair, where we had staff attend and explain our various programs. In January, we officially launched our new agency website, Logo and our various Social Media sites. In February the organization attended the official launch of the City of Kingston's Human Trafficking Protocol, which saw several community agencies signing the Protocol to work together for this very important issue in our community.

SLYA received \$25,000 from the United Way for our STP program, \$25,000 from Community Foundation for Kingston and area, for our STP program, and \$25,000 from United Way for a Reintegration worker. We also received \$555,570 for our ***Empowering Youth for Success program***, from the Federal Government of Canada Youth Justice Fund. Program development is well underway and will assist youth reintegrating back into the community once SLYA's services are complete. In total, we received **\$630, 570** in grant funding, the single most beneficial year for new youth funding SLYA has had in its history.

The Federal government also contacted SLYA to consult with them and some of their cohorts in Mexico, on some of our programming in the Community. Subsequently they invited one of our staff from our Community Support Services to join them in Mexico at a conference discussing community programming and trauma informed care with youth in conflict with the law. Angela de Matos attended this conference and represented SLYA brilliantly. She also had an opportunity to network with other agencies on a more global front.

We also said goodbye to our MCCSS Program Supervisor of many years Kathy Holland, and welcomed Danielle McIsaac officially in May. We wish Kathy a happy retirement.

The agency is hard at work focusing on our strategic priorities that were developed last year. The Management team meets quarterly to review the Operational Plan. Goals and Activities were created under each priority. The goals include:



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Respond to Diversity & Complexity of Client Population

- A. Opportunities to partner with other agencies to provide diverse/culturally specific programming for youth
- B. Provide individually tailored, culturally appropriate programs to clients
- C. Embed trauma-informed practices in everything we do
- D. Provide cultural diversity training
- E. Develop a partnership package to geographically dispersed partners

Reduce Funding Uncertainty

- A. Develop program and project proposals in anticipation of funding opportunities
- B. Diversify funding sources
- C. Expand fundraising profile through education and Marketing
- D. Explore foundation/fundraising platform options
- E. Search for funders for specific projects and programs, partnering with other agencies when appropriate

Develop Relationships & Expand Partnerships

- A. Develop Partnering opportunities to support Post Discharge Planning
- B. Partner with agencies to access existing Family + Youth Advisory committees
- C. Develop a Package and present at partner agencies, ask other agencies to do the same
- D. Participate at the Risk Watch/Situation table
- E. Explore Opportunities for shared services

Decrease Recidivism and Increase Youth Success by Enabling a Transition rather than creating a cycle

- A. Identify blind spots or gaps in care, and work towards rectifying them
- B. Ensure continuity of care between services and communities
- C. Enable true transformation with our youth by using trauma informed practices
- D. Lobby for Support to allow for post discharge involvement
- E. Increased Staff Engagement and training



As you can see from my report we are well on our way in working through our 3 year Strategic Plan.

This last year has seen unprecedented staffing shortages, which required the assistance of everyone in the agency. This combined with the increased numbers, particularly at Sundance, made for a difficult year. I was struck by how everyone in the agency came together to help, and to lend a hand where needed. I continue to be impressed and humbled by the level of dedication, resourcefulness, tenacity and compassion my staff and management team demonstrate. Each one of them contains the qualities that this organisation has shown for almost 50 years, the belief that every young person has potential and it is their unique strengths and capabilities that will determine their path of success. This belief drives everything we do at SLYA.

Ongoing discussions are taking place with the Ministry to try to alleviate some of the pressures, to create stability and sustainability within the organization. It is our hope that we can move even closer to our vision of providing restorative and preventative youth justice programs that are responsive and individualized to help youth grow as confident, capable and successful individuals.

Community Programs

Empowering Youth for Success Program, Department of Justice Canada



As the successful recipient of the 3-year Youth Justice Grant, through the Justice Department of Canada, the Empowering Youth For Success Program offers innovative aftercare programming to young people aged 12-17 who are transitioning from St. Lawrence Youth Association's secure and community programming intervention services, facilitated throughout a rolling 12-week period. The program is designed to provide support to clients through the creation of an individualized treatment plan based on a psychometrically validated measurement tool (YLS/CMI 2.0) and clinician collaborative feedback to highlight the needs areas the youth could benefit from. In addition to standard reintegration elements such as housing, substance abuse, mental health, etc., the program also

incorporates evidence-based reintegration components with the purpose of improving our client's sense of self-efficacy and enhancing their understanding on trauma.

Specialized Treatment Program

The Specialized Treatment Program is for youth aged 12-24 years in the Kingston/Frontenac area who demonstrate concerning sexual behaviour. We provide assessment, treatment, and consultation to youth, caregivers and community partners with the aim of reducing the risk of concerning sexual behaviour. However, we receive referrals from Trenton to Brockville and north to Smiths Falls (and as far as Ottawa).

The team includes a forensic psychologist, a counsellor and a Director. Over the last year new referral pathways have been established and revitalised including crown prosecutors, school boards, and FACSFLA. As a result we have seen a **90% increase in referrals from the past 4-year average.**

Community Support Team

The Community Support Team (CST) offers intensive, short term and flexible support to 12-17-year-old persons in conflict with the law. A range of individualized programs are offered based on their criminogenic needs as well as the youth and family's strengths and resources.

Typical reasons for referral include emotion management, problem-solving, life skills, crisis support, family support, substance use counselling, school and employment support, positive relationship building, and other areas of need. Referrals are made by youth probation officers. The CST program is based in Kingston and staff travel to six county regions including Hastings, Prince Edward, Lennox & Addington, Frontenac, Lanark and Leeds & Grenville.

Over the past twelve months, the CST program has been focusing on anti-human trafficking initiatives and training. Staff are implementing new measurement tools, such as the CSE-it, and represent the agency at the KFL&A Anti-Human Trafficking Working Group. Over the last year our community support team have provided youth probation **case services for over 80 justice involved youth.**

Intensive Support and Supervision Program

The Intensive Support and Supervision Program (ISSP) is a sentencing option to “Provide the youth justice system with an effective alternative to custody program that enhances community safety and provides effective rehabilitation services to young persons who have been diagnosed with mental health disorders”. Referrals come from the three probation offices in Brockville, Kingston and Belleville. Though referrals come from these probation offices, the ISSP serves six county regions including; Hastings Prince Edward, Lennox and Addington, Frontenac, Lanark, Leeds & Grenville. This is the largest catchment area of any ISSP in Ontario.



Reasons for referral are to support youth in the community, diagnosed by assessment with one or more disorders, such as early onset major psychiatric disorders, mood disorders, severe anxiety disorders as well as intellectual disabilities, autism spectrum disorders, learning disabilities/disorders and/or developmental delay.

Over the past year, our ISSP program has provided long-term probationary case management and clinical intervention for 22 youth.



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Youth Justice Family Worker

The Youth Justice Family Worker program provides support to families and young people aged 12-17 who are in conflict with the law, or where young people have engaged in problematic behaviors that could lead to contact with police and the justice system. Some common reasons for referral to this program include issues of anger and impulsivity, substance abuse and addictions, communication with family, a need for improving family dynamics and navigating the youth justice system. The Youth Justice Family Worker offers supportive counselling, as well as programming on a variety of topics including anger and stress management, healthy relationships, and health and well-being, among others. The program also offers support and advocacy for the young person and their family, and can provide referrals to other programs and services. The Youth Justice Family worker consults with members of an inter-disciplinary team, in order to best meet the needs of clients and their families.



The Youth Justice Family Worker also attends weekly meetings of The Kingston/Frontenac Community Risk Watch table, which is a collaborative, integrated multi-agency team that aims to provide rapid mobilization of resources and service connections to meet immediate needs of individuals, families, groups or places that are experiencing acutely elevated levels of risk. **Over the past year, our highly valued YJFW program has served 41 youth from our community.**

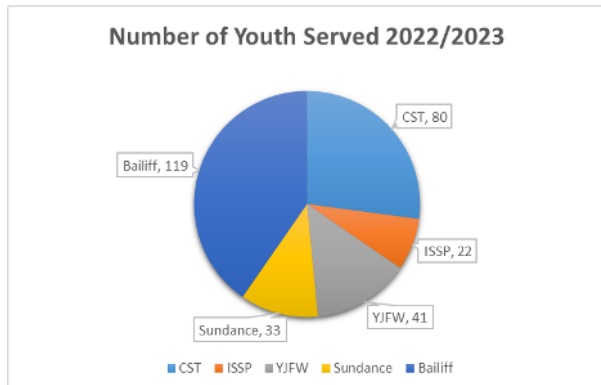
Sundance

Sundance is a 10 bed, Secure Custody Facility, for Females age 12-17 years. Sundance has experienced a year marked by dramatic changes, challenges, and growth. As the era of pandemic focused decision-making came to a close, an increase in resident numbers and a change to our staffing model tested our Youth Justice Workers and our Bailiff program in a way that had not been experienced. Despite these challenges, Sundance has adapted and grown through hard work and perseverance.

What has not changed is the passion and drive, to positively affect the lives of young people, which Sundance workers feel. They were motivated to develop new strategies and explore fresh ideas for programming resources. As a result, Sundance staff have integrated Trauma Informed Care into their approach; they have learned to identify and address the needs of those at risk of Human Trafficking; they've enhanced their skills at delivering the Springboard Hub sessions to best involve the youth; and they continue to search for, and discover, new programs and activities that will intrigue and engage.

Through community partnerships, Sundance has been able to offer services for mental health and addiction, programming and education that respects diverse cultures, such as Indigenous learning, and the integration of technology that removes barriers to access a variety of supports. Sundance will continue to develop and grow through 2023 so that youth can be better equipped to succeed. **The year, June 2022 to present, Sundance saw 51 admissions to our facility.**

Service Delivery – April 1, 2022, to March 31, 2023



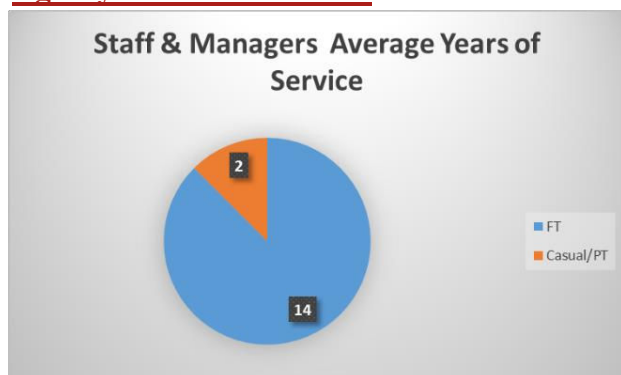
Sundance

Days of Care	1532
Occupancy Rate	42%
Number of SORs	24
Number of HUB Programs	144

Bailiff Program

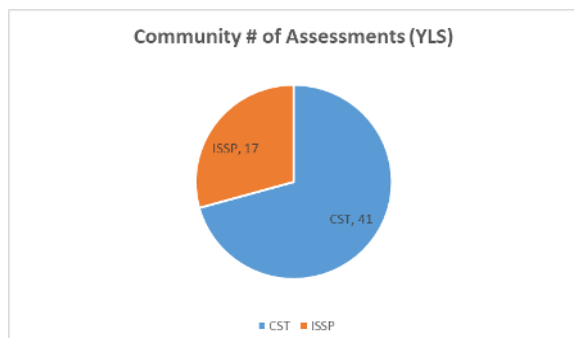
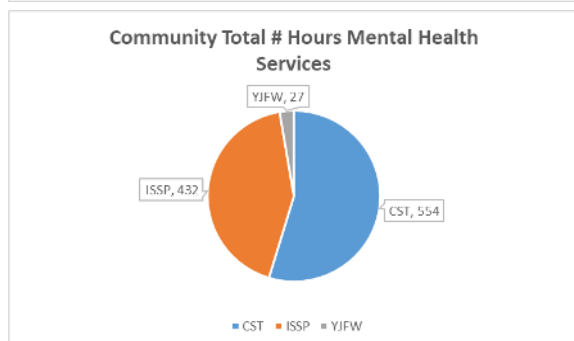
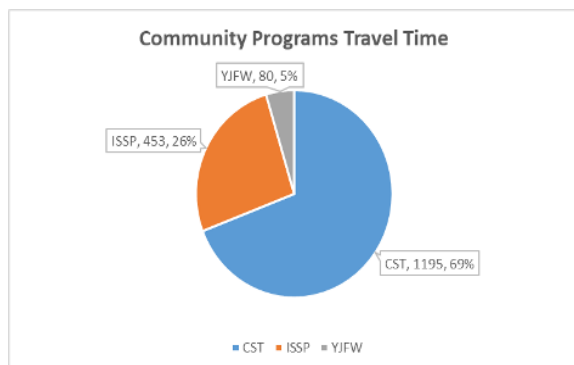
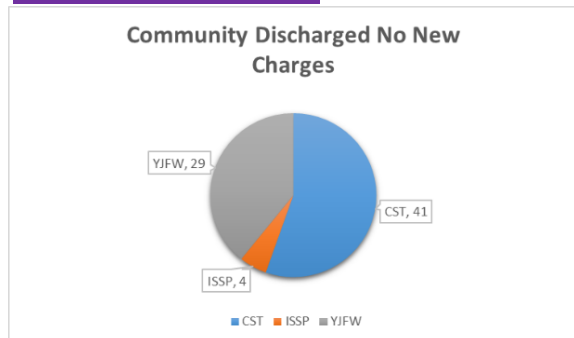
Facility to Facility Transports	20
Facility to Court Transports	46
Medical Transports	28
Court Ordered Assessment Transports	1
Youth to Home Upon Release Transports	19
Other Transports	5
Total # of Transports	119
Total # of Hours of Transport	933.25
Total # of Kms Travelled	54,012

Agency Human Resources



Average Turnover Rate 34%

Community Programs



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Mission & Vision Statement

SLYA's Vision

Every Youth we work with exits SLYA programs feeling confident, supported and prepared to succeed, resulting in no recidivism.

SLYA's Mission

SLYA provides restorative and preventative youth justice programs that are responsive and individualized to help youth grow as confident, capable and successful individuals.

SLYA Values

We are:

Collaborative,
Responsive,
Inclusive, and
Nurturing

and

We Believe In:

Accountability,
Excellence,
Growth, and
Trust



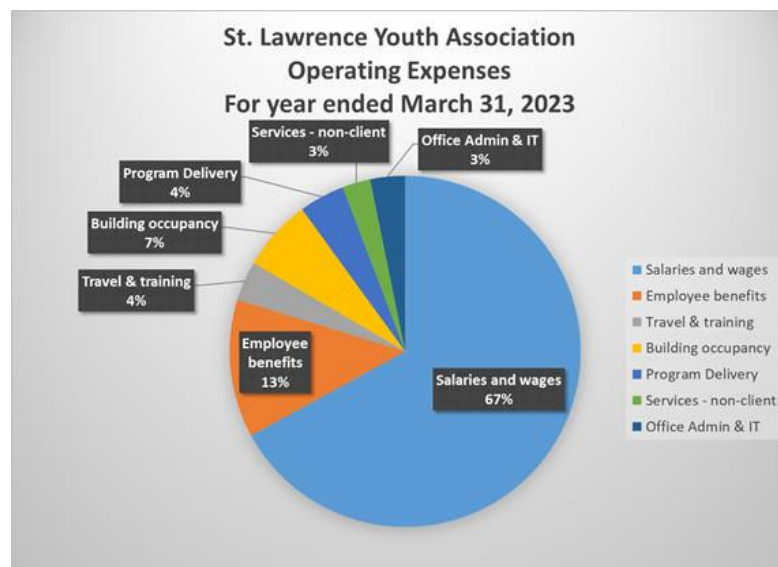
Financial Summary



ST. LAWRENCE YOUTH ASSOCIATION

STATEMENT OF FINANCIAL POSITION AS AT MARCH 31, 2023

	Operating Fund	Capital Fund	Endowment Fund	Total 2023	Total 2022
Assets					
Current Assets					
Cash and cash equivalents	\$ 184,157	\$ -	\$ 16,250	\$ 200,407	\$ 198,557
Accounts receivable	21,040	-	-	21,040	28,825
Interfund receivable	-	-	737	737	737
Prepaid expenses	9,062	-	-	9,062	4,741
	<u>214,259</u>	<u>-</u>	<u>16,987</u>	<u>231,246</u>	<u>232,860</u>
Capital Assets (note 4)	-	3,839,845	-	3,839,845	3,839,845
	<u>\$ 214,259</u>	<u>\$ 3,839,845</u>	<u>\$ 16,987</u>	<u>\$ 4,071,091</u>	<u>\$ 4,072,705</u>
Liabilities and Fund Balances					
Current Liabilities					
Accounts payable and accrued liabilities	\$ 191,284	\$ -	\$ -	\$ 191,284	\$ 222,851
Deferred revenue (note 6)	23,995	-	-	23,995	10,431
Payable to Ministry of Children, Community and Social Services (note 5(a))	27,891	-	-	27,891	9,398
Interfund payable	737	-	-	737	737
	<u>243,907</u>	<u>-</u>	<u>-</u>	<u>243,907</u>	<u>243,417</u>
Fund Balances					
Invested in capital assets	-	3,839,845	-	3,839,845	3,839,845
Restricted	-	-	16,987	16,987	19,091
Unrestricted (deficiency)	(29,648)	-	-	(29,648)	(29,648)
	<u>(29,648)</u>	<u>3,839,845</u>	<u>16,987</u>	<u>3,827,184</u>	<u>3,829,288</u>
	<u>\$ 214,259</u>	<u>\$ 3,839,845</u>	<u>\$ 16,987</u>	<u>\$ 4,071,091</u>	<u>\$ 4,072,705</u>



Staff Recognition

Employee Service Awards

5 Years

Tim G



Doreen (Dee) Y



10 Years

Angela deM



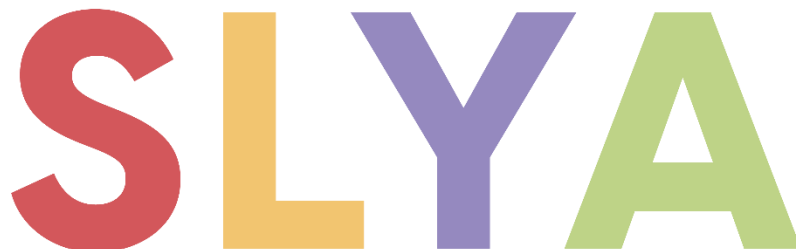
20 Years

Marina K-S



25 Years

Mike C



ST. LAWRENCE YOUTH ASSOCIATION

Employee Staff Excellent Awards

Amy Mc



Doreen (Dee) Y



Peter C



Remembering Michelle Macey – 30 Years of Service



- ▶ Michelle began working with SLYA in 1993, becoming full-time in 1998.
- ▶ She worked in Residence until 2017, she then worked with Girls moving on and then as a CST worker in 2018
- ▶ Upon reviewing her Performance Appraisals it was noted that her passion flexibility, creativity, honesty, and sense of humour were her strengths
- ▶ Michelle received much training in her time with SLYA including DBT Skills PMAB, CBT Therapy, Resiliency, and First Aid.
- ▶ Michelle utilized her skills effectively and was able to build a strong rapport with the youth she worked with.

“We are grateful for her wonderful supportive friends, co-workers, family, and neighbors over the last difficult 3 years. They helped Michelle through her challenge and she expressed her gratitude to us. Michelle enjoyed working for St. Lawrence Youth Association for many years.” (Michelle’s family)



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