



Covenant  
House



# building COMMUNITY

2014 ANNUAL REPORT



## contents

Our Mission, Our Vision, Our Principles .....	1
Delivering on Our Promises .....	2
Speaking Out for Homeless Youth .....	4
By the Numbers .....	5
Creating Change .....	6
Discovering Potential .....	7
Progressing .....	8
Finding Their Voice .....	10
Providing Options .....	11
Funding Growth .....	12
Transitioning to Independence .....	14
Ensuring Accountability .....	16
Making a Difference .....	18



## our mission

... is to serve suffering children of the street, and protect and safeguard all children ... with absolute respect and unconditional love.

## our vision

To lead change that challenges homeless youth to pursue a life of opportunity.

## our principles

### immediacy

Kids come to us in crisis and we provide for their basic human needs – food, clothing, a shower and medical attention – immediately.

### sanctuary

We provide safety to protect our kids from violence and degradation.

### communicating values

We show our youth that caring relationships are based on trust, respect and honesty.

### structure

We provide structure and reasonable expectations so our kids can focus on their futures.

### choice

We help our youth make positive choices and encourage them to believe in themselves.

Learn more about our services at:

[CovenantHouseToronto.ca](http://CovenantHouseToronto.ca)

# delivering

## ON OUR PROMISES

2014 was a transformational year as we began to see the impact of our strategic plan.

Almost 3,000 homeless youth turned to us last year. For the sixth consecutive year, we had daily high numbers of young people staying with us and staying longer. Many of our youth continue to be “stuck” and unable to move forward without additional support.

We are now in the third year of our progressive, five-year plan to address gaps in youth services, particularly around housing, employment and education, and support for those with mental health and addiction issues. (See our Strategic Plan on page 8.)



We are working to offer new transitional housing options, including apartments in the community for youth who are ready for 'real life' experience, with continued support and on-site second-stage housing for younger, higher-needs youth to enable them to practice the life skills they need to move to greater independence.

While we initially planned for 10 apartments, we decided to slow down our plans to gain a better understanding of this new territory. We secured four units through partnerships with private companies. As well, we learned that it takes time to build partnerships and to determine youth readiness and staffing requirements to continue to support them. Our goal is to build on our learning and add eight additional units in the next fiscal year.

With our new community apartments, we were able to restructure our on-site residential program to provide support to younger, higher-needs youth who have few community options. We also re-focused our vocational

services to provide more formalized pre-employment training to better equip our youth for the reality of the workplace. Last year, our vocational services staff and those in our Youth in Transition programs were awarded national service excellence honours.

Through partnerships with community agencies serving transitional-aged youth, we have increased our capacity to better serve youth with mental health and addiction issues. This included a new on-site treatment program and more staff training.

We are also working to provide more specialized services for victims of sexual exploitation and expanding our community partnerships to better serve LGBTQ youth.

Additionally, we have increased our own research capabilities and are strategically collaborating with academic and service institutions. We have expanded our outcome measures to track youth activities and their progress in our programs.

As strong advocates for homeless and at-risk youth, we continue to raise awareness of their plight and work to make a difference in their lives.

Last year, we made presentations to city council, participated in an expert panel on shelter services, provided input into a provincial task force on youth employment, and made presentations at national and international forums.

On the financial front, we ended last year in a far better position than expected as a result of increased fundraising, reduced expenses, more government funding and higher investment income. (See our Financial Highlights on page 12.)

We were also awarded an honourable mention by Queen's University for our financial transparency in a national competition.

At the Board level, we continued to enhance our governance practices to mirror those in the private sector. The Board also conducted a self-evaluation to examine its operation, committee structure and decision-making process.

Only with the support of donors can we continue to offer opportunity and hope to young people who rely on us and we are truly grateful.



Mike Whelan  
Board Chair



Bruce Rivers  
Executive Director



# SPEAKING OUT FOR HOMELESS YOUTH

Youth homelessness is often overlooked and misunderstood. But an estimated 40,000 kids in Canada are without a place to call home at any time during the year<sup>i</sup>.

Most homeless youth have fled or been forced out of homes where there is abuse and neglect<sup>ii</sup>. Family breakdown, bullying, struggles with mental health, sexual orientation or gender identity may also force kids to the street.

In Toronto, there are as many as 2,000 homeless youth on any given night<sup>iii</sup>. The young are at high risk of violence and exploitation on the street. Canadian homeless youth are up to 40 times more likely to die young than their peers<sup>iv</sup>.

About 40 percent of our youth report they have been involved with child welfare, an estimated 30 percent have been in some form of the sex trade and about a dozen annually have been victims of sex trafficking. We estimate about 35 percent struggle with mental health issues and 25 percent of our youth identify as LGBTQ.

To address these issues, we continue to strengthen our advocacy efforts on behalf of at-risk and homeless youth to raise awareness of their plight and bring about change to make a difference in their lives.

Last year, we advocated for the establishment of specialized housing for female victims of sexual exploitation – an initiative that was approved by Toronto city council. We work closely with police and support these victims through the legal process, including two who were recently involved in a case that saw the city's first human trafficking conviction. We regularly provide local and national counter-trafficking training.

We also participated on an expert panel to advise the city on improved services for LGBTQ youth.

We are building our leadership position with national and international advocacy organizations to address the issue of youth homelessness, including the Canadian Alliance to End Homelessness, Child Welfare League of Canada, Canadian Housing and Renewal Association and the International Forum for Child Welfare.

---

i. Stephen Gaetz, Jess Donaldson, Tim Richter & Tanya Gulliver (2013): *The State of Homelessness in Canada 2013*. Toronto: Homeless Research Network Press.

ii. St. Thomas University (2006): *101 Things You Need to Know About Youth Homelessness*.

iii. *No Way Home*. CBC News. *The Fifth Estate*, 10 Mar. 2004. Web. 4 Oct. 2011.

iv. Stephen Gaetz, Bill O'Grady, Kristy Buccieri, Jeff Karabanow, & Allyson Marsolais (2013): *Youth Homelessness in Canada: Implications for Policy and Practice*, 2013. Toronto: Homeless Research Network Press.

# by the NUMBERS

ALMOST **3,000** homeless youth turned to us last year



**684** youth used our on-site health care clinic for



**427**

jobs and job training placements

**1,920 kids**

USED OUR DROP-IN SERVICES AND STREET OUTREACH

**111** YOUTH

benefited from our day program for youth with mental health issues



youth were reunited/reconnected with their families

**79** youth attended our in-house high school earning **37** credits



**286** YOUTH



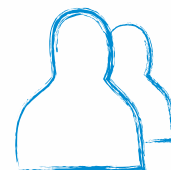
participated in life skills training workshops

**22**

youth were matched with mentors



**106** youth received **ONE-ON-ONE** SUPPORT in the community



**32,000**

STUDENTS PARTICIPATED IN our youth homelessness prevention & awareness presentations

Supported **13** young women through the legal process to bring those who sexually exploited them to justice.

Participated in **14** local/national presentations on sexual exploitation.

**100** individuals and **367** corporate volunteers contributed more than **5,500** unpaid hours valued at about **\$140,000**

Received about **\$150,000** through in-kind services from our advertising partners, TAXI and Media Experts, and about **\$2 million** in donated advertising including Cineplex Entertainment.

# creating CHANGE

When kids find the courage to come through our doors, we welcome them with compassion and provide them with every opportunity possible to change their lives.

We offer homeless and at-risk youth support every step of the way, from preventing them from finding themselves on the street to providing them the services they need to build better futures.

In the words of one of our youth,

"Covenant House gives me everything I need for today and for tomorrow."

## prevention

Youth homelessness awareness and prevention in-school presentations

## crisis care

Food  
Shelter  
Clothing  
Street Outreach

## independence

Community apartments  
On-site transitional residence  
Practical life skills workshops  
Cooking for Life culinary arts job training  
Jobs via community partnerships and internship  
Employment services  
On-site high school  
Customized care for youth in the community

## support & mentorship

Drop-in services  
Day program for youth with mental health issues  
Counselling  
Pastoral services for youth of all faiths  
Family reconnection  
On-site health care  
Aftercare  
Housing assistance





## discovering POTENTIAL

Finding meaningful employment is perhaps the toughest challenge homeless youth face.

Often young people like Rachel, a high school drop-out who fled an abusive home, have struggled on their own to hold a low-wage job and an apartment. When they lose their jobs, they lose their housing and find themselves on the street.

Through our vocational services, Rachel was able to learn workplace expectations, develop job search skills and gain the confidence to succeed. We helped her gain the skills to get and keep a job, and we helped her plan a career path based on her talent for working with people. Rachel is now in an entry-level job in retail.

We re-focused our vocational services to provide a three-week structured program of workshops, including communications, teamwork, leadership, work etiquette, professional boundaries and motivation.

We now have a dedicated job developer who is building partnerships with employers to provide entry-level opportunities in businesses like couriers, call centres, retail and theatres. We are also offering more certification courses, including WHMIS hazardous material handling, excellence in customer service and workplace safety.

# progre

## STRATEGIC PRIORITY OVERVIEW 2014/15

### HOUSING AND AFTERCARE

including new community-based transitional and specialized housing options, enhanced life skills training, more aftercare and expanded support for youth leaving the care of children's aid.

- Confirmed 4 private-market apartments
- Restructured on-site transitional housing program to better support younger/higher-needs youth
- Launched a mentor program
- Expanded life skills training
- Piloted enhanced aftercare program
- Added 3 new Youth in Transition workers for youth leaving children's aid care

- Acquire 8 more apartments from private/public market
- Obtain a facility for new specialized housing program for female victims of sexual exploitation, roll out plan
- Evaluate life skills, mentorship and aftercare programs

### EMPLOYMENT OPPORTUNITIES

including more job and apprenticeship training with industry partners; social enterprise and more educational opportunities.

- Restructured vocational program to focus on pre-employment
- Established more private-sector partnerships
- Explored opportunity for an adult education program
- Completed social enterprise plan, including product and brand development
- Roll out expanded pre-employment program; renovate new program space
- Develop additional employer partnerships; monitor and evaluate
- Identify opportunity for an adult education program
- Continue to develop social enterprise initiative

### OUTCOMES AND COMMUNITY SUPPORT

including partnerships to better assist sexually exploited and trafficked victims, those who have mental health and addiction issues and LGBTQ youth. Track program effectiveness across all of our services and improve outcome measures.

- Completed second youth satisfaction survey to determine trends
- Increased capacity to support youth with mental health/addiction issues through training and partnerships
- Completed literature review of best practices for sex-trafficked victims
- Reviewed LGBTQ policies/procedures, expanded staff training and community partnerships/supports
- Increased research capacity and implemented review committee with community experts
- Continue to develop research and program evaluation capacity
- Improve outcome measures with addition of a Youth Engagement Scale to client database
- Conduct youth survey in partnership with youth shelter network to determine trends
- Increase counselling capacity, particularly around mental health/addiction through partnerships

2014 RESULTS

2015 GOALS



# SSiing

## ADVOCACY TO OFFER A STRONGER PUBLIC VOICE

including influencing public policy to improve the lives of homeless and at-risk youth.

- Engaged key government officials to support strategic initiatives and increase awareness of key issues
- Launched CHT Month in February to raise awareness and funding
- Gaining recognition as an expert on human trafficking with media, police, government and public
- Communicated our comprehensive services; increased public knowledge of CHT
- Continue to engage key government officials to support strategic initiatives
- Promote/expand CHT Month
- Build local/national leadership position re: human trafficking
- Expand leadership position with key national advocacy organizations

## FISCAL STEWARDSHIP

including diversifying and expanding revenue sources, re-investing reserves in youth services and pursuing government funding, where appropriate.

- Successfully implemented investment strategy to acquire more donors
- Secured additional \$485,000 in government funding
- Invested in strategic initiatives and maintained reserves at up to 6 months of operating budget
- Generate new revenue sources to support community apartments and specialized housing for sexually exploited victims
- Continue to invest in generating new donor support
- Explore more government funding

## EXPANSION/ INNOVATION

including exploring the potential for another site outside of Toronto, and working towards a national/ international youth homelessness prevention strategy.

- Analyzed site expansion options and decided not to pursue
- Explore how CHT can provide leadership and value around the issue of human trafficking across Canada



## finding THEIR VOICE

For young people like Mark, who suffer with mental health issues, our day program, Arts and Minds, has enabled them to find their voice.

Mark began experiencing depression in his early teens but his family, who couldn't cope with his problem, told him to "tough it out". Mark became withdrawn and frightened of interacting with other people.

Eventually he found himself homeless and alone before coming to Covenant House. Mark started attending our program which provides activities to help youth gain greater self confidence and social skills through arts, crafts and regular volunteer opportunities in the community.

Beginning by working on his own projects, gradually Mark was able to work with other youth in the group. He was also diagnosed, given medication and a treatment plan through our health clinic.

As well as our Arts and Minds program, we offer youth with mental health issues access to on-site treatment programs through community partners.

Youthdale, a local children's mental health service, operates a program at Covenant House along with a St. Michael's Hospital's youth service. Youthdale provides treatment as well as activities and educational opportunities and St. Michael's also offers treatment for young people. Both programs are open to youth in the community.

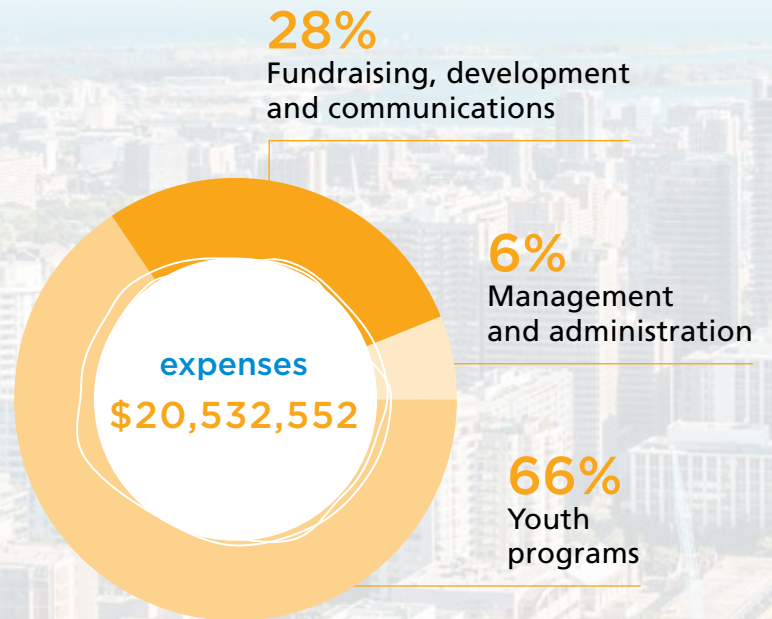
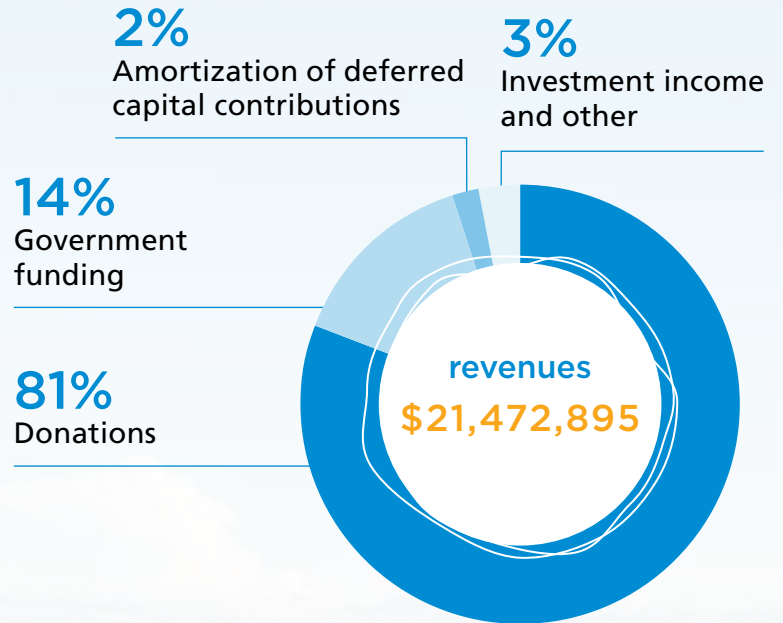
# providing OPTIONS

## transitional housing strategy

Providing a range of options/services with strong central support to meet a range of needs.



**operating reserves**  
equivalent to 5.7 months of 2015 operating budget



Covenant House Toronto was again honoured with the VSRA (Volunteer Sector Reporting Award) by the CPA-Queen's Centre for Governance, a partnership between the Chartered Professional Accountants of Ontario and Queen's School of Business.

We are most grateful to Catholic Charities for their continued support of our transitional housing, Youth in Transition and mentorship programs.

For our full financial statements, go to:  
[CovenantHouseToronto.ca](http://CovenantHouseToronto.ca)

# fund*raising*

## GROWTH

8%

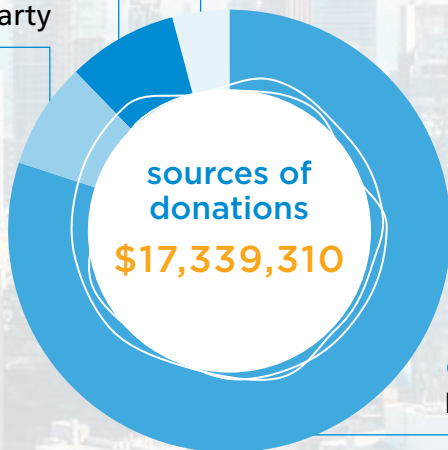
Corporations/  
Foundations

8%

Events/  
Third party

4%

Catholic Charities



80%

Individuals

6%

Public education,  
including runaway  
prevention

4%

Health care



18%

Community  
support services  
& outreach

13%

Transitional  
housing

59%

Shelter & crisis care

Our donors provided 81 percent of our total revenue last year and your support has enabled us to help almost 3,000 young people.

We ended the year in a much stronger position than anticipated with a \$940,000 surplus. This was the result of healthy fundraising increases, reduced expenses, additional government funding and higher investment income.

More than half of our surplus came from higher fundraising results. This included bequests, which exceeded budget by about \$420,000; corporations and foundations, which were up by \$260,000 and major gifts which were up by \$100,000.

In our direct marketing area, our investment to grow our donor base resulted in 11,000 new donors – 3,000 more than planned.

We received government funding, including grants from the Ontario government for Youth in Transition staff, Service Canada funding for our culinary arts job training program and municipal support for renovations, all of which totalled \$552,000. Our goal is to continue to increase government funding as we move to diversify our funding sources.

We also saw a \$300,000 increase in our investment income as financial markets continued to strengthen. We reduced our expenses through prudent financial management and by slowing down our strategic plan initiatives in order to ensure we had the right infrastructure to support them.

We continue to re-invest our surplus to fund our strategic plan initiatives and for capital projects to upgrade our facility and systems. As a result, we are budgeting for a \$355,000 operating deficit and capital spending of \$600,000 in fiscal 2015.

# transitioning to INDEPENDENCE

Our new transitional housing plan, including community apartments, is being made possible through our unique partnerships with a builder-developer and a property management company.

Merveille is one of four young people who are now benefitting from having stable housing for a year. She is one of two who have bachelor units provided by The Daniels Corporation. Two other youth are in apartments through our continued partnership with Hollyburn Properties Ltd. Young people in the program are working full-time or continuing their education.

Merveille says having her own place is comforting and she's gaining the confidence to live independently. She is using life skills, like budgeting, cooking, time management and organization that she learned in our longer-term housing program

A refugee from central Africa, Merveille arrived in Toronto after losing her parents in a raid on her village.

She was directed to Covenant House, where we provided her the counselling and support to help her heal and adapt to her new culture. Merveille graduated from our culinary arts training program and landed a full-time job in a local restaurant.

*(L to R) Sharing a conversation in our community apartment are Brock Stevenson, Senior Design Developer, Implementation, The Daniels Corporation which is providing the unit; resident, Merveille; leading Canadian youth homelessness expert, Stephen Gaetz, Professor and Director of the Canadian Observatory on Homelessness/Homeless Hub; and our staff member, Erin Boudreau.*

“She says having her own place is comforting and she’s gaining the confidence to live independently.”







# ensuring

## ACCOUNTABILITY

### **organizational effectiveness**


Covenant House measures its effectiveness by its ability to successfully deliver and expand its services for at-risk and homeless youth. This is managed through a continuous improvement framework that focuses on its operations, including program effectiveness, fundraising ability and efficiency, governance practices and stewardship.

### **decision-making**

The Board of Directors is responsible for the stewardship of the agency and for the oversight of its management and business affairs.

Covenant House's governance structure includes policies, guidelines and practices that provide a framework for decision-making and operations across the agency, such as Board recruitment, succession planning and senior staff compensation and evaluation, Board and Committee mandates, risk management, strategic and annual planning and financial management and controls.

Decisions regarding Covenant House Toronto's strategic direction are made by the Board of Directors based on an environmental scan, as well as recommendations from management and the Standing Committees of the Board. The direction is set based on on-going evaluation of its current programs, a review of available community services, feedback from its stakeholders and economic conditions.



**“As a primarily self-funded agency, we recognize that we must have a diverse portfolio of fundraising programs and revenue sources...**

**...each with its own cost structure...”**

## **fiscal stewardship and transparency**

Covenant House Toronto is somewhat unique among social service organizations in that more than 80 percent of our annual operating budget comes from donations, where many others receive most of their revenues from government funding or the United Way.

While we are working to access more government funding, we also want to ensure our services to youth are viable over the long term and that we have the flexibility to respond to their changing needs.

As a primarily self-funded agency, we recognize that we must have a diverse portfolio of fundraising programs and revenue sources, each with its own cost structure in order to reduce our risk and ensure our financial viability over the long term.

We have been working towards the development of lower-cost fundraising sources for the past several years, such as monthly giving and major gifts programs, as well as expanding our bequest income. However, the latter can be quite unpredictable as was the case in our last fiscal year when we achieved about \$550,000 less than planned.

With minimal government funding and comparatively low bequest revenue, Covenant House must raise funds through a variety of means which can be more costly.

On average, we spend about 26 percent of our total budget annually on fundraising, which may appear high when compared to charities whose revenues are mainly derived from government or the United Way. These funds are critical to support our on-going operations.

Our fundraising efficiency is in line with government and industry standards.

## **reserves**

Covenant House's policy is to maintain a maximum reserve fund of up to six months of its current operating budget to be used for emergency situations and for the agency's long-term development. We do not have an endowment fund.

Since the organization is so heavily reliant on donations, we must guard against situations where economic conditions, fundraising performance fluctuations or postal disruptions can put the agency's programs at risk.

## **investments**

The agency has developed an Investment Policy Strategy (IPS) to address the manner in which its investment portfolio is managed. The IPS provides investment objectives, performance expectations and guidelines for the management of the agency's short-term and long-term investments. Overall responsibility for the agency's investments lies with the Board, while the Finance/Property Committee provides guidance and oversight.

For more details on this policy visit our website at:

[CovenantHouseToronto.ca](http://CovenantHouseToronto.ca)

## **risk management**

The agency is committed to an on-going program of risk management to protect the organization and its assets (people, property, income and reputation). Management is responsible for the delivery of a Board-approved risk management policy which deals with program delivery, governance, operations, finance and regulatory compliance.

Over the past several years, the agency has implemented a risk-management process that includes risk assessment to identify those issues that can pose threats, mitigation plans to deal with these issues based on priority and a risk registry to track progress.

Mitigation plans include complaints; processes and procedures for youth, staff, donors and the general public; our code of conduct; and whistle-blower policy.

# making

## A DIFFERENCE

Many individuals and organizations made contributions to Covenant House Toronto during our fiscal year ending June 30, 2014.

Event sponsors, third-party fundraisers, anonymous contributors and those who provided in-kind items and services make a significant difference and are essential to our operation.

To all our supporters, we express our sincere gratitude. Your assistance enables us to care for the young people who rely on us.



## SLEEP OUT NEXT GENERATION

Some 50 business professionals spent the night sleeping outside to raise awareness and more than \$160,000 for homeless youth at Covenant House.

Participants in the first-ever Covenant House Sleep Out: Next Generation, equipped with only sleeping bags and pieces of cardboard, huddled on the pavement in the early April chill. Among the group were Toronto FC General Manager Tim Bezbatchenko, Simply Green Home Services Inc. CEO Lawrence Krimker and Jillian Kennedy, Principal Investment Consultant at Mercer.

The event builds on our Sleep Out Executive Edition where 74 of the city's top business and community leaders spent the night last November in the second-annual event to bring our two-year total to more than \$1.3 million.

Led by Co-chairs Tim Leiweke, Maple Leaf Sports & Entertainment (MLSE) President and CEO and Arlene Dickinson, venture capitalist on Dragons' Den, participants included Police Chief Bill Blair, Porter Airlines President Robert Deluce and Sleep Country Canada's Christine Magee.

*(L to R) Hub International Partner and Practice Team Leader and Sleep Out Event Chair Alan Hollingsworth, Toronto FC General Manager Tim Bezbatchenko, Entrepreneur Lawrence Krimker and Bay Street Search Founder Kristina Pearce ready to spend the night on the street at our first Sleep Out Next Generation.*

# GIRLS GET CONFIDENCE BOOST


Canadian cosmetics icon, Madame Lise Watier, is helping homeless young women build their confidence with a multi-year contribution to a new Covenant House Toronto program that includes everything from self care to career planning, designed to empower the agency's female residents.

A new girls' lounge is the home base for The Lise Watier: This is Me! program, complete with workshops led by volunteers, including business women and community leaders.

"We are incredibly thankful for the generous contribution from The Lise Watier Foundation that has made this much-needed program possible," Executive Director Bruce Rivers says. "Young women are often victimized and exploited

on the street and often have greater challenges with self-esteem. The new lounge space, female-centred activities and the support they will find here will help more of these young women transition successfully to independence."

Developed with input from the female residents, the program's workshops and activities cover a wide scope of practical life skills, such as budgeting and household repairs, plus business-savvy courses, career planning and self-expression.



*Madame Lise Watier, founder of the Lise Watier Foundation and former president of Lise Watier Cosmétiques, puts the finishing touches on our former resident, Vanessa, while a current resident looks on at the launch of our new girls' program.*

# LAUGHTER HELPS HEAL AND SUPPORT

Her contribution to Covenant House brings a big smile to Mary Benincasa's face.

After Mary's 19-year-old son Matthew died in a tragic car accident, she was able to turn her grief into a way to help homeless kids and create a continuing tribute.

For the past five years, Mary and her family and friends have gathered at the Stouffville Legion to enjoy a professional comedy troupe's entertainment and raise funds through matching contributions from several local business sponsors.

"When my son died many people made charitable donations in his name to a number of charities, but one young man made a donation to Covenant House," Mary explains. "I was amazed by his choice and felt immediately connected to the organization."

"Having an annual fundraiser for Covenant House is a great way to get the word out about the agency so more people will know about this work and it keeps memories of Matthew alive. It's a win-win."

*Mary Benincasa (centre) and her sister, Nelle Lombardo (left), share a laugh with our resident. Mary organizes an annual comedy night fundraiser for our youth.*



# driving

## SUCCESS

### board and senior management

#### chair

**Michael S. Whelan**

*Vice President, Development*  
Build Toronto Inc.

#### vice chair

**Duncan Hannay**

*President*  
D&H Canada

#### secretary/treasurer

**Peter Yien**

*Partner, Enterprise Risk*  
Deloitte & Touche LLP

#### past chair

**Stephen Corbett**

*Principal Transformation Officer*  
Livingston International

#### directors

**Tom Anselmi**

**Chief William Blair**  
Toronto Police Services

**Lynn Factor**

**Harris Fricker**

*Chief Executive Officer*  
GMP Securities L.P.

**Jeremy Gayton**

*Partner, Vice President*  
& *General Manager*  
Iq2

**Valerie Gibbons**

*Executive Group*

**Jan Hatanaka**

*President & Founder*  
Grief Reconciliation  
International Inc.

**Andrew Lapham**

*Executive Advisor*  
The Blackstone Group

**Dan McGrath**

*Chief Operating Officer*  
Cineplex Entertainment

**Kevin Patterson**

*Executive Vice President,*  
*Technology & Operations*  
CIBC

**Father Gordon Rixon**

*Dean*  
Regis College

**Jeff Stapleton**

*National Sales Manager*  
& *Senior Vice President*  
Mega-Lab MFG. Inc.

**Rahul Suri**

**Dr. Joanne C. Turner**

*Renison College*  
University of Waterloo

#### senior management

**Bruce Rivers**

*Executive Director*

**Shirley Broderick**

*Director, Finance*  
& *Purchasing*

**Josie do Rego**

*Director, Development*  
& *Communications*

**Carol Howes**

*Director, Program Services*

**Cindy Metzler**

*Associate Executive Director*

(as of June 30, 2014)

For a full list of our Board committees and their membership, go to:  
[CovenantHouseToronto.ca/committees](http://CovenantHouseToronto.ca/committees)



## FEBRUARY

# Covenant House Month

Raising awareness of youth homelessness

## FEBRUARY IS COVENANT HOUSE MONTH

Our first annual Covenant House Month proved a huge success in raising awareness of youth homelessness and support for our work.

Throughout the month, media and advocacy initiatives highlighted the often-overlooked and misunderstood issue of youth homelessness while special fundraising activities garnered much-needed support.

February is traditionally the coldest month and also marks the opening of our agency in 1982.

## COVENANT HOUSE INTERNATIONAL

Covenant House Toronto is part of a network of 21 sites spanning from Alaska to Central America that served more than 56,000 homeless and at-risk youth last year. Covenant House is the largest privately funded child care agency in the Americas.



**Covenant  
House**

Opening Doors for Homeless Youth

Covenant House Toronto  
20 Gerrard Street East  
Toronto, ON M5B 2P3

Email: [info@covenanthouse.ca](mailto:info@covenanthouse.ca)  
[CovenantHouseToronto.ca](http://CovenantHouseToronto.ca)

*Our thanks to our designers, photographer and printer for their contributions to the production of this Annual Report.*

Charitable Registration Number  
10699 0195 RR0001