



**St. Leonard's**  
community services  
LONDON & REGION

# 2021-2022 ANNUAL REPORT

---

*A report to our community*

# TABLE OF CONTENTS

- 03** A MESSAGE FROM THE BOARD CHAIR & EXECUTIVE DIRECTOR
- 06** AFFORDABLE HOUSING DEVELOPMENT
- 07** SLCS BY THE NUMBERS
- 08** OUR IMPACT
- 09** QUALITY IMPROVEMENT
- 10** ABOUT OUR SUPPORTIVE HOUSING PROGRAMS & ZERO SUICIDE INITIATIVE
- 11** SOURCES OF FUNDING
- 11** EXPENSES BY CATEGORY
- 12** GROWING OUR ONLINE PRESENCE
- 13** ABOUT US
- 14** MISSION, VISION, VALUES

## BOARD OF DIRECTORS

Chair  
**Sarah Ashkanase**

Vice-Chair  
**Scott Switzer**

Treasurer  
**Jody Graham**

Board Members  
**Nicola Memo**  
**George Qubty**

Executive Director  
**Michael Oates**

Secretary  
**David Rows**

Past Chair  
**Alan O'Brien**

**Joanna Smith**  
**Gordon Thane**



# A MESSAGE FROM THE BOARD CHAIR & EXECUTIVE DIRECTOR

Welcome to St Leonard's Society Community Services, London & Region, on the occasion of the 53rd annual general meeting. We would like to begin by introducing our current board members: Sarah Ashkanase (Chair), Scott Switzer (Vice Chair), Jody Graham (Treasurer), David Rows (Secretary), Alan O'Brien (Past Chair), Nicola Memo, George Qubty, Joanna Smith, and Gordon Thane. Staying connected continued to look different this year, with your board completing business virtually. We want to thank members for their ongoing commitment and contributions. Your time is valued and appreciated.

This year Alan O'Brien started as our delegate to the St Leonard's Society of Canada board in June of 2021. This offers our board of directors an opportunity to be connected to other similar organizations and be able to advocate for or influence change within the federal corrections sector. St. Leonard's Canada also recognizes individuals nominated by their peers for their contributions to the work that happens across the country.

This year, a new award – the Elizabeth White Award for Mentorship – was instituted to recognize individuals who embody a spirit of mentorship that is forward thinking while remaining grounded in the mission, vision and values of St. Leonard's Society of Canada. Kerri Cushing-Mitchener was nominated by her peers and was selected as the inaugural recipient of this award.

*The Elizabeth White Award for Mentorship recognizes individuals who embody a spirit of mentorship that is forward-thinking, while remaining grounded in the mission, vision and values of SLSC. Elizabeth White served as SLSC's Executive Director from 1996 through 2016. Throughout that time, she consistently took efforts to mentor young colleagues, cultivating a new, more diverse, forward-thinking generation of future leaders in the community and social justice sector.*

*Keeping everyone safe and well has been a major preoccupation for the staff in providing services to the individuals we support.*

In 2021 the board also welcomed new members Nicola Memo who is the Executive Director at Family Service Thames Valley, and Joanna Smith from the City of London. Paul Tufts was with us for a short time and left the board early in 2020. There are two members who have completed their terms with us: George Qubty who is the Director of Space Planning and Management at Western University and has been with the board for 3 years and David Rows who is the Crown Attorney in St Thomas and has been with the board for 6 years. Their thoughtful questions about the operations of the organization, their presence on the Board Governance and Development Committee, and the humor and contributions to Board discussions will all be missed.

As we reflect on the past year, the global pandemic continued to present unrelenting challenges both large and small. Within our residential centers, continued efforts at adjusting to new and ever-evolving public health guidelines for congregate settings has been difficult. Keeping everyone safe and well has been a major preoccupation for the staff in providing services to the individuals we support. This includes finding creative ways to work alongside participants in the Supported Independent Living Program due to impacts of public health measures on many of the activities we typically participate in.

The pandemic fatigue is real! We have also seen impacts on youth through increased demand for our services within school and youth programs.

Staff turnover is another area of we have seen some challenges over the past year which appear to be related to both greater mobility in the workforce in general and the fact that Bill 124 that has limited compensation increases.

There has never been more need for housing than we are seeing right now. SLCS heard the call and took action to support our community. Since our last AGM, SLCS has seen growth in our housing first program: involvement with the affordable housing development on Baseline and securing housing for 75 members of our community and, additionally we saw increased funding for these projects through the city of London. We thank all those involved in securing this funding and all of the work that goes into making something like this come together. We are incredibly proud of our capacity to do this work. It speaks to the values of the organization and the integrity of the people who work here.

This year we started evaluating and working on Equity, Diversity and Inclusion (EDI) within the organization. Dr. Leeno Karumanchery and MESH/diversity have facilitated this work. To date, much of this work has involved benchmarking surveys, leadership development, and visioning that will soon see the creation of a staff group that will take on the work of determining what it all means and how it will be implemented within the organization.

Many of you will have watched and participated in the evolution of our community voice: whether it is our social media channels, our staff newsletter, or our participation in various collaborative tables and networks, we continue to raise our profile and help others understand the work we do and why it is so important.

As we look to the year ahead, strategic planning will be starting at the end of the year and culminate over a few months into a new strategic plan to begin in 2023. Our next accreditation review will be in 2024, but some of our preparatory work will also begin this year: at a leadership level, we have continued to keep up-to-date with our policies, our work on operational plans that came out of the strategic plan, and our quality improvement work. We anticipate being in good shape when we officially get started on re-accreditation. All of this work is done with a focus on continuing to see SLCS grow and be a leader in our sector. EDI will continue to be a focus over the next year to ensure that we are taking action to do better as individuals, as an organization, and within our community.



Finally, on behalf of the board of directors and leaders, we wish to express our profound thanks to all our partners, staff, students, volunteers, and participants who contributed and continue to contribute to the safety and well being of our entire St Leonard's community. Your ingenuity, collaboration, courage, deep compassion, and generous spirits have defined the successes of this organization over the past year. Thank you.

**Sarah Ashkanase**

Board Chair

**Michael Oates**

Executive Director

# AFFORDABLE HOUSING DEVELOPMENT

*Sonja Sonnenberg*



At St. Leonard's Community Services, London & Region, we have a Housing First program that operates within the City of London Homelessness Prevention System. This program, Project Home, focuses on housing and supporting adults and youth who have experienced chronic and persistent homelessness by helping them to find housing within the city, anchoring them in their community of choice and establishing a sense of belonging through assertive and intensive housing first case management.

In March, we were thrilled to be recognized as one of the key community partners working on a development at 122 Baseline Road, consisting of 61 affordable units. Through investments from the Government of Canada, and in partnership with the City of London, Project Home was successful in collaborating with partner agencies to fill that building, securing housing for 75 individuals and families, including:

- 13 of the units will house families that were either experiencing homelessness or that were in shelters
- 9 will serve youth that have been in shelter or who have been housed in unsafe environments

- 6 units will house Indigenous individuals that have been involved with the Indigenous-serving organizations that we work alongside
- 11 individuals are coming from domestic abuse situations
- 37 individuals have been experiencing homelessness, in some cases for many years, and who have been in emergency shelters or in Winter response sites operating in our city

These individuals continue to receive support from Project Home: whether it is helping them making the transition to housing, helping connect them to available community resources or other service agencies, or developing the skills to navigate living with greater independence, we continue to assist them in their new home.

**Every Canadian deserves a safe and affordable place to call home. St. Leonard's is proud to serve our community in our efforts to make that happen!**

# SLCS BY THE NUMBERS



**4,705**  
participant visits in Reintegration Program



**400**  
participant visits by the Transitional Case Worker



**8,839**  
support days to participants in SIL



**254**  
youth seen in Restorative Approaches



**202**  
hours of service to youth in the Mental Health Diversion program



**130**  
hours of Community Service completed by Youth



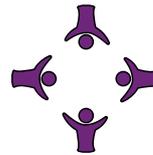
**40**  
participants served in supportive housing programs



**1,615**  
participants in Peer Power training



**1,599**  
days of support through Mental Health Crisis beds



**179**  
adults trained in Restorative Practices



**474**  
participant contacts in the London Reporting Centre



**151**  
referrals to the London Justice Centre



**95**  
participants newly housed

# OUR IMPACT

3,427 Individuals Served



**1,338**  
Adults

**245**  
in Residential Programs

**1,093**  
in Community Programs



**2,089**  
Youth

**220**  
In Community Programs

**1,869**  
in School-based Programs

“

*I learned a lot through all the therapy I went through with you and the other places I went to. I learned a lot through everyone I have met and worked with. And I came to a conclusion that sums up everything I learned: I have learned that all the answers to everything are within myself. It is up to me to be aware and mindful of that. And the other thing I have found is that working together with people and helping each other is the way to live.*

**- A quote from 'Alex's Story', available on our website**



# QUALITY IMPROVEMENT

*Kerri Cushing-Mitchener, Senior Director of Operations*

As part of continuous Quality Improvement at St. Leonard’s Community Services (SLCS), a systemic approach is taken to assess services and make improvements on a priority basis. Throughout 2021/22, SLCS focused on an area directly related to the strategic priority “Our People” to increase employee engagement and satisfaction. SLCS understands that our employees are our core strength, and we must build upon that strength to truly deliver the quality of service we are known for.

What has come to the surface throughout this quality improvement cycle, is the importance of providing a safe and inclusive workplace so that employees can be engaged. Additionally important is mindful investment in the development of our leaders so that they can foster a workplace culture that is conducive to psychological and cultural safety and a sense of inclusion.

SLCS has achieved targets set in outcomes such as increasing opportunities for collaboration across the agency and increasing opportunities for leadership development, and has made gains toward its target to increase employee-reported safety, belonging and inclusion. This last target will continue to be a priority of focus during the 2022/23 year, as part of SLCS’ commitment to enhancing the culture of diversity, equity and inclusion. The overall goal SLCS will work towards in the upcoming year is to positively affect agency culture so that employees experience the workplace as a safe and inclusive environment within which they can thrive.





# ABOUT OUR SUPPORTIVE HOUSING PROGRAMS & ZERO SUICIDE INITIATIVE

*Mick Kunze, Manager, C.K. Clarke Centre*

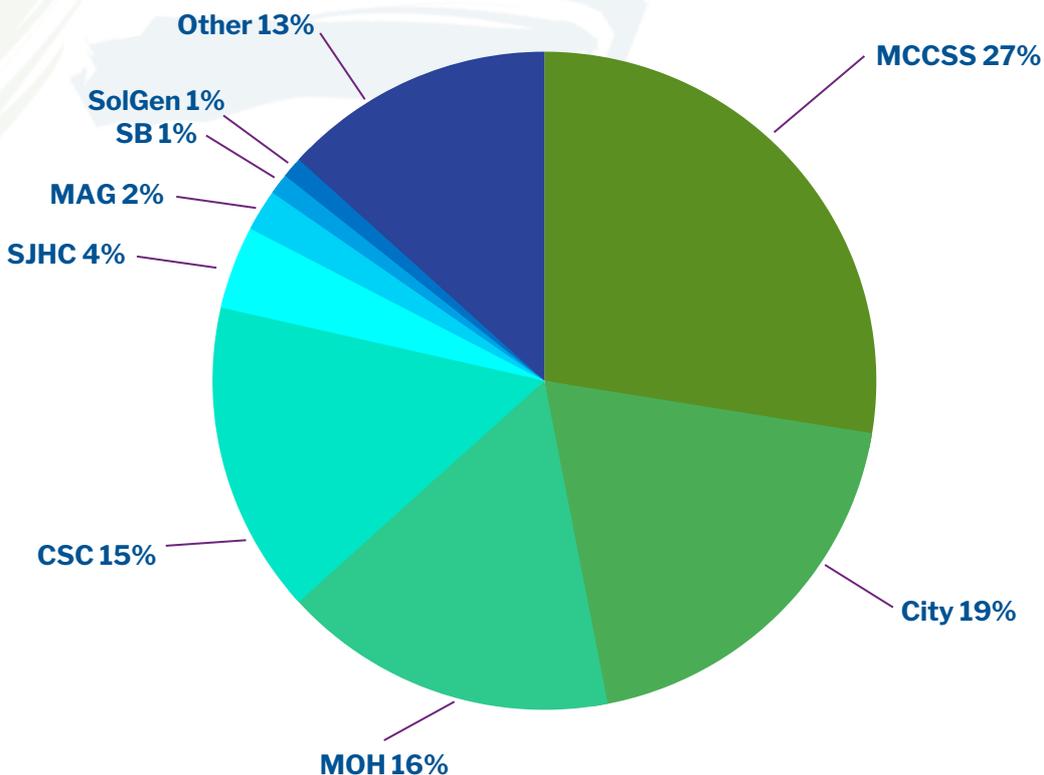
Over the past year, the residential managers, with the support of St. Joseph's Health Care, have embarked on adapting a Zero Suicide Initiative, which will be implemented at our Residential Centres this summer. This Initiative recognizes that the persons we support in our Residential Centres are more vulnerable to suicide. The launch of this Initiative is also a response to the staff-identified need and desire for more training to increase confidence around supporting individuals experiencing suicidality.

Since its inception in January 2021, the Mental Health Justice – Supportive Housing program has been developing important community partnerships to enhance participant support.

These partnerships include working closely with referral sources, including probation officers, community health services, and hospitals, to ensure the right support is being provided to the right person; engaging with community outreach services, to provide wrap-around supports that meet participants where they are at; and connecting participants to peer-led support programs and supports through persons with lived experiences, in recognition of the value these supports can bring to our participants' lives and journeys.

# SOURCES OF FUNDING

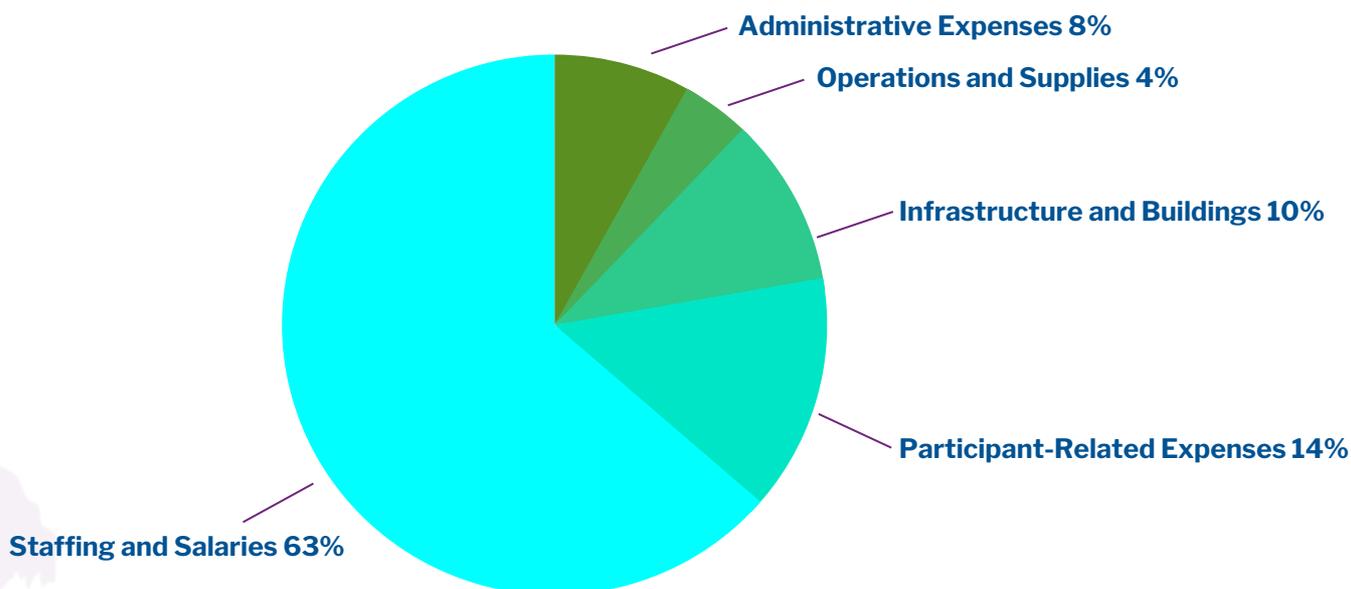
2021 / 22



MCCSS - Ministry of Children, Community, and Social Services  
City - City of London  
MOH - Ministry of Health  
CSC - Correctional Services of Canada  
SJHC - St. Joseph's Health Care London  
MAG - Ministry of the Attorney General  
SB - School Board  
Thames Valley District School Board / London District Catholic School Board  
SolGen - Ministry of Solicitor General  
Other - Other Sources of Funding

# SLCS EXPENSES BY CATEGORY

2021 / 22



# GROWING OUR ONLINE PRESENCE

*One post at a time*



As SLCS progresses in supporting our community so is our intention of bringing awareness to what we have to offer. The Communications department is placing a larger focus internally, via our monthly newsletter, and externally, through our social media channels to increase the understanding of who SLCS is and how we support those in need.

## Social Media growth 2021/22



<b>Reach</b>	3,493
<b>Profile Visits</b>	986
<b>New followers</b>	165



<b>Reach</b>	3,428
<b>Profile Visits</b>	762
<b>New followers</b>	67



<b>Impressions</b>	39,793
<b>Profile Visits</b>	4,617
<b>New followers</b>	48



<b>Page views</b>	1,301
<b>Profile Visits</b>	986
<b>New followers</b>	164
<b>Engagement Rate</b>	120.7%

## With your help, we can keep raising the bar

Share the stories from your team and program participants, share your feedback for our internal and external communication content, and join SLCC ( St. Leonard's Communication Committee) to help us move forward.

### A special shoutout to our Communication Committee members:

- |                 |                      |
|-----------------|----------------------|
| Sarah Koelen    | Chelsea Bartjac      |
| Kaitlin Young   | Laura Goncalves      |
| Hannah Tripp    | Madison Laithwaite   |
| Justin Langille | Jessica Farmer Bosma |
|                 | Laena Bahia          |



# About Us

## St. Leonard's Community Services London & Region

While St. Leonard's Society of London is our legal name, today, St. Leonard's is known as St. Leonard's Community Services, London & Region (SLCS). SLCS offers community-based support programs and residential centres that:

- Assist persons in conflict, or at risk of conflict, with the justice system, all within a restorative practices framework
- Develop, implement and advocate for improved policies, procedures and service delivery within the justice system to assist in the prevention of crime
- Promote acceptance of responsibility and accountability by persons in conflict with the law to assist with changing behaviour that contributes to crime
- Promote understanding and education to our communities about their responsibility in both the incidence of crime and in the manner in which society responds to it

While SLCS continues to evaluate and respond to the needs of the communities it serves, the spirit of SLCS remains consistent with the original core values its founding members shared.

Welcome!

St. Leonard's DEI Visioning Day  
April 7, 2022  
Karen Bennett Consulting  
karenbennett13@gmail.com

[www.slcs.ca](http://www.slcs.ca)

# Mission

To support, advocate with, and empower individuals who are, or who are at risk of being, justice-involved.

# Vision

A community where everyone feels safe, valued, and supported.

# Values

## Inclusion

Our foundation is a stance of non-judgement and openness that recognizes and honours the uniqueness and dignity of each person and their experience.

## Collaboration

Relationships are central to who we are and what we do. We cultivate purposeful connections with our clients & participants, co-workers, partners, allies, and community.

## Compassion

We are honoured to be part of other people's journeys. We accompany others and each other with empathy, flexibility, commitment, and respect.

## Accountability

We are a reliable partner who provides compassionate supports. We steward well the resources entrusted to us as we do our best by, with, and for clients & participants, co-workers, volunteers, students, partners, allies, and our community. Accountability is an invitation to become our best selves as we learn and grow.





**St. Leonard's**  
community services  
LONDON & REGION

*A community where  
everyone feels safe,  
valued, and supported.*

**Our administrative offices and many of our community-based programs are located at:**

**405 Dundas Street**

**London, ON**

**N6B 1V9**

**Telephone: 519-850-3777**

**Fax: 519-850-1396**

**Website: [www.slcs.ca](http://www.slcs.ca)**

