



# Central Toronto Youth Services

Centering Client & Community Care

2022–2023  
Annual Report

Ontario 

CMHO 

Canada 

Accredited by  
Canadian Centre  
for Accreditation  Agréé par  
Centre canadien  
de l'agrément

 **CTYS**  
central toronto youth services

## Land Acknowledgment

---

We acknowledge that CTYS is situated on the unceded lands and territories of the Anishanabeg, Haudenosaunee, the Chippewa, the Mississauga of the Credit, the Wendat peoples and is now home to many nations. We also acknowledge that Toronto is covered by Treaty 13 signed with the Mississauga of the Credit.

It is important that we recognize the lands on which we gather and that we acknowledge historical impact and multi-generational effects that colonization, oppressive laws and broken treaties that have occurred here and are ongoing dimension of our effective responsibilities.

Along with this acknowledgment, we must act in solidarity to support indigenous sovereignty, over their traditional territories and ways of life and to restore land unjustly taken.

We respectfully recognize the presence of indigenous peoples, both in the past and present, as we commit to action, education, meaningful dialogue and necessary change.

## Our Vision

---

We envision an equitable society where mental wellbeing supports are accessible, responsive and meet the needs of youth, young adults and their families.

## Our Mission

---

CTYS provides equitable evidence-informed mental health services to youth and young adults supporting them to strengthen their mental wellbeing to thrive in their families and communities.

## Our Values

---

- Equity & Inclusion
- Collaboration Within Community
- Continuous Growth & Learning
- Youth As Vocal & Engaged



# Message from Our Board Chair and Executive Director

## Covid: Reflecting on its Impact

Among its many impacts, COVID shone a light on the multiple inequities which exist throughout our community and the disproportionate effects they have on so many, including our young people. Here at CTYS, staffing shortages meant that we were unable to fully meet our service targets. Broader systemic challenges within primary health care, shelter settings and the Youth Justice sector further reduced access to much needed services and supports. We knew that many of our staff were worried, discouraged, tired and...determined, tenacious, and creative.

## Building Back Better

CTYS has long practiced community and person centered care. As we began to move out of COVID, we were able to see more and more clients in their schools, homes, libraries, restaurants and shelters. Office based service delivery also improved. At the same time, it became clear that interest in the use of technologies to engage and support clients was here to stay. Skills and strategies have grown exponentially and, accordingly, multiple research studies were undertaken to determine their efficacy. While it has been established that digital technologies may not be universally effective or preferred, they show very real promise and offer the additional benefit of enabling easier access. All to say the light at the end of the tunnel was burning more brightly.

## Big Ideas Were Renewed

In the earlier days of COVID, we were distracted by the daily pivots we had to make to protect the safety of clients, their families and certainly our staff. Within this context, we could not create space for longer term initiatives. As we went into this fiscal year, our Board of Directors urged us to re-energize and get back to the big picture and a vision for our future.

This led, first, to a new strategic plan which resulted in the formation of a Board / staff steering committee and a series of consultations with funders, community partners, staff and clients and their families. You will see throughout this report, where we converged on a commitment to new and ambitious priorities while remaining true to our core values.

We are also proud of our expanding partnership with the George Hull Centre for Children and Families. Our experience together lead us to consider the desirability of an amalgamation with a view to creating more and better services for children and youth, as well as more robust professional development opportunities for both Boards and our staff. We look forward to the exploration of this opportunity.

## Finally and Always Thank You Staff

We cannot deliver on our responsibility to youth and families without the support and spirit of partnership from our funders and we thank you for the new opportunities you have brought our way.

To our community partners, we remain grateful our growing culture of collaboration and your collective wisdom.

Our Board of Directors have given so much of their time supporting our pursuit for excellence.

And to our intrepid and fiercely committed for your great work.

**Many thanks!**



A handwritten signature in blue ink.

**Stephanie Wang**  
She/Her  
Chair



A handwritten signature in blue ink.

**Heather Sproule**  
She/Her  
Executive Director

# Families in TRANSition: Navigating Change with Love and Support



## Gender Transition: A Profound Journey of Transformation

The process of coming out as transgender youth initiates a profound journey of change and adaptation, not only for the individual but also for their families. Families navigating this path often face a steep learning curve as they adapt to new names, pronouns, and confront challenges like trans-phobia and unsupportive societal systems. Supportive families play a pivotal role in this transformative journey, committing to understanding, supporting, and standing by their transgender loved ones. Their unwavering support fosters acceptance and love, even in the face of significant challenges.

## The Support of the Public Health Agency of Canada

Recognizing the critical need for support for transgender youth, the Public Health Agency of Canada took a momentous step in 2019 through its Mental Health Promotion Innovation Fund (MHP-IF). This fund provided vital resources to Central Toronto Youth Services (CTYS) for their Families in TRANSition (FIT) program. This funding enabled CTYS to expand the program's reach across Canada, offering guidance and support to a broader spectrum of families in need.

## The FIT Program: Nurturing Understanding and Resilience

The FIT program specifically caters to parents and caregivers of trans and non-binary youth aged 13-24. It offers a 10-week psychoeducational group intervention designed to strengthen the relationship between transgender youth and their families. Through these sessions, the program seeks to enhance resilience and improve the mental health of both the youth and their caregivers.

## The Ongoing Evolution of the FIT Program

The ongoing evolution of the Families in TRANSition (FIT) program is a testament to its commitment to staying current with the latest research and meeting the evolving needs of the transgender and nonbinary communities. The FIT Guide and the program's design, first created in 2005, have been continuously updated to integrate cutting-edge research findings and insights gained from the experiences of parents and caregivers of trans youth.

One key aspect of this evolution is the release of various resources to aid both facilitators and participants in the FIT program. These resources include a facilitators guide, which provides essential guidance and support for those leading FIT group sessions. It ensures that facilitators are equipped with the latest information and best practices to provide effective assistance to families in transition.

Furthermore, the development of workbooks tailored for both trans youth and their caregivers is a significant milestone. These workbooks serve as valuable tools for those participating in the FIT program, offering structured exercises, activities, and guidance to aid in self-reflection, understanding, and communication within the family unit.

An important aspect of the program's adaptability is the creation of an adapted curriculum for diverse communities, acknowledging the unique needs and experiences of different communities, including racial, ethnic, cultural, and regional diversity.

## A Vision of Growth and Support in Phase 2

The Families in TRANSition program has received significant recognition and acclaim for its impact, as evidenced by its presentation at conferences within and beyond Canada. With the generous support of the Public Health Agency of Canada, CTYS has ventured into Phase 2 of the project, a momentous step toward expanding its reach and influence through a partnership with the Sonor Foundation.

## Enhancing Protective Factors: Supporting Trans and Non-Binary Youth

The overarching goal of the FIT program is to increase protective factors and reduce risk factors for transgender and non-binary youth. Research consistently underscores that supportive families and strong peer communities are the two most significant protective factors positively impacting the mental health of trans and non-binary youth. By equipping families with the tools and knowledge needed to support their gender-diverse children, the program contributes to the advancement of mental health equity.

## Guiding Change with Love and Support

In a world where understanding, acceptance and, ideally, celebration of diverse gender identities are paramount, Central Toronto Youth Services stepped up several years ago to co-create with parents and caregivers the Families in TRANSition program as a source of support and a much needed beacon of hope.

We are excited and grateful to announce new funding from the Public Health Agency of Canada which will further the reach of this timely and very important program through a multi-year national rollout with multiple new partners.

As they continue on this transformative journey, the core vision of navigating change with love and support remains at the forefront. It guides families toward greater resilience, understanding, and acceptance, ultimately paving the way for a brighter, more inclusive future for all.



**LeeAndra Miller**  
**They/Them**

*Manager, Client Services*

*Pride & Prejudice and  
Group Work*

I  my  
transgender  
child



# Who We Served 2022-2023

## Clients Service Targets and Actuals 2022-2023

One of our key mandated metrics is reporting to our funders, annual service targets and actuals per program and program stream. We monitor quarterly and year by year, to identify challenges and trends. Since the 2019-2020 budget year we have been challenged to meet services targets across the agency. Some programs have been more successful than others as will be noted. The impacts of the COVID 19 Pandemic system shutdowns have directly impacted our services.

For the 2022-2023 fiscal year we anticipated a more robust return to pre pandemic levels of service. What we have experienced is still some major internal challenges and system wide challenges that have not seen client actuals return to what was once full capacity. Overall, [1399 clients and participants were served.

CTYS has experienced significant HHR staffing challenges with an 18% staff turnover in addition to several personal and health leaves resulting in significant recruitment and hiring challenges, lowering capacity in a number of programs. September 2022 saw the first full in person school year since 2018-2019 and as such, schools were internally focussed resulting in a reduction of referrals and student engagement. CTYS's Youth Justice programs are dependent on referrals from the courts and the probation system which were also dealing with significant challenges and reduction of probation officers and court back ups.

### Most Frequent Issues and Presenting Problems

- 1 Legal Difficulties
- 2 Anxious, stressed, worried
- 3 Parent/Family Difficulties
- 4 Depressed, low mood
- 5 School/Education Difficulties



### Most Frequent Mental Health Diagnosis



- 1 Anxiety Disorder
- 2 Major Depressive Episode
- 3 Attention Deficit Hyperactivity Disorder
- 4 Schizophrenia
- 5 Disruptive Mood Dysregulation Disorder

## Evaluation Activities and Outcomes

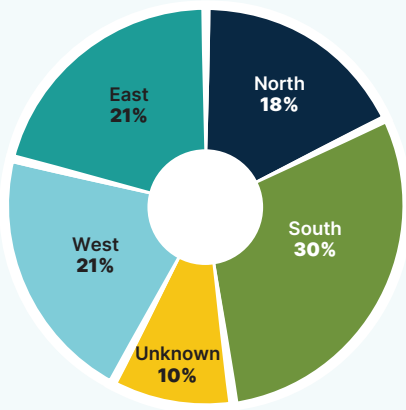
CTYS is committed to the continual evaluation of our services to support client outcomes and improvements. The R.I.T.E.S program and all school and community-based programs adhere to an evaluation framework with individualized pre-post test measures to evaluate client improvements and feedback. Client feedback is consistently positive with mental health improvements noted. The FIT program has a rigorous evaluation component with university and community partners forming the evaluation team.

Client outcomes are measured with the standardized CAFAS outcome tool in our Youth Justice and MOH under 18-year-old mental health programs. The YJ services also complete the ministry developed ODCF outcome tool which identifies improvements in functioning and positive social behavior, improved skills and abilities and increased engagement with supports. The Ontario Health funded transitional aged programs are mandated to complete the assessment/outcome measure; OCAN (Ontario Common Assessment of Needs) Staff and clients complete this assessment of needs at the start of service, every six months and at the end of service. It also enables the clients to see the progress they are making in attending to their physical and mental health needs.

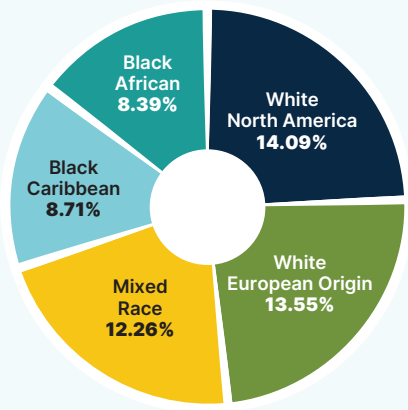
# Central Toronto Youth Services – All Programs

Central Toronto Youth Services served 1399 clients served during this fiscal year. There were 126 clients and participants who received multiple services at CTYS.

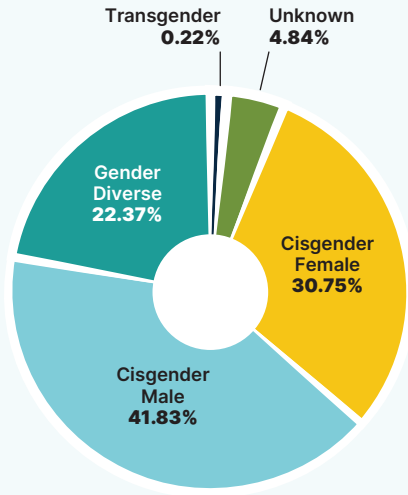
**Service Area**  
FY2022 – 2023



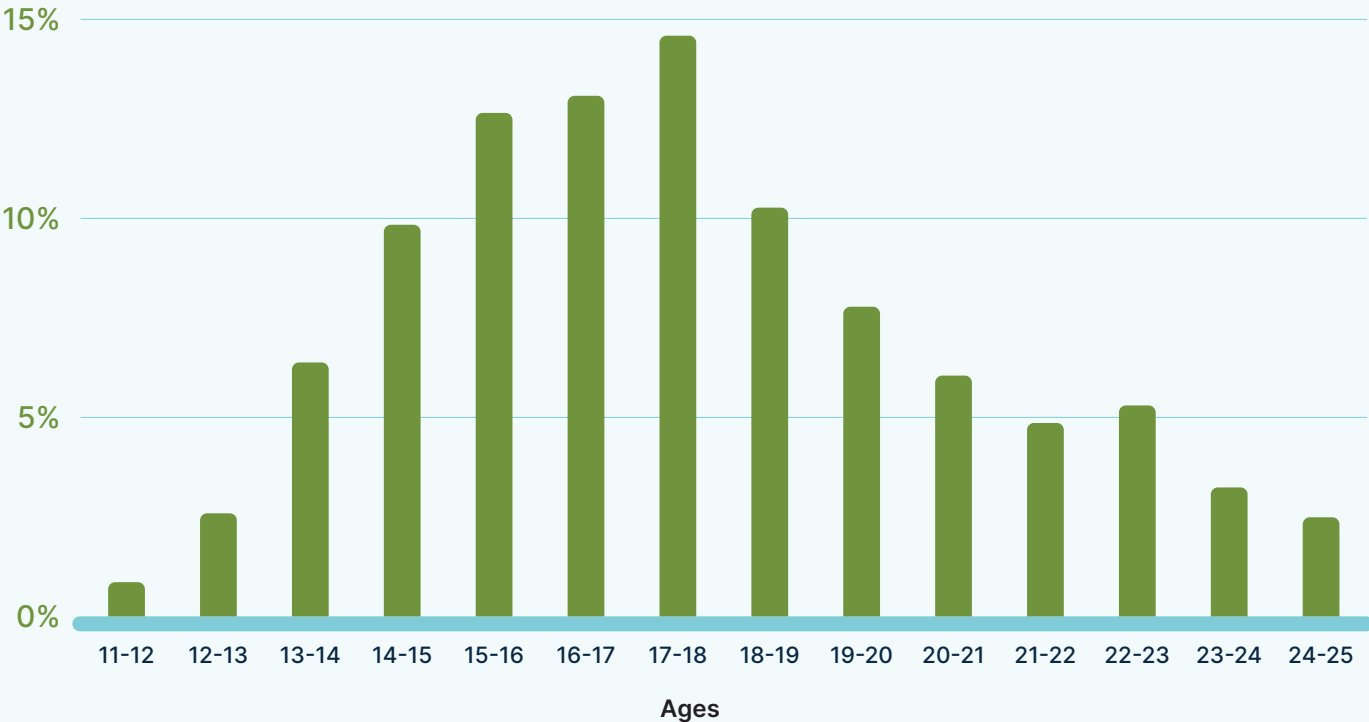
**Top 5 Race Demographics**  
FY2022 – 2023



**Client Gender Identity**  
FY2022 – 2023



**Client Age Distribution**  
FY2022 – 2023



# Financial Report

## For the year ended March 31, 2023

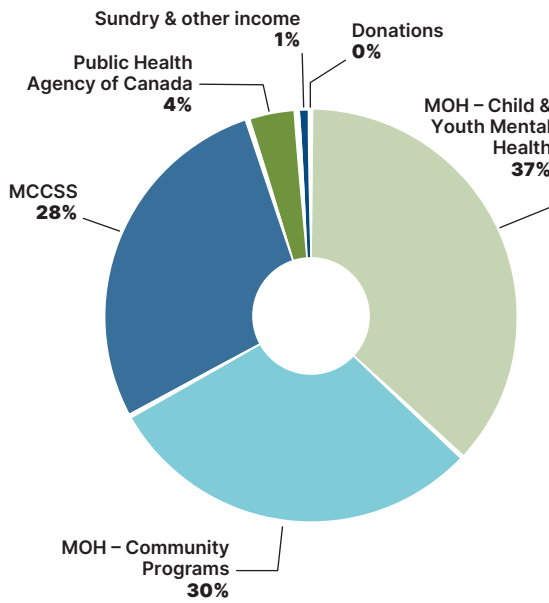
In fiscal year FY2022–23, CTYS has successfully navigated the challenges posed by the COVID-19 pandemic, transitioning from a work-from-home model to hybrid program delivery. CTYS' successful transition from remote work to in-person/virtual program delivery showcases our staff's adaptability, collaborative spirit, and strong government support. We managed to overcome the hurdles of the pandemic and remained dedicated to our mission of serving the community.

CTYS wishes to thank the Ministry of Health, Ontario Health and Ministry of Children, Community, and Social Services for their continued confidence and support of our programs. We have established a partnership agreement with the Massey Centre for Women for the expansion of maternal and infant mental health programs. CTYS also wishes to thank the federal government for their support of our Families in Transition and Tending the Roots programs.

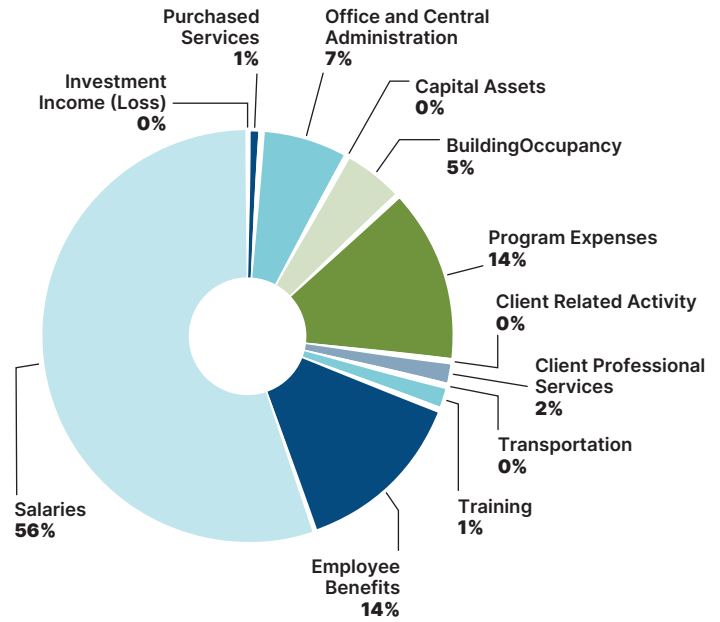
CTYS continues to be in a strong financial position while ensuring that we provide excellent service to our clients and their families.

Statement of Operations	2023	2022
for the Year ended March 31, 2023		
<b>REVENUE</b>		
<b>Provincial Funding:</b>		
MOH – Child and Youth Mental Health	3,473,879	3,018,421
MOH – Community Programs	2,806,687	2,718,348
Ministry of Children, Community and Social Services	2,551,522	2,457,723
<b>Federal Funding:</b>		
Public Health Agency of Canada	352,959	201,085
Donations	5,604	9,336
<b>Sundry and administrative income</b>	81,400	55,940
<b>TOTAL REVENUE</b>	<b>9,272,051</b>	<b>8,460,853</b>
<b>Expenses</b>		
Salaries	5,143,749	4,765,521
Employee Benefits	1,274,501	1,157,328
Training	47,302	61,565
Transportation	27,138	11,593
Client professional services	137,863	149,649
Client related activity	26,729	54,170
Program Expenses	1,238,699	970,093
Building occupancy	465,127	453,234
Capital assets	22,825	27,604
Office and central administration	635,599	319,206
Purchased services	96,080	109,123
<b>TOTAL EXPENSES</b>	<b>9,115,612</b>	<b>8,079,086</b>
<b>EXCESS OF REVENUE OVER EXPENSES FROM OPERATIONS</b>	<b>156,439</b>	<b>381,767</b>
<b>REVENUE – INTERNALLY RESTRICTED</b>		
Investment income (loss)	(37,269)	9,196
<b>EXCESS OF REVENUE OVER EXPENSES for the year</b>	<b>119,170</b>	<b>390,963</b>

## 2023 Revenue



## 2023 Expenses



### Statement of Operations

2023

2022

for the Year ended March 31, 2023

#### ASSETS

Cash	827,988	820,296
Short-term Investments	1,181,974	1,221,505
Accounts Receivable	792,294	239,290
Prepaid Expenses	105,419	130,851
	<b>2,907,675</b>	<b>2,411,942</b>

#### LIABILITIES

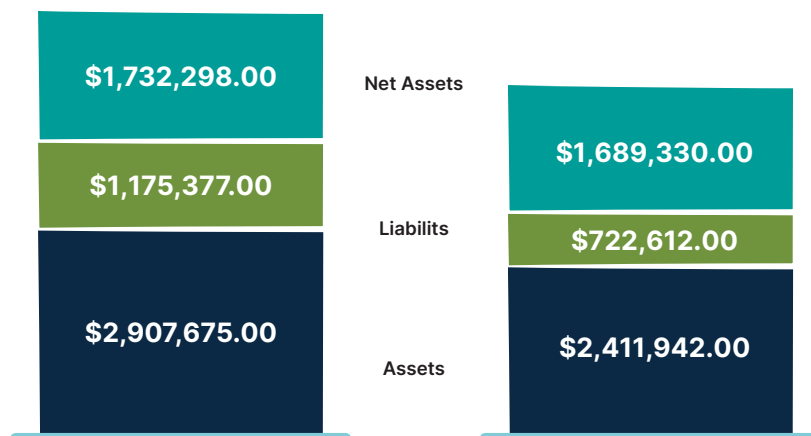
Accounts Payable and Accrued Liabilities	1,175,377	722,612
--	-----------	---------

#### NET ASSETS

**2,907,675**

**2,411,942**

## Financial Position



# Our Board 2022 – 2023

---



**Adam Benn**

*Education and Training  
Manager*

*Humber College for the  
Centre for Human Rights,  
Equity and Diversity*



**Subah Chhabra**

*Equity and Inclusion (DEI)  
and Human Resources  
Professional*



**Richard Coutinho**

*Client Lawyer*

*Office of the Public  
Guardian and Trustee  
Victims and Vulnerable  
Persons Division, Ministry  
of the Attorney General*



**Christopher Langlois**

*Director of Program  
Planning and Operations*

*Lung Health Foundation*



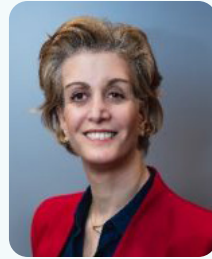
**Kevin Noel, Treasurer**

*Not-for-Profit Interim  
Executive*



**Olessia Lapina**

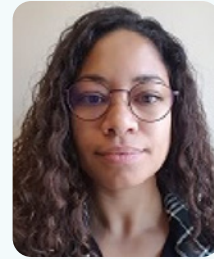
*HR and Talent Manager*



**Antonietta Raviele**

*Counsel*

*Department of Justice,  
Canada*



**Delia Sinclair Frigault,  
Vice-Chair**

*Policy Advisor*

*Ontario College of  
Pharmacists*



**Dale Swift**

*Constable Dale Swift*

*Toronto Police Service*



**Stephanie Wang, Chair**

*Certified Accountant  
& MBA*

## Management Team

**Heather L. Sproule**  
Executive Director

**Sheila Baroro**  
Director, Finance  
& Administration

**Vanessa Lackraj**  
Director, Equity, Inclusion,  
and Anti-Racism

**Robert Sears**  
Director, Client Services  
& Quality Improvement

*Client Service Managers*

**Abdulai Bayraytay**  
**Ingrid Edwards**  
**Calvin Facey**  
**Tobie Marvin**  
**LeeAndra Miller**  
**Meaghan Moore**  
**Suzanne Shulman**  
**Cheryl Tsagarakis**

**Zoë Cunningham**  
*Corporate Services  
Manager*

**Shantel Smith**  
*Human Resources  
Manager*

## Partners and Funders

### Funders

Ministry of Children,  
Community, and Social  
Services – Youth Justice

Ministry of Health

Ontario Health

Public Health Agency  
of Canada

### Community Partners

Associated Youth  
Services of Peel

CAMH Early Intervention  
Network

Camp 10 Oaks

Capitalize for Kids

Child Development  
Institute

Children's Mental Health  
Ontario

East Toronto Health  
Partners

Hamilton Children's  
Aid Society

Massey Centre for Women

MOYO

PAN

Sannich Neighborhood  
House

SickKids

Skipping Stone

STRIDES

Toronto District School  
Board

Toronto Youth Shelters

The Boundless School

The George Hull Centre  
For Children and Families

Turning Point Youth  
Services

Yorktown Family Centre

Youthlink

**Strategic Plan  
2022–2025:**

Centering  
Client &  
Community  
Care



## Equity Seeking, Promoting & Driven

1. Review procedures and processes using an equity lens to identify and address gaps.
2. Expand culturally relevant services that offer clients ancestral specific approaches to mental health and wellbeing.
3. Increase partnerships with BIPOC organizations that deliver culturally relevant health and social services.
4. Increase capacity and commitment for consultation and needs assessment with marginalized populations to develop programming.

Ontario 

CMHO 

Canada 

Accredited by  
Canadian Centre  
for Accreditation  Agréé par  
Centre canadien  
de l'agrément

 **CTYS**  
central toronto youth services