



**THE POWER OF
TRANSFORMATION**

ANNUAL REPORT

2018 | 19

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 works in partnership to eradicate 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 CEO & BOARD CHAIR

Welcome to the 2018-2019 Yonge Street Mission Annual Report. As we write this introduction, our city and indeed our world are struggling through a global pandemic.

The COVID-19 crisis has us presently living in a world where all things “normal” suddenly feel off limits. Since March of 2020, we have all been viscerally reminded of what really matters – human connection, financial security and our physical health among those things we hold dear which are now in flux.

Yonge Street Mission is no stranger to challenging times. The history of our 124 year old organization is full of challenges, impact, and triumphs. Leaders and staff members have come and gone, but one thing remains constant; our purpose to serve our hungry and hurting neighbours in this city.

At YSM, we believe that every person has immeasurable value and we seek to bring healing, hope, and joy into each person's life. Every staff member considers it a great privilege to be able to serve the needs of neighbours experiencing poverty in Toronto. In the pages to follow you'll see a reflection of the past year at the mission as well as an update on the progress of the first 4 years of our 5 year strategic plan. In addition, this report points to our goals for the next five years as we work toward our 20 year vision of a city without needless, or chronic, poverty.

This report also illustrates our immense sense of hope and optimism despite the challenging season we are presently experiencing. We believe more than ever that our 20 year vision can be realized if we continue to work together – through the triumphs and the challenges.

The response we have seen from you during the COVID-19 pandemic is one new found source of hope, that in Toronto, after we have lived through this pandemic, we will truly be better in all the ways that really matter. That the things that embody our values and beliefs, those things that shape how we live and treat one another will be the lingering effects of this crisis, and that we will be able to pick up from where we left off stronger, better, more united and more motivated than ever before to end chronic poverty in Toronto in *this* generation.

None of the impact and outcomes you are going to read about would have been possible without your loyal and generous support. You inspire and empower us to bring our best to this work; to serve faithfully with those who need us and to strive toward our ambitious goal each and every day. Thank you for the trust you have placed in us.

Sincerely,



A handwritten signature in black ink that reads "Angie Peters".

Angie Peters
President and CEO



A handwritten signature in black ink that reads "William Onuwa".

William Onuwa
Chair, Board of Directors

ENDING CHRONIC POVERTY IN TORONTO IN ONE GENERATION

5 YEARS OF PROGRESS TOWARDS OUR GOAL

In 2016, YSM conceived an aspirational goal: **to end chronic poverty in Toronto in one generation**. Dividing this high-level goal into five year stages, we set measurable outcomes, working toward that ambitious end vision. As we wrap up our first stage and look towards the next, we remark on our progress and thank you, our generous donors, for investing to make these important strides possible.



Changing Lives

We reviewed literature and statistics to identify key populations most at risk of experiencing prolonged poverty, then narrowed our focus to three populations which YSM was best equipped to assist based on our history and expertise. The resulting identified populations were street-involved youth (Evergreen), families in need (Cornerstone) and adults experiencing chronic poverty (Bridges).

Then came the question as to measuring progress, to know if YSM was effective in changing lives. Beginning with journey maps, YSM staff, volunteers and community members worked together with a consultant to build a framework to measure impact and changes in the lives of individuals. The result was **TIMES – Transformation Integrated Measurement and Evaluation System** - a model which allows us to track positive and negative moves made by community members across 18 key areas such as Mental Health, Housing, Relationships and Employment Readiness.

Building Communities

An individual can work hard to stabilize their life, but if the community in which they live is unhealthy, with high crime rates, little access to employment or services, the individual will struggle to maintain stability and reach their full potential.

Recognizing this, YSM began developing a TIMES model specific to the health of communities. This tool, used by our Community Development team, assesses positive changes in neighbourhoods where YSM's Community Capacity Builders

(CCBs) work. CCBs support local leaders and groups to create change in their community including promoting social cohesion, building wealth creation opportunities and support with social system navigation.

Transforming Toronto

Stabilizing individuals and communities is important, but there are many other neighbourhoods and thousands of families and individuals across Toronto struggling with poverty. With a strategic goal that includes all of Toronto, YSM next asked, how can we, a local organization, impact the whole city?

After building and testing the TIMES model within YSM, the City of Toronto is now piloting TIMES for Communities in three Toronto Neighbourhood Improvement Areas. This is step one in our plan to scale TIMES to be used with other organizations across Toronto.

Additionally, YSM is building partnerships with organizations, community and grass-roots groups throughout the city. Such partnerships enable dialogue to create strategies based on experiences from all over Toronto and opportunity to share resources so that, together, we can have broader impact.

Looking forward, we know that ending chronic poverty will require system-wide changes. As such, we are turning our focus toward our Policy Lever Initiative which, over the next 3-5 years, will identify key policies and programs that, if changed, will have the biggest impact on ending the cycle of poverty. As key policies are identified, the Policy Lever Initiative working group will prove the impact of proposed changes. We will offer local and provincial governments a proposed plan of action with evidence, impact, budgeting considerations and savings, leading to policy change and system wide transformation.

These first five years have been full of progress, and we thank you for joining us on the journey! We're grateful for all that has been accomplished and look forward to continuing our work to end chronic poverty in our city in partnership with you.

STORIES OF TRANSFORMATION

STORY 1 SUPPORTING YOUTH IN ACHIEVING THEIR GOALS

As a street-involved youth estranged from his family, Sean* was lonely and looking for connections. Many of the friends with whom he had forged relationships had criminal records and were living the “downtown life”, as he calls it. They would stop by YSM Evergreen Centre for a free meal then head off, with little to occupy their time. Back then Sean wasn’t interested in change, he just wanted to feel part of a group, he wanted to feel cared for.

Sean soon ended up in prison, serving 13 months behind bars. After his release, Sean returned to YSM Evergreen, but this time he was motivated by a different purpose. “I had life and career goals and I knew if I wanted to work on them, I’d have to not be with bad company anymore,” says Sean.

Instead, he got involved with YSM’s Helping Offenders on Probation Excel (HOPE) program, which focuses on rehabilitating youth through dignity and respect. Through HOPE, Sean found the support he needed to make the changes he envisions for his life.

Motivated to learn new skills, and with the help of YSM staff, Sean joined a cooking class in Evergreen’s kitchen, engaged in anger management workshops and enrolled in a tutoring program at the local community centre to strengthen his

learning skills. Sean now plans to apply to George Brown College’s Chef School and is currently employed full-time in a large hotel chain. Sean is also working hard to repair his relationship with his mother and takes care to choose his new friends wisely.

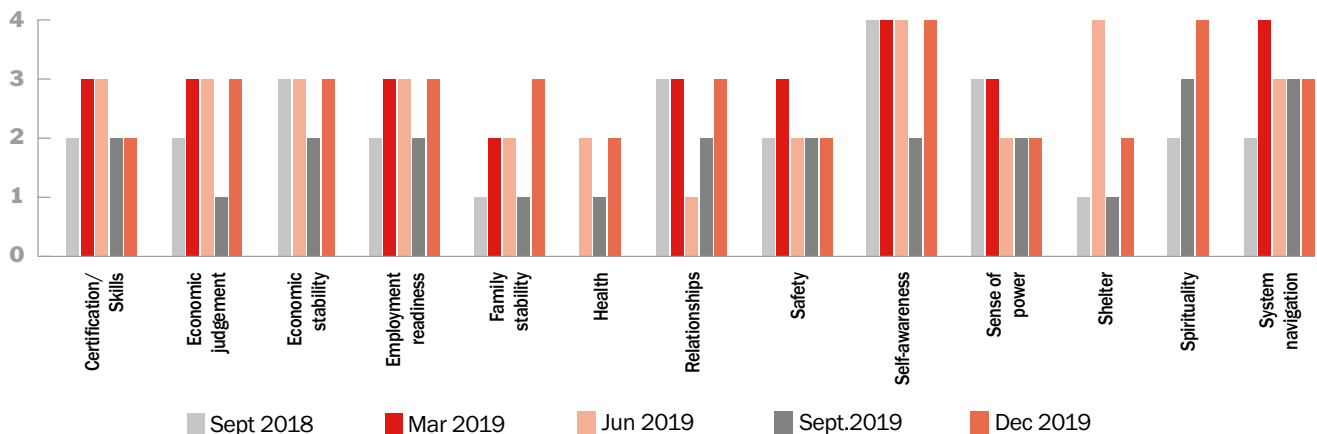
“At Evergreen Centre, everyone who walks through the door is welcome and for me that makes it a good place. I can come in and talk to the drop-in staff anytime about things that are bothering me. It helps me stay on track.”

Today Sean is filled with hope and plans for the future, thanks to Evergreen and the hard work they’re helping him to do.



**Name has been changed to protect privacy.*

Sean’s TIMES Chart: a fluid progression of his progress over time



Regent Park represents Toronto's diversity, as it is a highly multicultural area characterized by dozens of languages being spoken by people from all over the globe. Unfortunately, 73% of its adult residents are underemployed, with the vast majority living below the poverty line.

Maseeda remembers moving to her new neighbourhood of Regent Park, and struggling with poverty as a young child. At the time Maseeda felt lost.

Things began to change when her family became connected with YSM. Maseeda started volunteering and her mother found employment at YSM's Daycare. Her whole family was involved, in some way, with YSM programming and soon she was connected to the Community Development team.

"[YSM Community Development's] goal is to make people feel like they are powerful enough to achieve the things they want to achieve."

In 2015 Maseeda joined the Access to Recreation group which – led by Regent Park residents and supported by YSM staff – works to create equitable access to recreation facilities in the neighbourhood.

"[The group is] facilitated, planned, and conducted by residents. There is a power in that. It's given us a platform to turn our complaints into action."

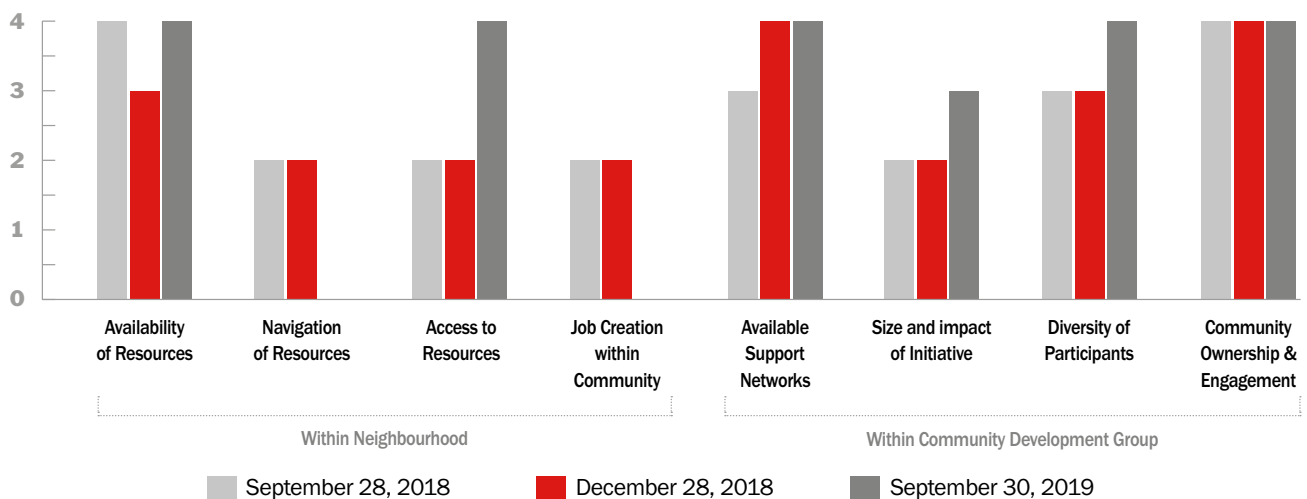
Which is exactly what they did when the group drafted a proposal advocating the city's Parks, Forestry, and Recreation partner with local schools in sending children to swim classes during school hours. The group soon garnered support from City Councillor Wong-Tam and the Economic and Community Development Committee.

After much work, waiting and support from the community, their proposal was approved. And, in the year since, 400 Regent Park children have accessed their local pool.

Maseeda has built her sense of confidence and completed her post-secondary education which, in turn, has led her to stable employment. She now feels a sense of belonging and ownership for her Regent Park community and looks forward to continuing to advocate for change in her community.



Access to Recreation TIMES for Community Chart



STORY 3

HELPING FAMILIES THRIVE TOGETHER

Keisha grew up in a multitude of foster care and group homes. Alone and with little to her name, she came to Toronto, hoping for a new start and a brighter future.

The streets of Toronto were harsh and, for years, Keisha found herself moving from shelter to shelter seeking rest and a safe space.

She often walked by YSM Evergreen Centre for Street Youth and, as she learned about some of the services offered, decided to stop by. Specifically, she hoped for assistance to find housing. Once at Evergreen, however, Keisha discovered the variety of services available to her. She started eating her meals there, building relationships with drop-in staff, receiving medical care and employment supports.

“[The YSM staff] are the ones who looked out for me. It felt amazing!”

When Keisha became pregnant, Evergreen staff immediately responded, throwing Keisha a baby shower and connecting her with YSM’s Cornerstone Family Services team. Because of her unstable situation, Keisha and her daughter were separated, but Keisha was determined to develop a relationship with her daughter and not to allow a repeat of her childhood experiences.

Now, nearly two years later, Keisha’s housing is stable, and she’s living in an apartment accessed through YSM’s Housing Services. She has built a new relationship with her Cornerstone Care Manager who is connecting Keisha

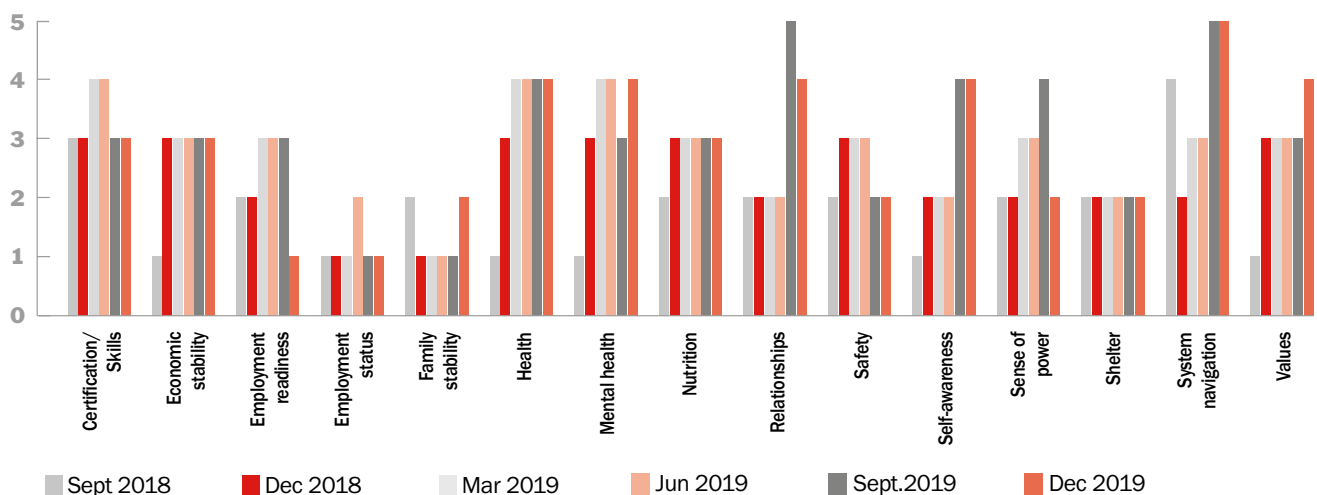


to services she needs and advocating for her with Child Welfare.

After many challenges, Keisha - through YSM’s partnership with Children’s Aid Society (CAS) - is able to regularly see her daughter in a safe, familiar space under the care of YSM Cornerstone staff whom she trusts. Such visits are so special to Keisha and key to her relationship with her daughter. While spending time with her, Keisha still enjoys using many of the toys and gifts given to her by YSM.

When asked of her favourite thing about YSM, Keisha focuses on the people she trusts and the safe space – two key things missing from her childhood. With the help of YSM, Keisha is stabilizing her life to create a better future for herself and her family.

Keisha’s TIMES Chart: a snapshot of growth and transformation over time



YEAR AT A GLANCE

KEY MILESTONES

Evergreen Grand Opening!

On May 30, 2019 YSM welcomed staff, volunteers, donors, community members and YSM's Board members to a ribbon cutting for the new Evergreen Centre for Street Youth. The newly-opened and renovated site on Spadina Avenue provides expanded services to accommodate the needs of Toronto's street-involved youth.

Double Take's 20 year anniversary

YSM's Double Take store celebrated its 20th year in business in June 2019! With special in-store offers and giveaways, Double Take reflected on 20 years of offering meaningful employment, hope and dignity to the Regent Park community.

Computer Centre's 20 year anniversary

In September 2019 we celebrated 20 years of our **TD Computer Literacy Centre!** Our computer lab offers a wide variety of courses, for kids and adults, such as MS Office, Robotics, Programming, Website Design, Video Editing, Graphic Design and Game Development.

Regent Park collectives raise record revenue!

- **The Women's Development Network** was established in 2016 to provide peer support, skills development and social enterprise opportunities to low-income and marginalized women from Regent Park and surrounding areas.
- Currently it has 80 members who participate in one or more of 11 activity-based collectives, as well as attend social events and training seminars. Many of the crafts and culinary groups create items which are sold at local pop-up shops or craft shows.
- Between 2017 and 2019, the groups' revenue generation increased from \$14,000 to \$30,206, an increase of nearly 110%.

HOPE Graduation

HOPE (Helping Offenders on Probation Excel) had 12 graduates this year. The program supports rehabilitation and reintegration for youth aged 16-29 who are on probation, parole or bail programs. Providing wrap-around support, HOPE offers mentorship, workshops, recreational activities and more, all designed to help youth stabilize their lives and prevent reoffending.

2018/19 VISITS TO

COMPUTER LAB	8,556
CORNERSTONE	29,343
EVERGREEN	23,641
FOOD BANK	29,917
HEALTH CENTRE	4,271
MENTAL HEALTH	1,147

3,000

hours of training through
Bridges.

80%

of **632 people** who are case managed through YSM's Employment Services are employed, in training or education.

POSITIVE MOVES FORWARD*

BRIDGES	418
CORNERSTONE	448
EVERGREEN	303
HOUSING	42
MENTAL HEALTH	191

TOTAL 1,402

*Captured by TIMES™

FINANCIALS

REVENUE	2019	2018
General Fund contributions	7,423,093	7,112,515
Scholarship contributions		5,950
Other restricted contributions	483,249	1,045,941
Bequests and estate income	658,992	1,380,603
Gifts in kind	161,906	193,690
Government grants and subsidies:		
Housing	490,876	500,556
Daycare	1,040,213	983,387
Other	1,927,113	1,668,398
Sales and program income	1,045,063	1,046,394
Rental income	126,106	113,964
Interest income	221,521	187,355
Total Revenue	13,578,132	14,238,753

EXPENSES

Community Support Services	719,409	663,690
Family Services	2,284,907	2,179,984
Street Involved Services	1,554,038	1,100,443
Community Development	461,897	562,520
Program Support Services		
Housing Support Services	817,444	704,577
Mental Health Services	193,349	218,092
Employment Services	1,582,950	1,473,415
Food Services	753,106	605,940
Double Take	865,151	827,057
Centre for Urban Education	168,232	360,306
Scholarship	215,517	163,822
Advocacy	115,626	133,761
Program Development	474,073	259,869
	10,205,699	9,253,476
Administration	778,102	611,180
Public Relations and Fundraising	2,526,492	2,547,598
Total Expenses	13,510,293	12,412,254

EXCESS

(deficiency) of revenue over expenses for the year after interfund transfers

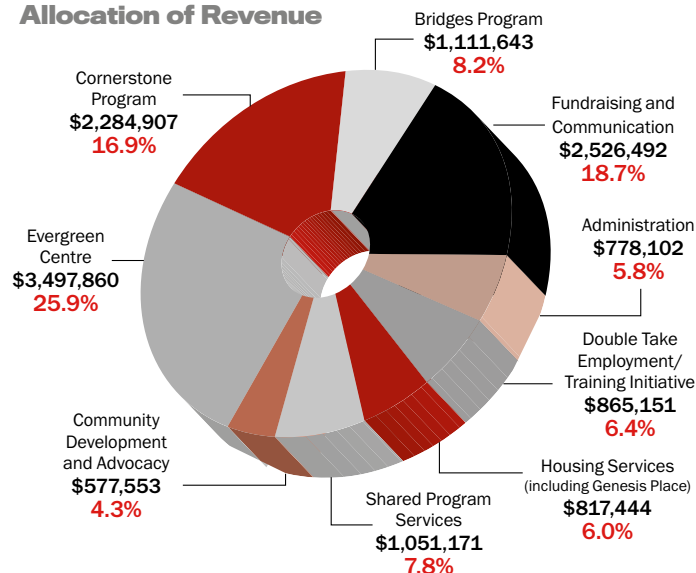
General Fund	-	-
Capital Fund and Housing	43,743	2,306,427
Restricted Funds	67,484	381,891
Scholarship Fund	(130,775)	24,913
	(19,548)	2,713,231

FUND BALANCES AT END OF YEAR

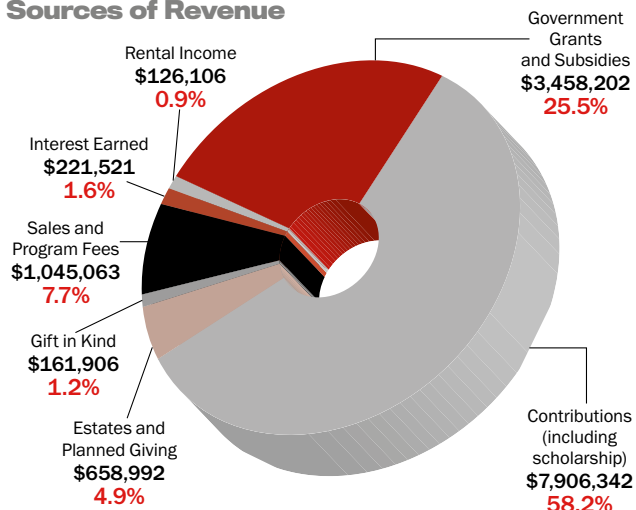
General Fund	300,000	300,000
Capital Fund and Housing	14,441,672	14,397,929
Restricted Funds	2,310,997	2,243,513
Scholarship Fund	1,597,491	1,728,266
	18,650,160	18,669,708

Gordon Sutherland
Chairman – Finance and Audit Committee

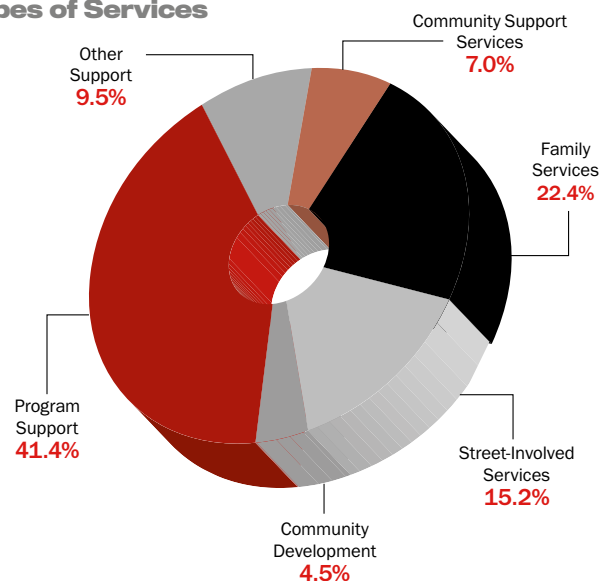
Allocation of Revenue



Sources of Revenue



Types of Services



THANK YOU

FOR HELPING US TRANSFORM TORONTO TOGETHER!

We are deeply grateful for your support in making YSM's programs and services available to our neighbours who are experiencing poverty. Your continued support through time, resources and financial contribution is helping us transform lives and build stronger communities. The stories and statistics in this report are a snapshot of the hope and healing made possible through your partnership. We are thankful to have you by our side as we work together to continue transforming Toronto and to end chronic poverty in this generation.



“I am a firm believer that one should share one’s good fortunes, and this is one of the main reasons I volunteer at the YSM Clothing Drive [for the past 12 years]. The cause is so rewarding for all those who have lost their way, and helps them to find some hope and dignity. We have so much to be thankful for.”

– Les, PATH Clothing Drive Volunteer.

“I volunteer at YSM because I wanted to get involved with my community and learn more about poverty in Canada. I wanted to bring positivity into my life and feel a sense of accomplishment. There is so much positivity at YSM and coming here always puts me in a great mood! I have worked with Emma* for only a short time but I think she is an amazing woman. She is strong, capable and independent. She has learned to thrive despite her disability and it is amazing to watch her take on life. I am honoured to have met her and to be able to learn from her. It’s because of donors and volunteers that YSM can provide meals for so many community members, as well as educational resources for community members young and old. This is important because both are pathways to a better life and a way out of poverty.”

– Raysha, YSM Bridges volunteer.

**Name of community member has been changed to protect privacy.*



LEADERSHIP LISTING

BOARD OF DIRECTORS

William Onuwa
CHAIR

Gundy Jackson
VICE-CHAIR

Gordon Sutherland
TREASURER

Harry Angus

James Chestnutt

Patrick Gill

Kent Heise

Heather Janes

Kristi Karens

David McFadden

Karl Erik Parnoja

Angie Peters
EX OFFICIO

SENIOR LEADERSHIP TEAM

Angie Peters
PRESIDENT & CEO

Phillip Fearon
VP, OPERATIONS

Brent Mitchell
VP, PROGRAMS & COMMUNITY DEVELOPMENT

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:**

Martin Centre & Church at the Mission
306 Gerrard Street East

YSM's Evergreen Centre for Street Youth
365 Spadina Avenue

Davis Centre
270 Gerrard Street East

Genesis Place
280 Gerrard Street East

Double Take & TD Computer Literacy Centre
310 Gerrard Street East

Tel: 416-929-9614 or 1-800-416-5111

Email: info@ysm.ca

Facebook: [@YongeStreetMission](https://www.facebook.com/YongeStreetMission)

Instagram: [@YongeStreetMission](https://www.instagram.com/YongeStreetMission)

Twitter: [@YSM_TO](https://twitter.com/YSM_TO)

LinkedIn: [/company/the-yonge-street-mission](https://www.linkedin.com/company/the-yonge-street-mission)