



St. Lawrence Youth Association

Annual Report - 2024



49th Annual General Meeting Agenda

Wednesday, June 26th, 2024

8:30 am

Italo-Canadian Club, Kingston, ON

1. Land Acknowledgment
2. Call to Order
3. President's Remarks
4. MCCSS Remarks- Daren Dougall, Program Manager, Licensing and Compliance for East Region
5. Executive Director's Opening Remarks and Welcome
6. Guest Speaker
 - a. Constance Carrière-Pill, Executive Director at Kingston Native Centre and Language Nest
 - b. Joanna Frost-Howard & Lindsay Kirkland on behalf of Sundance
7. Award Ceremony
 - a. Employee Service Awards
 - b. Employee Excellence Awards
 - c. Service Appreciation Awards
8. Executive Director's Closing Remarks
9. Adjournment

Mission & Vision Statement

Our Vision

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

Our Mission

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

Our Values



SLYA's 50th Anniversary

SLYA is celebrating its 50th year as a Youth Justice organization. Established in 1974 in Kingston, Ontario, SLYA operates one residential program (Sundance) including a school program and medical services; three community-based programs (Community Support Services, Intensive Support & Supervision Program, and Youth Justice Family Worker), and a Bailiff Program. SLYA also operates the Specialized Treatment Program, which is solely run on grant funding, and more recently a fee-for-service model. In the late 1960's the treatment of youth in conflict with the law was of concern amongst those who were involved with the judiciary, the legal profession and many specializing in education and mental health programs. In the early 1970's representatives of these various agency's achieved the establishment of the family court clinic with a mandate to provide assessments and from them make recommendations to the judicial system on how best to meet the needs of the young persons in conflict with the law.



From this initiative came the idea for, and then the formation of St. Lawrence Youth Association. Initially, short-term assessment programs were provided in various school facilities, which led to the purchase in 1974 of the first residential building on Queen Street known as the Court Home. The agency developed and was incorporated as a non-profit charitable organization, and began to plan the future.

The Court Home became an observation and detention home, as well as a group home for long-term post-disposition cases. Combining the two services proved to be unwise so in 1975, Harrogate House was purchased to serve as the group home. Shortly after opening, Harrogate House was destroyed by fire and was replaced by a three-unit row house on Cassidy Terrace. This needed renovation and as soon as one unit was ready for occupancy it was put to use and eventually the group home was relocated to the new facility. This second building was named Achievement St. Lawrence Observation and Detention Centre. The Ministry closed this building, in March 2021.

The next development came in response to a request from the Ontario Government to extend the capacity by five beds and to open a separate facility to accommodate additional open custody cases. Shaw House was purchased for this purpose and was opened in May 1987: and closed in 1993. Shaw House re-opened in 2001 but subsequently closed again in 2003 only to re-open in 2005 to accommodate an Intensive Supervision and Support Program and the Community Support Team as well as a Health Care Clinic. The Health Care Clinic was closed in 2012. The Youth Justice Family Worker Program was funded in 2019 and has been in service since then from this site.

In 1987 the provincial government requested the agency plan, develop and operate a secure custody residence which resulted in the planning and building of Sundance in 1995, in Loyalist Township. St. Lawrence Youth Association continues to morph and adapt its services to the changing needs of the youth and communities which it has served well since 1974.

MCCSS Statement

This past year has been a particularly difficult one in the Youth Justice Division. The SLYA team has gone above and beyond to provide the highest quality care for youth. I am so proud of the collaboration I have seen with our provincial colleagues in managing capacity and transportation challenges. I am endlessly impressed by the way the staff have embraced a trauma informed service delivery model, and further have engaged with federal partners to develop inventive programs such as “Empowering Youth for Success”. I am exceedingly awed by the incredible staff and management team and cannot express enough thanks to all of you for everything you do.

Danielle McIsaac, Program Supervisor



Board President's Report

Over the past year, St. Lawrence Youth Association has continued to experience and successfully overcome a number of challenges in the day-to-day operations of the agency; the overriding constancy, though, is staff's positivity, grit and determination – their resilience – in harnessing their energy to prevail and grow stronger by pushing through this (at times cumulative) adversity.



While 2023-2024 has not been without its trials, it has also yielded some opportunities to raise the agency's profile and effect meaningful change. One such example is St. Lawrence Youth Association's involvement in ongoing provincial advocacy and the related changes resulting in the youth justice sector; specifically, advances in budgeting, allocation of resources, funding and support for programming that is responsive to our clientele, and transparency. This manifested itself in a number of different ways including the Regional Director attending a number of our Board meetings and authentically responding to issues, concerns that were raised; it is also exemplified via Christine Brook's membership in the provincial group.

Additionally, in 2023-2024 we expanded our Board of Directors membership significantly and now have a diverse cross-section of representatives from a wide range of disciplines, workplace settings. Their combined expertise has contributed considerably to the evolution of the St. Lawrence Youth Association.

Looking ahead, that ongoing growth and improvement will continue during our upcoming Board Retreat which will be scheduled in early fall. This will be an opportunity for us to convene and increase our knowledge regarding (and potentially update) agency by-laws, policies and procedures and ensure collective understanding of our roles, responsibilities as members of the Board. This 'spring cleaning' is one that will benefit all stakeholders and enhance the quality of service and support we provide to the community. Andrew Oosterman, who will be our Board President at that point, will lead us in navigating and embracing these changes and improvements.

In closing, I want to commend St. Lawrence Youth Association's Board, management and front-line staff for their legacy of progressiveness and perseverance. It has been an absolute honor to volunteer with this organization and, for the past four years, serve as the Board President. To quote Nelson Mandela, "What counts in life is not the mere fact that [you] have lived. It is what difference [you] have made to the lives of others."

*Pamela Serff, (she/her) M.Ed. & OCT
St. Lawrence Youth Association's Board President
June 2024*

Executive Director's Report

SLYA has been very busy this year, seeing an increase in utilization in all our programs. I would describe the year as one of transition and change. Due to increased referrals in all programs, we have had to transition our services in several ways. From an increase in staffing, to the development of a fee-for-service option for our STP program, SLYA continues to shift and refocus to meet the needs of our youth. With the tragic loss of David Schmidt, our IT technician from Fusix, we had to change our entire IT services. We transitioned to Weehooey this year, and are very pleased with the support and guidance they continue to bring to our organization.



With the untimely death of Deborah Kyte, our long-time employee who was the head of our HR department, amongst other responsibilities, we again needed to transition to a new way of doing things. The Leadership team were challenged to take on new tasks and responsibilities as a result.

We had also decided to transition from our current Time and Attendance Company to a new one, in the hopes it would meet the needs of our agency in a better way. This resulted in hundreds of hours being spent on this project. We are now in the process of exploring new client information systems, to provide a more comprehensive software to allow us to retrieve important data to measure client outcomes. We also transitioned to a new Auditor, Wilkinson & Company, which also required increased work in terms of gathering and sharing historical information. In the face of all this change, the organization has continued to thrive.

The agency is hard at work focusing on our strategic priorities that were developed two years ago. The priorities include:

- 1. Respond to the Diversity & Complexity of the Client Population**
- 2. Reduce Funding Uncertainty**
- 3. Develop Relationships & Expand Partnerships**
- 4. Decrease Recidivism and Increase Youth Success by Enabling a Transition rather than creating a cycle**



We have been more involved with our Community than ever before, and partnering with several agencies to assist with providing service for this very diverse and complex client population. Our reintegration worker has been hard at work making connections and developing relationships with other organizations to assist youth in reintegrating home. We have provided further training on EDIB principles for all of our staff and furthered our understanding and awareness of Human Trafficking, Substance abuse, and various Mental Health Challenges.

We have continued to diversify our financial portfolio with the inception of our fee-for-service pathway for our STP Program. We are currently working on an Anger Management

Program that we hope will also allow for some revenue. We have received several grants including the United Way Partner Agency grant, and the Community Investment Foundation grant, these two totalled \$50,000 for the STP program. The Community Foundation of Kingston and Area also recently provided \$35,000 for the STP program which will allow this program to continue for another year.



We received \$5,000 from the Community Foundation for Kingston & Area, through the Thomson-Beaman Fund. This assisted with client care costs such as backpacks and gift cards for our youth. We also received funding to obtain cell phones for our youth on the Community Team from the Taggart Parkes Foundation, who awarded \$3,500.00. Our Department of Justice Grant is still being put to good use, we just completed our first-year evaluation of this program and the results are very positive to date. As a reminder, this was a grant for \$555,000 over 3 years.

Our agency continues to expand partnerships and relationships, with staff more involved in local committees than ever before. SLYA was invited to attend the Core Services Providers meetings held at the Maltby Center, to further determine collaboration ideas. SLYA's involvement in the National Youth Justice Network has resulted in networking opportunities and a further exploration of Emerging Adults in Youth Justice. It also enabled me to participate in Provincial advocacy meetings to assist the Sector and the Ministry with providing sustainable, youth justice services.



Our work in trauma-informed care has been recognized locally, provincially, nationally, and internationally. For example, we were asked to return to Mexico to provide further information on our Trauma-informed care in Youth Justice. This month we provided further training to 414 personnel across 32 states in Mexico. We continue to provide local training and support within our Community and have participated in Ministry conversations about providing trauma-informed programming in youth justice.

We continue to review all of our programs in-house and ensure that we are working from this lens. Our Empowering Youth for Success Program has incorporated trauma-informed sessions, and we are seeing very good preliminary results. Overall the way we are working with our youth has changed, and we are seeing positive results.

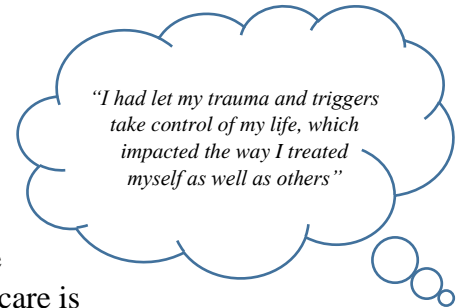
Over the course of the last year, we were able to stabilize with the help of additional funding from the Ministry. You will see from the data provided in this report that every program within SLYA has increased in number of referrals and admissions.

I continue to be impressed and humbled by the level of dedication, resourcefulness, tenacity, and compassion the staff and Leadership team demonstrate. Each one of them contains the qualities this organization was built upon, and has continued to demonstrate for 50 years.

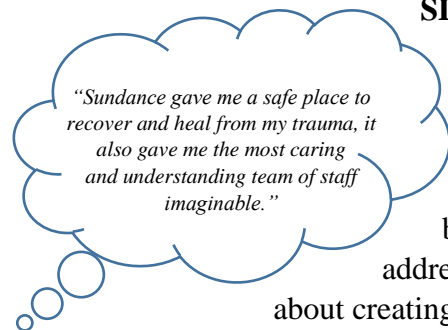
Christine Brook, MSW, RSW
Executive Director

Healing & Justice: How SLYA Supports Traumatized Youth

Trauma-informed care is an approach that acknowledges the widespread impact of trauma and understands potential paths for recovery. It recognizes the signs and symptoms of trauma in clients, families, staff, and others involved within the system. A trauma-informed approach integrates this knowledge into policies, procedures, and practices to avoid re-traumatization and promote healing. For organizations like SLYA, serving youth in the justice system, trauma-informed care is crucial because many of these youth have experienced significant trauma, impacting their behaviour and interaction with the justice system. Youth involved in the justice system often come from backgrounds filled with adverse childhood experiences (ACEs). Research indicates that a significant percentage of justice-involved youth have histories of physical and/or sexual abuse, neglect, or exposure to domestic violence. These traumatic experiences can manifest in behaviours such as aggression, withdrawal, or substance abuse, which may lead to justice system involvement. Understanding these behaviours as responses to trauma rather than simply maladaptive acts is essential in providing appropriate support and interventions.



SLYA's Trauma-Informed Programming



SLYA is committed to integrating trauma-informed care into its services for youth in the justice system. Our new and innovative programs are being designed with consideration of creating safe, supportive environments where youth can begin to heal and build resilience. We understand that addressing trauma is not just about treating symptoms but also about creating opportunities for empowerment and positive development.

Creating Safe Spaces

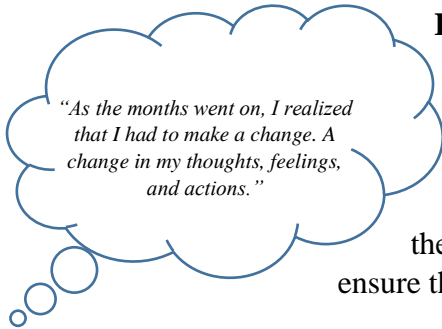
A core principle of SLYA's approach is creating physically and emotionally safe environments. This involves ensuring that our facilities are welcoming and non-threatening and that our staff are trained to interact with youth in ways that foster trust and safety. We also emphasize the importance of predictability and consistency, as these elements can help reduce anxiety and build a sense of security.

Empowerment and Voice

SLYA's programs emphasize empowerment and giving youth a voice in their care. We recognize that trauma can strip individuals of their sense of control, so we strive to involve youth in decision-making processes about their treatment and support plans. We understand that healing from trauma often requires support from multiple areas of a young



person's life. By working together with various stakeholders, we can provide more comprehensive and effective support.



"As the months went on, I realized that I had to make a change. A change in my thoughts, feelings, and actions."

Evidence-Based Interventions

SLYA utilizes evidence-based interventions that are proven to be effective in addressing trauma. These include therapeutic approaches such as Cognitive Behavioural Therapy (CBT), Dialectical Behaviour Therapy (DBT), and trauma-focused therapies. Our staff are continuously trained in these methods to ensure they are equipped with the best tools to support our youth.

Empowering Staff: SLYA's Commitment to Trauma-Informed Care

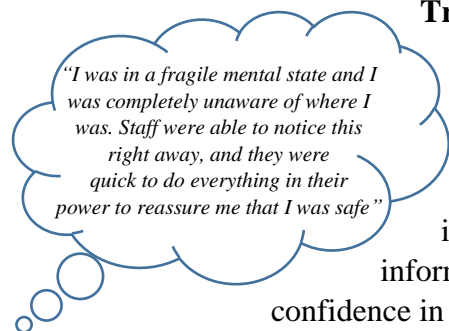
For an organization like SLYA, having trauma-informed staff is essential. A trauma-informed workforce understands the impact of trauma, recognizes the signs and symptoms, and integrates this understanding into all aspects of their work. This approach not only benefits the youth we serve but also supports our staff, fostering a healthier and more effective workplace.



"Very welcoming and nonjudgmental. Our son enjoyed working with staff. This was a great learning experience for us."

Impact of Trauma on Staff

Staff working in youth justice settings often encounter high levels of stress and secondary trauma, which can lead to burnout and turnover. Secondary trauma, or vicarious trauma, occurs when staff members are indirectly exposed to the traumatic experiences of the youth they work with. This exposure can impact their emotional and psychological well-being, leading to symptoms similar to those experienced by trauma survivors. At SLYA, we prioritize creating a supportive work environment for our staff. By equipping our staff with the knowledge, supports and tools to manage secondary trauma, we help them maintain their well-being and continue providing high-quality care to our youth.



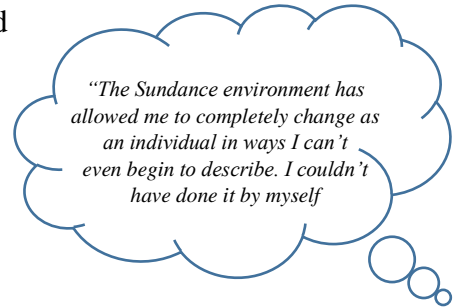
"I was in a fragile mental state and I was completely unaware of where I was. Staff were able to notice this right away, and they were quick to do everything in their power to reassure me that I was safe"

Training and Professional Development

Ongoing training is a cornerstone of our approach. Our staff participate in regular workshops and seminars on trauma-informed care, including understanding trauma's impact, recognizing trauma responses, and employing effective intervention strategies. Continuous education in trauma-informed practices is critical for maintaining staff competency and confidence in their roles.

Benefits to Youth

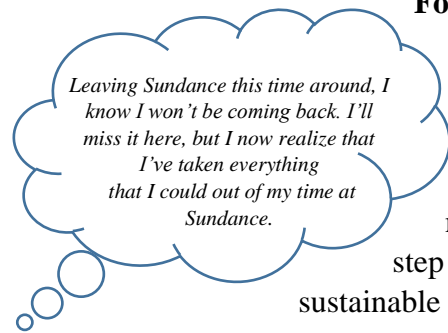
When staff are well-supported and trained in trauma-informed care, the youth they serve benefit immensely. Trauma-informed staff are better equipped to create safe and trusting relationships with youth, essential for effective intervention and support. They can respond to behavioural issues with empathy and understanding, recognizing these behaviours as potential trauma responses rather than simply rule-breaking.



Building Trust and Safety

Trust and safety are fundamental to trauma-informed care. Youth who have experienced trauma often struggle with trust and may feel unsafe in new or unfamiliar environments. By consistently providing compassionate and predictable interactions, trauma-informed staff help to establish a sense of safety and stability for these youth. This foundation is crucial for any therapeutic or rehabilitative work.

Fostering Resilience



A trauma-informed approach not only addresses the immediate needs of youth but also helps build long-term resilience. Staff who understand trauma can better support youth in developing coping skills and strategies for managing stress and adversity. This empowerment is a critical step in breaking the cycle of trauma and promoting positive, sustainable change.

SLYA Services

Bailiff Program

The Bailiff Program provides transportation for various needs of the youth residing at Sundance and other designated facilities, including St. Leonard's in Trenton, Ontario, and Marjorie Amos in Brampton, Ontario. Transportation includes facility transfers, medical transports, youth-to-home release transports and trips for in-person court appearances. In addition to transportation, the Bailiff Program is also responsible for facilitating Zoom court appearances for Sundance youth.

This fiscal year, the Bailiff Program welcomed a third Bailiff, Megan Young. Megan works the 3-11 shift, allowing her to do all evening bailiffs when necessary and provide support to Sundance Detention Centre staff when there are no bailiffs. Megan's tireless efforts and dedication to the Bailiff Program has made her an essential part of the Bailiff team.

The Bailiff Team would also like to extend a special thank you to all of the Sundance staff who assist their program with Zoom court appearances when bailiffs are not in the building, as well as all of the full time, part time and casuals who continue to accept bailiff shifts, scheduled and last minute.

Community Programs

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.

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.

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 behaviours 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.

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 revitalized including crown prosecutors, school boards, and FACSFLA.

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.

Sundance Detention Centre

Sundance is a 10 bed, Secure Detention and Custody facility for females aged 12-17 years. As has become an annual trend, Sundance has experienced a year marked by dramatic changes and growth. A substantial increase in resident numbers, as well as geographical diversity, has challenged the team at Sundance but, once again, they have navigated all obstacles skillfully, with resilience and perseverance.

SLYA's commitment to excellence brought about a number of initiatives aimed at assisting youth who are struggling with their mental health and those recovering from their experienced trauma, as well as providing support for youth as they reintegrate into their home communities after residing at Sundance. These initiatives included the introduction of several new positions:

- The Clinical Manager, shared between Sundance and the community programs, will provide crucial mental health services to Sundance residents, such as individual and group therapy;
- The new Case Management/Reintegration Worker collaborates with the youth and community resources to achieve the youth's goals, build a youth's capacity for resilience, and ensure that the support continues after they leave the facility;
- Two full-time staff positions that will increase the Youth Justice Workers' ability to meet the complex needs of Sundance residents;
- A combined Bailiff /Youth Justice Worker, whose role is to provide extra support to the Bailiff team who travelled more than 100,000 kilometers in the past year and flew all over northern Ontario.

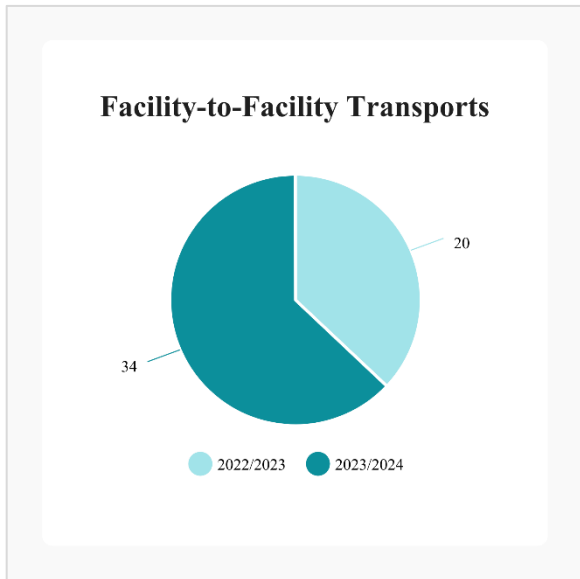
What has not changed is the passion and determination to positively impact the lives of young people. Staff continue to be motivated to create and facilitate programming to target the needs of those at risk of Human Trafficking, to increase awareness and inclusivity of marginalized groups, and to ensure that all interactions occur in a manner that is trauma-informed. Sundance residents have embraced the offered programs and are genuinely engaged and insightful.

Through community partnerships, Sundance has been able to offer additional services for addiction as well as programming, support, and education that respects diverse cultures. The days ahead are filled with exciting possibilities and Sundance is on the cusp of an exhilarating

new chapter. The team is poised to bring SLYA’s vision to life, enabling ‘every youth we work with to exit SLYA programs feeling confident, supported and prepared to succeed.’

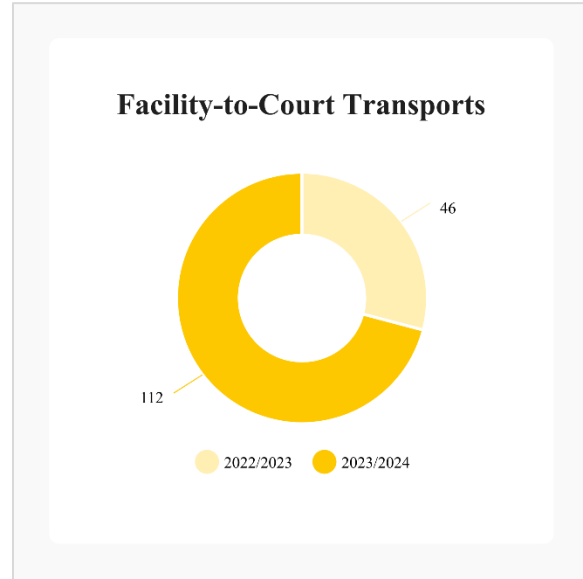
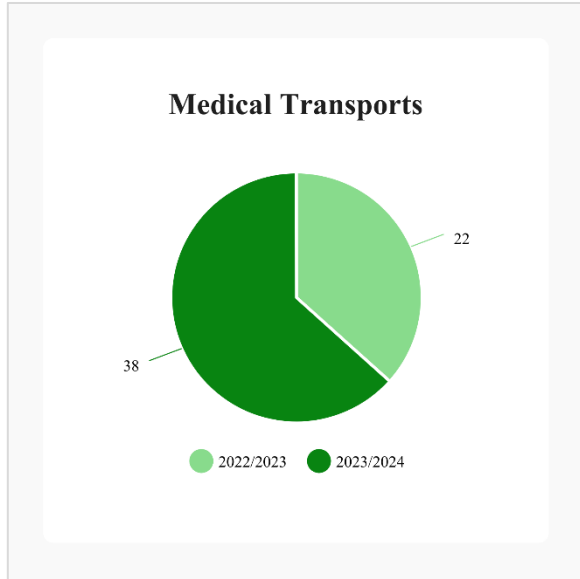
Service Delivery – April 1st, 2023 to March 31st, 2024

Bailiff Program



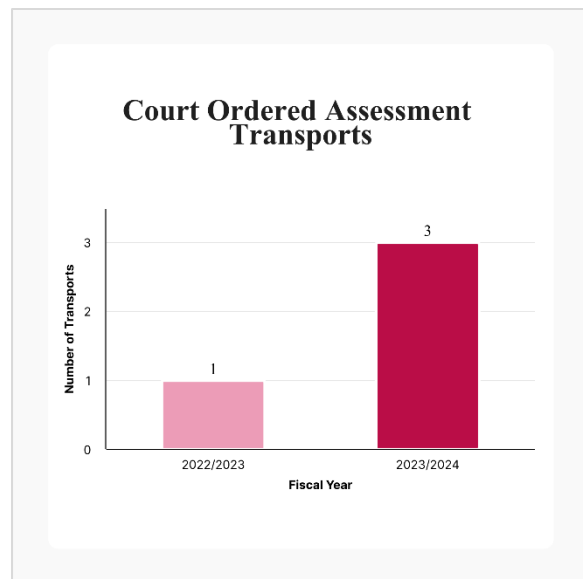
During the 2022/2023 fiscal year, the Bailiff program completed 20 facility-to-facility transports. The 2023/2024 fiscal year saw that number nearly doubled to 34. This indicates a 70 percent increase over the past year. The Bailiff program is not only utilized by Sundance but also St. Leonard’s custody facility for males in Trenton and Marjorie Amos custody facilities for females in Brampton. Transitioning to a new facility can be an incredibly daunting experience for youth, often intensifying feelings of stress and anxiety. Recognizing this, the Bailiff program prioritizes not only the logistical aspects of transportation but also the emotional well-being of the youth in custody. By providing access to music and movies

during these transports, the program aims to create a supportive and comforting environment, fostering a sense of security and normality amidst the relocation. Feedback from youth underscores the positive impact of these initiatives, indicating that such provisions not only alleviate immediate stressors but also contribute to a more positive overall experience during their transitions between facilities. This holistic approach reflects SLYA’s commitment to the holistic well-being and rehabilitation of the youth in custody, aligning with best practices in the youth justice system.



The 2022/2023 fiscal year saw 46 facility to court transports were completed, compared to 112 in the 2023/2024 fiscal year. There has been a 59 percent increase or increase by almost two thirds in number of transports completed this past year. Not only does the Bailiff program provide transportation to court for Sundance, but is also responsible for court transports for male youth at St. Leonard’s and female youth at Marjorie Amos. Our Bailiff program ensures youth are able to attend court dates in person and provides support to them throughout the process. Attending court can cause significant stress for these youth. During their transportation to and from their court appearances, they have the support of staff and access to movies and music to ease any potential anxieties regarding court. SLYA Bailiff staff ensure youth arrive safely and promptly to these important court dates, which can facilitate their outstanding legal matters to be dealt with in a timely manner. Youth are able to focus on the court process, without the added stress regarding transportation or the logistics of attending.

Medical transports totaled 28 during the 2022/2023 fiscal year and increased to 33 in the 2023/2024 fiscal year. This 16 percent or nearly a quarter increase highlights a growing reliance on transportation support for addressing the medical needs of youth in custody. Facilitating these youth attending medical appointments while in custody ensures that they are able to address their health, something which they may not have been able to do previously. When in the community, there can be multiple barriers to accessing medical care. Not having access to transportation can greatly impact a youth’s ability to attend medical appointments. By facilitating these medical appointments, the Bailiff program not only removes logistical barriers but also



demonstrates a commitment to the overall well-being of the youth, promoting their physical health and overall rehabilitation journey.

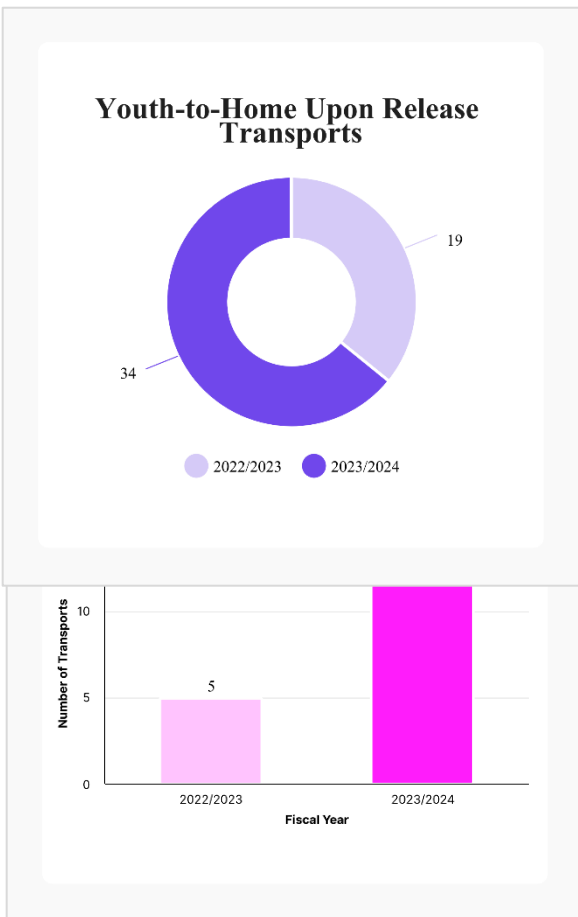
Court ordered assessment transports occurred once in the 2022/2023 fiscal year. The 2023/2024 fiscal year saw that number tripled to 3 transports. The Bailiff program assists in the facilitation of completing these important assessments for court proceedings and ensures that youth are able to attend these.

There has been a near doubling of youth-to-home upon release transports during the 2023/2024 fiscal year with 34 being completed compared to 19 in the 2022/2023 fiscal year. This 78 percent or over three quarters increase underscores SLYA's dedication to providing ongoing support to

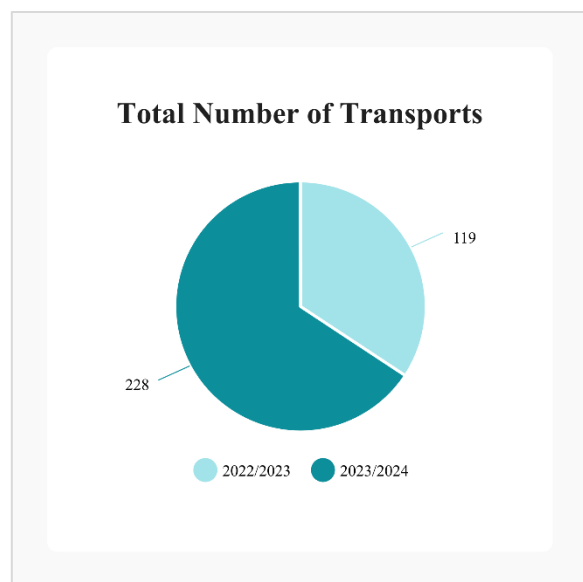
youth, including transitioning back to their communities post-incarceration. This surge in transports reflects a proactive approach to ensuring that the youth feel supported during their crucial transition home. By facilitating safe and reliable transportation, the Bailiff program fosters reintegration ultimately contributing to their successful reentry into society.

Other transports saw a major increase of 140 percent in the 2023/2024 fiscal year with 12 completed, compared to the 2022/2023 fiscal year, which had 5. This over doubling in transports indicates a significant expansion to the utilization of these transports.

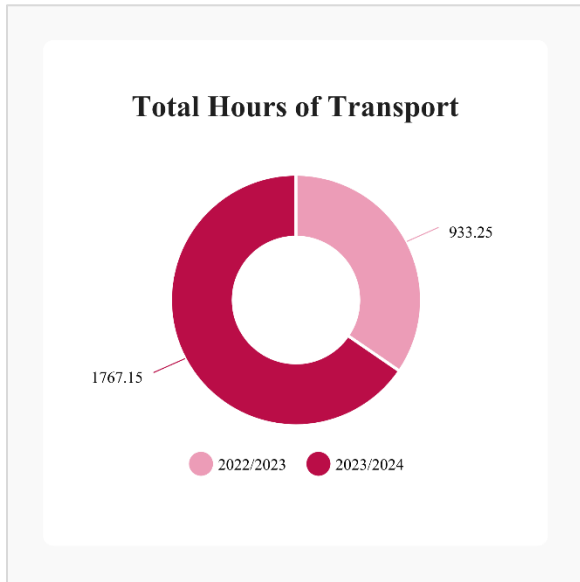
Total number of transports completed by the Bailiff program during the 2022/2023 fiscal year was 119. That number nearly doubled during the



2023/2024 with 228 transports completed. The near doubling or 93 percent increase of transports completed by our Bailiff program represents a significant escalation in service provision, particularly in facilitating transportation for Sundance, St. Leonard's, and Marjorie Amos. This significant increase underscores the program's growing usefulness and indispensability in meeting the

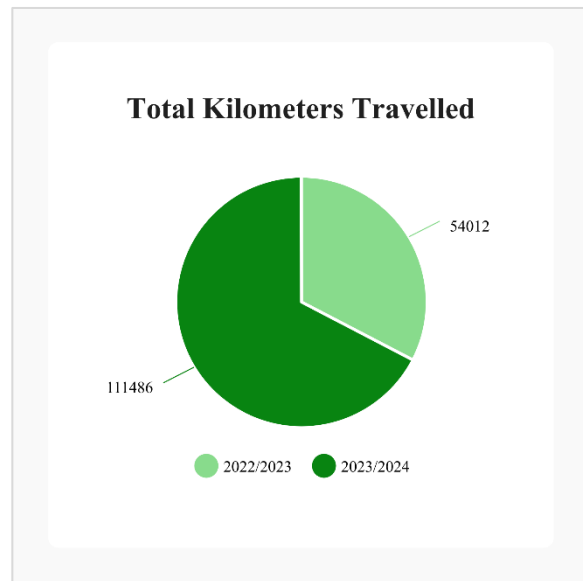


transportation needs of both facilities. By extending its services to St. Leonard’s and Marjorie Amos, the Bailiff program not only enhances its operational scope but also fosters inter-facility cooperation and resource sharing. Moreover, providing transportation to other facilities offers invaluable support to the facility, alleviating logistical challenges and ensuring efficient transfer of individuals in custody. The expanded reach of the Bailiff program signifies a proactive response to evolving demands within the justice system, reaffirming its pivotal role in facilitating access to essential services and fostering positive outcomes for youth under its care.

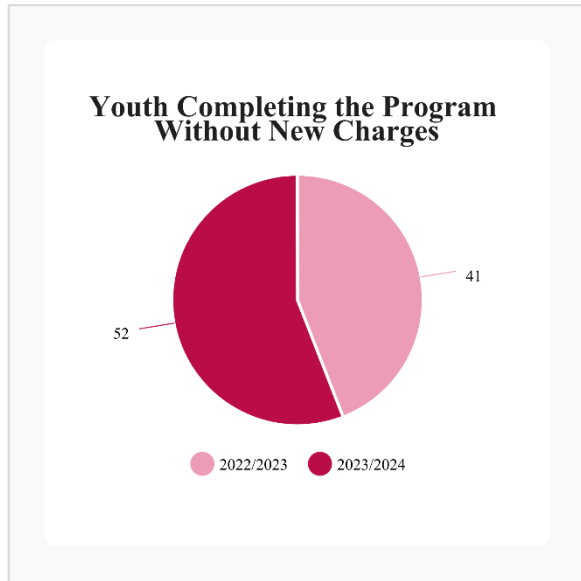


During the 2022/2023 fiscal year, the Bailiff program completed 933.25 hours of transportation. The 2023/2024 fiscal year saw an 89 percent increase to 1767.17 hours. This near doubling of transport hours demonstrates a significantly increased utilization of the Bailiff program throughout the past fiscal year. The increases in all transport categories has led to more time traveling with youth. The Bailiff Program has prioritized making these transports comfortable for youth with the addition of music and streaming service access. They ensure that the youth feel safe and at ease during transportation.

A total of 54,012 kilometers were travelled by the Bailiff program during the 2022/2023 fiscal year. That number over doubled during the 2023/2024 fiscal year to 111,486 kilometers. This growth of 107 percent or over doubling in numbers indicates that the Bailiff program has been able to increase the transportation support provided by youth at Sundance, St. Leonard’s and Marjorie Amos. Such a significant increase reflects a heightened commitment to addressing the needs of incarcerated youth and fostering their rehabilitation and reintegration into society.

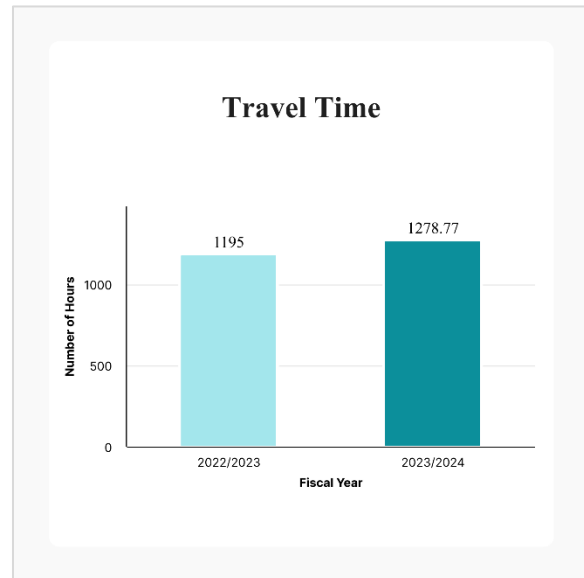


Community Support Team



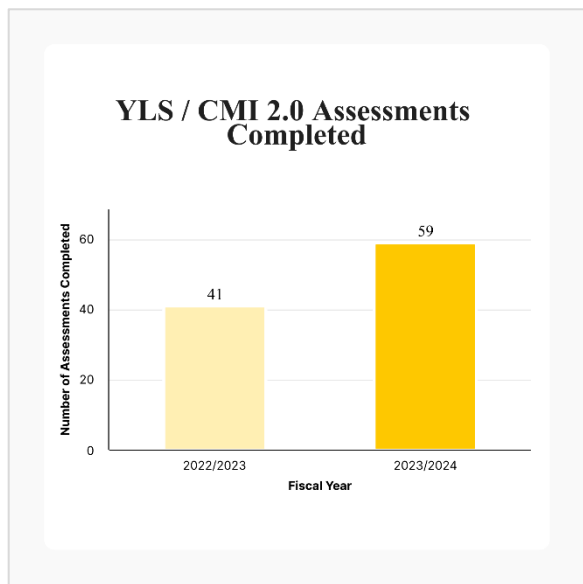
CST has demonstrated significant strides in youth completing the program without incurring new charges. During the 2022/2023 fiscal year, 41 youths completed the program without incurring new charges and the 2023/2024 fiscal year demonstrated a notable increase, with 52 youths successfully completing the program without facing new charges. This is an increase of 21 percent or almost one quarter increase and highlights the improved effectiveness of the program in reducing recidivism and continued youth justice involvement for youth who participate in the CST program.

In serving a vast service area encompassing Hastings, Prince Edward, Lennox and Addington, Frontenac, Lanark, Leeds, and Grenville, CST underscores its dedication to accessible support for at-risk youth. The comparison between the 2022/2023 fiscal year and the 2023/2024 fiscal year reveals a slight increase in travel time rising from 1195 hours to 1278.77 hours, a growth of 7 percent or one fourteenth, despite an 86 percent increase in referrals. This small increase exemplifies CST's commitment to reaching youths in diverse communities, ensuring that geographical distances do not impede access to essential services, while also optimizing travel time and reducing mileage costs. By expanding their reach and investing in community engagement, CST continues to break down barriers, fostering trust, and delivering impactful interventions that empower at-risk youth across the region.



The CST program has observed a substantial increase in mental health hours spent with youth, rising from 554 hours during the 2022/2023 fiscal year to 771.8 hours in the 2023/2024 fiscal

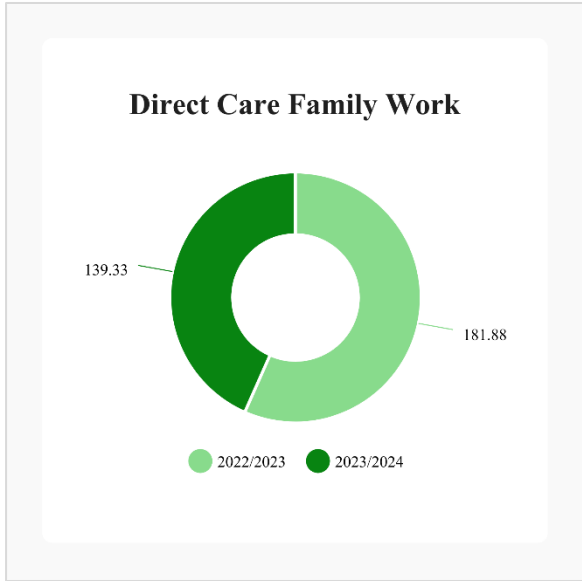
year, reflecting a remarkable 28 percent growth. This over one quarter increase underscores a deliberate effort to prioritize mental health care and signifies a proactive stance by the program to amplify its impact. The significant uptick in mental health hours highlights a strengthened commitment to addressing the diverse needs of clients and represents a multifaceted strategy aimed at enhancing the quality and effectiveness of mental health interventions. This increased impact holds various benefits, such as improved client well-being, enhanced therapeutic relationships, and increased resilience among participants. As the program continues to expand its focus on mental health support and adapt to evolving client needs, it is poised to make substantial strides in advancing mental health outcomes for youth.



The completion of YLS/CMI 2.0 assessments has seen a significant rise, with 59 assessments conducted in the 2023/2024 fiscal year compared to 41 assessments in the 2022/2023 fiscal year, marking a notable 31 percent increase. This surge of nearly one third highlights a strengthened commitment to thorough risk evaluation and intervention efficacy within the program. Administering these assessments both at intake and discharge for each client is crucial as it provides a structured framework for assessing and addressing risk factors associated with recidivism. By implementing comprehensive assessment protocols, the program can better tailor interventions to meet individual needs, track

progress, and ultimately enhance outcomes, fostering positive youth development and community safety.

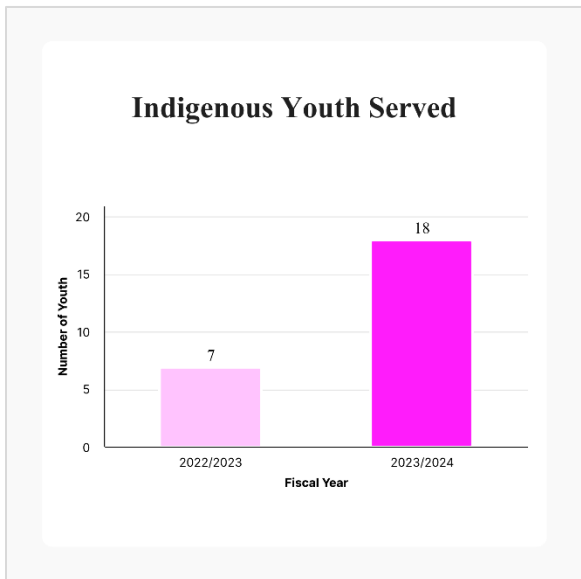
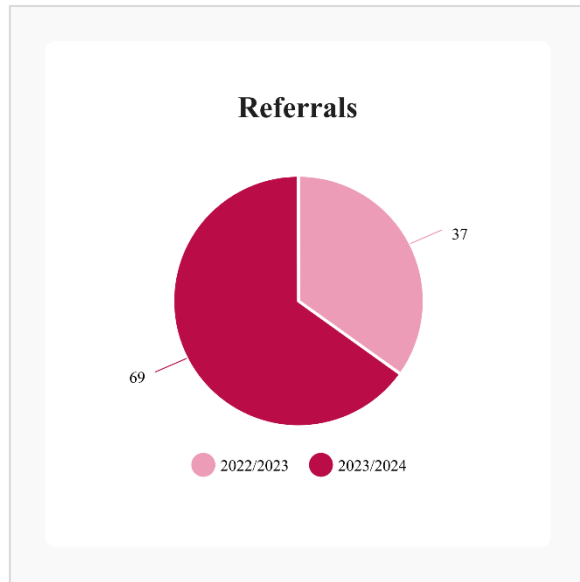
The engagement in direct family work within interventions has changed from 181.88 hours during the 2022/2023 fiscal year to 139.33 hours during the 2023/2024 fiscal year. While there is a 23 percent or less than one quarter decrease, engagement with families has remained an important aspect of the program. It is also noted that work involving family is now categorized on Slynets as direct client work, so these numbers may not encapsulate all time spent working with family and youth. CST Incorporates families into interventions and acknowledges their influence on individual outcomes and overall family well-being. The goal is to create a supportive ecosystem that fosters resilience, healing, and sustainable change. This approach



aligns with the program's commitment to holistic care, emphasizing the importance of addressing familial relationships and dynamics to achieve lasting positive outcomes for participants.

In the CST program, there has been a substantial increase in the number of new clients referred to the program, surging from 37 during the 2022/2023 fiscal year to 69 during the 2023/2024 fiscal year. This indicates a notable 86 percent growth or increase by over the quarters signifies an enhanced recognition of the efficacy of community-based interventions for youth.

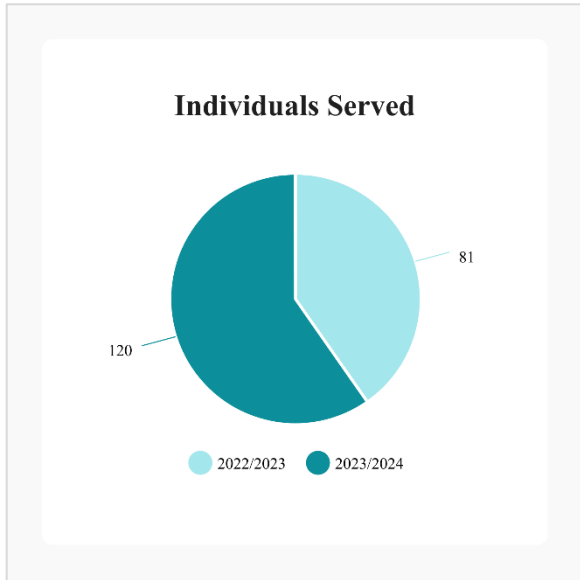
Relationships developed with Crown prosecutors and increased awareness of the program have increased probation referrals. This offers several benefits, including greater access to support services, tailored interventions, and increased opportunities for rehabilitation. By opting for community-based care over custodial sentences, youth are provided with the opportunity to receive support within their own communities, fostering a sense of belonging, connection, and continuity. Moreover, community-based interventions enable youth to maintain



important familial and social ties, access educational and vocational opportunities, and develop pro-social skills in familiar environments.

There has been a significant increase in the number of Indigenous individuals served, with 18 individuals served in the 2023/2024 fiscal year compared to 7 in the 2022/2023 fiscal year, marking a 157 percent growth. This almost tripling in numbers reflects a commitment to addressing the unique needs and circumstances of Indigenous populations within the justice system. By expanding the reach of the program to serve more Indigenous individuals, the program can

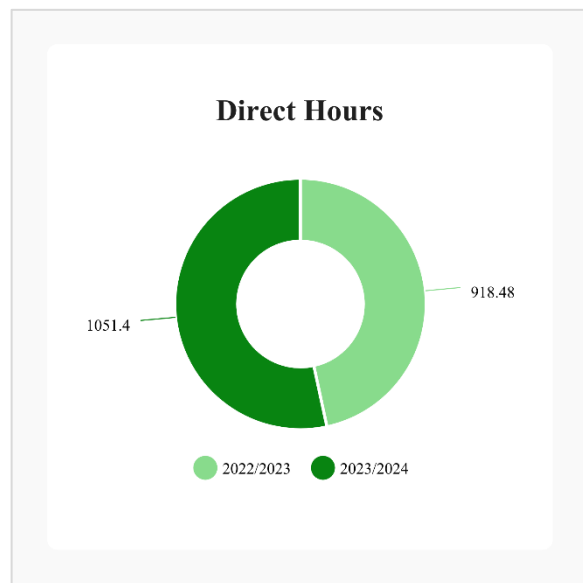
better tailor interventions to incorporate cultural considerations, promote healing, and foster resilience. The program prioritizes its commitment to cultural sensitivity and responsiveness, ensuring that interventions are respectful of diverse cultural backgrounds and aligned with Indigenous perspectives on justice and healing.

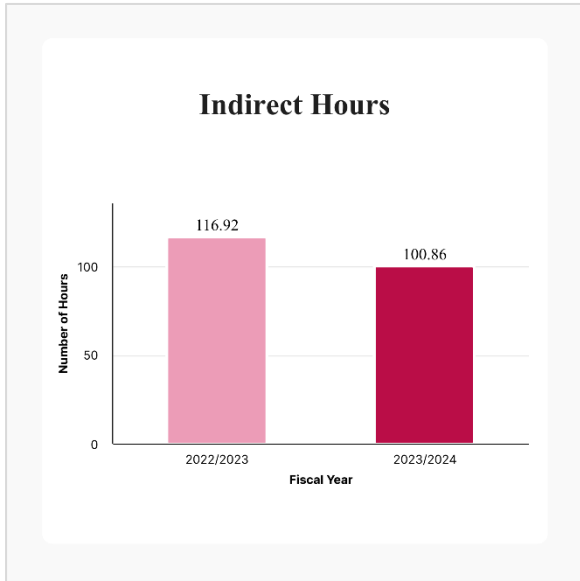


There has been a substantial increase in the number of youth served, with 114 individuals served during the 2023/2024 fiscal year compared to 81 during the 2022/2023 fiscal year, marking a 29 percent growth, a one third increase over the previous year. This uptick is highly beneficial as it indicates a broader reach and impact of the program within the community. By serving more youth, CST can extend its support to a greater number of individuals with involvement in the justice system. This expansion allows the program to provide support, intervention, and case management to address the diverse needs of youth and reducing their risk of reoffending.

Additionally, reaching more youth enables CST to strengthen its partnerships with local agencies and stakeholders, facilitating collaboration and coordinated efforts towards preventing youth involvement in crime and promoting positive outcomes.

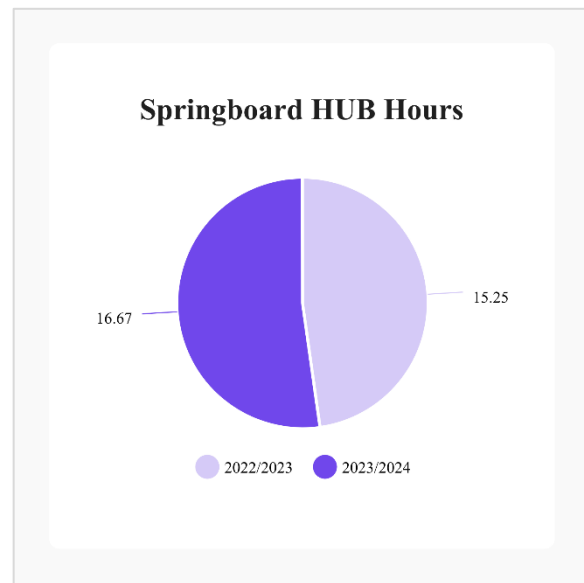
CST has shown an increase in direct hours spent with clients, with 1051.4 hours recorded in the 2023/2024 fiscal year compared to 918.48 hours in the 2022/2023 fiscal year, indicating a 14 percent growth. This over one sixth increase in direct hours underscores the program's intensified focus on providing comprehensive support and intervention to youth. More direct time allows for deeper therapeutic relationships to form between practitioners and youth, fostering trust and rapport crucial for effective intervention. With increased direct time, practitioners can better understand the unique needs and challenges of each individual, enabling them to tailor interventions and support accordingly. Additionally, extended direct time provides youth with more opportunities for skill-building, emotional regulation, and coping strategies, empowering them to navigate challenges more effectively and make positive life choices.



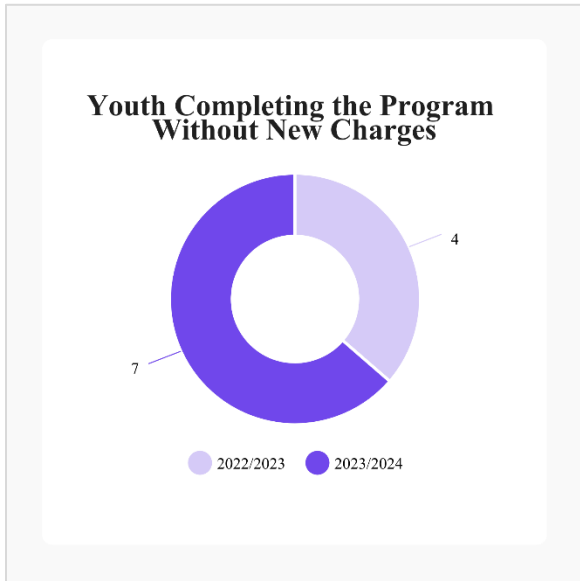


There has been a slight decrease of 16 percent in indirect hours, with 100.85 hours recorded in the 2023/2024 fiscal year compared to 116.92 hours in the 2022/2023 fiscal year. This one sixth decrease may be due to the programs increased focus on including youth in goal setting, planning, and case management meetings. The program continues to show dedication to supporting youth and their families through comprehensive case management, communication with other service providers, and other indirect tasks. By dedicating time to these critical behind-the-scenes activities, CST can ensure seamless coordination of services, optimize resource utilization, and enhance the overall effectiveness of interventions.

In the CST program, there has been a slight increase in the utilization of Springboard HUB programming, with 16.67 hours recorded during the 2023/2024 fiscal year compared to 15.25 hours during the 2022/2024 fiscal year. Despite this 9 percent increase, the utilization remains relatively low, due to the same barriers indicated in the ISSP program and the changing needs of these youth in the community from session to session. A variety of tasks may need to be completed to create stability for these youth prior to beginning programming. These can include assisting youth to establish stable housing, acquire government id, access schooling, connections to community supports, accessing financial aid, and other tasks to meet basic needs. The CST program serves a wide variety of youth with unique needs and challenges. Due to this, a wide variety of programming resources are utilized to address these. Springboard is one of the many tools available to use and remains a valued resource for the CST program.

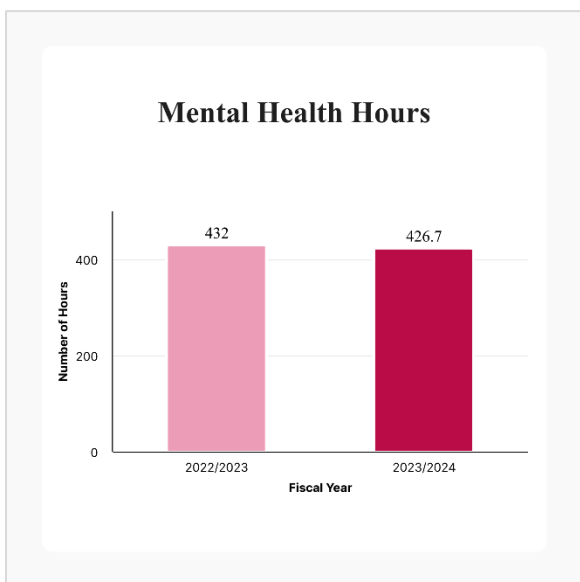
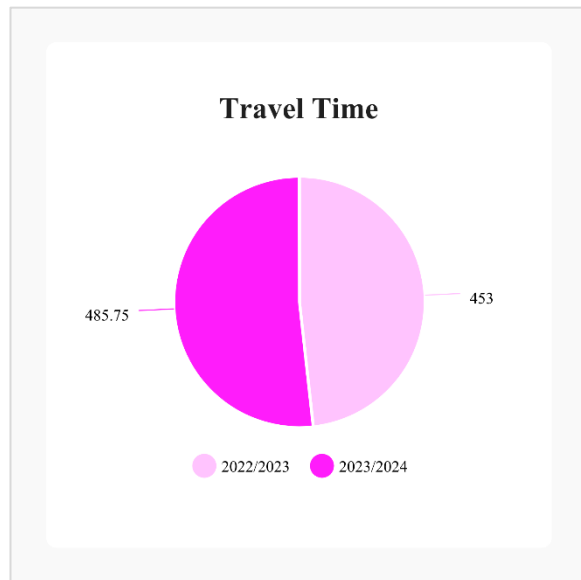


Intensive Support and Supervision Program



ISSP has demonstrated remarkable efficacy, as evidenced by the achievement of 7 youth completing the program during the 2023/2024 fiscal year without incurring new charges over the past year, compared to 4 in the 2022/2023 fiscal year. This 43 percent increase, or almost double the youth leaving the program without reoffending, highlights the program's improved effectiveness in fostering positive behavioural changes and reducing recidivism rates. This outcome underscores the program's role in steering at-risk youth toward prosocial pathways and reaffirm its promotion of rehabilitation and reintegration within the community.

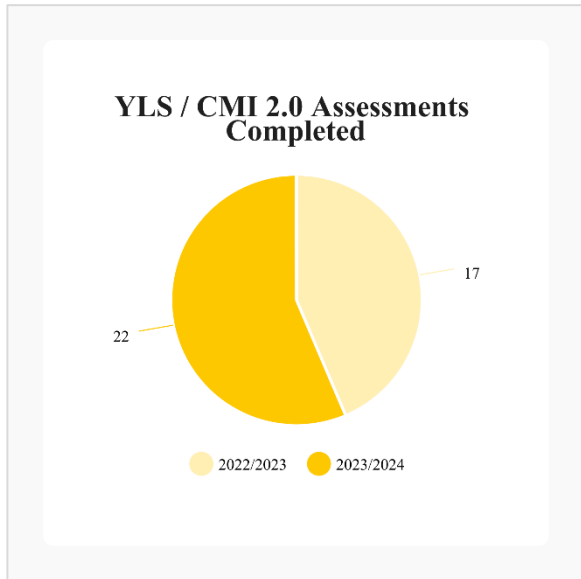
During the 2022/2023 fiscal year, ISSP expended 453 hours in travel time to meet with clients across Hastings, Prince Edward, Lennox and Addington, Frontenac, Lanark, Leeds, and Grenville. This figure experienced slight increase during the 2023/2024 fiscal year, with travel time hours increasing only 7 percent or one fourteenth to 485.75 hours, despite the increase in number of clients in the program—an indicator of the ISSP Specialist commitment to accessibility and outreach,



while minimizing unnecessary travel time and expenses. By embedding support within the youths' communities, ISSP can better understand and address the contextual factors influencing youths' behaviours, leading to more targeted and effective interventions.

In the ongoing pursuit of optimizing mental health services, ISSP has maintained high numbers in mental health hours spent with clients with 432 hours in the 2022/2023 fiscal year to 426.65 hours during the 2023/2024 fiscal year. ISSP focuses on bolstering client care to fortify its impact. This

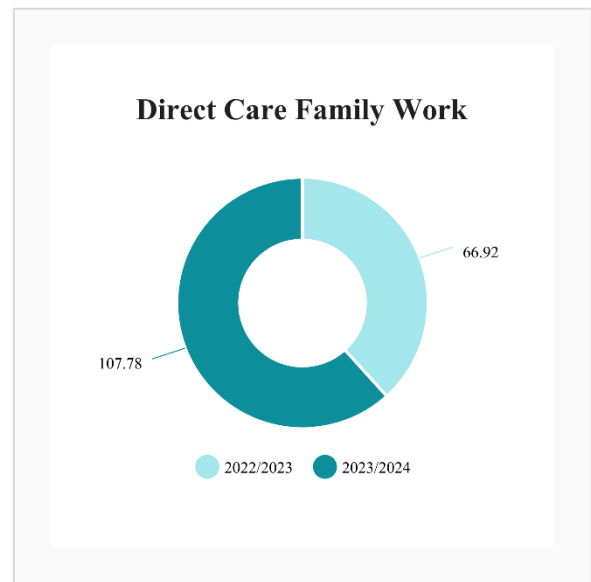
consistency in mental health hours denotes an ongoing commitment to addressing the diverse needs of clients within the program with a multifaceted strategy aimed at enhancing the quality and efficacy of mental health interventions. A refined approach to client-centered care contributes to this surge. These mental health hours improve therapeutic relationships, preventive care, early intervention, responsiveness to evolving needs, and societal challenges, ensuring relevance and effectiveness in its interventions.



The number of YLS/CMI 2.0 assessments completed within the ISSP program demonstrated a notable increase, rising from 17 assessments during the 2022/2023 fiscal year to 22 in the 2023/2024 fiscal year, marking a significant 29 percent increase. This increase of almost one third underscores a heightened commitment to comprehensive risk assessment and management within the program. Completing these assessments both pre- and post-intervention for each client is paramount as it offers a systematic means to evaluate the effectiveness of the program in mitigating risk factors and reducing recidivism among youth involved. By conducting these assessments, the program gains valuable

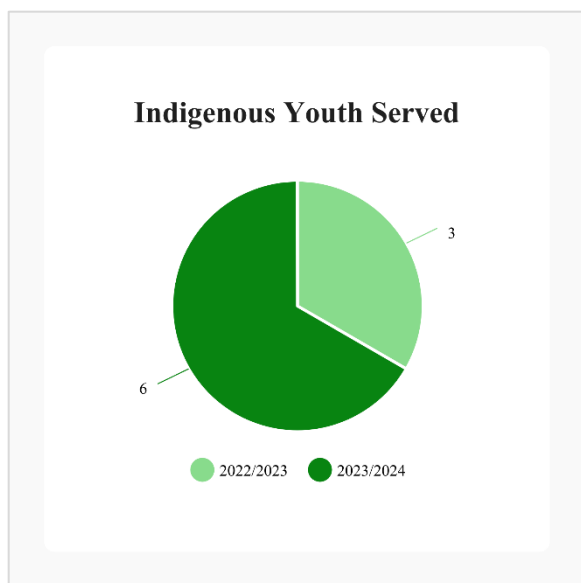
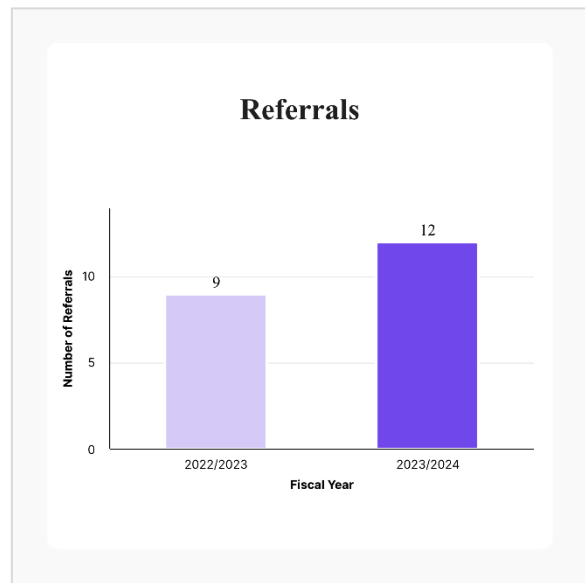
insights into the progress and needs of each participant, enabling tailored interventions and informed decision-making to optimize outcomes and promote positive youth development within the justice system.

Within the ISSP program, the engagement in direct family work with clients and their families has experienced a substantial increase from 66.92 hours during the 2022/2023 fiscal year to 107.78 hours during the 2023/2024 fiscal year, representing a remarkable 61 percent surge. This nearly doubling of hours of direct care with family work underscores a heightened recognition of the pivotal role that family play in effective intervention strategies. Family work holds paramount importance as it acknowledges the interconnectedness of familial relationships and their impact on individual behaviour and well-being. Incorporating trauma-informed care principles within family work is particularly significant, recognizing the potential trauma experienced within family systems and the necessity of fostering safety, trust, and support. The significance of relationships within the intervention process cannot be overstated, as they serve as the foundation for promoting resilience, healing,



and sustainable change. By prioritizing direct family work, the ISSP program not only addresses individual needs but also cultivates supportive family environments conducive to positive outcomes, ultimately enhancing the effectiveness and long-term success of interventions.

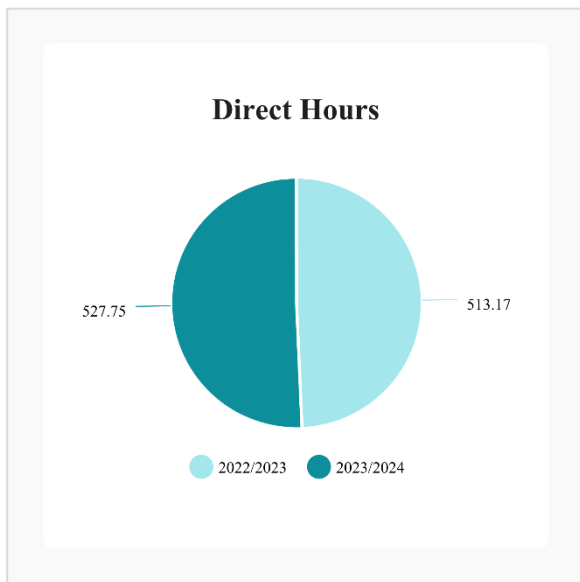
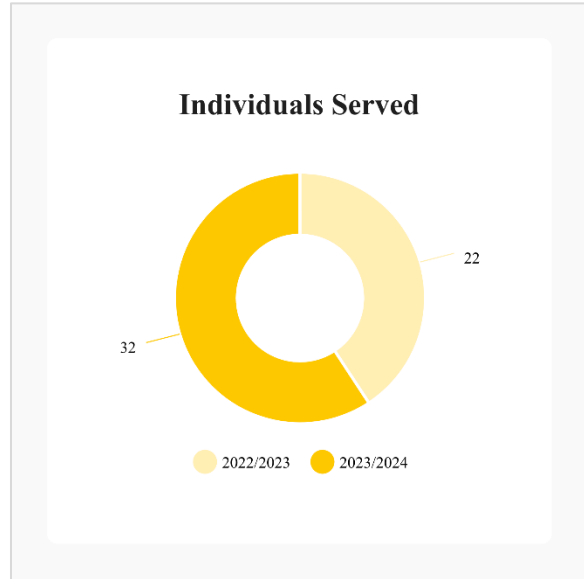
There has been a notable increase in the number of new clients referred and accepted into the program, rising from 9 during the 2022/2023 fiscal year to 12 during the 2023/2024 fiscal year, reflecting a significant 33 percent or one third increase in referrals. This uptick coincides with a surge in referrals received from probation offices and relationships being developed with Crown Prosecutors, underscoring a growing recognition of the effectiveness of community-based interventions in youth rehabilitation. The increase in referrals signifies a positive shift towards prioritizing community-based care over custody sentences for youth involved in the justice system. By diverting youth from custody sentences to community-based programs like ISSP, stakeholders can facilitate greater access to support services, enhance reintegration prospects, and ultimately reduce recidivism rates, promoting long-term community safety and youth well-being.



The number of Indigenous individuals served has shown a notable increase, with 6 individuals served in the 2023/2024 fiscal year compared to 3 in the 2022/2023 fiscal year, marking a 100 percent growth. This doubling in numbers is highly positive as it signifies a commitment to addressing the specific needs and experiences of Indigenous populations within the justice system. By serving a greater number of Indigenous individuals, the program can better address cultural considerations, historical trauma, and systemic barriers that may impact their pathways to rehabilitation and reintegration. Additionally, increasing the representation of Indigenous individuals in the program reflects a broader

commitment to cultural responsiveness and equity, ensuring that interventions are tailored to meet the diverse needs of all participants. Ultimately, this growth underscores the program's dedication to fostering inclusivity, promoting healing, and enhancing outcomes for Indigenous youth and their communities within the justice system.

ISSP has seen a noteworthy increase in the number of individuals served, with 32 youth served in 2023 compared to 22 youth in 2022, marking a 45 percent growth. This increase by almost half signifies a proactive response to the growing demand for tailored interventions aimed at addressing the complex intersection of mental health and criminogenic needs among youth within our service area. By serving more youth, the program is better positioned to provide comprehensive support and programming that targets the root causes of their involvement in the justice system. This includes addressing mental health challenges, substance abuse issues, and underlying risk factors associated with criminal behaviour. Moreover, the increase in youth served underscores the program's commitment to early intervention and prevention efforts, aiming to divert youth away from further involvement in the justice system and towards a pathway of positive development and community integration.



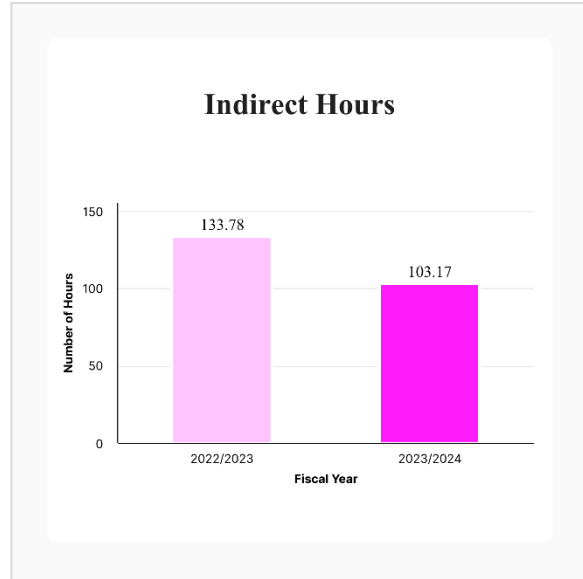
In the ISSP program, there has been a significant increase in direct hours spent with clients, with 527.75 hours recorded in the 2023/2024 fiscal year compared to 513.17 hours in the 2022/2023 fiscal year, marking a 3 percent growth. This slight increase in direct hours signifies a consistent level of engagement and support provided to youth and their families within the program. The hours allow for extensive and meaningful interactions, fostering deeper connections and trust between program staff and clients. Moreover, direct hours enable practitioners to deliver more comprehensive and personalized interventions tailored to the unique needs and circumstances of each individual and family.

This hands-on approach facilitates greater progress towards goals, enhances skill-building, and promotes positive behaviour change among youth. Ultimately, the expansion in direct hours underscores the program's dedication to maximizing impact and promoting long-term positive outcomes for youth and their families involved in the justice system.

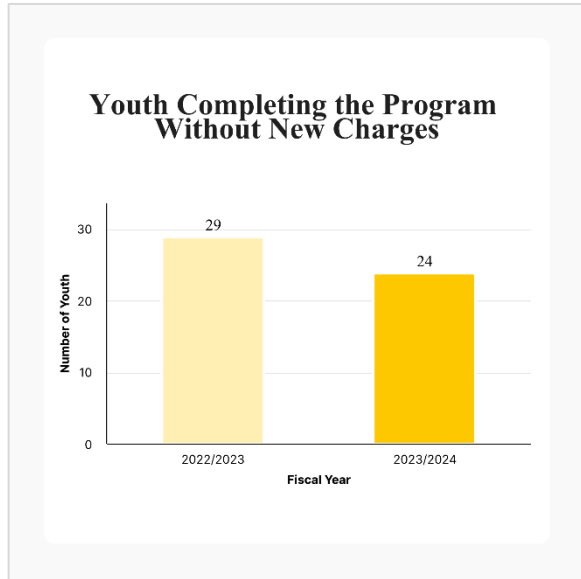
The number of indirect hours has remained relatively stable, with 102.65 hours recorded in the 2023/2024 fiscal year compared to 133.78 hours in the 2022/2023 fiscal year. The 30 percent or one third increase in time spent on behalf of youth completing case management, communicating

with other service providers, and other indirect tasks is apparent. The stability in indirect hours underscores the program's ongoing commitment to providing comprehensive support and coordination to address the multifaceted needs of youth involved in the justice system. It indicates a continued focus on optimizing efficiency and resource allocation to ensure effective case management and service delivery.

The utilization of Springboard HUB programming within the ISSP program has been minimal, with 0.25 hours recorded during the 2022/2023 and 0 during the 2023/2024 fiscal year. Several barriers contribute to the low completion of programming in the community. Factors such as limited access to stable internet connectivity in the community hinders the ability to engage with virtual programming effectively and the developmental levels of youth, particularly those with cognitive or learning challenges, require tailored support and accommodations to participate meaningfully in programming. Moreover, the delivery of crisis supports and interventions take precedence over structured programming, diverting resources and attention away from engaging with Springboard HUB. The complexity of mental health among youth in the ISSP program also necessitates more individualized programming and goals, which may not align with the standardized nature of Springboard HUB. Finally, the settings in which programming takes place may lack the necessary infrastructure or support systems to facilitate consistent engagement with virtual platforms.



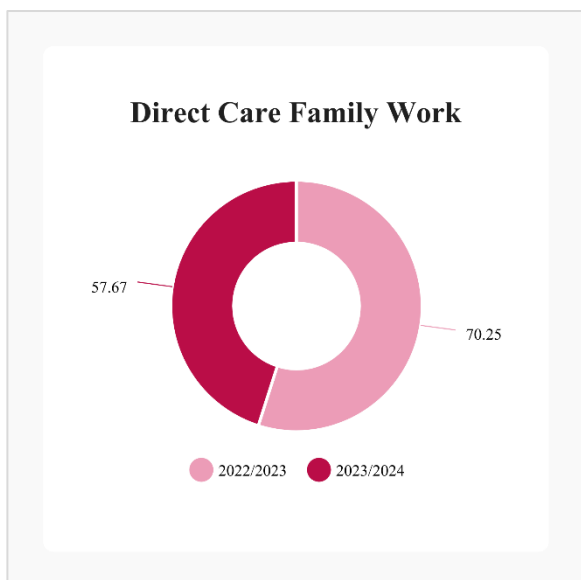
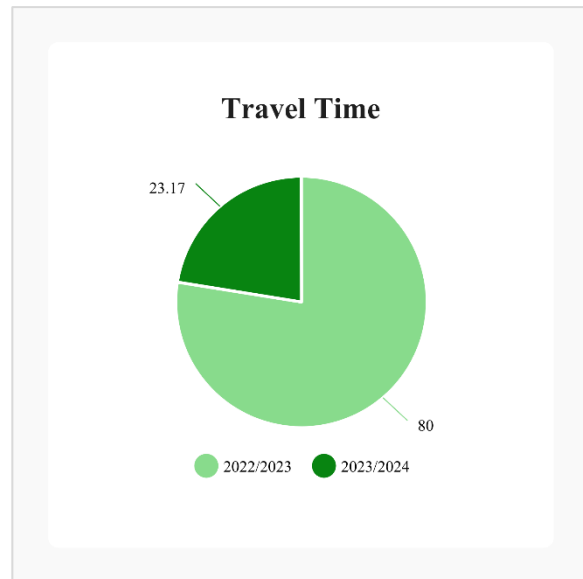
Youth Justice Family Worker



Our Youth Justice Family Worker (YJFW) program, for youths at risk of justice involvement has showcased continued positive outcomes. During the 2022/2023, the program had 29 youth successfully complete the program who didn't incur new charges during their involvement. The 2023/2024 fiscal year saw 24 youth completing the program without incurring new charges. While that number has decreased, this is due to the number of youths served during this time period. Only one youth involved in the program during this period received charges. Due to an ongoing focus on clinically formulated goals, based on presenting youth characteristics and use

of clinical interventions towards a positive outcome on these goals, we have seen the majority of youth completing the program without incurring new charges.

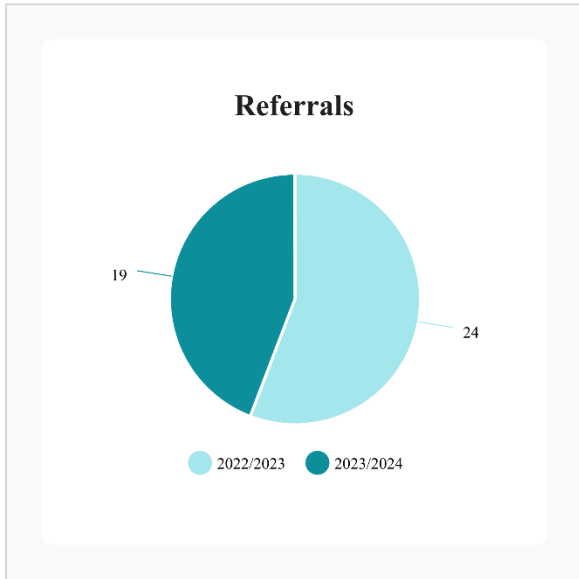
The YJFW program serves exclusively in the Kingston area. This year indicates a 71 percent or over two thirds reduction in travel hours, from 80 hours in 2022 to 23.17 hours for 2023. This significant decrease highlights the program's strategic approach in optimizing resources, utilizing virtual and phone service



options, and minimizing logistical barriers to engagement. By meeting with youth locally, in their schools, homes, and at Shaw, along with utilizing phone and virtual services, travel time has been reduced, while the number of new clients in this period has remained the same.

In the YJFW program, the hours dedicated to direct family work were 70.25 hours during the 2022/2023 fiscal year and 57.67 hours in the 2023/2024 fiscal year. While there was an 18 percent or less than one quarter decrease in the hours, this adjustment reflects our ongoing efforts

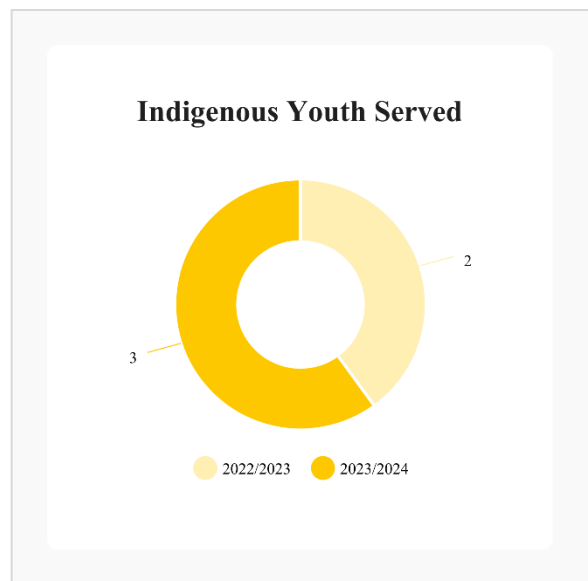
to streamline our intervention processes. By optimizing our resources and focusing on the most impactful methods of family engagement, we're ensuring that each hour spent directly with families is even more effective and tailored to their specific needs. This adjustment allows us to prioritize quality over quantity, ultimately leading to more meaningful outcomes for the families we serve.



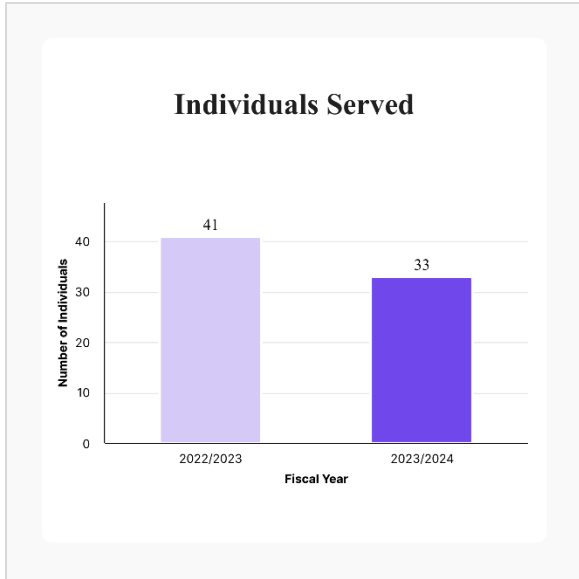
The number of referrals has remained relatively consistent, with 24 clients served during the 2022/2023 fiscal year and 19 during the 2023/2024 fiscal year. While there was a 21 percent or less than one quarter decrease, it's important to recognize that this decline represents an opportunity for us to focus more effectively on the quality of interventions rather than solely on quantity. This percentage, while indicating a shift, also underscores our commitment to targeted and impactful support, ensuring that each referral receives the attention and resources they need.

The number of Indigenous individuals served saw a modest increase, with 3 individuals served in the 2023/2024 fiscal year compared to 2 in the 2022/2023 fiscal year, marking a 50 percent growth. This increase by half in numbers signifies a step forward in addressing the unique needs and cultural contexts of Indigenous youth and families. This growth reflects a commitment to enhancing cultural responsiveness and inclusivity within the program, ensuring that interventions are respectful of Indigenous perspectives and aligned with community values. By expanding services to serve more Indigenous individuals, the program can foster stronger connections with Indigenous communities, promote trust, and facilitate meaningful engagement in the rehabilitation process. Moreover, the increase underscores a proactive effort to reduce disparities and promote equitable access to support services, ultimately contributing to positive outcomes for Indigenous youth and their families.

The number of Indigenous individuals served saw a modest increase, with 3 individuals served in the 2023/2024 fiscal year compared to 2 in the 2022/2023 fiscal year, marking a 50 percent growth.



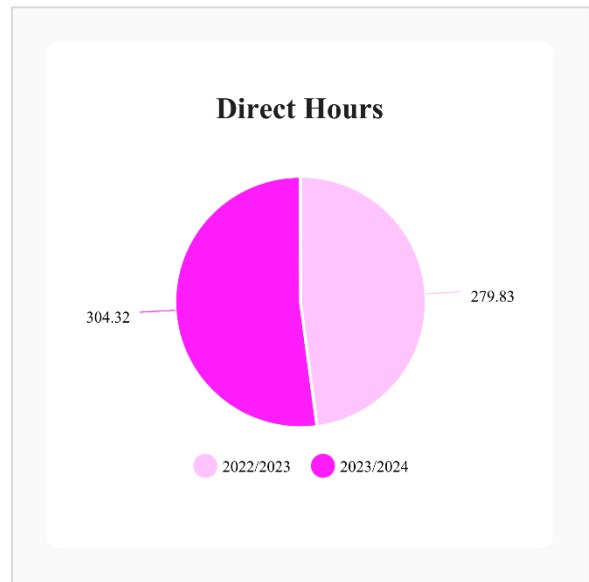
The number of individuals served during the 2022/2023 fiscal year was 41 and 33 during the 2023/2024 fiscal year. This shows a 19 percent



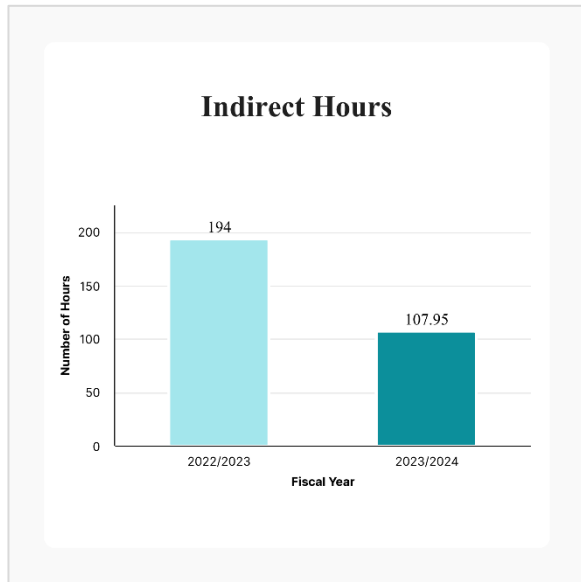
decrease. While this less than one quarter decrease in referrals to our YJFW program may seem significant at first glance, it's essential to consider the broader context. Factors such as preventative measures or effective community support initiatives reducing the need for crisis intervention, seasonal fluctuations, or changes in referral patterns from partnering organizations could contribute to this variation. By maintaining a steady level of service delivery, YJFW can foster trusting relationships with youth and their families, promote continuity of care, and facilitate positive outcomes over time. Additionally, the ongoing consistency in the number of individuals served reflects the program's adaptability and

responsiveness to the evolving needs of youth and their families, ensuring that services remain relevant and effective in meeting the changing dynamics of the community.

In the YJFW program, there has been a 10 percent increase in direct hours spent with clients, with 304.32 hours recorded in the 2023/2024 fiscal year compared to 279.83 hours in the 2022/2023 fiscal year. The increase in direct care hours within the Family Work program signifies an ongoing commitment to early intervention and preventing youth from becoming involved with the law by addressing underlying risk factors early on. This increase of direct care hours enables a more comprehensive and tailored approach to supporting at-risk youth and their families, fostering stronger therapeutic relationships and facilitating deeper exploration of challenges and strengths. By dedicating more time to direct care, the program can offer a wider array of interventions, skill-building, and community engagement activities, which are pivotal in promoting positive youth development. Ultimately, the heightened focus on direct care hours enhances the program's capacity to intervene proactively, mitigate risk factors, and empower youth and their families to navigate challenges effectively, thereby fostering healthier outcomes and contributing to the prevention of future involvement with the justice system.



There has been a decrease in indirect hours, with 107.95 hours recorded in the 2023/2024 fiscal year compared to 194 hours in the 2022/2023 fiscal year. We've made significant strides in optimizing our resources, as evidenced by a decrease in indirect hours. This 44 percent decrease

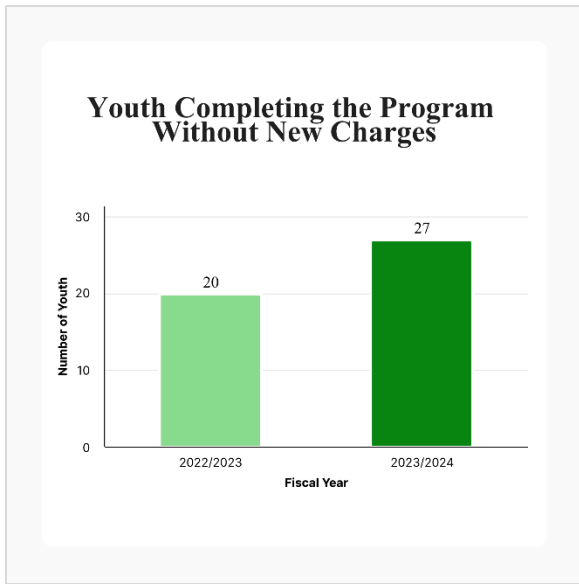


or reduction by almost half reflects our commitment to efficiency and effectiveness. By refining our processes and leveraging technology where applicable, we're ensuring that administrative tasks are streamlined, allowing more focus time and energy on direct support and interventions for families. This adjustment not only maximizes our impact but also demonstrates our dedication to delivering high-quality services in the most efficient manner possible.

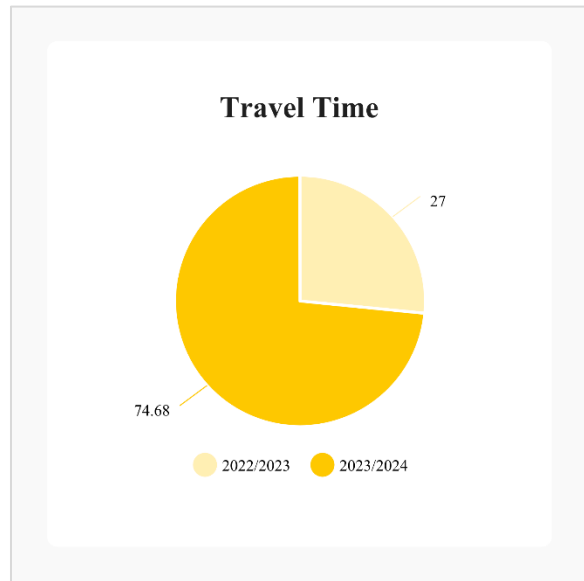
The YJFW program completed 2.75 hours of Springboard HUB during the 2022/2023 fiscal year. That number decreased to 0 during the 2023/2024 fiscal year. This reduction in hours has been a result of utilization of other programming

resources which have been tailored to meet the changing needs of clients in the program. Springboard HUB is one of many resources accessible to the YJFW program. It remains a useful resource for the program and will be utilized where appropriate with future clients.

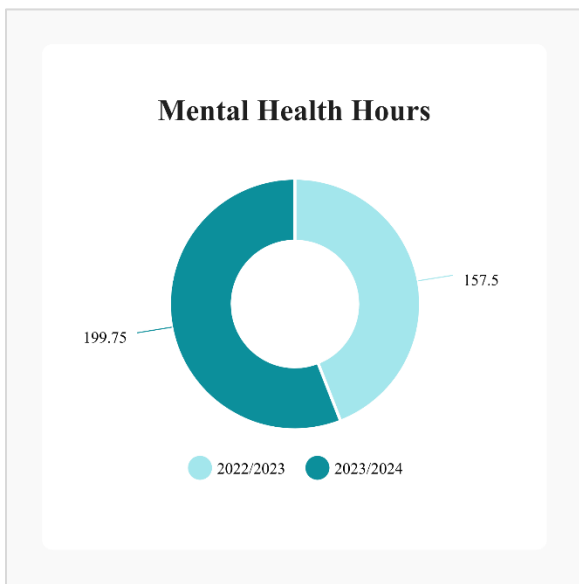
Specialized Treatment Program



During the 2022/2023 fiscal year, 20 youth completed the program without incurring new charges. This number increased to 27 during the 2023/2024 fiscal year. This 35 percent or over one third increase in youth successfully completing the program without incurring new charges indicates the preventative nature of the program.

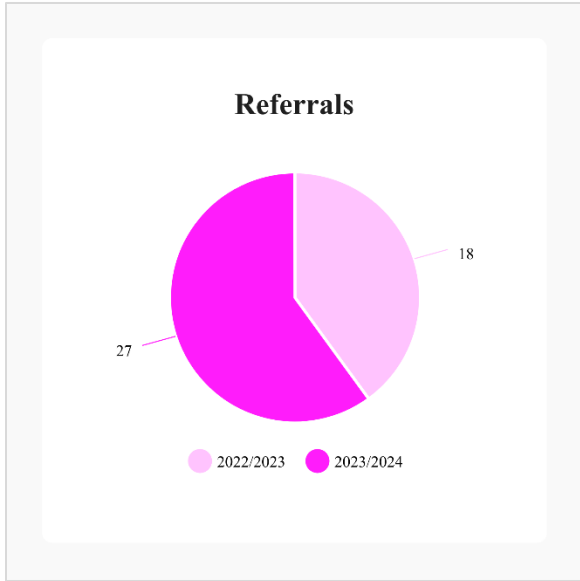


The STP program accumulated 27 hours of travel time for the 2022/2023 fiscal year and increased to 74.68 hours for the 2023/2024 fiscal year. This 64 percent increase in time spent traveling has been a result of the newly established fee for service pathway, which has greatly increased STP’s service area and created a new revenue stream for the agency.



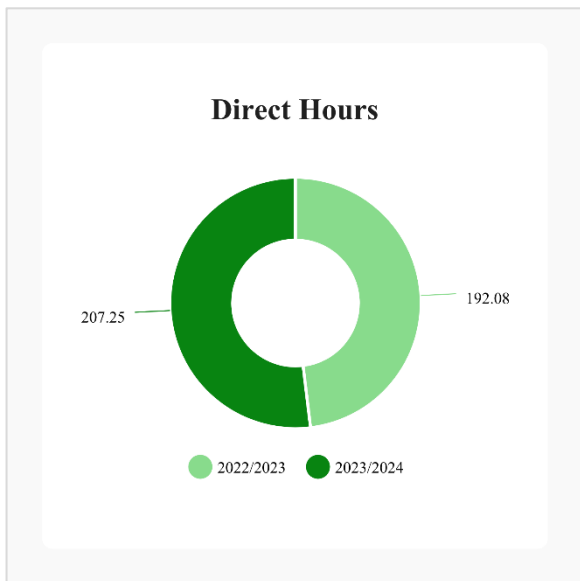
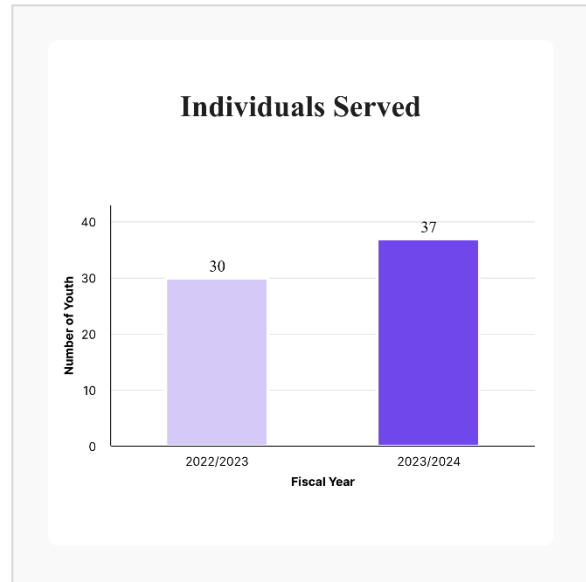
There has been an over one quarter increase in mental health hours for the STP program during the last fiscal year, with 199.75 hours reported for the 2023/2024 fiscal year, compared to 157.5 during the 2022/2023 fiscal year. This 27 percent increase represents STP’s proactive approach, ensuring that the youth receive the comprehensive support they need to navigate life’s challenges and thrive. This increase reflects our dedication to staying responsive to the evolving needs of the youth we serve and underscores our commitment to their holistic well-being.

In the 2022/2023 fiscal year, STP received 18 new referrals to the program. In comparison, the 2023/2024 fiscal year saw STP referrals increased to 27 referrals, with 9 of those referrals through the newly established fee for service pathway created this past year. This significant 33 percent or over one third increase in referrals to the program demonstrates an increased demand for this unique program and the success of the



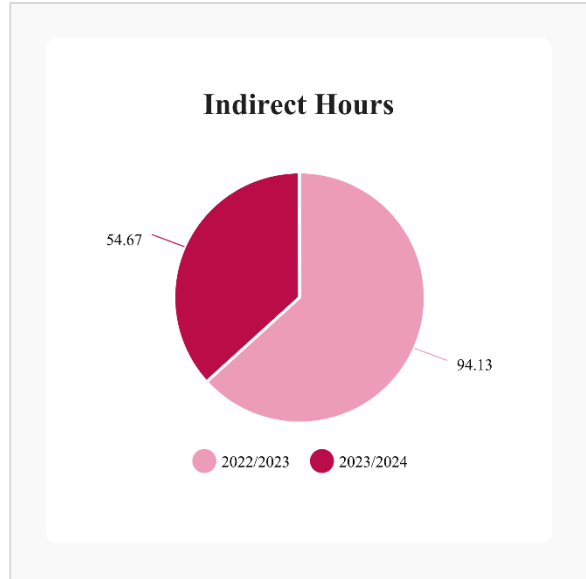
established fee for service option of the program. This surge showcases the program's growing recognition and also underscores the effectiveness of offering diverse pathways, such as the fee-for-service option, in catering to varied client needs and preferences. This expansion in referrals suggests a burgeoning trust in the program's ability to deliver tailored solutions, marking a positive trajectory for its future growth and impact.

We're thrilled to share that the STP program has experienced a remarkable increase in the number of youth served this fiscal year, with 37 youth served during the 2023/2024 fiscal year compared to 30 during the 2022/2023 fiscal year. This shows a 23 percent or nearly one quarter increase this past year. This uptick underscores the effectiveness of our program in reaching and positively impacting more youth in our community. It's a testament to the dedication of the program and the confidence placed in us by those we serve. We're committed to continuing this momentum, ensuring that our interventions continue to make a meaningful difference in the lives of youth in need.



The STP program completed 192.08 hours of direct care during the 2022/2023 fiscal year. In comparison, 207.25 hours of direct care were completed in the 2023/2024 fiscal year. This 8 percent growth, equivalent to almost one sixth, underscores our program's adaptability and responsiveness in addressing the evolving challenges faced by youth in our community. STP continues expanding direct care efforts, ensuring that every hour spent with youth is meaningful.

The reduction in indirect care hours by almost half for the STP program from 94.13 hours during the 2022/2023 fiscal year to 54.67 hours during the 2023/2024 fiscal year reflects a strategic shift towards prioritizing direct engagement with our youth. This 42 percent decrease underscores our commitment to maximizing the impact of our interventions by reallocating resources to focus more directly on the needs of the youth we serve. By streamlining processes and integrating youth feedback into our program design, we are ensuring that every hour is dedicated to meaningful interactions and personalized support. This shift not only enhances the effectiveness of our program but also empowers youth to actively participate in their program, fostering a sense of ownership and empowerment.



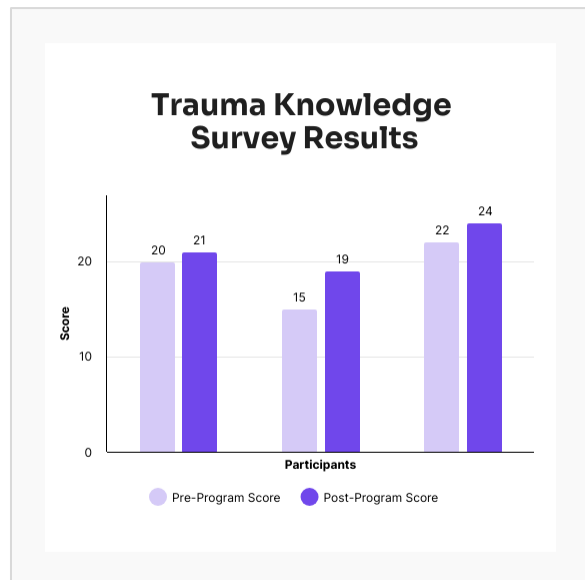
Empowering Youth for Success Program

Bolstering self-efficacy constitutes a pivotal aspect of the EYFS program. Elevating self-efficacy among young individuals involved in the justice system carries significant implications for diminishing recidivism rates and cultivating prosocial behaviours. In the context of aftercare and reintegration programs, bolstering self-efficacy is vital as it directly impacts an individual's motivation, resilience, and behavioural choices during and after the intervention. Research has consistently demonstrated the positive association between increased self-efficacy and favorable outcomes in various domains, including criminal justice settings.

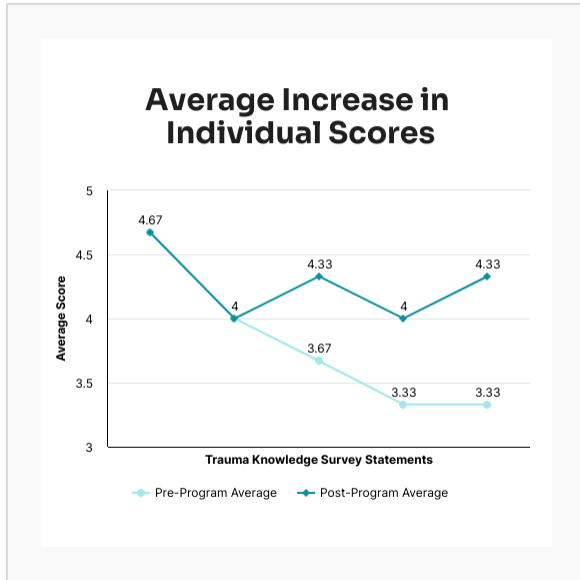
The evaluation findings presented below encompass data collected from each participant's pre-program and post-program assessments. We present an overall assessment of participants' self-efficacy levels pre- and post-program, enabling us to provide comprehensive insights into the effectiveness of the program in enhancing participants' self-efficacy and inform future program improvements or adaptations.

A paired samples t-test was used to determine whether there was a statistically significant mean difference between the EYFS participants' overall self-efficacy scores pre-program compared to post-program. Results show that participants rated higher self-efficacy post-program ($M = 34.27$, $SD = 4.197$) as opposed to their pre-program rating ($M = 26.82$, $SD = 6.337$), a statistically significant increase of 7.455, 95% CI [4.846, 10.063], $t(10) = 6.368$, $p < 0.001$, $d = 1.920$. We found that the average post-test score ($M = 34.27$) was higher than the average pre-test score ($M = 26.82$).

During the initial phase of the EYFS program, participants are requested to complete the self-reported Trauma Knowledge Survey (TKS) as part of the intake process. This survey is designed to evaluate their comprehension of trauma, their ability to identify common signs and indicators of trauma in others, their familiarity with effective coping mechanisms for trauma, their awareness of available supports in their area, and the extent to which their understanding of trauma has contributed positively to their lives. Following the conclusion of the program, participants undertake the TKS once again. This post-program assessment aims to gauge the extent to which individuals have assimilated insights from the clinical sessions and integrated them into their understanding and coping strategies concerning trauma. This data collection tool was implemented into our pilot project in September 2023. Due to the later addition of the data collection tool, only a subset of participants have complete data available from this tool.



Of the three program participants that have completed the survey so far, it is noted that Participant 9 demonstrated an increase from 20 to 21 post-program, Participant 12 exhibited a notable advancement from 15 to 19, and Participant 13 demonstrated a commendable rise from 22 to 24, indicating varying degrees of improvement in trauma comprehension and resilience-building skills among participants.

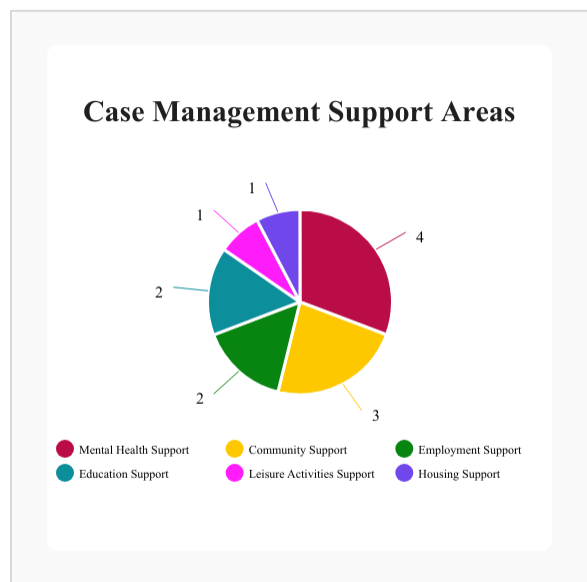


The evaluation findings indicate an average increase of 20 percent among participants acknowledging the positive impact of trauma education on their lives. Participants reported a 13.2 percent rise in confidence regarding their awareness of healthy coping strategies for managing trauma and stress. Similarly, there was a 13.4 percent increase in participants' confidence in their ability to seek help or support for themselves or others affected by trauma. These outcomes underscore the program's effectiveness in not only enhancing understanding but also bolstering participants' confidence in managing and seeking assistance for traumatic experiences.

Additionally, a portion of the program focuses on case management and connecting youth to services in their communities based on their risks and needs. This section presents the findings of our case management efforts, specifically highlighting the quantitative data regarding the number of youth connected to services and the range of services accessed. Through systematic data collection and analysis, we aim to provide a comprehensive overview of the program's effectiveness in facilitating connections between at-risk youth and essential community resources. These findings offer insights into the program's reach and its ability to address the diverse needs and risks of the youth population served.

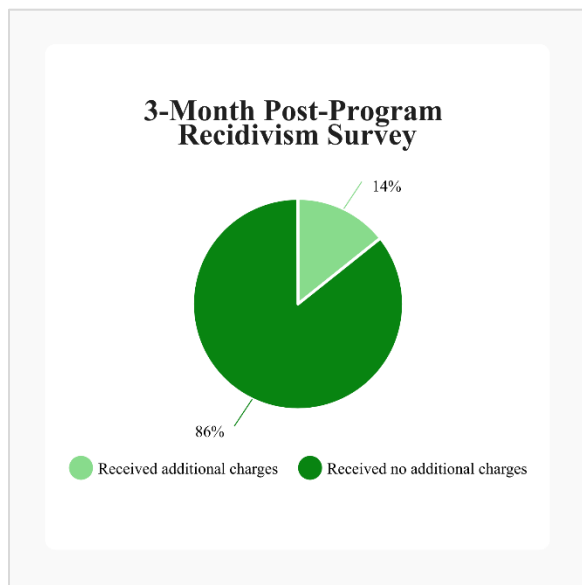
The program data from the 2023-2024 fiscal year of the EYFS program indicates that all youth who completed the program were linked to one or more services and received case management support from the Aftercare Worker. The accompanying chart illustrates the specific areas in which these connections were established.

The EYFS program systematically conducts follow-up assessments with participants and their designated contacts at intervals of 3-, 6-, and 12-months following program completion. Recidivism data is meticulously gathered by the Aftercare Worker to assess the program's efficacy in mitigating recidivism rates and maintenance of



prosocial behaviours. The recidivism data comprises comprehensive information including the timeline, frequency of interactions, filed charges, and convictions acquired, thereby providing insights into the program's impact on recidivism reduction. Additionally, the prosocial behaviour data includes details on adherence to basic rules, attendance at work or school, peer circles, substance use, engagement in prosocial activities, and proficiency in conflict resolution skills.

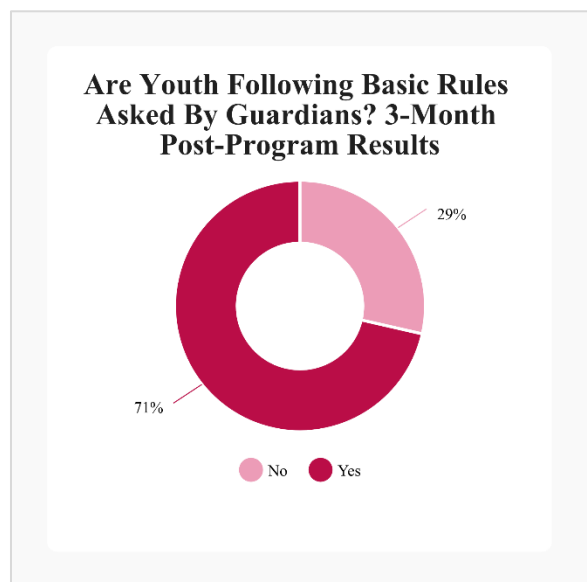
The recidivism and prosocial behaviour data is acquired through follow-up calls conducted by the Aftercare Worker to each participants' designated contact, usually a family member or household member. The EYFS program implemented the designated contact assignment as a way to mitigate the limitations inherent in self-reporting data. By involving a designated contact chosen by participants during the intake sessions, the program aims to enhance the reliability and validity of the information collected.



The evaluation findings of recidivism data reported by the seven participants that have reached the 3-month post-program cross-sectional recidivism data collection point indicated that while 2 out of 7 participants have had a re-contact with the police, 86% of participants have not received additional charges following the completion of the EYFS program. This finding is of particular interest as Statistics Canada conducted a study in 2019 focusing on re-contact with the criminal justice system in Ontario, examining a population of 53,003 individuals who had been accused of a crime (Department of Justice, 2020). The results confirmed that nearly 46% of the individuals

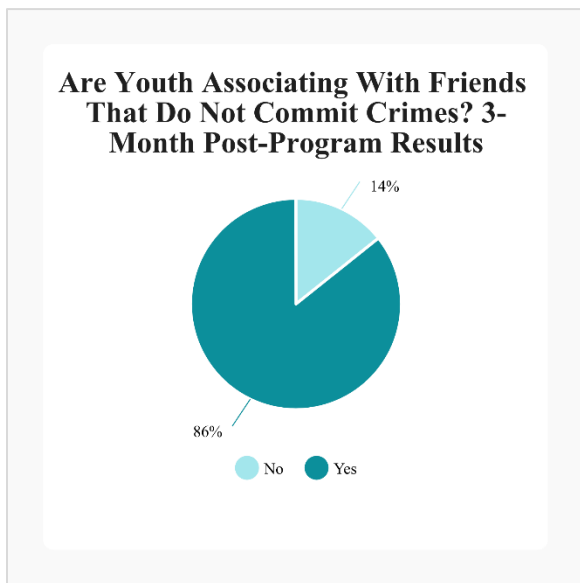
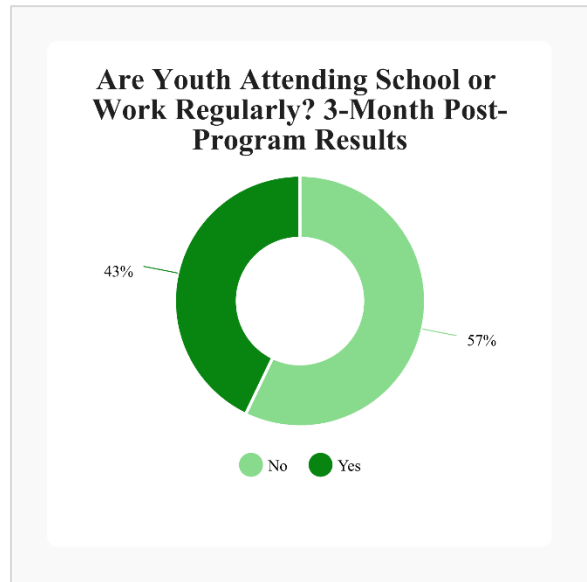
identified as 'rehabilitated' young people had at least one re-contact with the criminal justice system. This high recidivism rate indicates significant problems with reintegration programming in Ontario. The EYFS program is currently showing a 32% improvement in recidivism reduction over previous findings by Statistics Canada.

In addition to our Recidivism Survey results, the evaluation findings for the Prosocial Behaviour Survey are also promising. 71 percent of our participants are following basic rules and expectations asked by their guardians. Youth adhering to basic rules and expectations established by their guardians significantly mitigates criminogenic risks by fostering

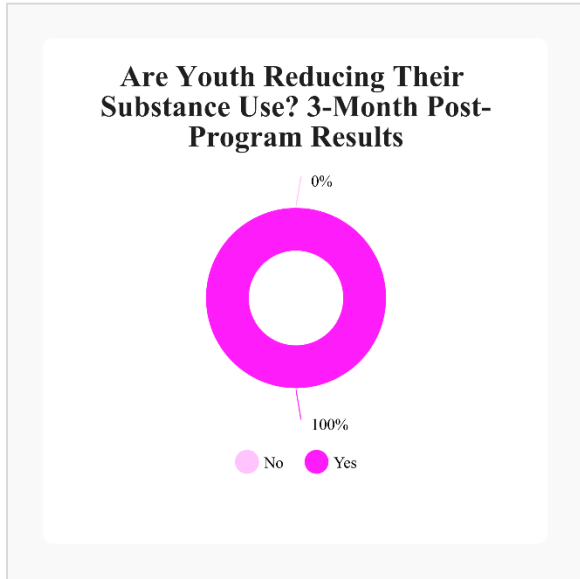


prosocial behaviours and reducing delinquency tendencies (Sampson & Laub, 1993). According to Sampson and Laub's age-graded theory of informal social control, consistent monitoring and enforcement of household regulations by guardians instill a sense of accountability and respect for authority in adolescents, deterring engagement in criminal activities.

Three out of seven (43 percent) participants are also regularly attending school or work. Regular attendance at school or work among youth significantly reduces criminogenic risks by fostering social integration, enhancing cognitive skills, and providing positive role models and structured environments (Chan, 2019; Lochner & Moretti, 2004). According to a study by Lochner and Moretti, increased educational attainment decreases the likelihood of engaging in criminal activities. Moreover, research by Chan highlights the protective effect of stable employment on reducing delinquency and criminal behaviour among adolescents and young adults.



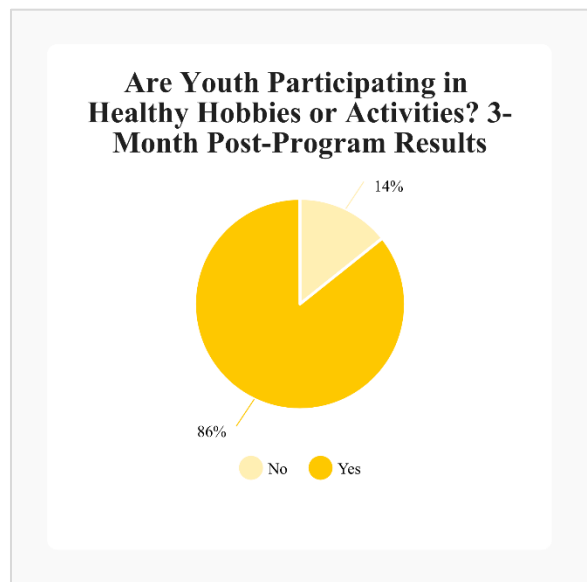
86 percent of our participants are refraining from associating with negative or anti-social peers. Youth who distance themselves from negative or anti-social peers significantly reduce criminogenic risks (Akers & Sellers, 2008; Thornberry et al. 2002). Research has shown that peer associations strongly influence delinquent behaviour among adolescents (Thornberry et al.). By avoiding delinquent peers, youth decrease exposure to criminal opportunities and reinforcement of deviant norms. Furthermore, choosing positive peer groups fosters pro-social attitudes and behaviours, thereby mitigating the influence of criminogenic factors and promoting healthy development among youth (Vitaro et al., 2000).



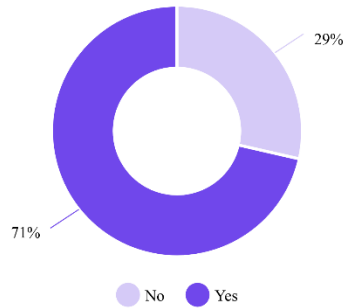
Additionally, all of our participants are currently reducing their substance use. Reducing substance use among youth significantly mitigates criminogenic risks by curbing delinquent behaviours and criminal involvement (Hawkins et al., 1998). Research by Hawkins et al. highlights that substance use among adolescents correlates strongly with engagement in criminal activities, including theft, violence, and illicit drug trafficking. As youth engage less in substance abuse, their cognitive functions improve, leading to better decision-making and reduced impulsivity, as noted in studies by Loeber et al. (2008). Substance use interventions, such as cognitive-behavioural therapy, have

shown efficacy in reducing substance use and subsequent criminal behaviour among adolescents (Tanner-Smith et al., 2013).

Six out of seven (86 percent) of our participants are also currently participating in healthy hobbies or activities. Examples of the healthy activities and hobbies in which the participants are participating in include parenting classes, gym and fitness classes, and after-school sport teams. Engagement in prosocial and healthy hobbies among youth significantly mitigates criminogenic risks by fostering positive development and social integration (Mahoney et al., 2005). According to a study by Mahoney et al., participation in structured extracurricular activities correlates with decreased delinquency rates. Hobbies such as sports, arts, and community service instill discipline, teamwork, and a sense of belonging, reducing the risk of engagement in criminal behaviour (Barber et al., 2001). Moreover, constructive pastimes enhance self-esteem and coping mechanisms, buffering against negative influences (Fredricks & Eccles, 2006). By occupying leisure time with enriching activities, youth build resilience and cultivate pro-social values, thereby contributing to safer communities (Mahoney et al.).

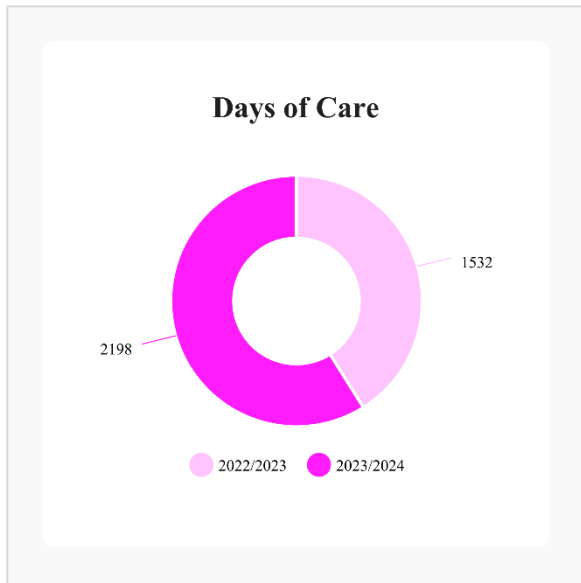


Are Youth Resolving Conflict Without Physical Violence? 3-Month Post-Program Results



Finally, 71 percent of our participants are resolving conflicts without physical violence. According to a study by Bradshaw et al. (2009), nonviolent conflict resolution strategies enhance youths' interpersonal skills, empathy, and emotional regulation, which are crucial protective factors against criminal behaviour. By employing communication, negotiation, and empathy, youth cultivate constructive relationships and develop conflict resolution competence. Such skills reduce the likelihood of resorting to criminal activities as means of conflict resolution (Durlak et al., 2011; Fraser, 2009).

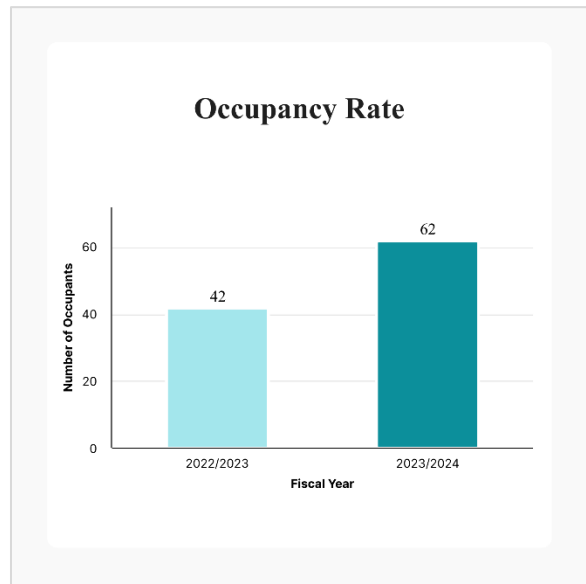
Sundance Detention Centre



In the 2022/2023 fiscal year there were 1532 days of care. In comparison, the 2023/2024 fiscal year totaled 2198 days in care, indicating a 43 percent increase. This increased by almost half over the course of one year.

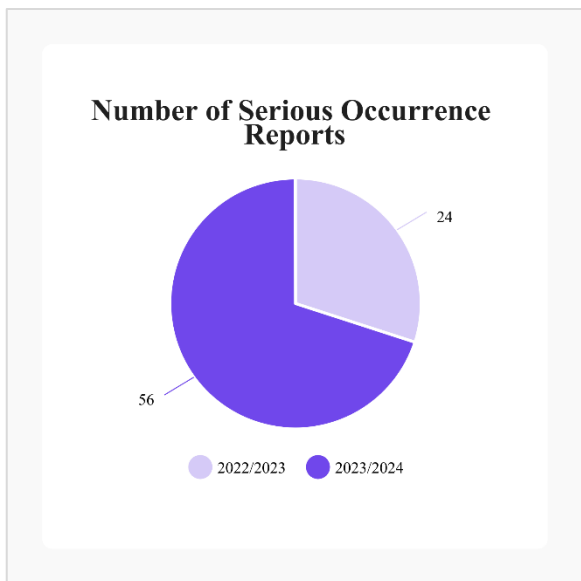
The occupancy rate at Sundance was 42 percent during the 2022/2023 fiscal year and has increased to 62 percent in the 2023/2024 fiscal year. The surge in occupancy rate at Sundance indicates a positive trend reflective of its enhanced utilization. This substantial increase of nearly half, representing a growth of 48 percent, underscores the facility's growing efficacy in

servicing its purpose within the community. The heightened occupancy rate indicates a greater alignment between demand and provision of youth custody services, ensuring that more individuals who are placed in custody receive the necessary care and rehabilitation. This boost in utilization signifies improved access to interventions and supports crucial for the development and rehabilitation of the youth population under the facility's care. Moreover, it



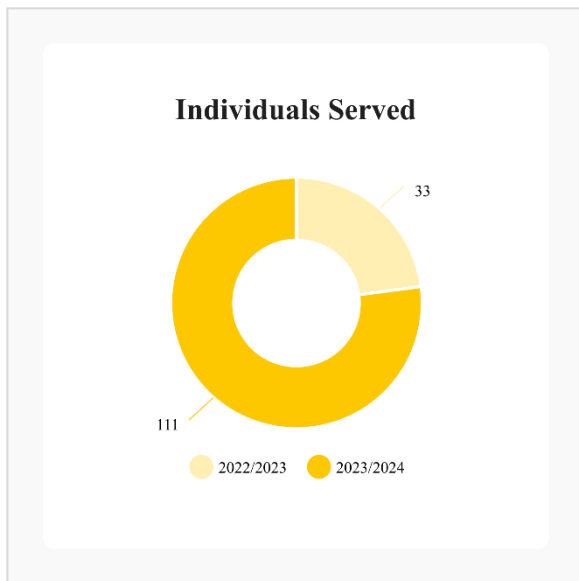
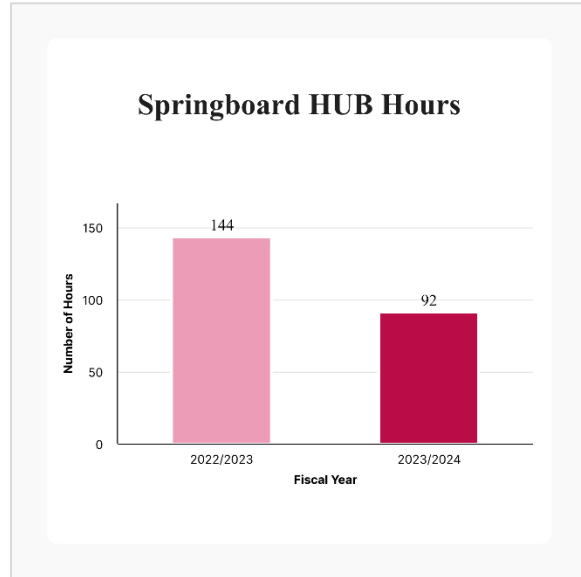
reflects positively on the effectiveness of outreach efforts and community engagement initiatives aimed at addressing underlying issues contributing to youth involvement in the justice system.

The notable surge in Serious Occurrence Reports (SORs) from 24 in 2022/2023 fiscal year to 56 in the 2023/2024 fiscal year, marking a striking 133 percent increase, may initially raise concerns. However, this over doubling in SORs can be



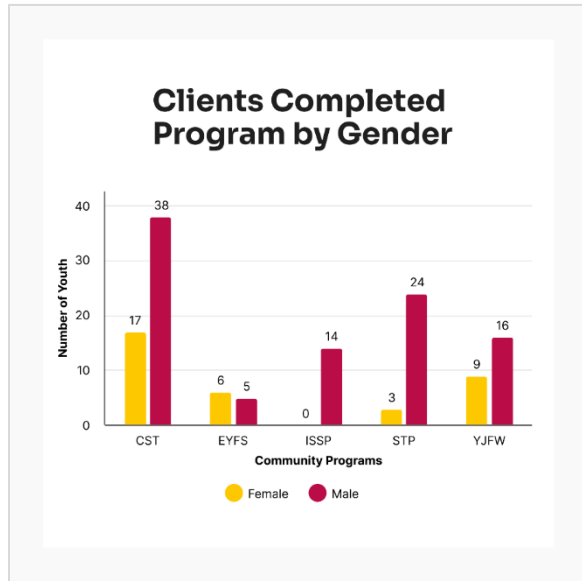
accounted for by the substantial increase in the number of individuals served during this period, which more than tripled compared to the previous year. Therefore, while the absolute number of reports has risen, it is reflective of the heightened occupancy and not necessarily indicative of a deteriorating situation within the facility. Moreover, despite the increase in SORs, with more youth in the facility, the rate of SORs completed actually reduced compared to the previous year. This reduction underscores the facility's proactive measures and enhanced capacity to address and mitigate incidents, contributing to a safer and more conducive environment for the youth.

HUB programming was recorded at 144 during the 2022/2023 fiscal year and has decreased to 92 in the 2023/2024 fiscal year. This is a 36 percent reduction or one third decrease. While this decrease occurred, it is important to note that these sessions are provided in a group format with multiple youth participating simultaneously. Sundance is averaging running 2 sessions per week. There has also been an increase in other programming being utilized at Sundance, such as the healthy relationships program, with youth have been participating well in and seem to be enjoying.



During the 2022/2023 fiscal year, 33 youth were served at Sundance. In comparison, 111 were served during the 2023/2024 fiscal year, marking a 236 percent increase or almost quadrupling in numbers. This significant increase demonstrates the increased utilization of the Sundance facility to house youth who receive custody sentences across Ontario.

Clients Completed Program by Gender & Location



Statistically, males constitute a larger proportion of youths involved in criminal activities. According to data from the Uniform Crime Reporting Survey by Statistics Canada, in 2010, about 73% of youths accused of crimes were male, with males notably more likely than females to engage in violent behaviours (30% vs. 15%) (National Crime Prevention Centre, 2012). This pattern underscores a higher predisposition among male youths towards involvement in more severe criminal activities.

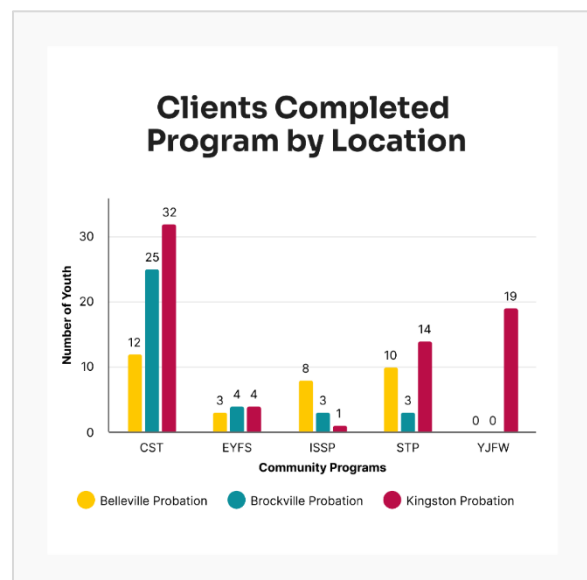
Conversely, female youths, while less involved in violent crimes, still represent a significant portion of the youth justice system. In 2009, females accounted for approximately 25% of youth

accused by police of committing a Criminal Code offence. Notably, the rate of offending for female youth was less than half of that of male youth, indicating different patterns of criminal involvement (National Crime Prevention Centre, 2012).

Youths identifying with other genders or as non-binary are increasingly recognized in justice statistics, though specific data remains underreported. The evolving legal and social recognition of these youths calls for more nuanced data collection and reporting to fully understand their interactions with the justice system.

Community probation programs in Ontario have been tailored to address these gender disparities by incorporating gender-responsive strategies. These programs aim not only at rehabilitating youths but also at preventing recidivism by considering the unique needs and circumstances of different gender groups. This approach is particularly significant in the face of evidence suggesting that male and female youths may engage with the justice system differently due to various social, psychological, and environmental factors (Department of Justice Canada, 2021; National Crime Prevention Centre, 2012).

SLYA's catchment area consists of six counties, including Frontenac, Lanark, Leeds & Grenville, Lennox & Addington, Hastings, and Prince Edward. Accommodating participants' geographic locations is paramount to SLYA as it ensures equitable access to services and support and reduces systemic barriers.



Turnover Rate

Turnover Rate Calculation

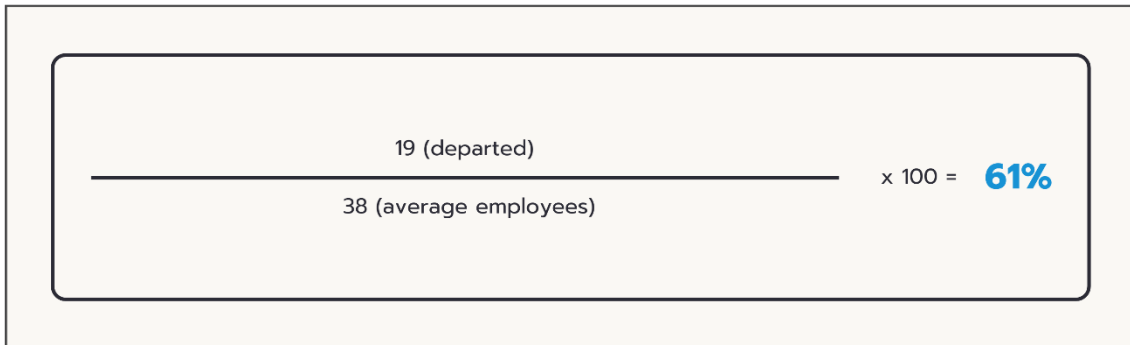
$$\frac{\text{Number of Employees Departed}}{\text{Average Number of Employees (@April 1, 2023 + @March 31, 2024 / 2)}} \times 100 = \%$$

Agency Total

$$\frac{20 \text{ (departed)}}{\frac{(46 + 56)}{2} = 51 \text{ (average employees)}} \times 100 = 39\%$$

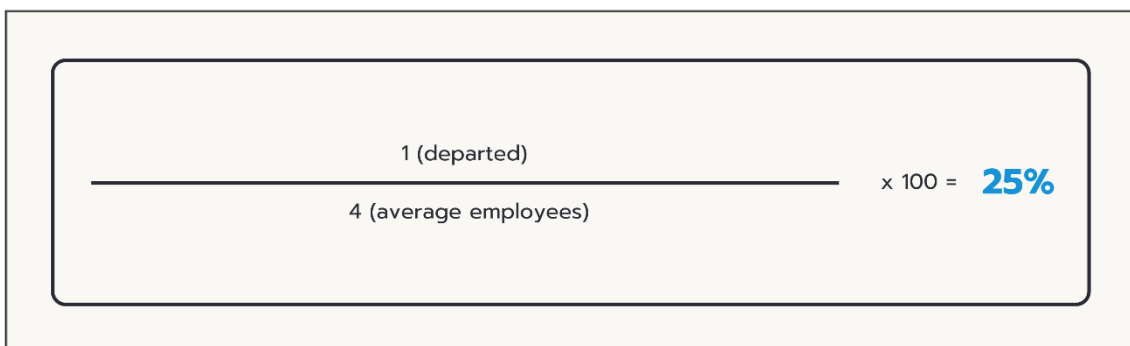
In the past year, our St. Lawrence Youth Association experienced a 39% turnover rate. While this figure might initially seem daunting, it has been a catalyst for significant positive change and growth within our organization. This turnover has allowed us to bring in fresh talents and ideas that align with our evolving goals and the dynamic needs of the communities we serve. It provided an opportunity for existing staff to adapt, grow, and embrace new roles, enhancing their professional development and our organizational capacity. Together, we've navigated these changes successfully, emerging stronger and more unified in our mission. This period of transition has ultimately enriched our agency, fostering a more resilient and adaptable team ready to meet future challenges. Our renewed team is now better positioned to deliver innovative solutions and improved services, ensuring our continued commitment to excellence and community support.

Sundance



Sundance experienced a turnover rate of 61 percent throughout the past fiscal year with 19 staff departing the agency. Despite facing significant hurdles during this period, we, as an agency, have demonstrated resilience and unity in navigating these obstacles. We acknowledge the unwavering support extended by our dedicated Community Team and Management. Their collaborative efforts were instrumental in mitigating staffing shortages by generously assisting in filling open shifts. Moreover, we were able to access staffing support from staff from other facilities and past employees who offered their expertise and assistance during times of need. Through these collective endeavors, Sundance has not only weathered the storm but emerged stronger and more stabilized. As we reflect on this transformative journey, we embrace the lessons learned and the bonds strengthened, paving the way for a brighter and more promising future for Sundance and its dedicated staff.

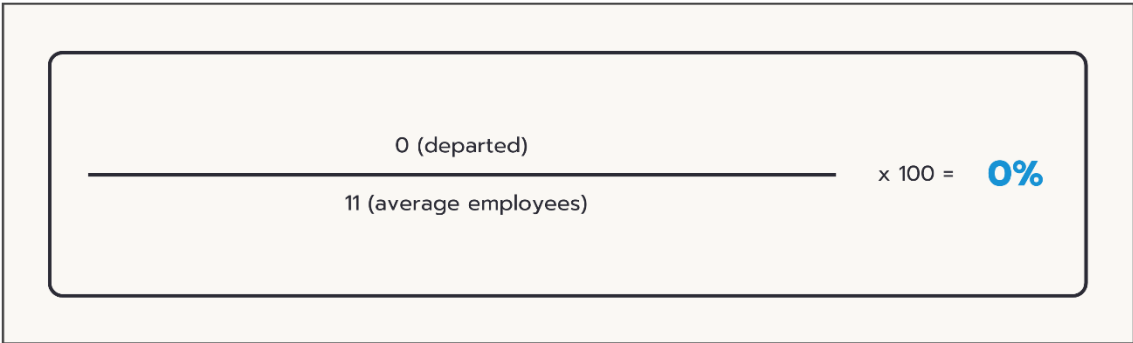
Administration



Despite our administrative team experiencing a turnover rate of 25 percent over the past fiscal year, it's important to contextualize this figure within the framework of our team's size. With a smaller team, even minor changes can significantly influence percentages. During this period,

while the turnover rate suggests a substantial shift, it's noteworthy that only one staff member departed, while two new members joined our team. This dynamic highlights the significance of each individual change within our tightly-knit administrative team. The addition of two new members not only reflects our commitment to maintaining and strengthening our administrative capabilities but also signals growth and adaptation within our team structure. As we continue to evolve, these new perspectives and skills will undoubtedly contribute to our collective success.

Community Team



A zero percent turnover rate within the community team reflects a remarkable achievement and speaks volumes about the team's cohesiveness, satisfaction, and commitment to their roles and the communities they serve. It signifies that team members feel valued, supported, and fulfilled in their positions, fostering a strong sense of loyalty and dedication. This stability not only ensures continuity in service delivery but also fosters trust and rapport within the community, as community partners can rely on consistent and familiar faces for support and assistance. The zero turnover rate underscores effective leadership, open communication, and a positive work environment, all of which contribute to employee satisfaction and retention. Moving forward, it's vital for the organization to continue nurturing these positive aspects while remaining vigilant to address any emerging challenges, ensuring the continued success and resilience of the community team.

Grants Awarded

We are thrilled to announce that our agency has successfully secured over 75 percent of the grant funding we applied for over the past fiscal year, marking a significant milestone in our efforts to support justice-involved youth. This substantial funding of \$649,070.11 enabled us to launch the Empowering Youth for Success Program, a trauma-informed self-efficacy program for youth, and continue to provide support for our valuable Specialized Treatment Program for concerning sexualized behaviours in youth. More, SLYA received funding that we were able to allocate to providing personal needs assistance for youth, along with cellphones to youth in our community programs. Securing this funding is a testament to the trust and confidence that funding bodies have in our agency's mission and impact. We are deeply grateful for this support, which enables us to expand our programs and services significantly. By investing in the futures of justice-involved youth, we are making a profound difference in their lives and contributing to the overall safety and well-being of our communities. Together, we are creating pathways to success and fostering a generation of empowered, resilient, and hopeful youth. Thank you to all of our supporters and partners who make this vital work possible.

Our agency's recent success in obtaining nearly \$700,000 in grant funding is situated well within the context of the average funding received by organizations in Ontario. For instance, provincial funders distributed \$39 million in Capital grants to 448 non-profits in 2023, which averages about \$87,000 per organization. Our agency's achievement highlights the importance of our mission to support justice-involved youth.

Funding Received in Fiscal 2023-2024

- Department of Justice Canada, Youth Justice Fund
 - \$555,570.11
 - For the newly created Empowering Youth for Success Program
- CFKA Spring 2024 Community Grant:
 - \$35,000
 - For the Specialized Treatment Program
- United Way of Kingston Frontenac – Lennox and Addington
 - \$25,000
 - Funding for being a partner agency
- United Way of KFL&A Community Investment Fund
 - \$25,000
 - For the Specialized Treatment Program
- CFKA & Thomas Beamon Fund
 - \$5,000
 - For reintegration funding
- Taggart Parkes Foundation
 - \$3,500
 - For cellphones for youth in the Community Programs
- **Total: \$649,070.11**

Financial Summary

ST. LAWRENCE YOUTH ASSOCIATION STATEMENT OF FINANCIAL POSITION

AS AT MARCH 31, 2024

	Operating Fund \$	Capital Fund \$	Endowment Fund \$	2024 Total \$	2023 Total \$ Restated (Note 3)
ASSETS					
CURRENT					
Cash and cash equivalents	284,830		62	284,892	184,268
Accounts receivable	59,214			59,214	21,040
Due from government agencies - Note 7	17,854			17,854	
Prepaid expenses	3,979			3,979	9,062
Interfund receivable - Note 8			744		
	365,877	NIL	806	365,939	214,370
LONG-TERM					
Long-term investments - Note 5			14,782	14,782	16,139
Tangible capital assets - Note 6		655,915		655,915	749,560
	NIL	655,915	14,782	670,697	765,699
	365,877	655,915	15,588	1,036,636	980,069
LIABILITIES					
CURRENT					
Accounts payable and accrued liabilities	431,177			431,177	407,357
Due to government agencies - Note 9	170,833			170,833	27,891
Deferred revenue - Note 10	6,993			6,993	23,995
Interfund payable - Note 8	744				
	609,747	NIL	NIL	609,003	459,243
FUND BALANCES					
UNRESTRICTED	(243,870)			(243,870)	(245,721)
INTERNALLY RESTRICTED		655,915		655,915	749,560
RESTRICTED FOR ENDOWMENT PURPOSES - Note 4			15,588	15,588	16,987
	(243,870)	655,915	15,588	427,633	520,826
	365,877	655,915	15,588	1,036,636	980,069
COMMITMENTS - Note 11					
APPROVED ON BEHALF OF THE BOARD					
_____	Director	_____	Director		

Staff Recognition

Employee Service Awards

- **5 years**
 - *Emily L. (Full-Time Community Support Specialist)*
 - *Mariah L. (Full-Time Intensive Support and Supervision Specialist)*
 - *Naomi L. (Casual Youth Justice Worker)*
 - *Natasha B. (Full-Time Intensive Support and Supervision Specialist)*
 - *Rebecca T. (Full-Time Youth Justice Worker)*
- **15 years**
 - *Hayley S. (Casual Youth Justice Worker)*
- **35 years**
 - *Lynn D. (Full-Time Cook / Youth Justice Worker)*

Employee Excellence Awards

- *Francine B-L. (Full-Time Community Support Specialist)*
- *Krista W. (Full-Time Youth Justice Worker)*
- *Lindsay K. (Part-Time Youth Justice Worker)*

Service Appreciation Awards

- *Wendy F. (Full-Time Community Support Specialist)*

