



**Covenant
House**
VANCOUVER



2017

**Annual Report
to Donors**

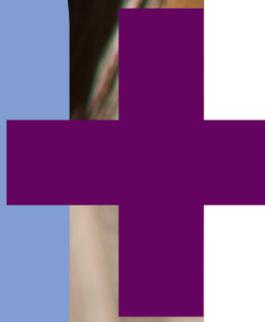
20
years



Since opening 20 years ago, 20,000 young people have come through our doors looking for a way off the streets and on to independence. Over the years, we have found the best way to help people understand who our youth are and how we help them, is through telling their stories. What follows are a few of the most memorable stories from the past 20 years.

20
years

20,000
youth served



Dear Friends

It is with great joy that I write this letter introducing our 20th Anniversary Edition Annual Report. Twenty years ago, a temporary Covenant House sign went up at 575 Drake Street and even before we opened, young people were sleeping near the front steps. With only 12 beds, we welcomed the first young people to Covenant House Vancouver in September of 1997 — we were full that night and we've been full ever since.

The early years were challenging — few people understood “street youth”. It was common for us to hear “why don’t they just get a job?” or “they’re just lazy kids who should go home”. Over time, we introduced people to the realities of youth homelessness: family neglect or abuse, foster care apprehension and serious mental health issues prevent these young people from living healthy, independent lives.

Covenant House Vancouver has become a recognized leader in caring for homeless and at-risk youth in our city. Beside us stand 57,000 donors whose support enables us to help young people heal from the abuses of their past while keeping them safe from further harm. Now, as we enter a new decade, we do so with major plans to expand

our physical space and programs for kids. Two purpose-built buildings are in the works that will enable us to increase services to homeless and at-risk youth by 70%. We will keep you posted as these projects progress and opportunities to contribute to our expansion will be shared in the future.

It has been an honour to lead Covenant House Vancouver for the last 11 years. During this time, our Crisis Program has grown from 22 to 59 beds; our Rights of Passage (ROP) program has helped hundreds of youth leave the streets and become independent and our Outreach programs have tended to 1000’s of the most vulnerable and lonely young people. Innovative programming such as gender specific residential spaces, in-house mental health expertise and the adoption of a “one size fits one” model in working with kids, is driven by our shared vision that there be no youth on the street.

I know many of you have supported Covenant House since the beginning, and your continued commitment is a source of inspiration for our staff and volunteers and a much-needed vote of confidence for our young people who need to know that they are loved and cared for. Thank you to those of you who’ve known us for 20 years and to those who’ve just begun their journey with Covenant House — together we are building brighter futures for vulnerable youth.

With love and respect,

KRISTA K. THOMPSON



Continuum of Care

The young people who come to Covenant House have either fled abusive homes, been kicked out of their home or have been taken into government care: over half have aged out of foster care at 19, with nowhere to live, no source of income and no one to whom they can turn for help.

Most of these youth have not completed high school and have no employment experience, let alone the life skills needed to be independent. Barriers to independence

include unaddressed learning disabilities, Post Traumatic Stress Disorder (PTSD), and the inability to navigate the social service and health care systems.

Covenant House helps homeless, runaway and at-risk youth aged 16 – 24 for whom there is often no one else — young people who flee one unsafe situation, only to find their circumstances much worse on the street. Alone and afraid, day-to-day existence is perilous for youth who are homeless in Vancouver. While no two young people are the same, common threads tie these youth together:

- 70% have witnessed family violence
- 39% suffer from mental illness
- 50% struggle with substance misuse
- 33% report sexual exploitation; some are victims of human trafficking

Covenant House is primarily privately funded (94%) offering a full range of services through a carefully designed continuum of care or “one-stop shop.” Our three core programs include:

1. STREET OUTREACH AND DROP-IN CENTRE

Our Outreach team seeks out young people living on the streets, in SROs (single room occupancy hotels), or those at-risk of becoming homeless. The Outreach team is the “face” of Covenant House, building trust with the youth, and encouraging them to access our programs where they can get something to eat, clothing, a friendly conversation or an outside referral. Housing workers and mental health clinicians are also available.

2. CRISIS PROGRAM

Our 59-bed Crisis Program offers safe housing, food, clothing and counselling to young people aged 16 – 24. We take care of their immediate needs first, which are usually medical attention, food and rest. We encourage youth to create their own plan for independence and we support them every step of the way.

3. RIGHTS OF PASSAGE (ROP)

Our transitional living program provides young people with housing, structure, support and a safe place where they can strive towards independence. Basic life skills most of us take for granted: budgeting, cooking, cleaning and goal setting are taught. We are proud to report that 100% of youth in ROP transition off the street.

All our services are offered with genuine compassion and acceptance, with the knowledge that trust is the foundation for a successful transition away from street life.



PRIME MINISTER • PREMIER MINISTRE

September 22, 2017

Dear Friends:

I am pleased to extend my warmest greetings to everyone celebrating the 20th anniversary of Covenant House Vancouver.



Since it opened its doors on September 22, 1997, Covenant House Vancouver has become a vital resource in the community. This milestone offers a wonderful opportunity to reflect upon your organization's many accomplishments and to set goals for the future.

I would like to thank the staff, board members, donors and volunteers of Covenant House Vancouver for their valuable contributions over the years. You can take pride in knowing that your efforts to bring hope and healing to your fellow citizens and set them on a path to a brighter future are helping to build a better Canada.

Please accept my best wishes for continued success.

Sincerely,

The Rt. Hon. Justin P.J. Trudeau, P.C., M.P.
Prime Minister of Canada

Stewart

Stewart lived with his Mother until he was six, at which time he moved to a Reserve to be with his stepfather. Unfortunately, Stewart's stepfather was an alcoholic and was extremely abusive when he'd been drinking. Despite the fact that Stewart was an excellent student (he graduated from high school), his stepfather placed unrealistic and often unattainable expectations upon him, and would be quite vicious if these demands weren't met. For punishment, Stewart was beaten, then put into his room for days.

Stewart says that the years of abuse left him feeling as though he had "lost his courage", unable to stand up for himself. Stewart often worried about the needs of others rather than his own, having grown up believing that he "didn't matter." Stewart fled his stepfather's house when he was a young teenager and went to live with his grandfather. It was around that time that he started using drugs and alcohol to retreat further into himself and to numb the pain from the memories of his abusive past.

Eventually Stewart moved to Vancouver and got mixed up with illegal and dangerous activities. Though Stewart has since left that world, he continues to fear for his safety. Stewart came to Covenant House where staff encouraged him to confront his addiction and to begin counselling to heal from the wounds of his past. Now, Stewart works full time and struggles every day with the urge to drink and smoke pot, and he has relapsed a few times. Though the counselling process is painful for Stewart, as he questions why his stepfather was so cruel, he is persevering and is slowly beginning to trust our staff enough to express his tears and pain.

Stewart may relapse again as he continues on his journey of healing, as this is a natural occurrence for those trying to overcome an addiction. But Stewart knows that we are always here for him and will continue to accompany him as he moves forward in his life. Our heart breaks for the little Stewart who suffered so much abuse, and we are so proud of the young adult Stewart who is rediscovering his courage and trying to believe that he does matter.

Our heart breaks for the little Stewart who suffered so much abuse, and we are so proud of the young adult Stewart who is rediscovering his courage and trying to believe that he does matter.

Jennie

"I've always been scared that I'll turn out like my Mom, because she was involved in the sex trade and that's always been a fear, that that would be my future, and I guess without Covenant House that could have been a possibility, but it'll never happen..."

Jennie was a shy, thoughtful girl when she first came to Covenant House. She had been living on and off the streets since she was 10, and had been in so many different foster homes that she had attended over 20 elementary schools by grade eight. When Jennie turned 19, she "aged out" of the foster care system and had no place to go. She came to Covenant House and said "Covenant House was the first place I've ever lived that I was safe and nobody could hurt me here. It's the first place that I've ever felt that kind of sense of belonging. It's the first place I've ever had a home."

Jennie stayed in our Crisis Program and worked incredibly hard. Having had such an interrupted education, Jennie had difficulty reading, so one of our volunteers helped her learn. After stabilizing, Jennie moved to our transitional living program, Rights of Passage (ROP) where she truly found her voice. Learning to self-advocate and assert herself were life skills Jennie desperately needed, and ROP was the perfect place for her to learn. Jennie became an active and strong member of the ROP community, challenging staff at every turn when she thought the rules were too tough or the curfew too early.

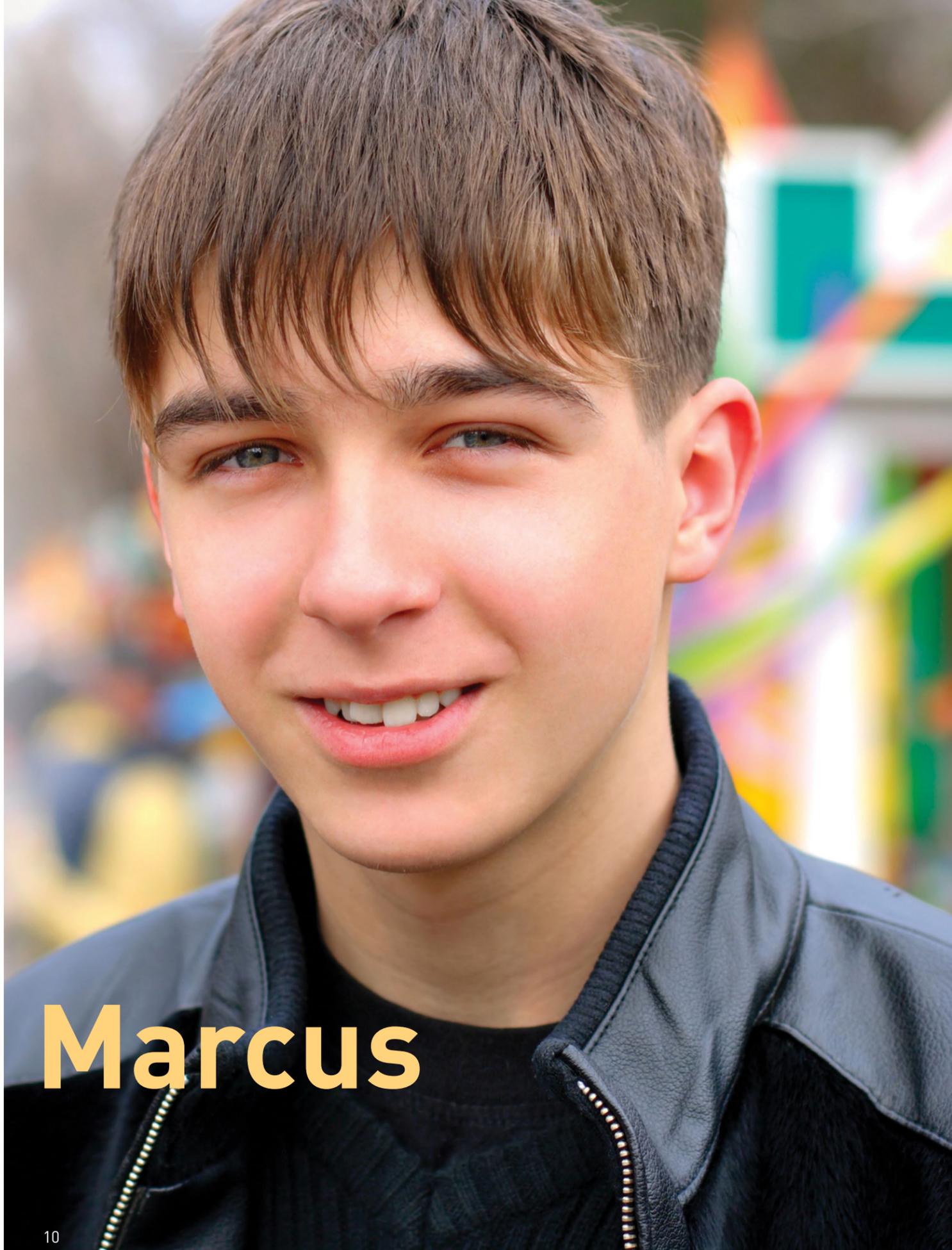
Jennie found a fantastic job in the "helping people" field and after graduating from ROP, she really wanted to give back to Covenant House. She volunteered to help our Development & Communications department by giving speeches at donor events and doing media interviews. A while back, Jennie agreed to do an interview on a local talk radio show, so our media person Michelle arranged to pick her up and take her to the station as it was an early morning call.

On the way to the station, Michelle was complaining about the weather — it was yet another rainy Vancouver morning. Jennie surprised Michelle when she said that she actually found the rain very comforting. She recalled that when she was little, she would run away from unsafe homes and said "nobody ever ran after me when it was raining".

It's painful to even imagine the kind of childhood that Jennie had, let alone experience it — she was sexually abused, neglected and she never heard the words "I love you". Coming to Covenant House marked the beginning of a whole new life for Jennie and she is grateful to you, our donors, for your support of young people like herself. She says, "I'd like to thank all the donors out there because it's always been an amazing thing to me that people donate to this cause; it's amazing because they'll never know the names, or the stories or the young people they've helped, but they've made all the difference in the world".

Jennie surprised Michelle when she said that she actually found the rain very comforting. She recalled that when she was little, she would run away from unsafe homes and said "nobody ever ran after me when it was raining."





Marcus

I remember the night that Marcus first came to Covenant House, coming to us from the hospital, where he had spent 3 months in the psychiatric ward. Before this, he had spent 5 years confined to his bedroom so you can imagine his shock when he found himself living in the Crisis Program with so many youth. The day I met Marcus he walked with his head hung low, made little eye contact and was ashamed to tell anyone his name.

Marcus didn't know his own weight, height, what he liked to eat or even what made him happy. For the first while he was with us, Marcus paced back and forth in the hallways, keeping to himself, or would leave for hours wandering aimlessly around the city. I remember how excited he was when I first let him into his room, in a Marcus-excited way; that is, he thanked me and shut the door in my face.

Marcus struggled in the beginning with speaking to staff, interacting with other youth, navigating the city on his own and making decisions for himself. His anxiety and depression was severe, and he seemed to be in shock being out in the world where everything was new to him.

Slowly but surely, Marcus began to open up and as the weeks passed, all of us could see the young man that had been trapped inside of him beginning to emerge. He went

from simply observing and listening to the other youth in the shelter, to sitting with others at meal times, and eventually began playing video games, and participated in life skills programming.

As time passed, Marcus began asking questions, challenging staff and our structure and really began to find his voice. Staff welcomed this openly, knowing that he was beginning to trust us. Marcus connected with several community partners who assisted him with getting to know the city and learning the life skills that he had missed while being isolated from people for so many years. Marcus began to walk with his head held a little higher, spent less time in his room and spent more time out on his own trying to gain his independence.

Marcus is enrolled full time in a Culinary Arts Training program and is actively involved in our cooking group on a weekly basis. For me, Marcus is an example of a resilient young man who has only begun his journey of finding himself. I share a very special relationship with Marcus and feel very privileged to have been part of a team who has been supporting him in his journey so far. I really look forward to what else this young man has in store for us!

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The first day that Tim arrived in the Crisis Program, it was obvious that he was a very special young man...special because of his limited cognitive abilities (serious mental health issues and a major developmental disability) and special because of his spirit.

Tim had a gaping wound which needed to be constantly re-banded but he lacked the ability to see that, so staff would tend to it for him. Tim would almost bounce into the Youth Worker office, much like a puppy, lapping up the love and attention staff would give him while changing his dressing. Tim really appreciated the staff's efforts and would often thank them by saying "God bless you guys".

Growing up, Tim's parents were both involved in criminal activities and as a result, he was put into foster care and lived in over 30 homes by the time he aged out at 19. His constant rejections from foster families combined with his mental health and cognitive limitations, propelled Tim towards substance misuse and he struggled with a serious heroin addiction.

To say that he had difficulty trusting those who were responsible for his well-being was an understatement, but despite all that he had experienced, Tim possessed an attitude of gratitude for the simplest of life's pleasures that was a joy to behold. When things didn't work out for him, Tim would reply "it wasn't meant to be" and with grace, accept his fate.

Tim needed a lot of support and we helped him navigate through the various services that are available in the community, getting him connected to mental health workers,

community nurses and others that would help him to live independently (ensuring he take his mental health medication etc.).

The best way to describe the impact Tim had on all of us at Covenant House is to tell the story of last Christmas. The rest of the youth knew that he was different and as kids sometimes do, they isolated him and whispered comments about him when staff weren't there to intervene.

On Christmas Day, everyone was seated ready to eat the fabulous turkey dinner when Tim came into the dining room with his tray looking for a place to sit. None of the youth offered him a seat and you could see the hurt and rejection in his eyes. A Youth Worker, Deborah, quickly asked Tim to join her table and he seemed relieved. What happened next is something Deborah will never forget.

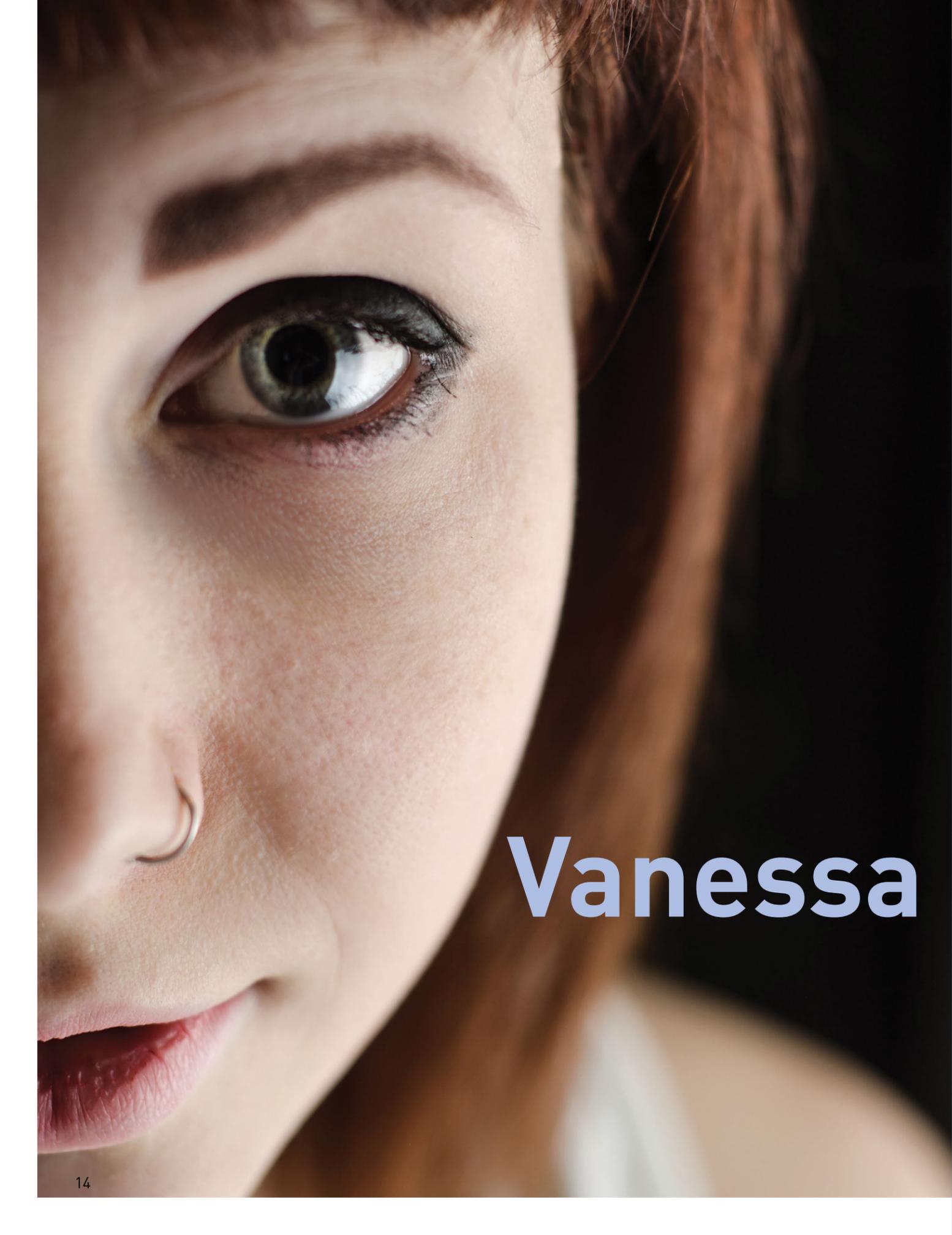
Tim bowed his head and prayed to himself and then began to eat his dinner. Deborah inquired "Tim, you pray before you eat?" and he replied "Oh yes, I am so grateful to live in Canada and that I have a warm bed and this great dinner". You could have heard a pin drop in the dining room as the other youth overheard his explanation.

The energy in the dining room suddenly changed. Youth gathered up dishes after the meal and helped the kitchen staff tidy up. A group of youth invited our cook to join in for dessert, which she did. It was as if Tim's humility and spirit of gratitude made everyone more grateful.

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Tim



Vanessa

The following story was written by Vanessa (not her real name). It needs no further introduction....

We had gotten evicted from our house and had to put everything in storage. We took up in a hotel until our money ran out. This was 5 days before coming to Covenant House. We spent the whole day at Surrey Central trying to figure out what the heck to do. We ended up staying at a friend of the family's house. I lived on potatoes for a week that I cut and peeled for everyone.

The family friend was getting evicted. At this point I hadn't showered in 5 days, but the day I came to "Covey" I decided to change my clothes anyway because I thought I'd look better and therefore feel better. I had to get away. I had my I.D., a book, and \$2.49 that I used to get on a bus. I got myself to a bank where they said there was nothing they could do for me. I tried to use the ATM but it ate my card. I have to say that I am not a thief, and have never stolen before this day and never again after this day, but I went to Superstore and stole a bottle of iced tea and a sandwich from the deli and got back on the bus.

I went to the library and sat there from 3pm until 8pm. I was getting hungry again and was frustrated as heck. I was in tears and asked the librarian if I could use her phone. The librarian called 211 (information services) for me and they referred me to Covenant House. I called and spoke to Mitch (Youth Worker) and he asked me what was going on with me, where I was and when the last time I had a

drink was and I told him it was in November, and he said good for you. I laughed because I remembered that drinking made me puke my guts out.

The librarian gave me 10 dollars in twoonies and you know what I did with it first? Bought myself a cup of coffee! I was in a store and there was one of those individual coffee makers. The cashier helped me work it, and I suddenly felt so overwhelmed, the kindness almost brought me to tears. It had been a long time since I had interacted with other human beings outside my family before that day.

I got on a bus and headed toward downtown Vancouver for Covenant House. The glasses I had had one lens in them and were from the dollar store so it's a miracle I ever found where I was going! I got on the Skytrain, it was raining and I was crying and laughing because every time I come to Vancouver it's raining.

I was walking on the wrong side of the street before seeing the big sign. Mitch was waiting for me when I got here, then I met Laurie at the front desk. Mitch tried to feed me but I told him I wasn't hungry. Granted I had in fact not eaten. He gave me a plate of vegetables; it was Tuesday night snack, and I thought he was kidding. I hadn't had vegetables since getting some on my sub 2 weeks ago. Rob did my intake he was pretty funny.

Then my intake was complete. I climbed up onto the top bunk, I counted every crack in the ceiling and cried."

UPDATE

This young woman stayed in our shelter for quite some time and then moved into our Rights of Passage (ROP) program. She is grateful for so much of what she has received at Covenant House. To our donors, she would like to say "thank you — you make things possible I never dreamed possible."

Rachelle grew up in a home that from the outside looked stable, loving and “normal.” She lived with her parents and two brothers, one older than her and one younger. Her family immigrated to Canada when she was quite young. The move was difficult for Rachelle as she had spent the first 5 years of her life being raised by her grandmother, a loving and devoted woman whom Rachelle cared for very much.

Soon after settling into life in Canada, Rachelle’s mother began beating her. The simplest infraction, like not putting her toys away perfectly, would lead to a beating. Rachelle confided the abuse to her father whom she expected to stand up for and protect her. Instead, he seized the opportunity to manipulate her; he began abusing her emotionally and sexually. Rachelle knew better than to tell her mother about the abuse for fear she would retaliate with more frequent beatings.

Despite wearing long sleeves and pants to school as a cover-up, when Rachelle was a teenager a teacher at school noticed her bruises and called the Police. Rachelle knew this would not end well and she was right. Being confronted by the Police only angered her parents more and the abuse worsened. Displaying maturity beyond her years, Rachelle sat her parents down and pleaded with them to stop hurting her and asked them to simply admit what they were doing was wrong. When this didn’t happen, Rachelle packed as much as she could into a backpack and small suitcase, and left her home.

She had no idea where she was going, but had always been attracted to and soothed by nature, so Rachelle found a place near a river and set up “camp.” She had no food and no shelter but she said for the first time in a long time, she felt safe.

Rachelle scrounged for food behind restaurant dumpsters and found some abandoned buildings to squat in but after two weeks of living outside, she was run ragged. She reached out to a friend she had met at high school and this young woman brought Rachelle home, gave her some food, cleaned her up and brought her downtown to a local social service agency who immediately referred her to Covenant House.

Rachelle was terrified when she first came to our Crisis Program but she was welcomed right in by one of our youth workers who told her there was a room for her and she had a bed that night. After a brief stay in the shelter, Rachelle moved out on her own but had no supports beyond a bad crowd of “friends” she had met. She became dependent on the numbing effects of drugs and spiraled out of control for a while. Despite this, she maintained a job and kept her housing. Eventually, Rachelle acknowledged that she needed help and applied to our Rights of Passage (ROP) transitional living program where she excelled.

She worked for many months and decided that she wanted to attend post-secondary education in a field that helps children and youth. Currently enrolled in a fitness training program, Rachelle is waiting to see if she has been accepted into a university program for recreational therapy (we have just learned that she was!).

We asked her what she would say to a young person who wanted to try Covenant House but was afraid to reach out. She said that she found the staff to be extremely helpful and that youth should trust that the staff are here to help. She would also like to tell them one more thing: “There is always hope.”

“There is always hope.”



Rachelle

Highlights

97

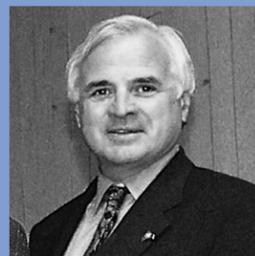


Covenant House Vancouver opens its doors as a branch of Covenant House Toronto; young people are sleeping on the steps of the front door even before we open, and we are full the first night

We raised \$2,465,892 from 10,000 donors who had been supporters of Covenant House Toronto

98

Covenant House Vancouver becomes its own society and Fred Cadham is appointed first Board Chair



99

A Capital Campaign to purchase and renovate our 575 Drake Street building is kicked off by a \$250,000 lead gift from Geoffrey and Shelagh Ballard



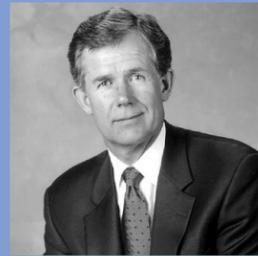
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Our Community Support Services (CSS) area is enlarged and administrative offices built as the Capital Campaign is completed

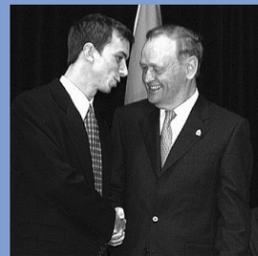
01

Covenant House assumes ownership and operation of the VanCity Place for Youth under leadership of new Board Chair, John Windsor



02

Covenant House receives \$1M in capital funding from the Government of Canada and officially opens Rights of Passage (ROP) at 326 West Pender Street



03

Prime Minister Jean Chrétien makes a major homelessness funding announcement at Covenant House

04

Cirque du Soleil chooses Covenant House to receive funds from their first Vancouver production, "Varekai"



05

We launch our first "30 days for 30 nights" (now called "Give a Day, Build a Life") campaign and raise \$270,000

06

Sandy Cooke retires as our first executive director and Krista Thompson is hired

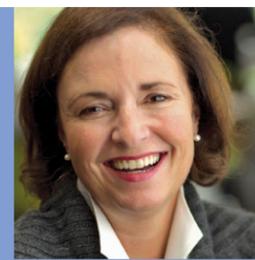
07

We win the British Columbia Association of Broadcasters (BCAB) award resulting in \$3M of donated radio and television commercials throughout the province for one year

08



Premier Gordon Campbell along with Minister Tom Christensen, announced the Provincial Government's gift of \$5M to support an expansion of our Crisis Program



09

Expanded our Crisis Program from 22 to 54 (more than doubling our capacity in one year); renovated and expanded our Drop-In space by 25%

10

Received the "Local Hero Award" from the City of Vancouver for the Inner City Youth Mental Health program and the National Eva's Innovation Award

11

Strategic Learning Initiative completed in partnership with the Board of Directors and Senior Management Team. Began development of a long term expansion of space and programs for the Agency



12

Our collaboration with the UBC Nursing Program led to a 15% increase in attendance by young women and girls in our Drop-In program; instituted scholarship funding for 6 ROP youth

13

Canada's Next Top Chef Matthew Stowe visited ROP and taught our youth how to make three tasty meals



14

Team Covenant House Wins Canada Street Soccer Cup 2014 (June 2014)



15

Increased (200%) presence of young women and girls in our residential programs (most of whom were new to us)

16



Our ROP program was featured in two national conferences: Canadian Alliance to End Homelessness and Canadian Housing and Renewal Associations' National Congress on Housing and Homelessness

17

Served 1,168 young people

We raised \$13,500,000 from 57,000 donors

Trained staff in the use of Naloxone (a medication that reverses the effects of an overdose from opioids (e.g. heroin, methadone, fentanyl, morphine) to manage the risks associated with illicit drug use

We presented at the House of Commons' Standing Committee on Human Resources, Skills and Social Development and the Status of Persons with Disabilities on poverty reduction strategies



Celebrated the one-year anniversary of the Mentorship Program in collaboration with the Ministry of Children and Family Development

Our Sleep Out events (Executive Edition, Mothers Edition and Sleep Out: Young Professionals Edition) raised \$1,074,126 and continue to generate excellent media coverage and community support

Our "Give a Day, Build a Life" campaign that supports the Rights of Passage program exceeded target by 47% and raised \$769,968. This translates into the equivalent of 118 days of care for 25 young people



Continued providing youth with amazing recreational outings, life-skills training and community building opportunities within our programs



Financial Statements

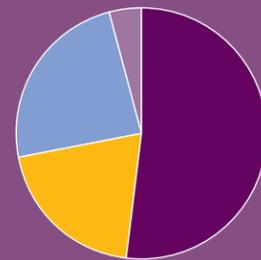
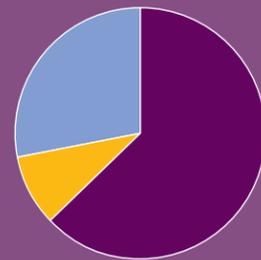
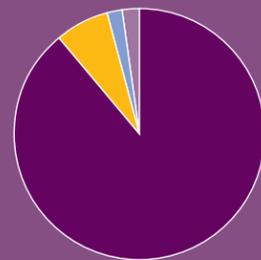
STATEMENT OF FINANCIAL POSITION As at year ended June 30, 2017

Assets	
Total current assets	\$ 10,414,787
Property and equipment, net	6,562,616
Total assets	\$ 16,977,403
Liabilities	
Current liabilities	\$ 2,340,717
Deferred contributions	5,915,527
Deferred contributions related to property	3,191,271
Total liabilities	\$ 11,447,515
Net assets	
Internally restricted	\$ 3,798,184
Unrestricted	1,731,704
Total net assets	\$ 5,529,888

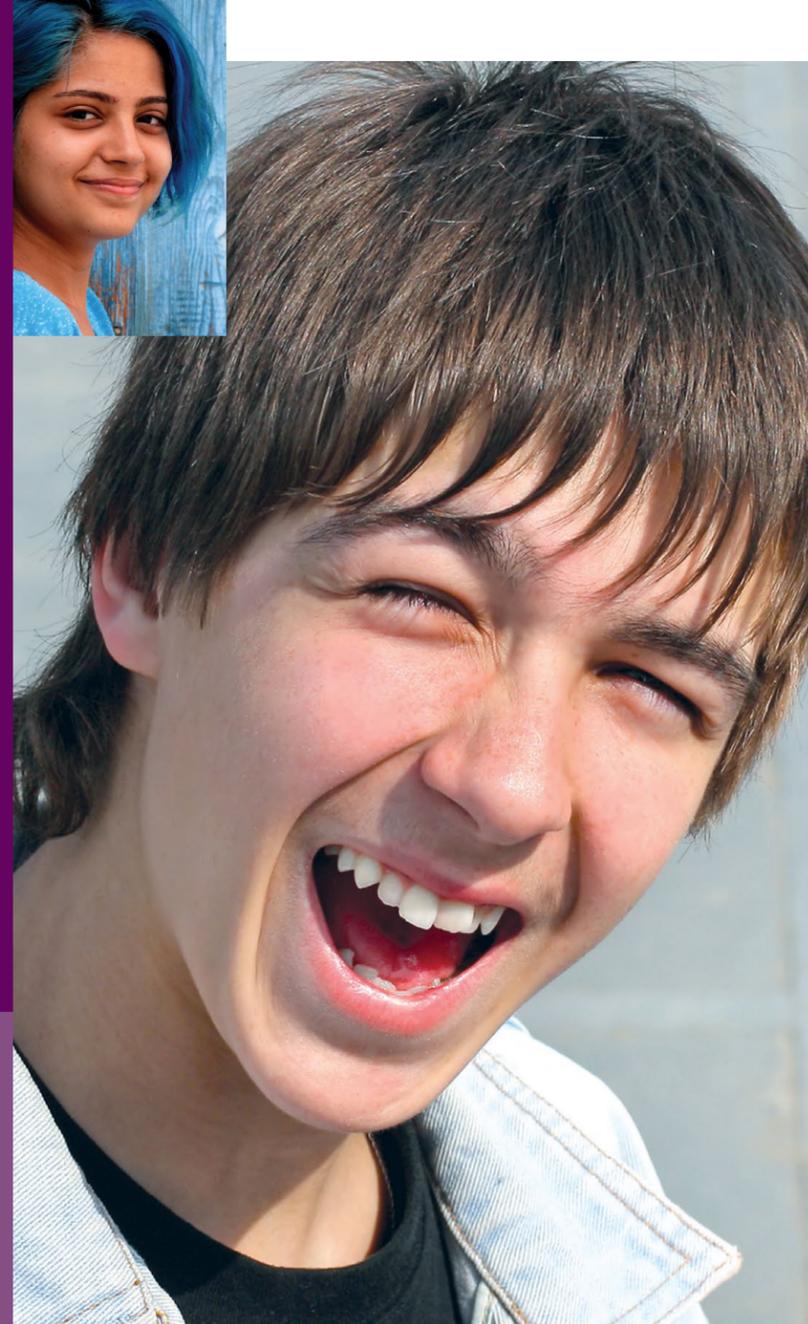
This year's surplus is the result of savings in our direct mail program and general operating expenses. Our Board of Directors has approved the transfer of this surplus to our sustainability fund which is reserved for emergency operating funding. Currently our sustainability fund holds the equivalent of 2 months of operating expenses.

STATEMENT OF OPERATIONS For the year ended June 30, 2017

Revenue	
Donations and bequests	89% \$ 13,502,064
Government contributions	6% 863,201
Other income	3% 413,224
Amortization of deferred contributions	2% 311,177
Total revenue	100% \$ 15,089,666
Expenses	
Program services	66% \$ 9,278,860
Finance & administration	9% 1,303,629
Fundraising	25% 3,433,054
Total expenses	100% \$ 14,015,543
Surplus for the year	\$ 1,074,123
Program services expenses	
Shelter and crisis care	51% \$ 4,703,792
Outreach/community support services	20% 1,879,852
Rights of passage	24% 2,206,291
Public education	5% 488,925
Total program services expenses	100% \$ 9,278,860



Independent auditors, Ernst & Young LLP, have audited the financial statements from which this summary was extracted and have issued an unqualified opinion. Complete audited financial statements are available on request by calling 604-638-4438.



THE CORNERSTONE SOCIETY

Our Cornerstone Society was formed to recognize people who intend to make a special gift to Covenant House Vancouver as part of leaving a lasting, meaningful legacy for tomorrow's youth. Last year, 35 friends from our Cornerstone Society contributed a legacy gift, such as a gift in their will. We remember with deep appreciation these beloved members of our family.

Anonymous (24)
Helen Josephine Chapski
Daryl Dunham-Mutz
Yolande Duval
Virginia B. Forsyth
John D'Arcy Gardner

Cecile Glover
Joanne Jenkins
Edward Martin Kirzinger
Phyllis Jean Langbell
B. Joan Phillips
Claude Jean Robert

SENIOR STAFF

Krista Thompson
Executive Director

Sister Nancy Brown
S.C. OBC
Pastoral Counsellor

John Harvey
Director,
Program Services

Herb Eibensteiner
Director,
Finance & Operations

Darlene Lynch
Director,
Development &
Communications

Brenda Kumar
Director,
Human Resources

Michelle Clausius
Associate Director,
Development &
Communications

Senior Staff may be reached at:
604-685-5437

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Partner,
Borden Ladner
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Vice Chair
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Sarah Clark P.Eng.,
Secretary
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