



**Big Brothers  
Big Sisters**  
OF GUELPH

**2021 ANNUAL REPORT**

**#BIGGERTOGETHER**

While much of 2020 was spent reacting and adapting to the ever-changing nature of life during COVID-19 and the challenges presented, 2021 was characterized by more positive themes at Big Brothers Big Sisters of Guelph: recovery, resumption of activities we'd characterize as "normal," a renewed focus on collaboration, and a deeper dive into optimizing our work to best meet the current needs of children in the community and youth enrolled in our programs. With an eye to the future and continued growth of the organization, I'm pleased to present the Annual Report for 2021.

At each stage of the year, service delivery adaptations and creativity were required to maximize impact; however, what stood 2021 apart from 2020 was our ability to be more strategic in these modifications, instead of merely reacting to the changing times. As programs adapted, they remained focused on achieving the core outcomes of our BBBS Theory of Change: social emotional competence, mental health and wellbeing, and educational engagement and employment readiness. We lived into our shared values of integrity, respect, accountability and collaboration, and ensured that our service delivery initiatives were designed to maximize impact.

The year began similarly to how 2020 ended, with lockdowns, restricted gatherings and questions about our path forward; however, such a time was accompanied by renewed hope for an effective vaccination process, a better understanding of how to connect with youth and respond to their changing needs, and a clear path to returning fundraising events that could take place safely and in-person.

Throughout this transition period which continued into Q2, our staff remained agile and committed to doing their best work, while seeking out creative solutions to maximize our collective impact. As an organization, we invested time and resources in supporting staff wellbeing, ensuring that no team member was left feeling alone or unsupported. We committed ourselves to navigating these unprecedented times together and continue to prioritize culture and team-building going forward.

Warmer weather brought back two signature BBBSG in-person events, the Big Little Run and Golf Fore Kids' Sake, both of which enjoyed their most successful years yet. With strong leadership and execution from our Resource Development team, we were able to reconnect with our dedicated donors, sponsors and community stakeholders, showing them how appreciative we were of their continued support and how willing we were, as an organization, to be creative in engaging them in a safe, yet impactful way. Q3 also brought about the creation of two new in-person fundraising events, The Big Night Out Drive-In and the Big Chase, both of which were remarkably successful with the latter establishing itself as a likely permanent feature on our annual fundraising calendar. As our team experienced some personnel transition into the second half of the year, we built leadership capacity amongst our service delivery team, giving individuals opportunities to grow and develop in emerging decision-making roles.

The final quarter of the year saw not only strong returns in fund development spearheaded by generous investments from grantors and private foundations, but also a breakthrough with our school-based programs upon being granted essential service designation by the local Catholic school board, which allowed BBBSG mentors in-person privileges in local elementary schools to support youth. At this time, we were one of only a select few BBBS agencies in the province to be granted such a designation, which created opportunities upon which to build and accelerate recovery into 2022. We were also excited to resume in-person group programming in Q4 by way of thoughtful and strategic execution of the Big Bunch program. By year-end, more than 90% of our community-based matches had resumed some degree of in-person match meetings, with consistently positive feedback flowing in from volunteers, parents and guardians about the efficacy and impact of such interactions.

I remain eternally proud to lead this organization as its Executive Director, and thankful for the unwavering support that BBBSG receives from staff, board members, volunteers, families and community partners. I look forward to the days, weeks, months and years ahead as Big Brothers Big Sisters of Guelph continues to grow and establish itself as a leader in the community, an expert in the space of mentoring and youth development, and a trusted partner with which businesses and organizations can align themselves with to achieve truly impactful change. Our leading message remains more appropriate than ever: we are truly Bigger Together.

With my sincerest gratitude,

Michael Treadgold, Executive Director



I am proud to have served as the President of the Board of Directors of Big Brothers Big Sisters of Guelph for 2021.

Unfortunately, 2021 was another difficult year for the organization in light of the pandemic. However, once again the organization and its members rose to the occasion. Staff, volunteers, mentors, and mentees adapted to the continual changing environment during the year to ensure that the fundamental mentoring services continued to be delivered to our mentees. Our fundraising team continued to work tirelessly to raise much needed funds for the organization during a time when fundraising has not been more difficult. I would like to tell all individuals involved in the organization how proud I am of you all for all of your amazing efforts throughout the year.

I would like to thank the staff at Big Brothers Big Sisters of Guelph. You are the backbone of the organization and were once again tremendous in providing continued support for and guidance to our volunteers and mentees throughout the year.

I would like to thank the Board of Directors for their efforts during 2021 year. I appreciate the sacrifice of your time and energy to attend board virtual board meetings and participate in various committees for the organization.

I would like to thank our executive director, Mike Treadgold. Mike is a tremendous leader of the organization. His calm demeanor and always positive attitude serves the organization well.

Thank you to the donors who made gifts during the 2021 year. It was a very difficult year financially for many individuals and businesses and for such individuals and businesses to continue their support for Big Brothers Big Sisters of Guelph during such difficult times is extra special and we are truly grateful.

Finally, I would like to give a huge thank you to all of the volunteer mentors who sacrificed their time and energy during 2021 in order to provide mentorship to their mentees. We cannot thank you enough.

While 2020 and 2021 have been very difficult years, it appears that some degree of normalcy is returning to society and the organization in 2022. In-person meetings have returned with our mentees, mentors are returning to our schools, and in-person fundraising events are returning for 2022. I believe that I speak for everyone when I say that I am truly looking forward to a more normal year for the organization and all of the people we serve.

E.J. Stross  
President



On behalf of the members of the Finance Committee and the Board of Directors, it is my pleasure to present the financial statements of Big Brothers Big Sisters of Guelph for the year ended December 31, 2021. Despite the continuation of the pandemic into 2021, the agency remains in a solid financial position, both in terms of daily operations and the continued growth of our reserve funds. This is a direct result of the hard work of our dedicated volunteers, staff, board and committee members. BBBSG continues its commitment to operating a financially stable agency with diverse sources of funding.

In 2021, the statement of financial position remained strong with total assets of \$1,209,551, an increase of \$290,255 over last year. The net assets, which include two reserve funds ended the year at \$1,069,120 showing an increase of \$267,911 over the last year. Despite the continuation of the pandemic, the agency's revenue increased 8% to \$722,265 in 2021 (after a 12% decrease in 2020). This financial increase was primarily due to the agency being able to re-introduce in-person fundraising events again. The organization also benefited from strong community support of third-party revenues and success with grant opportunities.

The agency was also fortunate to receive the Canadian Emergency Wage Subsidy for most of the year.

I would like to extend a sincere thank you to all the agency's funders, corporate sponsors, foundations and individuals who generously supported the organization. The continuing support of the United Way of Guelph Wellington Dufferin is critical to the agency's success. Your investment in the current and future success of young people is greatly appreciated!

To follow are the 2021 financial statements, audited by Tonin & Co. LLP, which provides an overview of the agency's financial health.

We look forward to our continuing efforts in 2022, working towards our vision that all young people realize their full potential.

Michelle Steele  
Treasurer



**BIG BROTHERS BIG SISTERS OF GUELPH**  
**STATEMENT OF REVENUES AND EXPENDITURES**  
**FOR THE YEAR ENDED DECEMBER 31, 2021**

	<b>2021</b>	<b>2020</b>
<b>REVENUES</b>		
Fundraising (note 8)	\$ 303,947	\$ 278,419
Grants (note 9)	394,379	361,729
Donations	<u>23,939</u>	<u>27,178</u>
	<u>722,265</u>	<u>667,326</u>
<b>EXPENDITURES</b>		
<b>PROGRAM</b>		
Salaries, wages and benefits	453,794	425,661
Rent and building maintenance	48,652	47,423
Insurance	21,018	18,294
Mentoring program	9,843	17,144
Membership fees and dues	17,969	14,625
Recognition and promotion	7,250	7,003
Travel and development	8,224	4,533
Office	<u>7,416</u>	<u>7,568</u>
	<u>574,166</u>	<u>542,251</u>
<b>FUNDRAISING</b>		
Salaries, wages and benefits	52,887	44,383
Events (note 8)	47,648	53,522
Credit card processing	<u>4,843</u>	<u>4,428</u>
	<u>105,378</u>	<u>102,333</u>
<b>ADMINISTRATION</b>		
Salaries, wages and benefits	51,724	68,317
Office	11,117	9,858
Amortization	4,732	3,183
Bank charges	<u>933</u>	<u>848</u>
	<u>68,506</u>	<u>82,206</u>
<b>TOTAL EXPENDITURES</b>	<u>748,050</u>	<u>726,790</u>
<b>EXCESS OF EXPENDITURES OVER REVENUES FROM OPERATIONS</b>	(25,785)	(59,464)
<b>OTHER REVENUES</b>		
Canada emergency wage subsidy	163,571	227,004
Unrealized appreciation in value of investments - contingency fund (notes 3 and 5)	32,577	19,540
Unrealized appreciation in value of investments - bequest fund (notes 3 and 5)	97,533	18,012
Interest earned on contingency fund and bequest fund (notes 3 and 5)	15	5,741
Interest earned on contingency fund GICs (note 3)	<u>-</u>	<u>2,304</u>
	<u>293,696</u>	<u>272,601</u>
<b>EXCESS OF REVENUES OVER EXPENDITURES FOR THE YEAR</b>	<u>\$ 267,911</u>	<u>\$ 213,137</u>

## STATEMENT OF FINANCIAL POSITION & NET ASSETS

### BIG BROTHERS BIG SISTERS OF GUELPH

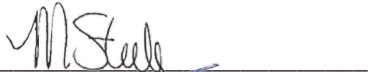
#### STATEMENT OF FINANCIAL POSITION

AS AT DECEMBER 31, 2021

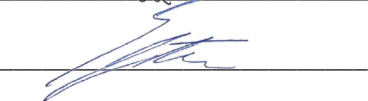
	2021	2020
<b>ASSETS</b>		
<b>CURRENT</b>		
Bank - unrestricted	\$ 305,329	\$ 323,266
Short-term investments - contingency fund (notes 3 and 5)	278,591	125,861
Short-term investment - bequest fund (notes 3 and 5)	435,601	338,068
HST, accounts receivable and subsidy receivable	56,899	56,576
Prepaid expenses	<u>4,428</u>	<u>5,532</u>
	1,080,848	849,303
<b>LONG-TERM INVESTMENTS - CONTINGENCY FUND</b> (note 3)	120,885	63,070
<b>CAPITAL</b> (note 4)	<u>7,818</u>	<u>6,923</u>
	<u>\$ 1,209,551</u>	<u>\$ 919,296</u>
<b>LIABILITIES</b>		
<b>CURRENT</b>		
Accounts payable and accrued liabilities	\$ 25,657	\$ 22,812
Government remittances payable	10,451	10,084
Deferred revenue (note 6)	<u>64,323</u>	<u>45,191</u>
	100,431	78,087
<b>CANADA EMERGENCY BUSINESS ACCOUNT</b> (note 7)	<u>40,000</u>	<u>40,000</u>
	<u>140,431</u>	<u>118,087</u>
<b>NET ASSETS</b>		
<b>GENERAL FUND</b> (unrestricted) (note 2)	234,043	274,210
<b>CONTINGENCY FUND</b> (internally restricted) (note 2)	399,476	188,931
<b>BEQUEST FUND</b> (internally restricted) (note 2)	<u>435,601</u>	<u>338,068</u>
	<u>1,069,120</u>	<u>801,209</u>
	<u>\$ 1,209,551</u>	<u>\$ 919,296</u>

APPROVED ON BEHALF OF THE BOARD:

DIRECTOR:



DIRECTOR:



### SURVIVOR ELIMINATION DRAWS

In lieu of traditional, in-person fundraising initiatives, BBBSG introduced two virtual survivor elimination draw initiatives in 2021, drawing on the success that other BBBS agencies in the province had with this offering in late 2020. In partnership with the Downtown Guelph Business Association and other local retailers, this fun, online-only initiative raised \$11,714 while drawing in new community connections from registered teams. It's expected that this initiative will continue into 2022.

### THE BIG LITTLE RUN

The Big Little Run took place at Guelph Lake Conservation Area once again. The event enjoyed continued success in 2021, drawing more than 250 registrations and raising a net figure of \$25,038, nearly doubling its net total from 2020. The newly-added half-marathon distance attracted a new subsection of community participants. The event further benefited from a more strategic approach to marketing and communications, particularly social media and other digital channels.

### BIG NIGHT OUT DRIVE-IN

The BIG Night Out was offered as a drive-in experience in July 2021, effectively replacing the traditional in-person gala. BBBSG forged an exciting partnership with Equals 2 Productions to develop testimonial videos that were shared with attendees who attended via the socially-distant confines of their vehicle, where they were treated to special food and beverage, a stand-up comedian, a group lantern lighting, live auction and more. As a replacement for one of BBBSG's largest traditional fundraisers, this event was successful, raising a net figure of \$24,192, due in large part to sponsorship, headed by new presenting partner, the Wellington Group of Companies. A return to a traditional in-person indoor gala is targeted for Fall 2022.

### GOLF FOR KIDS' SAKE

Golf for Kids' Sake, presented by Linamar, enjoyed another strong showing via a modified 3-day initiative at Guelph Lakes Golf & Country Club. Raising a net figure of \$32,162, this was the most successful fundraising tournament to date, despite being just shy of a 5th consecutive sell out. Strong sponsorship returns and the execution of a new raffle initiative drove the success, along with the sale of additional foursomes which were previously gifted to major partners. Golf events proved to be relatively pandemic-proof over the past two years!

### THE BIG CHASE

Another new initiative in 2020, the BIG Chase was developed in the same idea as the popular Amazing Race, with 20 teams competing across the city to complete more than 30 physical and mental challenges. Buoyed by strong sponsorship returns and better-than-anticipated participant fundraising, this new initiative raised a net figure of \$25,874 and looks to become a staple on the BBBSG fundraising calendar in the years ahead.

### LITTLE CHANGE FOR BIG CHANGE

Continuing to grow, the Little Change for Big Change campaign netted \$32,459, a slight increase against 2020. The greatest success of this campaign continues to be the point-of-sale campaigns, where McDonalds Restaurants, Zehrs, Canadian Tire and Len's Mill Store returned to assist with this offering.

### CORPORATE PARTNERSHIP PLAN

The Corporate Partnership Plan provides an opportunity for businesses to support BBBSG and be recognized at multiple events throughout the year for a single financial contribution. This initiative, which has been in place for more than 15 years, raised a net figure of \$44,078. Special thanks to continued leaders in this area of our fund development strategy from Skyline, Cintas, Ellis West, Linamar, Hoyes Michalos, Hueniken Law, Alliance Roofing and RLB LLP.

### GRANTS REPORT

Throughout the year, BBBSG was successful in acquiring grant funding to enhance a.) our pandemic recovery efforts, b.) our virtual mentoring programs, which required adaptation due to COVID-19, and c.) our commitment to more impactful 1:1 match relationships. In 2021, BBBSG acquired \$394,379 in grant revenues, an increase of 9.02% from 2020. This included investments from multi-year funders: The United Way of Guelph Wellington Dufferin; The Ontario Ministry of Education; the Ontario Trillium Foundation; The Joyce Family Foundation; The Klein-Panneton Foundation; and the Ministry of Children, Communities and Social Services. The agency was also the recipient of granted funds related to pandemic recovery from the United Way, the Guelph Community Foundation, the City of Guelph and the Ontario Small Business Support initiative. Further grant support from the federal Canada Summer Jobs Program and provincial Summer Experience Program provided critical funding to enhance casework and fundraising operations by employing young people in front-line staffing roles.



If 2020 was a year of adapting to circumstances we never could have imagined, 2021 was a year of sustaining these efforts, finding perseverance, and creatively engaging our matches. We look forward with anticipation for 2022 to be a year of recovery, growth and new beginnings.

**Strategies that drove our work in 2021:**

1. Preparing for pandemic recovery and program growth.
2. Building capacity and strategy in all One-to-One programs, as well as Big Bunch.
3. Recognizing and responding to the specific ACEs our children face, so that we are equipped to help them develop resilience and realize their full potential.
4. Committing to actively engaging with the national network to develop and activate service advancement.

**PROGRAM UPDATE**

**Community-Based 1:1 Mentoring**

Our strategy in the Community-Based (CB) program was to build capacity with a goal of meeting community demands and responding to the needs we were approached with. Staffing assignments and caseload capacities, however, shifted a number of times due to staffing transitions.

Overall, this program ran very smoothly during the year and enjoyed tremendous success, as in-person programming options were highly sought after. It was to the agency's benefit to devote additional human resources to this program as demand continually grew. It is recommended that capacity building in the CB program remains a priority for the agency in future.

**Site-Based 1:1 Mentoring**

In-School Mentoring (ISM) and Virtual 1-1 Mentoring were used as two program formats between which Site-Based (SB) 1-1 matches moved interchangeably throughout the year, depending on shifting school restrictions, lockdown legislation and public health guidelines. While the Upper Grand District School Board did not allow for in-person in-school mentoring to take place at all during the year, the agency was successful in being granted essential service designation by the Wellington Catholic District School Board in the Fall, which allowed for some in-person mentoring to take place on school property, which was welcomed by volunteers, children, families and school liaisons.

Virtual mentoring remained an excellent program offering during the year for matches to stay connected, and continued as a viable and impactful method of program delivery even as some in-person opportunities re-emerged. An additional in-person SB meeting format was introduced over the summer whereby matches could plan to meet at a park or in the BBBSG office under the supervision of a case-worker at predetermined time slots. This became an excellent option for SB children who highly valued their mentoring relationship but were beginning to struggle with a long-term virtual match. Another successful initiative to sustain and stimulate virtual engagement during this time of physical separation was the continued creation of activity kits, which were distributed to Bigs and Littles to explore together online. The agency plans to rebuild the ISM program as public school board policies continue to again allow for additional in-person, in-school programming. At that time, it is assumed most virtual programs will be phased out.

**Co-op In-School Mentoring**

The high school co-op program functioned in a quadmester format as opposed to a semester format. This meant that high school students were mentors for 7.5-week periods rather than the usual 15-week periods. The mentors logged on to their virtual meets from the BBBSG office with elementary student mentees who were on-site at their schools. Students and teachers alike enjoyed and were impressed by the innovative formatting, and the program content. As in-person programs are still the preferred format compared to virtual, it is anticipated that the co-op mentoring program will also rebuild in 2022 as more in-school options become open and available.

**Virtual Groups**

Virtual group efforts shifted from 2020 to 2021, with focus moving from client recruitment to client retention. This was because the families currently engaged in virtual groups really enjoyed the program, while the prospect of virtual programming became gradually less appealing to many new/prospective families during the pandemic. Four different iterations of the virtual program curriculum were developed to rotate seasonally, so that repeat participants could enjoy new content with each new group session. Virtual Camp was newly developed over the summer.

**Big Bunch**

Big Bunch transitioned in September from being one of our many virtual group offerings, to being an in-person program option for our Community-Based Littles. In past, Big Bunch has been promoted as a stop-gap program for children on the CB 1-1 waitlist.

As the agency continues to think strategically about how our services can have the furthest reach, it is recommended that children be assessed at intake as to whether the Big Bunch or CB 1-1 program will be the best fit for their specific needs, and to revisit this assessment ongoingly.

**Volunteerism**

With pandemic programs taking on adapted formats, volunteer applications prompted for "availability" (e.g. evening/weekend versus daytime, length of commitment, preference for virtual/in-person) rather than listing traditional program names to enrol in. An agency staff would then filter the availability information provided in the application, and direct the volunteer towards the best-fit program. This was helpful since meeting methods would change many times throughout the match (e.g. meeting virtually, then in the community, then in school), and the exact program categorization would sometimes fluctuate in the match.

As some pandemic restrictions began to ease in the fall, the agency noticed many matches closing due to participants' changing life circumstances. It would appear that as society emerges from the pandemic, the increasing desire to move on to new life phases and commitments will only grow, which naturally results in match turnover.





## SERVICE INSIGHTS & DEVELOPMENT

### Demographic Report

92% percent of our clients served reported Adverse Childhood Experiences (ACEs) in some capacity, with 30% experiencing 4 or more ACEs. The most common ACE reported was parental separation or divorce. Social issues such as bullying and isolation were represented as some key experiences children are facing, as well as mental health issues - whether experienced by the client, a client's household member, or both.

### Other notable statistics regarding client representation are as follows:

Clients who identified as Transgender or "Gender – Other": 2%

Clients who noted they were not born in Canada: 6%

Clients with identified learning disabilities: 15%

In response to BBBS Canada's Theory of Change, which specifies our collective focus on serving children who face adversity, all BBBSG program staff were required in 2021 to further equip themselves for this work by completing an ACEs & Resilience Training from the Community Resilience Coalition of Guelph & Wellington.

## PROJECTS & COMMITTEES

Agencies involved in **Project Ignite** piloted new National Standards and program resources borne out of the national Theory of Change. These standards and resources effected all areas of program delivery including intake, training, and match monitoring. Project Ignite officially wrapped up in November, at which point a modified initiative was born: Capturing Potential has now been initiated with the intent to socialize and further implement the new resources across the network.

The **Thrive, Innovate and Evaluate (TIE) Committee** is a smaller group of 34 agencies, funded by Scotiabank, to develop the primary Theory of Change resources, which are then piloted by Project Ignite sites. 2021 represented year 2 of TIE's 5-year funding period, and it focused on how to assess elements of a Developmental Relationship in a match, and how to coach match members on strengthening these elements in their relationships.

The **Quality Assurance Taskforce** met in 2021 to provide feedback to the National office about how to update their Accreditation program. The feedback from this taskforce paved the way for the creation of a Quality Assurance Committee, set to begin in 2022. The committee will go about the legwork to develop a new National Accreditation program.

The **Big Response** was a project facilitated by an external consulting firm, to engage the network in defining "The Volunteer of Tomorrow." It assessed current network cultures, structures and practices, then provided recommendations on how to further develop internal systems and external positioning to best attract and engage The Volunteer of Tomorrow.

This concludes a condensed version of the 2021 Casework Report. To read the full text, visit our website.

### BOARD OF DIRECTORS

E.J. Stross, Chair  
Richard Moccia, Vice-Chair  
Michelle Steele, Treasurer  
Rodney Cox  
Nick FitzGibbon  
Brent Lang  
Dana MacDonald  
Becky Meyer  
Chris Moulton  
Jonas Postons  
Jeff Stirling

### STAFF

Holly Alac, Casework Development Specialist  
Lois Allen, Caseworker - Site-Based 1:1  
Marg Allen, Program Administrator  
Andrea Azevedo, Caseworker - Site-Based 1:1  
Darryl Blake, Program Development Writer  
Katie Morden, Caseworker - Site-Based Groups  
Abby Porter, Caseworker - Community-Based 1:1 & Big Bunch  
Cathy Simioni, Bookkeeper  
Alexis Smith, Caseworker - Co-op In-School Mentoring  
Lisa Steduto, Caseworker - Community-Based 1:1  
Michael Treadgold, Executive Director  
Jennifer Tremaine, Resource Development Specialist  
Julia Vachon, Fund Development & Communications Coordinator  
Brigitta Wideman, Casework Manager

### INTERNS & PLACEMENT STUDENTS

Megan Delamere  
Jocelyn Dunsmoor  
Hannah Eder  
Rachael Gemin  
Lauren Dupuis

### EQUITY, DIVERSITY, INCLUSION & RECONCILIATION

E.J. Stross  
Dana MacDonald  
Chris Moulton  
Lois Allen  
Abby Porter  
Michael Treadgold

### THE BIG LITTLE RUN

Jeff Stirling  
Megan Delamere  
Norman Osman  
Allison Snowdon  
Alyssandra Kent  
Chloe McLeod  
Dylan Donders  
Evan Hosker  
Kersten Dupuis  
Nick Sammut  
Vipan Hira  
Julia Vachon

### BIG NIGHT OUT

Dana MacDonald  
Louise Frost  
Katie Waddington  
Kate Ethier  
Jennifer McBlain  
Zoey Taylor  
Madison Fach  
Urszula Karwowska  
Jennifer Tremaine

### THE BIG CHASE

Theresa Geil  
Michelle Steele  
Norman Osman  
Namseet Ghurbhurran  
Geordana Elsegood  
Elizabeth Oguntala  
Kelly Cooke  
Ryan Schroeter  
Amber Ziomick  
Surekka Balasubramaniam  
Tyler King  
Vanessa Kehyeian  
Zabrina Steffler  
Jennifer Tremaine



Andre Hueniken  
Family Law & Mediation



BHARAT FORGE

