



2024-2025 ANNUAL REPORT

SEPTEMBER 23, 2025



MISSION STATEMENT

St. Leonard's Community Support, Prevention, and Residential Services promotes accountability for youth and young 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 young 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



BOARD OF DIRECTORS

This year had marked success, which was only possible with the on-going support of the Board of Directors. They stood side-by-side with the CEO to purchase the house on Lester Road, to obtain the correct zoning, and then to acquire the financial support necessary to go above the strategic goal of examining expansion, to actual achievement.

On top of this incredible accomplishment, the Directors also completed and implemented a Board Recruitment plan, to great success, and a succession plan for the CEO position. Having also completed the By-Laws recently, the St. Leonard's Board of Directors are well organized and ahead of schedule for the 2024-2026 Strategic Plan.

Their dedication and support are invaluable and greatly appreciated.

Thank you!

BOARD OF DIRECTORS 2024-25

Linda Seeley – Chairperson

Christina Detlor – Vice Chair

Donna Saulnier – Treasurer/Secretary

Phil Howlett – Director (Resigned in 2024-25)

Leslie Haines – Director/Treasurer (Resigned in 24-25)

Tom Deakin - Director

Paul Mitchell – Director (New member)

Julie Forestell – Director (New member)

Stephen Scott – Director (New member)

We thank the resigned Directors, Phil and Leslie, for their years of services providing guidance, expertise, and support.

A MESSAGE FROM THE CHAIRPERSON

The Board would concur that it has been exciting and fulfilling to be actively involved with St. Leonard's. The fiscal year seamlessly began as a continuance of the trajectory determined in the previous year. With the recent purchase of property in Quinte West, our goal to provide transitional and emergency housing for homeless youth, was methodically taking shape. By the end of this fiscal year, renovations were close to completion, a manager had been hired and staff recruitment was well underway. Our zoning application, to permit youth emergency housing, was approved by the municipality of Quinte West. With projects of this magnitude, we anticipated regulatory hurdles. Once overcome, the project began to take shape.

Additionally, our 'three-year workplan' consistently kept us on track. Board commitment proved to be productive, in that we:

- Revised and approved our By-Laws on time, in compliance with the Ontario Not for Profit Corporation Act,
- Updated and approved our Human Resources Policy
- Succeeded in the approval of operational funding from The Corporation of the County of Hastings' Homelessness Prevention Program, for at-risk youth, 15–24 years of age
- Built board efficacy through strategic recruitment and governance training, welcoming four new Board Directors while bidding farewell to three veteran members who came to the end of their commitment, and
- Created an ad hoc committee, to develop a succession plan for the role of Executive Director and Senior Managers

With increased responsibilities for the Executive Director, Kelly Nolan, the Board approved a redesignation for this role, to Chief Executive Officer (CEO). Responsible for three youth-service streams, two being residential, St. Leonard's currently encompasses the full spectrum of youth [justice] services from prevention to intervention. Additionally, we registered the organization as St. Leonard's Hastings Prince Edward adding prominence to our catchment area.

Although there is much to be proud of, the year came with some unexpected challenges. We are one of three open detention/open custody facilities in the East Region. Pressures within the system and financial glitches beyond our control, resulted in the Board making

practical decisions to mitigate further challenges. Ongoing strategies continue to be at the forefront so that we may appropriately respond.

As the fiscal year came to a close, the Board of Directors continued to be impressed with the professionalism, dedication, commitment and steadfastness of all involved with St. Leonard's HPE; from the leadership of our CEO, to the Managers, Prime Workers, Program Facilitators, Volunteers and Students. For those who have 'stayed the course', we thank you for your dedication and loyalty. You are the reason for this organization's success. Thank you.

Best Regards,

Linda Seeley, Chairperson

A MESSAGE FROM THE CEO

It is with pride and gratitude that we present the annual report for 2024-2025.

As I reflect on the past year, I am pleased with the progress we have made in achieving our goals. Our team worked tirelessly to drive growth and innovation, I am grateful for their dedication. A special thank you to our Board of Directors for their hard work, support and trust in the vision for St. Leonard's.

This report provides an overview of our achievements, opportunities and our financial performance that provides transparency and accountability to all that support our work.

We have made significant strides in advancing our mission, and I am excited to build on this momentum moving forward.



Kelly Nolan, CEO

STAFF OPPORTUNITIES

The staff finalized the “*Roadmap to Engagement, Growth and Retention*” project, funded by The Canadian Red Cross Society, in consultation with Judi Gilbert. This project developed a comprehensive hiring, training, engagement, retention, and succession strategy for staff, volunteers, and Board Members. The main goals were to create a desired work culture and improve staff morale, retain skilled/experienced workers, and keep our roster of volunteers healthy. Long-term outcomes included the development of leadership and establishment of a cohesive team that effectively exceeds program goals and the agency mission, allowing for healthy and sustainable growth.

Shortly after completing this project, a group of twelve staff completed a six-session series of leadership training with Clearview. Staff explored topics including developing emotional intelligence, maximizing delegation skills, transformational leadership & supervision, working through difficult interactions, and critical thinking & strategic problem-solving.

This was our second year completing Indigenous culture training with Jessica Rumbolt. The workshop this year equipped staff with the knowledge and tools to create a culturally safe environment that respect Indigenous ways of being, doing, and knowing. Staff gained a deeper understanding of cultural safety, colonialism's impact, and how to incorporate Indigenous perspectives in their work. The workshop aims to foster inclusive spaces and encourage ongoing learning and relationship-building with Indigenous communities.

New training completed by the on-coming staff for the Housing Support program included: Housing First for Youth (3 Certificates), Eviction Prevention for Youth (2 Certificates), Introduction to Human Trafficking Prevention, and Opioid Poisoning Response Training.

Annual training provided to support day-to-day operations included:

- Worker Health & Safety in 4-Steps
- Rescue Knife
- UMAB
- Fire Extinguisher
- WHMIS 2015
- Fostering a Culture of Respect
- Occupational Health & Safety Awareness
- Workplace Violence & Harassment
- Safe Food Handling
- First Aid CPR & AED
- Infection Prevention & Control
- Gender & Sexual Diversity
- AODA Customer Service Standards
- IT Risk and Cybersecurity Awareness
- Addressing Racism in the Workplace
- Suicide Awareness – LivingWorks START
- Suicide Intervention – LivingWorks ASIST

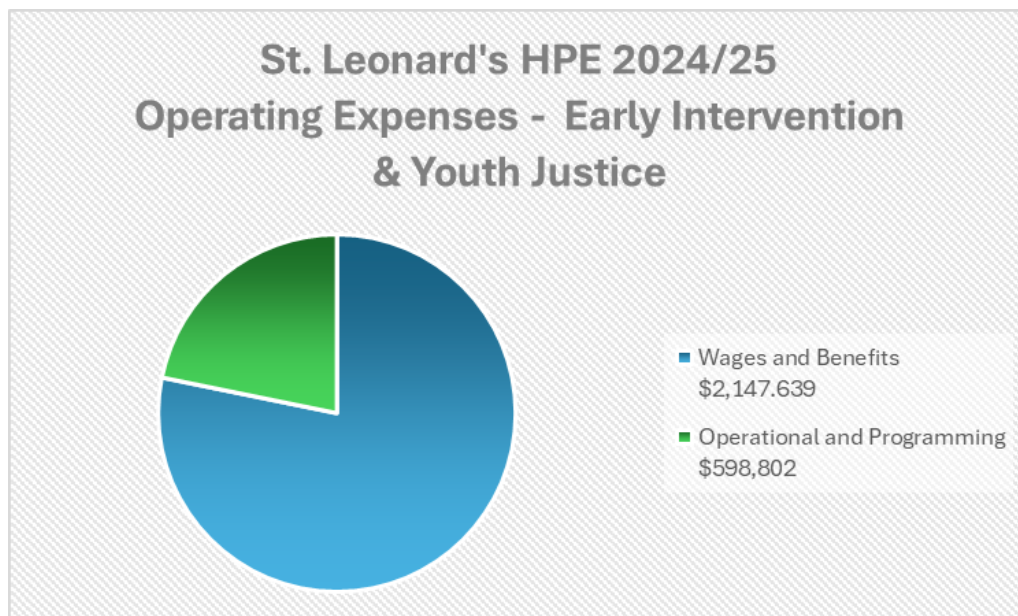
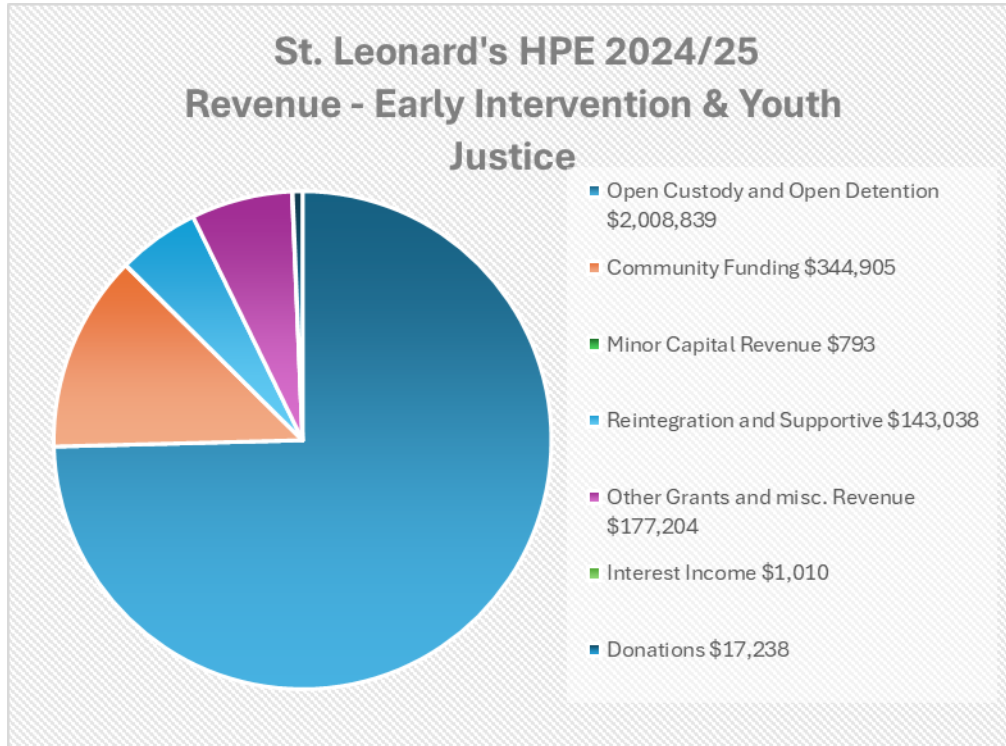
Additional and new training completed included:

- Brave Conversations 2: Recognizing Racism in Our Environment
- Understanding Neurodiversity in Children and Youth
- Intercultural Training
- Compassion Fatigue and Burnout Webinar
- Youth and Opioid Crisis Webinar
- Motivational Interviewing
- Impactful Speaking Training
- Coercive Control
- Eating Disorders
- Supporting Youth Who Use Substances
- Harm Reduction Training
- VIRTAs



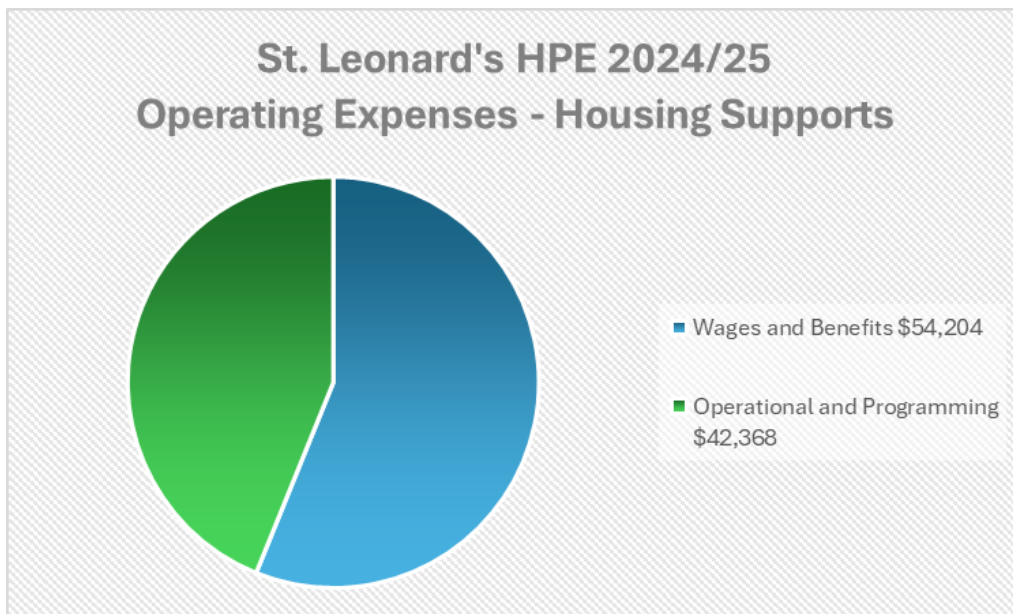
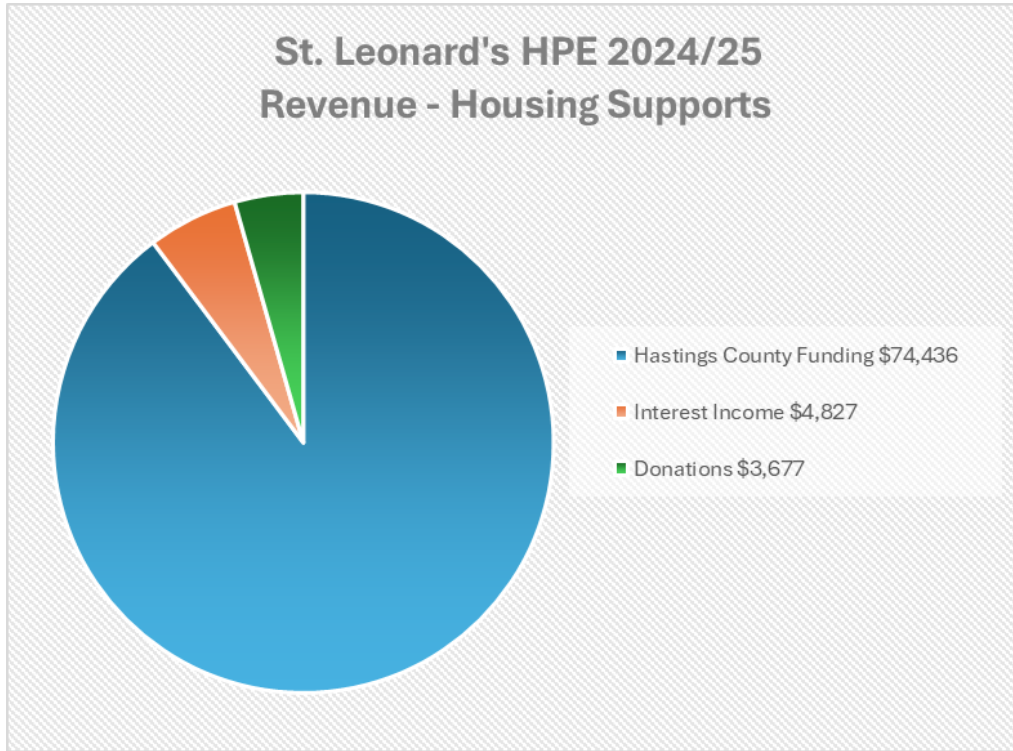
ST. LEONARD'S 2024-2025 FINANCIAL STATEMENT SUMMARY

EARLY INTERVENTION & YOUTH JUSTICE PROGRAMS



ST. LEONARD'S 2024-2025 FINANCIAL STATEMENT SUMMARY

HOUSING SUPPORTS



STATISTICS

Clients served include clients receiving services as of April 01, 2024, through to March 31, 2025.

In total, St. Leonard's HPE provided supportive services to 2,687 youth.

Community Program	Clients Served	Target
Youthreach (Fee-for-Service)	2094	N/A
Youthreach (Community Support)	65	N/A
Youthreach (United Way)	129	90
Youthreach (MCCSS)	112	30
Extrajudicial Measures	34	15
Youth Justice Committee	7	6
Extrajudicial Sanctions	29	45
Reintegration (Com. & Res.)	36	24
Attendance Centre	67	45
TOTALS	2573	255

Hamilton Rd. Program	Clients Served	Target	Days in Care	Target
Detention	95	20	1614	1460
Custody	19	20	876	1460
TOTALS	114	40	2490	2920

OVERVIEW OF SERVICES AND PROGRAM ACHIEVEMENTS

Youthreach – UWHPE & MCCSS funded

Youthreach delivers a wide range of services through various referral sources. A key component of our program involves both individual and group life-skills programming, generously funded by the United Way and the Ministry of Children, Community and Social Services (MCCSS).

Over the past year, we successfully facilitated several life-skills groups in collaboration with community partners at locations such as the Picton Public Library, The ROC in Prince Edward County, and the Gateway Community Centre in Tweed. Additionally, we partnered with a local tattoo artist to host an engaging session with youth about pursuing a career in tattooing, including industry insights and practical guidance. We also collaborated with the Harmony Music Program from Napanee to present a workshop focused on managing powerful emotions through music as a healthy outlet.

In total, we served 241 youth through our funded programs—129 through United Way support and 112 through MCCSS funding.

Youthreach – ALCDSB & HPEDSB Partnership

We continue to offer both school-based facilitation and individualized programming under a fee-for-service model for students and parents. This year, we maintained active contracts with the Hastings and Prince Edward District School Board (HPEDSB) and the Algonquin and Lakeshore Catholic District School Board (ALCDSB). Both boards are now able to make direct referrals for one-on-one life-skills support and systems navigation services.

We also began a promising collaboration with *Belonging Redefined* to develop a new program focused on “Allyship,” with the goal of fostering greater inclusiveness in schools and the broader community.

Furthermore, we facilitated targeted group sessions at St. Paul’s Secondary School, including a female-focused group centered on self-development (“SELF”), and a WiseGuyz group for male students emphasizing healthy relationships and identity development.

Youthreach – Police Referrals

This year saw an increase in referrals from local police services, likely influenced by our fall 2024 platoon briefings delivered to both the Quinte West and Prince Edward County OPP

detachments. At present, we are supporting referrals exclusively from these two detachments, as they are providing financial contributions to sustain the program.

We received a total of 65 police referrals, with a significant number originating from Quinte West OPP. The ability to refer internally to Youthreach's Life-Skills Programming has proven invaluable, acting as a crucial "gap-filling" service for youth often placed on waitlists for other mental health or support programs.

Haley Anderson (Youthreach and Reintegration programs) is currently on an 18-month maternity leave. During her time away, we've been fortunate to welcome Jared Augustin to the Youthreach team. Since joining us in January 2025, Jared has brought great energy and valuable insight to the program. He has proven to be an effective and engaging facilitator, both in group settings and one-on-one interactions

Extrajudicial Measures (EJM)

EJM is an alternative to formal court proceedings under the Youth Criminal Justice Act. As a pre-charge police referral option, for young people who have committed a minor offence or are at-risk of entering the justice system. It provides an alternative to formal charges, focusing on rehabilitation, skill-building, and accountability. Clients participate in information-based programming relating to their offences and are 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.

The Diversion team continued its platoon presentations, delivering four training sessions with the Picton OPP, two with the Central Hastings OPP, and four with Belleville Police Services. These presentations outlined the referral process, program outcomes, and the availability of Youth Justice Committee (YJC) restorative justice conferences for persons harmed who wish to participate in the process. To simplify access and streamline the referral process, QR codes and informational posters were also created and distributed.

Moving forward, one of the program's goals is to develop a training video to support police training efforts.

The EJM program saw a significant increase in referrals during this reporting period, surpassing the annual target of 15 with a total of 34 clients referred. This makes EJM the most accessed diversion program for the period, highlighting its growing utilization.

Extrajudicial Sanctions (EJS)

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. Program participation may include community service, educational programs relating to the incident, or restitution. Successful completion of the program results in the charges being withdrawn, allowing the youth to avoid a youth criminal record and focus on positive growth and development.

We continue to maintain an active presence in Youth Court. While attendance in Bancroft remains virtual, staff are pleased to be back attending Picton and Belleville Youth Court in person.

In addition to regular court attendance, on November 28, 2024, Program Coordinator Rhonda Lummiss-McCleery chaired a collaborative meeting with Crown Attorneys, Youth Justice Service providers, and Youth Probation Services. The meeting focused on connecting local youth justice services, reviewing the referral process for service access, and identifying current challenges and barriers.

Although overall referrals remained consistent, the decrease in EJS referrals may be attributed to the nature of charges proceeding through youth court, which may be unsuitable for diversion. Additionally, this is supported by the noticeable increase in pre-charge diversions and probation orders.

On March 28, 2025, Youth Diversion Coordinator, Rhonda Lummiss-McCleery retired after 41 years of service. Rhonda brought high value to the work she accomplished within the Diversion programs. She strongly believed in the principles of restorative justice and the power of knowledge paired with empathy.

Belleville and District Youth Justice Committee

The Belleville & District Youth Justice Committee (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). The program

continues to strengthen its community ties, finding new ways to engage and connect youth with their local community.

Program promotion continued as facilitators provided platoon briefings at area police detachments and chaired a collaborative meeting with Crown Attorneys, Youth Justice Service providers, and Youth Probation Services, as mentioned above in EJS program update.

Volunteers and facilitators participated in a two-day training session led by Program Coordinator Rhonda Lummiss-McCleery to develop and enhance the skills needed to effectively support the Youth throughout the program.

Attendance Centre

The Attendance Centre provides evidence-based and educational programming for youth aged 12 to 17 who are on probation. Our one-to-one facilitation aims to address criminogenic factors 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.

By the end of the 2024–2025 year, the program served 67 clients—22 more than the MCCSS target of 45. This marks the third consecutive year the program has exceeded its annual target.

Due to increased referrals, Diversion Program Facilitator Emma Elson adjusted her schedule to support the growing needs of the Attendance Centre programming. The Centre also welcomed a new staff member, Stacy Pope, who joined in a contract position. Additionally, Jody Bain was appointed Acting Coordinator during Stacey Egan's maternity leave.

Attendance Centre facilitators continue to collaborate with the Residence providing group programming focused on target areas identified by Facility Manager, Stephanie Smith.

Reintegration Program

The Reintegration Program continues to receive referrals from local Youth Probation Officers to support youth transitioning from custody or detention, as well as those already reintegrated into the community. Over the past year, these referrals have primarily focused

on fulfilling community service hours, securing employment, and accessing funding for clothing and extracurricular programs.

A more streamlined referral process has helped the program exceed its service target, supporting a total of 36 youth (27 males and 9 females). While most referrals were from the Belleville and Trenton areas, youth from Shannonville, Gilmour, Madoc, Picton, and Shelby also accessed services.

Due to the increasing number of referrals for community service hour fulfillment, we enhanced our collaboration with Volunteer Information Quinte to establish a more efficient placement process. This ensures that youth are matched quickly with meaningful volunteer opportunities that help meet their probation conditions while fostering engagement and accountability.

Custody and Detention

Our facility continues to accommodate youth from across Ontario, and Quebec, consisting most of out of region. The complexity and needs of the clients we serve have not changed and still in high demand and continue to see the positioning our program as a form of social housing due to the lack of available resources for this population. We also see very short stays, where we tend to be consistently working on behaviour management rather than long-term case management.

Recruiting, hiring, training, and retaining staff remains a challenge, though we have seen a decrease in the overturn of staffing this year. We have restructured the training and onboarding processes to aid the overturn, with success. 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 and slows the progress of our client's progress.

Due to the continuous overload and displacement of youth, our facility staff at SLH are still 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, distance and mandate issues. This has led to management needing to reference the Municipal Act, which mandates such assistance, without success, risking strained relationships with law enforcement. This has sparked conversations with the ministry to brainstorm resolution; we hope to see the potential of SLH being part of a broader transportation solution for the province in the future.

Communication continues with our ministry to brainstorm resolution for the capacity issues in the province, we hope to be able to be part of the solution and continue to engage in these talks and look forward to what this will bring.

The current levels of burnout and turnover in Youth Justice are deeply concerning. 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.

The resiliency in the house staff is evident and astonishing, together we will continue to show up and advocate for our youth and our program and continue to deliver services with a therapeutic approach.

Supported Independent Living and Youth Emergency Housing (SIL/YEH) Program

The Supported Independent Living and Youth Emergency Housing (SIL/YEH) Program is dual-level 10 bed program dedicated to preventing addressing and reducing homelessness in Hastings and Prince Edward Counties.

Offering 6 emergency spaces and 4 transitional housing opportunities, St. Leonard's newest program once operational, will utilize housing first principles, and the voices of lived experience to inform policy and deliver intensive housing attainment services, life-skills programming, wrap-around supports and housing loss prevention to our communities' most vulnerable youth.

After a successful Homelessness Prevention Program (HPP) Capital funding application to Hastings County Community and Human Services in early 2024, and subsequent purchase of a vacant church in Quinte West, our organization has worked tirelessly throughout this fiscal year to bring our vision of increased, flexible housing solutions, specific to the needs of youth, to fruition.

In the summer months of 2024, renovations and retrofitting work at the new property was brought to a halt (shortly after beginning) due to the absence of appropriate permits in

alignment with the regulations of the City of Quinte West's Building Department. This unforeseen challenge resulted in significant costs being incurred to procure architectural and engineering services for consultation and oversight of a project of this scope, in addition to the work required to ensure the building was as safe and functional as possible to suit the new use of the building.

The process of obtaining a proper permit and building the capacity to further develop this housing initiative, hire staff and navigate this incredible new experience and opportunity lead to the hiring of St. Leonard's Transitional Housing Manager, Jennica Roloson in September of 2024. Jennica Roloson supported our CEO, Kelly Nolan to do what was necessary to resume construction, follow code and transform the Lester Road church into the perfect place for the SIL/YEH program to call home.

In addition to the establishment of 6 bedrooms in the upper level, renovating the ceilings/walls, a remediation of asbestos, St. Leonard's HPE utilized capital funds to ensure a new support beam was installed in the lower level of the home, 21 fire doors and a suitable fire system were installed to protect the youth the home would house, a new E1 pump was installed and extensive renovations were completed to the hallways, washrooms and showering spaces.

In October 2024, in the midst of obtaining our permit to resume work, the SIL/YEH program leadership applied for capital and operational funding from a variety of resources- all the while emphasizing the importance of sustainable, consistent and full funding to fulfill the vision.

Once again, in December 2024, St. Leonard's was successful in securing Homelessness Prevention Program, as allocated through Hastings County Community and Human services for 9 months of operations at \$776,252.00.

Additionally, SIL/YEH program leadership applied for and secured \$45,000.00 from the John M. and Bernice Parrott Foundation, was the grateful recipient of \$5,000.00 from Trenval Business development Centre, and \$6,300.00 from 100 Women Who Care Quinte.

A building permit was obtained in late November of 2024; and as operational funding secured and heightened responsibility to the mission, leadership hired a team of 10 staff as of March 3, 2025 to train for 1 month in anticipation of the SIL/YEH Program's operational date of April 1st, 2025.

Our CEO, housing program leadership and dedicated SIL/YEH staff eagerly await the grand opening of our newest program.