



Covenant  
House

IMPACT REPORT 2019

OUR  
House

TRANSFORMS LIVES



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**OUR MISSION... IS TO SERVE YOUTH ON THE STREET AND TO PROTECT AND SAFEGUARD ALL CHILDREN AND YOUTH... WITH ABSOLUTE RESPECT AND UNCONDITIONAL LOVE.**



## OUR PRINCIPLES

### IMMEDIACY

Youth come to us in crisis. We provide for their basic human needs: food, clothing, medical attention and a safe place to sleep.

### SANCTUARY

Youth we see have often experienced significant hardships. We give them refuge from violence and degradation by providing them safety.

### COMMUNICATING VALUES

By setting an example, we show youth that wholesome, caring relationships are based on trust, respect and honesty.

### STRUCTURE

The experiences of homelessness and sex trafficking are unstable and unpredictable. We provide the stability, structure and a reasonable set of expectations to help young people build a positive future.

### CHOICE

We foster confidence and the encouragement youth need to believe in themselves and make informed choices for their lives.

**OUR VISION... TO LEAD CHANGE THAT CHALLENGES YOUTH WHO ARE HOMELESS, TRAFFICKED OR AT RISK TO PURSUE A LIFE OF OPPORTUNITY.**



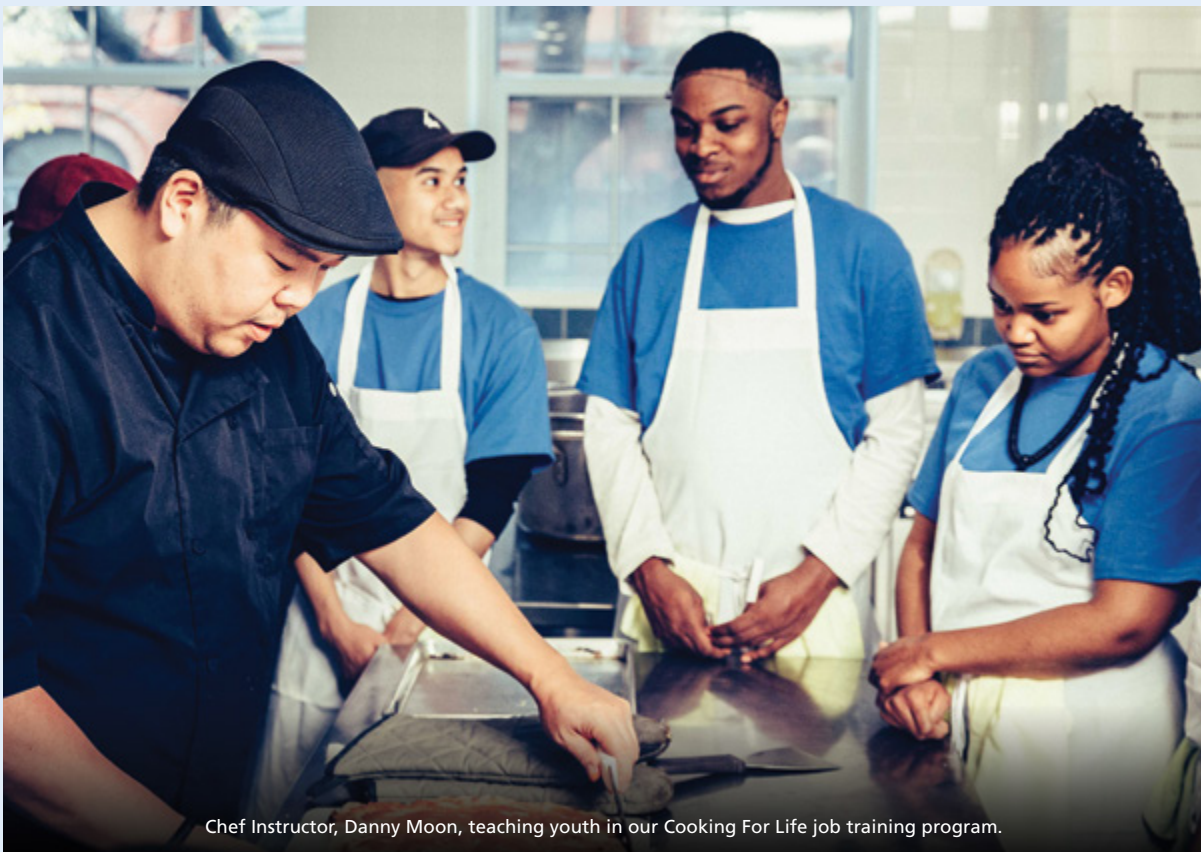
# OUR *House*

TRANSFORMS LIVES

## AT COVENANT HOUSE, WE BELIEVE THAT EVERY YOUNG PERSON:

- **Deserves an equal chance** for a promising future, free from homelessness or sex trafficking
- **Has the right** to food, shelter, safety and emotional support
- **Is resilient and deserves the opportunity** to heal from trauma and realize their full potential
- **Can chart their own path** to independence
- **Will thrive** in healthy relationships, with strong community and stable social connections

**The youth we serve are some of the most vulnerable and some of the most resilient. At Covenant House, they will find acceptance, love and shelter, and when given the right opportunities, they can build a better future.**



Chef Instructor, Danny Moon, teaching youth in our Cooking For Life job training program.

# Next Step

TAKING THE

As we ended our fiscal year and completed the second year of our five-year strategic plan, we bid Bruce Rivers, our Executive Director, a fond farewell upon his retirement, and welcomed Mark Aston to the team. We are absolutely delighted to have Mark join us recently as our new Executive Director. Mark has an extensive background in social services and is extremely well positioned to lead Covenant House in our mission to address the issues of youth homelessness and sex trafficking. To read Mark's message, please go to page 16.

## MEETING COMPLEX NEEDS

A concerning trend continues with more young people staying with us 50 per cent longer, making it difficult for others to access shelter beds. Last year, 624 youth stayed in our crisis shelter, a 16 per cent decrease from 2018. Lack of access to affordable housing keeps youth in the shelter system longer than needed.

To address this, we continue to expand our housing options to reduce dependence on our crisis shelter. We now house over 100 youth in their own apartments or in our specialized communal living housing.

Our support of sex trafficking victims continues to grow, and 2019 saw a 32 per cent increase in our caseload. We opened the Avdell Home in November 2018 (see page 8, *Taylor's Story*), a complementary program to



Kenneth Morell, Board Chair (right), with a youth entering our McGill St. building.

our crisis beds and The Rogers Home. This short-term residence has served 14 young women since opening, providing up to six victims at a time with immediate housing and 24-7 support while they decide on a longer term plan.

We also opened two specialized houses dedicated to youth experiencing systemic discrimination: one program supports racialized youth and the other LGBTQ2S+ youth. Our goal is to help these young people successfully transition to independence in the community.

To read more about this, visit page 10, *Opening Doors for Youth*.

### **DELIVERING A CONTINUUM OF CARE**

Our youth face many complex challenges, and last year we sharpened our youth-centred approach in order to better meet their diverse, individual needs.

In addition to abuse, neglect and family breakdown, more youth are struggling with mental health challenges and substance use. These youth have experienced complex trauma, and once their basic needs are met, we engage them in a range of services to ignite healing and build resiliency. This continuum of care includes health care, well-being programs and counselling.

In 2019, 4,647 youth accessed our health care team in our BensKids Health Centre. We provide youth this support regardless of whether they have ID or health coverage.

We also saw a 35 per cent increase in our youth seeking support for substance use and mental health challenges, presenting an important opportunity to help youth deal with their immediate needs and develop long-term coping skills.



Kenneth Morell (centre) and Mark Aston, Executive Director (top-right), spending time with youth at Covenant House.

### **OPENING THE DOOR TO NEW OPPORTUNITIES**

Last year, an occupational therapist joined our team of specialists, one of the first in Toronto's shelter system. From life skills to art to education, our therapist offers one-on-one and group sessions. With this new program, 44 per cent more life skills workshops were offered, resulting in a 40 per cent increase in life skills credits earned.

The number of jobs and job placements realized by youth last year increased 22 per cent. In addition, the federal government confirmed renewed funding of our highly successful culinary arts training program, *Cooking for Life*, until 2020.

### **STOPPING THE CYCLE OF HOMELESSNESS**

Last year, Covenant House led the implementation of a pilot program across youth shelters called Family and Natural Supports. This program helps youth at risk of, or currently experiencing homelessness, to strengthen connections with family and/or extended networks of support with the intention of interrupting their experience with homelessness. This program reconnected 204 youth with their families last year, a 66 per cent increase over the year prior.

### **ADDRESSING OUR CURRENT ORGANIZATIONAL NEEDS AND PLANNING FOR THE FUTURE**

Ensuring we maintain a strong foundation from which to deliver our strategic plan is essential. We have reviewed and confirmed our vision for robust, impactful services that meet the individual needs of our young people. Over the last year, this review focused on our fundraising, technological and real estate capacities. In the coming year, we will initiate projects to systematically address these areas over the next five years.

In summary, it has been a year of significant progress, stewarded by the thoughtful leadership of Executive Director Bruce Rivers. We wish him all the best and thank him for his service over the past seven years. We are reminded that our work could not continue without the generosity of our donors, for which we thank you.

Kenneth Morell  
*Board Chair*

# BROAD SOCIAL ISSUES AND OUR Youth

A youth's pathway to our doors is complex and a result of an interplay among numerous factors—many of which are beyond their control.

## HOUSING

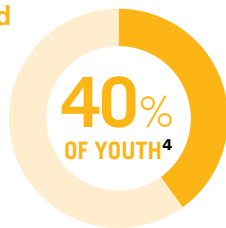
MORE THAN 1 IN 3 YOUNG ADULTS aged 20 to 34 live with a parent, a trend that has been increasing since 2001<sup>1</sup>



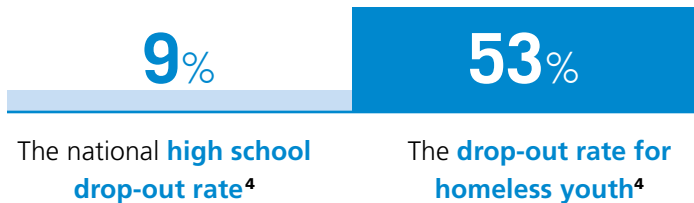
Of the homeless youth that find housing, approximately...



Homelessness is first experienced before the age of 16 by...



## EDUCATION



## EMPLOYMENT



## HEALTH & WELL-BEING



Among youth who are homeless in Canada...



<sup>1</sup> Statistics Canada. (2016). *Young adults living with their parents in Canada in 2016*.  
<sup>2</sup> Centre for Addiction and Mental Health. (2014). *Exiting Street Life Project*. Toronto.  
<sup>3</sup> Mental Health Commission of Canada. (2013). *Making the Case for Investing in Mental Health in Canada*.  
<sup>4</sup> Gaetz, S., O'Grady, B., Kidd, S. and Schwan, K. (2016). *Without A Home: The National Youth Homelessness Survey*. Toronto: Canadian Observatory on Homelessness Press.

## ADDRESSING UNIQUE

# Circumstances

The development of our body, mind and social skills are key experiences during our adolescence. For healthy growth, we need caregivers who will support us and let us make mistakes.<sup>5</sup> But, for youth who are on their own, whether they are homeless or exiting situations of sex trafficking, this development is interrupted; basic needs are the priority. For these young people to have the same chance as their peers, we must give them the secure, safe and supportive environment they need to grow.

Stable, affordable housing is an important element. In a national study, youth who've experienced homelessness pointed out the connection between housing, employment and education. They said not having housing made it hard to stay in school or get a job<sup>5</sup> There are many reasons why youth may have to leave their home (see pages 10-11 for more). For those leaving trafficking situations, they may not have a place to turn or return to.

On their own, young people have a very hard time getting rental housing. The challenge is greater in major cities like Toronto, where there are few affordable options and landlords have additional demands like references, a good credit score, etc.

However, stable, affordable housing is just one element. Youth who are homeless or have been trafficked also require supportive relationships and a chance to focus on their health, education and employment needs. Combined, these elements can improve health and lay the foundation that makes independent living possible.

### IT IS WITH THIS IN MIND THAT COVENANT HOUSE HAS DEVELOPED THE FOLLOWING STRATEGIC PRIORITIES:



**HOUSING AND  
AFTER-CARE**



**HEALTH AND  
WELL-BEING**



**EDUCATION AND  
EMPLOYMENT**



**PREVENTION AND  
EARLY INTERVENTION**

<sup>5</sup> Schwan, K., Gaetz, S., French, D., Redman, M., Thistle, J. and Dej, E. (2018). *What Would it Take? Youth Across Canada Speak Out on Youth Homelessness Prevention*. Toronto: Canadian Observatory on Homelessness Press.

# Strategic Plan

FISCAL 2018-2019 RESULTS



## HOUSING AND AFTER-CARE

**GOAL: Expand housing and after-care services to meet the complex and diverse needs of our youth.**

### 2018-2019 RESULTS

- Opened our Supported Lodging program in early spring with funding from the City of Toronto; 2 homes, 4 youth in each, who are racialized or identify as LGBTQ2S+
- Opened Avdell Home in November 2018 for up to 6 victims of sex trafficking
- Supported 712 youth in our residential programs
- Provided one-on-one support to 326 youth housed in the community
- Increased the number of youth we housed in our apartment program by 26 per cent with new government and donor funding
- Added a housing worker to support 16- and 17-year-old youth entering the child welfare system
- Completed the renovation of our drop-in centre where we supported 1,793 young people
- Completed installation of an all-gender wing in our CIBC Rights of Passage program area



## HEALTH AND WELL-BEING

**GOAL: Improve the health and well-being of our youth.**

### 2018-2019 RESULTS

- Had 4,647 visits to our on-site health care clinic and treated 644 youth
- Enhanced our mental health and addiction supports for youth through community partnerships and helped 465 youth with their mental health concerns
- Continued the review and evaluation of our new youth-led, individualized approach to care
- Supported 113 victims of sex trafficking and connected them with the services that they need
- Matched 61 youth with mentors





# CORE VALUES OF STRATEGIC PLAN:

YOUTH-CENTRED

COLLABORATION

LEADERSHIP

CONTINUOUS  
IMPROVEMENT



## EDUCATION AND EMPLOYMENT

**GOAL:** Expand educational and employment opportunities for our youth.

### 2018-2019 RESULTS

- 37 youth attended our on-site high school earning 20 credits
- Secured additional funding to extend our Cooking for Life program to September 2020
- 583 jobs and job training placements were realized by our youth
- Hired an occupational therapist to support our life skills, arts and recreational programming and offered 540 workshops where youth can gain skills, like budgeting, to help their transition to independent living
- Began a review of our approach to employment support in order to create more opportunities for youth
- Assessed the possibility of a barbering or an esthetics job training program and determined it is not viable



## PREVENTION AND EARLY INTERVENTION

**GOAL:** Expand our initiatives in homelessness and sex trafficking prevention and early intervention to better protect our youth.

### 2018-2019 RESULTS

- Delivered homelessness and sex trafficking prevention presentations to more than 27,000 students
- Provided 84 local and national training sessions to front line workers and professionals from the hospitality industry
- Implemented our program that reconnects youth with their families and/or personal support network and assisted 204 youth
- Began development of a new online hub to share information about sex trafficking and tools to support the general public, caregivers, service providers and industry
- Shared the findings from our national research study, conducted with Ipsos, to determine the attitudes and behaviours that put young women at risk of sex trafficking



## ORGANIZATIONAL CAPACITY AND EXCELLENCE

**GOAL:** Increase our organization's reputation and capacity to ensure we can grow and deliver programs and services to our youth.

### 2018-2019 RESULTS

- Reviewed and developed a long-term plan and budget for the agency's technological infrastructure to strengthen our administrative capacity
- Expanded staff training, development and engagement and launched a diversity and social inclusion project
- Expanded our community partnerships to provide better support for our young people and heighten our research and evaluation capacity
- Launched a new mobile responsive corporate website with a stronger focus on our impact
- Began the development of a strategic real estate review to build a longer-term plan of organizational needs

# Story

TAYLOR'S



My name is Taylor Bennet.\* I'm a strong, independent young woman who has conquered a lot this year. Avdell Home was a part of my recovery.

When I met my advocate from Covenant House, she offered me a safe place to rest and wrap my head around the horrible situation I had just left. I was suicidal, extremely scared and had severe social anxiety. When my advocate showed me videos of the space I could move into, I was a little nervous—it seemed unreal at first. I chose to give it a chance. It was the best choice I have ever made in my life.

From Avdell, I have been able to work on obtaining my high school credits, and I participated in a work readiness program. These are two things I never thought I would do again.

I meet with a mental health counsellor and she has taught me skills to stay mentally healthy and to remind myself that I am worthy of love.

This is the healthiest I have ever been and I have grown a lot since being here. I plan to continue to keep learning and working toward my high school diploma. I plan on attending college for law and want to use all my talents to the best of my ability.

**I am most grateful for the feeling of safety, and the genuine care and kindness Covenant House staff have shown me. I appreciate that staff understand what I have been through.**

**I am proud of myself!**

*\*Note: To protect this youth's identity, we have changed her name at her request and used a stock photo.*



IGNITING

# Potential

Scotiabank staff Karen Soos, Director of Philanthropy (standing, left); Clinton Braganza, SVP, CMO and Covenant House Board Member (standing, centre-left); Austin Walker, ScotiaMcLeod Investment Associate (standing, centre-right); and Toni Ferrari, SVP (sitting, second to the right), engaging with Covenant House youth.

Scotiabank is no stranger to supporting the community. As a generous donor to Covenant House for more than 30 years, they believe in helping young people regain their power.

“We are particularly committed to helping young people in the community reach their infinite potential, and we recognize what is possible when they have the guidance, confidence and tools to navigate the world ahead,” said Karen Soos, Scotiabank’s Director of Philanthropy.

The company recently made a three-year funding commitment through their philanthropic focus on Young People in the Community. The funds will go towards our Crisis Shelter to provide safe shelter and access to food and health care services. It will also help build networks and enhance family connections.

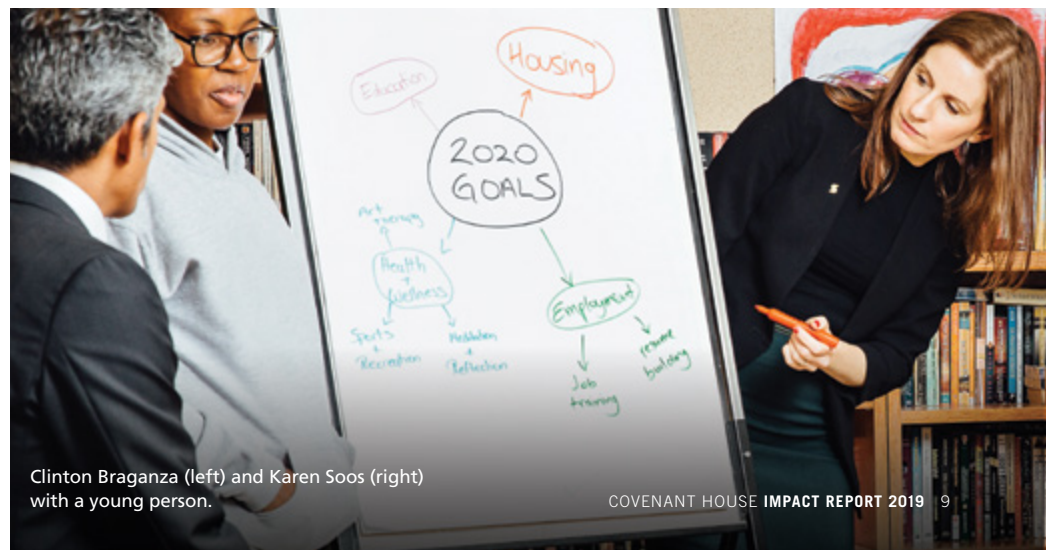
In honour of this gift, we have named our intake area *Scotiabank, Igniting*

*Potential Together.* With the help of Scotiabank, our youth have the support they need. But more than this, they can gain strength knowing that there are people who believe in them.

In fact, there are large numbers who believe in our youth. Many Scotiabank employees get behind their support of Covenant House, participating in the annual Sleep Out event, enrolling teams in the Guts + Glory obstacle challenge and making personal donations.

**We’re always proud to see a number of Scotiabankers volunteering their time to visit the agency and lend a hand,” said Soos.**

**“Our ongoing partnership with Covenant House is representative of our trust and belief in the great work they do.”**



Clinton Braganza (left) and Karen Soos (right) with a young person.

# OPENING DOORS FOR Youth

For the young people we support at Covenant House, the trauma they have experienced often started at home. After experiencing years of abuse at home, the street can seem like a safer option. And for victims of sex trafficking, the option of returning home might not be possible. They have been isolated from their family and friends and are carrying the shame and stigma of their trafficking experience.

## DEALING WITH TRAUMA

For youth who have experienced serious trauma, leaving the traumatic situation isn't enough to erase its impact. And leaving home for the street only worsens a young person's ability to cope. It also increases their chances of violence and exploitation. Youth need time and support to address these complex issues, but the need to survive on the street hinders opportunities for healing.

## PROVIDING SAFETY AND STABILITY

While rental rates continue to soar in the city, we provide young people with affordable housing options. This support allows them to thrive over the long-term.

Stable and affordable housing is the first step in the journey to recovery. But, as we mentioned earlier, young people also need supportive relationships and the chance to focus on health, education and employment needs.

## MEETING YOUTH'S COMPLEX NEEDS

Thanks to the support of private donors, corporate partners and government, we're housing more youth and better supporting their unique needs.

Our community apartment program is an important element in our continuum of care as it helps youth move from our crisis shelter into independence. Once youth leave the shelter, our staff continue to meet with them in the community to support their progress.

In November 2018, we opened the Avdell Home, a short-term residence for victims of sex trafficking. And in the spring, we opened two specialized houses; one dedicated to housing racialized youth and one for LGBTQ2S+ youth.

These two homes provide up to four youth in each residence with a safe and stable environment. They receive guidance from a house mentor and individualized support from their worker.

Through our unique, specialized programs, we are transforming lives.

### OVER THE LAST YEAR, WE'VE:



**GROWN OUR COMMUNITY  
APARTMENT PROGRAM**



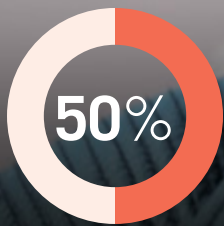
**LAUNCHED A NEW HOUSING  
PROGRAM FOR SURVIVORS  
OF SEX TRAFFICKING**



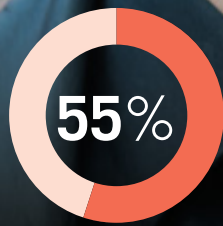
**OPENED TWO SPECIALIZED HOUSES  
FOR VULNERABLE YOUTH**



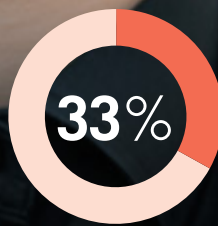
**ACCORDING TO A RECENT SURVEY OF THE YOUTH AT COVENANT HOUSE:**



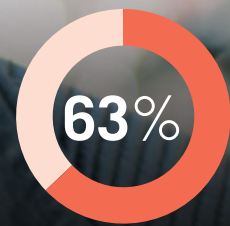
**LEFT HOME BEFORE  
THE AGE OF 18**



**LEFT HOME  
BECAUSE OF ABUSE**



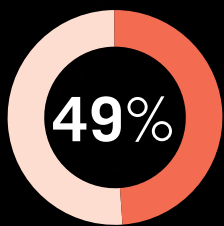
**WHO IDENTIFY AS LGBTQ2S+  
LEFT OR WERE KICKED OUT  
OF HOME BECAUSE OF THEIR  
GENDER OR SEXUALITY**



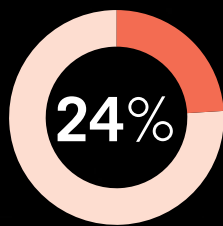
**REPORTED THAT  
THEY DON'T HAVE  
SUPPORTIVE ADULTS  
IN THEIR LIVES THEY  
CONSIDER FAMILY**

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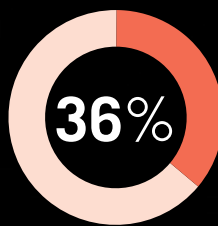
**AS A RESULT OF THIS TRAUMA, YOUTH ARE STRUGGLING TO COPE:**



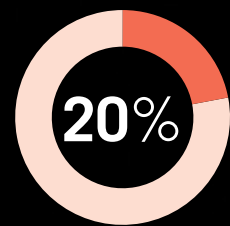
**REPORTED USING  
AT LEAST ONE  
SUBSTANCE AT  
LEAST ONCE A WEEK**



**FELT THEIR  
SUBSTANCE USE  
WAS OUT OF CONTROL  
IN THE PAST YEAR**

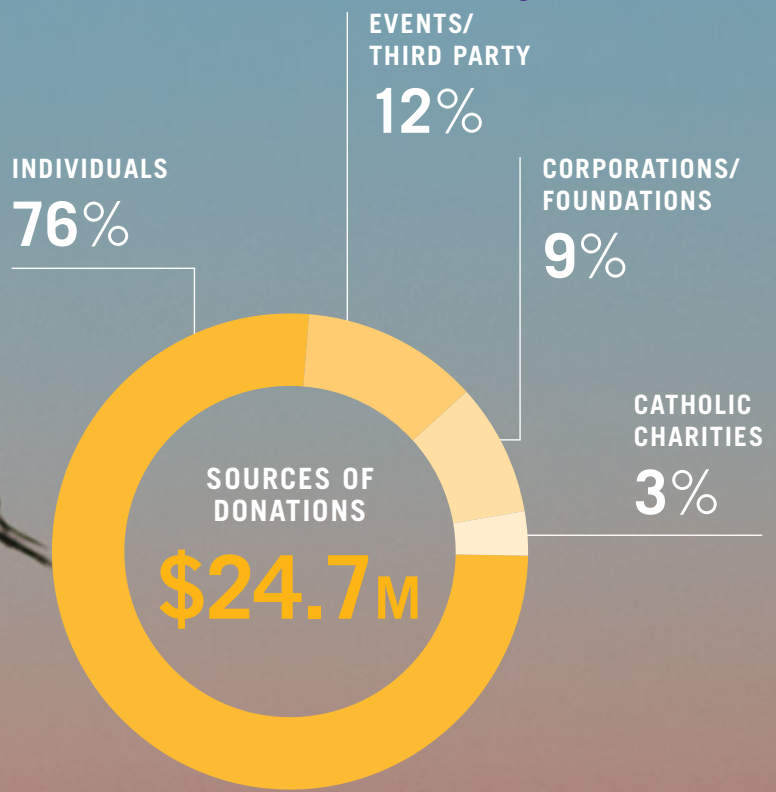


**FELT DEPRESSED  
AND/OR HELPLESS  
ABOUT THE FUTURE  
IN THE PAST MONTH**



**HAVE SERIOUSLY  
CONSIDERED ATTEMPTING  
SUICIDE IN THE PAST  
THREE MONTHS**

# DELIVERING FINANCIAL Sustainability



Our donors provided 76 per cent 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 investment income representing almost half of the surplus and maintaining tight controls on our operational expenses.

We are seeing strong evidence of the diversification efforts our agency has been making over the past several years. Fundraising revenue remains strong while managing costs, government

funding has increased by 2 per cent over the previous year and investment income has increased by 4 per cent.

As a result, we were able to increase our support of our services and programs for youth by \$2.78 million over last year, including investments made in our shelter, providing more community-based housing options and the complementary staffing support to ensure youth can succeed while living on their own.

We continue to re-invest our surplus to fund our strategic plan initiatives. This includes capital projects to upgrade our facilities, new housing options for youth, technology and systems

improvements as well as ensuring our reserves include a maximum coverage of up to six months of our annual operating expenses to be used for emergency situations.

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.

AMORTIZATION OF DEFERRED CAPITAL CONTRIBUTIONS

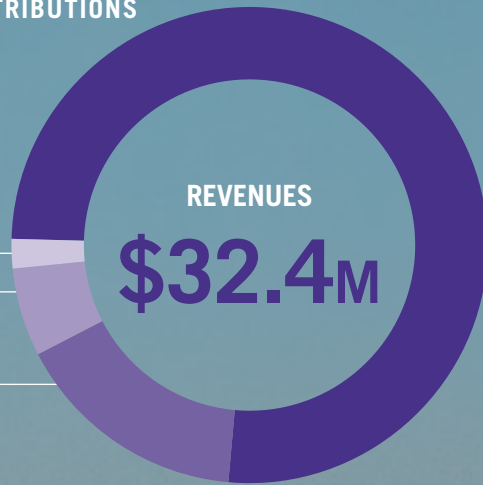
2%

INVESTMENT INCOME AND OTHER

6%

GOVERNMENT FUNDING

16%



DONATIONS

76%

REVENUES

\$32.4M

HEALTH CARE

4%

RESEARCH AND EVALUATION

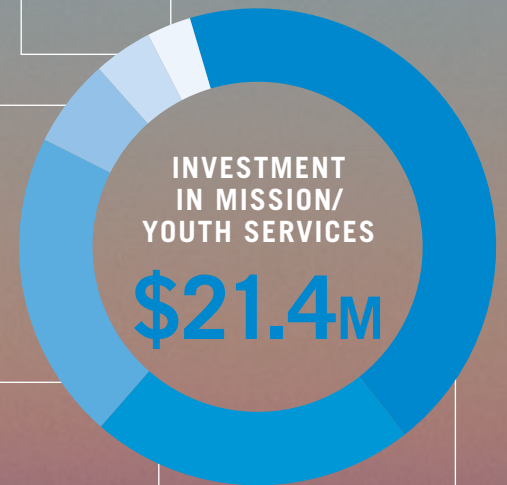
3%

MANAGEMENT AND ADMINISTRATION

5%

PUBLIC EDUCATION AND PREVENTION PROGRAMS

6%



INVESTMENT IN MISSION/ YOUTH SERVICES

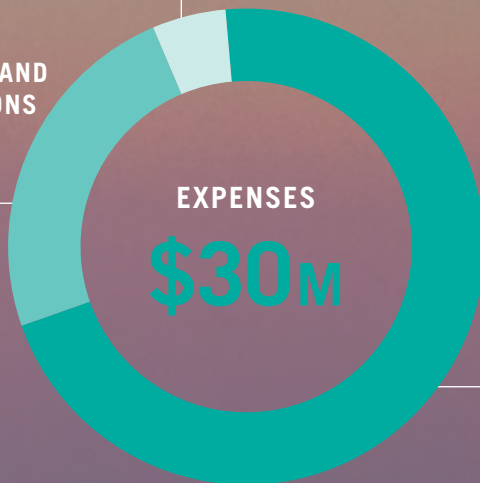
\$21.4M

LONG-TERM TRANSITIONAL HOUSING

21%

FUNDRAISING, DEVELOPMENT AND COMMUNICATIONS

24%



EXPENSES

\$30M

YOUTH PROGRAMS

71%

COMMUNITY SUPPORT SERVICES AND OUTREACH

22%

SHELTER AND CRISIS CARE

44%

FOR FULL FINANCIAL STATEMENTS

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

# Governance

## ORGANIZATIONAL EFFECTIVENESS

At Covenant House Toronto, we measure our effectiveness by our ability to successfully deliver and expand services for youth who are homeless, trafficked or at risk. We manage this through a continuous-improvement framework focused on our operations, fundraising ability and efficiency, governance practices and stewardship.

## FISCAL STEWARDSHIP AND TRANSPARENCY

Covenant House is unique among social service organizations in that nearly 80 per cent of our annual operating budget comes from donations, whereas many other similar not-for-profits receive most of their revenues from government funding or other organizations. Our fundraising costs are in line with government and industry standards.

events. This year, we developed a strategy to grow leadership gifts over the next five years.

## RESERVES

Our policy is to maintain a maximum reserve fund of up to six months of our current operating budget to be used for emergency situations, capital upgrades and/or for the agency's future development.

## INVESTMENTS

Our Board of Directors is responsible for overseeing and monitoring Covenant House's investment portfolio. The Board's Finance/Property Committee oversees all banking arrangements including the investment of surplus funds. Management is responsible for implementing the policies related to banking and investing.

## RISK MANAGEMENT

We are 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.



Covenant House staff Shawn Howard, Bradley Le-Jambe, Oneil Simpson and Robert Lambert serving food in our drop-in centre.

## DECISION-MAKING

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

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

While we continue to increase our 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 privately-funded agency, we recognize that we must have a diverse portfolio of fundraising programs and revenue sources to ensure financial viability and reduce risk. We have been working toward the development of lower-cost fundraising sources for the past several years and have had continued success in growing monthly giving, leadership gifts and peer-to-peer







HOSHANG'S

# Story

Standing in his graduation robe and smiling from ear to ear, Hoshang looks every bit the successful graduate. However, graduating high school wasn't a simple matter of getting credits, school was impacted by Hoshang's home life.

The house where Hoshang lived with his family was not a loving home. It provided shelter but because of his father's verbal abuse, fear and shame filled the environment. No effort was enough and unable to bear the abuse, Hoshang dropped out of school and left home.

"I thought I was the problem. I wasn't good enough and wouldn't amount to anything."

Hoshang found his way to Covenant House and with food and stable housing, was able to focus on his direction again. He turned to our on-site high school but with his father in his head, Hoshang struggled. High school staff members Eileen and Tony noticed this.

**"They pulled me aside and told me I was an excellent kid and I had a bright future ahead of me."**

Their caring words made an impact. Hoshang persisted and in May 2019, surrounded by supportive staff and peers, Hoshang celebrated his graduation. With newfound confidence, he shared his plans to continue his education and, expressing his thanks to his supportive workers, he stated with a smile, "I'd like to become a youth worker."



Mark Aston, Executive Director (right), spending time with youth.

As a newcomer to Covenant House, I can see how fortunate we are to receive such strong support from our community of donors including individuals, family foundations, corporations and government funders. Thanks to your generosity, last year, we were able to offer the widest range of 24-7 services in Canada to about 350 youth each day who are homeless or trafficked.

Covenant House is known for its life-changing programs, services and people, and I'm proud to lead the charge at such a highly regarded organization.

### DELIVERING IMPACTFUL PROGRAMS

As we embark on year three of our strategic plan, our main focus will be on ensuring we continue to deliver impactful programming to the young people who seek our support.

With the leadership of our in-house research department, we will evaluate the delivery of our various housing programs, assessing their impact and alignment with best practices to ensure we meet the complex needs of the youth we serve.

Meeting the needs of our youth requires a strong commitment to diversity and social inclusion, and we will keep up our efforts to create a welcoming and inclusive environment honouring the lived experiences of our youth and staff.

### PROVIDING HOLISTIC CARE

Our team at Covenant House knows the best care comes through healing body, mind, heart and spirit. To this end, we will continue to strengthen our health and well-being supports for youth with the help of our strong volunteer team and community partnerships.

### BREAKING DOWN BARRIERS

Once youth have stabilized and are able to begin thinking through a plan for independence, education and employment goals can be pursued. This coming year, we will put in place more individualized support for youth who are experiencing significant barriers and offer more employment opportunities.

### INCREASING AWARENESS OF SEX TRAFFICKING

Last year, we released the findings of a national study conducted with Ipsos regarding the attitudes and behaviours that could put girls at a greater risk of being lured into sex trafficking. We learned there is a critical window of time to educate teens about sex trafficking so they can take steps to protect themselves. Based on these insights, we will launch an awareness campaign across Ontario to educate teens about sex trafficking.

We will also be launching an online hub through our new corporate website that will provide the general

public, caregivers and members of the social services sector with important resources on sex trafficking to increase awareness and support prevention efforts.

### TELLING OUR STORY

Over the last year, our communications team has made great efforts refining how we bring our work to life. We have launched a new website that tells our story in a more engaging and impactful way, and we hope you like what you see.

### THANK YOU

Covenant House is known for its excellent delivery of programs and services, and I will work hard to support the continuation of this important work. Thank you for your ongoing support of the youth who are homeless, trafficked or at risk.

Mark Aston  
Executive Director



Executive Director, Mark Aston.

Covenant House staff, Karen Eacott (left) and Frederick Shayo-Mushi (right) on our terrace.

# Board

## AND SENIOR MANAGEMENT AS OF JUNE 30, 2019

### CHAIR

**Kenneth Morell**  
*Senior Global Advisor*  
Dentons LLP

### VICE CHAIR

**Diane Karnay**  
*Counsel*  
Wilson Vukelich LLP

### SECRETARY/TREASURER

**Bruce Shewfelt**  
*Managing Director*  
Clariti Strategic Advisors

### PAST CHAIR

**Kevin Patterson**  
*Group Head,  
Technology and Operations*  
CIBC

### DIRECTORS

**David Armstrong**  
*Director*  
Onex Partners

**Clinton Braganza**  
*SVP and Chief Marketing Officer,  
Global Marketing*  
Scotiabank

**Pamela Bryant**  
*Senior Fellow, Munk School  
of Global Affairs and 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

**Amanda Lang**  
*Anchor*  
Bloomberg North

**Larry MacGirr**  
*President & CEO*  
HealthHub Patient  
Engagement Solutions

**Dan McGrath**  
*Chief Operating Officer*  
Cineplex Entertainment

**Susan Paterson**  
*Director of Client Service*  
RGP (Resources Global  
Professionals)

**Sister Mary Rowell**  
*Sisters of St. Joseph*

**Chief Mark Saunders**  
*Toronto Police Services*

**The Honourable Karen Weiler**  
*Retired Judge of the Court of  
Appeal for Ontario*

### 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](http://CovenantHouseToronto.ca)**

\*Bruce Rivers retired and Mark Aston joined Covenant House Toronto as Executive Director in July 2019.

## COVENANT HOUSE INTERNATIONAL

Millions of kids suffer on the streets every day. For over 40 years, Covenant House has sheltered and cared for these young people – now standing as a powerful human rights movement for homeless and trafficked youth in 31 cities across six countries.



# Covenant House

Covenant House Toronto  
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### CONNECT WITH US

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