



IMPACT REPORT 2021

OUR COMMITMENT IS

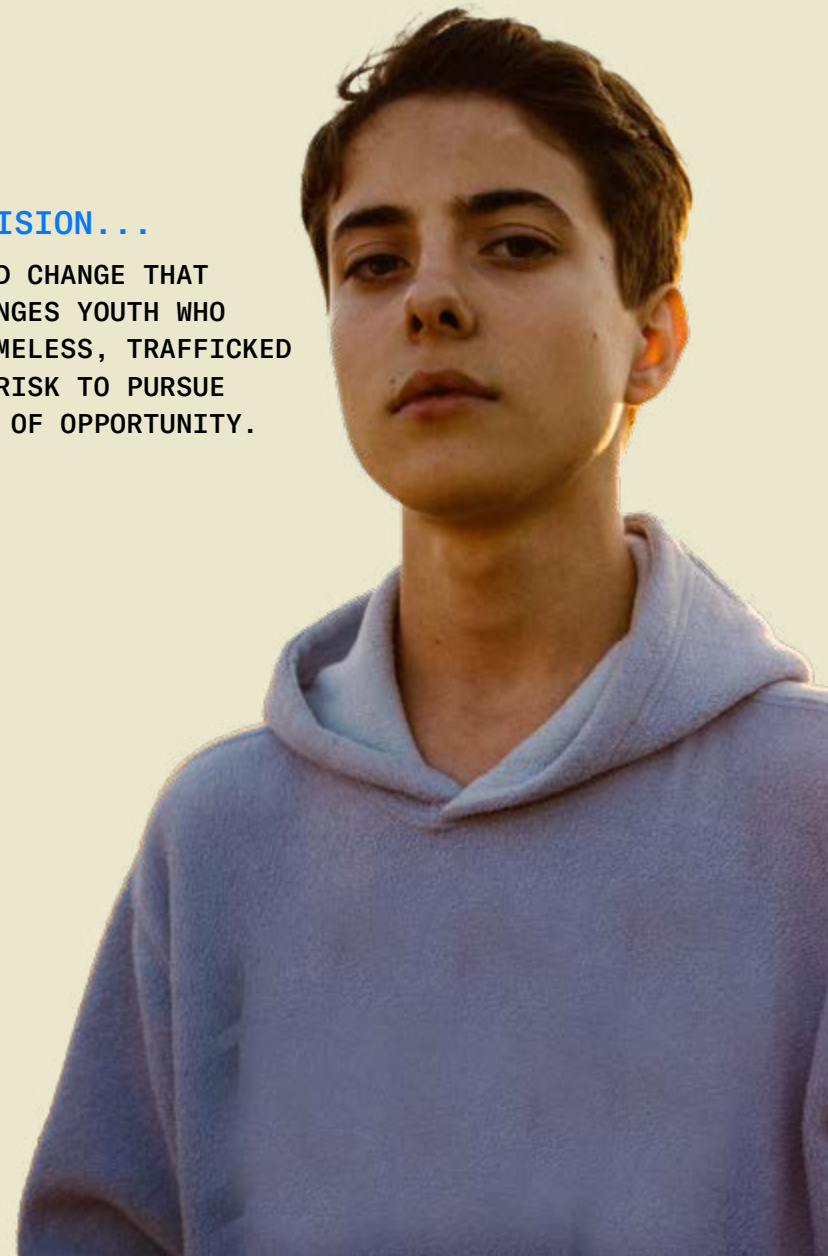
*Individual
care*

OUR MISSION...

... is to serve 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 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.

MAKING A PLAN FOR Everyone

DURING A GLOBAL CRISIS THAT HAS LASTED MANY MONTHS, THE LIVES OF THE YOUNG PEOPLE EXPERIENCING HOMELESSNESS AND SEX TRAFFICKING HAVE BECOME INCREASINGLY MORE CHALLENGING.

We've seen more youth with mental health and addiction issues, and less community supports available to them. Many of our young people experienced setbacks in achieving their goals for their future leaving them feeling anxious and unprepared.

Despite these setbacks, we've seen how resilient the young people can be as they adapt to their changing environment and make their way forward.

Our staff and frontline workers are committed to helping every youth seeking our help. It is this commitment to relentless engagement that has supported our youth in achieving amazing gains during the pandemic.

We continue to operate 24/7 providing food, shelter, housing, medical care, counselling, skills development and more – and we couldn't do this without your help.

THANK YOU.



TO OUR LOYAL Supporters

What we have experienced over this past year due to the pandemic has been uniquely challenging. At Covenant House, our staff's commitment never wavered, even as COVID-19 cases began to escalate in the community and we saw our first cases at Covenant House. We continued to provide programs and services, and with your support, our doors remained open without interruption.

And there were moments of triumph in difficult times.

We celebrated a record number of young people graduating from our on-site high school. We also saw more youth attend and complete our culinary arts training program, and we helped more youth transition into permanent housing in the community.

Diversity, Equity & Social Inclusion

This past year, Covenant House Toronto has made significant investments and commitments to diversity, equity and social inclusion. A significant proportion of our youth clients and our front-line staff are from racialized communities, so we are strategic and intentional in our approach. We've made this a priority for our agency and have and will continue to invest in training for staff and our board, in dedicated specialized staffing and in learning and healing initiatives to ensure we can build an agency that is safe, equitable and supports a positive environment for staff and youth.

Organizational Excellence

As a learning organization, we strive to provide the programs and services that are most relevant to our youth. We are fortunate to have our own research and evaluation team who are committed to ensuring we have the knowledge we need to inform the current and future needs of the youth we serve.

IN ADDITION TO SEVERAL RESEARCH PROJECTS, THE TEAM HAS BEEN WORKING ON FOUR QUALITY IMPROVEMENT PROJECTS AND IS DEVELOPING A SCORECARD FOR EACH PROGRAM TO SET BENCHMARKS AND TARGETS FOR PROGRAM EXCELLENCE.

We understand that the youth who come to us have often experienced great difficulties, so we continue to implement trauma-informed practices that recognize and acknowledge the presence and role trauma can play in an individual's life. This practice is integral to working with our young people in a collaborative manner, allowing them to make the decisions that are right for them, and "meeting them where they are."

Preparing for The Future

Through the challenges and trials of this pandemic, there has been a lot of learning. The board and management have begun the process of review for the next five-year strategic plan. Management has presented findings on youth trends such as continued longer lengths of stay in the shelter and increases in mental health and addiction issues. They have and continue to explore many programming and housing options to bring forward to the board as part of the plan development process. The goal is to help youth move beyond the shelter, thereby improving their overall outcomes.

AS PART OF THE IMPLEMENTATION OF OUR NEXT STRATEGIC PLAN, THE BOARD WILL BE USING AN ORGANIZATIONAL SCORECARD TO MEASURE ITS ANNUAL PROGRESS. THIS PROGRESS WILL BE SHARED WITH OUR STAKEHOLDERS.

As we look back on the year, we are keenly aware that you, our supporters, have been invaluable to our ability to provide the best care possible to our youth in a very challenging environment. We are deeply grateful to you for your belief in the potential of all young people and for your ongoing support. The difference you make is life-changing.



Mark Aston,
Executive Director



Amanda Lang
Board Chair



BROAD SOCIAL ISSUES AND

Youth

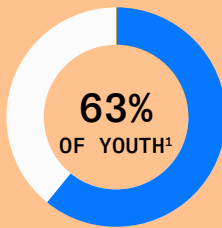
HOMELESSNESS

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

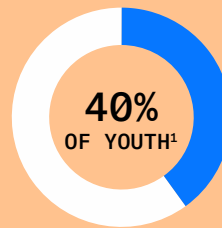
Social issues, such as inequality, discrimination, and poverty, can have a significant impact on the lives of families and young people who are already struggling with other difficulties. The trauma from these experiences may compound generation after generation and detrimentally affect a young person's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

Many youth who are homeless have had to struggle with:

Unstable Homes



63% OF YOUTH¹ EXPERIENCED CHILDHOOD TRAUMA AND ABUSE¹



40% OF YOUTH¹ WERE UNDER THE AGE OF 16 WHEN THEY FIRST EXPERIENCED HOMELESSNESS

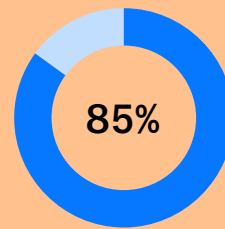
Of these youth, just 14% reported only one experience of homelessness¹, revealing chronic homelessness as a significant issue

68% of Canadian young adults aged 20 to 24 live with a parent², a trend that has been increasing since 2001, while youth experiencing homelessness have vastly reduced supports from family

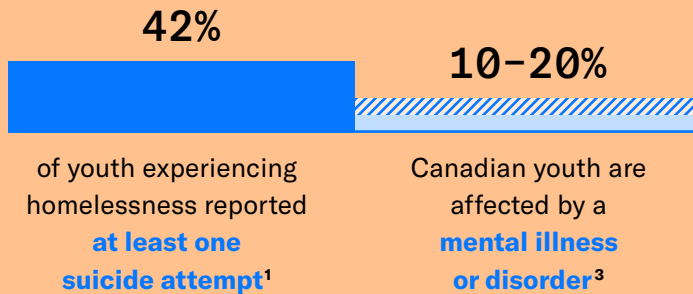


Health & Well-being

Declining mental health due to experiences of childhood adversity



85% OF YOUTH EXPERIENCING HOMELESSNESS REPORTED HIGH SYMPTOMS OF DISTRESS¹

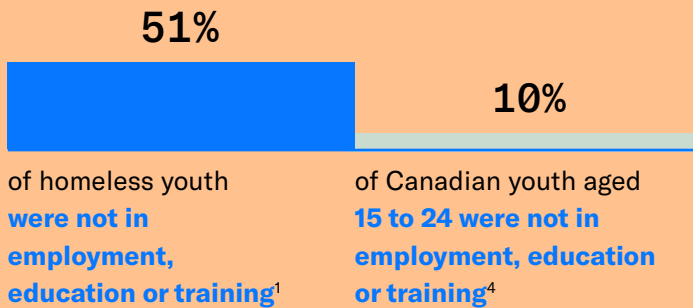


42% of youth experiencing homelessness reported **at least one suicide attempt¹**

10-20% Canadian youth are affected by a **mental illness or disorder³**

Education & Employment

Implications of COVID-19 on employment and education opportunities added to unstable home and declining health

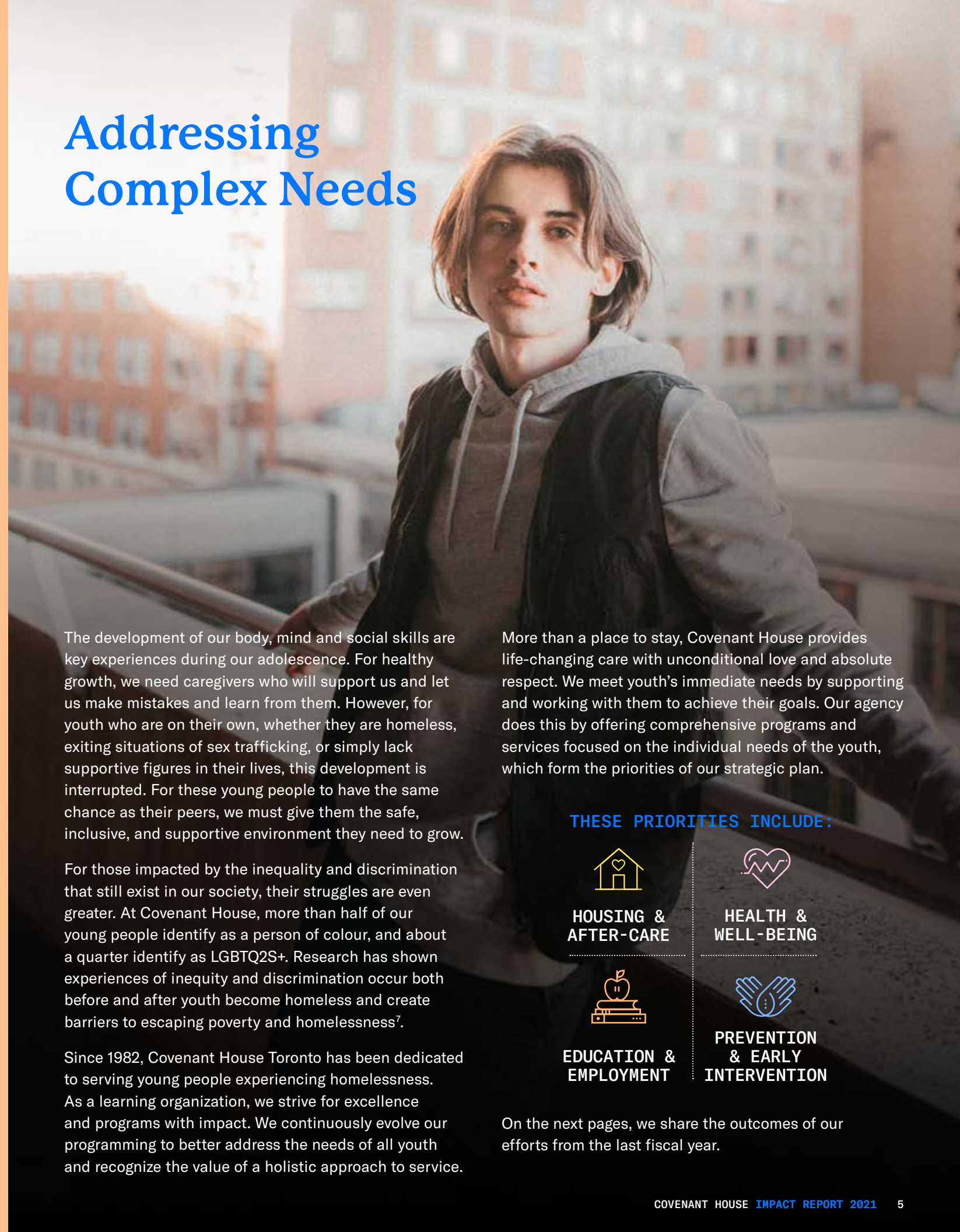


51% of homeless youth **were not in employment, education or training¹**

10% of Canadian youth aged **15 to 24 were not in employment, education or training⁴**

¹. 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. ². Statistics Canada. (2017). Family Matters: Under the Same Roof – Living with my parents! ³. Statistics Canada. (2017). Young adults living with their parents in Canada in 2016. ⁴. Mental Health Commission of Canada. (2013). Making the Case for Investing in Mental Health in Canada. ⁵. Statistics Canada. (2020). Canada's Official Poverty Dashboard: Snapshot, February 2020. ⁶. 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. ⁷. Covenant House. (2019). Covenant House Toronto Youth Survey: Summer 2019

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. However, for youth who are on their own, whether they are homeless, exiting situations of sex trafficking, or simply lack 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+. Research has shown experiences of inequity and discrimination occur both before and after youth become homeless and create barriers to escaping poverty and homelessness⁷.

Since 1982, Covenant House Toronto has been dedicated to serving young people experiencing homelessness. 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 recognize the value of a holistic approach to service.

More than a place to stay, Covenant House provides life-changing care with unconditional love and absolute respect. We meet youth's immediate needs by supporting and working with them to achieve their goals. Our agency does this by offering comprehensive programs and services focused on the individual needs of the youth, which form the priorities of our strategic plan.

THESE PRIORITIES INCLUDE:

- HOUSING & AFTER-CARE**
- HEALTH & WELL-BEING**
- EDUCATION & EMPLOYMENT**
- PREVENTION & EARLY INTERVENTION**

On the next pages, we share the outcomes of our efforts from the last fiscal year.

Strategic Plan



HOUSING AND AFTER-CARE

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



HEALTH AND WELL-BEING

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



EDUCATION AND EMPLOYMENT

Goal: Expand educational and employment opportunities for our youth.



PREVENTION AND EARLY INTERVENTION

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



ORGANIZATIONAL CAPACITY & EXCELLENCE

Goal: Increase awareness of our organization and capacity to ensure we can grow and deliver programs and services to our youth.

YOUTH-CENTERED

COLLABORATION



LEADERSHIP

CONTINUOUS IMPROVEMENT

Fiscal 2021 Results:

- Supported 737 youth in our residential housing programs
- Saw an average daily occupancy of 84 youth. Average daily rates were affected by COVID-19 outbreaks and restrictions
- Added about 10 units to our community apartment program bringing the total to nearly 100 units
- Provided one-on-one support to 305 youth housed in the community
- Supported 21 young women between our two specialized homes for survivors of sex trafficking
- Supported 572 young people in our drop-in centre
- Continued to support about 40 per cent of the young people in our shelter in a hotel setting in accordance with City COVID-19 protocols and adjusted our programming to ensure youth continue to receive needed support
- Supported 31% of young people in hotels to move into community-based housing

Fiscal 2021 Results:

- Had 4,085 visits to our on-site health clinic and treated 580 youth
- Helped 390 youth with mental health concerns
- Secured funding for a three-year pilot project to implement mental health walk-in services for shelter clients
- Supported 122 victims of sex trafficking and connected them with the services that they need
- Matched 46 youth with mentors
- Provided 229 COVID-19 vaccinations between March and June 2021 and offered education around COVID-19 topics to 351 youth
- Secured funding to build staff capacity to improve our services to clients living with developmental disabilities and improve their outcomes

Fiscal 2021 Results:

- Offered 699 life skills workshops and 1,263 credits achieved this year
- 256 jobs and job training placements were realized by our youth
- 21 youth attended our on-site high school earning 12 credits
- 5 young people graduated from our on-site school program, offered in partnership with the Toronto Catholic District School Board
- Cooking for Life and our employment program partnered to expand job opportunities
- Piloted an education scholarship which helped over 50 young people with emergency funds, application fees and/or tuition support
- Developed a resource kit framework where our Education Youth Worker meets with young people about their educational goals

Fiscal 2021 Results:

- Secured a renewal of funds until June 2022 for our program that reconnects youth with their families and expanded networks of support
- Reunited or reconnected 137 youth with their families
- Received government funding to hire a trauma therapist and family worker to support clients aged 14-17 involved in Human Trafficking or at risk of being trafficked
- Completed Educators section for Traffick Stop including teacher-facilitated anti-trafficking modules and resources
- Started development of an awareness campaign on sex trafficking targeting girls aged 13-15 on social media platforms
- Paused in-school prevention and awareness presentations on homelessness, sex trafficking and hospitality training on combatting sex trafficking due to COVID-19

Fiscal 2021 Results:

- Reviewed staffing and infrastructure and invested in multiple areas, including improving insight development by investing in our data management, analytical tools and technical talent
- Expanded community partnerships to provide better support for our young people; involved in Covenant House International projects related to improving services for youth, fundraising capacity, and our agency's knowledge and awareness
- Enhanced our ability to evaluate programs for outcomes and strengthen data integrity across all programs and implemented quality improvement pilot project in several specific programs
- Focused on staff training including trauma-informed care, human rights modules, and broader training curriculum; continued work on social inclusion and diversity strategy and change management

- Special board committee work continued to build a longer-term plan to address youth housing needs
- Raised awareness of Covenant House in Ontario from 47% to 63% over the last four years



Managing conflict,

ONE CONVERSATION AT A TIME

Leigh was in a constant battle with their traditional South Asian parents over their sexual orientation and gender identity.

Stressed and overwhelmed, they were referred to our Family and Natural Supports program (FNS), which helps youth develop strategies to resolve conflicts with their families and help them develop other positive relationships in their lives if family reconciliation is not possible.



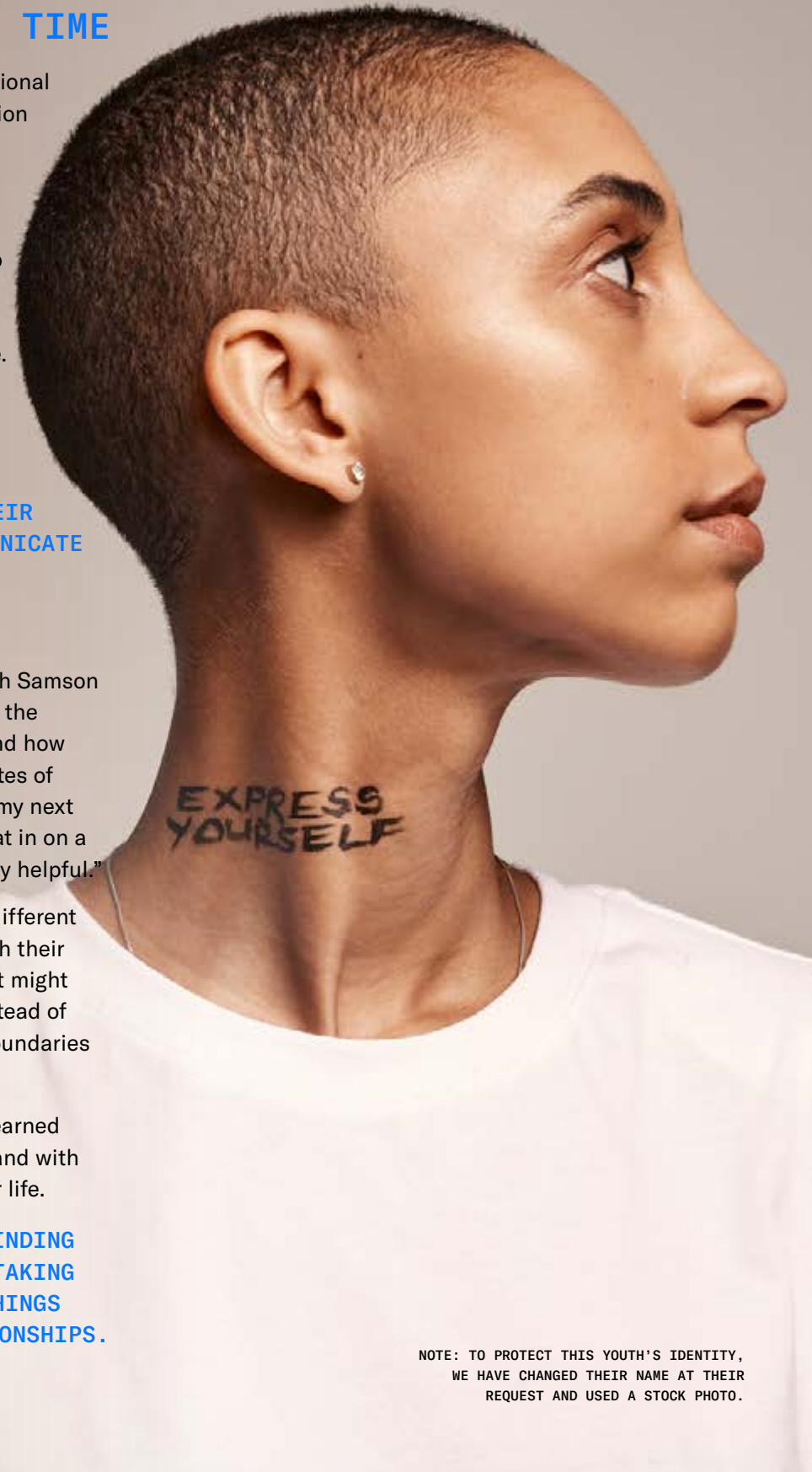
“OUR ROLE IN FNS IS TO HELP YOUTH PROCESS THEIR EXPERIENCE WITH THEIR FAMILIES. WE ALSO HELP THEM COMMUNICATE WITH THEIR FAMILIES IF THAT’S SOMETHING THEY WANT TO PURSUE,” SAID YOUTH WORKER SAMSON ROMERO.

Over two years, Leigh’s bi-weekly sessions with Samson helped them understand what type of feelings the interactions with their parents brought up – and how to respond. “We would spend the last 15 minutes of each session drafting what I wanted to say in my next conversation with my parents. Samson even sat in on a few phone calls with my mom, which was really helpful.”

In time, Leigh began to see their parents in a different way. “I learned that I may not always agree with their perspectives but I can try to understand that it might be coming from a place of care or concern instead of malice. I also valued learning how to create boundaries for myself and stand by them.”

Today, Leigh continues to put the skills they learned from Samson into practice with their parents and with the people they’ve chosen to be a part of their life.

“I’M CONSTANTLY TAKING NOTES, REMINDING MYSELF OF WHAT I’VE LEARNED AND TAKING CARE OF MYSELF. SAMSON GAVE ME THINGS TO DO TO FEEL BETTER ABOUT RELATIONSHIPS. I’M THANKFUL.”



NOTE: TO PROTECT THIS YOUTH’S IDENTITY, WE HAVE CHANGED THEIR NAME AT THEIR REQUEST AND USED A STOCK PHOTO.



Foundation Giving as a Community Support ❤️

The Aubrey & Marla Dan Foundation thoughtfully helps to fund the skilled expertise of Covenant House’s on-site occupational therapist and life skills programming, which supports youth in resiliency building and creating skillsets that will help them live independently.

Alyse Bernbaum, Executive Director of the foundation, shares that they were drawn to support Covenant House’s life skills program because “it recognizes that every individual is unique, and the program is designed to create an individual approach for each young person. Youth accessing the program have a sense of structure, community and an opportunity to explore new activities in a safe and supportive environment.”

This generosity helps in offering youth experiencing homelessness a valuable one-on-one support. Covenant House’s life skills programming is a part

of our commitment to help young people thrive, care for their health and well-being, and find success living independently in the community.

Covenant House is the first charity of its kind that the Aubrey & Marla Dan Foundation started supporting focusing on mental health and homelessness, but now it isn’t the only one. “We are so proud of all the organizations that we support, including Covenant House, to see how well they have been able to pivot and offer their services throughout the pandemic. It shows us that these types of supports can exist in so many ways and the organizations that we work with really know and understand the needs of their communities,” says Alyse.

MEASURING SUCCESS IN

The Stars

MEASURING AND EVALUATING OUTCOMES IS A CRUCIAL PART OF ANY NON-PROFIT'S WORK.

At Covenant House, it helps us know what programs are working, what needs to be adjusted and how to chart a course forward as the needs of our youth change. We use a tool called Outcomes Stars that includes individualized evaluations for youth based on their personal goals.

How It Works

Youth in our on-site housing program called Rights of Passage (ROP) and in our community apartment program are implementing a version of Outcomes Star called Young Persons Star. A young person works closely with their youth worker to rate themselves on a scale from 1 to 5 on eight categories: Accommodation, Work & Learning, People & Support, Health, How You Feel, Choices & Behaviour, Money & Rent, and Practical Life Skills. The Young Persons Star is completed at the end of the youth's first month and then at regular three-month intervals after that to measure progression or regression.

Reaching for The Star

Youth workers who support young people with their Outcomes Star assessments are equipped to help youth improve their score by assisting them in changing their circumstances. For example, a youth who is driven to improve their Health Outcomes Star rate would work on taking exercise, addressing physical health issues and trying to sleep well. Sticking to a budget and managing regular costs will help a young person grow their Money & Rent score. Covenant House offers hundreds of life skills workshops that youth can use to improve their Practical Life Skills rating

Adaptable Measurement

Another element that makes the Outcomes Star tool so helpful is that it can be adapted to suit the specific needs and goals of youth in different programs. While ROP and community apartments are the largest housing programs that use a version of Outcomes Star at the moment, The



AT THE END OF THEIR STAY IN OUR HOUSING PROGRAMS:

64%

of ROP youth were employed

46%

of ROP youth were enrolled in school

86%

of ROP youth had a stable income

89%

of youth in our apartment program successfully went into stable community housing

The Rogers Home has its own version of the tool, which it calls Empowerment Star. The tool measures an additional category focusing on the journey of young people towards empowerment, independence and recovery.

By calculating self-reported Empowerment Star values, The Rogers Home workers can determine where that youth falls along the change continuum: not ready for help, accepting help, believing, learning and rebuilding, and independence and choice. On average, young people who are new at The Rogers Home had an Empowerment Star rank that indicated they were in an early stage of learning and rebuilding. The scores of those who stayed in programming at The Rogers Home for more than 12 months reflected being in the independence and choice stage, indicating significant personal change.

Unique to Covenant House

Tracking change can be hard, especially when an organization serving hundreds of young people each year is trying to measure incremental and individual personal development often over just a few months. Covenant House has leveraged our strong in-house research team to implement the Outcomes Star measurement tool in accordance with our industry-leading framework. The design of the Outcomes Star helps the tool to be usable to those who may not have a background in evaluation while providing strong data to our research team.



What activity can be considered a life skill, an art form, a trade – and a calling? The answer is what every amateur and professional chef feels deep in their bones: cooking.

It's why our culinary arts training program, Cooking for Life, is one of Covenant House's most popular and inspiring programs.

Cooking for Life, run by Danny Moon, our professional chef instructor serves up the same expectations as any workplace in our restaurant-style training kitchen. Youth of all learning levels and abilities can participate and expect to pick up skills in time management, discipline, teamwork, accountability and, of course, cooking.

Hannah is one of those successful trainees. Not only did she learn valuable new skills and develop a genuine interest in the culinary arts, but she also found the confidence she didn't know was within her.

"This was something that hit home for me because, as happy as I was going into the program, I was still extremely quiet and nervous, and it took a while for me to find my voice. Chef Danny taught us how to work effectively as a team and as a leader, how to be assertive in the kitchen and have fun while doing so.

I came into the program not knowing much about being in a kitchen. Now I have this profound passion for cooking. I cook all the time for my family and friends. I know how to use knives properly, I grow produce in the garden with my mom now, I can lead and I'm more creative with my recipes."

Within two and a half months of starting the program, Hannah started a placement at a local Toronto brewpub. She continued building on the skills she learned in Cooking for Life, often writing down new things she picked up from her co-workers and getting support in her own culinary journey.

"Since it's a smaller kitchen, working with my team at the brewpub was more intimate. I got to have some one-on-one moments with some of the chefs and they also taught me some cooking techniques that were important to know when it came to certain foods," she said.

When her placement ended, Hannah decided to open her own chocolate-covered strawberry business. It is a labour of love and an exploration of a different way to apply her skills.

"WE LEARNED ABOUT BASIC CULINARY TECHNIQUES, MANNERISMS IN THE KITCHEN, CREATIVITY, TIME MANAGEMENT, BUT MOST IMPORTANTLY, FINDING YOUR VOICE," SAID HANNAH.

"We did a couple baking workshops in Cooking for Life and I looked forward to those days. I always loved chocolate-covered strawberries, and I found the process of making them super satisfying, so I decided to try it out myself. I started by making them for my friends until one day, they told me that they wanted more. So, I took it upon myself to learn about the proper techniques, styles and utilize all the skills I earned from my experience at the program."

Today, Hannah has filled more than 200 orders and is thrilled to have met a lot of people in the process. She's hoping to expand her offerings and create more desserts.

She credits the Cooking for Life program with giving her a career and a sense of belonging.

"IT WAS SUCH A SPECIAL EXPERIENCE. YOU LEARN ABOUT COOKING, TEAMWORK AND YOURSELF ALONG THE WAY."

"I am just one of the many students who got to work there, but I feel that I can speak for all of us when I say that the staff were incredibly supportive and inspiring. I am forever thankful for the opportunity to learn everything I needed to know about cooking. The program brought out the best version of me."

Cooking for Life celebrates 10 years

BY THE NUMBERS

COOKING FOR LIFE IS CELEBRATING 10 YEARS OF HELPING YOUTH BUILD THEIR PERSONAL AND EMPLOYMENT SKILLS.



402

YOUNG PEOPLE HAVE GRADUATED FROM COOKING FOR LIFE



92%

OF THOSE WHO PARTICIPATE IN THE PROGRAM EARN THEIR FOOD HANDLER'S CERTIFICATE



40%

OF GRADUATES WENT ON TO GET A JOB FROM THEIR PLACEMENT EMPLOYER



45%

GOT JOBS WITH ANOTHER EMPLOYER WITHIN THE INDUSTRY

DELIVERING FINANCIAL

Sustainability

Our donors provided 74 per cent of our total revenue last year, and donor 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 an \$8.4 million surplus. This surplus was due in part to the outpouring of donor support or \$32.6 million raised from donations out of \$43.7 million total revenues, coupled with \$8.1 million in government funding and \$1.9 million in investment income allowing us to provide uninterrupted services to youth experiencing homelessness and trafficking during a very challenging year.

We continue to see positive results from our efforts to diversify our funding sources, focusing on those that are lower cost. As a percentage of our total, fundraising decreased by 4 per cent over the previous year while government funding increased by 3 per cent and investment income grew by 2 per cent.

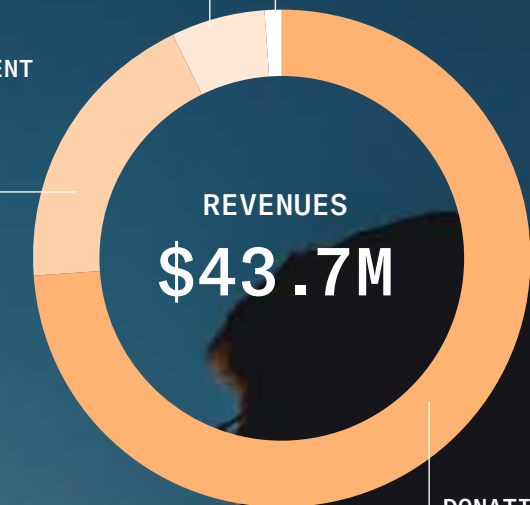
71 per cent or \$25 million of our expenses, \$1.7 million more than in 2020, were dedicated to supporting youth programs and services. Our fundraising costs remained at 23 per cent and our administrative costs at six per cent.

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 while ensuring we have the necessary funds in reserves to deal with unforeseen situations. The reserve policy is reviewed annually to reflect changes in our operating environment.

In addition to our operating reserves, Covenant House has developed a dedicated fund with a portion of our surplus for the investigation and development of a long-term housing strategy and plan. This strategy may have real estate development implications at our main site and in the community to better serve youth experiencing homelessness and sex trafficking.

INVESTMENT AND OTHER INCOME 6%
AMORTIZATION OF DEFERRED CAPITAL CONTRIBUTIONS 1%

GOVERNMENT FUNDING 19%

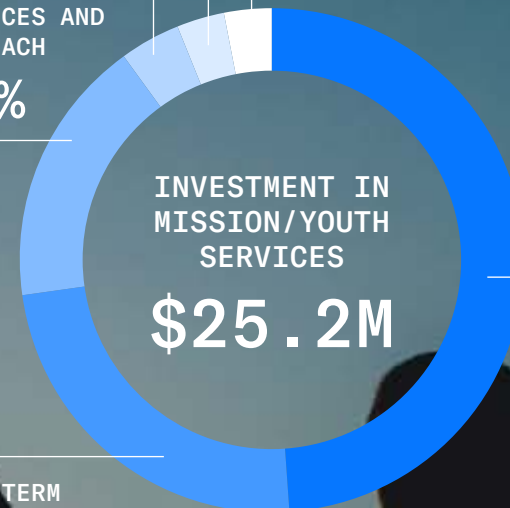


PUBLIC EDUCATION AND PREVENTION PROGRAMS 4%

HEALTH CARE 3%

RESEARCH AND EVALUATION 3%

COMMUNITY SUPPORT SERVICES AND OUTREACH 17%

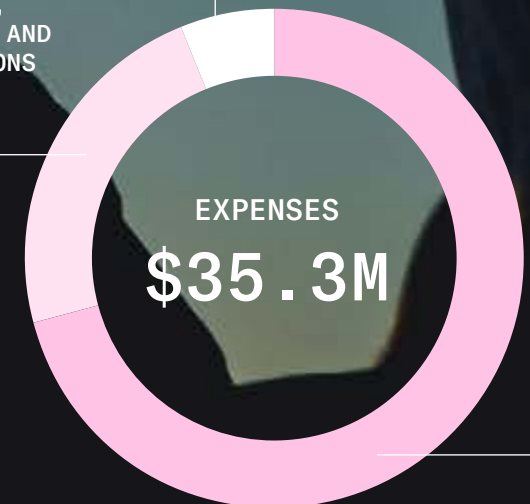


SHELTER AND CRISIS CARE 49%

DONATIONS 74%

MANAGEMENT AND ADMINISTRATION 6%

FUNDRAISING, DEVELOPMENT AND COMMUNICATIONS 23%



CORPORATIONS / FOUNDATIONS 6%

CATHOLIC CHARITIES 2%

LONG-TERM TRANSITIONAL HOUSING 24%

EVENTS / THIRD PARTY 8%

INDIVIDUALS 84%



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



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 about 75 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.

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 continue to have consistent success in growing monthly giving, leadership gifts, and peer-to-peer events.

Reserves

Our reserve policy is to maintain approximately six months of coverage of annual operating expenses for unforeseen situations, capital upgrades and future growth opportunities. This policy is reviewed annually to reflect changes to our operating environment.

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.

Board of Directors & Senior Management as of June 30, 2021

CHAIR

Amanda Lang

Anchor
BNN Bloomberg

VICE CHAIR

Susan Paterson

Vice President
Emerging Market Leader
RGP (Resources
Global Professionals)

SECRETARY / TREASURER

David Armstrong

Director
Onex Partners

PAST CHAIR

Kenneth C. Morell

Corporate Advisor
Siena Partners

DIRECTORS

Clinton Braganza

SVP Customer Loyalty &
Partnerships
Scotiabank

Pamela Bryant

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

Kevin Coon

International Human and Labour
Rights Lawyer
Baker & McKenzie LLP

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Director, Development &
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Cindy Metzler

Associate Executive Director

Debbie Schatia

Director, Program Services



Covenant House International




For more than four decades across North America, Covenant House has helped transform and save the lives of more than a million homeless, trafficked or at risk youth. We offer housing and support services to young people in need – currently reaching 50,000 youth every year.



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Land Acknowledgement Statement

Covenant House Toronto acknowledges that the land on which we meet is the Traditional Territory of many Indigenous Nations including the Ojibway, the Mississaugas of the Credit, the Anishinabeg, the Chippewa, the Haudenosaunee and the Wendat peoples. Today this territory is home to many diverse First Nations, Inuit and Métis peoples. We recognize the enduring presence of Indigenous peoples on this land and the importance of working to advance reconciliation between Indigenous and non-Indigenous people here and across Canada.

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.

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