



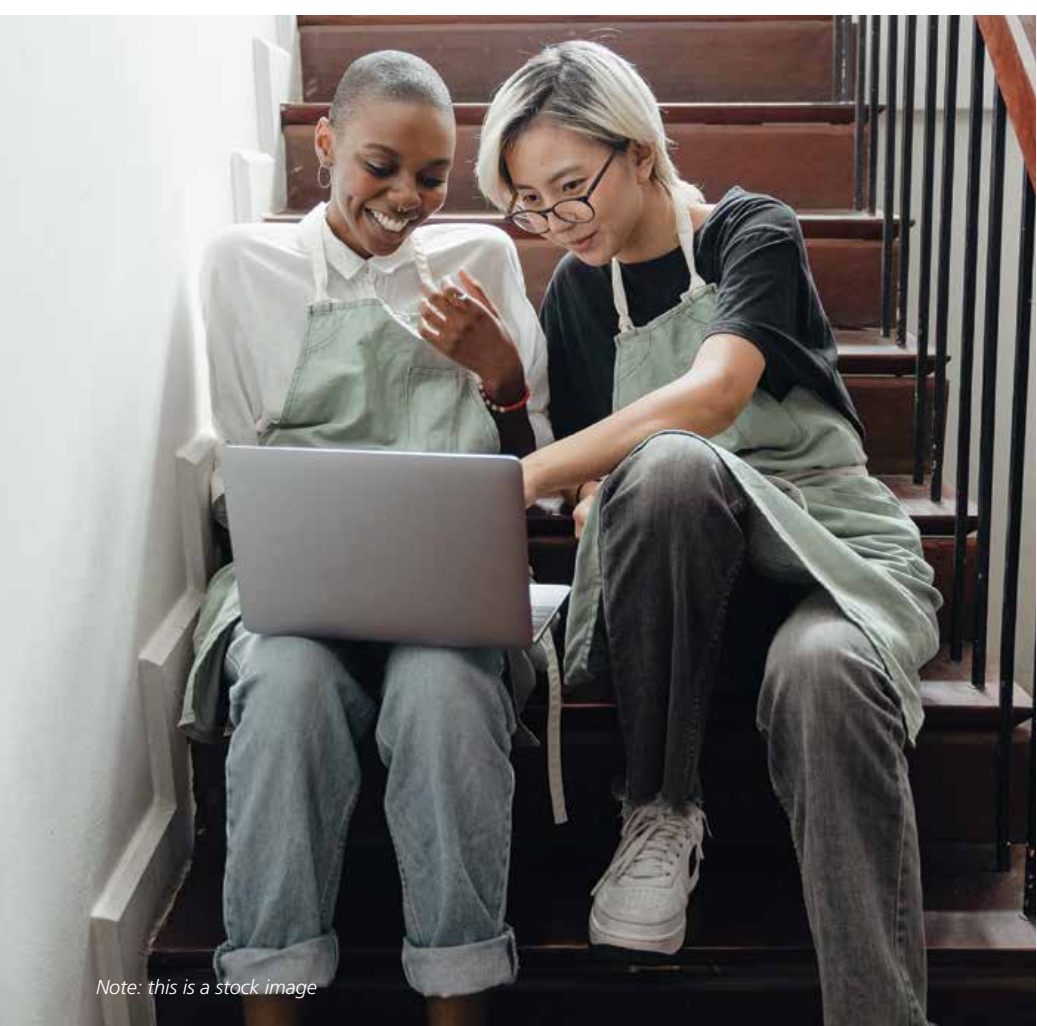
Covenant  
House

IMPACT REPORT  
2020

PROVIDING 24-7

*Care*

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



*Note: this is a stock image*



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

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**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.





Staff members Calvin Scott and Elisa Simpson in our on-site clinic. Photo taken before COVID-19.

Thousands of youth experience homelessness and sex trafficking in Canada. And every day, we see these young people walk through our doors feeling powerless, with nowhere to turn. They suffer from traumatic events in their young lives, leaving them struggling with their physical and mental health.

And now, we find ourselves in the middle of a health crisis the world has never seen. The young people staying with us – who have put so much work into stabilizing their lives – have been

thrown back into uncertainty due to COVID-19. For many, their feelings of anxiety, isolation and fear for the future have been heightened even further.

Our expert staff are working to ensure we can provide the care that our youth need to make positive strides forward.

**DURING COVID-19,  
COVENANT HOUSE TORONTO  
REMAINS OPEN 24-7,  
SERVING MORE THAN  
300 YOUTH A DAY.**

Our front line staff are working to keep youth experiencing homelessness and survivors of sex trafficking healthy and safe during this pandemic and beyond. We continue to provide food, shelter, housing, medical care, counselling and more – and we couldn't do this without your help. Thank you.

**TO READ ABOUT SOME OF OUR  
YOUTH AND THE DONORS WHO  
SUPPORT OUR WORK, VISIT  
[COVENANTHOUSETORONTO.CA/  
2020-IMPACT-REPORT](https://covenanthousetoronto.ca/2020-impact-report)**

“THE YOUNG PEOPLE WHO USE OUR SERVICES HAVE DEMONSTRATED EXCEPTIONAL RESILIENCE AND COURAGE. OUR TEAM HAS ALSO RISEN TO THE CHALLENGES PRESENTED, SHOWING COMMITMENT, PASSION AND GRIT.”  
— MARK ASTON



TO OUR LOYAL

# Supporters

Looking back on my first year at Covenant House, it has been uplifting, challenging and educational. I have learned so much about the difficulties faced by the young people we support. This includes their routes into homelessness and sex trafficking, and the services that are most effective in helping them to take back their lives so they can achieve their hopes and dreams. Read about Lisa's journey on page 8 and Jim's on page 9.

As we have all experienced, 2020 has been very unsettling. I never imagined that I would be leading the agency through these unprecedented times. The safety and well-being of our youth and staff have been and continue to be paramount in our decision-making. We have taken many steps to protect everyone's health and safety, including transferring almost half the youth in our residential program to a hotel with the support of the City of Toronto.

This move has decreased our number of shared spaces, including bedrooms, to minimize the opportunity for COVID-19 to spread. We also quickly mobilized mental health counselling via phone and video to support youth remotely during this challenging time. And we restructured our outreach and drop-in services to allow for physical distancing.

The events of this year have also highlighted the need for change as too many members of our community are experiencing anti-Black racism

and violence. At Covenant House, we will continue to reflect on the role we can (and must) play in helping our youth, staff, and communities to bring about a better tomorrow. That means making sure we are doing everything we can in our organizational community to live the principles of equity, diversity and inclusion. We are moving this work forward with our Social Inclusion and Diversity Committee, which will continue leading our work in this area over the coming year.

When I wrote to you last year, I said that I was proud to lead the charge at such a highly regarded organization. This feeling of pride continues to grow, especially as I see how our youth and staff have rallied in the face of this very difficult time. The young people who use our services have demonstrated exceptional resilience and courage. Our team has also risen to the challenges presented, showing commitment, passion and grit.

We have continued to provide high quality, essential services to youth in need on a 24-7 basis. And we couldn't have done this without you. Your faith in us and your generosity has been incredible and humbling.

Thank you for staying with us every step of the way.

Mark Aston  
Executive Director

“THE TIMES AHEAD MAY BE DIFFICULT, BUT THE BOARD HAS EVERY CONFIDENCE IN THE SUSTAINABILITY AND FUTURE PLANS OF THIS AGENCY.”

— KENNETH MORELL



#### TO OUR COMMUNITY,

This year has been difficult and unprecedented with the challenges presented by COVID-19. Yet, in the face of these challenges, our management team and staff have continued to support youth in need. The management team, led by Executive Director Mark Aston, has made thoughtful, solid decisions that have served the organization well. Over the course of his first year with us, Mark quickly demonstrated his exceptional leadership skills under extremely difficult circumstances.

This year brought a heartfelt goodbye to one of the members of our staff leadership team, Carol Howes, program director, after more than 25 years with the agency. She has left an indelible impact on Covenant House and will be dearly missed. We now welcome Debbie Schatia to the

senior management team as our new program director – another strong addition to the agency's leadership.

Over the last year, our board has focused on ensuring we maintain a strong foundation for delivering our strategic plan. This included continuing to move forward on our work to enhance the agency's service, fundraising, technological and real estate capacities. The team successfully completed the first year roll-out of our Information Technology enhancement plan, including the creation of more robust infrastructure to enable a large workforce to work remotely due to COVID-19.

As this pandemic has taken hold of the globe, there is uncertainty as to what the future will hold. The times ahead may be difficult, but the board has every confidence in the sustainability and future plans

of this agency. It has only been with your support that we have continued delivering our life-saving programs to vulnerable youth without interruption throughout this challenging time. To read about some of our incredible donors, visit [covenanthousetoronto.ca/2020-impact-report](https://covenanthousetoronto.ca/2020-impact-report).

We are learning valuable lessons and adjusting our response to the experiences and learnings from this year. Thank you to the board, our staff team, and you, our loyal supporters, for your unwavering support during this difficult time.

Sincerely,

A handwritten signature in black ink, appearing to be 'KM', with a long horizontal line extending to the right.

Kenneth Morell  
Board Chair



# Youth

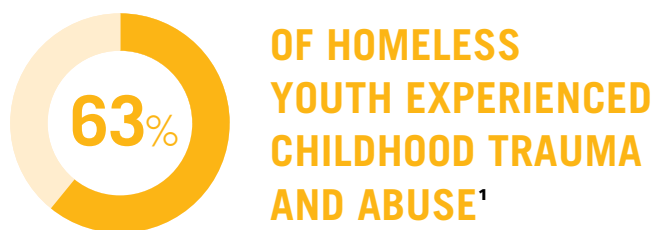
## BROAD SOCIAL ISSUES AND HOMELESSNESS

The reasons why young people experience homelessness are complex and a result of an interplay between numerous factors – many of which are beyond their control.

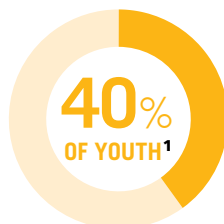
Social issues, such as inequality, discrimination, and poverty, can have a significant impact on the lives of families and young people who are already struggling with other difficulties. The trauma from these experiences may compound generation after generation and detrimentally affect a young person's development and ability to become an independent adult.

Many homeless youth have had to struggle with:

### UNSTABLE HOMES



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

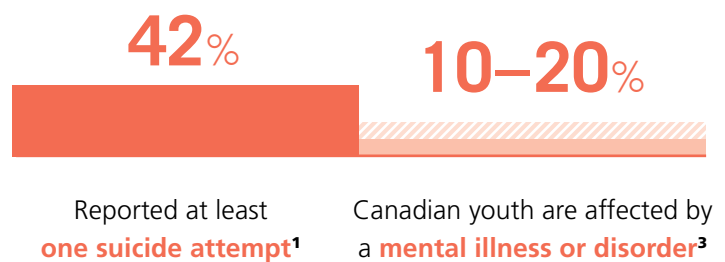
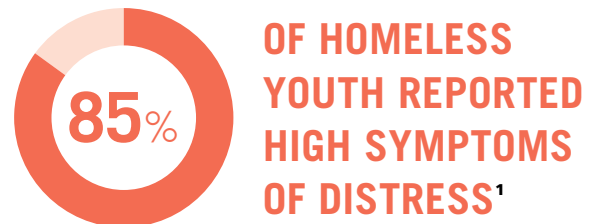


More than 1 in 3 Canadian young adults aged 20 to 34 rely on, and live with a parent, a trend that has been increasing since 2001<sup>2</sup>. Youth experiencing homelessness have vastly reduced support from family



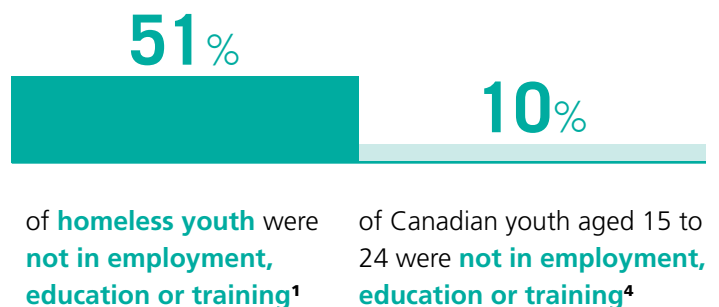
### HEALTH & WELL-BEING

Declining **mental health** due to experiences of childhood adversity



### EDUCATION & EMPLOYMENT

Low school participation and unemployment due to an unstable home and declining health



<sup>1</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. <sup>2</sup> Statistics Canada. (2017). *Young adults living with their parents in Canada in 2016*. <sup>3</sup> Mental Health Commission of Canada. (2013). *Making the Case for Investing in Mental Health in Canada*. <sup>4</sup> Statistics Canada. (2020). *Canada's Official Poverty Dashboard: Snapshot, February 2020*.

## ADDRESSING COMPLEX

# Needs

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 and learn from them<sup>5</sup>. However, for youth who are on their own, whether they are homeless, exiting situations of sex trafficking, or simply lacking supportive figures in their lives, this development is interrupted. For these young people to have the same chance as their peers, we must give them the safe, inclusive, and supportive environment they need to grow.

For those impacted by the inequality and discrimination that still exist in our society, their struggles are even greater. At Covenant House, more than half of our young people identify as a person of colour, and about a quarter identify as LGBTQ2S+<sup>6</sup>.

Research has shown experiences of inequity and discrimination occur both before and after youth become homeless, and create barriers to escaping poverty and homelessness<sup>5</sup>.

Since 1982, Covenant House Toronto has been dedicated to serving young people. As a learning organization, we strive for excellence and programs with impact. We continuously evolve our programming to better address the needs of all youth and have come to recognize the value of a multi-pronged approach.

More than a place to stay, Covenant House provides life-changing care with unconditional love and respect. We meet youth's immediate needs, and then we work together to achieve their future goals. Our agency does this by offering comprehensive programs and services, which form the priorities of our strategic plan.

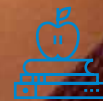
### THESE PRIORITIES INCLUDE:



#### HOUSING AND AFTER-CARE



#### HEALTH AND WELL-BEING



#### EDUCATION AND EMPLOYMENT



#### PREVENTION AND EARLY INTERVENTION

Through our strategic plan, we provide a holistic response to the complex needs of youth. On the next pages, we share the outcomes of our efforts from the last fiscal year.

<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. <sup>6</sup> Covenant House. (2019). *Covenant House Toronto Youth Survey: Summer 2019*.

# Strategic Plan

FISCAL 2019-2020 RESULTS



## HOUSING AND AFTER-CARE

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

### FISCAL 2020 RESULTS

- Supported 665 youth in our residential housing programs
- Added a housing worker to support the expansion of our community apartment program
- Provided one-on-one support to 283 youth housed in the community with the help of an additional Youth in Transition worker for increased support
- Supported 24 young women between our two specialized homes for survivors of sex trafficking
- Supported 1,513 young people in our drop-in centre
- Shifted about 40 per cent of the young people in our shelter to a hotel to follow City health and distancing protocols for COVID-19, and made adjustments to our programming to ensure youth continue to receive needed support. In addition to our youth at the hotel, we are also supporting 15 youth from two other shelters



## HEALTH AND WELL-BEING

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

### FISCAL 2020 RESULTS

- Had 4,748 visits to our on-site clinic and treated 604 youth
- Helped 417 youth with mental health concerns
- Expanded our mental health and addiction supports for youth through community partnerships, including offering increased health care/psychiatric supports in our drop-in centre
- Expanded our options for mental health and addiction counselling to include phone and video appointments
- Supported 108 victims of sex trafficking and connected them with the services that they need
- Matched 33 youth with mentors
- Updated our facility and operations to promote distancing and a safe environment, i.e. staggering meal times and seating, availability of personal protective equipment, increasing cleaning and sanitation, adding plexiglass barriers, etc.

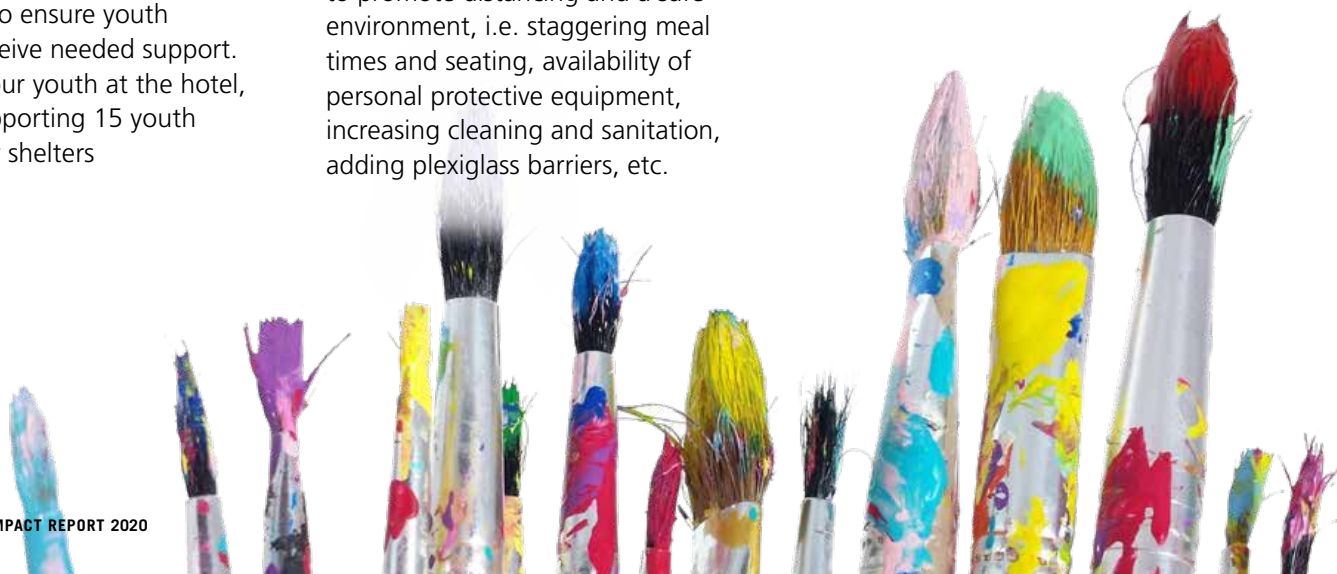


## EDUCATION AND EMPLOYMENT

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

### FISCAL 2020 RESULTS

- Significantly increased the number of life skills workshops offered this year to 1,158 and credits achieved to 3,262
- Secured additional funding to extend our Cooking For Life program to March 2023
- 455 jobs and job training placements were attained by our youth
- Supported joint programming activities between our high school program and partner agencies for an enriched curriculum experience
- Delivered virtual one-on-one sessions to help youth achieve education goals during COVID-19
- 20 youth attended our on-site high school earning 20 credits





# CORE VALUES

## OF STRATEGIC PLAN:

YOUTH-CENTRED

COLLABORATION

LEADERSHIP

CONTINUOUS  
IMPROVEMENT

### PREVENTION AND EARLY INTERVENTION

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

#### FISCAL 2020 RESULTS

- Secured a renewal of funds until March 2021 for our program that reconnects youth with their families and extended networks of support, and expanded this program to more sites
- Increased the number of youth reunited or reconnected with their families to 222
- Delivered homelessness and sex trafficking prevention presentations to over 16,000 students
- Provided 164 local and national training sessions to front-line workers and professionals from the hospitality industry
- Launched Shoppable Girls, a multi-media anti-sex trafficking awareness campaign for teen girls and caregivers
- Launched [TraffickStop.ca](https://traffickstop.ca), an online hub with anti-trafficking information and resources for the general public, caregivers, service providers and industry
- Worked in partnership with the Children's Aid Society (CAS) to develop a Caregiver Guide for foster parents and CAS staff, a resource for sex-trafficking awareness and a resource for youth in care



### 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.

#### FISCAL 2020 RESULTS

- Reviewed staffing and infrastructure and invested in multiple areas, including: added staffing across the agency, new fundraising software and data warehouse development, better integration of all organizational communications channels, and health and safety enhancements
- Worked with Covenant House International on projects related to improving services for youth, fundraising capacity and our agency's knowledge and awareness
- Expanded our research and evaluation capacity through in-house resources and external partnerships to facilitate youth surveys, program evaluations, better understand youth needs and the impact of our agency's work
- Real Estate Advisory Committee work continued to build a longer-term plan of youth housing needs
- First year roll-out of IT review recommendations took place and focused on meeting remote office needs as a result of COVID-19



LISA PAYS IT

BY HELPING YOUTH FIND EMPLOYMENT

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

Lisa always knew she had value – even when others didn't see it as she struggled with homelessness and financial instability.

She was determined to do everything she could to improve her situation.

After first staying in our crisis shelter, Lisa moved to our CIBC Rights of Passage transitional housing program. Here, she had a stable roof over her head and a chance to gain important life skills such as money management.

This helped ensure that she could pay off debts, rent, other monthly bills, and save for her future.

Lisa's stay also allowed her to meet other youth and learn from the challenges they were working hard to overcome, like finishing school, finding a job or securing housing. Their experiences were a reminder that, "your financial status is not an indicator of your character. Your value to this world is found in your resiliency in times of adversity and your empathy for the most vulnerable."

This belief stuck with Lisa after leaving Covenant House. It led her to find a job with a tech company supporting the employment sector on various projects like inclusive hiring.

It also steered her towards volunteering with the City of Toronto. Here, she participated in highlighting how the city's programs and services impact youth. She also volunteered at George Brown College to help marginalized students enter apprenticeships.

**Lisa states, "I enjoy helping others discover how their talents can create unique opportunities for finding and engaging in meaningful work."**

Understanding that we all possess something worth sharing, Lisa is making her mark by giving others the chance they deserve.



# YOUTH *Perseveres*

## THROUGH COVID-19 HURDLE

You may remember Jim Leung from his story in our 2018 Impact Report. After spending time in our crisis shelter and our on-site transitional housing program, he graduated high school with honours and received a Bachelor of Science with Honours from the University of Toronto.

Today, Jim is a graduate of U of T with a BSc in nursing. However, COVID-19 made it difficult to finish

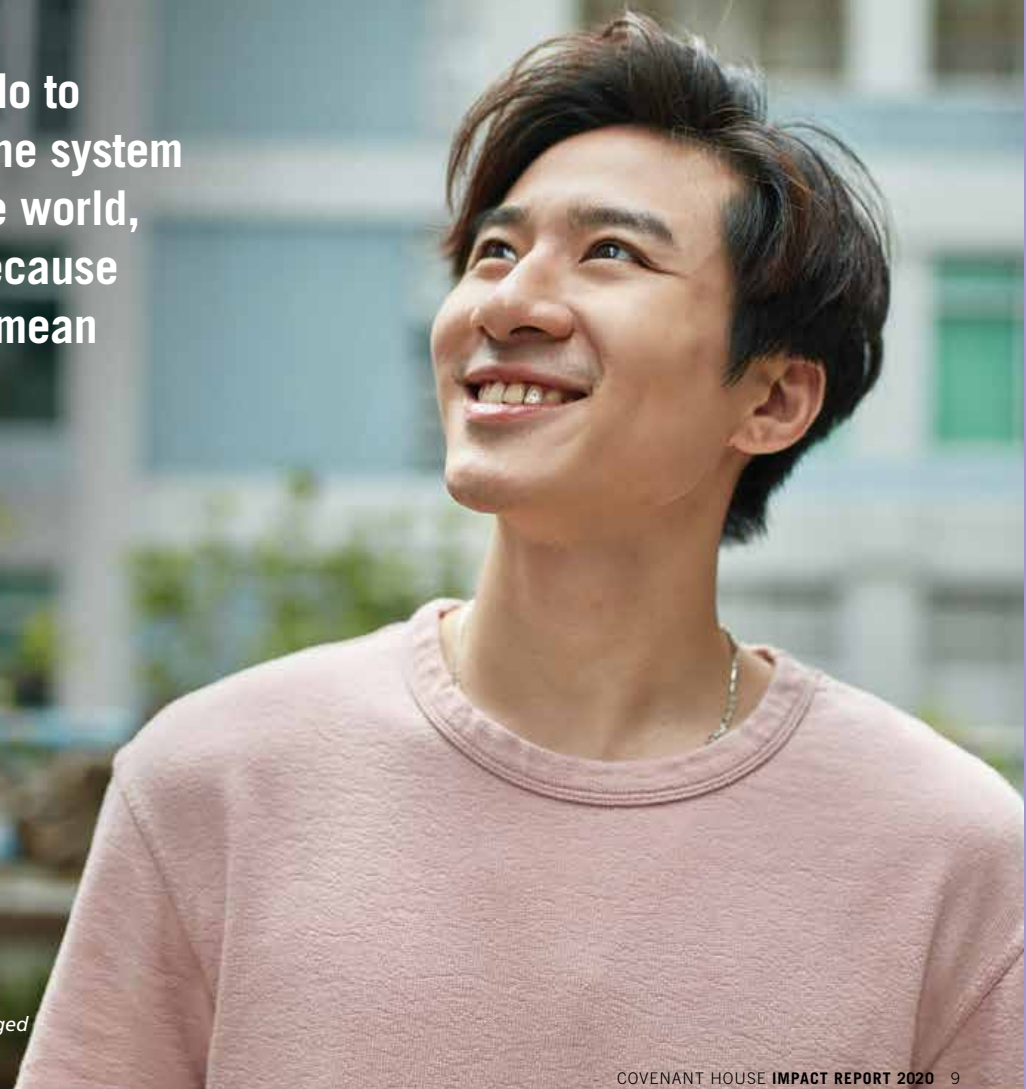
his education. Since the last part of the program moved online, he says he lost out on practical knowledge he would have gained in the field.

Also, money was tight since physical distancing kept him from his side job as a photographer. Jim worried he'd have to choose between paying rent and the fees for his nursing licence. But then, a unique opportunity came into his life in May.

After a referral made by a Covenant House staff member, a local photographer working for the City of Toronto hired Jim to assist on a photography project profiling Torontonians experiencing homelessness or poverty during COVID-19. Photos are being compiled to create a coffee table book celebrating the strength and resilience of citizens during this unique time in our city's history.

The project was a great opportunity for Jim; however, he's keeping his sights set on the future. His goal is to join the health care team at Covenant House.

**"If there's anything I can do to help someone navigate the system and feel less alone in the world, I'd like to do that. Just because you're homeless doesn't mean you're hopeless."**



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



# IMPACTS OF *Covid-19* ON VULNERABLE YOUTH

For youth experiencing homelessness, the pandemic appears to be worsening an already difficult situation. These youth are reported to be feeling more isolated and lonely. And some are reported to be trying to cope through increased substance use. All while access to in-person supports has decreased across the sector due to physical distancing requirements.

These preliminary findings come from ongoing research led by Dr. Naomi Thulien, assistant professor at McMaster University School of Nursing, and nurse practitioner at Covenant House Toronto, and Dr. Amanda Noble, the agency's lead researcher. With support from the Canadian Institutes of Health Research and in collaboration with A Way Home Canada and Lived Experience Lab, they are exploring the impacts of COVID-19 on the mental health and substance use of young people experiencing homelessness.

## INCREASED ISOLATION

In surveying front line service providers across the country, the researchers concluded that the pandemic appeared to be having a tremendous impact on the mental health of young people experiencing homelessness. Front line staff reported increases in isolation, loneliness, anxiety, depression and suicidal ideation among the youth they serve.

## COPING ALONE

Creating opportunities for young people experiencing homelessness to gather safely in social groups where they feel a sense of belonging can be critical to their mental health. The need for these youth to interact with their community takes on a heightened level of importance as providers are noting young people are increasing their substance use during the pandemic, and often using alone. This has translated into fear of a heightened risk of overdose for this population.

## ACCESSING SERVICES SAFELY

The COVID-19 pandemic created a significant amount of strain for social services organizations. Service providers meeting the needs of youth experiencing homelessness adapted quickly when lockdown protocols went into place, offering a mix of in-person and virtual services where possible.

Staff on the front lines have been working long hours and facing burnout at many agencies. Yet 83 per cent of staff surveyed fear that they are not reaching all youth in need of mental health supports with their new approaches to service delivery.

While phone and video counselling is being offered, they are not ideal for all youth. Some young people experiencing homelessness do not

have access to the equipment, reliable phone plans, internet service or other resources needed for phone or video counselling.

Also, the research notes that many service providers believe young people prefer face-to-face contact, especially if they are meeting a worker for the first time. Face-to-face interactions help build trust and rapport and provide youth with the social connection they are often missing.

## RECOMMENDATIONS

The preliminary findings point out several ways we can better serve the needs of youth:

1. **Taking a more pro-active approach to care**
2. **Delivering a hybrid of in-person and virtual/phone supports**
3. **Ensuring we have adequate staffing levels in place to address staff burnout**
4. **Responding to the unique needs of the young people who face intersecting challenges based on factors such as race, gender and sexual orientation**

At Covenant House, we provide individualized, one-on-one support to youth based on their unique needs and will continue to adapt our approach to service delivery as the pandemic continues.



Source: Thulien, N.S., Noble, A., Daley, M., French, D., Hwang, S.W., & Kidd, S. (2020). *Youth homelessness: Mental health and substance use during COVID-19* (Report). Available at: <https://www.homelesshub.ca/resource/youth-homelessness-mental-health-and-substance-use-during-covid-19>

# Combating

## SEX TRAFFICKING



*Thank you to our many partners including TAXI, Media Experts and Weber Shandwick Canada, who helped us make the Shoppable Girls campaign happen.*

### SHOPPABLE GIRLS

In February 2020, Covenant House launched an awareness campaign called Shoppable Girls, ahead of Human Trafficking Awareness Day. The campaign strategy was based on findings from a national survey we conducted with Ipsos Public Affairs in April 2018. What we learned was that parents can play a pivotal role in educating their daughters about online luring and sex trafficking at a young age before their risk factors increase. Education and open dialogue are crucial to creating awareness and recognizing the warning signs

and risky behaviours that could lead to being unwittingly lured into sex trafficking.

Shoppable Girls played a pivotal role in our anti-sex trafficking strategy by educating the public about the issue and specifically reaching teen girls, parents and caregivers. The campaign reached young people through social media ads that led them to a website where they learned about sex trafficking myths and warning signs. With this information, they could protect themselves and look out for their friends.

The campaign achieved its goal of raising awareness and getting people talking about sex trafficking. It also received support from Mayor John Tory; the Hon. Sylvia Jones, Solicitor General of Ontario; the Hon. Jill Dunlop, Associate Minister of Children and Women's Issues; and Detective Sergeant Dave Correa with Toronto Police's Human Trafficking Enforcement Team. Additionally, all major news outlets in Toronto covered the campaign and the Shoppable Girls microsite saw 84,000 visits within four weeks.





COVENANT HOUSE  
**TRAFFICK STOP**  
 Sharing Knowledge to End Sex Trafficking

**TRAFFICKSTOP.CA**

In February 2020, we also launched [TraffickStop.ca](https://traffickstop.ca) to help combat sex trafficking and support survivors through the sharing of knowledge. The resources on this site are based on our work with over 200 young women and learnings from the implementation of our anti-trafficking plan.

This online portal contains valuable information for the general public and parents and caregivers. Resources include recognizing the warning signs that someone is being lured or groomed into sex trafficking and tips on how to talk about the issue at home.

Members of the social services sector and those working in the hospitality industry who may be encountering sex trafficking at their establishments will also find materials designed for their specific needs.

By sharing our findings, we hope to help educate others so that we can all work together to fight sex trafficking.

**INDUSTRY TRAINING**

Many industries are in the best position to see potential signs through encounters with traffickers or victims. This includes those at the front line of the health industry and social services. However, professionals from hospitality and transportation can also play a part. Awareness and employee training are essential to help fight trafficking. They can also help protect an organization's reputation and staff. This past year, Covenant House worked hard to expand our industry prevention program. Through our free training, we reached almost 4,000 professionals.

**SEX TRAFFICKING IN CANADA**

Sex trafficking is commonly described as the control, coercion, and/or use of threats or violence to force a person to sell sex for someone else's material benefit. It is happening in our communities. Yet many times, the signs go unnoticed.

At Covenant House, we've been working with survivors of sex trafficking for nearly forty years. Through our work, we've learned that research, awareness and education are key to protecting young people. This work is part of our multi-pronged anti-trafficking plan, which includes prevention and early intervention, direct support for survivors, and research and evaluation.

**BY THE NUMBERS**

**SEX TRAFFICKING IS A SERIOUS CRIME IN CANADA THAT HAS SEEN A RISE IN INCIDENTS OVER THE PAST DECADE<sup>1</sup>**

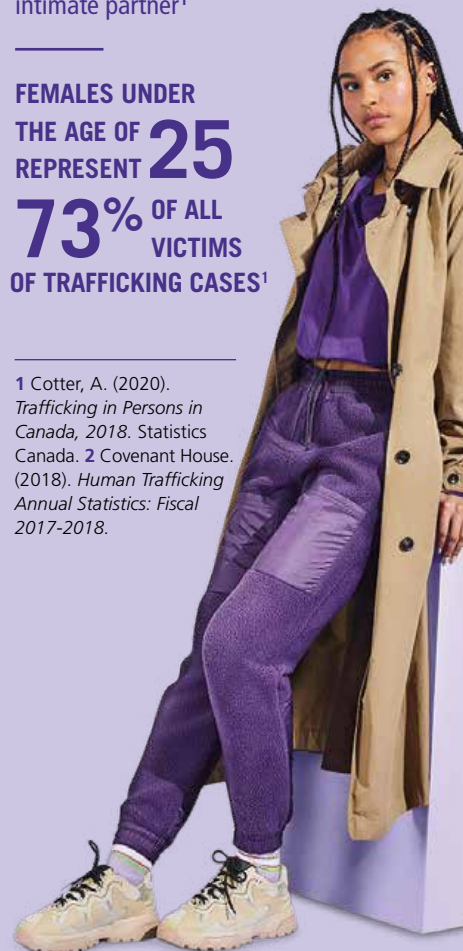
A recent internal survey revealed that

**98% OF SEX TRAFFICKING SURVIVORS SERVED BY OUR ANTI-TRAFFICKING TEAM ARE CANADIAN CITIZENS<sup>2</sup>**

**92% OF TRAFFICKING VICTIMS KNEW THE PERSON ACCUSED OF TRAFFICKING THEM.** Most commonly, victims were trafficked by a friend or acquaintance or a current or former boyfriend, girlfriend, or other intimate partner<sup>1</sup>

**FEMALES UNDER THE AGE OF 25 REPRESENT 73% OF ALL VICTIMS OF TRAFFICKING CASES<sup>1</sup>**

<sup>1</sup> Cotter, A. (2020). *Trafficking in Persons in Canada, 2018*. Statistics Canada. <sup>2</sup> Covenant House. (2018). *Human Trafficking Annual Statistics: Fiscal 2017-2018*.



# DELIVERING FINANCIAL Sustainability

INDIVIDUALS

84%

SOURCES OF DONATIONS

\$29.2M

EVENTS/  
THIRD PARTY

10%

CORPORATIONS/  
FOUNDATIONS

4%

CATHOLIC  
CHARITIES

2%

Our donors provided 78 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 \$4.3-million surplus on a consolidated basis. This surplus was due in part to the outpouring of donor support when we were incurring substantial costs related to the pandemic (\$2.8M) and a decrease in our operational expenses (-\$1.5M) from pausing large projects in our last quarter due to the emergence of COVID-19. These projects and many of the pandemic related costs will extend into the next fiscal year.

We continue to see positive results from our efforts to diversify our fundraising sources, while focusing on those that are lower cost.

As a percentage of our total revenue, fundraising grew by 2 per cent over the previous year, while government funding remained the same and investment income decreased by 2 per cent.

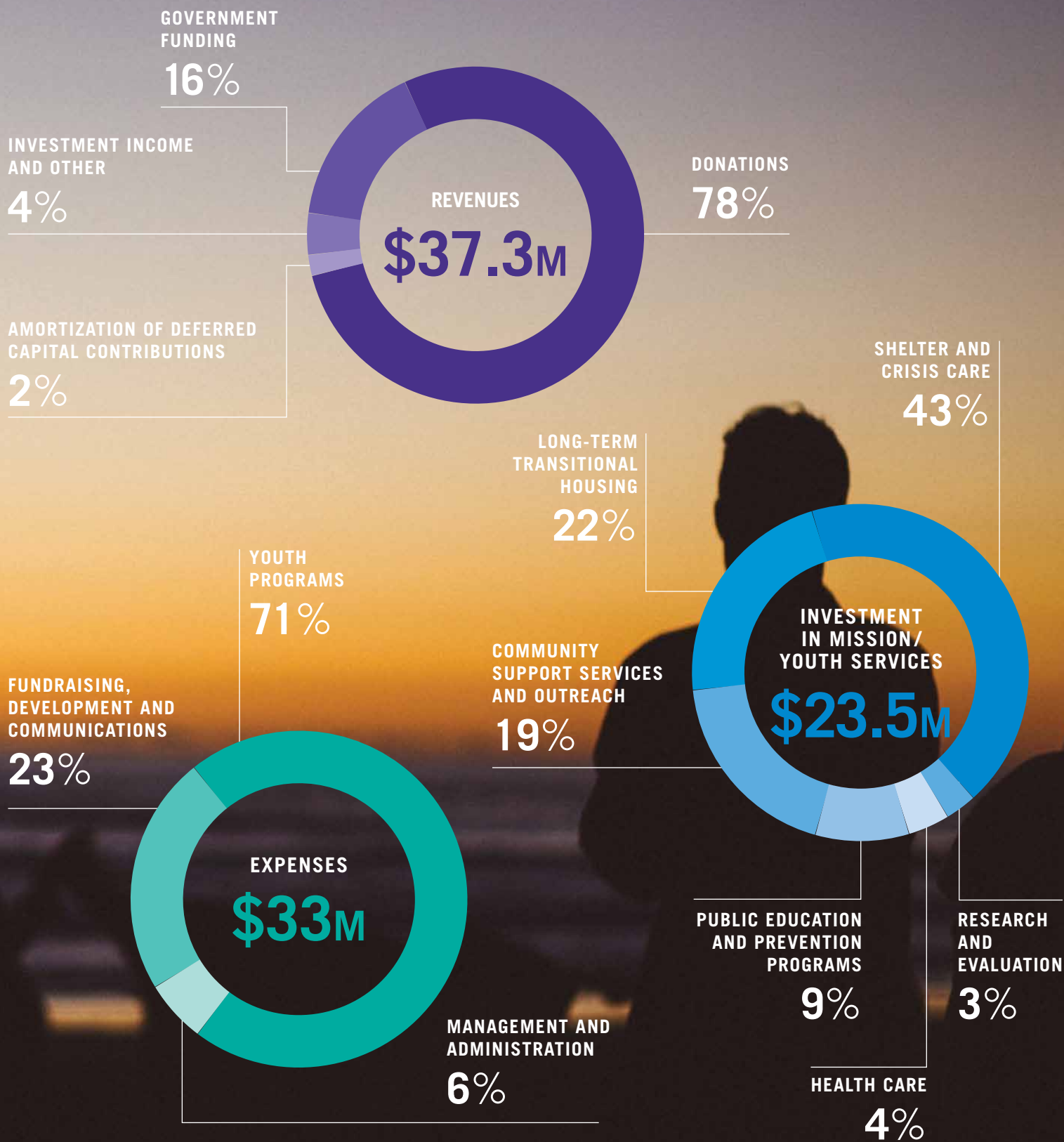
As a result, we were able to increase our support of our services and programs for youth by \$2.1 million over last year, or 71 per cent of our expenses were dedicated to supporting our mission.

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.

In addition to our operating reserves, Covenant House is developing a special fund with part of our surplus for the investigation and development of a long-term housing strategy and plan. This strategy will have considerable real estate development implications at our main site and in the community to better serve youth experiencing homelessness.

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





**FOR FULL FINANCIAL STATEMENTS**  
VISIT: [CovenantHouseToronto.ca](https://CovenantHouseToronto.ca)





Staff member Michael Kim coaching a young person in our Cooking for Life program. Photo was taken before COVID-19.

# 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.

## 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.

## 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 social service organizations receive most of their revenues from government funding or other organizations. Our fundraising costs are in line with government and industry standards.

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 consistent success in growing monthly giving, leadership gifts, and peer-to-peer events. This year, we continued to implement our strategy to grow leadership and monthly gifts.

## 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.



Photo was taken before COVID-19.



Staff members Maria Canay, Willem Van Herk, Jonalyn Zartiga and Norman Cruz in our kitchen. Photo taken before COVID-19.

# Board

## AND SENIOR MANAGEMENT AS OF JUNE 30, 2020

### CHAIR

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

### VICE CHAIR

**Diane Karnay**  
*Corporate/Commercial Lawyer*

### SECRETARY/TREASURER

**Amanda Lang**  
*Anchor*  
Bloomberg North

### PAST CHAIR

**Kevin Patterson**

### DIRECTORS

**David Armstrong**  
*Director*  
Onex Partners

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

**Pamela Bryant**  
*Senior Fellow, Munk School*  
*of Global Affairs & Public Policy*  
University of Toronto

**Kevin Coon**  
*Managing Partner*  
Baker McKenzie LLP

**Paula Courtney**  
*President*  
The Verde Group

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

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

**Himal Mathew**  
*President*  
Fathom Strategies Inc.

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

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

**Chief Mark Saunders**  
Toronto Police Services

**Tyler Seaman**  
*Head of Hotels &*  
*Multi-Residential, North America*  
Oxford Properties

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

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

### EXECUTIVE TEAM

**Mark Aston**  
*Executive Director*

**Shirley Broderick**  
*Director, Finance & Purchasing*

**Josie do Rego**  
*Director, Development &*  
*Communications*

**Carol Howes\***  
*Director, Program Services*

**Cindy Metzler**  
*Associate Executive Director*

\*Carol Howes retired in May 2020, and Debbie Schatia joined Covenant House Toronto as Director of Program Services in March 2020.



## 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  
20 Gerrard Street East  
Toronto, ON M5B 2P3

### CONNECT WITH US

[info@covenanthouse.ca](mailto:info@covenanthouse.ca)  
[CovenantHouseToronto.ca](https://www.covenanthouse.ca)

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[!\[\]\(f5c165e0bd35116675db6686a30b1fea\_img.jpg\) @CovenantHouseTO](#)

Thanks to our youth, designers, and printer for their contributions to the production of this Impact Report.

Thanks also to our incredible front line staff for their strength, bravery, and commitment to providing the support young people continue to need during this pandemic.

Charitable Registration Number: 10699 0195 RR0001