

2014 Annual Report



Big Brothers Big Sisters.ca

Find out how mentoring positively
impacted our communities in 2014



THE GOVERNOR GENERAL - LE GOUVERNEUR GÉNÉRAL

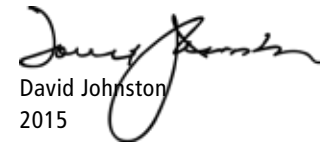
Governor General's Message

I share the belief of Big Brothers Big Sisters of Canada (BBBSC) that it is essential that every child has the opportunity to reach his or her full potential, both as an individual and as an active member of society.

With mentoring programs of the highest quality, the BBBSC movement has enriched the lives of tens of thousands of young Canadians. By dedicating themselves to the well-being of our children, by inspiring them and broadening their horizons, mentors are helping to build vibrant and strong communities for present and future generations. This would not be possible without the generosity, dedication and outstanding efforts of all those working to ensure the success of this worthwhile initiative.

As honorary patron of BBBSC, I am delighted to take this opportunity to congratulate the volunteers, staff and partners on their successful work.

Thank you, one and all, for ensuring the happiness of those who are most precious to us.



David Johnston
2015

2014 Board of Directors

Bill Adams
Vice Chair

Rhea Bowen
Regional Director, Atlantic

Kevin Chan
Director at Large

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Treasurer

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Director at Large

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Regional Director, Québec

Serena Palmer
Regional Director, Manitoba / Saskatchewan

Edwin Palsma
Regional Director, British Columbia/Yukon

David Pickersgill
Immediate Past Chair

Karen Sherbut
Regional Director, Alberta

Shauna Wilton
Director at Large

Chair's Message

In 2013 we commemorated the 100th year of Big Brothers Big Sisters' mentoring programs in Canada, however 2014 marked another milestone: the 50th Anniversary of the founding of the National Office of Big Brothers Big Sisters.

Established by a small group of Big Brother agencies in 1964 to, in part, oversee the expansion of Big Brothers Big Sisters in Canada, like all ambitious organizations, our expectations of ourselves have intensified and matured.

Re-Evolution, our Strategic Framework, has challenged us to push through our limits to do better for the children and youth we serve. We must respond, proactively and intentionally, to the diversity of needs and experiences of youth in our communities to purposefully achieve specific outcomes. We must pursue our National Mentoring Research Agenda and use the findings to objectively inform and constantly improve all facets of our operations. We must provide infrastructure to reinforce local fundraising efforts and contribute to the sustainability and growth of agencies by allocating nationally-raised resources to support local activities. We must raise our voices and strengthen our message to elevate the profile of mentoring with all Canadians.

With evidence-based mentoring programs delivered by 116 accredited agencies spanning the country, we are well positioned to action and achieve even more of our shared strategic goals in the years to come!

Sincerely,



Denise Ouellette
Chair, National Board



Denise Ouellette
Chair, National Board



Our Vision

Every child in Canada who needs a mentor has a mentor.

Gary (center) and his wife Mary (not pictured) were recognized in 2014 for their years volunteering to transform the lives of many children in their community.

Here Gary accepts his award surrounded by the former Little Sisters and Little Brothers who he and his wife mentored over the years. Mentoring relationships span generations and have a big impact on individuals and their communities.

Our Mission

We commit to Canada's young people that we will be leaders in providing them with the highest quality, volunteer-based mentoring programs.

Contents

Governor General’s Message	2
2014 Board of Directors	3
Chair’s Message.....	3
About Us.....	7
President’s Message: A Year in Review.....	8
Additional 2014 Highlights	11
Treasurer’s Report	14
Independent Auditor’s Report.....	15
A BIG Thank You to our Partners	24
Our Agencies.....	30



For what matters.



Our Diversity Vision

Big Brothers Big Sisters of Canada’s commitment to diversity is our promise to each other and the communities we serve. We strive to reach out to and welcome every child, every mentor, every staff person and every volunteer so that we may support, strengthen, benefit from and contribute to the richness and complexity that is Canada. Big Brothers Big Sisters of Canada is committed to being an inclusive movement in which differences are valued and respected in all aspects of service delivery and organizational practices. By continually demonstrating our commitment to these principles, we enrich ourselves and the lives of those we are dedicated to serving.



About Us

We're Big Brothers Big Sisters

We believe every child should have the opportunity to reach his or her full potential—both as individuals and citizens—that by doing so, they will not only do well, they will also do good.

We believe that by changing the course of young lives we can in turn be changing the course of a community's future. That it could lead to a reduction in poverty and unemployment, to safer schools and neighborhoods and to a renewed optimism for growth. That it could even lead to change on a broader, more far-reaching scale.

We believe that opening a child's eyes to what is—opens their mind to what could be.

For 100 years, Big Brothers Big Sisters has been making a positive difference in the lives of our nation's youth by developing and implementing a wide range of mentoring programs—One-to-one and group programs—for both in school and outside of school.

Serving as role models, our mentors teach by example the importance of giving and giving back, of staying in school and of having respect for family, peers and community. Each time we pair a child with a mentor, we start something incredible—a life-changing relationship built on friendship, trust and empowerment.

Witnessing the transformation of a child into a confident, concerned and motivated young person is a remarkable thing. Ushering them into adulthood, seeing them grow into a successful, responsible member of their community and society at large is even more satisfying. Proudly, it's something our staff, volunteers and donors help bring about every day, and we are very grateful for their generosity and support.

Whether it's in the form of time or money there is no more important investment we as individuals can make than in helping our nation's children realize—and share—their full potential.

We're Big Brothers Big Sisters and we believe in the value and values of mentoring.

President's Message

The Year in Review

It takes critical contributions from talented staff and Board members from Big Brothers Big Sisters agencies, along with external partners, and in collaboration with the National Office in order to progress our shared goals: to increase the impact of mentoring, to strengthen our leadership, to amplify our voice and to enhance our sustainability in serving Canada's youth.

In 2014, over 20 of these national committees reflected our agencies' strengths and struggles, while strategically moving us toward our collective vision—and always with the best interests of Canada's young people as their guide.

Together this past year, we moved forward many of the objectives outlined in our strategic framework (ReEvolution), and we continue to collaborate to realize others. Our National Mentoring Research Agenda, for example, continued to produce findings which objectively inform and constantly improve all facets of our operations. We have been investigating fundraising infrastructure solutions to bolster sustainability and growth in our agencies. New partnerships have been established to help raise our voices; strengthen our message; and elevate the profile of mentoring with all Canadians.

Read on for more details on how we have brought the Strategic Framework to life in 2014 and how we are embracing our role as the recognized leader in youth mentoring.



Karen Shaver

Interim President & CEO



Karen Shaver,
Interim President & CEO

Expanding Mentoring

DreamCatcher Mentoring

DreamCatcher Mentoring is an innovative e-mentoring program designed to empower students to realize the rewards of staying in school.

The program uses a unique strategy to bridge the education, cultural, communication, and geographic gaps in Canada by connecting northern Canadian high school students with Canadian mentors who work in their aspired "dream careers".

In 2014 Big Brothers Big Sisters completed the acquisition of this sub-brand, and began the process of moving the service onto a new technology infrastructure in order to improve and expand the service to even more youth in remote areas of Canada.



Watch the videos and read more about the DreamCatcher mentoring program on our national website. Sponsorship opportunities are available to help expand this program's reach in the coming years. The program was founded in 2005 by Josh Silvertown and Beverly Sembsmoen.

— — — — To Reach More Children

National Diversity Council

Big Brothers Big Sisters of Canada saw the development of our first **National Diversity Council** in 2013-14. The Council is part of our three year Citizenship and Immigration Canada funded Connections Project. Its primary purpose is to act as an advisory body, lending direction to Big Brothers Big Sisters of Canada on matters relating to newcomer and ethno-cultural youth.

As the culture of Canada continues to evolve, Big Brothers Big Sisters strives to learn all we can so that we can understand how mentoring can positively affect all Canadian youth and how we can help to start something when and where we are needed.

The Council is comprised of the five Executive Directors from the participating Connections Project agencies, and five esteemed community partners, all with an abundance of expertise in the areas of newcomer settlement, ethno-cultural communities, youth services, education, funding and government relations. Together, all Council members are striving to increase Big Brothers Big Sisters impact in mentoring newcomer and ethno-cultural youth.

Getting the Word Out

Mentoring On The Hill

In November, Big Brothers Big Sisters of Canada organized an event to amplify our voice with the Federal Government. By matching 60 “not-so-Little” youth with the Prime Minister and other politicians we ensured they heard about the impact of mentoring.

In its second year, the **Youth in Office** event was a huge success with more Ministers and MPs asking to participate and be matched with a Little Brother or Little Sister. The youth created a lot of social media buzz and definitely brought some energy and enthusiasm to The Hill while promoting the personal benefit of mentoring.



Inspiring More Volunteers

With the support of Standard Life Canada, Big Brothers Big Sisters of Canada launched a national advertising campaign in the fall of 2014 titled: “You’re More Fun Than Plywood”.

The billboard advertising depicts a child shooting a hockey puck at a piece of plywood instead of a goalie, clearly demonstrating that a mentor’s presence would add so much. The ads appeared



Prime Minister Stephen Harper smiles for a “selfie” with Lacey and Jonathan.



Liberal Leader Justin Trudeau speaks with Alyssa and Tyrece.



NDP Leader Thomas Mulcair meets Tharziha and Saeed.



Green Party Leader Elizabeth May with Kara and Colton.

Engaging Canadians

in downtown Montreal, Toronto, Calgary and Vancouver, including select airport locations and helped to increase volunteer interest in those markets. During the campaign, 15% more people visited our national website looking for ways to get involved. More volunteers = more children mentored!

Mobilizing Canadian Supporters

Bowl for Kids' Sake—our premier 'fun-raising' event—has run for over 40 years and continues to help raise over 6 million dollars for our agencies across Canada while at the same time, helping to expand awareness of our mentoring programs.

Bowl for Kids' Sake is a mature property that finished strong in 2014 and continues to inspire Canadians to participate in spreading the word about the positive impact of mentoring and the need for donations to support mentoring in their communities. The national office provides ready-to-use branded marketing/ fundraising materials, and support for the online pledging/ fundraising technology that volunteer bowlers use. We also acquire and manage national sponsors for this high-visibility event.

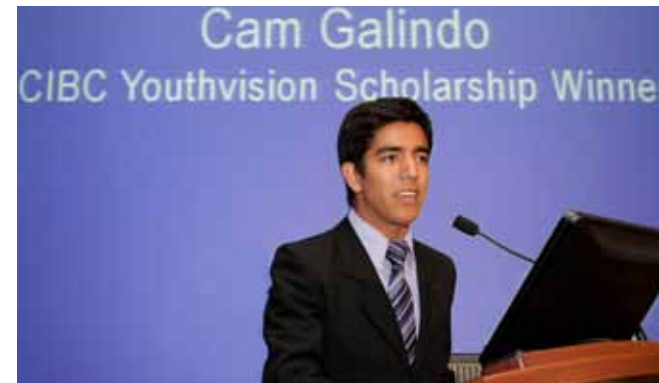


Providing Skills For the Future — — — —

Strengthening Education in Our Youth

We were proud to announce the CIBC Youthvision Scholarship Program 'Class of 2014' - 33 young Canadians from across the country who joined the ranks of over 490 program participants and alumni from the past 15 years.

Each year the CIBC Youthvision Scholarship program commits more than \$1 million to make post-secondary education dreams a reality for youth-in need.



and for the Present

Each year, more than 200 Grade 10 students who are enrolled in a mentoring program with Big Brothers Big Sisters or the YMCA apply for the CIBC Youthvision Scholarship program, which grants recipients \$38,000 in combined work placements and tuition. The winners receive six summer internships through the YMCA, which begin right after Grade 10, and a \$4,000 annual contribution towards tuition for four years. They continue to receive ongoing mentoring from either Big Brothers Big Sisters or the YMCA until they graduate from their post-secondary education.

In addition to the scholarships, each of the students take part in CIBC Money Smarts for Students Seminar, helping them shape their financial futures as they prepare to head off to college or university.

CIBC's flagship education program, CIBC Youthvision, has been recognized by Imagine Canada as being an outstanding partnership between the business and voluntary sectors.

Strengthening Skills in Our Staff & Leadership

Our Annual Convention is a week-long training event held each year which brings together agency staff and board from across Canada for great networking opportunities and new learning experiences.

2014 was the first gathering after our Centennial year, and the focus was on the future. The theme **Restart** helped us concentrate on strategies that will evolve mentoring programs to meet the changing needs of Canadian children and youth in the decades ahead. Convention is just one of the ways we are strengthening our leadership.

Sharing Our Spirit

Big Brothers Big Sisters of Canada teamed up with WestJet and Live Different to assemble a group that traveled to the Dominican Republic in November 2014. There they built a house and a club house for children in an impoverished community that is gradually being transformed, house by house (and person by person) into its namesake, Nuevo Renacer ("New Life").

The trip was a wonderful opportunity for Alumni, current Bigs, teen mentors, staff, etc. to connect and work on a meaningful project together that contributed to revitalizing a community, while at the same time raising further awareness about our mentoring programs and the importance of doing good and giving back.



Reinforcing Our Agencies

Grants Continue to Strengthen Our Agencies

One of the elements of our strategic framework is to enhance the sustainability of the organization as a whole. In 2014 we worked with several national partners managing their grants and directing financial resources to local agencies and their communities.

These resources (explained in more detail under each partner's profile starting on page 24) allowed for the expansion of local programs; the growth of In-School Mentoring programs; the start-up of Go Girls! and Game On! group mentoring programs in communities that have not had access to them before; and the ability for agencies to run local marketing campaigns to recruit new volunteers.

Through this re-granting process, communities and agencies are strengthened and supported in their efforts to bring more quality mentoring programs to more young people.



Facts Are Driving Our Decisions

Assessing Our Research Results

At long last, our national longitudinal study results are complete. The National Research and Trends Committee, together with leading mentoring researchers from Canada and the United States, met for two days to discuss, digest and debate the results and to identify connections with other studies. A large portion of the meeting was allocated to assessing the practical implications of the study to improve our programs and practices.

With such a robust and complex data set, many more analyses are slated for review by academics from both sides of the border.

Understanding which aspects of mentoring have the greatest impact on a child's life will lead us to informed decisions on program development for years to come.

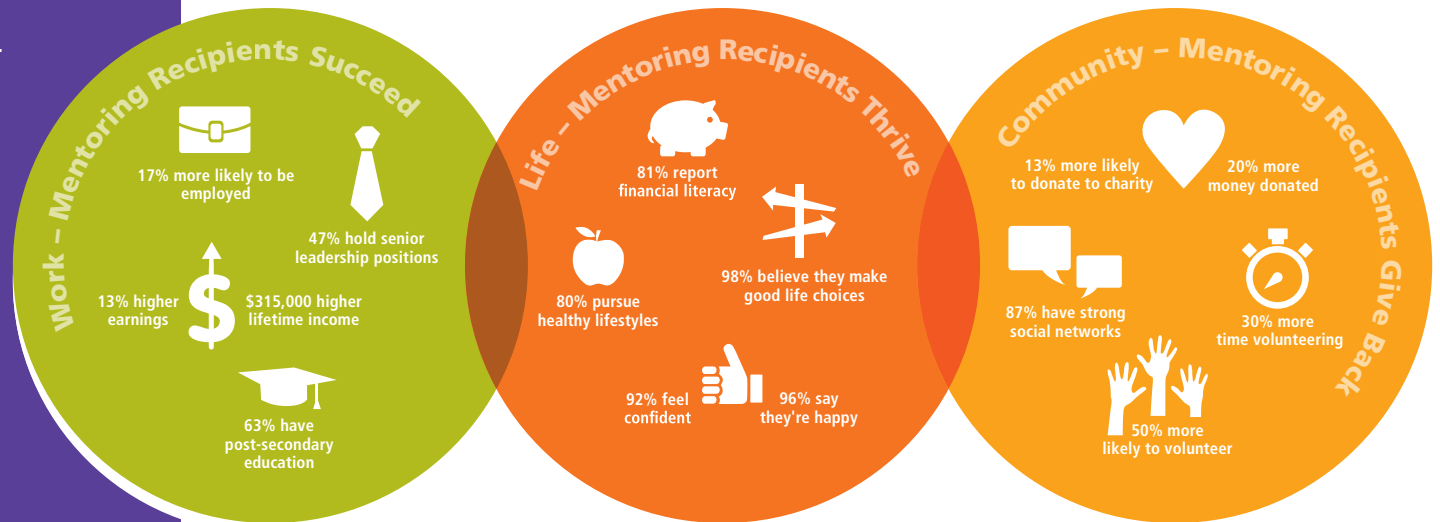
The Mentoring Effect

Changing the course of young lives changes the future of communities. By every measure, Big Brothers Big Sisters returns **positive results in the mental health, employment and civic engagement** of the recipients of our mentoring programs.

Social Return on Investment Study
To assess the economic benefits of our programs, The Boston Consulting Group undertook a multi-stage study that compares the outcomes of children who participated in community 1-on-1 programs with those that did not.



work life community



SOCIAL RETURN ON INVESTMENT

Increased Taxes & Spending From Higher Income + Increased Volunteering & Donations

18:1 \$1 invested in mentoring by Big Brothers Big Sisters returns \$18 to society *

* Among economically disadvantaged groups, \$1 invested in mentoring by Big Brothers Big Sisters returns \$23 to society.

start something



Treasurer's Report

Big Brothers Big Sisters of Canada has maintained a relatively steady financial position for the year.

Fundraising of restricted revenues from corporate as well as government sponsors allows us to continue to provide flow-through funding to our agencies. Restricted and assigned revenues increased by 4.0% to \$3,002,545 (2013 - \$2,887,069). Revenues from agency membership fees increased by 1.4% indicating that the movement continues to thrive and grow.

Total revenues for the year decreased 3.6% to \$5,222,793 (2013 - \$5,420,156) while total expenditures incurred showed a 3.8% decrease for 2014 to \$5,287,890 (2013 - \$5,496,514). Office operations expenditures remained steady while agency services expenditures decreased by 16.4% to \$1,460,660 (2013 - \$1,746,629). A reduction in salaries contributed to this decrease.

The resulting deficit for the year was \$65,097 (2013 deficit - \$76,358).

The balance sheet remains relatively steady with an unrestricted net surplus decreasing to \$430,033 (2013 - \$495,130), including cash and short-term investments of approximately \$390,525 (2013 - \$301,324).

To all of our corporate sponsors, foundations and individuals who have so generously contributed to support our movement we offer a huge thank you! Without you we could not provide the high level of service of which we are so proud. Also, a big thank you to all the agency staff and volunteers whose hard work continues to improve the fabric of Canada one match at a time.



Jeff Chorlton,
Treasurer, Board of Directors
Big Brothers Big Sisters of Canada.

April 16, 2015

Independent Auditor's Report

To the Members of Big Brothers Big Sisters of Canada
/ Les Grands Frères Grandes Soeurs du Canada:

We have audited the accompanying financial statements of Big Brothers Big Sisters of Canada Les Grands Frères Grandes Soeurs du Canada, which comprise the statement of financial position as at December 31, 2014 and the statements of operations, changes in accumulated net surplus and cash flows for the year then ended, and the related notes, which comprise a summary of significant accounting policies and other explanatory information.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements.

The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Big Brothers Big Sisters of Canada Les Grands Frères Grandes Soeurs du Canada as at December 31, 2014 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

PricewaterhouseCoopers LLP

**Chartered Professional Accountants,
Licensed Public Accountants**

Statement of Financial Position at December 31, 2014

	2014 \$	2013 \$
Assets		
Current assets		
Cash and cash equivalents	172,312	86,079
Short-term investment (note 2)	218,213	215,245
Accounts receivable (note 8)	154,453	284,145
Prepaid expenses	22,065	28,269
	<u>567,043</u>	<u>613,738</u>
Restricted assets		
Cash and cash equivalents—self-insurance retention (note 11)	220,000	-
Cash and cash equivalents	582,748	561,859
Accounts receivable	114,262	352,545
	<u>917,010</u>	<u>914,404</u>
Capital assets (note 3)	11,467	35,986
Intangible asset (note 4)	5,088	10,856
	<u>1,500,608</u>	<u>1,574,984</u>
Liabilities		
Current liabilities		
Accounts payable and accrued liabilities (note 8 and 9)	153,565	165,450
Deferred contributions (note 5)	697,010	894,404
Self-insurance retention (note 11)	220,000	-
	<u>1,070,575</u>	<u>1,059,854</u>
Net Assets		
Endowment fund (note 8)	-	20,000
Unrestricted net surplus	430,033	495,130
	<u>430,033</u>	<u>515,130</u>
	<u>1,500,608</u>	<u>1,574,984</u>
Operating lease commitments (note 7)		

Notes to Financial Statements For year ended December 31, 2013

1. Purpose of organization

Big Brothers Big Sisters of Canada Les Grands Frères Grandes Soeurs du Canada (the Organization) is a national organization providing services to its member agencies in support of local mentoring programs for boys and girls across Canada. The Organization is incorporated under the Canada Corporations Act as a not-for-profit organization and is registered as a charity under the Income Tax Act.

2. Summary of significant accounting policies

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO) and reflect the following accounting policies.

Revenue recognition

The Organization follows the deferral method of accounting for contributions.

Agency fees are recognized as revenue when received or receivable. Unrestricted contributions are recognized as revenue on receipt. Contributions for specific projects are recorded as deferred contributions when received or receivable and recognized as revenue when the related expense is incurred. Contributions for the purchase of capital assets are deferred and recorded as revenue over the useful life of the acquired asset. Donations of investments which, due to external restrictions, cannot be used to fund current expenses are recorded as deferred contributions on receipt and recognized as revenue when the external restriction is fulfilled. Pledges are recognized as revenue when the amount or value of the pledge is reasonably estimated and collection is reasonably assured.

Endowment contributions are recognized as direct increases in net assets and are restricted as to their use and are held in perpetuity. Restricted investment income from endowments is accounted for in the same manner as deferred contributions.

Cash and cash equivalents

Cash and cash equivalents consist of cash on deposit with banks and a highly liquid short-term investment.

Short-term investment

The short-term investment consists of a guaranteed investment certificate earning interest of 1.6% maturing on December 8, 2015.

Investment

In 1998, the Organization received as a donation 8,764 units of the Northern Star Hedge Fund, a closed-end investment trust consisting of 71,216 units. When the units were received, they were recorded at their fair value of \$1,000 per unit. The units cannot be redeemed until 2019, at which time the hedge fund will be terminated and the Organization will receive its pro rata share of the net assets of the hedge fund. The Organization is entitled to receive annual distributions from the hedge fund equal to 90% of the Organization's pro rata share of the net income of the hedge fund.

The Organization wrote down the investment in the hedge fund to \$nil in previous years to reflect the uncertainty of the ultimate outcome of the hedge fund's performance. Any distributions realized on this investment will be recorded as revenue on receipt.

Donations-in-kind

Donations-in-kind are recorded at fair value on receipt, with the exception of donated services. The Organization does not record the value of donated services unless the fair value can be reasonably estimated and the services are normally purchased by the Organization and would be paid for if not donated.

Notes to Financial Statements (continued)

Capital assets

Capital assets purchased by the Organization are recorded at cost. Capital assets donated to the Organization are recorded at fair value at the date of contribution. Amortization of capital assets is provided for using the straight-line method over the assets' estimated useful lives as follows:

Computer equipment	5 years
Furniture and fixtures	5 years
Leasehold improvements	straight-line over period of lease

Intangible asset

The intangible asset consists of costs incurred to develop the website. The intangible asset is stated at fair value and is amortized over three years, which represents its estimated useful life.

Self-insurance retention

The Organization self-insures itself and its member agencies for potential liabilities related to sexual misconduct, property damage or other claims to a maximum amount of \$250,000, as stipulated by its insurance policy coverage. The Organization obtains funds from its member agencies in order to reserve this balance and recognizes the potential future liability for each fiscal year.

Allocation of expenses

The Organization engages in general administration and agency support. The costs of agency support include the costs of personnel that are directly related to providing the programs. The Organization allocates certain of its personnel expenses by identifying the appropriate basis of allocating each component expense, and applies that basis consistently each year. Corporate governance and general management expenses are not allocated.

The salary and benefits costs of the Burlington National Office staff are allocated to agency support based on average time spent related to agency support services.

Financial instruments

Financial assets and liabilities are recognized when the Organization becomes a party to the contractual provisions of the instrument. Financial assets and liabilities are derecognized when the rights and obligations to receive or repay cash flows from the assets and liabilities have expired or have been transferred and the Organization has transferred substantially all the risks and rewards of ownership.

The Organization initially measures all its financial assets and financial liabilities at fair value and subsequently at amortized cost except for short-term investments, which are recorded at fair value. Changes in fair value are recognized in the statement of operations. Financial assets are tested for impairment at the end of each reporting period when there are indicators the assets may be impaired.

Use of estimates

The preparation of financial statements in conformity with ASNPO requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and revenues and expenses for the reporting period. Actual results could differ from those estimates. The estimates are reviewed periodically and as adjustments become necessary, they are reported in deficiency of revenues over expenses in the period in which they become known.

Statement of Operations

For year ended December 31, 2014

	2014	2013
	\$	\$
Revenues		
Agency fees	983,063	1,079,866
Fundraising	846,578	1,054,283
General donations and other	378,756	385,843
Interest and investment income	11,851	13,095
Restricted and assigned revenues (note 5)	3,002,545	2,887,069
	<hr/>	<hr/>
	5,222,793	5,420,156
Expenses		
Agency services (note 6)	1,460,660	1,746,629
Amortization of capital assets	27,956	20,909
Amortization of intangible asset	11,874	16,722
Board operations	52,111	105,323
Distributions to agencies	101,319	45,313
Fundraising expenses	50,718	110,721
Office operations (note 6)	580,707	563,958
Restricted and assigned expenses (note 5)	3,002,545	2,886,939
	<hr/>	<hr/>
	5,287,890	5,496,514
Deficiency of revenues over expenses for the year	<hr/>	<hr/>
	(65,097)	(76,358)



Statements of Changes in Accumulated Net Surplus

For the year ended December 31, 2014

	Unrestricted net surplus \$	Restricted and assigned projects \$	Endowment fund \$	2014 Total \$
Balance - Beginning of year	495,130	-	20,000	515,130
Endowment fund transfer	-	-	(20,000)	(20,000)
Deficiency of revenues over expenses for the year	(65,097)	-	-	(65,097)
Balance - End of year	430,033	-	-	430,033

	Unrestricted net surplus \$	Restricted and assigned projects \$	Endowment fund \$	2013 Total \$
Balance - Beginning of year	571,488	-	20,000	591,488
Deficiency of revenues over expenses for the year	(76,488)	130	-	(76,358)
Interfund transfers	130	(130)	-	-
Balance - End of year	495,130	-	20,000	515,130

Notes to Financial Statements (continued)

3. Capital assets

	2014		
	Cost \$	Accumulated amortization \$	Net \$
Computer equipment	164,681	161,588	3,093
Furniture and fixtures	5,463	5,463	-
Leasehold improvements	26,835	18,461	8,374
	196,979	185,512	11,467
Equipment purchased with restricted funds	68,103	68,103	-

	2013		
	Cost \$	Accumulated amortization \$	Net \$
Computer equipment	161,244	136,316	24,928
Furniture and fixtures	5,463	5,463	-
Leasehold improvements	26,835	15,777	11,058
	193,542	157,556	35,986
Equipment purchased with restricted funds	68,103	68,103	-

4. Intangible asset

	2014		
	Cost \$	Accumulated amortization \$	Net \$
Website costs	63,455	58,367	5,088

	2013		
	Cost \$	Accumulated amortization \$	Net \$
Website costs	57,349	46,493	10,856

Statement of Cash Flows

For year ended December 31, 2014

	2014	2013
	\$	\$
Cash provided by (used in)		
Operating activities		
Deficiency of revenues over expenses for the year	(65,097)	(76,358)
Items not affecting cash		
Amortization of capital assets	27,956	28,118
Amortization of intangible asset	11,874	16,722
	(25,267)	(31,518)
Change in non-cash working capital balances (note 11)	384,900	(228,700)
	359,633	(260,218)
Investing activities		
Purchase of intangible asset	(6,106)	(1,323)
Purchase of capital assets	(3,437)	(17,065)
Purchase of short-term investment	(218,213)	(215,245)
Maturity of short-term investment	215,245	215,222
Endowment Fund Transfer	(20,000)	-
	(32,511)	(18,411)
Increase (decrease) in cash and cash equivalents during the year	327,122	(278,629)
Cash and cash equivalents - Beginning of year	647,938	926,567
Cash and cash equivalents - End of year	975,060	647,938
Cash and cash equivalents comprise		
Unrestricted	172,312	86,079
Restricted	802,748	561,859
	975,060	647,938



Notes to Financial Statements (continued)

5. Deferred contributions

Deferred contributions represent externally restricted unspent resources received in the current and prior years that relate to a subsequent period. Changes in the deferred contributions balance are as follows:

	2014 \$	2013 \$
Balance - Beginning of year	894,404	719,289
Less:		
Amounts recognized as revenue in the year	(3,002,545)	(2,886,939)
Amounts recognized as revenue through transfer to operating funding	-	(130)
Add: Amounts received in the year	2,805,151	3,062,184
Balance - End of year	<u>697,010</u>	<u>894,404</u>

Included in amounts recognized as revenue in the year is \$nil (2013 - \$7,209) to match the amortization expense recorded on the assets purchased with the restricted contributions.

6. Allocation of expenses

Salary and benefit expenses reported in the statement of operations total \$1,369,609 (2013 - \$1,397,362). An allocation of \$1,027,207 (2013 - \$1,048,022) has been made to agency services with \$342,402 (2013 - \$349,340) included in office operations.

7. Operating lease commitments

The Organization has operating lease commitments for its premises and certain office equipment. The minimum rental payments for the next five years and thereafter are as follows:

	\$
2015	59,563
2016	57,570
2017	57,547
2018	53,598
2019	49,131
	<u>277,409</u>

8. Related party transactions and balances

The Big Brothers Big Sisters Foundation (the Foundation) is incorporated under the laws of the Province of Ontario as a not-for-profit organization and is a registered charity under the Income Tax Act (Canada). The Foundation has been created to support the advancement and enhancement of the mentoring of children and youth in Canada. The Organization and the Foundation have certain common board of directors' members.

Notes to Financial Statements (continued)

During the year, the Organization transferred its Endowment fund in the amount of \$20,000 to the Foundation. As of year-end, the Organization has the following related party balances with the Foundation:

	2014 \$	2013 \$
Included in accounts receivables		
Due from the Big Brothers Big Sisters of Canada Foundation	667	3,485
Included in accounts payable and accrued liabilities		
Due to the Big Brothers Big Sisters of Canada Foundation	-	10,000

All related party transactions and balances are in the normal course of operations, unsecured, non-interest bearing and have no set repayment terms.

In 2014, there were no payments for products or services to board members or companies in which a board member is an owner, partner or senior manager

9. Government remittances

Government remittances consist of amounts (such as payroll withholding taxes) required to be paid to government authorities and are recognized when the amounts come due. As at December 31, 2014, government remittances to the federal and provincial governments included in accounts payable and accrued liabilities amounted to \$7,793 (2013 - \$6,049). These amounts are not in arrears.

10. Change in non-cash working capital balances

	2014 \$	2013 \$
Accounts receivable	367,975	(296,629)
Prepaid expenses	6,204	(8,337)
Accounts payable and accrued liabilities	(11,885)	(98,849)
Deferred contributions	(197,394)	175,115
Self-insurance retention	220,000	-
	<u>384,900</u>	<u>(228,700)</u>

11 Self-insurance retention

During the year, the Organization changed its insurance policy to include a combination of insurance and self-insurance mechanisms to provide for potential liabilities for sexual misconduct, property damage and other liabilities. Liabilities associated with the risks that are retained by the Organization are not discounted and are estimated, in part, by considering current and historical claims. The estimated accrual for these liabilities could be affected if the future occurrences and claims differ from the assumptions and historical trends. For the year ended December 31, 2014, the self-insurance liability is estimated to be \$220,000.





Notes to Financial Statements (continued)

12 Financial risk management

Risk management

Management has established policies and procedures to manage risks relating to financial instruments, with the objective of minimizing any adverse effects on financial performance. A brief description of management's assessment of these risks is as follows:

General objectives, policies and processes

The Board and management are responsible for the determination of the Organization's risk management objectives and policies and for designing operating processes that ensure the effective implementation of these objectives and policies. In general, the Organization measures and monitors risk through the preparation and review of monthly reports by management.

Credit risk

Credit risk is the risk a counterparty to a financial instrument will fail to discharge an obligation or commitment that it has entered into with the Organization.

Financial instruments potentially exposed to credit risk include cash and cash equivalents, the short-term investment and accounts receivable. Management considers its exposure to credit risk over cash and cash equivalents to be remote as the Organization holds its cash and cash equivalents deposits with two major Canadian banks. Credit risk relating to the short-term investment is also considered remote as it is a fixed income security issued by a major Canadian financial institution. Accounts receivable are not concentrated significantly; therefore their carrying amount represents the maximum credit risk exposure.

Interest rate risk

Interest rate risk arises from the possibility that changes in interest rates will affect future cash flows or the fair values of financial instruments.

Interest rate risk arises when the Organization invests in interest bearing financial instruments. The Organization is exposed to the risk that the value of such financial instruments will fluctuate due to changes in the prevailing levels of market interest rates. There is minimal sensitivity to interest rate fluctuations on any cash and cash equivalents or the short-term investment invested at short-term market interest rates.

Liquidity risk

Liquidity risk is defined as the risk the Organization may not be able to settle or meet its obligations as they come due.

The Organization has taken steps to ensure it will have sufficient working capital available to meet its obligations.

Other price risk

Other price risk is the risk the fair value or future cash flows of financial instruments will fluctuate because of changes in market prices.

The Organization does not hold any financial instruments whose fair values are affected by changes in market prices; therefore management does not believe it is exposed to other price risk.



Schedule of Deferred Contributions For the year ended December 31, 2014

	Balance January 1, 2014 \$	Receipts \$	Disbursements \$	Balance December 31, 2014 \$
Avon Canada	80,800	-	(78,400)	2,400
Child Safety/Volunteer Training	73,528	-	(22,219)	51,309
Feasibility and Alumni Fund	5,139	-	-	5,139
Invesco Bowl For Kids Sake	27,605	40,915	(37,598)	30,922
MasterCard - ISM	39,823	761	(40,584)	-
Research and Trends	14,587	15,000	(3,928)	25,659
Dynamics Futures Fund	8,725	23,353	(13,598)	18,480
ESDC - Northern Communities	207,675	-	(113,952)	93,723
Bank of Montreal	35,000	35,000	(35,000)	35,000
ESDC - Mentors@Work study	22,332	-	-	22,332
Citizenship & Immigration Canada (CIC)	93,879	335,122	(341,889)	87,112
Carthy Foundation	85,551	50,000	(77,870)	57,681
Ontario Ministry of Education - 2013/14	20,206	900,000	(920,206)	-
Ontario Ministry of Education - 2014/15	-	750,000	(751,216)	(1,216)
Mentoring North	18,054	-	(510)	17,544
Boston Pizza	50,000	250,000	(220,000)	80,000
Keg - Dynamics Upgrade	70,000	70,000	(40,378)	99,622
RBC - Conversation Club	21,500	80,000	(63,192)	38,308
Standard Life	-	150,000	(150,000)	-
TD - Diverse Communities	20,000	-	(20,000)	-
DreamCatcher Mentoring	-	50,000	(46,870)	3,130
Boston Pizza Expansion	-	50,000	(25,000)	25,000
Can. Women's Found./Ont Ment Co	-	5,000	(135)	4,865
	<u>894,404</u>	<u>2,805,151</u>	<u>(3,002,545)</u>	<u>697,010</u>

April 16, 2015

Additional Comments of Auditor

The accompanying schedule of deferred contributions is presented as supplementary information only. In this respect, the schedule does not form part of the financial statements of Big Brothers Big Sisters of Canada Les Grands Frères Grandes Soeurs du Canada (the Organization) for the year ended December 31, 2014 and, hence, is excluded from the opinion expressed in our report dated April 16, 2015 to the Members on such financial statements. The information in the schedule has been subject to audit procedures only to the extent necessary to express an opinion on the financial statements of the Organization and, in our opinion, is fairly presented in all respects material to those financial statements.

PricewaterhouseCoopers LLP

Chartered Accountants,
Licensed Public Accountants



Chair's Circle

BMO Financial Group

Since 1996, Big Brothers Big Sisters of Canada has enjoyed the use of BMO Financial Group's Institute for Learning in Toronto for our annual National Convention. This exceptional training facility continues to exceed our expectations each year. In 2011 BMO Financial Group committed a three year contribution valued at a total of \$750,000 in support of our Go Girls! and Game On group mentoring programs. This support has brought Go Girls! and Game On to thousands more young girls and boys.

Boston Pizza Foundation

Boston Pizza believes that strong role models inspire kids to be great. That is why, in 2013, The Boston Pizza Foundation Future Prospects program was launched and a 1.5 million dollar commitment was made to help Big Brothers Big Sisters extend and expand mentoring services over the next five years. In 2014, 10 agencies received funding to expand current programs to new audiences and four additional agencies received multi-year funding to create and deliver new and innovative mentoring programs. Three agencies received funding to expand mentoring programs to communities where Boston Pizza operates and Big Brothers Big Sisters does not. These funds are helping bring service to new communities and to youth who do not currently have access to the program.

Canadian Imperial Bank of Commerce

Through the CIBC Youthvision Scholarship program, CIBC awards post-secondary scholarships and summer job placements with YMCA Canada to selected Little Sisters and Little Brothers in grade 10. Since 1999 this life-changing program has seen hundreds of young people from across the country graduate from post-secondary institutions to become successful, contributing members of our local communities. In 2013, as part of their commitment to the 2015 Pan-Am Games, CIBC added the CIBC Youthvision Athlete Awards, increasing the total number of scholarship available per year to 33.

**A BIG Thank You
to our Partners**



Citizenship and Immigration Canada

In recent years Big Brothers Big Sisters has been particularly focused on mentoring Canada's increasingly diverse communities, including newcomer youth. In 2013, Citizenship and Immigration Canada entered into a three year partnership contributing one million five hundred and eighty thousand dollars to assist us in providing mentoring services to newcomer youth. As a result of this funding, five of our agencies are participating in the Connections Project, a program that recognizes the value of connecting newcomer youth to Canadian mentors, with the goal of supporting the settlement process through mentoring relationships.

Ontario Ministry of Education

The Ministry of Education's Student Success/Learning to 18 strategy has made a significant impact on school-based mentoring programs in Ontario, and has allowed thousands more children the opportunity to access services often not readily available to them. This partnership has also raised awareness in communities and increased demand for programs. In 2014, the Ministry of Education supported the development and delivery of enhanced school-based mentoring programs to children in the care of Child Protection.

RBC Foundation

In 2013, the RBC Foundation announced a three-year commitment to Big Brothers Big Sisters of Peel's newcomer Canadian youth program: Conversation Club. This critical, founding support enables us to study and develop the program such that it may be replicated in other agencies in Canada. In 2014, Conversation Club was rolled-out in York Region and Ottawa making it available to hundreds more newcomer youth.

Standard Life

In 2014, Standard Life continued to support Big Brothers Big Sisters efforts to recruit volunteer mentors. To date, Standard Life has donated over 2.5 million dollars which has been used to create local recruitment campaigns across the country. This very successful program has recruited over 3,000 volunteer mentors that were matched directly with children and youth throughout Canada. In addition, Standard Life donated a billboard campaign (valued at \$500,000) in Nov/Dec to attract more volunteers to our cause. Ad space on outdoor billboards and in airports in Toronto, Vancouver, Montreal and Calgary were draped in an eye catching recruitment message, created by Standard Life's ad agency.

WestJet

Through its signature community investment program, WestJet Cares for Kids, WestJet is committed to positively impacting the health and well-being of children and youth, providing Big Brothers Big Sisters with the gift of flight in support of a wide spectrum of activities. Some of these activities include fundraising, business administration and direct service delivery. In 2014 WestJet donated 25 flights to help Big Brothers Big Sisters mentors, youth and volunteers travel to the Dominican Republic to build homes with Live Different.





President's Circle

Avon Canada

Avon Canada's support of the Go Girls! Healthy Bodies, Healthy Minds program began over 12 years ago and they have helped fund the expansion of the Go Girls! program across Canada so that more agencies are able to offer this incredible program for young women. In addition Avon Canada has been supporting Big Brothers Big Sisters through a national empowerment campaign created to fight bullying. Avon's support last year was directed to Big Sisters of Regina and Big Sisters BC Lower Mainland, which allowed the agencies to adapt and innovate their Big Sisters program to better mentor girls from newcomer communities.

Cadillac Fairview

Cadillac Fairview has been a long-standing supporter of Big Brothers Big Sisters now for over 18 years! Big Brothers Big Sisters of Canada is thrilled with the in-kind office space that Cadillac Fairview currently offers to our Toronto-based staff at the Eaton Centre. This space also allows Toronto agency casework staff to meet with parents, volunteers, and children in a convenient location downtown Toronto.

Canadian Western Bank

Since 2008, Canadian Western Bank (CWB) has been a proud supporter of Big Brothers Big Sisters agencies across Western Canada through the Greater Interest GIC®. In 2010, CWB broadened the distribution of its community-based GIC product, Key Giving GIC™, by offering it to clients across Canada. In 2014 CWB's total support to Big Brothers Big Sisters surpassed one million dollars!

Employment and Social Development Canada

The challenges facing Inuit youth in Canada's north are well documented, yet southern-based organizations are ill-equipped to address their needs and strengthen their resiliency. Coming Together for Northern Communities (Pilimmaksarniq) is a collaborative service model with Boys and Girls Clubs of Canada, United Way of Canada, YMCA Canada and YWCA Canada which has delivered programs to dozens of young people in Iqaluit.



General Mills Canada

General Mills Canada has been supporting Big Brothers Big Sisters of Canada for the past six years by donating 37 grants for our Go Girls and Game On programs in twenty seven communities across Canada. In 2014 General Mills increased their commitment by running a national television campaign and nationwide public relations campaign that prominently featured our Go Girls! program in Multi-Grain Cheerios commercials and on packaging.

Invesco

Since 2002, Invesco has been with us every step of the way, as we have grown our Bowl for Kids Sake events across Canada. Their Bowl For Kids Sake National Partner support has allowed local events to become efficient, to raise more funds, involve more teams, and ultimately benefit more children each year. Invesco continues to team up with us to develop a national brand for this fundraising event, and to create programs to raise awareness and funds, and ultimately to serve more children in Canada.

The Keg Spirit Foundation

Over the years, The Keg Spirit Foundation has provided over \$1.3 million to Big Brothers Big Sisters as a founding sponsor and ongoing supporter of Big Brothers Big Sisters Alumni, a program that has now connected with over 40,000 nationally registered alumni across the country! Most recently The Keg Spirit Foundation has provided funding for the unprecedented development of a system that will unite all agency relationship management functions into one national service, saving time and increasing productivity and fundraising potential for agencies at the local level.

Metro

In 2014 Metro and Big Brothers Big Sisters of Canada announced an exciting partnership offering Big Brothers Big Sister of Canada and local agencies in Metro markets valuable in-kind advertising space to assist with national awareness campaigns as well as local fundraising efforts.

Moksha Yoga

We were thrilled to be chosen in the spring of 2014 as the charity of choice for Moksha Yoga studios across Canada and also Modo Yoga studios in United States. Throughout the month of May almost four thousand yogis from across the country participated in the Grow Your Yoga challenge, bending over backward to raise money for Big Brothers Big Sisters agencies and exceeding their one hundred thousand dollar goal.



to our Partners



Leader's Circle

7 – Eleven

From 2012 through 2014 7-Eleven Canada has partnered with Big Brothers Big Sisters of Canada to provide coinbox donations from 7-Eleven guests in over 470 stores across the country. This campaign lasted for three months throughout the summer and the generous donations were used to support our mentoring programs, including Game On! and Go Girls!

Chartered Professional Accountants Ontario

2014 marks our 14th year with Chartered Professional Accountants Ontario (formerly CGA Ontario). Big Brothers Big Sisters agencies in Ontario have benefitted over the years from their support in a number of ways. Chartered Professional Accountants Ontario matches the funds raised in communities when local teams participate in Bowl for Kids Sake or other fundraising events, while also subsidizing the National Accreditation Program in Ontario.

JAN Kelley Marketing

JAN Kelley Marketing supports Big Brothers Big Sisters by providing advertising and creative expertise to the development of our recruitment and fundraising campaigns and program marketing materials. In late 2013, early 2014, JAN Kelley developed a mobile app for Big Brother and Big Sister Mentors to find local activities and events to do with their mentees.

The Muttart Foundation

The Muttart Foundation is one of the organization's longest standing supporters. This foundation has provided funding to many of our member agencies in Western Canada and has been a key supporter of our national organization. The Muttart Foundation has provided support for the content management template website system, various research initiatives, and funding for our 2004 and 2012 Strategic plans. In 2014, the Muttart Foundation supported collaborative discussions between Big Brothers Big Sisters of Canada and Boys and Girls Clubs of Canada.

Nielson

A new partner in 2014, Nielsen included Big Brothers Big Sisters in their pro-bono study, 'Insights on Charitable Donors'. The study results provided key understandings of the behaviour of current and potential donors to our organization, which allows us to target supporters more effectively, as well as assist us in building strong corporate partnerships.

Osler, Hoskin & Harcourt LLP

Since 2011, Osler, Hoskin & Harcourt, our pro bono law firm, has provided extensive legal advice and guidance to Big Brothers Big Sisters of Canada particularly related to National Standards, contract development and insurance issues. Osler's associates have become an integral part of our team.

Champion's Circle

Giant Tiger

Giant Tiger is committed to giving back to the communities where they operate. In 2014 Big Brothers Big Sisters of Canada entered into national partnership with Giant Tiger, who contributed \$25,000 to select local agencies in Ontario. In addition, many Giant Tiger stores support local agencies with sponsorship and community fundraising events.

Grant Thornton

Grant Thornton has created awareness for Big Brothers Big Sisters on campuses across the country over the last three years by aligning their campus recruitment with a "Vote to Donate to your Favorite Charity" campaign. In addition, in 2014 Grant Thornton employees voted to award Big Brothers Big Sisters a \$25,000 donation through their foundation.

Intelligent Risk Management

Beginning in 2012, Marc Leclair, Founder and Owner of Intelligent Risk Management, began working with Big Brothers Big Sisters of Canada to assist the organization in identifying innovative approaches to addressing its long term insurance needs. In 2013, Marc and IRM contributed 100% of the development fees for the creation of a new partial self-insured retention program. With this contribution, the organization was able to launch its new self-insurance program at the beginning of 2014. Big Brothers Big Sisters continues to benefit from Marc's knowledge and expertise.

Kindler & Company

Nick Kindler, founder and President of Kindler and Company, has been an incredible supporter of Big Brothers Big Sisters of Canada now for over ten years. Each year Nick and his team give their time and expertise to find creative solutions designed to help us tell our story and connect with our audience.

Vintage Hotels

Vintage Hotels has been involved, both nationally and locally, with our St. Catharines–Thorold & District agency since February 2007. This partner supports Big Brothers Big Sisters through a wide variety of activities that engage their customers and employees alike. In particular, they have provided tremendous support for our signature event Bowl for Kids Sake through incentive prizes, in-kind support, volunteers and event participant fundraisers.

Taylor Newberry & Associates

Taylor, Newberry and Associates has become an integral partner helping us to achieve success in introducing our mentoring programs in Iqaluit. In addition, they have provided critical support and guidance in evaluating our school-based mentoring programs, developing our fledgling Youth-in-Care mentoring program and structuring our internet-based mentoring program for northern youth.



to our Partners

Our Agencies

Alberta

BIG BROTHERS BIG SISTERS OF CALGARY AND AREA, CALGARY
www.bbbscalgary.ca

BOYS AND GIRLS CLUB BIG BROTHERS BIG SISTERS OF EDMONTON AND AREA,
EDMONTON
www.bgcbigs.ca

BIG BROTHERS BIG SISTERS ASSOCIATION OF GRANDE PRAIRIE AND AREA,
GRANDE PRAIRIE
www.bigbrothersbigsisters.ca/grandeprairie

BIG BROTHERS BIG SISTERS OF INNISFAIL, INNISFAIL
www.bigbrothersbigsisters.ca/innisfail

BIG BROTHERS BIG SISTERS OF LACOMBE AND DISTRICT, LACOMBE
www.bigbrothersbigsisters.ca/lacombe

BIG BROTHERS BIG SISTERS OF LETHBRIDGE AND DISTRICT, LETHBRIDGE
www.bbbslethbridge.ca

BIG BROTHERS BIG SISTERS OF MEDICINE HAT AND DISTRICT, MEDICINE HAT
www.bbbsmedhat.ca

BIG BROTHERS BIG SISTERS OF PONOKA, PONOKA
www.bigbrothersbigsisters.ca/ponoka

BIG BROTHERS BIG SISTERS OF RED DEER AND DISTRICT, RED DEER
www.yvc.ca

BIG BROTHERS BIG SISTERS OF STETTTLER, STETTTLER
www.bigbrothersbigsisters.ca/stettler

BIG BROTHERS BIG SISTERS OF WOOD BUFFALO, FORT MCMURRAY
www.bigbrothersbigsisters.ca/woodbuffalo

British Columbia

BIG BROTHERS BIG SISTERS OF FRASER VALLEY, ABBOTSFORD
www.mentoringworks.ca

BIG SISTERS OF BC LOWER MAINLAND, VANCOUVER
www.bigsisters.bc.ca

BIG BROTHERS BIG SISTERS OF CENTRAL VANCOUVER ISLAND, NANAIMO
www.bigscvi.ca

BIG BROTHERS BIG SISTERS OF THE COWICHAN VALLEY, DUNCAN
www.bbbscowichan.ca

BIG BROTHERS BIG SISTERS OF CRANBROOK, CRANBROOK
www.bigbrothersbigsisters.ca/cranbrook

BIG BROTHERS BIG SISTERS OF FORT. ST. JOHN, FORT ST. JOHN
www.bigbrothersbigsisters.ca/fortstjohn

BIG BROTHERS BIG SISTERS OF KAMLOOPS AND REGION, KAMLOOPS
www.bbbskamloops.ca

BIG BROTHERS BIG SISTERS OF LANGLEY, LANGLEY
www.bbbslangley.com

BIG BROTHERS BIG SISTERS OF THE OKANAGAN, KELOWNA
www.bigs.bc.ca

BIG BROTHERS BIG SISTERS OF PRINCE GEORGE, PRINCE GEORGE
www.bbbspge.ca

BIG BROTHERS BIG SISTERS OF QUESNEL, QUESNEL
www.bigbrothersbigsistersofquesnel.ca

BIG BROTHERS BIG SISTERS OF TERRACE, TERRACE
www.bigbrothersbigsisters.ca/terrace

BIG BROTHERS OF GREATER VANCOUVER, VANCOUVER
www.bigbrothersvancouver.com

BIG BROTHERS BIG SISTERS OF VICTORIA CAPITAL REGION, VICTORIA
www.bbbsvictoria.com

BIG BROTHERS BIG SISTERS OF WILLIAMS LAKE, WILLIAMS LAKE
www.bbswlake.com

Manitoba

BIG BROTHERS BIG SISTERS OF BRANDON, BRANDON
www.bigbrothersbigsisters.ca/brandon

BIG BROTHERS BIG SISTERS OF MORDEN-WINKLER, WINKLER
www.bigbrothersbigsisters.ca/mordenwinkler

BIG BROTHERS BIG SISTERS OF PORTAGE LA PRAIRIE, PORTAGE LA PRAIRIE
www.bigbrothersbigsisters.ca/portage

BIG BROTHERS BIG SISTERS OF WINNIPEG, WINNIPEG
www.bigwinnipeg.com

New Brunswick

BIG BROTHERS BIG SISTERS OF CARLETON-YORK, WOODSTOCK
www.bigbrothersbigsisters.ca/carletonyork

BIG BROTHERS BIG SISTERS OF FREDERICTON AND OROMOCTO, FREDERICTON
www.bigbrothersbigsistersfredericton.ca

BIG BROTHERS BIG SISTERS OF MIRAMICHI, MIRAMICHI
www.bbbsmiramichi.com

BIG BROTHERS BIG SISTERS OF MONCTON, MONCTON
www.bigbrothersbigsisters.ca/moncton

BIG BROTHERS BIG SISTERS OF SAINT JOHN, SAINT JOHN
www.bigbrothersbigsisters.ca/saintjohn

Newfoundland

BIG BROTHERS BIG SISTERS OF EASTERN NEWFOUNDLAND, ST. JOHN
www.helpingkids.ca

Nova Scotia

BIG BROTHERS BIG SISTERS OF CAPE BRETON, SYDNEY
www.bigbrothersbigsisters.ca/capebreton

BIG BROTHERS BIG SISTERS OF COLCHESTER, TRURO
www.colchesterkids.ca

BIG BROTHERS BIG SISTERS OF GREATER HALIFAX, DARTMOUTH
www.bigbrothersbigsistershalifax.ca

BIG BROTHERS BIG SISTERS OF THE ANNAPOLIS VALLEY, KENTVILLE
www.bbbsannapolisvalley.ca

BIG BROTHERS BIG SISTERS OF PICTOU COUNTY, NEW GLASGOW
www.bbbsofpc.com

BIG BROTHERS BIG SISTERS OF SOUTH SHORE, BRIDGEWATER
www.bigbrothersbigsisters.ca/southshore

BIG BROTHERS BIG SISTERS OF YARMOUTH, YARMOUTH
www.bigbrothersbigsisters.ca/yarmouth

Ontario

BIG BROTHERS AND SISTERS OF AJAX-PICKERING, PICKERING
www.bigbrothersbigsisters.ca/ajaxpickering

BIG BROTHERS BIG SISTERS OF BARRIE AND DISTRICT, BARRIE
www.bigbrothersbigsisters.ca/barrie

BIG BROTHERS BIG SISTERS OF CENTRE WELLINGTON, FERGUS
www.bigbrothersbigsisters.ca/centrewellington

BIG BROTHERS BIG SISTERS OF CHATHAM-KENT, CHATHAM
www.bigbrothersbigsistersofchatham-kent.com

BIG BROTHERS SISTERS OF CLARINGTON, BOWMANVILLE
www.bigbrothersbigsisters.ca/clarington

BIG BROTHERS BIG SISTERS OF CORNWALL AND DISTRICT, CORNWALL
www.bigbrothersbigsisters.ca/cornwall

BIG BROTHERS BIG SISTERS OF DUFFERIN AND DISTRICT, ORANGEVILLE
www.bigbrothersbigsisters.ca/dufferin

BIG BROTHERS BIG SISTERS OF THE GEORGIAN TRIANGLE, COLLINGWOOD
www.bigbrothersbigsistersgeorgiantriangle.org

BIG BROTHERS BIG SISTERS OF GRIMSBY, LINCOLN, WEST LINCOLN, GRIMSBY
www.bigbrothersbigsisters.ca/glw

BIG BROTHERS BIG SISTERS OF GUELPH, GUELPH
www.bbbsg.ca

BIG BROTHERS BIG SISTERS OF GRAND ERIE, SIMCOE
www.bigbrothersbigsisters.ca/granderie

BIG BROTHERS BIG SISTERS OF HALTON, OAKVILLE
www.bbbshalton.ca

BIG BROTHERS BIG SISTERS OF HAMILTON AND BURLINGTON, HAMILTON
www.callbigbrothers.com

BIG BROTHERS BIG SISTERS OF HASTINGS AND PRINCE EDWARD COUNTIES,
BELLEVILLE
www.bigsneeded.ca

BIG BROTHERS BIG SISTERS OF INGERSOLL, TILLSONBURG AND AREA, INGERSOLL
www.sharethefun.org

BIG BROTHERS BIG SISTERS OF KAWARTHA LAKES-HALIBURTON, LINDSAY
www.bigbrothersbigsisters.info

BIG BROTHERS BIG SISTERS OF KINCARDINE AND DISTRICT, KINCARDINE
www.bigbrothersbigsisters.ca/kincardine

BIG BROTHERS BIG SISTERS KINGSTON, FRONTENAC, LENNOX AND ADDINGTON
INC, KINGSTON
www.bigbrothersbigsisterskingston.com

BIG BROTHERS BIG SISTERS OF LANARK COUNTY, SMITH FALLS
www.bigbrothersbigsisterslanark.ca

BIG BROTHERS BIG SISTERS OF LEEDS AND GRENVILLE, BROCKVILLE
www.mentoringmatters.ca

BIG BROTHERS BIG SISTERS OF LISTOWEL AND DISTRICT, LISTOWEL
www.bigbrothersbigsisters.ca/listowel

BIG BROTHERS BIG SISTERS OF LONDON AND AREA, LONDON
www.bbbsola.org

BIG BROTHERS BIG SISTERS OF MUSKOKA, BRACEBRIDGE
www.bigbrothersbigsisters.ca/muskoka

BIG BROTHERS BIG SISTERS OF NIAGARA FALLS, NIAGARA FALLS
www.niagarafallsmentors.org

BIG BROTHERS BIG SISTERS OF NORTH BAY AND DISTRICT, NORTH BAY
www.bigbrothersbigsistersnorthbay.org

BIG BROTHERS BIG SISTERS OF NORTH DURHAM REGION, PORT PERRY
www.bigbrothersbigsisters.ca/northdurham

BIG BROTHERS BIG SISTERS OF NORTH HURON, GODERICH
www.bigbrothersbigsisters.ca/northhuron

BIG BROTHERS BIG SISTERS OF NORTH SIMCOE, MIDLAND
www.kidsdomatter.com

BIG BROTHERS BIG SISTERS NORTH WELLINGTON, MOUNT FOREST
www.bbbsnorthwellington.org

BIG SISTERS BIG BROTHERS OF NORTHUMBERLAND, PORT HOPE
www.bigbrothersbigsisters.ca/northumberland

BIG BROTHERS BIG SISTERS OF ORILLIA AND DISTRICT, ORILLIA
www.bbbsorillia.ca

BIG BROTHERS BIG SISTERS OF OSHAWA-WHITBY, OSHAWA
www.bbbsow.ca

BIG BROTHERS BIG SISTERS OTTAWA, OTTAWA
www.bbbsso.ca

BIG BROTHERS OF OWEN SOUND, OWEN SOUND
www.bigbrothersbigsisters.ca/bbowensound

BIG BROTHERS BIG SISTERS OF PEEL, BRAMPTON
www.bbbspeel.com

BIG BROTHERS BIG SISTERS OF PETERBOROUGH, PETERBOROUGH
www.bigbrothersandsistersofptbo.com

BIG BROTHERS BIG SISTERS OF SARNIA-LAMBTON, SARNIA
www.bigbrothersbigsisters.ca/sarnia

BIG BROTHERS BIG SISTERS OF SAULT STE. MARIE, SAULT STE. MARIE
www.bbbs-sm.ca

BIG BROTHERS BIG SISTERS OF SOUTH HURON, DASHWOOD
www.shbbbs.on.ca

BIG BROTHERS BIG SISTERS OF SOUTH NIAGARA, WELLAND
www.bbbsinniagara.ca

BIG BROTHERS BIG SISTERS OF ST. CATHARINES-THOROLD AND DISTRICT, ST. CATHARINES
www.bbbsmentors.ca

BIG BROTHERS BIG SISTERS OF ST. THOMAS-ELGIN, ST. THOMAS
www.bbbselgin.org

BIG BROTHERS BIG SISTERS OF STRATFORD AND DISTRICT, STRATFORD
www.beamentor.ca

BIG BROTHERS BIG SISTERS OF GREATER SUDBURY, SUDBURY
www.bbbsudbury.com

BIG BROTHERS BIG SISTERS OF THUNDER BAY, THUNDER BAY
www.thunderbaybigbrotherbigsister.ca

BIG BROTHERS BIG SISTERS OF TORONTO, TORONTO
www.bbbsst.com

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