

a promise impact Report 2017

of offering opportunity and hope

OUR MISSION

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

OUR VISION

To lead change that challenges at-risk, homeless and trafficked youth to pursue a life of opportunity.

OUR PRINCIPLES

IMMEDIACY

Youth 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 youth 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 youth can focus on their futures.

CHOICE

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

COVENANT HOUSE

Covenant House Toronto is part of a 30-location network, spanning from Alaska to Latin America that served more than 46,000 at-risk, homeless and trafficked youth last year. Covenant House is the largest privately funded child care agency in the Americas.



contents



a promise

With the completion of the final year of our progressive, five-year strategic plan, we are proud to report that we met and, in many areas, exceeded our goals to provide more opportunities for our young people. Housing, education and employment have been our key priorities along with enhancing services for the most vulnerable – youth with mental health issues, LGBTQ+ and victims of sexual exploitation and trafficking.

Our experience has shown us that more help is needed to overcome the challenges that have resulted in high daily numbers of youth staying far longer – 50 percent longer than they did seven years ago.

Housing is key to long-term stability and success. We have worked diligently and creatively to provide our youth with more affordable, transitional housing options, particularly in the face of high rental costs in the city.

This past year, we saw a more than 40 percent increase in youth housed through our rent-reduced community apartment program, which provides a more independent living experience with ongoing support. We have also continued to offer on-site congregate transitional housing for youth who require support and life skills development.

Our efforts to enhance services for young female victims of sexual exploitation and trafficking gained significant momentum last year as we moved forward with the implementation of our Urban Response Model, our comprehensive anti-sex trafficking plan. Our model includes initiatives ranging from prevention, early intervention and enhanced victim services to research, evaluation and knowledge sharing.

We opened <u>The Rogers Home</u> last fall, our specialized housing program for victims of sex trafficking, which is a key component of our ambitious \$10-million, five-year plan. We also offered prevention presentations in GTA schools and began providing training for relevant industries such as hotels.

Many of our youth have not completed high school, creating a major barrier to obtaining meaningful work with the opportunity for advancement. This challenge is heightened by persistently high youth unemployment.

Homeless youth who lack parental/adult support are at a severe disadvantage given the current market. Our young people who are over 21, beyond the age for high school, need more credits to pursue post-secondary education or job skills training programs.

We have continued to address these challenges by providing more training opportunities and services, particularly specialized on-site programs that can increase youth participation and success.

Last year, we established an on-site adult education program, in partnership with the Toronto Catholic District School Board, for youth 21 and over. We also continued to partner with Youth Employment Services (YES) to provide more on-site employment support and we secured federal funding to continue our culinary arts job training program that sees 70 percent of participants finding jobs or going back to school.

To further address service gaps and ensure a continuum of support for our youth, we continued to forge strategic partnerships. These important alliances, such as the one with Youthdale, a mental health program for children and youth, help us avoid duplicating services and add value to our work.

As a learning organization, we are building our own **research** and program evaluation capacity to improve outcomes for our youth and make evidence-based decisions to build our next five-year strategic plan.

Over the past year, the Board focused on the development of a new, **five-year strategic plan** in consultation with key stakeholders to create the blueprint for the next phase of growth and progress. As well, the Board continued to work on governance matters, including membership and succession planning.

The work we have done in caring for homeless youth has moved us in a promising new direction. It will see reduced dependence on crisis shelter and expanded prevention and housing options with the support young people need to transition to independence.

As we marked our 35th anniversary, we are positioned to build on the success we have achieved. We remain mindful that it is only with the support of those of you who share our belief in our youth that we are able to keep our promise to always do more for the young people we serve.





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Bruce Rivers Executive Director

Kevin Patterson Board Chair



ABOUT YOUTH HOMELESSNESS & effecting change

The issue of youth homelessness is a seemingly intractable problem in Canada, but the plight of homeless youth remains frequently overlooked or largely misunderstood.

Over the course of the year, the number of young people who spend some time homeless across the country is as many as 40,000 and on any given night, there may be up to 7,000¹ homeless youth.

Most homeless **youth are not on the street by choice**. They come from every part of the country, are of any background and most have fled or been forced out of homes where there is abuse and childhood trauma².

Family breakdown or **involvement with child welfare**, bullying, mental health problems and sexual orientation may also force kids to the street.

While homeless youth are at risk of sexual exploitation and trafficking, unsuspecting girls and young women are being lured in school yards, malls and online. Primarily a domestic issue, most sex trafficking victims are young female Canadian citizens.

As strong advocates, we work to influence public policy to improve the lives of at-risk, homeless and trafficked youth. Last year, we saw substantive action in these areas where we have played a leadership role.

The Ontario government moved ahead with its major anti-trafficking plan which provides improved victim services through a coordinated approach. As the plan was being developed, we lent our expert advice to help design a comprehensive approach to combat trafficking.

As well, the province enacted child welfare reforms, including raising the age of protection from 16 to 18 for youth – a measure that can help reduce the number of these young teens who become homeless. We also participated in the development of this new policy, how it will be implemented and the role of community agencies along with children's aid organizations.

Both the provincial anti-trafficking plan and the child welfare reforms were announced here at Covenant House.

In the key area of housing, we are working with all three levels of government as they begin to address the issue of affordable housing.

¹ Gaetz, S., O'Grady, B., Kidd, S., & Schwan, K. (2016): Without A Home: The National Youth Homelessness Survey. Toronto: Canadian Observatory on Homelessness Press.

OUR ADVOCACY EFFORTS CONSIST OF THREE KEY PRIORITIES:

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HOUSING Stable, affordable options

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PREVENTION

Ensuring youth do not end up on the streets or lured by traffickers



SPECIALIZED SERVICES

For the most vulnerable, including sex trafficking victims

² Gaetz, S., O'Grady, B., Kidd, S., & Schwan, K. (2016): Without A Home: The National Youth Homelessness Survey. Toronto: Canadian Observatory on Homelessness Press.

our services & annual highlights



PREVENTION

In-school Prevention and Awareness Presentations on Youth Homelessness and Sex Trafficking **35,000 students reached**

Sex Trafficking Awareness and Prevention Community Training 23 sessions delivered



CRISIS CARE Food, Shelter, Clothing, On-site Health Care 923 youth stayed in shelter 702 youth used on-site health care clinic



SUPPORT & MENTORSHIP

Drop-in Services
1,640 youth participated

Support for Youth with Mental Health and Addiction Issues 264 youth benefited from specialized counselling

Programs for Victims of Sexual Exploitation and Trafficking **81 victims supported**

Family Reconnection 185 youth reunited/ reconnected with families

Mentorship Program **51 youth matched** with mentors

Pastoral Services For youth of all faiths



INDEPENDENCE

Community Apartments 23 youth placed

On-site Transitional Residence 58 residents

Housing Assistance Helped 110 youth find their own place

Practical Life Skills Workshops 2,380 credits earned

Culinary Arts Job Training 70% find jobs or continue school

Employment Services 382 job/training placements

On-site Education Program **Students – 63 high school, 35 adult education**

Customized Care for Youth in the Community 211 youth participated

Aftercare – Ongoing Support 43 youth supported

Learn more about our services at: COVENANTHOUSETORONTO.CA

of the street



DARREN, WHO STAYED WITH US THREE DECADES AGO, WANTED TO SHARE HOW COVENANT HOUSE GREATLY IMPACTED HIS LIFE.

When Darren was only 13 years old, his mom threw him out of their home for being friends with someone she suspected of stealing from her. With nowhere to go in his small Prairie town, he imagined the big city of Toronto was the place to be and hitchhiked across the country.

When he arrived, he couldn't find a job or a place to stay and quickly had to learn ways to survive like dumpster diving. Eventually he found shelter in an abandoned hotel with dozens of other homeless youth.

Recalling his experience, Darren says "being on the street was rough most of the time. We were hungry half the week."

It was the early 1980s. In many ways, the life of a homeless youth is similar today, but Darren believes it's even harder now. He thinks that violence has escalated, drugs are even more dangerous and there's less camaraderie among the youth. After a few hard years on the street, a youth Darren became friends with told him about an outreach van from a new downtown youth shelter. Covenant House had recently opened and had a mobile team of workers connecting with homeless youth.

Initially, Darren simply sought shelter but we were also able to refer him to an employment program in the community.

"I'M GRATEFUL THAT COVENANT HOUSE CONNECTED ME WITH THE EMPLOYMENT PROGRAM. THAT IS WHAT SET ME ON MY PATH," DARREN SAYS.

His first employment opportunity led to a government job in Ottawa where he moved to embark on a new life of independence. Today, he's a proud father of two daughters, both in university.

Since then, we have continued to create bridges between youth and much needed programs and supports. Homeless youth are often unaware of opportunities available to them, but our workers are able to guide them to these chances for a better life.

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With the opening of our innovative, specialized transitional housing program for young female victims of sex trafficking, young women can now find the critical support they need to rebuild their lives.

The Rogers Home, offering the widest-ranging support of the few programs of its kind in Canada, is also a significant project to expand support to victims. We will also be evaluating this program and sharing it online so that it may be replicated.

Up to seven young women, aged 16 to 24, can participate in the program for as long as two years and have access to wraparound support services at our main location and through a network of community partners.

We have partnered with more than 10 leading youthserving organizations expert in trauma and addiction, legal professionals and hospitals to help deliver the wraparound support. We are providing educational and vocational assistance, as well as access to our community apartments and aftercare to residents who are ready to live independently.

The Rogers Home opening was a milestone in our \$10-million campaign called 'Just Like A Girl You Know'. The campaign, chaired by Suzanne Rogers, supports the housing program and our comprehensive five-year anti-trafficking plan.

Our comprehensive plan, which we call our Urban Response Model, includes measures ranging from prevention and enhanced victim services to research, evaluation and knowledge sharing.

To protect the identities of our residents, we have used stand-in models for this photo of The Rogers Home kitchen.

BUILDING...

The extracurricular activities we provide our youth play a vital part in building the positive and trusting relationships they need.

One of our employment counsellors, Aleks Salao, hosts a weekly barbershop pop-up for youth in the employment centre. The idea for the barbershop began after Aleks, an experienced barber, started offering a trim to youth before they went to job interviews.

Aleks, who works with our youth to prepare job applications and find work, found that this added service helped boost the youth's confidence before such an important milestone. 'Look good, feel good' is his motto, Aleks says, "It's more than a haircut – this is about building confidence and learning the importance of presenting yourself well." "I really appreciate getting a cut here from Aleks. He's friendly and being in a different relationship with staff makes it more personal," says Neil, who is staying in our shelter, as he settles into the chair. "He makes me look good. I get compliments that make my day and the price is right – it's free."

Aleks creates a vibrant and welcoming space with music and snacks for our young people. "Ordinary barbershops can be intimidating for our youth," he explains. "It can be overwhelming to walk into an unfamiliar place where people often know each other and you are an outsider." The popularity of Aleks' sessions confirms his approach is a hit with the youth.

From music lessons to sports or discussion groups, our youth can find opportunities, which they often haven't had access to before, to pursue their interests, build community, discover new talents and express themselves.

Employment Counsellor and experienced barber, Aleks Salao, provides a haircut to one of our youth.

Delivering... resuits

Discovering insights that will lead to better ways of helping our youth is what drives Amanda Noble's passion for research.

"These young people have dealt with some difficult circumstances and we can find ways to give them a chance at life and the opportunity to thrive," she says.

Amanda, who has led our research team for the past three years, has worked on the frontline as a social worker and has a decade of research experience.

"The best part of my job is listening to the youth describe how we can make their lives better and then using my work as a vehicle to have these recommendations transformed into action."

She says the goal of her team's work is to learn the scope and nature of our young people's issues and how best to address them with an informed methodology. Amanda and her team work to ensure our practices are evidence-based.

Amanda has built, from the ground up, an increasingly robust research and evaluation program internally and

also with community partners since coming to Covenant House. "It has been hard work but we are making tremendous progress."

Here, in the country's largest agency supporting at-risk, homeless and trafficked youth, she says, "there is a big opportunity to make a difference in a lot of young people's lives."

The scope of our programs and our 35-year track record attracts leading researchers to join our work and invite us to participate in theirs. "I couldn't do this work without academic and community partners and they want to work with us because of Covenant House's solid reputation."

As a learning organization, our research goals include: ensuring the best support possible for at-risk, homeless and trafficked youth; measuring program effectiveness; narrowing service gaps and sharing promising practices.

Last year, much of this work was aimed at helping to shape our new five-year strategic plan.



PROGRESSIVE FIVE-YEAR STRATEGIC PLAN

Delivers more support and opportunities for at-risk, homeless and trafficked youth.

Our comprehensive five-year strategic plan addressed gaps in services and created more opportunities for at-risk, homeless and trafficked youth to better help them move successfully to a life with a future.

In the past decade, we have seen high daily numbers of youth with increasingly complex needs staying with us 50 percent longer. In our own recent youth survey, more than 40 percent reported they have seen a psychiatrist for their mental health concerns, 26 percent said they had been involved with child welfare and about 30 percent identified as LGBTQ+. In the past four years, we have seen a 300-percentage increase in the number of trafficking victims we serve.

Given their significant challenges, our young people need more supportive housing options, education and job opportunities, life skills training and aftercare to achieve sustainable, independent living. We are pleased to report that we have achieved or exceeded our goals. Our plan prioritized support for the most vulnerable: youth with mental health issues, LGBTQ+ and those who have been sexually exploited or trafficked.

To address the issue of sex trafficking and enhance services for victims, we began to implement a comprehensive anti-trafficking plan that we will continue to roll out over the next five years.

HOUSING AND AFTERCARE

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PRIORITIES

including new community-based transitional and specialized housing options, more aftercare and expanded support for youth leaving the child welfare system.

EMPLOYMENT OPPORTUNITIES

including more job and apprenticeship training with industry partners, as well as a greater amount of educational opportunities.

OUTCOMES AND COMMUNITY SUPPORT

including building partnerships to better assist sexually exploited and trafficked victims, those with mental health and addiction issues and LGBTQ+ youth, and tracking program outcomes across all services to improve effectiveness.

ADVOCACY TO OFFER A STRONGER PUBLIC VOICE

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

FISCAL STEWARDSHIP

including diversifying and expanding revenue sources and reinvesting reserves in youth services.

EXPANSION/INNOVATION

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

HOUSING AND AFTERCARE С

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- Provide supplementary transitional housing options (community apartments, transitional housing program for sex trafficking victims), promote initiatives that increase affordable and supportive housing options
- Increase support for youth leaving child welfare
- Implement formal life skills program leading to greater independence, including mentorship program
- Implement aftercare program to support and track youth progress over time

- 23 youth placed in community apartments, opened a transitional housing program for trafficking victims, The Rogers Home, in fall 2016. Added 2 crisis beds in our shelter for trafficking victims
 - Expanded Youth in Transition (YIT) program to include 7 workers providing one-on-one care to youth in the community; 3 designated to youth leaving child welfare
- Developed an integrated life skills program, established a formal mentorship program and renovated the kitchen for our on-site longer-term housing program to provide more youth with cooking life skills experience
- Aftercare program established for youth leaving shelter and on-site transitional housing with quarterly follow-ups for a year

developed a new Job Centre, established partnerships with

EMPLOYMENT OPPORTUNITIES

- Develop more job opportunities for youth, additional job training and apprenticeship programs either in-house or through partnerships
- Explore social enterprise opportunities
- Provide further educational opportunities for youth

OUTCOMES AND COMMUNITY SUPPORT

- Develop and monitor/measure program outcomes for youth progress to ensure effectiveness
- Develop partnerships to assist youth with mental health and addictions issues
- Expand partnerships with universities and others to further our research capacity
- Create strategic partnerships and collaboration to reduce service duplication in the areas of trafficking and mental health

ADVOCACY TO OFFER A STRONGER PUBLIC VOICE

- Influence public policy by building the agency's reputation with government, strengthening our leadership position with key audiences and as an expert authority on at-risk, homeless and trafficked youth
- Influenced policy changes regarding housing, the age of protection and sex trafficking
- Built relationships with key government officials; invited to participate in government advisory committees/consultations, including membership on the Ontario Expert Panel on Homelessness
- Generated three times more media coverage on issues related to sex trafficking and youth homelessness which increased our public profile

FISCAL STEWARDSHIP

EXPANSION/INNOVATION

- Develop more sustainable revenue sources
- Develop new sources at lower costs
- Expand percentage of government funding, where appropriate, to support strategic initiatives
- Develop policy on appropriate level/use of reserves
- Invest reserves in long-term development

Develop an expansion strategy outside of Toronto

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 Decided to pursue anti-sex trafficking initiative as the expansion focus

- Succeeded in securing Federal Skills Link funding for culinary arts job training program (Cooking for Life), partnered with YES (Youth Employment Services) for youth employment opportunities,
 - several employers to hire our youth • Reviewed viability of social enterprise project and determined not to pursue
 - Established an adult education program in fall 2016
 - Implemented client information systems to collect youth and program metrics, conducted 4 annual youth surveys and developed a framework to evaluate sex trafficking services
 - Increased capacity to support youth with mental health issues through partnership with Youthdale (youth mental health agency), added Substance Use Counsellor, created new approach for youth under the influence of substances
 - Developed and expanded research team, established relationships with research partners (CAMH, universities, etc.), created evaluation framework for current programs
 - Established a 24/7 protocol for trafficking victims with Toronto Police, Victim Services and community partners

 - Increased the number of donors, particularly monthly and corporate donors, and improved online giving results; raised \$10 million for antitrafficking initiatives; improved special events ROI from 75% to 90%
 - Increased government funding from 13% of annual revenue to 15%
 - Maintained reserves policy within 5 6 months of operating revenues
 - Invested \$5.9 million in supporting strategic plan

accountability

GOVERNANCE

ORGANIZATIONAL EFFECTIVENESS

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

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

FISCAL STEWARDSHIP AND TRANSPARENCY

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

While we are working to access more government funding, we also want to ensure our services are viable over the long-term and responsive to our youth's changing needs.

As a primarily self-funded agency, we recognize that we must have a diverse portfolio of fundraising programs and revenue sources to ensure financial viability and to reduce risk.

With minimal government funding and comparatively low bequest revenue, we must raise funds through a variety of means which can be more costly. We have been working toward the development of lower-cost fundraising sources for the past several years and have been successful in growing monthly giving, individual major gifts, bequests and peer-to-peer events.

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, capital upgrades and/or for the agency's future development.

INVESTMENTS

The agency's responsibility is to address the manner in which its investment portfolio is managed. The responsibility for the agency's long- and short-term investments lies with the Board.

RISK MANAGEMENT

The agency is committed to an ongoing 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.



OUTCOMES

As a learning organization, we are continuously building our **research** and evaluation capacity to measure our program outcomes. Our research team partners with both academic researchers and community organizations to support our work and share our learnings.

Our research goals include: ensuring the best support possible for homeless and trafficked youth, measuring program effectiveness, narrowing service gaps and sharing promising practices.

Last year, much of our evaluation work was aimed at helping shape our new five-year strategic plan.

As we looked to the future, our evaluation of our shelter, on-site longer-term residence and drop-in programs showed us that we are serving an increasingly diverse group of youth with varying needs. About 10 to 20 percent are highly motivated, about 30 to 40 percent come to us for their basic needs, and 50 to 60 percent of our youth have complex needs that can include severe mental health and/or substance use concerns. As a result, we are moving to a customized approach to meet the varied needs of our youth. This change will allow us to shift resources and apply them accordingly.

The evaluation of several of our new anti-sex trafficking initiatives was another major focus last year.

Among these evaluations were ones for our crisis bed program and the 24/7 emergency response network; a six-month evaluation of The Rogers Home, our specialized transitional housing program; and an evaluation of a peer mentor project for gender violence and sexual exploitation survivors designed to facilitate better health outcomes.

We were also involved in two ground-breaking studies into youth homelessness. Covenant House provided youth participants for a comprehensive, first national look into the issue. We also provided youth for a multi-agency pilot project to help former homeless youth stay off the street while they receive ongoing support.

DELIVERING... Financial sustainability

Our donors provided 82 percent of our total revenue last year and your support has enabled us to offer life-changing programs to thousands of young people.

We ended the year in a much stronger financial position than planned with a \$2.4-million surplus on a consolidated basis. This was mostly the result of solid fundraising increases and tightly managed expenses.

The investments we have been making in the fundraising area over the past four years are beginning to take root. These investments include growing our overall donor base with emphasis on high-performing and lower-cost fundraising programs. With this in mind, we have increased our monthly donor program and our leadership-level gifts while reducing the costs associated with our events.

As a result, we exceeded our fundraising revenue budget by almost \$2 million and increased our overall contribution to the programs supporting our youth by over \$1 million, or seven percent over the previous year.

Operating expenses were under budget by \$600,000 primarily due to savings in salaries, benefits and implementing new programs later in the fiscal year than planned.

We continue to reinvest our surplus to fund our strategic plan initiatives, capital projects to upgrade our facilities and systems, and to ensure that we have a maximum coverage of up to six months of annual operating expenses in reserves to be used for emergency situations.

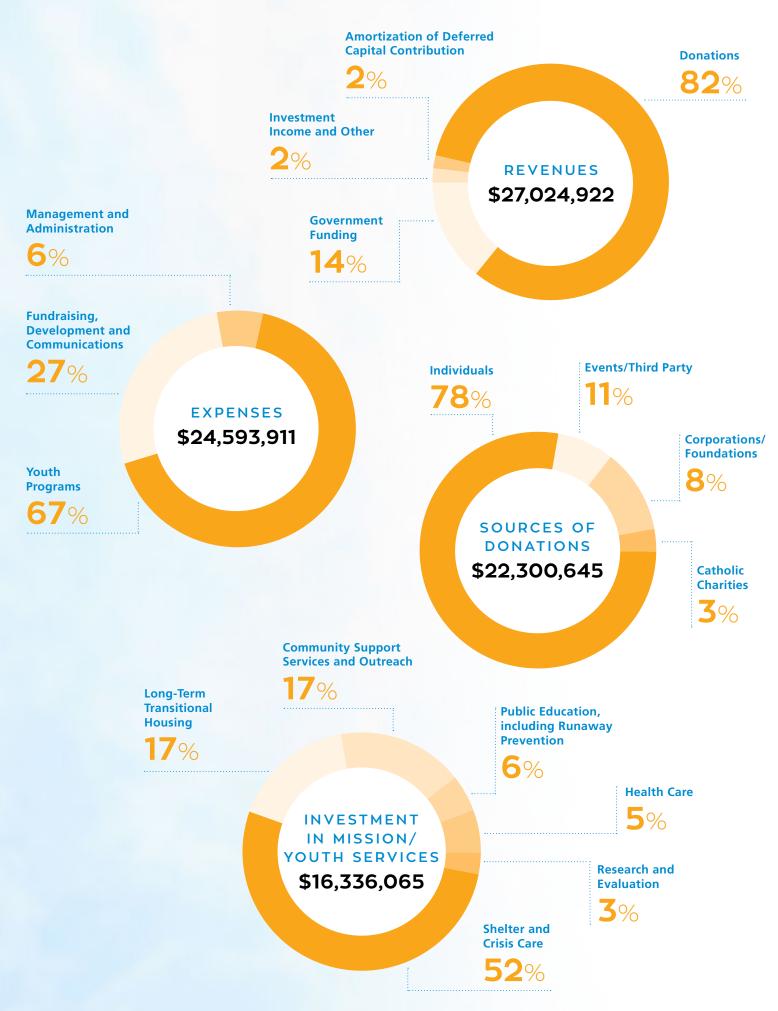
For our full financial statements, go to: COVENANTHOUSETORONTO.CA



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



The Standards Program Trustmark is a mark of Imagine Canada used under licence by Covenant House Toronto.



INVESTING IN... OCCUPIENTION

WHEN THE MARKETS CLOSED ON RBC CAPITAL MARKETS' FIRST NORTH AMERICAN *RBC TRADE FOR THE KIDS* DAY, COVENANT HOUSE WAS AMONG THE CHARITIES WHO CAME OUT AHEAD.

The trade day proceeds will support our school presentation program, which involves custom sessions for youth in Grades 6 to 12 across the GTA. The presentations include youth homelessness prevention and awareness, as well as sex trafficking prevention. About 35,000 students participate in the program annually. "Young people are our future," says Lucia Liscio, Vice President of Philanthropy & Corporate Citizenship at RBC Capital Markets. "RBC understands that when young people thrive, they not only win as individuals, it also has a lasting positive economic and social impact. That's why we're proud to support the important work that Covenant House does in our communities to help give young people a chance and the opportunity to reach their potential."

Lucia Liscio, VP of Philanthropy & Corporate Citizenship, participates in a board game with our youth.

GIVING YOUTH... ODOORTUNITY



JENNIFER AND STUART GRAHAM FIRST BECAME INVOLVED WITH COVENANT HOUSE WHEN STUART PARTICIPATED IN OUR EXECUTIVE SLEEP OUT.

Before spending the night outside, Stuart had a chance to learn about the causes of youth homelessness and connect with our youth over dinner. He also learned about how the funds he raised provide tangible solutions for them.

With two young boys of their own, the Grahams know the challenges that youth face today, but they also recognize that the challenges become much tougher when you don't have shelter, food and family support.

"We appreciate how Covenant House is a non-judgemental, accepting and safe place," says Jennifer. She emphasized how the stability provided by the agency allows youth to focus on their growth.

By donating to support the agency's programs and services, the Grahams know that they're giving youth, just like their boys, an opportunity for a bright future.

showing their... Oyatty



WITH THE GOAL OF EMPOWERING YOUTH IN CANADA, LOYALTYONE COMMITTED TO INVESTING IN THE AT-RISK, HOMELESS AND TRAFFICKED YOUTH THAT COVENANT HOUSE SUPPORTS.

Their multi-year funding commitment toward our youth programs demonstrates a strong belief in our youth and the work we do.

"Covenant House is continuously evolving," says Sophia Theodorou, Senior Vice President of Talent & Workspace. "They keep their services relevant as needs change and are always breaking new ground by doing so."

LoyaltyOne staff also displayed their commitment through participating in corporate volunteer days and our Sleep Out event. The dedication reflected throughout all levels of the company has been consistent and so valuable for the opportunities we provide our youth.

our service Dartners

WE COLLABORATE WITH KEY PARTNERS LOCALLY, NATIONALLY AND INTERNATIONALLY IN THE AREAS OF ADVOCACY, SERVICE PROVISION, ANTI-SEX TRAFFICKING EFFORTS AND RESEARCH TO STRENGTHEN OUR IMPACT, REDUCE DUPLICATION OF SERVICES AND SHARE KNOWLEDGE.

THESE PARTNERS INCLUDE

ADVOCACY PARTNERS

INTERNATIONAL

Covenant House International International Forum for Child Welfare

NATIONAL

A Way Home Canadian Alliance to End Homelessness Canadian Housing and Renewal Association Canadian Observatory on Homelessness Child Welfare League of Canada

LOCAL

Toronto Alliance to End Homelessness Toronto Shelter Network Toronto Youth Shelter Interagency Network A Way Home Toronto

SERVICE PROVIDER PARTNERS

INTERNATIONAL

Covenant House International Mindfulness without Borders True Colors Fund

NATIONAL

Global Knowledge Canada Global Affairs Canada

REGIONAL

Children's Aid Foundation Ontario Mentoring Coalition Youth Employment Services (YES)

LOCAL

Central Toronto Youth Services Centre for Addiction and Mental Health (CAMH) Children's Aid Society of Toronto Catholic Children's Aid Society of Toronto Inner City Health Associates Native Child and Family Services of Toronto Partners for Access and Identification (PAID) Project – ID Clinic St. Michael's Hospital Toronto District Catholic School Board WoodGreen Community Services Youthdale Treatment Centres YMCA Youth Substance Abuse Program

SEX TRAFFICKING PARTNERS

REGIONAL Ontario Crown Attorneys' Office

LOCAL

Baker & McKenzie LLP Breakaway Addiction Services Boost Child & Youth Advocacy Centre Children's Aid Society of Toronto East Metro Youth Services Elizabeth Fry Toronto Native Women's Resource Centre of Toronto Jean Tweed Treatment Centre Justice for Children and Youth St. Michael's Hospital Toronto Police Services' Human Trafficking Enforcement Team (HTET) Victim Services Toronto Native Child and Family Services of Toronto 360° Kids

RESEARCH PARTNERS

NATIONAL

The Canadian Observatory on Homelessness

REGIONAL

The Hindsight Group

LOCAL

East Metro Youth Services FCJ Refugee Centre Dr. Vicky Stergiopoulos, Physician-in-Chief, CAMH Professor Barbara Fallon (University of Toronto) Professor Elizabeth McCay (Ryerson University) Professor Michael Shier (University of Toronto) Dr. Sean Kidd (CAMH)

delivering... SUCCESS

BOARD AND SENIOR MANAGEMENT AS OF JUNE 30, 2017

CHAIR

Kevin Patterson Senior Executive Vice-President and Group Head, Technology and Operations CIBC

VICE CHAIR

Rahul Suri Founder and CEO Clariti Strategic Advisors

SECRETARY/TREASURER

Ken Morell Senior Global Advisor Dentons LLP

PAST CHAIR

Duncan Hannay *President and CEO* Street Capital Bank of Canada

DIRECTORS

Pamela Bryant *Professor, School of Public Policy* University of Toronto

Kevin Coon *Managing Partner* Baker & McKenzie LLP **Paula Courtney** *President* Verde Group

Lynn Factor *Child Victim Witness Support Program* Boost Child & Youth Advocacy Centre

Harris Fricker CEO GMP Capital Inc.

Jeremy Gayton Partner and President Ig2

Diane Karnay *Counsel* Wilson Vukelich LLP

Amanda Lang Anchor Bloomberg North

Dan McGrath *Chief Operating Officer* Cineplex Entertainment

Vincent Mercier *Partner* Davies Ward Phillips & Vineberg LLP Sister Mary Rowell Sisters of St. Joseph

Chief Mark Saunders Toronto Police Services

Bruce Shewfelt Managing Director, Client Service & Marketing Beutel Goodman & Company Ltd.

Dr. Joanne C. Turner *Professor Emerita* 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

For a full list of our Board committees and their membership, go to: COVENANTHOUSETORONTO.CA/COMMITTEES



COVENANT HOUSE IS BUILT ON A STRONG FOUNDATION OF COMMUNITY SUPPORT

We are so grateful to all of our donors, partners and volunteers for helping us provide the programs and services that make a significant difference in the lives of at-risk, homeless and trafficked youth.

To recognize all the valuable support we've received, we've created a video which you can view here.

If you'd like to find out about other ways you can support our youth, go to: COVENANTHOUSETORONTO.CA/HOMELESS-YOUTH/GET-INVOLVED



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