

# *Extending* **our care**

**Building Opportunities to Create Lasting Change**



**Covenant  
House®**

**2023 IMPACT REPORT**



## OUR MISSION...

**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 supports and empowers youth who are homeless, trafficked or at risk to pursue a life of wellness and opportunity.**

## LAND ACKNOWLEDGEMENT...

Covenant House Toronto acknowledges that the land on which we meet is the Traditional Territory of many Indigenous Nations including the Anishinaabeg, the Haudenosaunee, the Ojibwe, the Chippewa, the Wendat and more recently, the Mississaugas of the Credit. 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.

## Our Principles...

### Immediacy

We welcome all youth without judgement or conditions; meeting their immediate basic needs of food, clothing, medical attention, and a safe place to sleep, at no cost.

### Sanctuary

We acknowledge the bravery it takes for young people to walk through our doors. We offer them a welcoming and safe environment based on absolute respect, unconditional love, and relentless support, where we believe in and encourage their resilience.

### Value Communication

We value authentic relationships, honour the voice of our youth, and model caring relationships based on trust, respect, and honesty.

### Structure

We provide stability and consistency for young people to pursue their great promise.

### Choice

We honour that young people hold the power to their story. Through relentless engagement we foster confidence and encourage them to believe in themselves and make informed choices about their lives.

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## CONTENTS

Mission, Vision & Principles	
Extending Our Care	1
Letter from the Board Chair and Executive Director	2
Broad Social Issues and Youth Homelessness	4
Addressing Complex Needs	5
Strategic Plan Review	6
2022-23 Program Results	8
Extending Care throughout the Cold Weather Season	9
Tariq's Story	10
Building Knowledge to Create Lasting Impact for Youth	12
Delivering Financial Sustainability	14
Governance	16
Board and Senior Management	17





## Extending *Our Care*

**The reasons why  
young people walk  
through our doors  
are as unique as the  
youth themselves.**

Although the difficulties faced by youth experiencing homelessness and sex trafficking are multifaceted, these situations have been made more severe by the combined effects of a pandemic and an unstable economy.

Last year we saw a significant increase in youth arriving at our agency seeking help. A lack of affordable housing, higher cost of living, and complex mental health needs resulted in more youth staying with us longer and the demand for our services exceeding the available supply.

Regardless of these circumstances, our staff are committed to providing 24/7 shelter, food, medical care, counselling, and skill development. We continue to work hard to identify thoughtful and innovative ways to extend care to help youth build the future they deserve. We couldn't do this without the generous help from our donors and volunteers.

**THANK YOU ♥**



## To Our Loyal *Supporters*

The challenges faced by youth experiencing homelessness and trafficking are more complex than ever. The aftermath of the pandemic, continued inflation, a chronic lack of affordable housing and the opioid crisis are affecting too many people. Youth are especially vulnerable to these compounding issues. Last year we saw 30 per cent more young people turning to us for help. Without other options, youth are staying with us longer and facing greater health and addiction challenges than we have ever seen.

As communities looked for solutions in a resource-strapped environment, our team continued to work tirelessly to provide the necessary care and support to more than 2,000 youth. Extending our care was a key theme this past year. Whether it was looking for solutions to provide more shelter beds, better access to healthcare and mental health supports, or working in the community to ensure young people at risk of homelessness and trafficking remained housed, our team was focused and committed to helping our community's most vulnerable.

The challenging economic times that we are all experiencing are particularly concerning for youth as they plan for their futures. **EVIDENCE SHOWS THE LONGER A YOUNG PERSON REMAINS HOMELESS, THE MORE DIFFICULT IT BECOMES TO HELP THEM FIND STABLE HOUSING AND REINTEGRATE INTO THE COMMUNITY OF THEIR CHOICE.**

Data also indicate that youth-focused early interventions contribute to a decrease in the number of children and adults experiencing homelessness. This is why our goal is to intervene as quickly as possible before a young person becomes street-involved to minimize negative impacts on their lives. We are also making every effort to work with local government and community partners to commit to building an evidence-based youth-specific strategy to address the current needs and make homelessness rare, brief and non-recurring.

### **Addressing the immediate Issues facing Youth**

Over the past two years, reliance on the City's shelter system increased by a third<sup>1</sup>. These circumstances were exacerbated by the refugee crisis. **IN SPRING 2023, TORONTO CITY COUNCIL DECLARED HOMELESSNESS A LOCAL EMERGENCY. SHELTERS CONTINUE TO REMAIN AT CAPACITY AND THE NEED FOR SHELTER, HOUSING AND EMERGENCY SERVICES HAS NEVER BEEN GREATER.**

In response to this increased need, last winter we added 30 temporary beds and provided emergency shelter to an additional 249 youth and supported 334 others to find stable community housing options.

In response to the growing number of mental health and addiction challenges we observed, we strengthened our health services by increasing access to mental health counselling and addiction support to help reduce the tragic outcomes of the worsening opioid crisis. Our professional staff team and services include an on-site health clinic along with mental health counselors, family counselors, occupational therapists and substance use workers. We continue to monitor and explore ways of extending our resources to better meet the changing needs of today's youth.

### **Delivering on our new strategic plan**

Without the right interventions and supports in place, the number of young people experiencing homelessness and trafficking will continue to grow and those experiencing crisis will not be able to access the required critical help. **OUR 2023-27 STRATEGIC PLAN IS THE ROADMAP THAT WILL GUIDE OUR WORK TO PROVIDE THE NECESSARY SERVICES AND SUPPORT TO HELP THE YOUTH THAT SHOW UP AT OUR DOORS.**

The plan builds on the prevention and community housing work we began 10 years ago. It reimagines our shelter and emergency services for the future, so our programs and services can continue to be relevant to the needs of youth experiencing homelessness and sex trafficking. It also focuses on building a strong and inclusive organization that staff feel proud to belong to. **THE FIRST YEAR OF THIS PLAN FOCUSED ON LAYING A STRONG FOUNDATION TO DELIVER OUR SERVICE PRIORITIES: IMPROVED SHELTER AND EMERGENCY SERVICES, PREVENTION AND COMMUNITY HOUSING AND SUPPORTS, AND INVESTING IN OUR WORKFORCE TO BEST SUPPORT CHANGING PRIORITIES OF YOUTH TODAY.** This included strengthening our organization's infrastructure by investing in the development of our staff, building leadership succession plans, improving business practices, investing in technology, and most importantly, enhancing our program and service delivery to improve outcomes for the youth we serve.

We also developed exploratory projects to see how we can stem the flow of young people entering homelessness and improve our service delivery by looking at how we can provide more purpose-built facilities. Details on year one accomplishments are highlighted on pages 6-8.

Our donors and volunteers have been essential in enabling youth to benefit from the life-changing programs, services and care they need and deserve to move to their brighter future. We are grateful to each one of you for your generosity; you are creating lasting change that will empower youth to pursue a life of wellness and opportunity.

*Thank you*  
**for your support.**



Mark Aston  
Executive Director



Susan Paterson  
Board Chair



1. Shelter system Flow: Historical Trend 2018-2023." City of Toronto, <https://www.toronto.ca/city-government/data-research-maps/research-reports/housing-and-homelessness-research-and-reports/shelter-system-flow-data/>



# Broad Social Issues and

# Youth Homelessness

The homelessness crisis continues to affect too many people in communities across Canada; approximately 20 per cent of the current homeless population is comprised of youth between the ages of 13–24 and in a given year, there are at least 35,000–40,000 youth experiencing homelessness<sup>1</sup>.

## MANY CANADIAN YOUTH WHO EXPERIENCE HOMELESSNESS ARE ALSO FROM THE FOLLOWING OVER-REPRESENTED COMMUNITIES:

	Youth experiencing homelessness <sup>5</sup>	General Population <sup>8</sup>
Racialized Communities	28.2%	16%
2SLGBTQIA+ Communities	29.5%	5%
Indigenous Communities	30.6%	4%

The reasons young people find their way to us are complex and often a result of environmental, social and systemic factors—including family breakdowns—that are beyond their control. Without access to important family and supportive networks and mental health resources, these factors can create barriers to pursuing education and finding stable employment opportunities needed to benefit their path towards independence.

## UNSTABLE HOMES

- 63%** Experienced childhood trauma and abuse<sup>1</sup>
- 40%** Were under the age of 16 when they first experienced homelessness<sup>1</sup>
- 68%** Of Canadian young adults aged 20 to 24 live with a parent<sup>2</sup>, while youth experiencing homelessness receive vastly reduced supports from family

## INFLATION

Last year, we continued to see how soaring costs of housing and food affect Canadians:

- 9.6%** Rent prices increase over the previous year<sup>6</sup>
- 7.8%** Food inflation increase over the previous year<sup>7</sup>

## HEALTH & WELL-BEING

Mental health is declining due to experiences of childhood adversity:

- 85%** Of youth experiencing homelessness reported **high symptoms of distress**<sup>1</sup>
- 42%** Reported **at least one suicide attempt**<sup>1</sup>
- 10–20%** Canadian youth are affected by a **mental health or other behavioural disorder**<sup>3</sup>

## EDUCATION & INCOME

The effects of the pandemic affected employment and education opportunities, which had an impact on housing opportunities and the health of youth:

- 51%** Of homeless youth **were not in employment, education or training programs**<sup>1</sup>
- >11%** Of Canadian youth aged **15 to 24 were not in employment, education or training programs**<sup>4</sup>

<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). Family Matters: Under the Same Roof – Living with my parents! <sup>3</sup>. Mental Health Commission of Canada. (2013). Making the Case for Investing in Mental Health in Canada. <sup>4</sup>. Statistics Canada. (2022). Canada's Official Poverty Dashboard of Indicators: Trends, March 2022. <sup>5</sup>. "Racialized Communities, Racialized Groups and Homelessness." Homelesshub, www.homelesshub.ca/about-homelessness/population-specific/racialized-communities Accessed on 14 September 2023. <sup>6</sup>. "September 2023 Rentals.ca Report." Hyperlink, "http://www.rentals.ca/national-rent-report%23rentalsca-data" www.rentals.ca/national-rent-report#rentalsca-data Accessed on 14 September 2023. <sup>7</sup>. "Consumer Price Index, monthly, percentage change." Statcan, https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=1810000403 Accessed on 14 September 2023. <sup>8</sup>. Statistics Canada. (2022). Canada at a Glance 2022.

## Extending care to address

# Complex Needs

The challenges faced by youth experiencing homelessness and trafficking have always been complex, but the opioid crisis and the economic instability have intensified these issues. As a result, we are seeing more youth experiencing homelessness and a greater demand for shelter beds, mental health supports and substance use services.

These circumstances have broad impacts. Research indicates these new realities lead to high levels of mental distress<sup>1</sup>, substance use<sup>2</sup>, and social isolation in youth experiencing homelessness or trafficking. Despite these difficult times, youth continue to show strength. Our dedicated staff continue to demonstrate compassion and support the individual needs of youth, helping them take steps forward to move beyond homelessness and achieve their full potential.

Covenant House Toronto continues to provide transformational care with unconditional love and absolute respect. Our agency's new solution-focused strategic plan prioritizes shelter and emergency services, community housing and transitional supports and expands our prevention work to reduce the flow of young people entering homelessness. In addition, investing in our people and workplace is key to the delivery of innovative programs that are evidence-based and grounded in best practices.

### Strategic plan priorities:



Shelter &  
Emergency  
Services



Prevention



Transition,  
Community  
Housing &  
Supports



People &  
Workplace  
+  
Equity, Diversity  
& Inclusion

On the next pages, we share the accomplishments of the last fiscal year.

1. Mental Health Commission of Canada. (2021). Mental Health and Substance Use During COVID-19: Spotlight on Youth, Older Adults & Stigma. 2. Mental Health Commission of Canada. (2021). Mental Health and Substance Use During COVID-19: Spotlight on Income, Employment, Access.



Five-Year

# Strategic Plan

2023–2027



ROOTED IN COMPASSION AND DRIVEN BY PURPOSE, YEAR ONE OF OUR FIVE-YEAR STRATEGIC PLAN ESTABLISHED A FIRM FOUNDATION TO BUILD ON OUR KEY PRIORITY AREAS FOR FUTURE SUCCESS. THE FOCUS OF OUR FIRST YEAR WAS TO STRENGTHEN OUR ORGANIZATION'S INFRASTRUCTURE, INVEST IN OUR PEOPLE AND MOST IMPORTANTLY, ENHANCE OUR PROGRAMS AND SERVICE DELIVERY TO IMPROVE OUTCOMES FOR THE YOUNG PEOPLE WE SERVE.

## FISCAL 2022–2023 RESULTS



### Shelter & Emergency Services

Shelters continue to be at full capacity in communities across Canada, and young people are desperate for a safe place to sleep. Last year we saw more youth seeking our help and a greater need for shelter services than ever. Recognizing the urgency of the situation, through the generosity of a donor's support, we created an emergency overnight shelter program to help more youth this past winter. The program ran from December 2022 to April 2023 and provided an additional 249 youth with a safe place to stay, food, access to healthcare, mental health supports and other wrap-around services. This was the first time many of these youth engaged with Covenant House, and 90 per cent continued seeking our services long after the program ended.

We continue to see the impact of inflation on youth struggling to survive in our city. Last year, we saw an increase of 60 per cent more youth who came to our drop-in centre for food, temporary shelter, clothing and other wrap-around services.

The current environment and the trauma youth are experiencing have lasting impacts on their health and well-being. Last year, we saw the need for mental health services increase by 22 per cent and visits to our healthcare clinic increase by 41 per cent. In total, we provided 620 youth with access to healthcare, mental health services and addiction support. To help address these increased needs, we accessed external professional therapy/counseling services through community partnerships. We are also looking to expand our on-site clinical services and extend our services to weekends and evenings to help more youth.

A significant focus of our new Strategic Plan is carefully monitoring the changing landscape and observing the increasing needs to help inform actions to serve more youth, better. This means providing relevant and individualized services in facilities that are purpose-built for the complex needs of today's youth. As part of this effort, advisory groups of experts have been recruited along with a project management firm to help steer the redevelopment of our main site.





### **Transition, Community Housing And Support**

The longer a young person is not housed, the higher their risk of experiencing violence, trauma, poor nutrition, decreased mental health and other negative factors. Research shows the more quickly youth can access stable housing and community services, the better their outcomes.

Last year, we supported almost 50 per cent of youth to move from shelter to stable community housing. We added 24 units to our community apartment programs, and four youth workers to support youth with their path forward. Our team also supported all 70 youth who were staying in the emergency hotel program during the pandemic to find other housing options.

Our work does not stop here. We strive to ensure young people who have moved into the community remain successfully housed. This is why we are one of the only youth shelters that has a team of occupational therapists on site. These trained professionals help youth build structure into their daily lives and the skills, confidence and self-awareness to make life a little bit easier on themselves.

We understand the importance of supporting youth on their path out of homelessness. Last year we delivered 401 workshops to provide youth with opportunities to learn important employment and life skills. We successfully provided employment opportunities to 45 per cent of the youth enrolled in our Cooking for Life program that equips youth with the kitchen skills used in restaurants, and other teamwork

and time management skills necessary to become successful employees anywhere.

Improving access to education is one of the best ways to help stop the cycle of homelessness. Last year we provided more than 100 youth with access to our on-site high school and education services. In addition, we awarded 26 post-secondary education bursaries to youth to help with tuition and application fees to further their educational opportunities.



### **Prevention**

Prevention is key to stopping youth homelessness and trafficking from occurring in the first place. This is why we are examining how we can play a larger role in reducing the flow into youth homelessness through increasing awareness and education.

This past year we piloted Youth Reconnect, a school-based referral program for students believed to be at risk of becoming homeless. Working with the Toronto District School Board and Toronto Catholic District School Board, Youth Reconnect staff meet with students, learn about their individual circumstances, and work with them to find housing solutions with a priority to keep them in school. The program has proven to be a success with 91 per cent of participants prevented from becoming homeless last year. Through the program's support, youth either stayed in their family home or moved into other supportive housing alternatives. Program staff also helped youth improve their relationships with family members, with 44 per cent of youth reporting that things have gotten better at home since working with our Youth Reconnect staff.

Since 1987, we have offered schools in the Greater Toronto Area education and awareness presentations on homelessness and trafficking. Last year, more than 30,000 students participated in these sessions, a 45 per cent increase over the previous year. We restarted our hotel and vulnerable sectors training on trafficking prevention, which was delivered to 430 people.

We have also been piloting a program in our shelter that screens young people to determine if they have a better option than entering the shelter system. Stable housing options were found for 25 per cent of these youth.



### **People and Workplace**

We continue to work hard to ensure we are an innovative and mission-focused workplace, and an employer of choice. Over the past year, we invested in technology focusing on communications and collaboration tools, digitizing our learning, payroll and human resources systems. We also provided more opportunities for staff to learn and grow and improve their overall wellness.

### **Equity, Diversity, Inclusion**

Last year we reviewed and amended our policies and business practices, developed training and education programs, and established several committees to help steer our initiatives to ensure we are building an equitable, diverse, inclusive and welcoming place for all.

July 1, 2022 – June 30, 2023

# Program Results

At Glance\*:



**2,004 (+30%)**

young people  
turned to us



**121 (+78%)**

youth reunited or reconnected  
with their families and others  
who are important to them



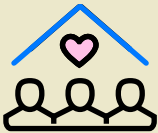
**1,289 (+60%)**

young people visited  
our drop-in centre



**4,727 (+41%)**

visits at our on-site  
health clinic



**658 (+3%)**

youth stayed in our residential  
housing programs



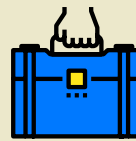
**458 (+22%)**

youth accessed mental  
health services on-site



**387 (+21%)**

youth received one-to-one  
support to help secure housing  
and maintain independent living



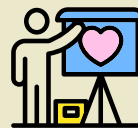
**382 (+3%)**

jobs and job training  
placements realized  
by the youth



**116 (+12%)**


survivors of sex trafficking  
supported and connected  
with needed services



**31,856 (+45%)**

students participated in our  
homelessness and trafficking  
awareness presentations

\* Per cent changes are versus prior year.



## Extending care to more youth in need throughout the cold weather season

At Covenant House, we know the winter months are extremely difficult for young people experiencing homelessness—trying to find a safe and warm place to spend the night and food to eat are daily concerns. People experiencing homelessness during cold weather conditions are also more likely to be vulnerable to cold and freezing injuries.

In response to the severe weather and in the spirit of giving during the holiday season, last year Gary and Donna Slaight made a \$1 million personal donation to Covenant House Toronto to help more youth stay safe from cold weather elements. The Slaight's generosity provided hundreds of youth with food, a place to sleep, warm clothing, and access to health and other vital services during the winter months. The gift built on and supported the current emergency services offered by Covenant House to extend care and reach more young people in crisis during this critical time of year.

According to Gary Slaight, “for those who are able, it is important to help organizations who are serving our most vulnerable when and where they are in most need.”

The Slaight Family Emergency Fund provided a beacon of hope for the young people counting on us for support at a difficult time of year. “Gary and Donna’s generosity inspires confidence in our youth, letting them know there are people who believe in them, and see them and their potential,” says Covenant House Executive Director, Mark Aston.

**WE ARE GRATEFUL TO THE SLAIGHT FAMILY  
AND ALL OUR GENEROUS DONORS FOR THEIR  
UNWAVERING SUPPORT IN HELPING COVENANT  
HOUSE TORONTO CREATE A BRIGHTER FUTURE  
FOR THE YOUTH WE SERVE.**



# Extending Care

## To Prevent Homelessness

### TARIQ'S STORY

After another big argument with his parents, Tariq\* was ready to pack his bags. He didn't have anywhere else to stay, but he felt he couldn't return home.

It was this situation that led Tariq to his school social worker who, before calling around to find shelter space, reached out to Covenant House Toronto's Youth Reconnect program.

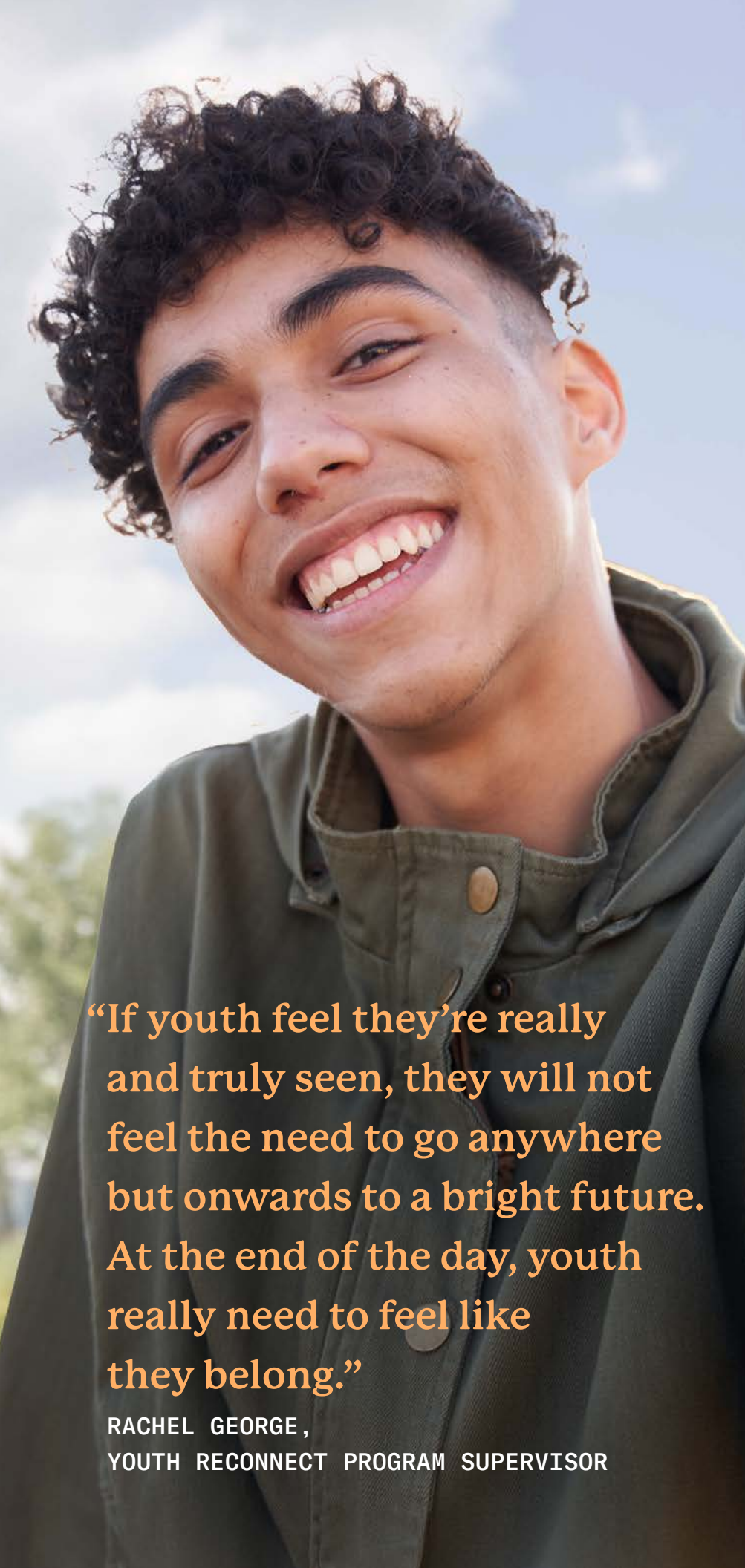
Tariq, his social worker, and a Youth Reconnect worker met at the school to talk through the challenges he was having at home. The Youth Reconnect worker also introduced Tariq to the program's family counsellor to help Tariq resolve the conflict with his family.

Tariq didn't return home that night, however with support from Covenant House, he found a safe place to stay. Subsequently he continued to work with Youth Reconnect, the family counsellor, and his family to address the challenges he was facing at home.

**"IT WAS THIS INTERVENTION THAT HELPED TARIQ FROM BECOMING HOMELESS," SAYS YOUTH RECONNECT PROGRAM SUPERVISOR RACHEL GEORGE. "IT TOOK A FEW MONTHS OF ONGOING EFFORT, BUT OVER TIME, TARIQ SAID HE WANTED TO CONTINUE LIVING AT HOME WITH HIS FAMILY."**

By referring young people to local programs and supports, Youth Reconnect helps them stay near family, school and friends. These community connections and others – like recreational sports, youth hubs, family doctors, and therapists – are important factors in preventing homelessness and creating lasting stability.

\*To protect this youth's identity, we have changed their name and used a stock photo.



## Youth Reconnect Program

Launched in 2022 as a pilot program, Youth Reconnect is a referral service that helps support young people at risk of becoming homeless to find safer alternatives to sleeping on the street and prevent others from entering the shelter system. It has been a tremendous success in helping young people to move forward with stability and hope.

### In the Last Year:

**91%**

Of Youth Reconnect participants **were prevented from becoming homeless**

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**44%**

Of Youth Reconnect participants **reported an improvement in family relationships** since being involved with the program

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**47%**

Of Youth Reconnect participants reported **feeling more connected to their community**

**“If youth feel they’re really and truly seen, they will not feel the need to go anywhere but onwards to a bright future. At the end of the day, youth really need to feel like they belong.”**

RACHEL GEORGE,  
YOUTH RECONNECT PROGRAM SUPERVISOR



**Building knowledge  
that creates lasting**

# *Impact for Youth*

Sex trafficking is a growing crime in Canada happening to girls of all ages and backgrounds. Unfortunately, few people are aware it is a local issue and how to recognize the warning signs. It is often under-reported and under-estimated, and largely misunderstood.

**Because of the high vulnerability among youth already experiencing homelessness, our researchers have embarked on a first of its kind three-year study to understand the bio-directional relationship between homelessness and sex trafficking.**

“The rationale for this research was simple: we serve both populations and many people have asked us what the connection is between them,” explains Covenant House lead researcher, Dr. Amanda Noble.

“Why are youth who are homeless more vulnerable to being trafficked? How do housing and homelessness affect a survivor’s

ability to escape being trafficked? These are among the key questions the study aims to answer.”

The study will involve interviews with trafficking survivors; assessing awareness of the relationship between youth homelessness and trafficking; and knowledge exchange from people with lived experience and





service providers. It is funded in part by Making the Shift, a youth homelessness social innovation lab led by the Canadian Observatory on Homelessness at York University.

“This research will provide insights into actions needed to prevent survivors from being trapped in a cycle of being trafficked and homeless,” Amanda says.

Grounded in an anti-colonial approach, this work will engage Indigenous partners, reflecting our desire to find solutions that address the intersection of homelessness and sex trafficking.

## Other relevant research underway includes:



Studying the effectiveness of services offered at five Canadian sites where staff help youth identify safe housing as an alternative to the shelter system in the first place, and connect them with community supports that help them to stay housed. This research is in partnership with the University of Calgary.

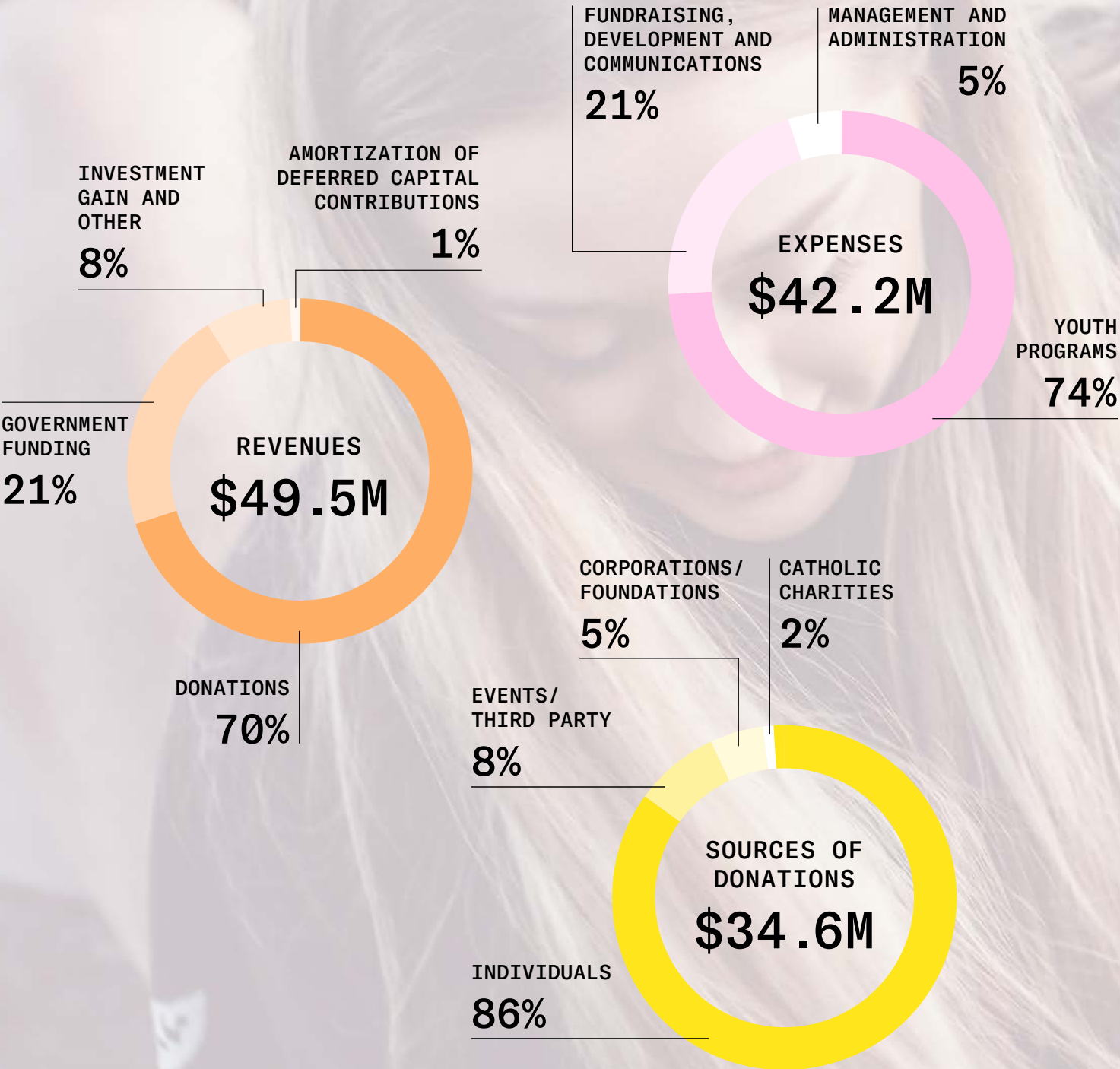


Researching the impact of our programming that strengthens relationships between youth experiencing or at risk of homelessness, and their families and other supportive networks.



Studying the effectiveness of a program to support those in disadvantaged situations and increase education and employment opportunities, with a special focus on girls who are Indigenous, Black, racialized, refugee and sex trafficked. This research is funded by the Slaight Family Foundation.

# Delivering Financial Stability



#### HEALTH CARE

3%

#### COMMUNITY SUPPORT SERVICES AND OUTREACH

22%

#### LONG-TERM TRANSITIONAL HOUSING

25%

#### PUBLIC EDUCATION AND PREVENTION PROGRAMS

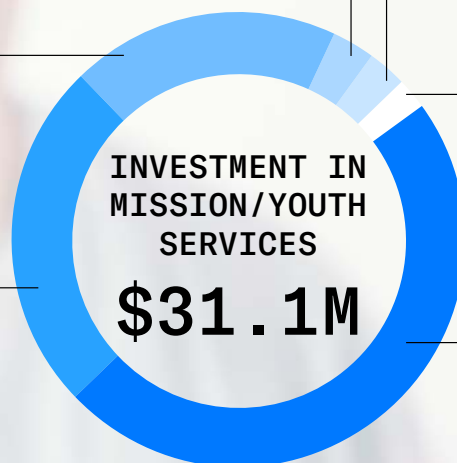
3%

#### RESEARCH AND EVALUATION

2%

#### SHELTER AND CRISIS CARE

45%



Our donors provided 70 per cent of our total revenue last year and donor support enabled us to extend care to 2,000 young people, 30 per cent more than in the previous year.

We ended the year in a much stronger financial position than planned with a \$7.3 million surplus on a consolidated basis that we will reinvest to fund initiatives in our 2023–2027 Strategic Plan including redeveloping our main site, adding community housing and updating our technology systems, while ensuring that we

also have the necessary reserves to fund unforeseen circumstances. The surplus was primarily due to a substantial increase in investment income. While donation revenue decreased slightly by \$280,000 from the previous year, this was offset by an increase in government funding of \$294,000 and other income of \$240,000.

As part of our strategy to build more cost-effective fundraising programs, we saw a decrease in fundraising, development and communications expenses as a percentage of our

total costs from 23 per cent to 21 per cent. Conversely, we saw an increase in investment in youth programs by 1 percentage point over the prior year to 74 per cent of our total organization costs, coupled with an increase in management and administration by 1 percentage point to 5 per cent.

Our reserve and investment practices can be found on page 16.

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



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







# 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 focus on continually improving our operations, governance practices, fundraising, and stewardship.

## Decision-making

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

Our governance structure includes policies, guidelines and practices that provide a framework for decision-making and operations across the agency. It also 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 it is primarily funded by donor dollars, whereas many other similar

not-for-profits receive most of their revenue from government funding or other organizations.

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

As a donor-funded agency, we have a diverse portfolio of fundraising programs and revenue sources to ensure financial viability and reduce risk. We are continuously working toward developing lower-cost fundraising sources.

## 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 people, property, income, and reputation. Management is responsible for delivering a Board-approved risk management policy which deals with program delivery, governance, operations, finance, and regulatory compliance.

## Accreditation

As an organization dedicated to operational excellence, we are accredited under Imagine Canada's national Standards Program for excellence in non-profit accountability, transparency, and governance. We are also accredited through Praesidium to ensure our agency continues to follow best practices in child protection and abuse prevention and maintain safeguards to protect the vulnerable youth we serve.

# Board and Senior Management as of June 30, 2023

## CHAIR

### **Susan Paterson**

FCPA, FCA

Vice President, Client Development  
RGP

## VICE CHAIR

### **David Armstrong**

Director

Onex Partners

## SECRETARY / TREASURER

### **Bryan Pilsworth**

President & CEO, Portfolio

Manager Canadian Equities

Foyston, Gordon & Payne Inc.

## PAST CHAIR

### **Amanda Lang**

Anchor

BNN Bloomberg

## DIRECTORS

### **Clinton Braganza**

Senior Vice President Customer

Loyalty & Partnerships

Scotiabank

### **Jordan Eizenga**

Partner Infrastructure,

Deloitte

### **Lynn Factor**

Child Victim Witness

Support Program

Boost Child & Youth

Advocacy Centre

### **Cheryl Fullerton**

EVP, People and Communications

Corus Entertainment Inc.

### **Cindy Greenough**

Retired Executive Vice President

& Chief Risk Officer

CIBC

### **Larry MacGirr**

Founder & CEO

Laurvic Inc. Consulting

### **Himal Mathew**

President

Fathom Strategies Inc.

### **Sue-Lynn Noel**

Vice President, General Counsel

& Corporate Secretary

Purolator Inc.

### **Sister Mary Rowell**

Sisters of St. Joseph

### **Tyler Seaman**

EVP, Canada

Oxford Properties

### **Mag Stewart**

Partner, Department of

Professional Practice

KPMG

### **The Honourable Karen Weiler**

Retired Judge of the

Court of Appeal for Ontario

### **James Ramer**

Retired Chief of

Toronto Police

## SENIOR MANAGEMENT

### **Mark Aston**

Executive Director

### **Shirley Broderick**

Director, Finance & Purchasing

### **Josie do Rego**

Chief Development

& Marketing Officer

### **Cindy Metzler**

Associate Executive Director

### **Hema Ramlochan-Tuitt**

Chief People & Culture Officer

### **John Harvey**

Interim Chief Program

& Services Officer

For a full list of our Board committees and their membership, go to: [CovenantHouseToronto.ca/about-us/leadership](https://covenanthousetoronto.ca/about-us/leadership)



# Covenant House International

Covenant House Toronto is part of a network spanning 34 cities across six countries. Covenant House helps youth ignite their potential and reclaim their lives. As Canada's largest agency serving youth who are homeless, trafficked or at risk, we offer the widest range of services to hundreds of young people every day. More than a place to stay, we provide 24/7 crisis shelter and transitional housing on-site and, in the community, along with comprehensive services including education, counselling, health care, employment assistance, job training and after-care. Since 1982, Covenant House has supported more than 100,000 young people.



Covenant House Toronto  
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## CONNECT WITH US

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10699 0195 RR0001

