

# Annual Report

2021

**resilience**  
through intentional mentoring



Big Brothers  
Big Sisters  
OF GREATER HALIFAX

# Leadership Report

In 2021, we continued to experience the ebbs and flows of COVID and it continued to have a significant impact on all organizations including Big Brothers Big Sisters of Greater Halifax.

This year reaffirmed for me that our organization is filled with some of the most positive, dedicated and talented individuals I know. Despite all the challenges that COVID presented, our organization carried on throughout the pandemic as our staff and volunteers continued to focus on providing extraordinary service to children, youth and their families. The Service Delivery team managed to create 63 new matches and support 222 existing matches in 2021 even when faced with the tremendous challenges of lockdowns and social distancing. 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. This was an outstanding accomplishment given the trying circumstances of the past year.

At the same time our Fund Development team and our many volunteers worked tirelessly during 2021 to ensure our financial stability. The Fund Development team developed new and innovative ideas to keep our foundations, individual donors, and corporations engaged. This included events such as HaliFACTS Trivia Challenge, the Big Tri, Golf for Kids Sake etc. Likewise our ReNew team did a great job of successfully managing through disruptions in operations throughout the past year and are now back up and running and providing much needed revenue to our organization. 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, and in a year of continued uncertainty your support was greatly needed and appreciated. Your financial support along with the Federal Government wage subsidies allowed us to continue operations uninterrupted over the past year. Thank you!

In January of 2021, our long-serving Executive Director, Carol Goddard retired after 50 years of dedicated leadership to the organization. Under Carol's guidance, the agency grew to serve more youth, pioneered programs and started a social enterprise to help fund the core work. Illustrating Carol's depth of meaningful relationships throughout the organization, over 100 people attended her virtual retirement party, with guests from across the country. Stepping in to fill Carol's shoes, Shelda Cochrane and Jonathan Leard have completed their first year in their co Executive Director roles. In seeing them in their new roles, the organization is fortunate to be led by them. They put our Bigs and Littles first in all that they do and in each and every decision they make.

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. With this in mind, we have to reimagine how we work, how we fundraise and how we spend. That's why it is more important than ever that individuals, corporations, foundations and government continue supporting us financially so 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.

With this year being my first year as Chair, I of course had big shoes to fill, succeeding our past Chair, Grant Black. I am very thankful for Grant's support and guidance as I stepped into my new role. I am also thankful to be surrounded by an amazing Board who have supported me and empowered me in my new role. Lastly, I'd like to thank, our tremendous staff and all our volunteers for your hard work and dedication to the youth in our community. I know we make a difference.

**Safia Rahemtulla**  
CPA, CA, CIA, C3PRMP  
Chair, Board of Directors



# Service to Youth

## Theory of Change

### WHO DO WE SERVE?

Young people who face adversity AND are in need of an additional consistent and supportive Developmental Relationship<sup>1</sup>

### 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**:

#### SOCIAL EMOTIONAL COMPETENCE

- » Relationship skills
- » Social awareness
- » Responsible decision-making
- » Self-management
- » Self-awareness

#### MENTAL HEALTH & WELLBEING

- » Positive identity
- » Mental wellness
- » Social inclusion & empowerment

#### EDUCATIONAL ENGAGEMENT & EMPLOYMENT READINESS

- » School connectedness
- » Commitment to learning
- » Enhanced constructive use of time

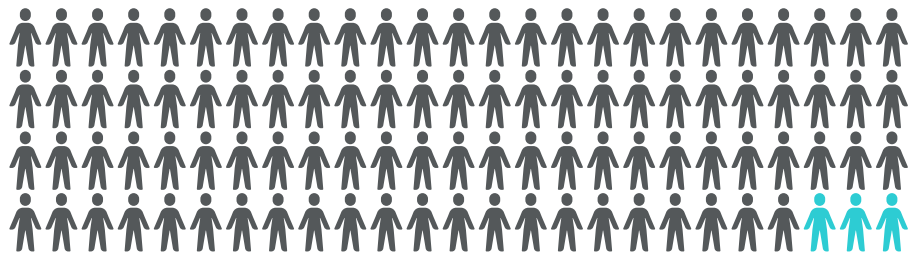
1 "Developmental Relationships Framework" © 2018 Search Institute, Minneapolis, MN. [www.search-institute.org](http://www.search-institute.org)

285  
Youth  
Served

in one-to-one developmental  
relationships in 2021

### Community Based

Our core one-to-one mentoring provides lifelong, positive impact, protecting youth from the harm of adverse childhood experiences!



276

### Virtual

The E-Mentoring as Career Coach program engaged youth to explore future education and career options with mentors in specific fields of work.

9



# Champions & Supporters

Our champions and supporters are fundamental in our work to ensure youth are fully supported to fulfill their potential. Their financial investment in the future of our community is what allows us to build resilient, confident youth who are better equipped to navigate adversity.

Thank you to all of our donors, funders, event participants and supporters for standing with our youth and helping to build a brighter future.

## **\$150,000 +**

Province of Nova Scotia

## **\$40,000 +**

Halifax Youth Foundation  
The Joyce Family Foundation

## **\$20,000 +**

RBC

## **\$10,000 +**

Coastal Sports and Wellness  
Cyclesmith  
J & W Murphy Foundation  
John Carl MacIsaac Foundation  
Scotiabank - Atlantic Regional Office  
The John and Judy Bragg Family Foundation  
The Tenaquip Foundation

## **\$5,000 +**

Cindy MacDonald  
Coca-Cola Bottling Ltd/Coke Canada  
Esso/Wilsons  
F.K. Morrow Foundation  
Mainland Nova Scotia Building & Construction Trades Council  
Mental Health Foundation of Nova Scotia  
ON Ministry of Community & Social Services /BMO  
Scotiabank (National Partnership)  
The Christina and Hedley G. Ivany Charitable Foundation  
Walker Wood Foundation

## **\$2,500 +**

Admiral Insurance  
Anthony Harding  
Dr Kiran Pure and Associates Ltd  
East Coast Credit Union  
East Coast Lifestyle  
Fraserway RV  
Industrial Alliance Insurance and Financial Services Inc.  
Maritime Cryotherapy and Wellness Centre  
MaxSys Staffing & Consulting  
Medavie Blue Cross  
S.M. Blair Family Foundation  
The Brew Guys Ltd

## **\$1,000 +**

Alison Edwards  
Ann MacKnight  
Bird Construction  
Canada Life  
Carol Goddard  
Clearwater Seafoods  
Cresco Developments Limited  
Dartmouth Metals  
Denyse Marie Irwin Trust  
Fern Jordan

Grant Black  
Hartman Matthews Family Trust  
Integrated Staffing  
Interlude Spa  
Joan Craig  
Leanne Children's Foundation  
MacLellan & Moffatt Group Consultants  
Manulife  
MCK Kitchen and Bath Ryan  
Midland Transport Ltd.  
Novacorp Properties Limited  
OMG Insurance Services Inc

Prime Strength Club  
River Oaks Golf Club  
Sandra Shelton  
Secunda Canada  
Sisters of Charity Halifax  
Subway Fall River  
Summit Industrial Income Reit  
The Levenhurst Foundation  
Victoria Co-operative Fisheries Limited  
Walmart  
Wilson's

## **\$500 +**

Arden Okazaki  
Aric Reynolds  
Belmont Health & Wealth  
Best Buy  
BoyneClarke LLP  
Brenda/James Saunders/Todd  
Bulwark Cider House  
Canada Life  
Carson Way  
Charlotte and Lloyd Smith  
Chris Lydon  
Clear Space Painting and Organizing  
Deloitte  
Digital nGenuity  
Eacan Timber  
Equitable Life of Canada  
Gordon Stirrett  
Green Shield Canada  
Halifax Harbour Bridges  
HGS (Hinduja Global Solutions)  
Indrajit Sathyaseelan  
John Paul (APC)  
Jonathan Leard  
Kanda Wall/Wine Kitz  
Killam

Labatt  
Levy Casey Carter MacLean  
Maritime Beauty Supply  
Mezza  
Michelle Code  
Northumberland Links  
Nova Scotia Liquor Commission  
NS Association of Realtors  
Office Interiors  
Parts for Trucks  
Patrick McCarthy  
Philip OHara  
Retired Teachers Organization  
Rydel Roofing Halifax  
Scotia Harvest Inc  
Shelda Cochrane  
Sherwin-Williams Paint Stores Group  
Stewart McKelvey  
Sun Life  
Telus  
The Cottages of Cambra Sands  
Unifor  
Vicky Jaggard  
Wagners Law Firm  
Wedgeport Lobsters Limited





# Treasurer's Report

Our theme this year is centered around resilience through intentional mentoring. Resilience is defined as the capacity to recover quickly from difficulties; toughness. I am incredibly proud to report on the strength and agility of this team and their capacity to quickly recover.

2021 brought with it many similar challenges to 2020 for our organization. We were consistently shifting and changing plans, and we were unable to have confidence in hosting in-person gatherings or fundraisers. Our biggest event of the year, Bowl for Kids' Sake, was once again sidelined, leaving us thousands of dollars short of our typical budgeted amounts. As Safia mentioned in her report, the team valiantly pivoted, hosting new events, like the HaliFACTS Trivia Challenge, and our biggest Golf for Kids Sake in recent memory. Kudos to the team because it was not without lots of hard work! I cannot say enough about our staff at BBBS of Greater Halifax and ReNew Crew. They displayed exemplary performance throughout the year, showing great resilience and toughness through all the tribulations of the year.

I want to thank the many supporters of Big Brothers Big Sisters of Greater Halifax. Our board is consistently focused on ensuring each dollar obtains its best return to ensure that our youth is well supported, and we are achieving our mandate. Thank you as well to supporters of our ReNew Crew, as our social enterprise was able to bounce back to a strong line item on our financial statements.

I continue to be inspired by the work that Big Brothers Big Sisters of Greater Halifax accomplishes year after year to mitigate the negative impacts of social isolation on our youth and exemplify resilience through intentional mentoring daily.

Overall in terms of financial performance, 2021 was a successful fiscal year at BBBS of Greater Halifax. Once again, our signature Bowl for Kids Sake, along with other fundraising events were cancelled, however with the help of specific COVID funding, as well as the Canada Emergency Wage Subsidy, we were able to continue operations. Our financial performance, as outlined in our 2021 Audited Financial Statements tell the story of a resilient organization, with a healthy cash balance, low debt and payables, and only a manageable net loss before other income, grants and subsidies.


An overview of significant financial line items for 2021:

Total revenue increased by 13% (\$178,576) to \$1,516,953 (2020 – \$1,338,377), with lower Foundation revenue (-\$109,755) as compared to 2020, however, higher amounts in earned revenue (\$224,767) for ReNew Crew, and miscellaneous revenue (\$37,345)

Total expenses held steady (-0.2%) (-\$3,680) to \$1,527,194 (2020 - \$1,530,874).

Prior to Government grants and subsidies, we ended the year in a negative financial position with a deficiency of expenses over revenue in the amount of -\$10,241. However, thanks to the CEWS and other Government subsidies, all in, we are reporting a net income of \$156,211, an increase of 12% over 2020 (\$129,526).

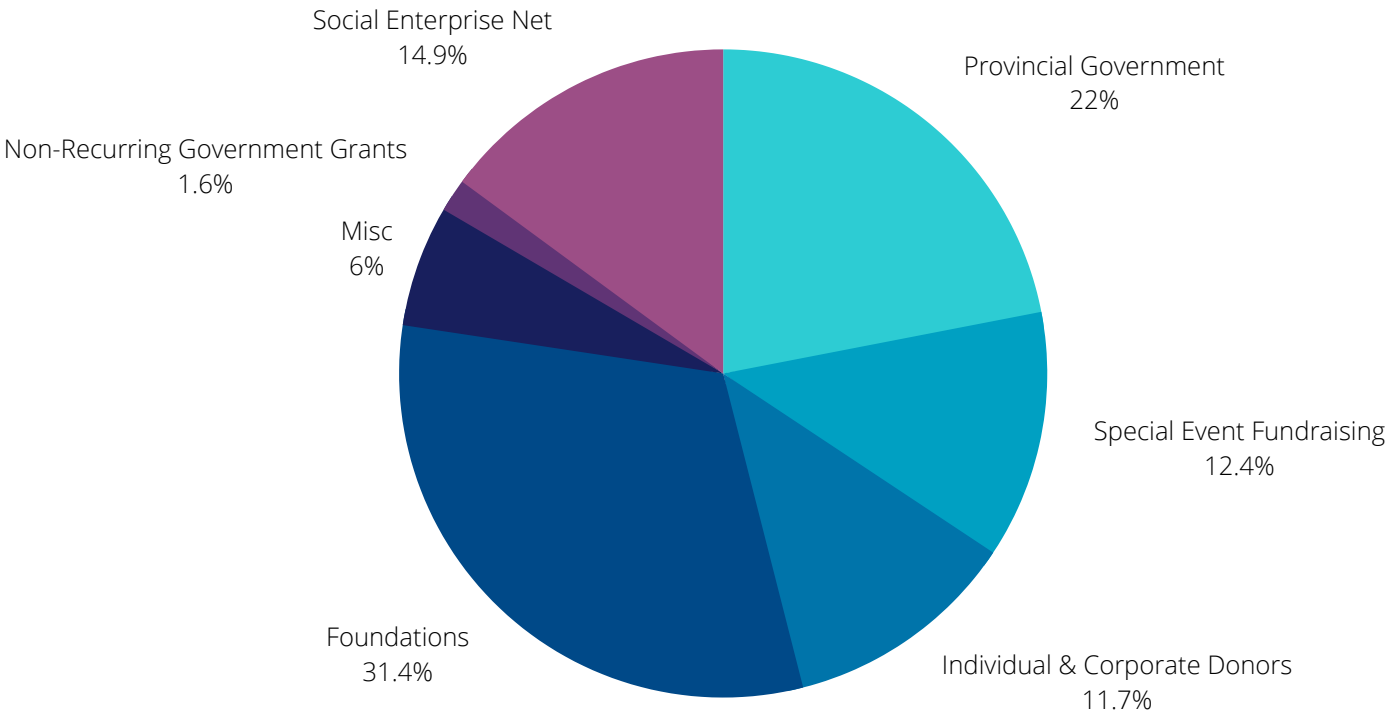
Thank you to everyone who is part of the Big Brothers Big Sisters family, for without you folks, we would not be where we are today.

  
**Nick Chamberlain**  
CPA, CIA  
Treasurer

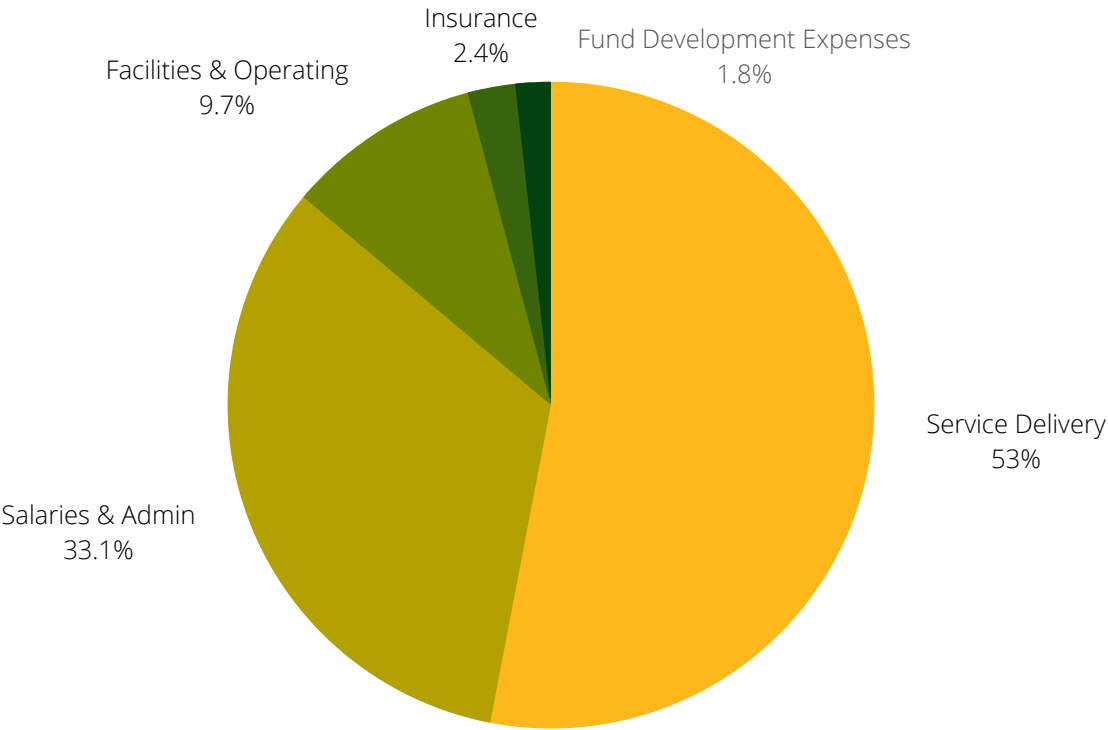


# Financials at a Glance

2021 Revenue Sources



2021 Expense Categories



# ReNew Crew - Chair Report

## Big Brothers Big Sisters Halifax Regionality Municipality Foundation (ReNew Crew)

ReNew Crew is a 100% charity owned and locally operated social enterprise, 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.

Through fiscal 2021 the impacts of the COVID-19 global pandemic continued to challenge our business. Despite the operating environment our ReNew Crew team remained focused and responded to the challenges presented with a solution driven mindset.

The strength of our management team paired with the team's ability to think creatively allowed our business to survive. As we begin to look at the potential headwinds and challenges that remain ahead we are confident our team's preparation and careful strategic planning over the last two fiscal periods have put us in a position to succeed in a post-COVID-19 operating environment. This includes a significant clean-up of our donor registry, implementation of new technology, and rollout and expansion of new collection bins.

In 2021 our team managed top line revenue of \$887,065 (2020 - \$662,298) which after expenses contributed a net profit of \$185,714 (2020 - \$22,047) and a transfer to Big Brothers Big Sisters of Halifax of \$110,000 (2020 - \$52,500). On top of remaining profitable over the last year we are also proud to have kept over 1.5 million pounds of cloth and other reusable goods out of landfills while at the same time keeping the people in our local community employed.

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 strengthened our community.



### 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  
Justin Morse - Driver  
Donald Killam - Driver  
Ian Keddy - Driver (Part-time)

### RENEW CREW LEADERSHIP TEAM

#### BOARD:

Ryan Gillcash (Chair)  
Safia Rahemtulla (Treasurer)  
Grant Black (Director)  
Gary Ferguson (Director)

#### STAFF:

Kim Goodson (Operations Manager)  
Shelda Cochran (Executive Director | Community Engagement)  
Jonathan Leard (Executive Director | Service Delivery)

  
**Ryan Gillcash**  
MBA, CPA, CMA  
Chair, HRM Foundation





# A Lifetime of Friendship

## 40+ Years of Friendship

In 1977, gym teacher Phil O'Hara became a volunteer mentor with Big Brothers Big Sisters. Neither he nor 11 year old Brad Crossley knew how vital their connection would become over the next four decades.

"By the time I was 10 years old, I had lived on 10 different streets, apartments and went to different schools for numerous reasons. Having a man or a father figure in a boy's life is really important," said Brad, "and my mother recognized I would benefit from having another supportive adult around."

Phil understood that need and stepped up to the plate. "I think that Brad really needed somebody to trust and be there for him, and I was ready to be that person."

Coincidentally, prior to their match, Brad had been Phil's student at the school where Phil taught. "He really stood out as not only being athletic, but funny, charismatic and a leader among his peers," said Phil.

Over the years Phil taught Brad how to rock climb and drive a car. They stood in each other's wedding and even named their sons after each other. In 2017, Phil was inspired by Brad to begin cycling. This led to him losing a significant amount of weight and achieving a healthier lifestyle.

Two years later, Phil was diagnosed with esophageal cancer and by the summer of 2021 was classified as a palliative care patient with stage 4 cancer, with no chance of survival. Through it all, Brad was Phil's constant companion and biggest pillar of strength.

In the fall of 2021, the effects of cancer were evident. Phil had difficulty with balance and walking. Throughout his illness, he was candid about the fact he felt fragile and weak. Despite these serious challenges, Phil & Brad registered to run the 10k race in the Scotiabank Bluenose Marathon in Halifax in November 2021.

It was an incredible feat of friendship and tenacity as they trained and prepared for the run. Phil started and ended the race on his feet, with Brad and a myriad of other friends and supporters pushing him the rest of the way in an adaptive wheelchair. When they crossed the finish line, the crowd erupted in cheers, and a number of media were on hand to record the event. Phil was overwhelmed with the support and said it was as close to "nirvana" as he could imagine. On top of achieving a bucket list goal, Phil, Brad and their team raised \$13,000 in donations for Big Brothers Big Sisters.

Just three short months after this epic finish line moment, Phil passed away, surrounded by loved ones. His legacy of living life to the fullest and caring deeply for those around him will be carried on by those who had the privilege to know him. We're thankful for the incredible time and support he gave to Big Brothers Big Sisters, and thank his family for sharing him with us.

**In Memory Phil O'Hara - Big Brother, Board Member**  
OCTOBER 25, 1953 – FEBRUARY 16, 2022.



**"We may not have many opportunities like this moving forward, but will milk every moment we have!"**

(Brad Crossley, on preparing for the Bluenose Marathon 10K with his Big Brother and lifetime friend, Phil O'Hara.)



# Our Team

(Current as of December 2021)



Big Brothers  
Big Sisters

Chair, Board of Directors - **Safia Rahemtulla**  
Executive Director | Service Delivery - **Jonathan Leard**  
Executive Director | Community Engagement - **Shelda Cochrane**

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## BOARD OF DIRECTORS

**Kevin Ferguson** - VP Community Engagement  
**Mike Lawrence** - VP Operations  
**Nicholas Chamberlain** - Treasurer  
**Mary Brown** - Secretary  
**Ryan Gillcash** - Director / Chair ReNew Crew Board  
**Grant Black** - Past Chair  
**Maddi MacDonald** - Director  
**Sarah O'Halloran** - Director  
**Phil O'Hara** - Director  
**Amit Parasram** - Director  
**Brenda Saunders/Todd** - Director  
**Morgan Wiper** - Director

## STAFF

**Jamie Burrell** - Mentoring Coordinator  
**Betty Kelly** - Mentoring Coordinator  
**Denise Legere** - Service Delivery Admin Coordinator  
**Tara Paris** - Mentoring Coordinator  
**Bethany Porter** - Mentoring Coordinator  
**Nancy Webber** - Supervisor Service Delivery  
**Michelle Boylan** - Philanthropy & Partnerships  
**Victoria Da Silva** - Community Engagement Coordinator  
**Vicky Jaggard** - Grant Writer  
**Zixuan (Andrea) Wang** - Community Engagement Admin Coordinator  
**Kim Goodson** - Operations Manager (Social Enterprise)

## ADDRESS

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[www.halifax.bigbrothersbigsisters.ca](http://www.halifax.bigbrothersbigsisters.ca)

Charitable Registration Number: 10679 3235 RR0001



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Big Brothers Big Sisters of Greater Halifax