

Advancing **prevention**

Building Opportunities to Create Lasting Change



**Covenant
House®**

2024 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 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.

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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Advancing Prevention

Up to 40,000 young people experience homelessness annually in Canada.

As the housing crisis and an unstable economy have driven more youth to our doors, we know the most effective way to combat youth homelessness is through prevention. While we've always provided frontline emergency response to youth in crisis, far better outcomes can be achieved by preventing youth from becoming homeless in the first place. By understanding the root causes of homelessness and intervening early, effective prevention programs can stabilize at-risk youth and provide them with the supports needed to stay in school, remain in their community and build or repair bridges to family or other supportive adults, and address mental health issues and other challenges they may be facing.

Last year we saw a 10 per cent increase in youth arriving at our agency seeking help. A lack of affordable housing, coupled with the higher cost of living, and complex mental health needs have 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 helping young people reach their full potential. Beyond providing essential shelter, food, and medical care, we offer counselling and skills development to support their growth and success. We continue to work hard to identify thoughtful and innovative ways to extend our care to help youth build the future they deserve. We couldn't do this without the generous help of our donors and volunteers.

THANK YOU ♥

To Our Loyal

Supporters

It continues to be a difficult time for too many people in communities near and far. Post-pandemic inflation and soaring rents have made daily living more challenging than ever. Young people are particularly vulnerable to these circumstances.

LAST YEAR, THE CITY OF TORONTO DECLARED HOMELESSNESS AN EMERGENCY¹. INCREASINGLY YOUNG PEOPLE, WHO MAKE UP APPROXIMATELY 11 PER CENT OF THE CITY'S HOMELESS POPULATION², ARE TURNING TO COVENANT HOUSE TORONTO FOR HELP.

Over the past year, demand for our services has increased. Every day in our drop-in centre, up to 100 youth access food, clean clothes, and other services while more young people arrive in the afternoon to find a safe place to sleep because they have no other options. Last year, we saw a 64 per cent increase in youth participating in our transitional housing programs and a 35 per cent rise in demand for mental health services.

At Covenant House, we are responding to this urgent and increased demand with thoughtful, tailored programming to ensure essential needs are met while encouraging youth to realize their full potential. The dynamics of homelessness, including root causes and associated consequences, are different for youth than for adults. Solutions to address youth homelessness, therefore, must be comprehensive and consider both the social and economic elements to ensure that any experience of homelessness is rare, brief, and non-recurring.

Our shelter and emergency services move youth out of survival mode and direct their focus to the future, helping them to regain control over their lives. Through our on-site and community transitional housing programs, our staff provide support for youth to learn and practice the skills they need to live independently. Thanks to strong community partnerships, we added 21 new beds to our housing programs and with this additional support, transitioned 274 youth into places they can call home.

As we continue to serve the immediate and pressing needs of youth who are experiencing homelessness, we are equally focused on working upstream to prevent more youth from this traumatic experience. This means intervening earlier, faster, and more effectively when a young person is at risk of homelessness and supporting them to reduce that risk. We have several successful prevention initiatives focused on addressing the unique needs of today's youth. Achievements over the past year demonstrate the power of prevention in breaking the homelessness cycle. Our family counselling program is one example of how we work with young people and their families to improve or resolve family conflicts before a young person becomes homeless. Last year, all youth who saw a family counsellor remained stably housed.

Another example is our Youth Reconnect program which launched in 2022 and works with Toronto schools and child welfare agencies to reduce factors that may lead to youth homelessness. The program continues to show positive results with nearly all participating youth remaining housed last year.

¹. City of Toronto (2023) Shelter System Flow Data: Historical Trends 2018-2023 <https://www.toronto.ca/city-government/data-research-maps/research-reports/housing-and-homelessness-research-and-reports/shelter-system-flow-data/> ². City of Toronto (2021) Toronto Street Needs Assessment <https://www.toronto.ca/legdocs/mmis/2021/ec/bgrd/backgroundfile-171729.pdf>

Our partnerships with school boards also allow us to proactively address youth homelessness and trafficking. This year alone we reached almost 25,000 students through presentations that equipped them with the knowledge and resources to avoid becoming homeless or trafficked, and to understand how they can help peers who may be at risk of experiencing these crises.

Every day our staff show up with hope and positivity and demonstrate care and respect. Through the activities and resources we provide, youth can develop the skills to navigate challenging life moments and move more confidently into independent living.

Thanks to the generous support of our donors, we continue to expand, enhance, and deliver evidence-informed programs and services, using the best, most current and promising practices that meet the increasingly complex needs of today's youth.

We are so grateful to our donors and community for believing in the potential of young people. Your generosity and conviction in our work is critical to helping young people effectively harness their potential and reclaim their lives.



Mark Aston
Executive Director



Susan Paterson
Board Chair

Thank You

for your ongoing
commitment
and generosity.



Broad Social Issues: Youth homelessness is often a predictor of chronic adult homelessness.

Approximately 20 per cent of the current homeless population in Canada is comprised of youth between the ages of 13 and 24 with many more young people experiencing hidden homelessness — couch surfing with a classmate or sleeping in a car, making school engagement or employment difficult, if not impossible.

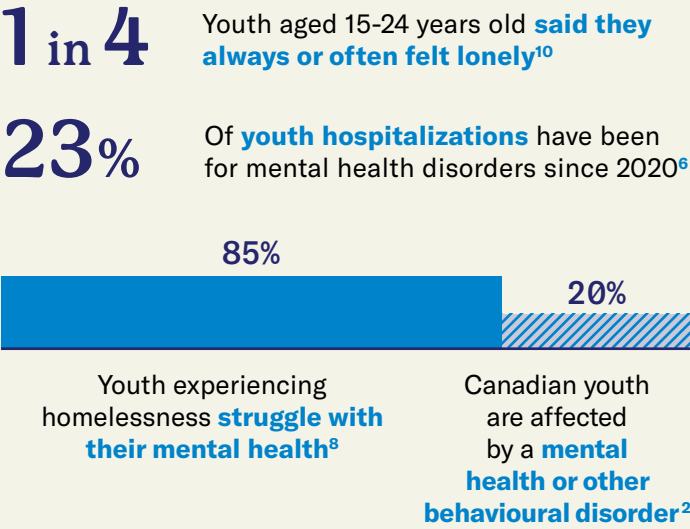
MANY CANADIAN YOUTH WHO EXPERIENCE HOMELESSNESS ARE ALSO FROM THE FOLLOWING OVER-REPRESENTED COMMUNITIES:

	Youth experiencing homelessness ¹⁰	General Population ¹⁰
Racialized Communities	28%	27%
2SLGBTQIA+ Communities	25–40%	5–10%
Indigenous Communities	35%	5%

Thousands of young people face unstable housing conditions each year. Many are from marginalized communities and face systemic issues such as poverty, family conflict, and mental health challenges.

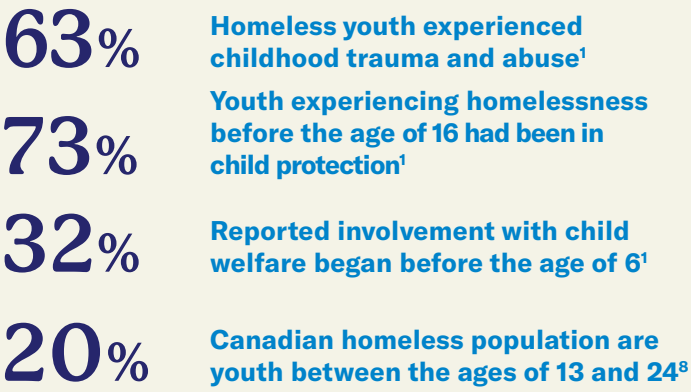
HEALTH & WELL-BEING

The mental health of youth is declining due to high levels of anxiety and loneliness, as well as a reduction in support services⁶.



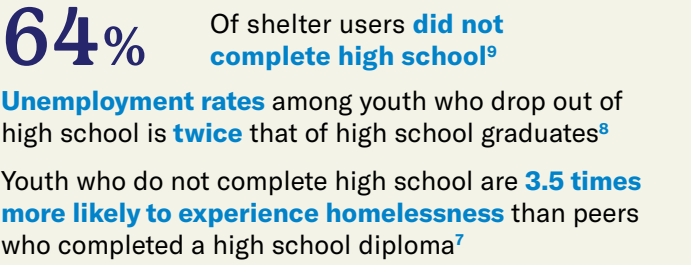
Family breakdown, poverty, mental health challenges, and inadequate support systems are contributing factors. Without intervention and supportive services, homeless youth often fall victim to chronic adult homelessness. 46 per cent of chronically homeless adults first experienced homelessness in their youth.

UNSTABLE HOMES

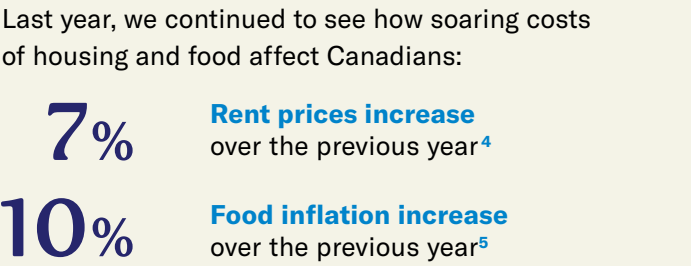


EDUCATION & INCOME

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



INFLATION



1. Schwan, K., Nichols, N., Gaetz, S., Redman, M., French, D., Kidd, S., & O'Grady, B. (2017). Child welfare and youth homelessness in Canada: A proposal for action. Toronto: Canadian Observatory on Homelessness Press. 2. Mental Health Commission of Canada. (2013). Making the Case for Investing in Mental Health in Canada. https://www.mentalhealthcommission.ca/wp-content/uploads/drupal/2016-06/Investing_in_Mental_Health_FINAL_Version_ENG.pdf 3. Homelesshub. (2023, September 14). <https://homelesshub.ca/collection/population-groups/> 4. Rentals.ca. (2023, September 14). National rent report. <https://www.rentals.ca/national-rent-report#rentalsca-data> 5. Dalhousie University. (2024). Canada's food price report. https://cdn.dal.ca/content/dam/dalhousie/pdf/sites/agri-food/Canada's%20Food%20Price%20Report%202023_Digital.pdf 6. Canadian Institute for Health Information. (n.d.). Mental health of children and youth in Canada. <https://www.cihi.ca/en/children-and-youth-mental-health-in-canada> 7. National Network for Youth. (2023). Youth homelessness. <https://nn4youth.org/learn/youth-homelessness> 8. Youth Without Shelter. (n.d.). Youth homelessness. <https://yws.on.ca/who-we-are/youth-homelessness> 9. The Homeless Hub (2016) Education and homelessness <https://homelesshub.ca/blog/2016/education-homelessness/> 10. Statistics Canada (2021, November 14) <https://www150.statcan.gc.ca>

A Dark Intersection

Understanding the Relationship between Youth Homelessness and Sex Trafficking

RESEARCH SHOWS THAT YOUTH EXPERIENCING HOMELESSNESS ARE ALSO AT A GREATER RISK OF SEX TRAFFICKING, WITH 68 PER CENT OF YOUTH WHO HAVE BEEN TRAFFICKED EXPERIENCING HOMELESSNESS AT THE TIME OF THEIR EXPLOITATION¹. IN EARLY 2024, THE TORONTO POLICE SERVICES HUMAN TRAFFICKING ENFORCEMENT UNIT REPORTED AN INCREASE IN LOCAL CASE NUMBERS INDICATING THAT MORE YOUNG PEOPLE ARE BEING LURED INTO SEX TRAFFICKING TODAY.

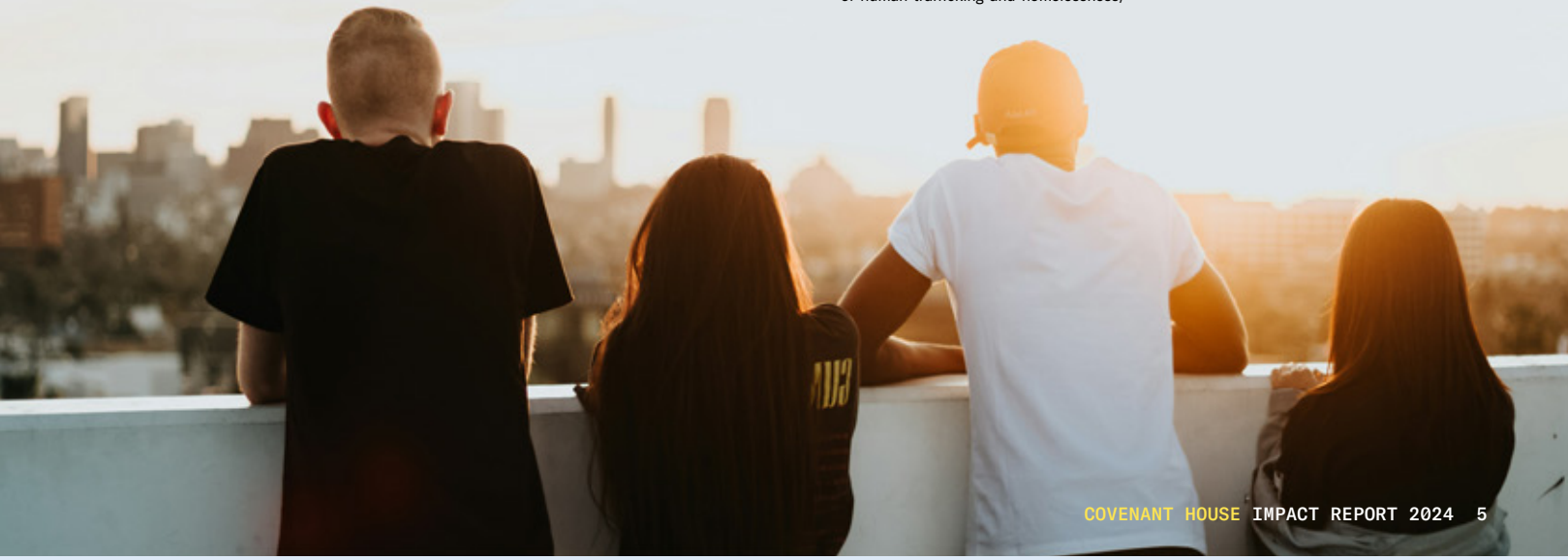
Due to the alarming vulnerability among youth already experiencing homelessness and the growth of this crime, our researchers are studying the connection between trafficking and youth homelessness. The research includes interviews with survivors to help us better understand what support is needed for youth to maintain their exit from trafficking.

While anyone is at risk of being trafficked, youth experiencing homelessness are more vulnerable to these circumstances. To better understand this issue, we partnered with 11 agencies serving youth in British Columbia, Alberta, Ontario, Quebec, Nova Scotia, Newfoundland and Labrador, and the Northwest Territories. The research aims to understand the bi-directional relationship between youth homelessness and sex trafficking, and how victimized youth are often trapped in a cycle of homelessness and trafficking.

This information will allow us to build on sector knowledge of trafficking to identify prevention training opportunities for front-line workers in the shelter system. Through the experiences shared by survivors of trafficking and the feedback from these partner agencies, resources will be developed for shelter staff to recognize, intervene, and help prevent trafficking from occurring in the first place.

The study findings will also be used to inform a Housing+ model to support youth transitioning from trafficking. The Housing+ model will ensure that housing is provided as a first step, followed by the necessary wrap-around services youth will need to sustain their exit from trafficking and begin to heal from their experience. This research has been funded in part by the Making the Shift Centre of Excellence and the Social Science and Humanities Research Council.

¹. National Alliance to End Homelessness <https://endhomelessness.org/blog/the-intersection-of-human-trafficking-and-homelessness/>



Five-Year

Strategic Plan

2023–2027



AS WE COMPLETE THE SECOND YEAR OF OUR STRATEGIC PLAN, WE CONTINUE TO EXPAND OUR PREVENTION AND COMMUNITY HOUSING EFFORTS USING PROMISING, EVIDENCE-INFORMED PRACTICES. WE FOCUSED ON UPSTREAM INTERVENTIONS, ACTING EARLIER TO MORE EFFECTIVELY PREVENT YOUTH HOMELESSNESS AND SUPPORTING THOSE AT RISK TO TRANSITION QUICKLY OUT OF IT.

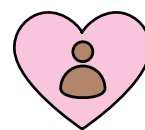
FISCAL 2023–2024 RESULTS



Shelter & Emergency Services

As the demand for shelter beds continued to vastly outstrip the available supply, we offered a winter respite program again this past year from November to April providing 150 youth with a safe place to sleep. These young people also have access to other critical services like health care and mental health and substance use counselling. We saw a 35 per cent increase in the number of visits for mental health and addiction support this past year.

The demand for health services continues to increase in complexity and volume. Many young people struggle to meet their basic needs like food and housing, adding to the difficulty of their challenges. There were nearly 5,000 visits to our on-site health clinic and more than 1,400 youth relied on our drop-in centre for food and other basic needs.



Transition, Community Housing And Support

Research indicates that the more quickly young people experiencing homelessness can access a stable place to live with the necessary wrap-around services, the better their long-term physical and mental health outcomes. This is why Covenant House is one of the only youth shelters in the city to have an on-site team of occupational therapists—health care professionals who are trained to help youth build structure into their days and the skills, confidence, and self-awareness to help them navigate life particularly in stressful situations.

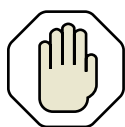
Last year, 1,421 youth were supported as they built their path forward by earning credits through our essential life skills programs. The young people engaged through our Cooking for Life program and employment centre secured 185 jobs—an admirable achievement given

the challenging employment market for young people.

We continue to work with community partners and government to increase options and access to housing and supports for young people.

In the past year, 64 per cent more youth participated in our transitional housing programs through the expansion of our community apartment program and the opening of a new 10-bedroom home to support refugee youth.

We also understand the importance of equipping youth with the tools for a brighter future. For many youth experiencing homelessness, staying in school is challenging for a variety of reasons. Last year, over 130 young people accessed our education services, including our on-site high school, and 29 youth were awarded post-secondary bursaries to help cover tuition and application fees, expanding their opportunities for higher education.



Prevention

Prevention and awareness is key to keeping young people safe. That is why we deliver homelessness and sex trafficking education and awareness presentations to students across the GTA. Last year, almost 25,000 students benefited from learning about the issues and how they can better protect themselves.

We have also expanded our partnerships with the Toronto Police Services Human Trafficking Enforcement Care Team and the Hotel Industry Association to provide awareness training. Our hotel and vulnerable sectors training on trafficking prevention was delivered to 1,191 people in 178 locations.

Now in its second year, we saw a 125 per cent increase in participation in Youth Reconnect, a school-based referral program for students believed to be at risk of becoming homeless. The program has achieved some strong initial results:

- 97 per cent of participants remained in stable living conditions. Through the program's support, youth either stayed in their family home or moved into other supportive housing alternatives.
- 61 per cent of youth reported that things have gotten better at home since working with our Youth Reconnect staff.



People and Workplace

We continue our commitment to building an innovative and mission-focused workplace. This past year, we invested in technology to digitize our learning, payroll, and human resources systems, enhancing efficiency and accessibility. Additionally, we expanded our workforce and established

community partnerships to ensure we can effectively manage the increased demand for our services. These strategic initiatives not only strengthen our operational capacity but also reinforce our dedication to supporting our employees and the communities we serve.

Equity, Diversity, Inclusion

Nurturing equity, diversity, and inclusion for youth, staff, senior leadership, volunteers, and the Board is a priority for our agency. Last year, we continued our work on the calls to action for Truth and Reconciliation, implemented the Toronto Shelter Standards by addressing anti-Black racism directives in our programs and services, and conducted in-house mandatory training for staff. Additionally, we organized workshops and educational events to celebrate diversity and promote inclusion to ensure that our workplace remains a welcoming place for all.

July 1, 2023 – June 30, 2024

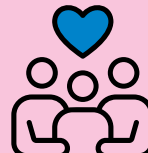
Program Results

At Glance*:



2,194 (+10%)

youth turned to us
for support



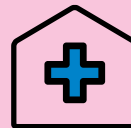
247 (+104%)

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



1,444 (+12%)

young people visited
our drop-in centre



675 (+9%)

youth relied on our on-site
clinic for healthcare



139 (+64%)

young people participated in our
transitional housing programs



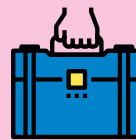
500 (+35%)

on-site visits for
mental health services



411 (+6%)

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



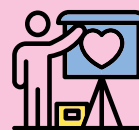
1,421 (+114%)

credits achieved
by youth through our
life skills workshops



142 (+78%)

survivors of sex trafficking
supported and connected
with needed services



744

volunteers provided **9,620** hours
of their time supporting our
youth, saving us **\$264,000**

*Per cent changes are versus prior year.



Creating Pathways Program

Young women experiencing homelessness often face exploitation, sex trafficking, and trauma caused by these circumstances. Discrimination, poverty, and challenges like finding a place to live, retaining employment or even finishing their education make achieving independence even more challenging. Moving past these difficult experiences requires compassionate and specialized care. To help young women move forward in their lives, we developed the Creating Pathways program to support young women with individualized care.

Each youth entering the program is paired with a dedicated case manager who becomes their main point of contact. Together, they build a path forward that typically begins with mental health counselling to address trauma, mentorship to provide a wider circle of support going forward, and assistance reconnecting with family when appropriate. This is followed by skills development, employment or education counselling, and assistance with rent and finding a safe place to live.

Following the program's launch in February 2023, the program welcomed 15 young women in its first three months. While each participant can choose the programs and services that will support her future goals, all participants are provided with a safe place to live where they can work on their employment and or education goals while addressing their mental health and wellness needs.

Many youth participating in Creating Pathways shared positive feelings about their experience with it. Some appreciated that it was designed specifically for them:

“ESPECIALLY THAT IT WAS FOR WOMEN ... I WAS INTERESTED BECAUSE I REALLY WANT HELP WITH A LOT OF THINGS, AND I NEVER REALLY HAD THE SUPPORT GROUP THAT I WOULD WANT WITH MY FAMILY. SO, TO SEE A GROUP THAT SPECIFICALLY HELPS WOMEN WITH EDUCATION, WORK, AND HOUSING ... THAT’S WHY I WENT IN THERE.”

Youth have also shared with us the importance of being able to choose a therapist they feel comfortable with and who can meet their needs, and how their relationship with their case manager has been critical to their ability to move forward to a future of their choosing. One young person shared her feelings about her case worker saying:

“IT’S BEEN REALLY GOOD. I FEEL LIKE SHE’S A REALLY BIG SUPPORT. EVEN WITH THE COMMUNICATION, SHE MAKES ME FEEL VERY SAFE AND COMFORTABLE, AND SHE’S VERY UNDERSTANDING. SHE’S IN A WAY LIKE A MOTHER, JUST SHOWING ME THINGS AND HELPING ME ... IT’S REALLY NICE HAVING SUPPORT.”

We are deeply grateful to The Slight Family Foundation for their support of the Creating Pathways Program.



Let's Talk About

Sex Trafficking

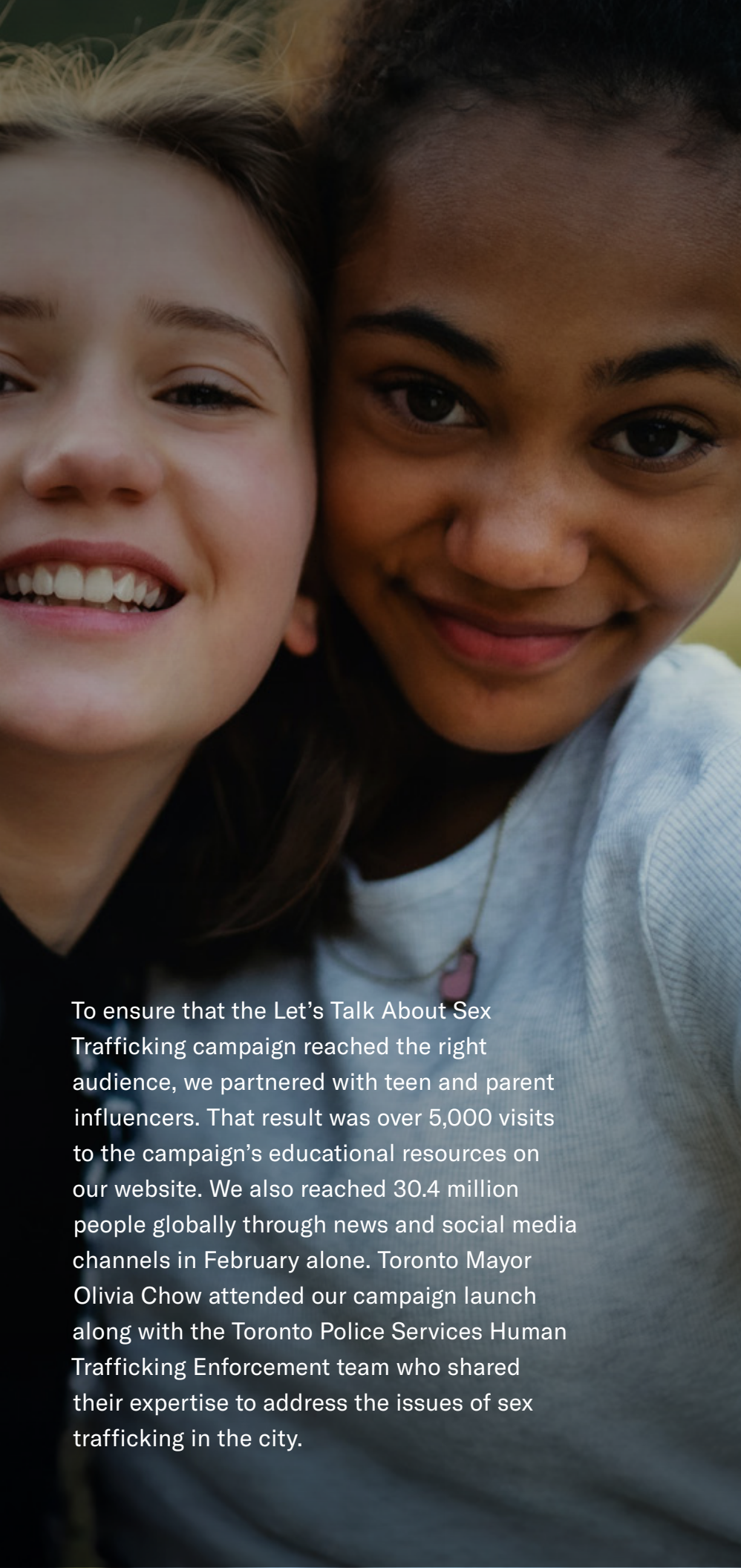
Sex trafficking is one of Canada's most lucrative and misunderstood crimes. Girls as young¹ as 13 are being lured online, from schools, malls, and other places young people meet to connect with their friends, and often by someone they know. However, only about a quarter² (28%) of Canadians are aware of sex trafficking in Canada.

Sex trafficking is happening in our communities, to our children and often right in front of us. Awareness, education, and dialogue are essential to prevent sex trafficking. Data from Toronto Police Services indicate that sadly, this horrific crime is on the rise. In response to this concerning trend, on National Human Trafficking Awareness Day which took place on February 22, 2024, we launched Let's Talk About Sex Trafficking. This awareness campaign aimed to spark dialogue and empower and equip parents, caregivers, and teens with the tools and educational resources to understand and help keep young people safe.

"Most people don't believe that sex trafficking can happen to someone they know. When we believe this, we're distancing ourselves from the issue and from the very real risk factors facing our children on a daily basis," says Maria, a therapist who works with survivors of trafficking at Covenant House.

"The crime has become more technologically advanced, with traffickers using dating apps, social media and other online platforms to lure their victims."

We know from our research that many parents and caregivers are not talking to their children about this issue because they feel overwhelmed or are unsure how to start the conversation. To support these critical conversations, as part of the campaign, we worked with survivors of trafficking to create online resources with information and videos based on real stories, and information for caregivers about what they can do to protect their children.



To ensure that the Let's Talk About Sex Trafficking campaign reached the right audience, we partnered with teen and parent influencers. That result was over 5,000 visits to the campaign's educational resources on our website. We also reached 30.4 million people globally through news and social media channels in February alone. Toronto Mayor Olivia Chow attended our campaign launch along with the Toronto Police Services Human Trafficking Enforcement team who shared their expertise to address the issues of sex trafficking in the city.

“The truth is 90 per cent of sex trafficking victims come from Canada¹ and it can happen to anyone, regardless of culture, income, education, sexual orientation, or neighbourhood².”

Preventing Sex Trafficking Starts with Awareness

47% Of Canadians surveyed are not confident they could **recognize the signs of sex trafficking**

84% Of Canadians surveyed believe that **youth in their communities are at some level of risk of being lured**

Only 1/3 Of teens claim their parents are **very aware of their social media activity**

1. Hodgins, E., Mutis, J., Mason, R., & Du Mont, J. (2023). Sex Trafficking of Women and Girls in Canada: A Scoping Review of the Scholarly Literature. 2. Trauma, Violence, & Abuse, 24(4), 2363-2378. <https://journals.sagepub.com/doi/10.1177/15248380221094316>

Partnering to Support

Youth at Risk

Porticus believes in evidence-based programming that supports the prevention of youth homelessness. Thanks to their generous support, we were able to launch our Youth Reconnect program that allows our team to collaborate with school boards, child welfare agencies, and other community partners to identify youth who may be at risk of experiencing homelessness. By reaching young people earlier, youth and their caregivers are given support to help strengthen their relationships, encouraging youth to stay in school and connected to their family and community.

The Youth Reconnect program is now in its second year and has shown promising results. Nearly all enrolled youth have remained in stable living conditions and over half have seen improved family relationships, school attendance, and engagement with community programs and services to help improve their well-being and employment opportunities.

The program emphasizes relationship-building and is led by the youth themselves. Our team is flexible and mobile, meeting young people in the community to address issues and work toward their goals.

When youth are ready to work through difficult family issues, they are connected with our family counselling team to help them strengthen or rebuild their connections with family or other supportive adults in their lives.

Given the early success of Youth Reconnect, we expect to see increased demand for the program. Finding a path for youth to remain in a stable home, engaged in school, connected to their community and in caring, supportive relationships is the most effective way to prevent them from experiencing homelessness.

Thank you to Porticus for your generous funding which has been instrumental in making these positive outcomes possible.

“BY ADDRESSING THE ROOT CAUSES THAT ARE PUTTING A YOUTH AT RISK, YOUTH RECONNECT IS THE YOUTH-CENTRED, EVIDENCE-BASED APPROACH NEEDED TO KEEP YOUNG PEOPLE IN SCHOOL AND PROVIDE THE SUPPORT THEY NEED TO GROW, FLOURISH, AND THRIVE.” – PORTICUS

“For Porticus, Youth Reconnect models what a just and sustainable future looks like when multiple, cross-sector agencies collaborate and bring resources together to care for those who are vulnerable to being unhoused.... We recognize the importance and need of identifying and supporting at-risk youth before they experience the trauma of homelessness.”

— DAISY VAZQUEZ, PORTICUS PROGRAMME MANAGER

When Youth Reconnect worker Genieve Tan first met Clara*, they talked about how Clara's challenges were affecting her home life and ability to attend school. They discussed ways they could work together to help her overcome these issues and built a plan to address each challenge together.

Many of the youth our team support have suffered some type of trauma or struggle with their mental health and need support. “It's relationship building and it's skills building,” Genieve says. The motivation to keep youth at home and engaged in school is high. Outcomes for youth who are unable to complete their high school education are predictably dire and put them at much greater risk of future homelessness.

In the Last Year:

97%

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

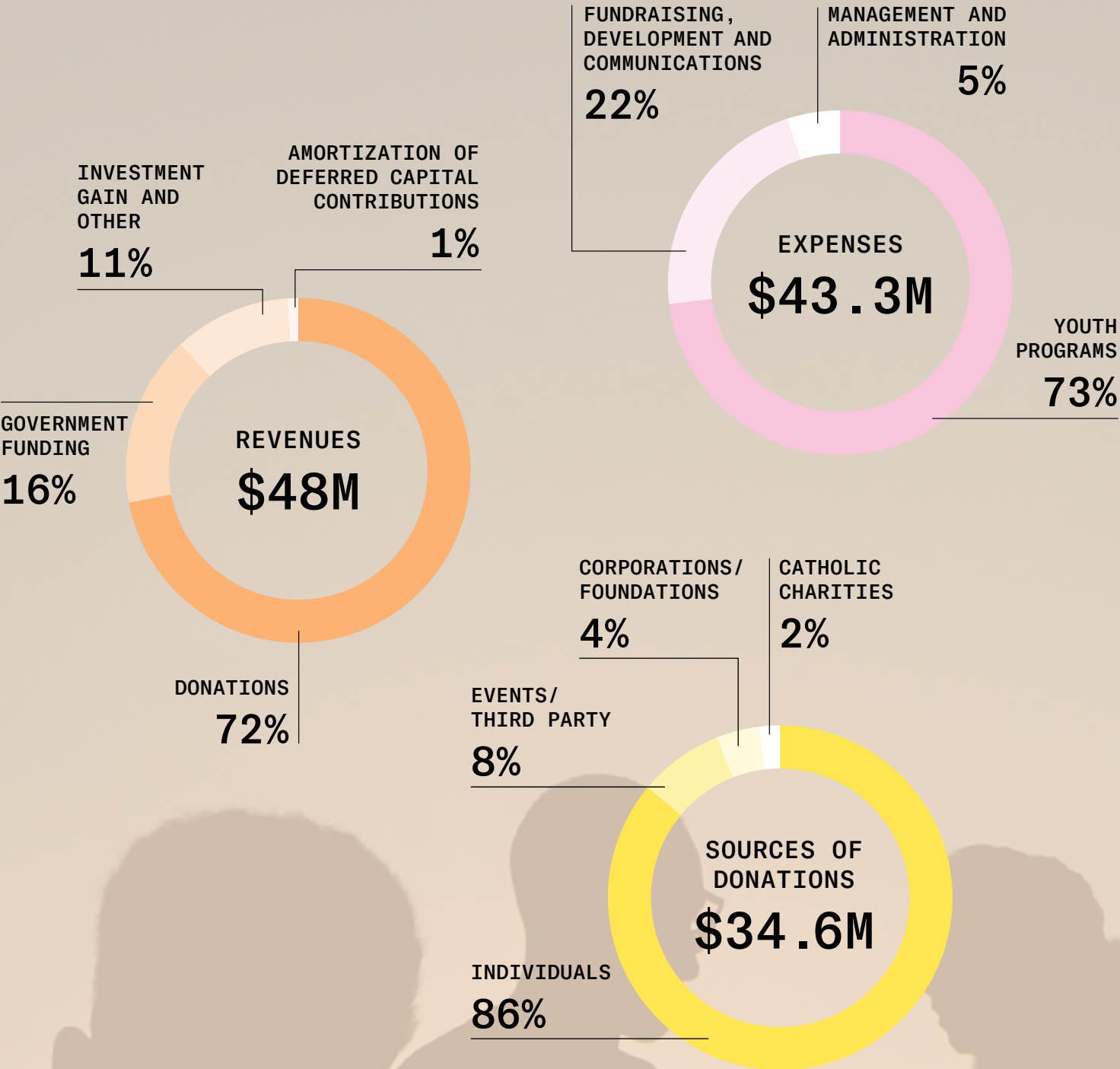
61%

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

65%

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

Delivering Financial Sustainability



HEALTH CARE

3%

COMMUNITY SUPPORT SERVICES AND OUTREACH

24%

LONG-TERM TRANSITIONAL HOUSING

27%

PUBLIC EDUCATION AND PREVENTION PROGRAMS

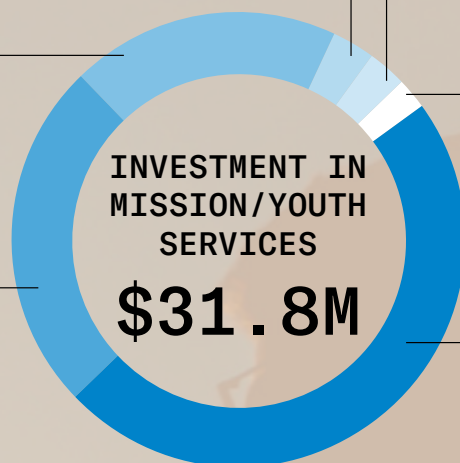
5%

RESEARCH AND EVALUATION

2%

SHELTER AND CRISIS CARE

39%



Our donors provided 72 per cent of our total revenue last year, and donor support enabled us to provide critical programs and services to almost 2,200 young people, a 10 per cent increase over the previous year.

We ended the year in a much stronger financial position than planned with a \$4.7M surplus on a consolidated basis. The surplus was mostly due to higher investment income than planned by \$2.3M and \$766,000 in government support of a new winter respite program that was not budgeted.

Our overall revenues for 2024 were \$1.5M less than the previous year due to a decrease in government funding of \$2.7M associated with the completion of pandemic services. Donor revenue remained constant at \$34.6M, and investment gains and other income sources grew by \$1.5M.

The excess of revenues over expenses is allocated to three reserve funds: an operating reserve to sustain the organization in emergency situations given we are primarily supported by donations; a strategic initiative

reserve to implement critical projects identified in our five-year strategic plan such as our main site redevelopment, community housing, and technology systems; and a capital reserve to ensure we have the funds to maintain our properties or major capital projects. 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 license 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 Executive Team as of June 2024

CHAIR

Susan Paterson

FCPA, FCA

Vice President, Client Development
RGP

VICE CHAIR

David Armstrong

*Partner, Technology Media
and Telecommunications*
Novacap

SECRETARY / TREASURER

Mag Stewart

CPA
*Partner, Department
of Professional Practice*
KPMG

PAST CHAIR

Amanda Lang

Anchor
BNN Bloomberg

DIRECTORS

Jeff Fan

CPA, CA, CFA

*Managing Director & Head, Global
Equity Research Scotia Capital Inc.*
Scotiabank, Global Banking
and Markets

Jordan Eizenga

Partner Infrastructure
Deloitte

Lynn Factor

C.M., O Ont
*Child Victim Witness
Support Program*
Boost Child & Youth
Advocacy Centre

Cheryl Fullerton

Retired EVP People & Communications
Corus Entertainment Inc.

Cindy Greenough

*Retired Executive Vice President
& Chief Risk Officer*
CIBC

Larry MacGirr

CEO & Founder
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

Executive Vice President, Canada
Oxford Properties Group

Myron Demkiw

Chief of Toronto Police Service
Toronto Police

EXECUTIVE TEAM

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

Chief Program Officer

For a full list of our Board committees and their membership, go to: 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

