



**St. Leonard's**  
HASTINGS • PRINCE EDWARD

**2023-2024 AGM**

**September 24, 2024**

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## Mission Statement

St. Leonard's Community Support, Prevention, and Residential Services promotes accountability for youth and adults within the community and criminal justice system from prevention to intervention, by endorsing restorative justice principles, providing structured and supportive atmosphere, and assisting in the reintegration of persons into the community as law-abiding citizens; ultimately reducing recidivism and enhancing public safety.

## Vision

We aspire to assist and enable youth and adults who are, or at risk of being, in conflict with the law, to restore their self-confidence and self-worth by building a foundation of dynamic partnerships that result in effective, responsive, and accessible programs for at-risk populations.

## Values

Developing a moral code that guides each decision and action, while allowing it to be adaptable and evolve as personal growth requires.

**Leading by Example:** Taking responsibility for one's actions, to demonstrate to our clients and our co-workers that we are all accountable to our actions.

**Respect for Oneself and Others:** Valuing diversity and unique contributions, fostering a trusting, open and inclusive environment and treating each person in a manner that reflects SLCSPRS' values.

**Continuous Learning:** We not only strive to educate clients but continually seek new and informative sources for our own knowledge.

**Professionalism:** We strive to communicate effectively and appropriately, be cooperative team members, and always find a way to be productive.

**Teamwork:** We recognize the importance of working together and believe every voice should be heard.

**Empathy:** We show that we care for each other through decisions, actions, and words, and commit to praising and thanking one another for work well done.





## **Board of Directors**

St. Leonard's Community Support, Prevention and Residential Services extend our sincere gratitude and appreciation to the Board of Directors for their invaluable guidance and support over the past year. Your leadership, collaborative spirit, and unwavering commitment have been instrumental in driving our organization's achievement and progress. Your trust empowers us to overcome challenges, and your commitment to accountability ensures our transparency and integrity.

As we look to the future, we are confident that with your continued support, we can build on our successes and address the opportunities and challenges that lie ahead.

**Linda Seeley** -Chair

**Tom Deakin** – Vice Chair

**Phil Howlett** – Board Member

**Wayne Speck** – Treasurer

**Christina Detlor** – Board Member

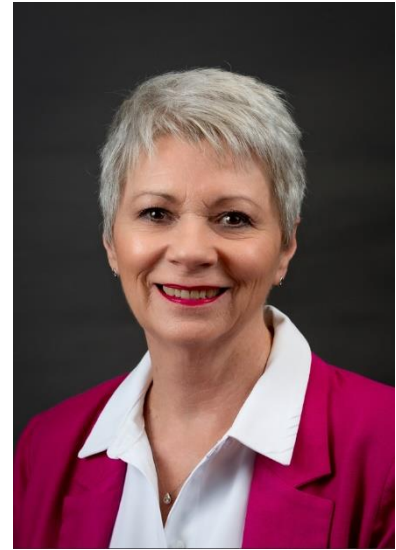
**Leslie Haines** – Board Member (Treasurer)

**Shawn Rushlow** – Board Member

Within the 2023-24 fiscal year we said goodbye to Wayne Speck and Shawn Rushlow, long time board member. The organization thanks them for their years of support and dedication to our mission.

## A Message from the Chairperson

To suggest that the fiscal year 2023-2024 was status quo, would be an understatement. After being a board director for a little over a year, the position of Chair became available, and I was encouraged to accept the role. With a newly approved Strategic Plan, the board gained a clear understanding of the goals and direction of St. Leonard's Community Support and Residential Services (CSPRS). We were unanimous in our proactive commitment to supporting St. Leonard's and its Executive Director, by making hard but necessary business decisions and taking on governance responsibilities. By doing so, key focus areas took shape and a concrete 'three-year workplan' unfolded. Our commitment to take on complex activities does not end with this fiscal year. We commit to:



- Review and revise our By-Laws, in compliance with the Ontario Not for Profit Corporation Act,
- Update our Human Resources Policy
- Apply for capital funding to expand services to include preventing homelessness for 15–24-year-olds at risk
- Build board efficacy through strategic recruitment and governance training
- Develop a succession plan for the role of Executive Director and Senior Managers

In January 2024 we bought a church in Trenton, after receiving a capital funding grant. It will support four youths at risk of homelessness, plus offer six emergency housing beds for those referred but also struggling to find shelter. An application for a zoning amendment was submitted for review to the municipality of Quinte West's Planning Committee. An informed approach has guided us to create programs and policies that we hope will produce the desired outcomes once the Semi-Independent Living (SIL) program becomes a reality. As Chair, I look forward to sharing how our workplan has evolved.

On behalf of the Board of Directors, we would like to commend the Executive Director, Managers, Residential and Community Employees, and all Volunteers on their commitment, loyalty, and perseverance throughout this past fiscal year. We applaud your dedication. For new employees, the learning curve is high but by 'staying the course', you'll have the opportunity to affect positive change for the youth we serve; we are all in this together.

Best Regards,

***Linda Seeley***

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## **A Message from the CEO**

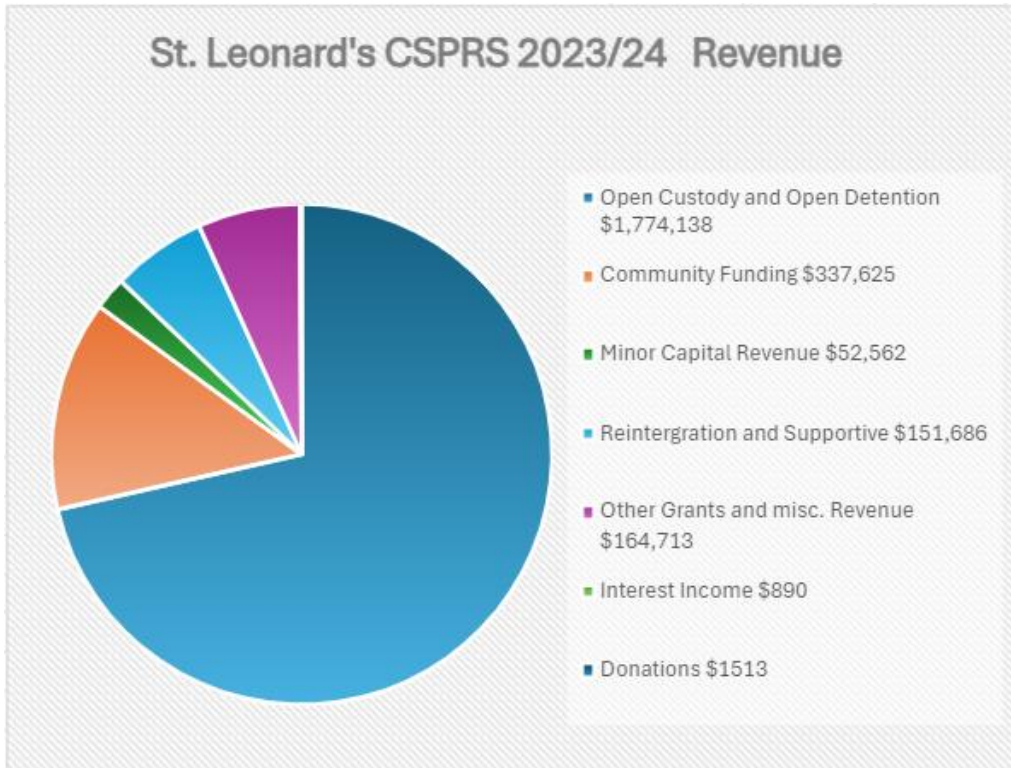
As we close out the year, I am proud to reflect on the strides we've made together. Despite facing ongoing funding challenges in 2023-24 we remained committed to advancing our mission, supporting our community through diverse programs, and advocating for the youth and families that we serve.

Thanks to our team's dedication and expertise, we have not only met but exceeded our expected target goals. We continue to strengthen our partnerships with key stakeholders in order to address the social issues that demand our attention and action. I am grateful for the trust and support of the Board of Directors, my team, and the community partners who make the work we do possible. I look forward to all things possible in 2024-25.



*Kelly*

## St. Leonard's 2023-2024 Financial Statement Summary



## Stats

Clients served includes clients receiving services as of April 01, 2023, through to March 31, 2024.

In total, St. Leonard's provided supportive services to 3,565 youth.

Program	Clients Served	Target
<b>Youthreach (Fee-for-Service)</b>	3,065	N/A
<b>Youthreach (Community Support)</b>	54	N/A
<b>Youthreach (United Way)</b>	120	90
<b>Youthreach (MCCSS)</b>	65	30
<b>PASS+</b>	28	60
<b>Extrajudicial Measures</b>	20	15
<b>Youth Justice Committee</b>	12	6
<b>Extrajudicial Sanctions</b>	48	45
<b>Reintegration (Com. &amp; Res.)</b>	21	24
<b>Attendance Centre</b>	57	45
<b>Detention</b>	68	20
<b>Detention (total days in care)</b>	1,196	1,460
<b>Custody</b>	8	20
<b>Custody (total days in care)</b>	437	1,460

## **Youthreach (fee-for-service (i.e. schools), community support (i.e. police), UWHPE, and MCCSS)**

Youthreach offers a variety of service delivery options through different referral sources. One key aspect of our program delivery involves both one-to-one and group life-skills programming, which is funded by the United Way and MCCSS. Over the past year, we successfully completed 14 groups of life-skills programming, collaborating with various community partners to provide programming at locations such as The Roc in Prince Edward County, Gateway Community Centre in Tweed, the Quinte West Youth Centre in Trenton, and the Pop-Ups on the Bay in Trenton. Furthermore, we conducted three art-based therapy programs in collaboration with a local Art Therapist. In addition, we completed an Online Safety program for youth, while providing parents with information through Children's Mental Health Services, with the aim of promoting informed awareness and open communication within the home environment.

We also offer school facilitations under a fee-for-service model for students and parents. Notably, we have secured contracts with Hastings, Prince Edward District School Board (HPEDSB), and the Algonquin Lakeshore Catholic District School Board (ALCDSB) since the fall of 2023. The ALCDSB contract also includes the ability to refer clients for one-to-one support for life-skills programming and system navigation within the community. The one-to-one referrals have been highly successful, and our relationship with both school boards remains strong. This year, we are scheduled to present programs to over 3,000 youth throughout the school year, and our parental presentations have been in high demand, typically taking place after school in the evenings.


While our police-referred program, Youthreach: Community Support, has not received as many referrals as the Intersections program in the past, this change was expected due to the program's name change and the delay in facilitating platoon training. Despite the decrease in numbers, this has provided our staff with more manageable caseloads, allowing for more effective and efficient work with clients.

## **PASS**

PASS+ completed the 2022-23 school year offering full day student support at the Belleville office. The focus from April to the end of June was behaviour management, continuous learning and life skill development in support of a smooth return to school. Students were encouraged to work at their own pace to achieve success.

Unfortunately, Hastings Prince Edward District School Board (HPEDSB) reprioritized E.A. staffing away from the PASS+ program, resulting in the program closing at the end of June 2023.





Decades of student support was provided through the PASS program, and a special thanks goes to E.A. Cindy Henderson, who was the programs keeper for most of those years.

## **Diversion (EJM, YJC, and EJS)**

### **Extrajudicial Measures**

EJM is an alternative to formal court proceedings under the Youth Criminal Justice Act. As a pre-charge police referral option, clients participate in information-based programming relating to their offences and consistent with their risk factors for reoffending. Additional requirements may include a letter of apology or offering reparation in the form of restitution or community service work. EJM, along with all other Diversion programs, remained busy with consistent referrals in the reporting period. Platoon briefings facilitated by the Diversion Coordinator were provided to Central Hastings OPP, Quinte West OPP, and Prince Edward OPP detachments. Additionally, the Coordinator and Facilitator (Jordan Janes) conducted 6 class presentations to Grade 7 and 8 students at Trenton High School, as requested by Quinte West OPP. Youth Diversion welcomed Emma Elson as Program Facilitator in September 2023. Emma replaced Jordan Janes who resigned her position to relocate to London, Ontario.

### **The Belleville & District Youth Justice Committee**

The B&DYJC is an alternative Restorative Justice approach offered outside the traditional court system which aims to repair the harm done by a young person to those who have been affected by a criminal incident. The volunteer Committee Members play an essential part in restoring relationships between the person(s) harmed, the young person, and the community. Referrals to the Committee are made by police (Pre-Charge) or by the Crown Attorney (Post-Charge). Program promotion included numerous platoon briefings at area police detachments and a presentation at a Bench and Bar meeting attended by Justices, Crown Attorneys and defense lawyers. Volunteers: Brian Vincentine, Patrick Mulvihill, Maureen Vincentine, Julie Lesage, MaryAnn Brooymans, Darlene Brennan, Judy Graham, Marlene Pollock, Sally Fremr, and SK Bishop

### **Extrajudicial Sanctions**

Under the Youth Criminal Justice Act, the EJS program is available as an alternative to formal court proceedings. EJS referrals are made by the Crown Attorney after careful review and consideration. Program participation allows a young person to accept responsibility for their (post-charge) offence without being sentenced by a Judge and incurring a conviction. EJS agreements frequently require participation in relevant learning sessions which may include a focus on Victim Empathy, Boundaries and Consent, Managing Strong Emotions, or other program content relating to the incident. In addition to regular court attendance, during the reporting period, the Coordinator



provided a presentation at a Bench and Bar meeting to Justices, Crown Attorneys, and defense lawyers outlining the program process and program effectiveness.

## **Reintegration**

The Reintegration program has been receiving referrals from local Youth Probation Officers to assist with the transition from detention or custody, as well as provide support for those already integrated into the community. The referrals primarily focused on employment support, funded clothing, and school supplies over the past year. It's worth noting that a significant portion of the referrals, 6 out of 21 clients, came from the northern area of HPE, including Tweed, Madoc, Marmora, and Stirling. Furthermore, most referrals were males, with only 2 identifying as female. Most of the referrals took place in the early spring, reflecting the current trends of the court system placing more clients on probation orders during that time. Moving forward, the program aims to establish a seamless referral pathway for clients identified by the Residential program as potential beneficiaries of the Reintegration Program, while ensuring the support of their Probation Officers.

## **Attendance Centre**

The Attendance Centre offers evidence-based programming to youth on probation aged 12-17 years. Our one-to-one facilitation aims to address criminogenic factors identically identified by a Risk/Needs Assessment and, where possible, address the underlying factors that disrupt growth. We empower youth to be responsible young adults, challenge them to examine their thinking and decision-making, assist in further developing their strengths, and teach new skills to reach their personal goals and avoid future involvement with the youth justice system.

The number of clients serviced at the end of the 2023-2024 year was 57, which was 12 clients serviced over the MSSCC target of 45. The increase is greatly due to the Youth Justice Court giving more Conditional Discharges than in the past, a trend that has continued into the 2024-2025 year.

The Attendance Centre welcomed a new staff member, Heather Mathewson.

## **Custody & Detention**

It has been an exceptionally demanding year at our residence. Over the past year, we have served a total of 76 youth—68 in detention and 8 in custody. The custody youth spent a combined total of 437 days here, while detention youth totaled 1,196 days. This brings the overall days in care to 1,633, nearly doubling our anticipated target for the year.

Our facility continues to accommodate youth from across Ontario, including those from out of region and a significant number of level-downs from secure detention. The complexity and needs of the clients we serve have increased, often positioning our program as a form of social housing due to the lack of available resources for this population.

We have faced another year of high staff turnover, including the entire management team taking over the program, accompanied by a complete restructuring of our program and roster. Recruiting, hiring, training, and retaining staff remains a significant challenge. Many factors contribute to this difficulty, primarily wages and the insufficient number of available beds. The youth justice sector is inherently demanding, with fewer opportunities offering higher starting wages, fewer responsibilities, and less risk. This makes our efforts particularly challenging and poses substantial risks to safety and security.

Due to the current overload, our facility staff at SLR have begun handling youth transports for those who are 2-4 hours away from their communities. This is a result of the shortage of bailiffs available in the Eastern region, where we find ourselves caught between two teams—one for the East and one for the West. Our team lacks a safe transport vehicle equipped with features like breakproof windows, a dividing cage, and mechanical restraints that police and bailiffs have, further complicating the situation. Additionally, we are encountering resistance from police services regarding transportation assistance, citing staffing and distance issues. This has led to management needing to reference the Municipal Act, which mandates such assistance, risking strained relationships with law enforcement.

We are also facing a severe shortage of support services that our clients desperately need, such as mental health services and access to family doctors and counsellors. This leaves our staff in the challenging position of providing near-constant 1:1 support, often under difficult circumstances.

Despite these challenges, our dedicated staff continue to work tirelessly. We have received strong support from our CEO, who is actively advocating with the Ministry for changes to benefit transfer payment agencies. This push aims to enhance our ability to operate safely for both staff and clients. While the future remains uncertain, we are encouraged by the ongoing support and leadership, and we remain optimistic about the opportunities and improvements that may lie ahead.