

annual report

2019

YEAR IN REVIEW

Social Impact, New Theory of Change, Gaining Momentum

FINANCIAL STRENGTH

Social Enterprise and Fundraising - the Way Forward

NEW BRAND

A New Look and a Renewed Commitment to Youth and Their Families



Big Brothers
Big Sisters
OF GREATER HALIFAX

our team

(Current as of Annual General Meeting, July 8, 2020)

Chair, Board of Directors **Grant Black**
Executive Director **Carol Goddard**

BOARD OF DIRECTORS

Safia Rahemtulla - VP Operations
Kevin Ferguson - VP Community Engagement
Nicholas Chamberlain - Treasurer
Mary Brown - Secretary
David Devine - Director
Ryan Gillcash - Director / Chair ReNew Crew Board
Mike Lawrence - Director
Caitlin Lees - Director
Maddi MacDonald - Director
Lynnette McCormack - Director
Phil O'Hara - Director
Amit Parasram - Director
Brenda Saunders/Todd - Director

STAFF

Jonathan Leard - Manager Service Delivery
Jamie Burrell - Mentoring Coordinator
Bernadette Fegan - Mentoring Coordinator
Betty Kelly - Mentoring Coordinator
Denise Legere - Program Administrative Assistant
Nicole MacFarlane - Mentoring Coordinator
Bethany Porter - Mentoring Coordinator
Nancy Webber - Mentoring Coordinator
Shelda Cochrane - Manager Community Engagement
Michelle Boylan - Philanthropy & Partnerships
Victoria Da Silva - Community Engagement Coordinator
Vicky Jaggard - Grant Writer
Kim Goodson - Operations Manager (Social Enterprise)

ADDRESS

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Charitable Registration Number: 10679 3235 RR0001



BBBSHalifax



BBBSHalifax



BBBSHfx



Big Brothers Big Sisters of Greater Halifax

leadership

board chair message

As I indicated in last year's report, I have been involved with Big Brothers Big Sisters of Greater Halifax in various volunteer capacities for well over 20 years, but I'm not sure there has ever been a year quite like this.

It started out normally when I had the pleasure of attending the BBBS Canada meetings in Toronto last June. The highlight of the sessions was that after 106 years as an organization we took on the daunting task of updating our Vision, Mission and even our Branding.

This is important work that really helps us focus on what really matters as we work to support youth in each of our communities. I'd like to thank the National leadership team for providing guidance through this important task. More details on these changes can be found later in the program. As a national initiative we are indeed #BiggerTogether.

While our national conference was a great way to kick off our 53rd year here in HRM, our staff and volunteers focused on providing extraordinary service to children, youth and their families. The Service Delivery team members worked on their objectives of making 110 new matches in 2020 and increasing our engagement with young people on our waiting list. The new logo speaks to the power of three, that being that staff, Bigs and parents work is a collaboration to create the most positive outcomes possible for our Littles.

These mentoring relationships often result in positive life-changing effects including social emotional competence, mental health and well-being, and educational engagement. Life-long friendships are not unusual.

At the same time our Fund Development team and our many

volunteers worked tirelessly during 2019 to ensure our financial stability with successful Bowl For Kids Sake, Golf for Kids Sake and our INSPIRE Awards Gala. We believe foundations, individual donors, corporations and the Department of Community Services invest in Big Brothers Big Sisters because they know this is an outstanding return on investment.

The agency's social enterprise, ReNew Crew, our clothing donation project in partnership with Value Village, also generates funds which allow us to make more matches. Please refer to the financial report in this program for more details on our financial results. While we didn't know it in December our strengthened financial position would be an important asset as we turned the calendar to 2020.

Which brings me to what I am most proud of since our last AGM, how we have been able to manage the agency through the significant and unprecedented challenge of COVID19 which put all plans in disarray in March of 2020. With the cancellation of this year's traditional Bowl For Kids campaign, the 3 month shutdown of our ReNew Crew operation and the uncertainty of our annual Golf Tournament, we were facing a 67% decrease in revenue.

With our 2019 year-end financial viability and supported by the federal government's Canada Emergency Wage Subsidy, I am pleased to report we have been able to keep all of our staff employed throughout the pandemic.

Our Risk Management Committee met regularly, assessing the ever changing COVID environment and providing leadership and direction to the Agency and ReNew staff. I can't begin to thank enough the staff, Board members, volunteers and donors who stepped up these past few months to help us.

Providing quality mentoring programs for our youth is even more important during this period of uncertainty and stress and our staff stepped up and provided seamless service and support to all our Bigs and Littles. Likewise our ReNew team did a great job of successfully managing through significant disruptions in operations and are now back up and running and providing much needed revenue to our organization.

Things are slowly getting back to normal although it will be a "new" normal for some time. This will mean significant financial challenges going forward as we have had to cancel and/or postpone all of our major fund raising activities in order to keep people safe and abide by Department of Health guidelines. That's why it is more important than ever that individuals, corporations, foundations and government step up to support us financially so that we can continue to do this important work with youth in our community. I know a number of you have stepped up already and we are extremely thankful.

As I have already said I am very proud of the way our staff and volunteers have handled this very challenging start to 2020 but I know we will get through this with your continued support.

Thanks,

Grant Black
Chair
Board of Directors

leadership

executive director message

For those of you who attended our Annual General Meeting last year, you will remember meeting Kevin MacNamara a Big Brother who started in that role 50 years ago as a university student, and his Little Brother Steven Duggan. They hadn't seen one another for years but a short time before our AGM last year they met again and resumed their friendship – almost as if there weren't years when they hadn't been in touch.

Steven spoke of their friendship and how it shaped his life as a young person and into his adult years. As part of his presentation he said he was thinking about applying to be a Big Brother. Well, he did – and just this week I received a note from his Little Brother, 11 year old, Jake who says:

“I've had a Big Brother for about a year now and it is really fun. It's fun because me and Steve basically like the same things like motorcycles, fishing, fixing stuff, cars, and spending time together. I see Steve, his sister and his cats as part of our family. I met Steve's Big Brother and this was cool to see how they have stayed in contact all these years. I hope Steve and I will remain friends forever.”

Another message I received recently was from Danette Power Varner who was the first Little Sister we matched (1984). Danette wrote; “Thank you for introducing Edie into my life. The difference you have made in my life has been phenomenal.”

Danette and her husband are proud parents of three charming and capable teenage sons. It's a joy to watch her adventures as a Mom and to see her success as a social worker. We're so proud of her.

These messages confirm for me the value of the work we do every day.

At the end of 2019 we were enthusiastically planning for 2020 based on successes in 2019 which would provide a solid foundation for future work . . . then COVID19 caused the world as we knew it to tilt . . . over and over again.

However, the successes of 2019 did provide us with a solid foundation from which to continue our support of families, kids and volunteers which, given the pandemic was more important than ever.

My thanks to Littles, parents and volunteers who cooperated with requirements not to have in-person contact between Bigs and Littles for a very long time and special thanks for their creativity and care in staying in touch with one another during these unpredictable times.

Kudos to our staff who found new ways to not only do their work but to work on new projects, refine or adjust existing programs and practices and maintain close and collaborative relationships with co-workers. Social media really proved its' value during this time and the staff team really rocked.

Members of our Board of Directors and Committees have been actively engaged in planning and re-planning as we worked through challenges that presented themselves and I am so proud that we have been able to continue our work by keeping all staff engaged despite huge fundraising challenges.

The days ahead will test all of us but I'm confident that with the talent on our bench and the support of individuals, businesses, foundations, service clubs, government and the community at large our 2020 annual report and our plans for 2021 will be ones we're all proud to support.

This reflection on 2020 is a bit out of character for a report on 2019 but it seems appropriate to address our current realities.

The published annual report highlights many exciting and positive moments from 2019 including the making of 90 new matches in the year, falling 10 matches short of our objective but including more than 10 new matches that were ready to be introduced early in January; an average match length of almost 22 months which is very positive; successful fundraising initiatives; work with our colleagues nationally to refresh the Big Brothers Big Sisters identity in Canada with an updated mission and vision, a new logo and the Theory of Change which clearly articulates what we've been doing for years and years but organizes it in ways that is more research-friendly; our Big-Little Road trip jointly with other Big Brothers Big Sisters agencies in Nova Scotia to give public profile to the new identity and the need for volunteers; a launch party with Bigs, Littles and Parents (see report cover for launch photo); Little Sister, Matashia and Little Brother, Brendon as MCs for our INSPIRE Gala; Bigs and Littles and thousands of other young people were excited to attend the Conversation With President Barack Obama when he was in Halifax and capping the year with a Holiday party featuring a full turkey dinner and gifts for Bigs and Littles.

2019 was a huge year – worthy of celebration – thank you to everyone for your on-going support.

Carol Goddard
Executive Director

service to youth

HOW WE SERVE YOUTH

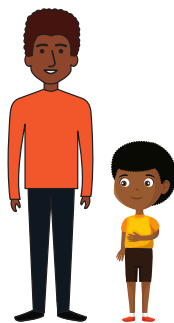
Big Brothers Big Sisters facilitates developmental relationships that challenge growth, provide support and expand possibilities for young people facing adversity.

Consistent, positive interactions, over a period of time with an engaged adult improve social emotional competence, mental health and well-being, and enhance connectedness in school, community and work.

Ultimately, this results in young people better prepared to fulfill their potential. To achieve these outcomes, Big Brothers Big Sisters delivers a variety of youth-centered programs.

255

children engaged in one-to-one mentoring programs. This includes Big Brother, Big Sister, Big Couple and In-School Mentoring matches.



One-to-one mentoring programs provide lifelong, positive impact for youth!

34

children served in group mentoring programs. This includes the BigBunch and Big Outdoors mentoring programs.



Group mentoring programs help develop important life skills & confidence.

celebrating milestones

When a match between a Big and a Little extends beyond a year, we know there will be significant impact on the life of the Little being mentored.

One of the key indicators that a successful developmental relationship will be fostered, is that it exists consistently over time.

Join us in celebrating the matches who achieved significant milestones on 2019.

Celebrating 5 Years in 2019

Big Chantal and Little Jamie
Big Katie and Little Kathryn
Big Kelly and Little Shane
Big Leslie and Little NuKeisha
Big Stephen and Little Ryan
Big James and Little Benjamin
Big Heather-Anne and Little Sarah
Big Todd and Little Gabriel
Big Juanita and Little Abigail
Bigs Adam & Melissa and Little Darius
Big Lindsay and Little Chelsea

Celebrating 10 Years in 2019

Big Martha and Little Cole
Big Noreen and Little Taylor



Big Sister Martha and Little Brother Cole

enrichment

Every year, our staff work to provide additional experiences and enrichment activities for our Littles. We do this through the support of many community partners who offer free venues, tickets, and supplies. Often, these are experiences the Littles may not be able to access otherwise.

Thank you to all of the individuals, businesses and funders who helped make these activities possible in 2019.

New Brand Reveal Event for Bigs & Littles
Discovery Centre
Ballet Jorgen
Symphony Nova Scotia Performances
Bowl for Kids Sake
Holiday Party & Dinner
Outdoor Pizza Oven Party
Water Balloon Games
Sail on the Tall Ship Silva
Learn to Camp Program
Adventure Camp in PEI
Backyard BBQ
Fire Station Visits
Paint Night
Blue Jays TD Winter Tour Halifax
RBC Olympian Meet and Greet
Skating at the Oval
Media Interviews

An Evening with Barack Obama
courtesy of Nova Scotia Cooperative Council
Bay Expo
Big Splash Swimming Event
Mooseheads Games
Thunderbirds Games
Hurricanes Games
Halloween Party
Therapy Dog Training
Brilliant Labs
Tour of Halifax City Hall/Meet the Mayor
Movie Nights
Brand Launch Focus Groups
Little Brother & Little Sister Event Emcees
ForestKids Outings
Board Game Night
Royal Nova Scotia International Tattoo
Participation in Video Shoots



a BRAND new look



Potential lives within every young person, yet hundreds of thousands of Canadian children and youth are still in urgent need of someone who will stand in their corner and ignite their potential.

That's why Big Brothers Big Sisters – a 106-year-old organization – went through a national brand refresh in 2019, to launch a call to action for Canadians to become a part of something bigger.

This move is meant to elevate the message that critical developmental relationships are vital to the success, mental health and well-being of our youth.

The three interconnected lines of the logo represent the three supports we bring together for every child in our organization.

The family/caregiver, the volunteer Big, and our agency work together to provide a supportive network designed to achieve the best possible outcomes for each child. We believe in the saying "it takes a village to raise a child" and we're proud to be assembling custom "villages" around every child to ignite their potential.

Along with our rebrand came a new theory of change to illustrate the impact of our work (see next page).

Photos above show brand launch events, September 2019



**Big Brothers
Big Sisters**



Big Brothers
Big Sisters

OUR MISSION

To enable life-changing mentoring relationships to **ignite** the power and potential of young people

WHO DO WE SERVE?

Young people who face adversity AND are in need of an additional consistent and supportive **Developmental Relationship**¹

HOW DO WE IGNITE POTENTIAL?

- » By intentionally **recruiting** based on the needs of a community's young people
- » By **matching** young people with a **professionally screened** volunteer mentor
- » By **monitoring and supporting** that match with a professional caseworker
- » By **training and supporting** the mentor, the mentee and the family
- » By **building a Developmental Relationship** between the mentor and the mentee that: Expresses Care; Challenges Growth; Provides Support; Shares Power; and Expands Possibilities
- » By **graduating** the match relationship towards natural support

WHAT IS THE IMPACT?

Young people graduate our programs with **measurable outcomes**:



¹ "Developmental Relationships Framework" © 2018 Search Institute, Minneapolis, MN. www.search-institute.org

THEORY OF CHANGE

OUR VISION

All young people realize their **full potential**



champions & supporters

The work we do is supported by many individuals, businesses and foundations who offer the financial means for our programs to exist. They are truly investing in the future of our community. **Thank you to our 2019 donors, funders and sponsors.**

\$30,000 or greater

Halifax Youth Foundation
The Joyce Family Foundation

\$10,000 or greater

J & W Murphy Foundation
Scotiabank - Atlantic Regional Office
Enterprise
Home Depot
The John & Judy Bragg Family Foundation
The Tenaquip Foundation
Winners Merchants International

\$5,000 or greater

Mainland Nova Scotia Building Trades Council
Value Village Stores
Cisco
CTV
John Carl MacIsaac Foundation
RBC

\$500 or greater

BoyneClarke LLP
United Way of Halifax Region
Air Canada Foundation
Alexander Keith's
Armco Capital Inc.
C100 FM
Certainly Cinnamon
Dr Kiran Pure and Associates Ltd
Indigo Shores (Armco)
Labatt Brewing Company Limited
MaxSys
Metro Self Storage
River Oaks Golf Club
WestJet
Louis Lemoine
Admiral Insurance Halifax
Hartman Matthews Family Trust
Lotus Living Tenants
Joan Craig
Leanne Children's Foundation
Levy Casey Carter MacLean
Nova Scotia Power Incorporated
Bay Treasure Chest Association
Big Brothers Big Sisters Nova Scotia Foundation
Bowlarama
Owens MacFadyen Group Benefits Consulting Inc.
Denyse Marie Irwin Trust
Digital nGenuity
Ann MacKnight
VIA Rail
IBM Employee Giving
Carol Goddard

iA Financial Group
Murphy's The Cable Wharf
Pizza Pizza
Subway
PayPal Giving Fund Canada
Burchells LLP
BMO Bank of Montreal
Giant Tiger (Bedford)
HGS (Hinduja Global Solutions)
Jonathan Leard
Scotia Fuels
Bird Construction
International Association of Heat and Frost
Ann and Wayne MacLean
Bluedrop Performance Learning
Cresco Developments Limited
Great Canadian Gaming Corporation
Great-West Life
Green Shield Canada
Halifax Shopping Centre
Interlude Spa
Jemma MacKay
MacLellan & Moffatt Group Consultants
Maritime Travel
Medavie Blue Cross
Midland Transport Ltd.
Novacorp Properties Limited
O'Regan's
Rowe Jeux du Commerce Central (JDCC)
Dalhousie
Susan McDormand
Techno Hard Services
True Blue (Bluedrop Training and Simulation)
Wilson's Fuels

“Alone, we can do so little. Together, we can do so much.”

Helen Keller







becomeaBIG.ca







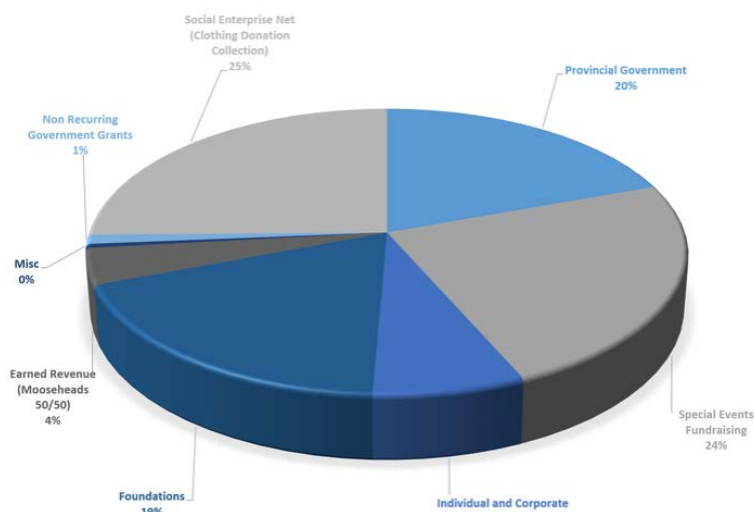




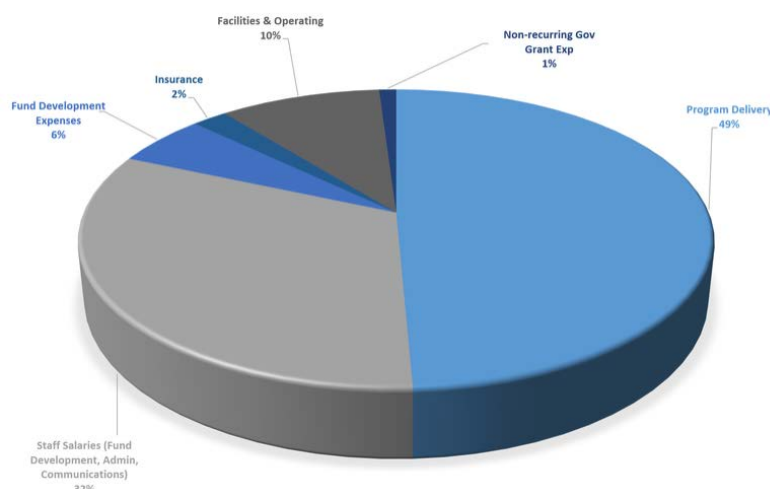


financial report

AGENCY REVENUE 2019



AGENCY EXPENSES 2019



The complete audited financial statements are available on our website: halifax.bigbrothersbigsisters.ca/about-us/annual-report/

Treasurer's Report

Overall in terms of financial performance, 2019 was a positive year at BBBS of Greater Halifax. During the year the Organization ensured an ongoing commitment to profitability and positive financial results by building upon the lessons learned, minimizing expenditures and strengthening revenue generation. While we are at the beginning of our revenue diversification journey, the Organization has made efforts to strengthen and support revenue growth in Foundations, and Individual and Corporate donors. These focused efforts were fruitful, and accounted for growth in these categories in 2019.

An overview of significant financial line items for 2019: Total revenue increased by 4.77% (\$75,200) to \$1,653,047 (2018 - \$1,577,847) which was predominantly driven by increases in Individual and Corporate donations of \$42,422 (2019 - 60,572; 2018 - \$18,150) and Foundations of \$32,596 (2019 - \$113,929; 2018 - \$81,333). These increases were offset by decreases in Non-recurring government grants of \$15,407 (2019 - \$8,743; 2018 - 24,150). In 2019, the Mooseheads Foundation 50/50 contract was up for renewal, however, was not renewed with BBBS. However, due to the successful run of the team in the 2018-2019 season, we had earned in excess of the entirety of the 2018 revenue (2019 - \$34,006; 2018 - \$30,620).

Total expenses decreased by 0.70% (\$11,050) to \$1,622,250 (2018 - \$1,633,750) which was predominately driven by a decrease in Fund Development (2019 - \$48,292; 2018 - \$57,573), Building Occupancy (2019 - \$63,012; 2018 - \$75,206), Office Expenses (2019 - \$82,866; 2018 - \$93,310) and Promotion (2019 - \$4,748; 2018 - 12,270).

All in, we ended the year in a positive financial position with revenue exceeding expenses in the amount of \$30,797, which is a significant improvement compared to the loss of (\$55,903) from 2018.

The statement of financial position presented stronger in 2019 due to this increased profitability. The unrestricted fund balance in 2019 is \$89,282 (2018 - \$63,303). Cash and short-term investments at year-end are \$112,049 (2018 - \$87,283) demonstrating increased liquidity in alignment with an overall stronger financial position as compared to prior year.

Management and the Board continue to be committed to continuing our journey towards consistent profitability and year-over-year growth. As evidenced in the 2019 statements, we have shifted our focus to intentional and targeted revenue generation efforts and proactive financially driven decision-making and cost reductions.

This focus has also been effective at preparing BBBS of Greater Halifax for the effects of COVID-19. Subsequent to our year-end, the spread of COVID-19 has severely affected many local economies and our Organization has not been immune. Due to measures taken to contain the spread of the virus, BBBS of Greater Halifax had moved to a work-from-home model, has delayed some programs and fundraising events, and temporarily shut down collections for the ReNew Crew Fund for several weeks. Management is consistently assessing the overall impact of COVID-19 on the future operations of the Organization and has applied for financial support available through various government measures.

Respectfully,

Nicholas Chamberlain, CPA
Treasurer



OUR DONATION BINS - LOCAL IMPACT

CHARITY OPERATED - 100% LOCAL

What sets Big Brothers Big Sisters apart in the clothing donation collection field?



Our initiative is completely charity-run. This means everyone from our drivers to our call centre representatives are locally-based employees. We're proud to be a local employer contributing to our local economy, all while keeping nearly 3 million pounds of goods out of local landfill every year.



Our donation bins are owned and managed by us. We don't engage a third party to maintain or service our bins, and we pride ourselves on being prompt and diligent in keeping the area around them clean. We gain express permission to place our bins on host sites and highly value the relationships we have with those property owners.



100% of the funds generated by this initiative are used **LOCALLY** - to support children and youth in neighbourhoods all over HRM.

Your donations improve the lives of local families and strengthen our community,

IMPACTING LOCAL YOUTH AND THEIR FAMILIES



Your clothing donations get turned into funding to support critical mentoring programs for children facing adversity. The things you no longer need can ignite potential in local youth!

www.DONTthrowitout.ca

Big Brothers Big Sisters of Greater Halifax

renew crew

Big Brothers Big Sisters Halifax Regional Municipality Foundation (ReNew Crew)

Board of Directors: Ryan Gillcash (Chair), Safia.Rahemtulla (Treasurer), Grant Black, Gary Ferguson.

Staff Leadership: Carol Goddard (Executive Director), Kim Goodson (Operations Manager),

ReNew Crew is a 100% locally owned and operated social enterprise of Big Brothers Big Sisters of Halifax, providing a service to residents through collection of donated clothing, other textiles, and small household goods. These donations are resold to our corporate partner, Value Village and the net earned revenue is used to support critical mentoring programs for children and youth facing adversity right here in the HRM.

What sets ReNew Crew apart is we are locally operated. All of our team members from our call centre staff to our truck drivers are locally based employees who are passionate about our initiative and proud of our community impact. In 2019 our team managed top line revenue of \$1,030,956 which after expenses contributed a net profit of \$256,488 and a transfer to Big Brothers Big Sisters of Halifax of \$210,000.

While we continued in 2019 to contribute to the growth of our local economy, we also kept nearly 3 million pounds of goods out of our landfills! Our financial success in fiscal 2019 prepared us well for the challenges brought on by COVID-19 and allowed us to continue to keep people employed throughout this unprecedented time. Over the last number of months our staff members have taken on special projects that will improve our efficiencies in the business for years to come.

We wanted to take a moment to thank all of the generous supporters of ReNew Crew, past, present and future, as your donations have helped to improve the lives of local families, contributed to the economy and have helped strengthen our community.

Respectfully,

Ryan Gillcash, Chair

RENEW CREW STAFF TEAM

Amanda Smith - Scheduling Coordinator
Penny Carter - Customer Service Coordinator
Casey Spidle - Donor Engagement Coordinator
Cyndie Levy - Customer Service Representative
Jason Byzewski - Customer Service Representative
Jenelle Heddington - Customer Service Representative (Part-time)
Gerald Smith - Driver
Stefan Bendel - Driver
Andrew Gilroy - Driver
Patrick Rapati - Driver (Part-time)
Jeremiah Rahming - Driver (Part-time)

