

YESS ANNUAL REPORT

2020/2021

OUR STRATEGIC GOALS

YESS 5-YEAR STRATEGIC GOALS | 2018 – 2023

GOAL – Financial sustainability

The five-year goal for YESS is to create sustainable and potentially independent revenue and become more in control of its operation and destiny.

METRIC – within five years, YESS will have a cash reserve to operate core services^[1] for at least six months.

We are very pleased to state that we have reached this metric early and have adjusted metrics for Fiscal 2022 to continue this reserve as well as increase investment and alternative revenue.

^[1] The baseline definition of “core services” will be established during year 1.

GOAL – Collaboration and leadership at all levels

The five-year goal for YESS is to establish a strong collaborative internal culture based on coaching and leadership at every level, and to carry this collaboration all the way to the national government and agency level.

METRIC – within five years, staff will identify a strong, collaborative internal culture and we will have increased the number of partnerships at all levels.

This continues to be a priority at YESS and while we have seen incredible achievements, this will be at the forefront of our focus for the foreseeable future. We will continue to collaborate and share with our partners as well as develop our own and others' leadership in a supportive, trauma-informed way.



GOAL – National leadership in youth trauma programming

The five-year goal for YESS is to research, develop, and implement youth trauma programming within our own organization and to create a scalable, repeatable programming model to show and coach the national efforts towards implementation.

METRIC – within five years, YESS will have created an internal Trauma Support Program for young people experiencing crisis and housing instability, and share our knowledge and support where we can. YESS will be recognized as a national leader in youth trauma programming and will be asked to present, advise, and share knowledge in this area.

Within four years, the YESS Programs Team has created a Wellness Integration Team with two internal psychologists and the support of our Southside Primary Care Network (PCN) team. We performed an organization-wide audit of our programs, agency practices, and staffing infrastructure which identified gaps and best practices we needed to adjust, adopt, and account for in our strategic planning and practice. We moved into the best practice modality of trauma-informed care and are using therapeutic crisis intervention training to align with our new trauma-informed vision. YESS now also offers individual and group counselling support with medical oversight when necessary and the team will be expanding in fall 2021. This will continue to be a vital focus for our organization in the foreseeable future.

Board of Directors

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FCCA, FCA, Blind Enthusiasm Group

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MESSAGE FROM THE PRESIDENT & CEO

Hello everyone,

I am proud to present this year's annual report highlighting the incredible work done by our teams. This was one of the most difficult years facing YESS and the young people we serve. This year, we have seen a drastic increase in the number and complexity of crises amongst the young people we serve. Within the first week of the announcement of the COVID-19 pandemic, YESS staff showed their true expertise and elegance during crisis. We had policies and procedures in place, we ensured that everyone who didn't need to be onsite was able to work remotely, and we prioritized the health and safety of staff and youth, who are often highly immunocompromised and vulnerable. We invested heavily in leadership training, support, and coaching across the agency so that we had the tools and resiliency to handle these difficult times in a compassionate and regulated way, and we moved our training and counselling support online for virtual access. Most importantly, we came together and took care of each other. I saw this reflected in the larger community and amongst youth agencies as well. While the year brought fear, uncertainty, and crisis, I have never seen more collaboration, innovation, and self-awareness from my partners and colleagues and I, personally, relied heavily on this collaboration, as I am sure many of you did. This year taught me that we can do anything we put our minds to... if we do it together. Thank you, finally, to our donors and supporters, who continued to see our vision and believe in what we are trying to do. We couldn't have done it without you.



Margo Long President & CEO | Youth Empowerment and Support Services

A handwritten signature in black ink that reads "Margo".

LETTER FROM THE BOARD CHAIR

The COVID-19 pandemic has dominated and continues to dominate the world, bringing with it uncertainty and ever-evolving challenges. While the pandemic is global in scale, its impact is real, it is local, and it is personal.

The entire team at YESS recognized this early and quickly responded with agility, kindness, and courage to support our vulnerable youth and each other in the face of fear and uncertainty. As a Board, we are humbled by your skill, commitment, and strength and are honoured to be a part of this journey with you.

To our donors, volunteers, partners, and community supporters, this pandemic has added gravity and urgency to YESS' mission to walk beside traumatized youth on their journeys towards healing and appropriate community integration with an increase in the complexity of the individual traumas being experienced. Even in the face of your own uncertainty, you chose to support YESS, and you are all changing the lives of our vulnerable youth for the better. On behalf of the Board of Directors, thank you for continuing to walk with us.

Lastly, I want to take a moment to recognize our outgoing Board Chair Robert Blackwell. Robert, your leadership is inspirational, your passion infectious, and your commitment to YESS has made a lasting transformative impact on this organization. Thank you.



Richard Iwaniuk, FCPA FCA Chair, Board of Directors | Youth Empowerment and Support Services

A handwritten signature in black ink that reads "Robert".

YESS: YOUTH EMPOWERMENT & SUPPORT SERVICES

ABOUT YESS

Based in Edmonton, Youth Empowerment and Support Services (YESS) provides immediate and low-barrier 24/7 shelter, a drop-in resource centre, temporary supportive housing, temporary independent cohort housing, and individualized wrap-around supports for young people aged 15–24.

We work collaboratively within a network of care focused on the prevention of youth homelessness by providing youth with the necessary supports to stabilize their housing, improve their wellbeing, build life skills, connect with community, and avoid re-entry into homelessness.

WHY DOES YESS EXIST?

YOUTH HOMELESSNESS IN EDMONTON

In 2019, YESS served approximately 650* young people between the ages of 15 and 25 who had experienced housing instability and trauma. These young people did not choose to experience homelessness; instead, they are fighting to survive their experiences with trauma: abuse, neglect, sexual exploitation, violence, discrimination, and more. Living in survival mode comes from trauma in the home, trauma within families, and trauma within their communities. Most often, youth in survival mode need access to resources for basic needs first and have to build up trust that services and agencies are able to help them build their own future in the community. We know from brain development research that healthy connections and relationships are needed to move past trauma and grow into healthier adults.

**During the pandemic, we were able to transition a lot of our current clientele into COVID-appropriate housing with family, natural supports, and within the community. However we also saw an equal amount of new intakes from youth who were no longer safe or supported with family, natural supports, and within the community. While the number of youth attending was similar to previous years, the complex landscape of youth who experienced trauma changed.*

THE CYCLE OF UNADDRESSED TRAUMA

It is our belief that if these traumatic experiences are left unaddressed in young people, they will most likely create cyclic barriers to healing and moving forward with their lives in a positive way in community. Some of these barriers and results include addiction, mental illness, abuse, and criminal involvement. YESS has reorganized its structure and processes to be trauma-informed, created an internal trauma and mental health psychology team called the Wellness Integration Team, and has created an evaluation framework to help youth identify what life skills they still need to develop and where they are in their healing journey.

It is our belief that if we give youth safe space, consistent and non-judgemental support and teaching, and the time to choose their own path to success, we can prevent further entrenchment into the cycles of trauma and homelessness.

OUR COVID-19 RESPONSE

When the pandemic hit, YESS became part of the frontline response, providing essential services for youth especially as other organizations and public spaces were closed to them. To continue to provide safe and healthy spaces for youth, we limited staff onsite to reduce exposure for youth and many staff members switched to working from home. We switched many of our operations such as trauma support, resources, and counselling to virtual spaces. Trauma-informed care continued to be a keystone of our work and we ensured trauma-informed care training and information could also be accessed virtually for all staff.

As part of our pandemic response, we developed COVID-19 screening, testing, and isolation policies. We implemented a mandatory organization-wide cotton mask policy for all individuals in our buildings. We opened youth-specific Tier 1 and Tier 2 isolation and quarantine rooms in our Graham's Place supportive housing space, providing access and transportation to any youth experiencing housing instability in the city who might have need of a safe place to isolate.

In a year that has required so much collaboration to keep communities safe and healthy, we co-created the Coordinated Youth Response with Boyle Street Community Services and iHuman Youth Society to ensure that youth would not fall through the gaps of the pandemic response created primarily for adults experiencing homelessness.

Number of new policies: 5	Number of youth in COVID-19 isolation: 34	Number of outbreaks: 0
INCREASED HOURS between ARC and Nexus Shelter for 24/7 coverage	Created Tier 1 and Tier 2 ISOLATIONS SPACES and SAFE TRANSPORTATION for any youth in the city	



THE EDMONTON COORDINATED YOUTH RESPONSE

In May 2020 the City of Edmonton was in lockdown due to the COVID-19 pandemic and the EXPO Centre was opened to support adults experiencing housing instability in their isolation and pandemic needs. Immediately, youth-servicing agencies noticed a significant gap in pandemic supports for youth aged 15-25. The indoor public spaces and buildings that young people accessed during the day were no longer accessible, public transit was unavailable, and they were prohibited from being outside in public spaces. To further limit support for them, many agencies were closing for weeks at a time with quarantines. It was clear that much stronger collaboration and communication was needed to support youth in crisis during this time and in September 2020, YESS co-launched the Edmonton Coordinated Youth Response with our youth agency partners, Boyle Street Community Services and iHuman Youth Society.

The Edmonton Coordinated Youth Response (CYR) is a growing group of youth-serving agencies across the city committed to ensuring that young people receive timely, trauma-informed access to basic needs, pandemic support, and same-day virtual connections to other agencies. Through the CYR online platform, young people can access food, shelter, clothing, and housing connections from various agencies as well as access screening, testing, and safe isolation. The CYR includes youth-serving agencies, schools, and secondary service partners such as Children's Services and the Edmonton Police Service (EPS). In January 2021, the Edmonton Coordinated Youth Response was given an Indigenous name by Elder Kokum Rose Wabasca: kanawayim oskayak (pronounced CAN-ah-WEEM oh-SKY-YAK), which means "taking care of the youth." And, as of February 2021, young people can access or get information on kanawayim oskayak by texting or calling 211. The Coordinated Youth Response, kanawayim oskayak, is also a pilot project to practice coordination and integration between agencies within our Youth Agency Collaboration (YAC) work to build a long-term, city-wide plan for a collaboration, integrated network of care model for the prevention of youth homelessness.

EDMONTON
COORDINATED
YOUTH
RESPONSE

kanawayim oskayak
(CAN - ah- WEEM oh-SKY-YAK)
bē.∇.p̄c̄ ▷̄n̄b̄z̄
taking care of the youth



YOUTH AGENCY COLLABORATION

Beginning in 2018, youth-serving agencies began meeting together to find common ground to create a city-wide alliance that would find better ways to support young people in Edmonton who were experiencing crisis and/or housing instability. Our audacious goal was to develop a collaborative, strategic city model for the prevention of youth homelessness.

In 2019, the Youth Agency Collaboration (YAC) Project was launched with financial support from the City of Edmonton's Family and Community Support Services (FCSS) Division. This initiative started with five agencies: Boyle Street Community Services, Edmonton John Howard Society, iHuman Youth Society, Old Strathcona Youth Society, and Youth Empowerment and Support Services (YESS). The first phase of the YAC Project was an exploratory research initiative aimed at improving the delivery of youth services and to better understand the larger system within which youth services are offered in Edmonton. Led by an external consultant, Centre Hope, the first phase of the YAC Project ended in March 2020 with a final report and five identified challenges in the current system:

1. UNCOORDINATED ACCESS AND INFRASTRUCTURE

Uncoordinated and inconsistent access to services for vulnerable youth along with uncoordinated infrastructure in the form of cross-agency administrative processes such as intake, evaluation, data sharing of client information, and training, resulting in impacts on accessibility to services and achievement of outcomes for vulnerable youth.

2. UNCOORDINATED YOUTH CARE PRACTICES

Uncoordinated and inconsistent youth care practices across service providers resulting in an inadequate focus on prevention and healing including trauma support and harm reduction, thereby impacting accessibility of services and achievement of outcomes for vulnerable youth.

3. FUNDING

Inadequate and inconsistent funding of vulnerable youth serving agencies resulting in the creation of competition among agencies, which ends up pitting them against one another for limited dollars.

4. COLLABORATION AND COMMUNICATION

Ineffective and inefficient collaboration and communication among vulnerable youth serving agencies driven largely by competition for funding but also by a lack of trust among agencies.

Phase II of the YAC Project increased membership to 10 youth-serving agencies and continued through 2021 as we worked to develop:

- **Guiding Principles for the Collaborative Model**
- **An Evaluation Framework for the Model based on Youth Success Outcomes**
- **Required Elements (Best-Practice Programs and Infrastructure) of the New Model**

The final report for Phase II of the YAC Project is due at the end of August 2021 and then we will enter our final year of planning for the Model in which we map out the ideal placement of infrastructure and programs, confirm the evaluation framework, and build a block funding model for support.

OUR PROGRAMS

642 Total clients served in 2020/2021

Supportive Housing

Youth Empowerment and Support Services (YESS) provides two supportive housing facilities: Graham's Place and Shanoa's Place. For youth who need the stability and support of a longer-term placement than our shelter, our two residences provide a homelike environment while youth work on their goals. Youth in our supportive houses are taught to identify realistic and individualized goals that help them move forward in their journeys towards healing and independence. Our purpose is to walk beside the youth in a more stable environment to help facilitate safe and appropriate community integration.

129 Ages 15–17 (19%)

329 Ages 18–21 (48%)

183 Ages 22–24 (26%)

100% Clients who have experienced trauma

169 Clients w/Childrens Services involvement (26%)

473 Clients w/o Childrens Services involvement (74%)

Armoury Resource Centre (ARC)

The Armoury Resource Centre (ARC) is home to a variety of daytime programs, including medical care, addictions and mental health counselling, help with continuing education and employment, art therapy and programming, recreational activities, life skills and employment readiness, and help with housing resources. ARC provides youth with basic needs and shelter from the elements with the support of non-judgemental staff in a safe place to hang out without the fear of loitering or trespassing charges. At ARC, youth have a safe place to come where they can build, on their own terms, relationships with our staff. Our staff focus is on establishing trust with youth so that they will see themselves as worthy of care and compassion, building positive relationships with staff that encourage growth and self-confidence.

227 Female (35%)

392 Male (61%)

23 Non-Binary (3.6%)

Nexus Overnight Shelter

Our 24/7 sleep shelter, Nexus, gives youth a safe, secure, and immediate place to sleep and seek shelter, any time of the day. The shelter is open 24 hours a day, 7 days a week, and provides beds for sleeping, basic needs like food, clothing, showers, laundry, school supplies, and packed lunches for youth attending school. This is a safe place for all youth with support and access to staff who are trained to deal with diverse client needs. We are LGBTQ2S+ friendly, we have harm-reduction-minded staff, with suicidal ideation intervention and safety planning. We also provide on-site trauma support to help with sleep anxiety, problem solving, and emotional regulation. Youth who stay in shelter will also receive justice support from staff, as our organization works closely with EPS beat officers to understand charges and pathways through the system. Staff work to build community support connections before youth leave program to ensure supports exist beyond their time at YESS.

222 First Nations (32%)

114 Métis (18%)

7 Inuit (1.1%)

OUR NUMBERS

NEXUS SHELTER

15-21
yrs old


24 Youth Capacity

 365
24/7

Amenities:



Safe Sleep Support

- Trauma informed supports for anxiety, mental health issues, addiction issues, and sleep issues
- Resource support to continue momentum on daytime goal planning
- Relationship building to help build trust

Harm Reduction Safety and stability


2
Staff at once

GOAL

SAFETY & STABILITY
Providing a safe space for youth experiencing addiction or mental health trauma

ARMOURY RESOURCE CENTRE

15-24
yrs old


50-60 youth capacity

 **DAYTIME PROGRAMMING**

Amenities:



Daytime Resource Support

- Working to help build relationships with on-site services for smoother community integration
- Access to in-house resources and external community referrals for life skill development
- Low-barrier access to services to build capacity for employment, education, trauma support, spiritual needs, and medical support


3
Staff at once

GOAL

HEALING & INTEGRATION
Goal setting, resource work, relationship building

SUPPORTIVE HOUSING

15-21
yrs old


14 Youth capacity -
7 at each location

 365
24/7

Amenities:



Transition Work

-  Building up relationships and trust with community resources and supports
-  Family and natural support work
-  Focused goal setting to help develop life skills


1-2
Staff at once

GOAL

EXIT TO COMMUNITY
Transition, resiliency, belonging

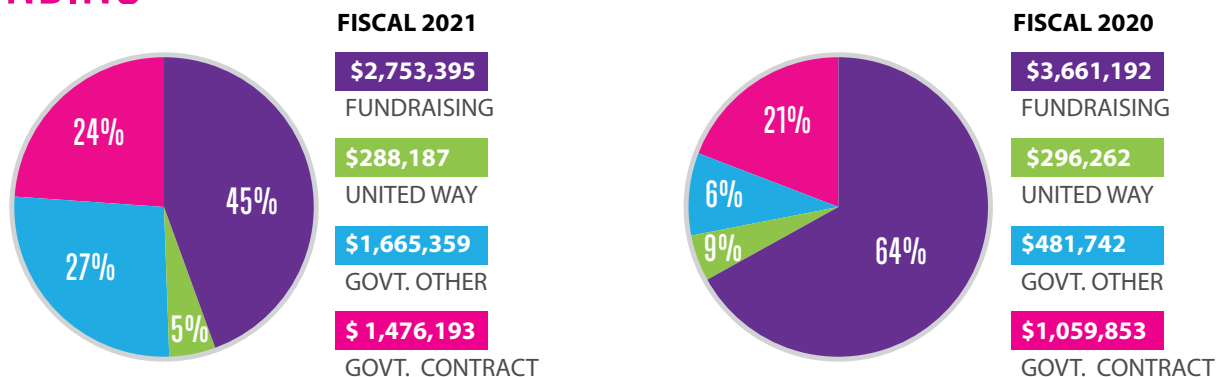
STATEMENT OF OPERATIONS

For the year ended March 31, 2021 with comparative figures for 2020

	Fiscal 2021	Fiscal 2020
REVENUE		
Unrestricted Revenue:		
Children's Services – Edmonton Region	\$ 987,472	\$ 984,853
Donations	1,660,685	2,537,355
Special Fundraising Events (net)	188,510	606,826
Loss on disposal of tangible capital assets	(3,194)	3,457
Investment Income	205,136	(60,593)
Other revenues	4,406	47,556
United Way	288,187	296,262
Total Unrestricted Revenue:	3,331,202	4,415,716
Restricted Revenue:		
Casino and raffle	80,270	71,247
Donations	51,388	143,942
Government Grants	610,527	457,217
City of Edmonton	252,591	99,525
Grants – Foundation & Other	1,704,540	930,674
Amortization of deferred capital contributions	152,616	130,727
Total Restricted Revenue:	2,851,932	1,833,332
Total Revenue:	6,183,134	5,499,049
EXPENSES		
Wages and benefits	3,952,757	3,611,881
Direct client	221,444	223,509
Facility	371,481	295,220
Administrative	665,939	550,437
Fundraising	10,945	55,973
Amortization	249,407	239,963
Total Expenses:	5,471,973	4,976,983
Canadian Emergency Wage Subsidy	1,290,962	
Excess of (expenses) revenue for the year	\$ \$2,002,123	\$ 522,066

Please visit yess.org/our-impact to read our audited financial statements.

FUNDING



*Fundraising includes donations, internal/external events, and grants.

YESS is generously supported by:



EXPENSES

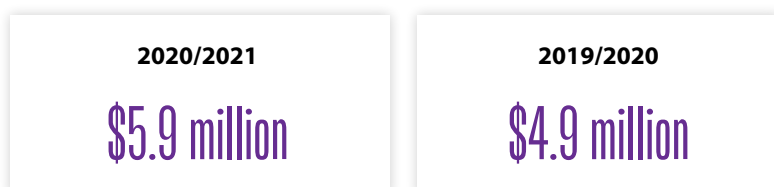
It currently costs just over \$8,523 to serve one youth at YESS for one year, compared to the over \$100,000/year (EndPovertyEdmonton 2015) it costs to serve one entrenched and addicted homeless adult. Preventing youth homelessness is both a prudent investment and the right approach to ending the cycle of homelessness.

	FISCAL 2021	FISCAL 2020
AVERAGE COST PER YOUTH*	\$8,523/year	\$7,203/year
FUNDRAISING COSTS	\$10,945	\$55,973
ADMINISTRATIVE COSTS	\$665,939	\$550,437
STAFFING**	\$3,952,757	\$3,611,881

* Fiscal 2021 642 individual clients served; Fiscal 2020 691 individual clients served

** Fiscal 2021 108 staff members; Fiscal 2020 105 staff members

OPERATING BUDGET



YESS SUPPORTERS

Thanks to our amazing donors, we're able to provide programs and resources for youth and walk beside them on their journeys towards healing and appropriate community integration. We would like to give a special thanks to the following donors for being some of our greatest supporters this past year.

\$10,000 and up

41 Service Battalion
5 Days for the Homeless
Alberta Browncoats Society
Alberta Milk
Allard Foundation Ltd.
Al-Terra Engineering
Apple Inc.
Appleyard Foundation
Aqueduct Foundation
Arbonne Charitable Foundation
ATB Financial
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ATCO Ltd.
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Blush Lane Organic Produce Ltd.
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Canadian National Railway (CN)
Canterra Developments Corp.
Chapel of St. Luke & St. John
Cliff Lede Family Charitable Foundation
Community of Christ
Compassionate Listening Society
Con-Spec Industries Ltd.
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Deb Cautley Award Fund at Edmonton Community Foundation
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Edmonton Catholic Schools
Edmonton Civic Employees Charitable Assistance Fund
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Edmonton Lodge #11 of the Benevolent and Protective Order of Elks
Edmonton Lodge #22 Royal Purple Association
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Community Foundation
Edmonton Strathcona Lions Club
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Electronic Arts Outreach
EPCOR
Estate of Ronald Glen McKenzie
First Christian Reformed Church
Foster Park Brokers Inc.
Gibson Energy
Government of Alberta
Government of Canada
Grace United Church
Grasshopper Landscaping Ltd.
Harry Ainlay High School
Holy Family Columbus Club
Homeward Trust Foundation
IBM Employees' Charitable Fund
iHuman Youth Society
Impark
Inclusion Alberta Foundation
Inglewood Christian Reformed Church
Intact Insurance
Inter Pipeline Ltd.
J.R. Sinclair Management Ltd.
Jack and Margaret Charlesworth Foundation
John Brooks Company Limited
Kin Club of Fort Edmonton
Kinette Club of Edmonton
Korea Veterans Association of Edmonton Unit 21
la maison Simons
Lacie Foundation
Ledcor Group
Local No. 37 of the Edmonton Public Teachers' Association
Martin Deerline
MC College Group Inc.
Mealshare Aid Foundation
Microquest
Mill Woods Presbyterian Church
MLC Group Inc.
National Money Mart
Neerlandia Christian

Reformed Church
Pasini Family Fund at Nicola Wealth Private Giving Foundation
Northern Materials Engineering Ltd.
Order of Ahepa Aurora Borealis Chapter No C110
Oriental Band Society
PayPal Charitable Giving Fund
Petrin Mechanical Ltd.
Priority Mechanical Ltd
Private Giving Foundation
RBC Foundation
REALTORS* Community Foundation
Right Choice Camps & Catering
Rogers Communications Canada Inc.
Rotary Club of Edmonton South
Royal Alexandra Hospital Employees Charitable Donations Fund
Second Harvest
Servus Credit Union
Shaw Communications Inc.
Sherwood Park Royal Purple Charity Society
Simons (West Edmonton Mall)
St. Francis Food Bank Association
St. Paul's Foundation
Stantec
Summit Valve and Controls Inc.
Suncor Energy Foundation
TD Canada Trust
TELUS Communications Inc.
TELUS Corporation
The Allan & Sally Sawin Foundation
The City of Edmonton
The Cultural Society of St. Basil
The David & Nancy Foreman Charitable Gift
The Dinner Optimist Club of Edmonton
The Green Depot Fort McMurray Inc.
The Home Depot Canada Foundation
The Melton Foundation
The Muttart Foundation
The Orthodox Fellowship Club of

Edmonton
The Pinecrest Charitable Foundation
The Tenaquip Foundation
Torskekklubben of Edmonton
Union 52 Benevolent Society
United Way of Calgary and Area
United Way of Greater Toronto
United Way of the Alberta Capital Region
Volvo of Edmonton
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Youth Emergency Shelter Society Fund at Edmonton Community Foundation
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William Thomson and Margaret Coates
Shannon and Jeff Cory
Deborah DeBelsier
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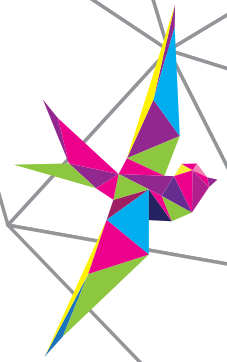
Darren and Laurel Durstling
Wendy Edey
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Douglas Weir
Crystal and Blair Willie
Robert and Carol Wilson
Kathryn and Gerald Wittenberg
Albert Wolthuis
Lois and Terry Wood
John and Jill Woodman
Jack Wright
Greg Zeschuk

\$5,000-\$9,999

Beaumont Columbus Alberta Association
Beulah Alliance Church
Blackburn Davis Financial
Brownlee LLP
C.O.L.D. Respiratory Problems Club of Alberta
Cable Family Community Endowment Fund at Edmonton Community Foundation
Camrose Council Catholic Women's League
Capilano Glass 2000 Ltd.
CBRE Limited
United Edmonton
Chalmers-Castle Downs United Church
Cybertech Automation Inc.
Edmonton Area Council One Society
Edmonton Catholic Teachers Local 54
Encore Trucking & Transport Ltd.
Glengarry Community League
Haberjam Mechanical Inc.
Hillcrest School
Incite
John Slatter Fund at Edmonton Community Foundation
K7 Fund at Edmonton Community Foundation
Kelson Group Property Management
Kingsway Plumbing & Heating Ltd.
Le Club La Verendrye
Medical Imaging Consultants
Millwoods Community Church
Northbridge Financial Corporation
Our Lady of Fatima Association
Peace Hills General Insurance Company
Pepsico Foundation
PPI Management
Production World Inc.
PT Business Services Ltd.
Redco Holdings
Rotary Club of Edmonton Southeast
Rotary Club of Edmonton Whyte Avenue
Seagate Contract Management Ltd.
Shelley and Guy Scott Family Foundation
St. Albert Public School District No. 5565
St. Albert United Church Women
St. Joseph Charities Society
Strategic Charitable Giving Foundation
Suncor Energy Inc.
TC Energy
The Alberta Knights of Columbus Charitable Foundation
The Meadows Community League
United Nurses of Alberta
Weir Family Fund at Edmonton Community

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Richard Asselin
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Michael Beechinor
Kathy Bellamy
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Morley and Valerie J Blanch
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