



**Big Brothers  
Big Sisters**  
OF GUELPH

**2022 ANNUAL REPORT**

**#BIGGERTOGETHER**

It brings me great pleasure to once again present the Annual Report for 2022 for Big Brothers Big Sisters of Guelph. In 2022, our team demonstrated incredible resiliency in the face of change as our community recovered and emerged from the challenges posed by COVID-19. Much of the year was spent working towards and identifying a "new normal" for which we could operate as an organization, characterized in large part by a return to in-person programming, the return of major fundraising events that engaged the community, and the embracing of working in a hybrid environment while still maintaining our intentional and human-centric connections with one another.

In 2022, we saw staff changes unlike ever before, with longstanding members of our team departing for new opportunities, utilizing their skills and experiences that were developed as staff at BBBSG to springboard into exciting new career paths. Simultaneously, this afforded the organization opportunities to pursue and embrace a number of new staff members across all departments, connecting us with an amazing and talented group of new individuals who have successfully embraced our culture of teamwork and collaboration at BBBSG. At our core, management and leadership strengths -- at both the staff and board levels -- ensured continuity in the face of change, with a simultaneous appreciation for change management and an understanding of the value that new voices bring.

Beyond our walls, I am proud of how BBBS Guelph continued to establish itself as a community leader alongside other local charities, and as an active collaborator in the BBBS provincial and national framework. Through our shared work in the United Way All That Kids Can Be Service Network, the Community Resilience Coalition for Guelph & Wellington, the BBBS Ontario Collaborative, the BBBS TIE Committee, and a number of other shared ventures, it is clear that not only is this organization a leader in the field of mentoring, but also a trailblazer when it comes to fostering a sense of belonging, and a go-to resource and leading voice in the field of community development. Collaboration remains among our core organizational values, and quite frankly, it's the area where I feel we excelled most in 2022 as we truly lived into our strategy to wrap care around those who need it most.

I would like to express my thanks to our board of directors, who once again went above the call of duty in their positions as volunteers to provide stability, leadership, mentorship and focus on our governance. The board actively sought out countless opportunities to leverage their expertise into initiatives that bettered the organization. Their engagement and passion for this work and our mission cannot be overstated and I am grateful for their trust and for empowering me to lead and support this team.

To the staff, you continue to amaze me each and every day with your talents, your passion, your enthusiasm and your care. This extends beyond your daily work; the care that you express towards volunteers, children, families, caregivers and other community partners is admirable and brings me great pride.

To the volunteers who give so much of themselves to support and empower the youth mentees in our programs, thank you for making such a remarkable gift. Your commitment, patience, care and kind understanding is leaving a truly indelible mark on the lives of the youth whom you mentor, setting them up for great success, building resilience, and proving that the addition of just one caring and consistent adult role model in a child's life can truly make a world of difference.

To our community partners, donors, sponsors, event attendees and others who continue to give generously to BBBSG, thank you for your trust, thank you for your gifts, and thank you for believing in the value and values of mentoring. As we move forward together, the road will wind and the path may change, but the goal will remain the same: together we will create impactful opportunities for children and youth in the community, encouraging them to reach their full potential.

With my sincerest gratitude,

Michael Treadgold, Executive Director



**STATEMENT OF REVENUES AND EXPENDITURES**

**FOR THE YEAR ENDED DECEMBER 31, 2022**

	<b>2022</b>	<b>2021</b>
<b>REVENUES</b>		
Fundraising (note 8)	\$ 293,624	\$ 303,947
Grants (note 9)	313,286	394,379
Donations	<u>24,972</u>	<u>23,939</u>
	<u>631,882</u>	<u>722,265</u>
<b>EXPENDITURES</b>		
<b>PROGRAM</b>		
Salaries, wages and benefits	444,610	453,794
Rent and building maintenance (note 10)	49,044	48,652
Insurance	25,958	21,018
Membership fees and dues	18,762	17,969
Mentoring program	10,877	9,843
Office	9,579	7,416
Travel and development	6,546	8,224
Recognition and promotion	<u>6,326</u>	<u>7,250</u>
	<u>571,702</u>	<u>574,166</u>
<b>FUNDRAISING</b>		
Salaries, wages and benefits	55,871	52,887
Events (note 8)	40,117	47,648
Credit card processing	<u>8,474</u>	<u>4,843</u>
	<u>104,462</u>	<u>105,378</u>
<b>ADMINISTRATION</b>		
Salaries, wages and benefits	52,942	51,724
Professional fees	7,658	3,950
Office	6,730	7,167
Amortization	4,213	4,732
Bank charges	<u>1,027</u>	<u>933</u>
	<u>72,570</u>	<u>68,506</u>
<b>TOTAL EXPENDITURES</b>	<u>748,734</u>	<u>748,050</u>
<b>EXCESS OF EXPENDITURES OVER REVENUES FROM OPERATIONS</b>	(116,852)	(25,785)
<b>OTHER REVENUES</b>		
Canada emergency wage subsidy	-	163,571
Unrealized appreciation in value of investments - contingency fund (notes 3 and 5)	16,968	32,577
Unrealized appreciation in value of investments - bequest fund (notes 3 and 5)	101,163	97,533
Interest - contingency fund (notes 3 and 5)	<u>2,039</u>	<u>15</u>
	<u>120,170</u>	<u>293,696</u>
<b>EXCESS OF REVENUES OVER EXPENDITURES FOR THE YEAR</b>	<u>\$ 3,318</u>	<u>\$ 267,911</u>

## STATEMENT OF FINANCIAL POSITION & NET ASSETS

### STATEMENT OF FINANCIAL POSITION

AS AT DECEMBER 31, 2022

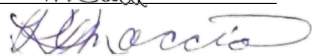
	2022	2021
<b>ASSETS</b>		
<b>CURRENT</b>		
Bank - unrestricted	\$ 232,443	\$ 305,329
Short-term investments - contingency fund (notes 3 and 5)	258,723	278,591
Short-term investment - bequest fund (notes 3 and 5)	536,764	435,601
HST, accounts receivable and subsidy receivable	10,074	56,899
Prepaid expenses	<u>7,161</u>	<u>4,428</u>
	1,045,165	1,080,848
<b>LONG-TERM INVESTMENTS - CONTINGENCY FUND</b> (note 3)	165,595	120,885
<b>CAPITAL</b> (note 4)	<u>5,481</u>	<u>7,818</u>
	<u>\$ 1,216,241</u>	<u>\$ 1,209,551</u>
<b>LIABILITIES</b>		
<b>CURRENT</b>		
Accounts payable and accrued liabilities	\$ 29,576	\$ 25,657
Government remittances payable	10,635	10,451
Deferred revenue (note 6)	<u>63,592</u>	<u>64,323</u>
	103,803	100,431
<b>CANADA EMERGENCY BUSINESS ACCOUNT</b> (note 7)	<u>40,000</u>	<u>40,000</u>
	<u>143,803</u>	<u>140,431</u>
<b>NET ASSETS</b>		
<b>GENERAL FUND</b> (unrestricted) (note 2)	111,356	234,043
<b>CONTINGENCY FUND</b> (internally restricted) (note 2)	424,318	399,476
<b>BEQUEST FUND</b> (internally restricted) (note 2)	<u>536,764</u>	<u>435,601</u>
	<u>1,072,438</u>	<u>1,069,120</u>
	<u>\$ 1,216,241</u>	<u>\$ 1,209,551</u>

APPROVED ON BEHALF OF THE BOARD:

DIRECTOR:



DIRECTOR:



### STATEMENT OF CHANGES IN NET ASSETS

FOR THE YEAR ENDED DECEMBER 31, 2022

	GENERAL FUND <i>Unrestricted</i>	CONTINGENCY FUND <i>Internally Restricted</i>	BEQUEST FUND <i>Internally Restricted</i>	2022	2021
<b>NET ASSETS, BEGINNING OF YEAR</b>	\$ 234,043	\$ 399,476	\$ 435,601	\$ 1,069,120	\$ 801,209
Excess of revenues over expenditures	3,318	-	-	3,318	267,911
Interfund transfers (note 2(f))	(126,005)	24,842	101,163	-	-
<b>NET ASSETS, END OF YEAR</b>	<u>\$ 111,356</u>	<u>\$ 424,318</u>	<u>\$ 536,764</u>	<u>\$ 1,072,438</u>	<u>\$ 1,069,120</u>

### THE BIG DOWNTOWN FOOD TRUCK PICNIC

After a pandemic hiatus, BBBSG's most wide-reaching fundraising event returned to Exhibition Park in May 2022. With eight unique food trucks, the Sleeman-sponsored beer tent, and additional generosity from Laza Food & Beverage, Cleo the Clown, and Guelph Family Martial Arts, this initiative returned a strong result of \$10,331 raised (net \$4,864), doubling as an opportunity for more than 8,000 local residents to learn more about Big Brothers Big Sisters of Guelph and its community programs.

### GOLF FOR KIDS' SAKE

Golf for Kids' Sake, presented by Linamar, enjoyed another strong showing in 2022, coming in just three foursomes short of its sixth consecutive sold-out tournament. The event raised \$43,233 (net \$31,219), which was very similar to 2021. The tournament returned to its usual shotgun, one-day format, which was welcomed by participants and allowed for greater engagement with supporters during the dinner banquet. The live auction in particular, performed very well, due in large part to new commitments from Cintas, Delta Airlines and Maple Grove Cottages. Continued support from Linamar and its affiliated network of businesses is a major driver of success for this staple initiative on the BBBSG fundraising calendar.

### THE BIG LITTLE RUN

The Big Little Run took place at Guelph Lake Conservation Area once again. The event enjoyed continued success in 2022, selling out with 300 registered participants and a new presenting partner, Beth & Ryan Waller Real Estate. Raising \$45,143 in revenue (net \$37,208), this marked a new high for this initiative. Significant areas of success for this event were increased sponsorship revenue, increased online participant fundraising and continued strong registrations for the more-lucrative half-marathon distance.

### LITTLE CHANGE FOR BIG CHANGE

The Little Change for Big Change campaign underwent some adjustment in 2022 with new staff leadership and student support intent on executing this community engagement initiative. \$8,348 (net \$6,973) was raised through donations from a number of local retailers' point-of-sale campaigns, local bottle drives spearheaded by the Neighbourhood Group of Companies and other small, miscellaneous contributions. This initiative will look to re-achieve its pre-pandemic success in 2023 with an expanded strategy into the business community to engage patrons at point-of-sale.

### THE BIG CHASE

The BIG Chase returned for its second year in 2022 with a brand new set of challenges, teams and exciting adventures for participants. Backed by strong sponsorship support, the event raised \$21,347 (net \$19,418) and continues to be a reliable source of late-year fundraising revenue for the organization.

### THIRD PARTY FUNDRAISING

No fundraising initiative has as dramatic an impact on the BBBSG resource development plan in 2022 than the variety of successful third party fundraising initiatives that were organized in support of the organization by community members. Led by the return of the Prince Adventures Downtown Guelph Exotic Car Show and the brand-new Royal Reach gala, \$104,338 was raised through these types of events that run external to BBBSG. Other successful third party initiatives included long-time successful ventures, the Brad Clemes Memorial Golf Tournament and the Downtown Guelph Santa Parade Run, and BBBSG was fortunate to be named the charity of choice for the annual OAC Tractor Tug for Tots.

### CORPORATE PARTNERSHIP PLAN

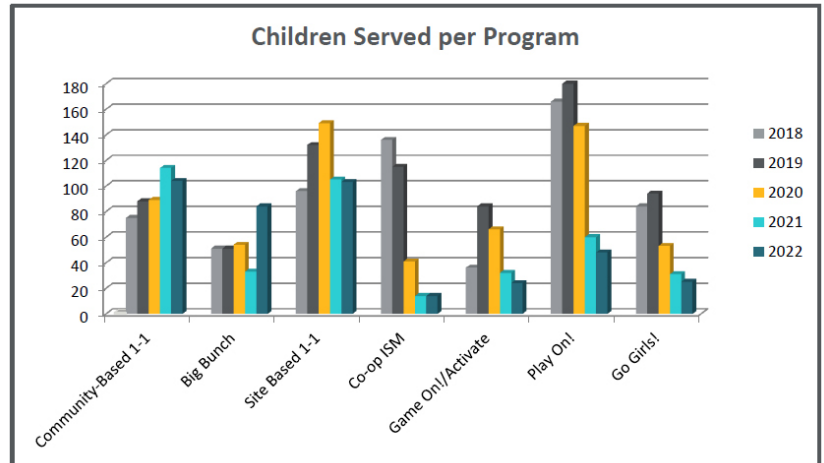
The Corporate Partnership Plan provides an opportunity for businesses to support BBBSG and be recognized at multiple events throughout the year for a single financial contribution. This initiative, which has been in place for more than 15 years, raised a \$36,000 (net \$34,087). Special thanks to continued leadership in this area of our fund development strategy from Skyline, Cintas, Linamar, Hoyes Michalos and RLB LLP.

### GRANTS REPORT

Throughout the year, BBBSG was successful in acquiring grant funding to provide critical investments directly into programming. Once again, grant funding was extended by all three levels of government (municipal, provincial, federal) as well as a number of private foundations and community funders. \$313,286 was raised across all grant programs, due in large part to investments from the United Way Guelph Wellington Dufferin, Ontario Trillium Foundation, Ontario Ministry of Education, Canada Summer Jobs, the Joyce Family Foundation, the Klein-Panneton Family Foundation, and many more.

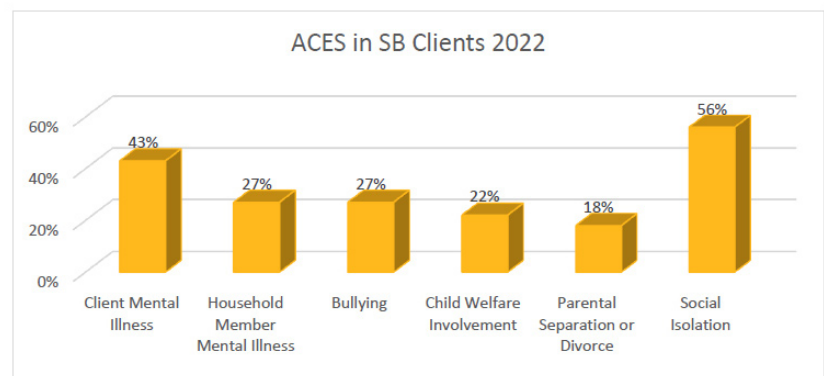
### Program & Intake Summary

In 2022, there were 402 children involved in our programs, with 74% of children being served in Site Based programming throughout the year. Historically, our group programs have served more children than our 1-1 program, though interestingly in 2022, we saw more children served across 1-1 programs instead. This shift was expected to be temporary and is due largely to the capacity of virtual group programming where 8-10 children is too many to have on a Zoom call and in order to ensure impact of the program, groups were capped at half the regular capacity.



By the end of 2022, there were 45 children on the community-based 1:1 waitlist and 130 children on the Site-Based program waitlist. The range of months children have waited has been reduced by 48% since January 2021. The waitlist also saw a closer comparison between boys and girls by the end of 2022, in part because of the adjustments to the waitlist and the matching process. By November, Little Brothers made up 56% of the waitlist which, has traditionally been significantly higher.

This was the first full year in which the Community-Based team used a new Waitlist Consideration and Matching Priority process, which aligned objective systems, subjective assessment and guided judgement. This three-tiered classification system has created a strong framework which has allowed the team to move through the matching process with significant ease and confidence in the matching process. This new process also better utilizes the collection of ACEs (Adverse Childhood Experiences) data during intake, as families are prioritized based on the level of need presented throughout their intake, the number of resiliency factors present and the professional judgement of the caseworker.



In the past, a significant deterrent to volunteers completing the intake process has been the length of waiting involved before being matched with a caseworker and starting the bulk of the process. Before the pandemic, this was something the agency identified as being an area of growth and took active steps in responding to. During the pandemic, the casework team recruited incoming volunteers for supportive initiatives like the post card project, where volunteers and potential volunteers wrote postcards of encouragements for all the kids involved in our program. The team, in their excellence, was able to dissolve the volunteer waitlist by August of 2022 and now applicants go right into the screening process.

### Casework Development

Since welcoming and training a number of new team members over the past couple of years, the agency's increased need for documented process manuals and instructions has become apparent. Much work was done in this area in 2022 by both Holly and Lois. Some examples include formal instruction documents for match monitoring, organization of family pre-match training nights, family intake checklist, closing and opening new contacts, closing matches, and updates to the existing instructions for annual child re-assessments.

In the Community-Based program specifically, the learning we gained from the process of transitioning two new caseworkers in was that we needed better communication around our child matching information. When there is stability in the casework team, it can become easy to rely on first-hand knowledge of our waitlist families when making matches; however, when the majority of the team is new and does not know anyone on the waitlist, matching can be incredibly difficult without sufficient documentation in the child's profile. Furthermore, looking at a 40+ waitlist can be quite daunting without any structure or guidance around which children to prioritize. Another surprise that came up this year was our significantly increased number of mentee applicants with special needs. This prompted an honest team discussion on the nature and extent of needs a child may have to which BBBSG can safely provide services for. The Little application was then modified to communicate important indicators of the level of independence needed for a child to be safely in the care of a volunteer.

BBBSG continued our involvement in the national Big Steps to Success pilot, a program dedicated to making matches more accessible to and effective for youth-in-care. We were thrilled for the opportunity to work with more external organizations than usual this year, building partnerships and providing referrals, resulting in excellent wrap-around care for our clients. Pre-existing service partnerships we referred to include Adopt-a Family and Tim Hortons camp. New services we were offered this year included private ADHD coaching for 1 Little, donated tutoring services for 1 Little, and free counselling for an unlimited number of Littles funded by the Children's Foundation of Guelph and Wellington.

The end of 2022 saw a new evaluation tool piloted by BBBS Canada: the Big Growth survey. This came out of the work done by the TIE committee and gleaned feedback from parents and caregivers about their child a year ago compared to their observations in the present. This was sent out to parents in the Community-Based program and the Site-Based program and a total of 54 people responded. Interestingly, all of the categories saw a positive impact/increase from participants from 5-24%, speaking to the impact of the program and value of mentorship. This is likely a feedback survey that will be used annually by National moving forward to help agencies collect valuable data that can inform program developments as well as be used to communicate impact of programs to stakeholders.

Big Growth Survey	Previous Year	End of 2022
Child tries to understand perspectives of others	65%	89%
Child can adjust their behaviour depending on the situation	56%	87%
Child is comfortable talking about feelings and emotions	57%	69%
Child is comfortable asking for support from trusted adults	80%	85%
Child feels that school is important	63%	83%
Child is able to succeed in school	57%	72%

### Volunteer Recognition & Recruitment

There was a Spotlight Volunteer recognized each month on our website, in the newsletter and on social media. In 2022, we celebrated the following mentors who made outstanding contributions to their match or group program: David Uleryk, Bella Vas, Caroline Zolis, Jessie Finkelberg, Pavan Kaur, Beverly Leighton, Stevie Rundle-Chiasson, Alexander Bugarija, Nick Sammut, Sierra Younis, Bryant Simmons, Kwame Osei and Krish Tangri

**" My mentor made me feel understood. She gets me "**  
-Little 2022

**" I could've used a friend/mentor while growing up so I am more than happy to be that for someone else"**  
-Volunteer 2022

In 2022, we saw significantly fewer applicants coming through. The recruitment committee brainstormed and piloted many initiatives throughout the year to enhance volunteer recruitment. Some of these initiatives include ListServ emails at the university, setting up recruitment and info booths at community events, the Refer-a-Friend Campaign, Coaster Campaign, Project Serve Day, liaising with Student Volunteer Connections, and multiple press releases.

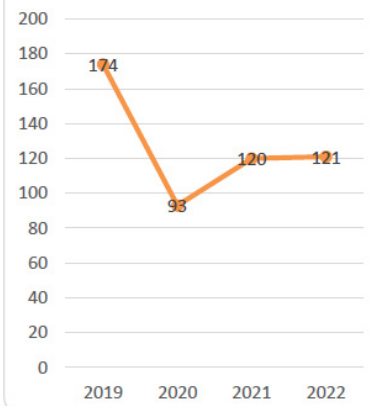
Throughout these experiences, we learned to value the university's volunteer fair and community engagement events more than employment-related events, since the volunteer and community events appeared to yield

**" I think a lot of people underestimate how big of an impact having 1 or 2 trusted people in the lives of these kids can make. There are so many young boys and girls who would benefit tremendously simply from you showing up and being there for them. And it truly can change their lives! "**  
-Volunteer 2022

more authentic interactions and connections. Out of all our initiatives, the press release garnered the most responsive public feedback. It was covered by multiple media sources, shared by individuals on social media, and we heard from new and existing volunteers, as well as one school liaison who had seen it.

At the beginning of the year, the main objective in the committee was to be a forum for members to support each other, generate creative ideas, and offer accountability for individual program-specific recruitment. By the end of the year, as the committee grew, the approach evolved to have a greater focus on coordinated and replicable recruitment initiatives, rather than individual efforts based on single program needs. Because Caseworkers did not have full caseloads as a result of slow volunteer applications, the casework team would take over this initiative in 2023 and expand on the team's work, thanks to the solid foundation created in 2022.

Number of Volunteer Applications



This concludes a condensed version of the 2022 Casework Report. To read the full text, visit our website.

### BOARD OF DIRECTORS

Richard Moccia, President  
Chris Moulton, Vice-President  
Michelle Steele, Treasurer  
E.J. Stross, Past President  
Rodney Cox (Jan-May)  
Nick FitzGibbon  
Jackie Ketteringham (May-Dec)  
Brent Lang  
Dana MacDonald  
Norman Osman (May-Dec)  
Jonas Postons  
Jaime Power (May-Dec)  
Jeff Stirling

### STAFF

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

### INTERNS & PLACEMENT STUDENTS

Brendan Donahue  
Jessica Elms  
Lauren Krause  
Brenna McCutcheon  
Mallina Saravanamuthu  
Julia Shorinde

### THE BIG LITTLE RUN

Jeff Stirling  
Norman Osman  
Nick FitzGibbon  
Sim Gill  
Vipan Hira  
Colleen Hillis  
Megan Delamere  
Kyle Driscoll  
Andy Nguyen  
Brenna McCutcheon  
Julia Vachon

### GOLF "FORE" KIDS

Ashley Goulding  
Brent Lang  
Aaron Robertson  
Michael Treadgold

### THE BIG CHASE

Jackie Ketteringham  
Norman Osman  
Jennifer Tremaine  
Geordana Elsegood  
Brenna McCutcheon  
Taylor Brick  
Julia Vachon

### THIRD PARTY FUNDRAISING LEADS

Rachel Chater  
Jill Clemes  
Morgan Dundas  
Christina FitzGibbon  
Brent Lang  
Chris Moulton  
Jamie Prince  
Jakki Prince



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Big Sisters  
OF GUELPH

## CORPORATE PARTNERS

