



# 46<sup>th</sup> Annual Report



**Community Foundation**  
for Kingston & Area



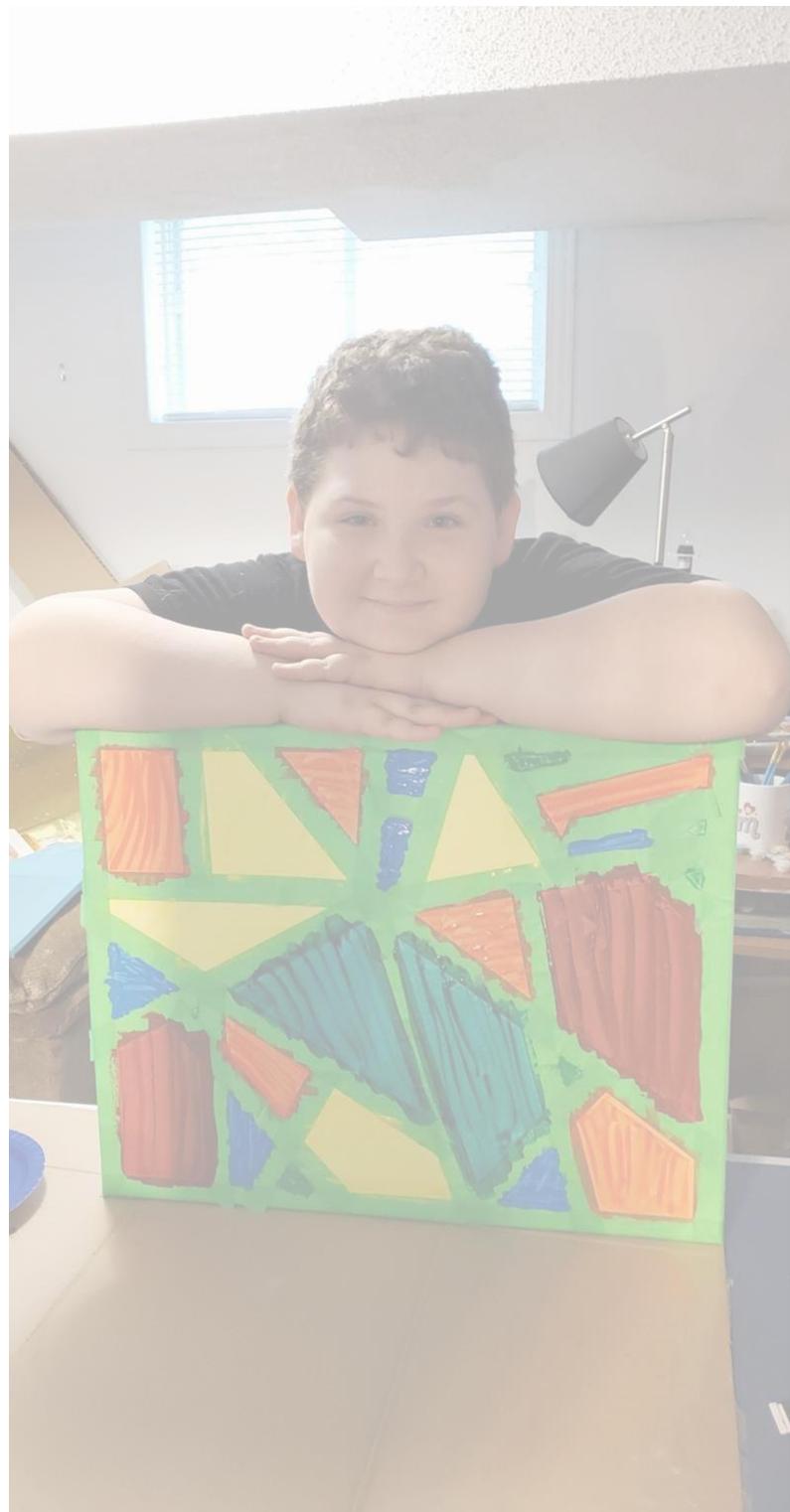
**United Way**  
Kingston, Frontenac,  
Lennox and Addington

Ontario  
Trillium  
Foundation



Fondation  
Trillium  
de l'Ontario

An agency of the Government of Ontario  
Un organisme du gouvernement de l'Ontario



## Core Values

- ✓ Helping Youth Overcome Challenges

## Mission

Youth Diversion helps youth overcome challenges by: Providing prevention, intervention and educational services that divert youth from risk and support their ability to thrive.

## Vision

All youth in our community are supported in making choices that contribute to their overall wellbeing, help them reach their potential and expand their leadership capacity.

# Board President's Report

As you can see from below, the Board of Directors has been very busy this year fulfilling its mandate and ensuring our initiatives are in keeping with our five-year strategic Plan. We are excited to announce that most of our identified action items have either been met or are in the process of completion. I would like to take this time to thank Mr. Steel for his guidance and leadership over these past 6 years. You will be missed.

Silvia Cioci  
Board President

## Finance Committee

The committee continues to monitor the financial health of the agency and ensuring effective stewardship is in place to oversee the budget.

## HR Committee

The HR committee is responsible for ensuring the compliance of the agency's policies, procedures and overall health and wellbeing of every staff. The past year, the Committee conducted the Executive Director evaluation and supported the development of the COVID Policy manual



“  
**Volunteering with Youth Diversion** provides a **window** into the lives of at-risk young people who reside in our community. Not infrequently it is an uncomfortable, sometimes disturbing perspective as one **learns how disadvantaged some youth really are.** Being connected with Youth Diversion provides those young people with **advantages:** the advantage of being with people who really **listen** and who try hard to **understand** while at the same time recognizing offending or damaging behaviour. They also gain the advantage of having **someone to help them** chart a path **forward**, away from causing harm and toward **helping themselves and others.** Being a part of that as a **volunteer** is a **privilege**, providing an **opportunity to help** a young person and **build community** at the same time.  
”

## Strategic Planning Committee

This committee is tasked with the responsibility to ensure the agency is meeting and exceeding its strategic goals. The Committee completed the 2021-2026 strategic plan thanks to the facilitation skills of Kimberly Bain. The committee worked for over 5 months to both assess the impact of our previous plan and to ensure our 2021-2026 aligns with all our efforts to help youth overcome challenges.



## Donor Stewardship Committee

This Committee supports and oversees the agency's fundraising and donation guidelines. A sincere thank you to 100 men who care, Rotary Club of Kingston, RDR Financial, Jeff Easton, Susan Creasy, Aba Mortley and family, TD Bank Employees, RBC Foundation and many others who supported us during this very difficult time. I am very grateful to our community partners such as the Untied Way of KFLA, Malbty Centre and Family and Children's Services for their financial aid this past year. Fundraising actives were very limited so every dollar donated helped to keep Youth Diversion moving forward. A huge thank you to the many individual donors who answered the call.

## Nomination Committee

Part of the function of the Nomination Sub-Committee is to recruit and onboard new board members. This committee experienced a bit of a pause this past year allowing for other more pressing matters to be addressed.



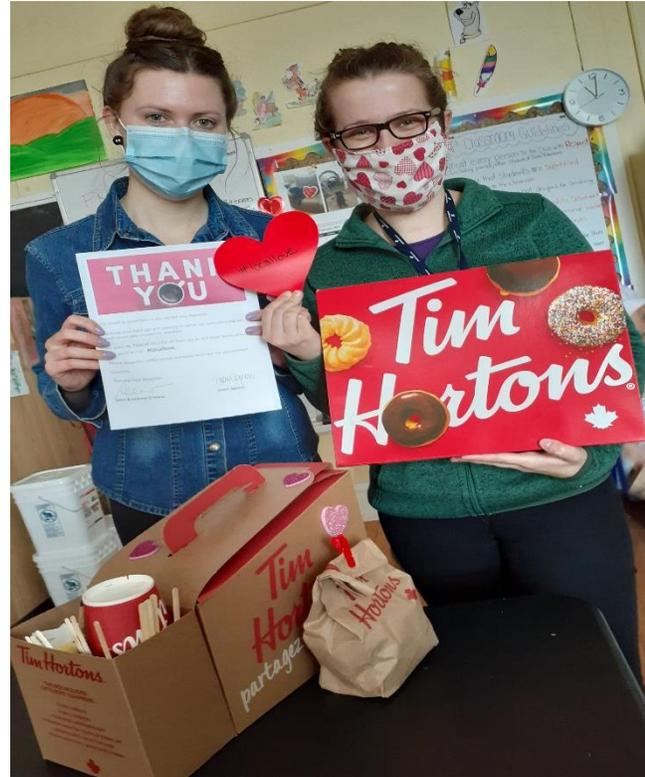
The Rotary Club of Kingston donated \$4000 to support our summer camps and a new initiative we'll be starting in 2021

# Executive Director's Report

It has been without a doubt an extraordinary year because of COVID. Our resolve was tested and our ability to pivot was challenged but staff were not deterred and maintained our presence in the community helping children, youth, and families cope with the impact. In addition to our exceptional service delivery, Youth Diversion played a major role in a number of key initiatives this past year supporting our community such as the Community Safety and Wellbeing Strategy, Social Recovery Task Force and the Children and Youth Services Planning Committee. We helped secure and deliver much needed technology to help our youth stay connected during lockdowns and we supported various wellness kit distribution initiatives to families in need. I continue to be blessed to work with such dedicated, caring people.

**Prevention Team** (Kristy Love, Caitlin Donovan and Amanda Botham) – Our Preventions team demonstrated their ability to adapt and adjust their programs and services during COVID. The team was able to run a number of evening Rebound Programs which is a first for us in a very long time. Summer programming was maintained with some variations supporting over 100 youth and the team supported several wellness kit initiatives throughout the year including a back to school clothing carousel. Highlights for me was hearing the laughter of Rebound participants echoing in our halls once again.

**Kairos** (Tom Revell, Dale Blimkie, Jaymi Hayward, Lora D'Alessandro, Dave Breen, Jake Beatty and Chris Parsons) - The team continued to support children and youth both in schools and in the community with over 450 youth receiving substance use and educational supports this past year. We offered online drop in chats over the summer to keep youth engaged and attached to services. Thanks to the United Way, we were able to gift a number of youth cell phones to keep them connected with their counsellors. We have strengthened our partnership with both Maltby and the Ministry of Health. A highlight for me was the work done to help a youth move into her first apartment.





**Youth Justice/Intersections** (Tammy Wright, Gillian Geneja, Kristy Love and Litesha Lucas) Our Youth Justice Services, including Intersections, has had a positive impact on our youth justice provincial landscape as both services are on the cutting edge of advancement. The team initiated a new partnership with the Kingston City Police by embedding staff within the CORE unit. This project increased our visibility and allowed officers direct contact with staff to triage how best to support youth. Because of this pilot, we were able to provide supports to many youth who were falling through the COVID cracks. March 2022, Intersections will see our funding end from OTF. Because of this grant, we've been able to support 200 children youth and families and by March 2022 an additional 100 more children youth and families will be supported. Highlight for me was the announcement of a \$25,000 grant from the Community Foundation of Kingston and Area to support this pilot.

**School-Based Programs** (Joyce Eikre, Arley Irvine, Anatola Stewart and Victoria Proulx – Despite the pandemic, both programs were kept very busy this past year. We continued to provide training to school staff and our SNAP classroom remained open to support both LDSB and ALCDsb students. MEND experienced a significant increase in demand for intervention circles and SNAP was able to offer alternative supports thanks to a grant through the Untied Way which funded our COVID life skills project. Highlight for me was learning how eager SNAP students wanted/needed to be back in class during the many lockdowns as they asked staff if they could come back.

**Volunteer/Admin** (Jackie Franklin and Rabiah Jaweed) COVID also impacted our volunteers requiring them to change the way they offer service. Our Mentors pivoted to online mentoring and our Rebound Volunteers had to adapt to not being in the same room with all the participants. We supported over 280 new and ongoing volunteers which is a significant increase from last year. A highlight from me was our COVID screeners who kept COVID from entering our work place.

**Employee Support and Wellness Advisors** (Tammy Wright and Joyce Eikre) This team was kept busy this past year with COVID policy development and monitoring staff wellness virtually.



## Increase capacity to meet future needs

Despite all the challenges this past year threw at us, we continued to be innovated in how we delivered services. For the first time in over 10 years, we hosted evening Rebound Programs and we created a hybrid model for our Summer programs introducing an in person/virtual platform. Staff showed some ingenuity in delivering their services online/virtually for our children and youth. We introduced E-Mentoring and are laying the foundation for a Youth Advisory Committee. Thanks to a grant from the United Way, SNAP was able to address some of the isolation students were experiencing by taking them on outings and building their skills to address food securities, employment issues and mental health concerns. Our pilot with the Kingston City police saw a dramatic increase in referrals for service and strengthened our partnership with officers.

1 in every 13 students  
received support from  
Youth Diversion

## Ensure adequate and sustainable funding & fundraising

We began the year with many uncertainties, but funding topped the list. Without the ability to host fundraising events, we were not sure how we were going to address our financial needs. Our Community came through for us in strides. We saw a record number of third party fundraising events from business such as Cher Mere and Jeff Easton's ReMax Team. We begin to lay the foundation for our first ever matching campaign thanks to a commitment of \$10,000 from Susan Creasy Financial INC. Youth Diversion also received many individual donations throughout the year that helped us weather the financial crisis.

## Expand programming to meet client needs

This past year Youth Diversion supported 1 in every 13 students in both school boards through programs, services and psychoeducation workshops. Over 1700 new and ongoing youth were supported this past year which is a 22% increase from last year. We continued to meet clients in the community throughout COVID following a strict protocol to ensure we managed the risks. Staff felt strongly about ensuring children and youth received services in the community. We want to thank both the LDSB and ALCDSB staff and senior management for your forward thinking and allowing our staff to continue to access youth in their schools.

## Build strong governance and management structure to support and guide organization

Our Board of Directors continues to provide strong leadership and stewardship in overseeing the Governance of the agency. Members of the Board bring a well rounded and balanced set of skills and abilities translating to strong leadership and an asset to the agency.



# 2021 2022 Youth Diversion Strategic Plan

## Core Purpose

Helping youth overcome challenges.

## Vision

All youth in our community are supported in making choices that contribute to their overall wellbeing, help them reach their potential and expand their leadership capacity.

## Mission

Youth Diversion helps youth overcome challenges by providing prevention, intervention and educational services that divert youth from risk and support their ability to thrive.



## Strengthening Governance & Leadership Structure to Align with Strategic Priorities

- Restructure ED role
- Board Governance
- Embed EDI practices
- Staff specializations
- Volunteer/youth advisory committees

## Improve Program Delivery and Ongoing Evaluation

- Target Audits/evaluations
- Program evaluation
- EDI practices and principals
- ACE's implementations

## Advance YD as Community Leader

- Community Planning
- Community education
- Collaboration/integration opportunities

## Increase Brand recognition and alignment with Mission

- Website
- Newsletter
- Social Media/story telling

## Increase Staff & Volunteer Recruitment & Retention

- Staff wellness initiatives
- Staff PD
- Explory staff values

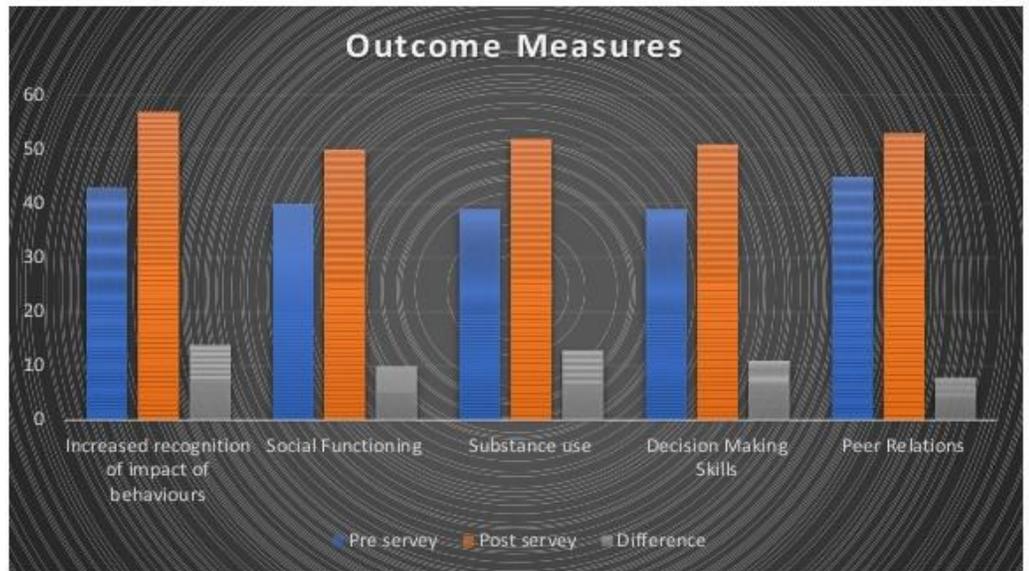
## Increase Financial Sustainability

- Multi-year funding plan
- Matching campaigns

# Agency Outcomes

Youth Diversion continues to place an emphasis on outcome measures through the use of our Outcome Data Collection form (ODCF) and the introduction of Adverse Childhood Experiences (ACE's) data. It should be noted that only clients and not participants of Youth Diversion are the focus of our outcomes. Staff focus and attention this past year was on the wellbeing of their clients so as a result, our outcome data is not as robust as in the past. In addition, we only started to collect ACE's data halfway through the year. With this in mind, we can share the follow highlights from the data we collected.

ODCF (285 collected but the results represent 66 valid surveys)



ACE's (285 youth were assessed based on the impact of ACE's) 32% of clients were assessed at either a medium or high priority and required moderate to intense supports

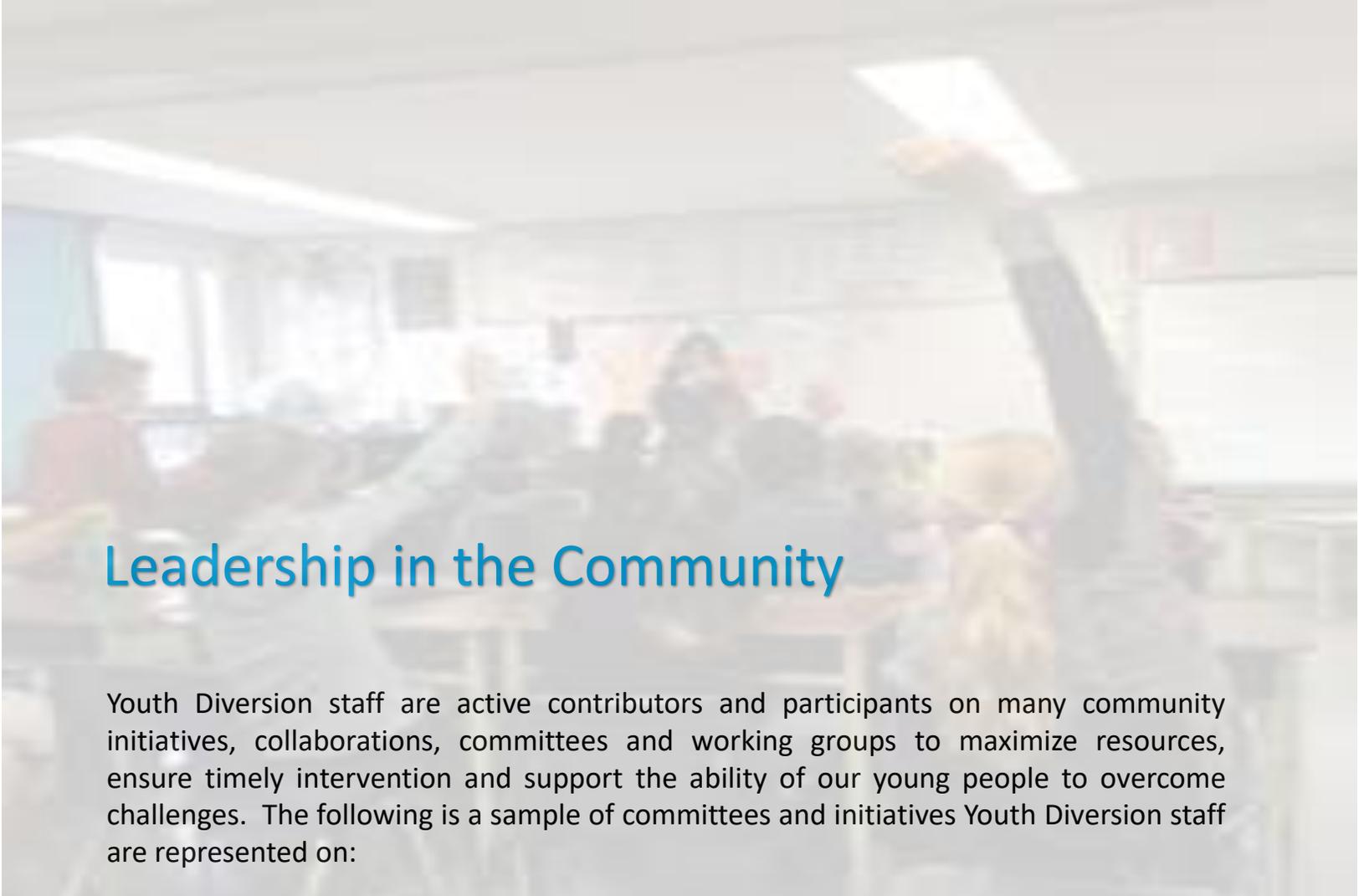
**Housing** - 10% of clients did not live at home and were either homeless, precariously housed, couch surfing or living on their own. 27% of our clients were either involved with Family and Children's Services or had closed files

**Peer Groups** - 87% of clients had either a questionable or negative influential peer group

**Schooling** - 95% of clients were identified with a learning challenge and had either an IEP or modified schooling. 23% of clients had experience school avoidance/truancy issues 16% of clients were either trying to get back into school or experience school failure

**Mental/Physical Health Concerns – Diagnosed** - 25% ADHD. 20% physical health related issues. 13% Anxiety disorder

**62% of clients were identified as experiencing ACEs**



## Leadership in the Community

Youth Diversion staff are active contributors and participants on many community initiatives, collaborations, committees and working groups to maximize resources, ensure timely intervention and support the ability of our young people to overcome challenges. The following is a sample of committees and initiatives Youth Diversion staff are represented on:

- Youth Justice Ontario
- Provincial Restorative Practices Consortium
- Road Map To Wellness
- Provincial Youth Outreach Community of Practice
- Kingston and Napanee Community Risk Watch Tables
- Human Service and Justice Coordinating Committees
- One Roof Staff/Management Advisories
- United Way's Youth Homelessness Initiative
- Provincial Intersections Community of Practice
- Youth Connectors Collaboration
- Threat Assessment Protocol
- National E-Mentoring Working Group
- North Addington Working Table
- Supervised Alternative Learning
- Kingston and Area Association of Administrators of Volunteers
- Children and Youth Services Planning Committee
- United Way Campaign
- Provincial Youth Justice Community of Practice
- Youth Justice Advisory Committee
- Harm Reduction Alliance
- Community Drug Strategy Round Table
- Rural Community Services Table
- Napanee Youth Hub
- Community Safety and Wellbeing
- COVID Response and Recovery Table
- I-Create
- ACE's Working Group
- Children's Mental Health Network Hastings County



The Agency's staff is often sought after for their expertise on education, training and consultations in the areas of youth justice, addictions, restorative practices and youth engagement. As a result, we have reached over 4000 youth and adults through various events and workshops such as United Way Presentation, guest lecturing at St. Lawrence and Queens, community psychoeducational workshops such as our Frontline Addiction Literacy and Volunteer professional development workshops.

Years of Service	Staff
<b>21-25</b>	Shawn Quigley
	Jackie Franklin
<b>16-20</b>	Dale Blimkie
	Tom Revell
	Dave Breen
<b>11-15</b>	Dave Breen
<b>5-10</b>	Jake Beatty
	Tammy Wright
	Arley Irvine
	Jaymi Hayward
<b>1-4</b>	Litesha Lucas
	Gillian Geneja
	Kristy Love
	Lora D'Alessandro
	Joyce Eikre
<b>New Hirers</b>	Caitlin Dovovan
	Kristy Love
	Anatola Stewart
<b>New Hirers</b>	Amanda Botham
	Chris Parsons
	Victoria Proulx
<b>New Hirers</b>	Erin Henderson



# Donor Stewardship

Every year Youth Division needs to raise about 10% of its overall budget as we are not 100% funded. We were unsure going into this year what impact COVID would have on our ability to achieve this benchmark. The list below is a small sample of amazing businesses and private individuals who have stepped up to help our children and youth overcome challenges.

Youth Diversion would like to thank our corporate partners who supported our programs and services this past year:

**Susan Creasy Financial Inc**  
**TD Bank Employees**  
**North Blenheim**  
**TC Infrastructure**  
**Raymond James Foundation**  
**Natasha Beitman (lawyer)**

**Cher-Mere Day Spa**  
**Rotary Club of Kingston**  
**100 Men Who Care**  
**Family and Children's services**  
**Brian Wilcox (Lawyer)**  
**Kevin Dunbar (lawyer)**

**RDR Financial**  
**RBC Foundation**  
**Cobell Interiors LTD**  
**Maltby Centre**  
**David Adams(Lawyer)**  
**Alliance Wireless Security**

In addition to our corporate partners, Youth Diversion also received many personal donations. We'd like to thank the following people who gave \$1,000 or more:

**Judge George Thomson**  
**Tim Byrne**  
**Patel Devansh**

**Dr. John Leverette**  
**Janet Mitchell**  
**Susan Creasy**

**Stephanie Aubertin**  
**Matthew Mills**  
**Jeff Easton**

## Lifetime Giving

<b>Visionary \$25,000+</b>	Brad French
<b>Cornerstone \$10,000-24,999</b>	Judge George Thomson Susan Creasy Financial Inc
<b>Advocate \$5,000-9,999</b>	Tim Byrne Stephanie Aubertin Janet Mitchell RDR Financial
<b>Supporter \$1,000-4,999</b>	Dr. John Leverette Cher-Mere Day Spa
<b>Platinum \$10,000+</b>	Maltby Centre
<b>Gold \$1,000+</b>	Rotary Club of Kingston North Blenheim Mutual 100 Men Who Care Cobell Interiors LTD Family and Children's services Raymond James Foundation Brian Wilcox (Lawyer) David Adams(Lawyer) Natasha Beitman (lawyer) Kevin Dunbar (lawyer) Your Team Kingston Remax Jeff Easton
<b>Silver \$500-999</b>	Aba Mortley, Andrew Perrett, Ralph Lee, Jordan Levy, Zach Offord, Melissa Redmond, Tatum O'Reily, Meghan Noris
<b>Bronze \$100-499</b>	Nienke Hoedeman, Cathryn Gillespie, Alida Moffatt, Erika Becker, Kate Harkness, TC Infrastructure, Peter & Arlene Glynn, Wendy Walsh, Steve Nash, Marsha Eldridge, Rob MacDonald, Sandra Lachapelle Fournelle, Patrick Good, Sean Goodall, Paul Langlois, Jim Nairn, Rick Tomalty, Sean Treier, Nicholas Waterfield, Rob MacDonald, Allan Katz, Fraser Benn, Gary Hayes, Charles Hazleton, Bernard & Michele Vanderkooi

## Our Funding Partners

The United Way of KFL&A

The Ministry of Children, Community and Social Services

Limestone District School Board

Algonquin Lakeshore Catholic District School Board

Ministry of Health

Ontario Trillium Foundation

Community Foundation of Kingston and Area

### **A mentors voice**

*I am so grateful for this incredible organization, for the people who run it, and for all the compassionate and kind volunteers at Youth Diversion. My name is Maddy, and at Youth Diversion I volunteer with their Rebound Program, have been working as a mentor with a wonderful 12-year-old girl, and am facilitating a monthly journaling workshop for the youth where I guide and prompt the youth to write expressively and creatively.*

*Since volunteering with Youth Diversion, I have been able to witness the substantial impact that Youth Diversion has had on my mentee and the other youth. For instance, my mentee is learning that her voice matters, she is gaining confidence in her ability to support herself, and she is becoming increasingly open to her vulnerable side. Importantly, I recognize that my mentee is willing to work toward reaching her greatest potential, and I take it seriously to know that I am a role model and guide for her through this part of her development. Together, we are working towards achieving her goals, some of which include navigating her relationships with others and dealing with powerful emotions, such as anger.*

*Furthermore, as a mentor, I feel that I am developing in my own skin through this experience. I am learning how to support others and meet them where they are at, about emotion regulation techniques, and the power of vulnerability. I am learning that kids are incredibly resilient and strong, and that a lot of the time their relief comes from simply feeling heard and supported. My mentee and I are reaching the halfway mark of our official partnership; however, I am confident that we will continue to keep in touch and maintain a connection for years to come. I really enjoy spending time with my mentee, – passing around a football, making friendship bracelets, listening to music and having a virtual dance party, collaging dream-boards, and having deep chats– I am looking forward to seeing what we do next.*

*Youth Diversion's team has been extremely supportive not only to myself as a volunteer, but also to my mentee and the other youth. They plan activities and workshops for the youth and are available on-call at almost every time of day. Ultimately, I feel supported by Youth Diversion, and I feel confident that my mentee feels supported by the organization too. My heart is full!*

*- Maddy P.*



## Volunteers

The success of Youth Diversion and the impact we have in the lives of the youth that we serve wouldn't be possible without the incredible contributions of our amazing volunteers.

Brie our SNAP volunteer, Cathy our Youth Justice volunteer, Tim our Mentor volunteer, our Queen's Work Study student Kankshi, Covid Screening volunteers and so many others have helped us make a difference in the community. Volunteers provide us with over 5000 hours of support every year.

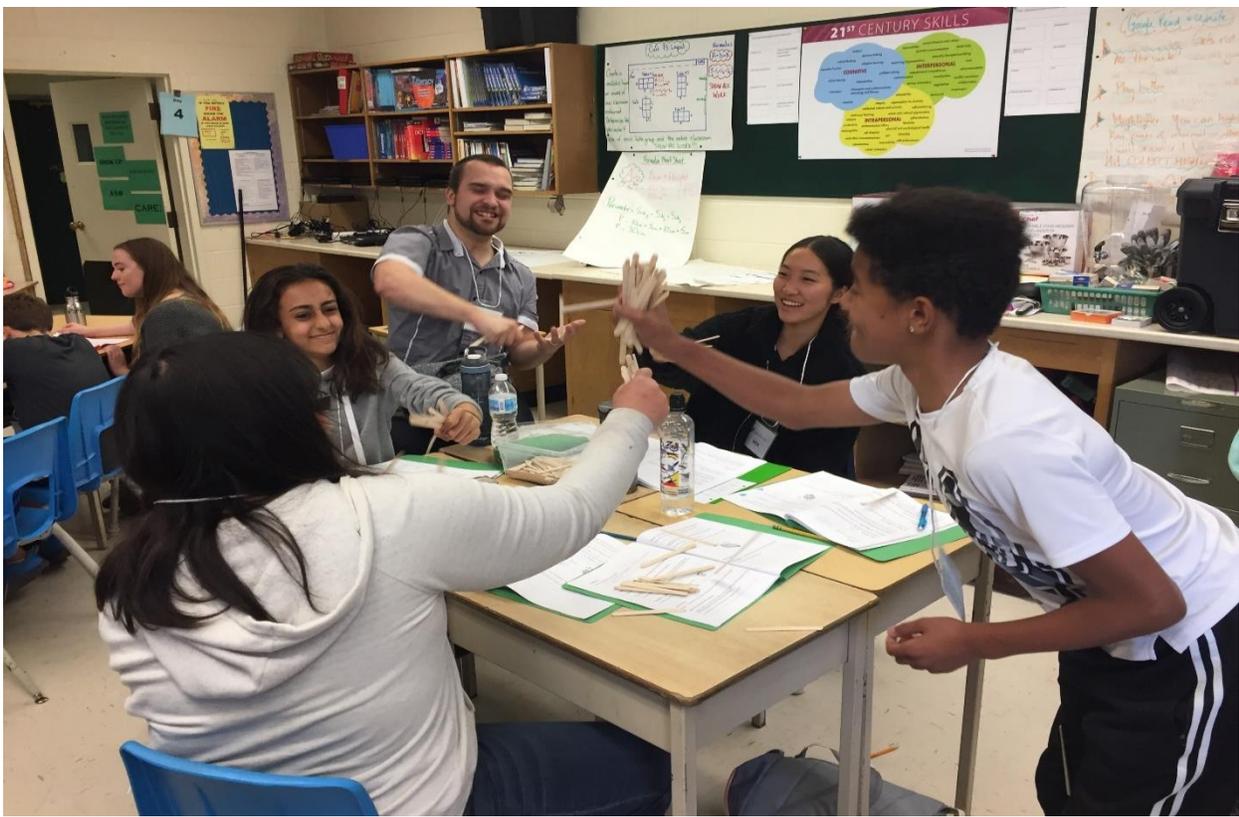
On behalf of the Youth Diversion staff, we would like to thank you all for the outstanding work you do for our youth and families. Your commitment and dedication during this complex time has made a huge difference and we appreciate each one of you!

Jackie Franklin  
Manager of Volunteers



## Placement Opportunities

Youth Diversion continues to ensure that our next generation of professionals are afforded the opportunities needed to gain experience, knowledge and exposure under direct supervision in the community. As a teaching organization, we were proud to host more than 5 placement students from various disciplines in Colleges and Universities. We partnered with Queen's Legal Pro Bono Program whose students completed two research projects for Youth Diversion this past year. In addition, Youth Diversion collaborated with a number of students through the Smith School of Business to support our Marketing and Fundraising efforts.



## Our Clients

2020 - 2021 saw a 22% increase in our new/ongoing referrals of clients we supported in Kingston, Frontenac, Lennox & Addington Counties including Hastings Prince Edward. It is safe to say that this sharp increase in need in our community can be associated with the impact of COVID 19

Monthly costs include staff time, program costs and regular case management support.

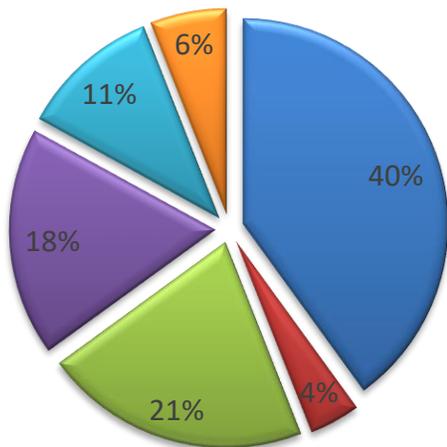
New Client	2019- 2020	2020-2021
<b>KAIROS</b>	230 (489 <sup>1</sup> )	454
<b>Mentoring</b>	48 (86 <sup>1</sup> )	82
<b>Rebound</b>	110	78
<b>Youth Outreach</b>	117	43
<b>Youth Justice</b>	88	92
<b>SNAP</b>	54 (60 <sup>1</sup> )	44
<b>Intersections</b>	65(108 <sup>1</sup> )	148
<b>MEND</b>	320	791
<b>Occurrences</b>	4	0
<b>Total</b>	1036(1382 <sup>1</sup> )	1732 (new and ongoing clients)
<b>(1 new/ongoing clients)</b>		

Program	Cost per client
<b>KAIROS</b>	\$57 per month
<b>Mend</b>	\$44 per month
<b>Mentoring</b>	\$34 per month
<b>Intersections</b>	\$103 per month
<b>SNAP</b>	\$132 per month
<b>Youth Justice</b>	\$138 per month
<b>Rebound</b>	\$39 per month
<b>Youth Outreach</b>	\$44 per month
<b>\$1,186,428/ 1732 (number of clients) = \$685 per client</b>	
<b>\$893/365 days per year = \$1.88 per day</b>	

**\$1.88 per day to support our youth**

# Statement of Revenue and Expenditures

Revenue



- Ministry
- Donations/Fundraising/Grants
- Prevention Programs
- United Way
- Trillium Foundation
- Other (interest, deferred capital, rebates)

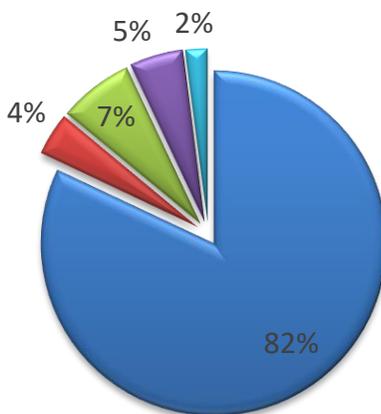
Salaries and Wages

Rent

Operations including (Admin, Office Supplies/Equipment, Donations/fundraising)

Program Costs (travel, staff training, Client Services, Professional Fees, Communication)

Other (scholarships, Amortization, Insurance)



Expenditures

