



**CTYS**  
central toronto youth services

**ANNUAL REPORT  
2012-2013**

*40th Anniversary Special Edition*

# MESSAGE FROM THE BOARD CHAIR AND EXECUTIVE DIRECTOR

## Honouring the past... Securing the Future

2012-2013 was a remarkable year for our agency as two developments and one major milestone converged and caused us to consider our future through a new and very wide-angle lens.

In the fall of 2012, Ontario's Ministry of Children and Youth Services announced a comprehensive three-year plan to bring *sweeping reforms* to the *children's mental health sector*. The goal is to create a more accessible, integrated system of coordinated and fully effective services for children, youth and families everywhere in the province.


CTYS is ready to play our part as willing, transparent and accountable collaborators within our community. Our *new strategic plan*, the outcome of an intensive, inclusive process, captures the collective understanding and expertise of our Board of Directors, staff, funders and community partners. It aligns our priorities with those identified within the transformation framework while remaining faithful to our unique identity and values.



Mary Murphy



Heather Sproule

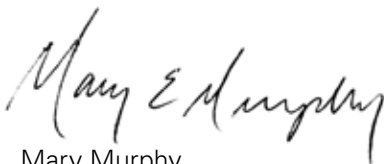


In 2013, CTYS marks its *40th anniversary* of service to youth and their families throughout the City of Toronto. This is, of course, a cause for celebration though equally an opportunity to revisit our history.

History helps us comprehend where we stand, where we've been and where we're going. A narrative about the past can be an intelligent tool through which change can be better understood. Although today's environment is vastly different than what it was 40 years ago, we can still draw useful lessons from the past. We can also pause and simply appreciate the leaders who created and strengthened CTYS over the years. Throughout this report, we will reintroduce you to some of these leaders and we owe them all our gratitude.

As transformation begins, we are reminded that our history is shared with a community of service providers. Our partnerships will continue to be vitally important as we move forward.

Finally, this report highlights both our accomplishments over the years and, more recently, in 2012-2013. The roots of our past remain deep and strong.



Mary Murphy  
Chair, Board of Directors



Heather Sproule  
Executive Director

## In Appreciation. Mary & Maggie

**Mary Murphy** steps down as Board Chair this year. She has led the organization through a period of substantial change and growth.

After 16 years of dedication, **Margaret Leitenberger** retired from our Board in October. Maggie's experience, wisdom and compassion have been invaluable.



*Thank you!*



# 40 YEARS. THOUSANDS OF YOUTH AND FAMILIES

In October 2012, CTYS launched a five-year strategic plan that galvanizes the learning and experience of 40 years

Central Toronto Youth Services was incorporated and licensed as a Children's Mental Health Centre under the Ministry of Health Children's Services Branch on November 23, 1973.

CTYS then and now serves youth who have a range of mental health needs, working collaboratively with them and their families. Although much has changed in 40 years — the challenges these youth face, our service models, our system partners, our environment — our commitment hasn't.

CTYS began as an intake and assessment agency working with youth who were not

responding well to established treatment programs. It was one of four organizations formed in different parts of Toronto to work with these high-risk "hard to serve" youth.

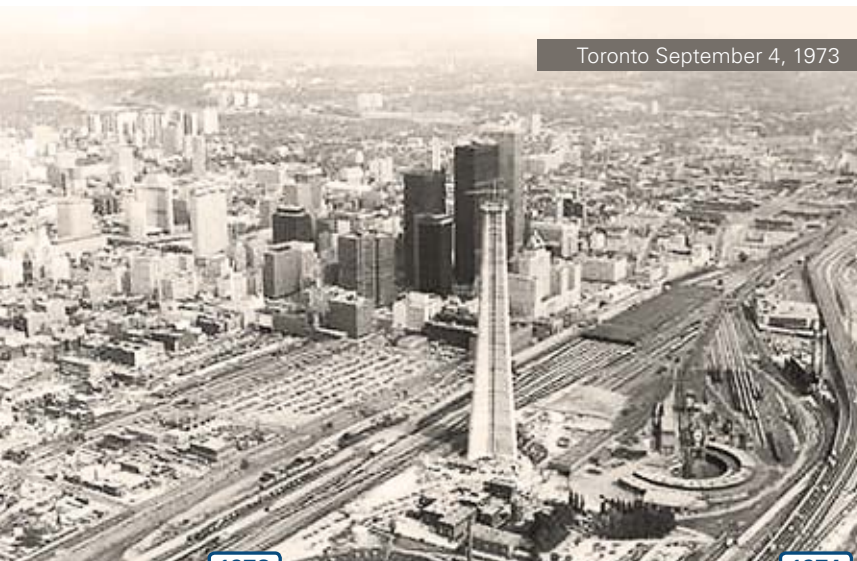
"Hard to serve is an unfortunate label," says Bruce Rivers, Executive Director of Covenant House and a past CTYS board member (1983–1985). "What it really says is these kids just weren't fitting in anywhere else in terms of having their needs met."

Because of CTYS's downtown location, the agency worked with many youth who were transient and living on the street. Youth referred to CTYS had complicated, multilayered needs that didn't match traditional treatment models, says Dr. Fred Mathews, for many years CTYS's director of research and program development. "They might have been struggling with sexual orientation issues. They might have had undiagnosed learning disabilities, mild mental illnesses, serious mental illnesses, dual diagnoses.

"And since these youth weren't receiving the treatment they needed," continues Dr. Mathews, "many were showing up in the justice system. The police were the front-line service agency for a lot of these kids because they were breaking the law. While what the kids were doing was illegal, the justice system was no place for these young people."

"Neither was residential care," says Mike Faye, CTYS's Executive Director from 1989 to 2006.

Toronto September 4, 1973



1973

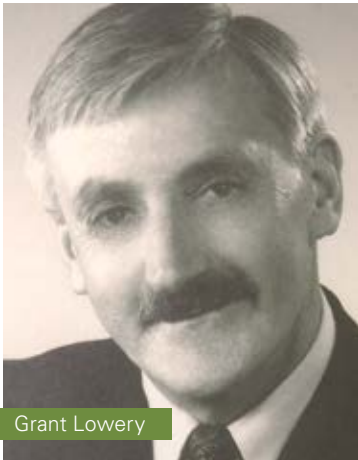
- ▶ Central Toronto Youth Services becomes a licensed Children's Mental Health Centre under the Ontario Ministry of Health.

1974

- ▶ CTYS hires its first team of staff in July.
- ▶ Agency begins operating as a Phase 1 agency.



“In those days, the likelihood is that troubled youth would go to a group home or training school. But residential care isn’t easy, especially for young people with mental health issues. These were rough places where the toughest ruled.”



Grant Lowery

Under the direction of Grant Lowery, CTYS’s founding Executive Director, CTYS acted on this gap by morphing from an intake and assessment agency into a fuller spectrum service provider.

The provision of services at CTYS took various forms, reflecting the opportunities available. For instance, CTYS initiated a cooperative living program with Huntley Youth Services that provided alternative living arrangements for clients. CTYS also began working with the juvenile corrections system on a pioneering joint outreach project that matched contracted workers with individual youth.

The Metropolitan Toronto Children’s Aid Society also joined what became known as the Options Project. Other organizations would follow.

Grant recognized that it was better to design an intervention for each young person based on individual and sometimes very different needs, rather than fit the young person into a structured institutional program that usually did not provide the necessary flexibility. This was not the traditional approach at that time.

“He assigned the dollars to the specific needs of each young person through the Contract Worker Model, and not to the operational costs of an institution. He challenged the popular belief that hard-to-serve kids should be in residential care, and the kids benefitted.”

Faye explains how the model worked: “a young person was paired with a worker on contract with CTYS who would spend up to 20 hours a week with that person in their community, working with their families, helping to identify system resources,



**It was like these kids had an oasis**

Mike Faye



1976

▶ Contract Worker model implemented.

1978

▶ Project Options partnership expands to include Metro Toronto Children’s Aid, and later Catholic Children’s Aid, Probation, and the Street Outreach Program.

seek out employment, develop life skills, whatever the immediate needs were. CTYS would then broker a way to provide ongoing support that was driven by their perspective and their needs.”

George Kartos, a contract worker under the Options Project, describes the model as “pretty non-traditional. My car was my office, and I was an advocate for the young person and the family. I helped them navigate through their struggles.”

For the Options Project to succeed, CTYS had to foster an understanding in the children’s mental health system of how to work with youth in their own communities and connect them in a meaningful way with resources that could help them. This was not a new task for CTYS.

“I would make the argument,” says former board Chair Paul Michaelis, “that CTYS grew because of its ability to collaborate. Right from the opening bell, it formed effective working relationships



Paul Michaelis

with a variety of youth-serving agencies.”

Prior to joining the board in 1980, Michaelis was Director of Service for the Toronto Children’s Aid Society. “Contracting with CTYS to provide these services was to the advantage of children’s aid societies because CTYS could provide a unique service for vulnerable youth in a very cost-effective manner.

“There was a lot going on within the whole area of children and youth services at the time,” says Michaelis, “including changing legislation such as the federal Young Offenders Act, which regulated the criminal prosecution of youth, and The Child and Family Services Act.”

According to Terry Sullivan, who joined the agency in 1981 as its first clinical director, CTYS was an instrumental influence on its operating environment. “There were a bunch of people at CTYS who were very keen on making a difference

“

## My car was my office

George Kartos

”

1979

- ▶ Queen Street Adolescent Unit closes and CTYS temporarily operates the Crisis Response Team.

1980

- ▶ Crisis Response Team transfers to Youthdale.
- ▶ CTYS and other Toronto agencies begin joint planning process for “hard to serve” youth.

“

**It was a frontier organization, both on the street and in the world of public policy**

Terry Sullivan

”



intersectionality among all of the issues facing troubled youth. Dr. Mathews was instrumental in developing this insight.

“When I first got there, CTYS had a research department which at the time conducted policy-related work, including a really incredible analysis on the

in the provision of service, but also in the way that the provincial government organized and delivered services to teenagers. As a result, CTYS had a very, very big impact on the introduction of the Child and Family Services Act, on the idea of bringing service streams together from multiple places in government, unifying children’s services under one coordinated piece of legislation.”

From Bruce Rivers’ vantage point, “there was an appetite for new and different ways of doing things. We were all operating in an environment of expansion and growth. The government encouraged organizations like CTYS and the Children’s Aid Society of Toronto to step up and embark on new initiatives.”

CTYS was nimble and could respond quickly in a time of flux. Its understanding of how to support youth in their own communities arose from hands-on experience, as well as a growing insight into what Dr. Fred Mathews describes as the

Young Offenders Act. I was still working on my post-doc, and Grant said, ‘I want you to get in the canoe and paddle up river and see what’s coming down river.’

“My job was to find out about these new issues. Get out and meet the young people who were affected by them, try to start building a service response, develop training, and create broader awareness.”

“

**It was through CTYS’s Options Project where some of that era’s most innovative work was occurring**

Bruce Rivers

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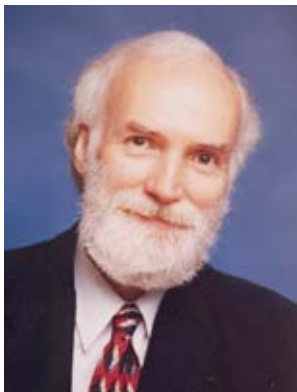


1983

- ▶ CTYS receives funding to deliver staff training program on the needs of “gay” youth.

1984

- ▶ In response to Toronto adolescent prostitution, Rotary Club of Toronto provides financial support for research.



“

We were sharing our knowledge with professionals in the city, in the province, and in other parts of Canada

Dr. Fred Mathews

”

This combination of CTYS research and client work enabled the agency to build programs organically. “Some of our programs grew by working with the young people and helping them articulate what type of support they needed. Other programs, we would design, pilot and evaluate.”

Many programs were firsts. “We were the first organization in Canada to receive core funding to support a program for gay and lesbian youth,” says Dr. Mathews. “Another area we studied was young women’s violence and aggression, which led to an anger management group created by counsellors and participants working together.”

James LeNoury, a former child and youth worker and later a CTYS Board member and Chair (1995–2009), saw this program as a service breakthrough. “When I was working in crisis response, there were no services for kids who had major psychiatric illness. That was a concern for me because I was working directly with many kids who were going through their first psychiatric or schizophrenic break. I was impressed by CTYS’s New Outlook program, which was helping kids get on their feet, manage their illness and be productive citizens. It was cutting edge.”

While CTYS was developing programs from its research, it was also publishing and presenting policy and research papers as a means of helping government and the children’s mental health community respond to evolving needs. “We were training police forces, social workers, probation officers, child welfare workers, and government officials,” says Dr. Mathews.

At the same time, CTYS continued to build partnerships with people and agencies that could help expand the capacity of the children’s mental health system to support youth in the justice and welfare systems. (For a list of current partnerships and collaborations, see page 19.)



James LeNoury

1985

- ▶ New Outlook Program becomes operational through new funding from the Ontario Ministry of Health.

1989

- ▶ Founding Executive Director Grant Lowery leaves CTYS and is replaced by Michael Faye.

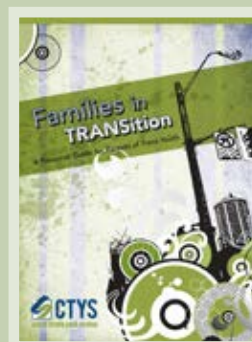
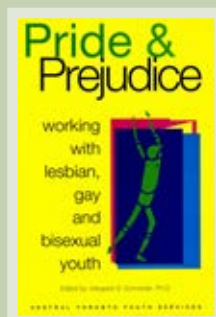
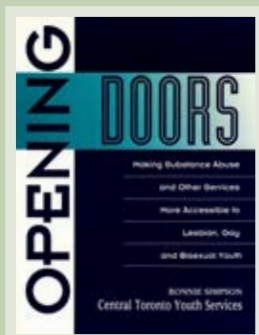
1991

- ▶ Board of Directors creates new mission statement for the 90s.



## CTYS Publications and Resources

1976	Priorities: The Effects of Finding Structures on Services to Adolescents in Ontario
1979	Education & Residential Care Facilities
1982	Reaching Out: Outreach Treatment Programming, Theory & Practice of Contract Work for Troubled Adolescents
1986	Mirror in the Night
1986	Adolescent Sex Offenders
1987	Often Invisible: Counselling Gay & Lesbian Youth
1989	Familiar Strangers: A Study of Adolescent Prostitution
1991	Guidelines for the Development of an HIV/AIDS Policy for Youth-Serving Agencies in Canada
1991	Young People Living with HIV
1993	Youth Gangs on Youth Gangs
1993	No Safe Bed: Lesbian, Gay & Bisexual Youth in Residential Services
1993	Student Perceptions of Violence
1993	Opening Doors
1994	Multiple Perpetrator Youth Crime & Violence in Toronto
1996	The Invisible Boy: Revisioning the Victimization of Male Children and Teens
1996	The Development of Sexual Behaviour Problems in Children and Youth
1997	Pride & Prejudice: working with lesbian, gay and bisexual youth
2008	Families in TRANSition
2009	TRANSforming Care
2012	Wake Up (Documentary of Gender Play)





Toronto in the 80s

Bruce Rivers' initial connection to CTYS came through the Children's Aid Society of Toronto, where he was manager of the Admissions Assessment Residences. "We had a service relationship with CTYS, which provided some of our hardest and most difficult to serve youth with the support they needed to move on in their lives."

As the eighties drew to a close, the environment in which CTYS was operating evolved. Agencies were expected to start doing more for less, and

with greater accountability.

For CTYS, it was necessary to make fiscal, structural and program changes. "CTYS's focus shifted increasingly from one-on-one intervention to group work intervention," says Mike Faye. "CTYS had already started developing very specialized programs that laid the groundwork for today's programs, such as counselling for gay, lesbian, bisexual youth, and programs for higher needs youth in the youth justice system. Our groups became



**Looking back and comparatively speaking, in the 1980s money seemed to fall from trees. That period in our history is unlikely to repeat itself**

Heather Sproule



1992

- ▶ CTYS partners with The Creche Child and Family Centre (future CDI) to complete research on children with sexually intrusive behaviour.

1997

- ▶ Pride and Prejudice program launched by the Ontario Human Rights Commissioner.
- ▶ Anger management groups expanded to address growing number of aggressive girls.

# “The staff were creative, original thinkers”

— Mike Faye

very efficient, economic, and successful.”

Faye credits CTYS’s Board and staff for sustaining the organization’s creative momentum in changing times. James LeNoury notes, “The Board had to make decisions so that CTYS could continue to provide innovative and proactive services for hard-to-serve youth within the realities of tight economic circumstances.”

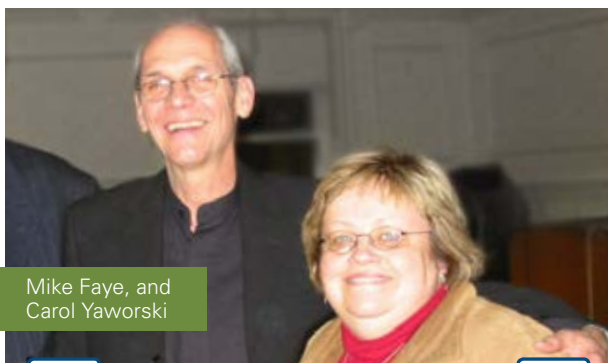
“I think that’s one of the things that has defined CTYS throughout much of its history,” says Mike Faye. “We took risks. We would try new combinations of services and service partners.”

Faye attributes this in part to an organizational commitment to diversity at the staff and board levels, “in terms of backgrounds, where you’re from, and what you bring to the table. We wanted CTYS to reflect the communities we serve and support the organization’s own needs. At the board level, CTYS has always had experts at the table in government, finance, education, health, law, social services, LGBTQ, and child welfare.”



“CTYS has had a lot of effect on me. For one, it helped me understand that many of the challenges these kids were facing were not so much about them as individuals or their families as good or bad families. It was the circumstances under which their families grew up and lived and worked

Terry Sullivan



1999

- ▶ CTYS recognizes, in memoriam, the contribution of its founder and long term Executive Director, Grant Lowery.
- ▶ Office moves to 65 Wellesley Street.

2000

- ▶ CTYS adopts provincial service framework Making Services Work for People.

2001

- ▶ Board of Directors decides to pursue accreditation through Children’s Mental Health Ontario.

In 2002, CTYS achieved accreditation for the first time. Accreditation assures stakeholders that our services, management and governance are practiced to the highest possible standard. In other words, that young people are safe in our hands. For CTYS, the benefits include service excellence, risk management, accountability and, more recently, access to new funding. This year, upon completion of our review, CTYS achieved an outstanding score of 99/100. We are especially grateful to our staff for this result.



Children's Mental Health Ontario  
Santé mentale pour enfants Ontario





AGM 2008

“Looking back,” says Bruce Rivers, “fund-  
ing, transformation and reorganization are all  
fairly constant features of children’s mental  
health services over the last three decades.  
When I go to the core of what I believe CTYS  
has been successful at doing over the years,  
and when I go to the core of what I believe is  
most important to youth, it is relationships that  
are there for them over the longer term. This, in  
my view, is the key to engagement and suc-  
cess for young people. Providing that linkage  
is critical. At CTYS, being able to engage youth  
on their own terms, working together on a way  
forward is something that has not changed. It  
continues to inspire the work.”

During the past 40 years, the City of Toronto  
has changed profoundly — geographically, polit-  
ically, socially, culturally, and economically. Over  
the past decade, our environment has become  
more complex, mercurial and unpredictable.

It has changed the way in which organizations  
are managed and resourced. Succession planning  
requires the recognition that new paradigms and  
competencies will be in order for future leaders.

“

I’ve moved out of that  
helpless spot into growing with  
her and alongside her. As a parent  
when your kids are young and  
they cut their knee, you clean it  
up. You give them a hug, you  
give them a kiss and tell them  
everything’s going to be okay.  
Mental health issues are not like  
that. There is no band-aid

Angela, a mother

”



AGM 2008

2002

- ▶ Relationship Skills for Violence Prevention (RSVP) program launches in partnership with the Toronto Child Abuse Centre with funding from Justice Canada.
- ▶ CTYS is accredited by Children’s Mental Health Ontario.

2003

- ▶ CTYS celebrates 30th anniversary.





“

I care deeply about young people who have not always had the breaks in life that I've had. CTYS has a reputation for meeting the needs of many of the hardest-to-serve young adolescents and young adults in Toronto. I see CTYS as collaborative and progressive, with a strong leadership team and amazing staff

William Byrd, Chair, Board of Directors 2013

”

At the program level, CTYS has kept pace by adopting evidence informed practice, a flexible and effective client records system, increasing attention to outcomes and outcome measurements, a mindfulness of cultural competency, and a rich annual development program. In the coming year, we will focus on strengthening the effectiveness of our governance, incorporating more comprehensive organizational evaluation tools, anti-oppression training and continuing program refinement. Along with government and our community partners, we will work together to ensure that all children, youth and their families have faster access to high quality services so that they can all enjoy success and well-being.



Minister Eric Hoskins Visits CTYS, 2012

2004

- ▶ CTYS undertakes first agency wide anti-racism and diversity training.

2005

- ▶ New Outlook site (Adelaide St.) expands, funded by MOHLTC.

2006

- ▶ Board of Directors develops new strategic plan.
- ▶ Mike Faye, Executive Director, resigns to take new position.

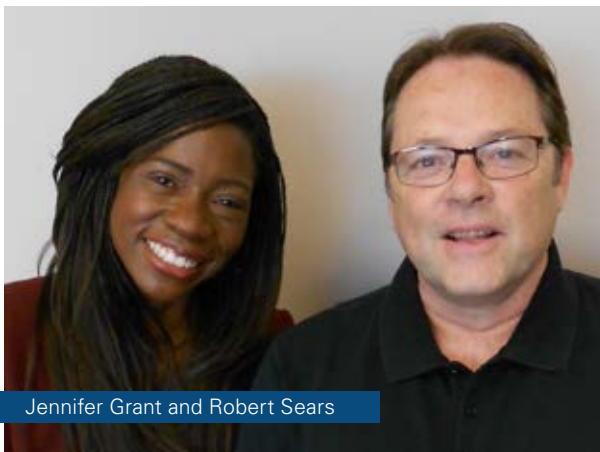
# SERVICE EXCELLENCE. GROUPWORK

These four-groups — three of them new in 2013 — represent examples of ongoing innovation in programming

## PATTS

Peaceful Alternatives to Tough Situations, or PATTS, is a 10-week aggression management program launched in 2013 at East York Collegiate. Its primary goals are to help young men learn nonviolent conflict resolution skills, demonstrate more forgiveness in conflict situations, and take responsibility for their choices and behaviour. “It takes a trauma-informed approach to managing aggression,” explains Jennifer Grant, Manager of Client Services, “and adopts the perspective that many aggressive youth have exceptional leadership qualities that they can redirect into more socially acceptable behaviour.”

PATTS is also CTYS’s first evidence-based program in a school. “CTYS has always been committed to measurement and evaluation,” says Robert Sears, Director of Client Services and Quality Assurance. “With PATTS, we’ve implemented a full evaluation framework that focuses on obtaining direct feedback from clients, teachers, guidance counsellors, and CTYS staff. It will help us take evaluation to a deeper level.” CTYS is gradually introducing evidence-based practice into all its work with clients, and this experience with PATTS will help CTYS extend it to programs it offers in four other schools.



Jennifer Grant and Robert Sears



2007

- ▶ MOHLTC establishes Local Health Integration Networks (LHINs)
- ▶ MOHLTC provides core funding for services to LGBT youth over 19 years of age. City of Toronto honours Pride & Prejudice program for excellence and innovation.
- ▶ Heather Sproule joins agency as Executive Director.

2008

- ▶ CTYS re-accredited as Children’s Mental Health Agency.



## Transcend

Transcend is a group program that enables Trans, Queer, and Questioning youth to explore gender and identity through art and activism. Participants tell their stories through visual arts, writing, performance art and digital storytelling. Under a Toronto Arts Council grant, two artists-in-residence work alongside Pride & Prejudice program coordinator LeeAndra Miller and Transcend participants. “We provide different artistic experiences for the group to express themselves and their gender identity,” explains Miller, “but also how things like transphobia and other forms of prejudice and discrimination have impacted their lives. It’s a process of self-discovery that works toward increasing resilience, self-esteem, a sense of community with one another. The goal is to help them live the lives they want to live in healthy, productive and happy ways.”

### 2010

- ▶ CTYS services consolidated to 65 Wellesley Street East. Over \$400,000 provided by MCYS, Ontario Trillium Foundation and private donors to support costs of move and reconstruction.

### 2011

- ▶ Government of Ontario commits \$257,000,000 in new funding for mental health services to Children, Youth and their families, resulting in five new positions.
- ▶ MCYS in partnership with the Toronto School Boards, CTYS, Griffin Centre, George Hull Centre and East Metro Youth Services launches the Supervised Alternative Learning program (SAL); CTYS plays lead role.

**R**esiliency  
**I**dentify  
**T**ransformation  
**E**mpowerment  
**S**elf-determination

Educate yourself on issues that impact your health and well-being

## Rites

A 24-week group program for youth of African descent, RITES (Resiliency, Identity, Transformation, Empowerment and Self-determination) promotes positive social development, strengthens racial identity, and builds on existing resiliency factors. "The focus of the program," explains facilitator Maxine Brown, "is about youth working through the question of 'who am I' in a safe, non-threatening environment." Brown and co-facilitator Bryan Marcial expose participants to positive aspects of their community and community support. "In the process, they discover a creative side to themselves that they may not have tapped into before, and are able to see more opportunities for themselves that they otherwise may not have."



## New Outlook

Every summer, staff and youth of CTYS' New Outlook program spend four therapeutic days hiking, swimming and just enjoying being in nature. New Outlook provides short-and long-term case management and counselling services for youth who are recovering from serious mental illness, primarily psychotic disorders. The annual camping trip supports participants' mental health recovery by focusing on wellness. "One of the primary needs of our New Outlook clients is social connection," says Antonio Jardim. "I've consistently seen an ability for the campers to take care of each other. They're all very sensitive to each other's needs. It's also a really nice peer-lead opportunity for them to engage and have fun. It's all part of an organizational culture that is inclusive, welcoming, and trustworthy."

2012

- ▶ CTYS partners with Turning Point Youth Services and the Hincks-Dellcrest Centre to form the innovative Toronto Mental Health Collaborative, funded by MCYS-YJ.
- ▶ CTYS re-accredited as Children's Mental Health Agency.
- ▶ CTYS creates new five year strategic plan, introducing new vision and mission.

2013

- ▶ CTYS awarded funding for family work outreach work position.



## In Appreciation. Staff

To all of our staff, whether welcoming clients and visitors, ensuring our systems are humming or working together with youth and their families, **thank you** for a job well done!



# SERVICE STATISTICS: 2012-2013

## New Outlook

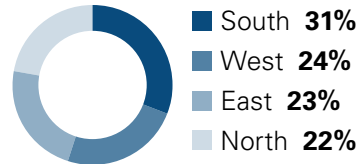
Funder: Ministry of Health and Long-Term Care



### Age

16 – 19 : 20%  
19 – 24 : 80%

### City Quadrant Distribution



### Presenting Problems

- Psychiatric illness
- Psychological distress
- Social relationships
- Finances/housing
- Anxiety/depression
- Family issues
- Sexual orientation
- Gender identity

## Community Counselling

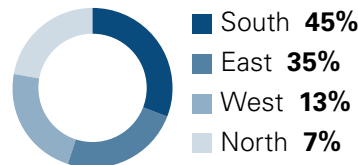
Funder: Ministry of Children and Youth Services



### Age

12 – 15 : 41%  
15 – 19 : 59%

### City Quadrant Distribution



### Presenting Problems

- School
- Family issues
- Anxiety
- Depression
- Self-esteem
- Anger management
- Suicidal
- Sexual orientation
- Gender identity



## Youth Justice Services

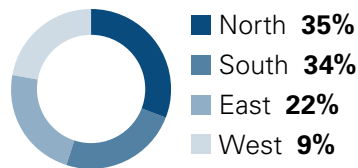
Funder: Ministry of Children and Youth Services–Youth Justice

### Age

12 – 15 : 23%

15 – 19 : 67%

### City Quadrant Distribution



### Presenting Problems

- School/education
- Family/peers
- Anger/aggression
- Cultural issues
- Substance abuse
- Attention/concentration
- Impulsivity



## Client Services. By the Numbers

As of March 31, 2013



Pride & Prejudice	154
Community Counselling & Outreach	429
Youth Justice Services	341
Adolescent Mental Health	366
<b>Total</b>	<b>1290</b>

Over the past 5 years, the number of clients receiving service has grown from 1016, an increase of 27%. In the past 2 years we have received funding for 8 new positions from MCYS and Youth Justice to provide service.

## Collaborations and Partnerships

Aisling Discoveries Child and Family Centre  
Boost Child Abuse Prevention & Intervention  
Breakaway Addiction Services  
Centre francophone de Toronto  
Children's Mental Health Ontario  
Delisle Youth Services  
East Metro Youth Services  
East York Collegiate  
Eastdale Collegiate  
Eva's Phoenix  
Eva's Place  
Eva's Satellite  
Evergreen  
Gordon A Brown Middle School  
George Brown College  
Haydon Park Secondary  
Horizons for Youth  
Native Child and Family Services of Toronto  
Ontario Centre for Excellence for Child and  
Youth Mental Health  
Oolagen  
Probation

Rainbow Health Ontario  
Rosalie Hall  
Rosedale Heights School of Arts  
Second Base  
Sherbourne Health Centre: LGBT Parenting Network  
Sherbourne Health Centre: Support Our Youth (SOY)  
The Etobicoke Children's Centre (ECC)  
The George Hull Centre  
The Griffin Centre  
The Hincks-Dellcrest Centre  
Toronto Arts Council  
Toronto Catholic District School Board  
Toronto Council Fire Native Cultural Centre  
Toronto District School Board  
Toronto District School Board: Gender-Based  
Violence Program  
Toronto East General Hospital  
Turning Point Youth Services  
YMCA Drop-In  
Youth Without Shelter  
Yorktown Child and Family Centre



In 2012, The Hincks-Dellcrest Centre, CTYS, Oolagen and Turning Point Youth Services partnered with George Brown College on the creation of a leadership development curriculum for aspiring employees within the children's mental health sector in Toronto. The Ministry of Children and Youth Services – Toronto Region joined by generously providing bursaries for all participants. Pictured above is the inaugural graduating class.



## In Appreciation. Community Partners

Our history is shared with a community of service providers who make our work better because of their spirit of partnership.

We recognize and appreciate the Government of Ontario's support throughout the last 4 decades.

**Thank you.**



Lou Ann Micallef, Lynne Lucas, Debby Benton,  
Program Supervisors, MCYS and MCYS – YJ

### Funding Partners

Ministry of Children and Youth Services

Ministry of Children and Youth Services - Youth Justice Division

Ministry of Health and Long-Term Care



### Investors (\$10,000 to \$50,000)

Ontario Centre of Excellence For Child and Youth Mental Health - PACE Initiative

Toronto Arts Council

### Contributors (\$1,000 to \$4,999)

Support Soho

CP24/CHUM Foundation

### Friends (Up to \$999)

Adeem Shah

Bruce Sargeant

Carol Skacel

Cheryl Tsagarakis

Debbie Lynch

Dr. E. McKeown

Eisen Consulting

Epimatic Corporation

First Unitarian Congregation

of Toronto

James LeNoury

Jamsheed Mehta

Jennifer Grant

Joan Marshall

John Kerrigan

John Shannon

Karen Brookfield

Karen Jardim

Karin Furlong

Kathleen O'Connell

Leslie Kirsh

Lisa Mantia & Ingrid Sheriff

Magdalena Zecevic

Max McConnell

Maxine Brown

Mike MacCormac

Ontario Power Charity Trust

Roger Rolfe

Sara Gaudon

Sarah MacDonald

Stacey Wilson

Sue Lavergne

# Summary of Operations

Year Ended March 31, 2013

## REVENUE

Government Grants - Core Funding	\$5,952,311
Program Revenue	\$81,771
Other Revenue	\$36,775
<b>Total Revenue</b>	<b>\$6,070,857</b>

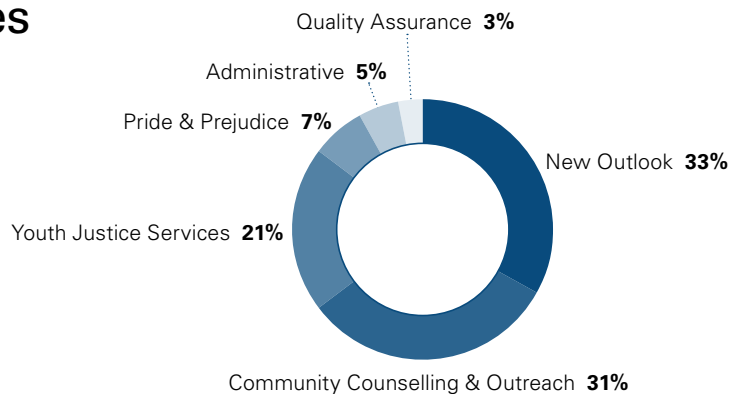
## EXPENSES

Salaries and Benefits	\$4,745,673
Training	\$110,844
Transportation	\$56,083
Client Related	\$89,618
Client Professional Services	\$45,665
Program Expenses	\$187,540
Promotion and Publicity	\$108
Building Occupancy	\$317,762
Capital Assets Purchased	\$12,408
Office/Central Administration	\$300,049
Purchased Services	\$71,467
<b>Total Expense</b>	<b>\$5,937,217</b>

<b>Excess (Deficiency) of Revenue over Expenses</b>	<b>\$133,640</b>
<b>Net Assets (beginning of year)</b>	<b>\$779,892</b>
<b>Net Assets (end of year)</b>	<b>\$913,532</b>

## Breakdown of Expenses

CTYS assigns approximately 90% of its revenue directly to client services.



# CTYS Board of Directors

CTYS's Board of Directors is responsible for the highest level of decision-making and legal authority in our organization. Members ensure accountability and transparency.



## In Appreciation. Board & Management

The successes we have achieved are made possible by the direction, support and diligent oversight of our Board of Directors.

We are also honoured to have a management team whose leadership and professionalism are exemplary.

*Thank you!*

**Back:** Brian O'Connor, Michele MacEachern, Roger Mayers, Franky Chernin, Bill Byrd (Vice-Chair), Sheila Masters  
**Front:** Tom Delisle (Treasurer), Maggie Leitenberger (Past-Chair), Mary Murphy (Chair), Lance Talbot  
**Not present:** Lindsay Aagaard

## Follow CTYS on Social Media



facebook.com/centraltorontoyouthservices  
@CTYS\_Youth

**ctys.org**

300 - 65 Wellesley Street East, Toronto M4Y 1G7  
tel: 416-924-2100 fax: 416-924-2930 [mail@ctys.org](mailto:mail@ctys.org)  
Registered Charitable Tax # 89209 5688 RR0001

## In Memoriam. Elizabeth Akinkuowo

Elizabeth served CTYS with dedication from October 1997 to November 2012



# STRATEGIC PLAN 2012-2017

## Vision

CTYS will be a leader in providing excellent, innovative, collaborative, responsive services that meet the mental health needs of youth within the changing social context impacting them, their families and their communities.

We envision healthy, resilient youth and families living in healthy, affirming communities where youth with mental health issues are understood, and appreciated.

## Mission

Through a process of engagement and relationship building, CTYS serves youth who have a range of mental health needs. We work collaboratively with youth and their families to expand their skills and navigate systems so that they can successfully achieve their goals and improve their well-being.

## Values

### Respect

We value the dignity, strengths and contributions of all individuals.

### Diversity

We appreciate the rich diversity of our clients, staff and communities. We recognize the existence of systemic discrimination and barriers and we strive to challenge these realities in the work we do.

### Collaboration

We believe our services are richer and more effective when we work in partnership with youth, their families, our colleagues and community partners.

### Excellence and Accountability

We strive for and demonstrate the highest quality in all we do through the use of knowledge-based and evidence-informed practice, outcome-oriented evaluation, and diligent governance with accountability to our clients, partners and stakeholders.

### Innovation

We support the creativity of our staff and clients, the exploration of new ideas and opportunities, and the development of unique and responsive programming.

### Accessibility

We commit to reducing the barriers to accessing needed services for our clients.

### Service Excellence

Deliver positive mental health outcomes

### Our People

Build capacity and commitment



### Collaboration

Working better together

### Technology & Social Media

Facilitate access, enhance engagement