



**GROWING
STRONGER
TOGETHER**

**Annual
Report
2016/17**



To people who believe that every person is of value and has promise, YSM is the vibrant, local Christian development agency that is leading an infectious movement - going beyond meeting immediate needs by offering holistic programs and a pathway that can transform the lives of people living with poverty in Toronto from merely surviving to thriving.

Our Goal:

YSM will work in partnership toward the realization of the end of chronic poverty in Toronto in one generation.

Our Core Values:

TRANSFORMATION

We joyfully journey with people toward sustainable change.

COLLABORATION

We actively leverage and implement the best contributions of all.

INNOVATION

We continuously evolve our methods toward better outcomes.

ACCOUNTABILITY

We honour the trust placed in us by meeting our commitments.

COMMUNICATION

We use language to intentionally build understanding, unity and trust.

CELEBRATION

We have much to celebrate, and so we do...often.

Letter from the Board Chair & CEO

For more than 121 years, YSM has walked alongside our community members in need, providing help, support and encouragement. As the city has changed, YSM has adapted and changed as well. That's why we've refreshed our look in partnership with J. Walter Thompson, who took us on as a passion project, to reflect our bold plan to end chronic poverty within a generation.

The time has come to map out a distinctive path forward for those in Toronto who need us the most; to help people like Paula defy the odds. Paula is the powerful voice behind YSM's new video. She is a courageous woman with a resilient attitude who first came to YSM, homeless, at age 15. Now 17 years later, we are honoured to have supported her on her journey out of poverty. Stories like Paula's would not be possible without you, our loyal donors, partners and volunteers, so we thank you for your support and trust.

Recognizing that we cannot end chronic poverty alone, YSM continues to collaborate, convene partners and build the capacity of community residents. We have partnered with probation officers to help youth meet their requirements and encourage them to go beyond, joined

with A Way Home Canada to develop effective supports in helping youth find and maintain stable housing, aligned with specialists in workplace education to further develop our community's essential employment skills and embarked on a collaborative approach with the Children's Aid Society to create greater positive impact for families currently engaged in the system.

Over the past year, YSM has demonstrated our impact through TIMES™ — YSM's measurement and evaluation system — through a software platform which allowed us to capture, analyze and report out the impact of our efforts. We anticipate this will be a significant tool to address the issue of chronic poverty in our City.

Our look may be new, but our values and mission remain the same. Poverty in Toronto has changed so we know that we can't keep doing things the same way we have always done them and hope for a different outcome. With your help, we will continue to take bold and courageous steps towards our goal so no one in Toronto has to struggle with poverty.

P.S. You can check out YSM's new video and more at ysm.ca



Angie Draskovic
President and CEO



William Onuwa
Chair, Board of Directors



Evergreen

ENGAGING YOUTH TO TAKE POSITIVE STRIDES IN THEIR LIVES

As a street youth, Craig* found himself in trouble with the law. Many of his friends had criminal records and, with few responsibilities to occupy his time, he ended up with one too. When on probation, he decided he wanted to turn his life around, but didn't know where to begin. He was used to living from day-to-day; creating and sticking to goals did not come easy.

YSM's Helping Offenders on Probation Excel (HOPE) program focuses on treating youth on probation with respect and dignity. We help them get to a place where they can progress and sustain change by supporting them as they meet their probation requirements and encouraging them to go beyond. We bridge the gap and support rehabilitation.

Through HOPE, we have helped Craig find his passion by building a relationship with him that extends beyond Evergreen's services and programs. We communicate directly with his probation officer to help him stay on track and encouraged him to attend a job fair for people on probation. And, we helped him enrol in a barbershop

"I'm working hard to better my life. I know that change doesn't happen overnight but thanks to YSM, I'm on the right track. I'm motivated and excited to get my life moving."

Craig

Evergreen program youth and
HOPE participant

course where he is now training to become a barber.

Craig will soon find employment and is excited to give back to his community by offering free haircuts at YSM's Evergreen. Through his determination and success, Craig is motivating other youth to follow in his footsteps.

Since HOPE program's inception in February 2017, we have partnered with over half a dozen probation offices in Toronto to deliver progress updates on 33 youth. Probation can be a long and winding road but we are already seeing success — 21% of the youth in the program have worked

hard over many months to fulfil their requirements and many others continue towards this goal.

“YSM’s HOPE program has been an invaluable resource for my team and an incredible support to my clients, assisting them to reintegrate into the community, develop life skills and establish achievable goals.”

Michelle Christie

Caseworker, Toronto Employment
and Social Services

Harriet, a probation & parole officer who works closely with the program, is already seeing the impact of our intervention. “Through the HOPE program, my clients appear to have found a sense of self, reducing their risk of re-offending.”

We have also partnered with Employment Ontario, Central

Toronto Youth Services and other agencies that share the same or similar goals to engage youth to take positive strides in their lives.



Later this year, phase one of YSM's Evergreen Centre's newly renovated 24,000 square-foot space on Spadina Avenue will open. Once fully open, the new Evergreen Centre will have multiple practical spaces to meet our community's diverse program needs, including a larger healthcare area and expanded mental health centre, so that we can better address the complex needs and traumas of street youth in our community.



*Name has been changed to protect privacy



Cornerstone

CREATING GREATER CIRCLES OF SUPPORT TO STRENGTHEN AND STABILIZE STRUGGLING FAMILIES

Lisa* first came to YSM in the spring of 2017. At the time, she was a recovering drug user living in a resident transitional shelter for people managing addictions. Unable to parent the way she needed to, the Children's Aid Society (CAS) had stepped in and moved her daughter out of her care and into a family member's home.

While Lisa was fortunate that a relative could care for her daughter instead of foster care, she knew she wanted to make a change. She also knew that she needed help and support in achieving stability in order to regain custody and build a healthy family unit with her daughter.

YSM's Cornerstone program strengthens families by supporting and meeting their every day needs, especially during times of crisis. We build meaningful relationships, offering a holistic approach to family care that helps all families in need achieve stability so that they can live fulfilled

lives. We recognize the strong correlation between families who seek our support and their involvement with CAS. They often face multiple barriers and challenges. Through our partnerships, we support all members of the family through clearly established pathways of shared communication and coordinated planning. We seek to strengthen and stabilize families while minimizing disruption and distress.

It is through YSM's Cornerstone program that Lisa began to learn and develop the practical, every day skills that would help her achieve her goal. She completed a

parenting program at YSM and developed an extensive cross-functional support network. Having support for her addictions and a CAS case worker, while also receiving counselling and care management at YSM, all contributed to her successful journey towards stabilization.

In early 2018, Lisa and her daughter were reunited. She has regained full custody and they are transitioning well; bonding as mother and daughter should.

“YSM has been a great support for me this past year and continues to be. They have been there for me by being an advocate, offering an ear to listen in tough times and always believing in me and my daughter when things seemed impossible.”

Lisa

YSM Cornerstone program participant



The pair was recently partnered with a mentor family through YSM's family-to-family mentorship program. This program, a first of its kind in Toronto, launched last year and places a family who shows great commitment, determination and progress on their journey to change with a mentor family who encourages, challenges and supports them by modelling healthy relationships and positive interactions. Already we have seen many families form meaningful and lasting relationships through this program.



*Name has been changed to protect privacy



YSM supporter, Alana and a community member coming together at YSM's 2017 impact celebration.

Bridges

BUILDING CONFIDENCE, FOSTERING RELATIONSHIPS AND TRANSFORMING LIVES

When Kelly* first came to YSM over five years ago, she was quiet and introverted. Her self-esteem was low because, while living in group homes as a youth, she was frequently told to keep her opinions to herself. As an adult, she began visiting YSM for warm meals, support and programs. When we launched the Bridges program in the fall of 2016, Kelly was quick to take advantage of the many development workshops. She wanted to learn how to build her confidence, find her voice and share her ideas.

YSM's Bridges offers a wide range of services specifically designed to meet the complex needs of adults from ages 21 to 60 who struggle with multiple disadvantages, which causes stress and isolation and can lead to decreased physical and mental health. A transition also to those who have aged out of YSM's Evergreen program, Bridges builds confidence, provides opportunities to learn without fear of failure and invites community members to believe their lives can be different.

It was through the Bridges program that Kelly began to shine — first through a course that taught leadership skills and helped her gain confidence and then through a partnership with Dixon Hall to help community members overcome the critical barrier of low literacy levels. As literacy levels vary greatly amongst our community members, we also partnered with the Toronto Public Library to access materials that support adult learning as part of our education plan to connect community members with meaningful employment.

Kelly successfully completed the program and was eager to take her learning to new heights. She first enrolled in advanced literacy courses and in September 2017, Kelly returned to school for the first time in 40 years, enrolling in George Brown's Personal Support Worker program.

“YSM helped me build goals and an action plan to get there. I wouldn't be where I am today if it weren't for YSM. They helped me develop my skills and build myself up instead of putting myself down. I'm excited to share my ideas and push my boundaries.”

Kelly

YSM Bridges program participant



Only with vital life and employment skills in place can our community transition from merely surviving to thriving. All of our resources and energy are focused on working in collaboration with community and partners in a way that responds to immediate need, invites people into a journey of healing and supports individuals in meeting their goals.



Bridges Candles - an initiative that blossomed out of the Collaboration and Team Work course offered by YSM's Bridges program.



Creative Women's Collective pop-up shop at YSM's Double Take

Community Development

CREATING CONCRETE PATHWAYS TO MOVE COMMUNITIES BEYOND THE BARRIERS THAT CONSTRAIN THEM

Toronto is a richly diverse and prosperous city with incredible opportunities for job seekers and budding entrepreneurs. Unemployment is the lowest it has been in 16 years. Yet, prosperity is unevenly distributed; over 500,000 Toronto residents struggle with poverty — 37% are female single parents and 46% are recent immigrants.

At YSM, we recognize that low-income communities face multiple barriers in accessing job opportunities and lack the necessary support network, such as positive role models and mentors, to help them improve their economic future. Together with our partner agencies, we are creating concrete pathways to employment and entrepreneurship.

One such partnership is the Wealth Creation Think Tank, a team of community partners that is developing a local economic roadmap for inclusive economic development for emerging entrepreneurs and employment seekers through a fully supported pathway, complete with the necessary

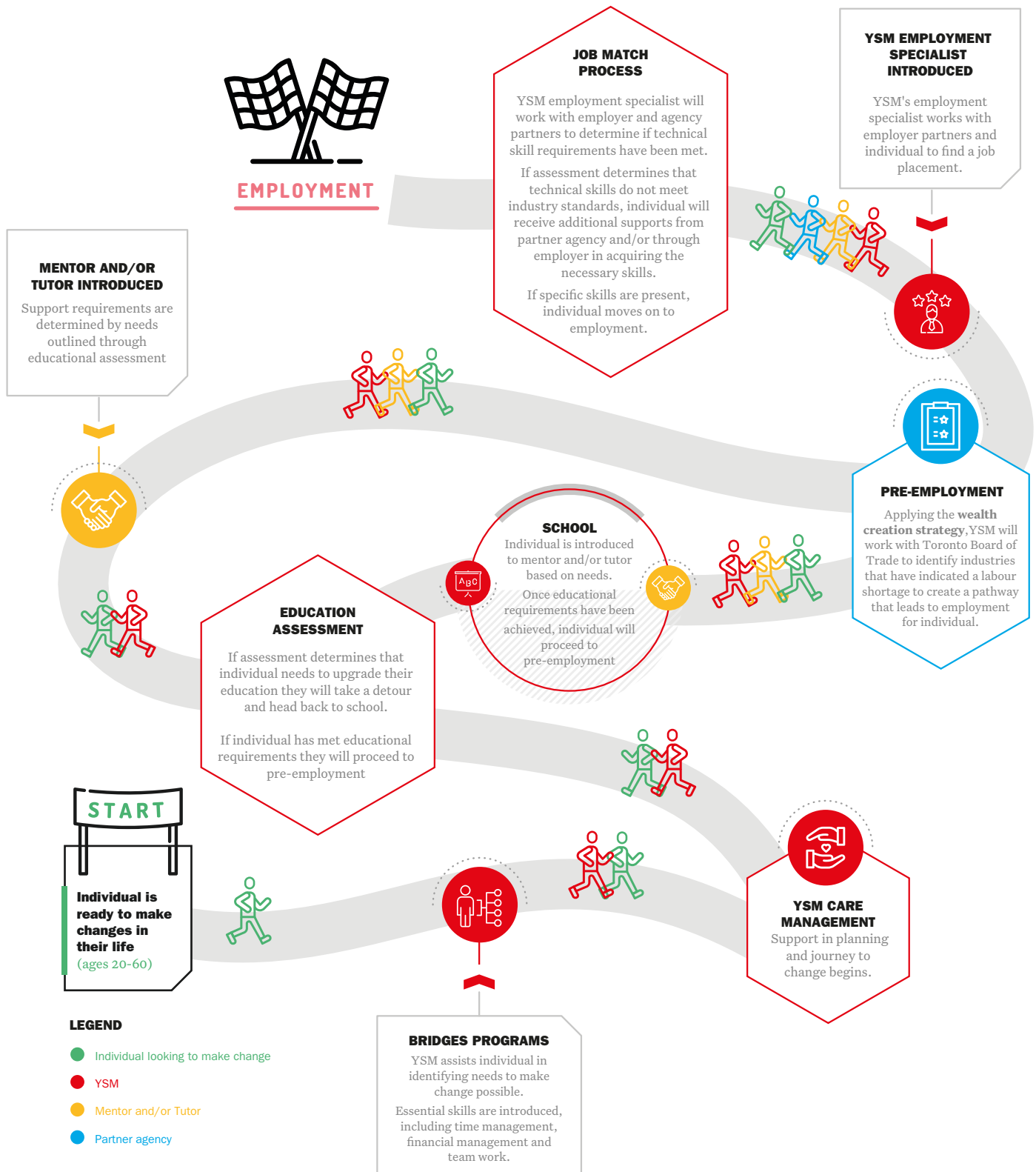
services, resources and holistic supports, such as stable housing, food security and childcare.

Comprised of multiple collaborators, including Toronto Region Board of Trade, the Cabbagetown BIA, OCAD University, Prince's Charities Canada, Regent Park Neighbourhood Association, key business leaders, other agencies, residents and YSM, the Wealth Creation Think Tank gives opportunities for diverse voices to speak and develop models that allow every community member to pursue economic opportunities and move beyond the barriers that constrain them. Each collaborating organization is also extending their influence over their networks and making plans to engage with others in their sector in a similar manner. This, in turn, furthers the reach of this strategic approach.

By coming together under one framework, we realize greater awareness and clarity in tackling the root causes and systemic barriers that continue to contribute to chronic poverty.

Pathways to Employment

Diagram illustrates a pathway to employment as part of the Wealth Creation Think Tank strategy. This is one of the four ways through which YSM will collaborate with others to create practical pathways to employment and entrepreneurship for adult community members.



Financial Statements

REVENUE	2017	2016
General Fund Contributions	6,635,542	5,724,857
Scholarship Contributions	20,205	16,410
Other Restricted Contributions	619,836	692,717
Bequests and Estate Income	815,780	1,646,780
Gifts in Kind	145,314	204,234
Government Grants and Subsidies - Housing	580,985	514,769
- Daycare	843,061	878,239
- Employment and Other	1,840,922	1,626,428
Double Take and Other Income	1,033,101	1,043,345
Rental Income	104,369	111,171
Interest Income	165,295	141,100
Total Revenue	12,804,410	12,600,050

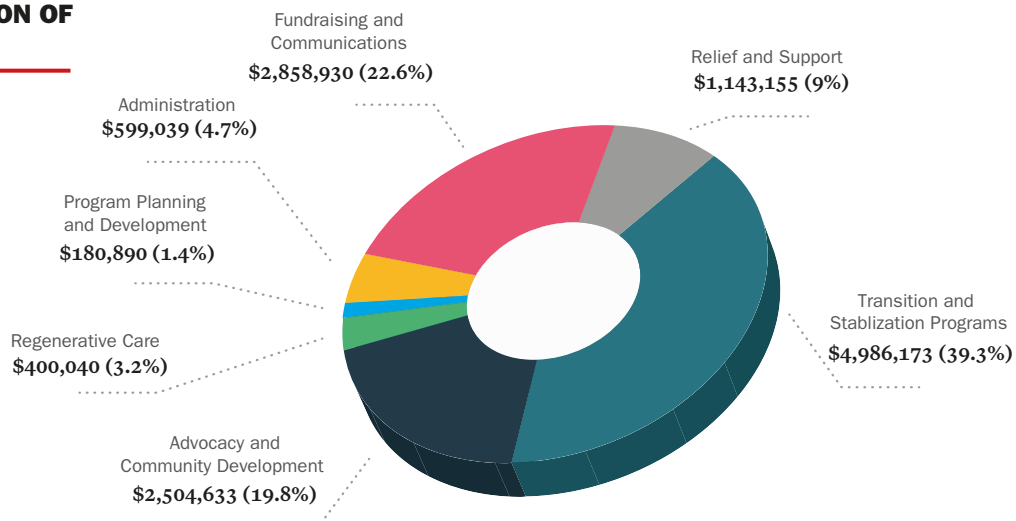
EXPENSES	2017	2016
Relief and Support Programs	1,143,155	1,138,669
Transition and Stabilization Programs		
Education	1,891,354	1,852,636
Employment	2,377,183	2,433,585
Housing Support and Stabilization	717,636	666,842
Community Development	2,376,577	2,258,592
Church at the Mission	234,351	301,002
Counselling	165,689	151,687
Advocacy	128,056	128,093
Program Planning and Development	180,890	218,719
subtotal	9,214,891	9,149,825
Administration	599,039	579,436
Fundraising and Communications	2,858,930	2,283,230
	3,457,969	2,862,666
Total Expenses	12,672,860	12,012,491

EXCESS (deficiency) of revenue over expenses for the year after interfund transfers	2017	2016
General Fund	-	-
Housing Fund	480	14,172
Capital Fund (includes renovation budget)	2,545,949	2,778,022
Restricted Funds	(444,714)	(310,917)
Scholarship Fund	(3,555)	80,164
	2,098,160	2,561,441

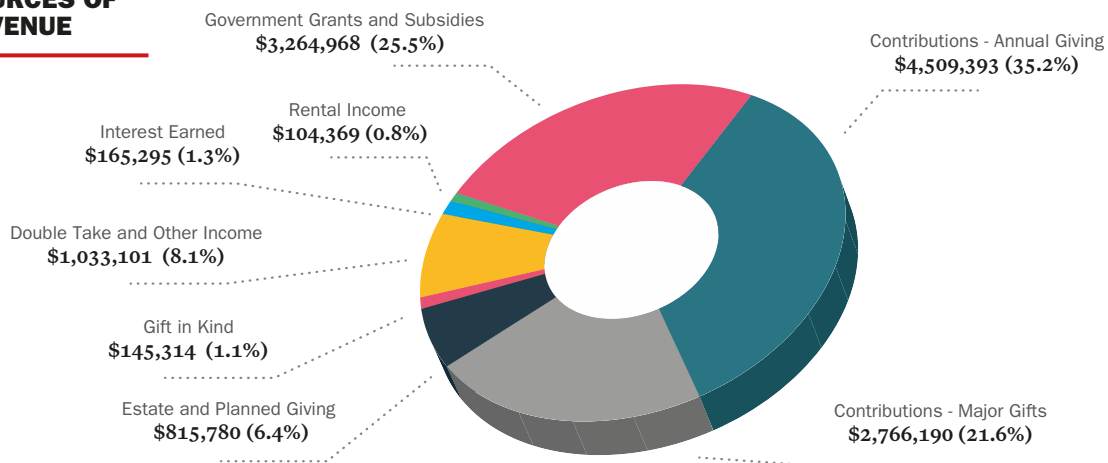
FUND BALANCES at end of year	2017	2016
General Fund	300,000	300,000
Housing Fund	5,936	5,456
Capital Fund	12,085,566	9,539,617
Restricted Funds	1,861,621	2,306,335
Scholarship Fund	1,703,353	1,706,908
	15,956,476	13,858,316

Allocation of Revenue

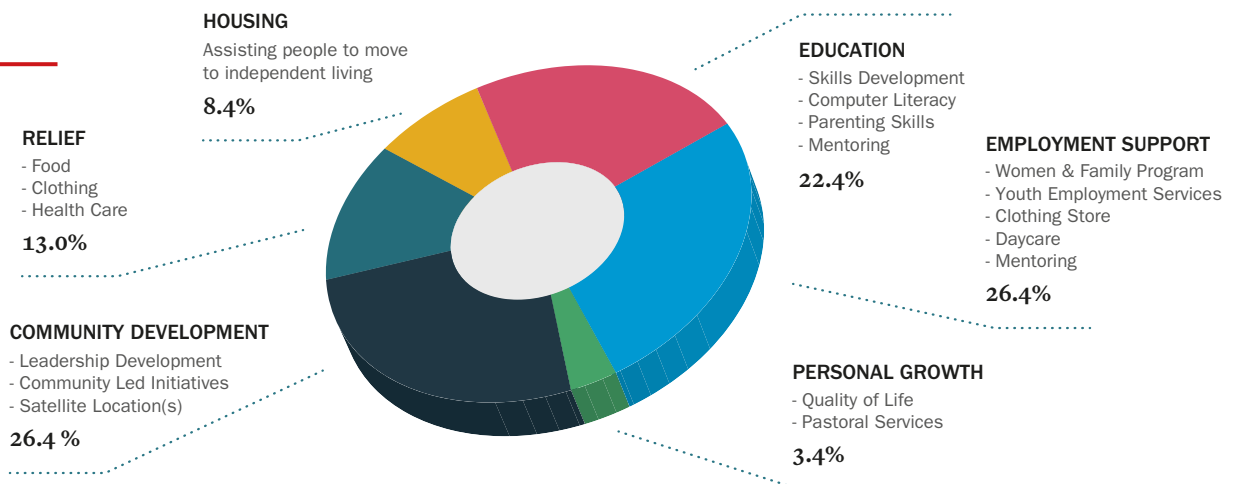
ALLOCATION OF REVENUE



SOURCES OF REVENUE



TYPES OF SERVICES





The building highlighted will serve as the Regent Park Hub for Community Members. When completed, it will link two of YSM's existing buildings together.

Vision for Tomorrow

OUR BOLD AND COURAGEOUS PLAN TO ENDING CHRONIC POVERTY IN ONE GENERATION

Since 1896, Yonge Street Mission has been working in downtown Toronto providing help, support and encouragement to those in Toronto who need us most. Yet sadly, poverty remains a reality for more than half a million Torontonians.

“We have a clear handle on the issues of poverty in Toronto. We have the experience to understand the challenges and the resources to address the problem. We are developing real answers to chronic poverty and we are leading sustainable, systemic change city-wide. We seek to be catalysts for change and we invite everyone to be a part of this real and tangible solution to chronic poverty.”

Angie Draskovic

President and CEO

Our TIMES™ software platform tracks the effectiveness of our programs and community members progress so that we can learn, evolve and respond in a way that truly helps tackle the issue of chronic poverty.

We also understand sourcing and building such a software platform to capture shared outcomes may be prohibitive for many organizations. As an organization deeply committed to city-building, we invited the City of Toronto's Community Development Unit to pilot the TIMES™ tool and leverage the software platform at their community and regional planning tables. In 2018, we will be rolling out up to six pilots across the City, to support the great work that's happening all around us, and begin to develop a standard data measurement to drive innovation and decision making to help the 500,000 families living under the low income measure today. Based on this work, YSM is supporting other institutions to determine how best to leverage this model into their work.

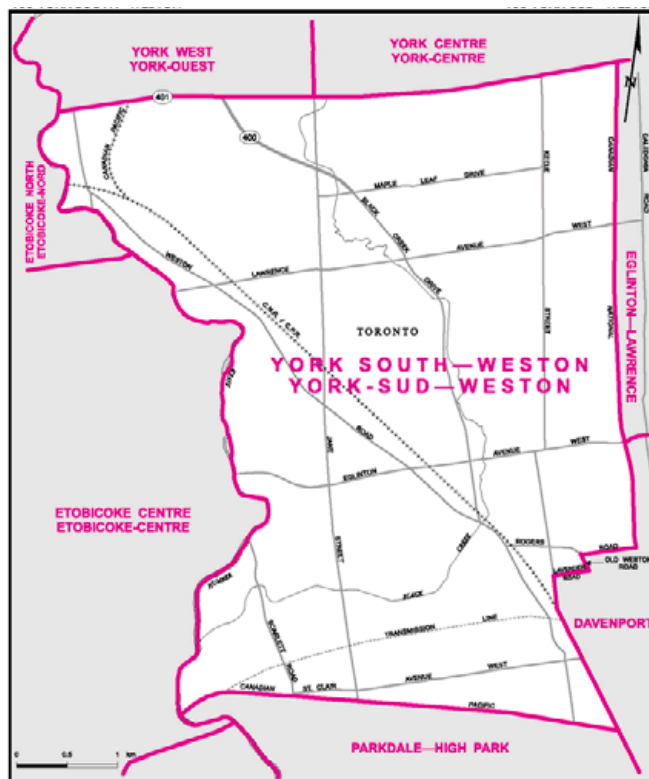
Already we are developing effective and sustainable strategies. We are actively raising funds for our Regent Park Hub for community members, a resident-led safe gathering space **designed by community members for community members**. With the support of our community partners, including the City of Toronto, Cabbagetown BIA and the Regent Park Neighbourhood Association, it will

be an activation point that accommodates, nurtures and incubates activities, such as our Wealth Creation Think Tank, to connect our community to rich and expansive opportunities.

We have plans to expand into the Region of York South Weston, which houses four of the City's 31 Neighbourhood Improvement Areas. With our proven model of collaborating and gathering with stakeholders, we aim to support the development of a roadmap of opportunities in this new community. And after unforeseen delays, our new, 24,000 square-foot Evergreen Centre location on Spadina Avenue, will open later this year, allowing us to create greater circles of support to engage youth to take positive strides in their lives.

The time has come to stop using band-aids. We need to be bold and courageous, to take action and continue to come together to transform the lives of people living in Toronto from merely surviving to thriving.

We invite you to join us. **Visit ysm.ca to help create pathways out of poverty.**



Map of the region of York South Weston, which YSM will be expanding into.

Year at a Glance

POSITIVE STEPS FORWARD BY THOSE IN CARE MANAGEMENT, CAPTURED BY TIMES™ *

Cornerstone
(Families in Need)

211

Evergreen
(Street Youth)

330

Bridges
(Adults experiencing
chronic poverty)

426

Grand Total

967

*Positive moves include securing shelter, employment, education and healthier living.

26,100

visits to food bank



7,500

visits to YSM's
Employment Centre



40,873

visits to YSM's
Evergreen Centre



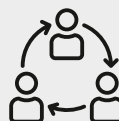
Approximately
10,000

gifts given out over the
Christmas season



82%

of people served through
YSM's Employment Centre
are employed or in training
or education



13,384

visits to Bridges
programming & services



198

students assisted
through Cornerstone's
Educational Supports



3,785

volunteers invested

46,020

hours total



8,000

visits to YSM's
computer lab



+1500

assisted through YSM's housing
department - including assistance
with securing housing, eviction
prevention, housing stabilization and
budget assistance

+300

engaged community
members through community
development initiatives

Key Milestones



DEC 2016

YSM's Child Care Centre becomes part of the first cohort to receive Tier 1 license designation, the highest level by the province of Ontario



FEB 2017

Helping Offenders on Probation Excel (HOPE), a program to support rehabilitation and reintegration of youth on probation, launches

APRIL 2017

A celebration to honour YSM's history at 381 Yonge Street takes place ahead of move to Spadina Avenue in 2018

JUNE 2017

YSM is asked to participate in the Canadian Poverty Reduction Strategy and engages 49 community members to contribute to the survey



AUG 2017

Friends Helping People End Poverty organizes a community consultation on the National Housing Strategy

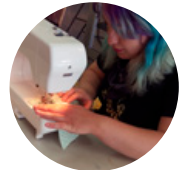


SEP 2017

Starbucks and Born This Way, Lady Gaga's Foundation surprise youth at YSM's Evergreen Centre

JAN 2017

Jubilee Designs, a YSM initiative focused on providing street-involved youth with employment opportunities, launched its online store



MARCH 2017

OVOL celebrates one year. their impact includes six workshops with youth, one with a local school, over 100 youth engaged and over 150 hours invested in one-on-one training

MAY/JUNE 2017

Bridges launches literacy partnership with Dixon Hall and the Toronto Public Library



JULY 2017

Double Take launches pop-up shop with Women's Development Network, a local women's organization



SEP 2017

YSM hosts its 20th annual golf tournament

SEP 2017

YSM partners with The Prince's Charities Canada to launch Youth Entrepreneurship Launchpad, a youth pilot project





Transforming Toronto Together

A THANK YOU TO OUR DONORS AND VOLUNTEERS

At YSM, volunteers and donors play a vital role in helping us work toward ending chronic poverty in one generation in Toronto. Your support makes it possible for us to provide services and respond on a day to day basis. From serving meals, providing health care services and tutoring children, to mentoring families, adults and youth, donors and volunteers act as a vehicle of support to the marginalized, isolated and most in need. Without you, we

would not be able to support street youth, families in need and adults experiencing chronic poverty on their journey out of poverty, whether it be assisting them in meeting their basic needs or providing developmental services and programming. The investment of time, resources and funds help make a significant and lasting impression and YSM is deeply grateful for your continued partnerships.

“YSM’s Evergreen is a haven for the youth and in many cases their last lifeline. It provides hope for the hopeless. The impact this Centre has had on them is nothing short of a miracle, which I am lucky to get to witness every time I come in to volunteer. However, more need to be reached and more needs to be done. I have committed to supporting YSM financially because I believe in their mission and goal for the city. To me, there is no better investment than to provide hope to those who need it.”

David

donor and volunteer

“I have offered services as a psychiatrist every Thursday afternoon since 2008 and it remains my favorite afternoon of the week! We have a very special opportunity to be a positive influence in their lives and it has been a privilege and inspiration to serve these individuals. I am honoured to be able to use my skills to help them get the support that they need to build sustainable change.”

Susan

volunteer psychiatrist

Leadership Listing

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President & CEO

Brent Mitchell

VP - Programs & Community Development

Cliff Cline

VP - Administration & Finance

Angela Solomos

VP - Philanthropy



At YSM, all assistance is given strictly on the basis of need, regardless of colour, culture, religion, economic status, gender, sexual orientation or social condition. We believe that all individuals deserve the opportunity for full and just participation in society.

YSM services and programs operate from these locations:

**YSM's Evergreen Centre
for Street Youth**

381 Yonge Street

**Christian
Community Centre**

270 Gerrard Street East

Genesis Place

280 Gerrard Street East

**Double Take & TD Computer
Literacy Centre**

310 Gerrard Street East

**H.B. Martin Family Centre for
Urban Education & Church at the Mission**

306 Gerrard Street East

**Seeds of Life Homework Club (at Sts. Cyril and
Methody church)**

237 Sackville Street

**Learn more about changing
lives, building communities, and
transforming Toronto with YSM**



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