

# 2015 ANNUAL REPORT



Building a Foundation for the Future



Big Brothers Big Sisters of Canada  
Grands Frères Grandes Sœurs du Canada



Photo: Sgt. Ronald Guimond - White Hall  
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THE GOVERNOR GENERAL · LE GOUVERNEUR GÉNÉRAL

As patron of Big Brothers Big Sisters of Canada, I am delighted to congratulate the staff, volunteers and partners on their outstanding work.

Canadians are known worldwide for their generosity. We can be proud of this reputation, because every act of compassion has a positive impact on society. When we give, we not only change the lives of those we help, but also inspire others looking for ways to get involved.

The men and women who have contributed to the continued success of Big Brothers Big Sisters of Canada play a vital role in our communities and create a ripple effect. By transforming the lives of our youth, by brightening their days and broadening their sense of the world, they are opening their minds to new perspectives and to everything that is possible when we all do our part.

A huge thank you to Big Brothers Big Sisters of Canada for laying a solid foundation on which to build a promising future for our youth and a smarter, more caring country for us all. Bravo!

David Johnston

2016



At Big Brothers Big Sisters of Canada, we believe that every child should have the opportunity to reach their full potential, both as individuals and as citizens—and that by doing so, they will not only lead a healthier and more productive life but will also give back to their communities.

For more than 100 years, Big Brothers Big Sisters has been making a positive difference in the lives of Canada's youth by developing and implementing a wide range of evidence-based mentoring programs. Our work is done one-on-one and in groups, in school and outside of school, and online.

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. Our mentor enrollment process and thoughtful matching process lead to powerful connections between our "Bigs" and "Littles." Each time we pair a child with a mentor or introduce a group of students to an in-school program, we start something incredible—a life-changing relationship built on friendship, trust and empowerment. Research has demonstrated that our mentoring programs have dramatic and measurable impacts on the lives of young people, including decreases in risky behaviour and violence, and increases in positive civic engagement.

Last year, we helped 40,641 children realize their potential through 112 Big Brothers Big Sisters agencies across Canada. Our agencies are part of a federated structure, and are supported by the Big Brothers Big Sisters of Canada national office. All member agencies have completed our National Accreditation Program to ensure the highest quality of programs and services for the communities we are proud to serve.

Whether it's in the form of time or money, we believe there is no more important investment we can make than in helping Canada's young people realize—and share—their full potential.



"(I'm) offering a positive role model to kids (and) building up their self-esteem. Giving them a friend or someone to look up to is a positive influence in anyone's life regardless of where they come from."

**David, Big Brother**

## About Us



Edwin Palsma  
Board Chair

## Message from the Chair, and President and CEO

### Strengthening Our Collective Impact

**“We can work together to succeed.”** That was the message we heard over and over as we travelled the country in late 2015, taking part in a series of regional conversations about where we are and where we need to go. On the heels of a period of change at the national level of Big Brothers Big Sisters of Canada (BBBSC), those were the words we most wanted to hear.

The Regional Conversations, funded by the Muttart Foundation, were an eagerly anticipated opportunity for discussion—and a remarkable setting for collaboration. We talked about our strengths, our challenges and our opportunities, at the local, regional and national levels. From those discussions we mapped out an action plan for the year ahead built upon the four shared goals set out in our Strategic Planning Framework, “Vision 2020: (R)evolution”. [\(See: page 5\)](#)



Peter Coleridge  
President and CEO

We are at the beginning of an exciting chapter for Big Brothers Big Sisters in Canada. Thank you to our 112 agencies for their unwavering commitment to our mission of providing the highest quality volunteer-based mentoring programs for Canada’s youth. Thank you to our national office team, an exceptional group whose dedication inspires us every day. Special thanks go to Denise Ouellette and Bill Adams for their valued contributions to our board’s leadership, and to Karen Shaver for her adept steering of the National Office during a time of transition.

In the pages that follow you’ll learn more about the many ways we made a difference in 2015. In the years ahead as we implement our strategic plan we will build on our collective strengths, gaining traction and momentum across the country as we work toward making

our organization an even more vital resource for Canada’s youth. **Let’s go!**

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

## Our Vision



### Tasks we will focus on in 2016 to strengthen our collective impact moving forward

**Increase our impact**

- Explore development of innovative mentoring programs and delivery methods
- Enhance research and disseminate findings through relationships with key partners
- Increase youth engagement in program planning

**Amplify our voice**

- Improve internal communications
- Increase strategic communications with key stakeholders to grow awareness of our mission and our value
- Expand public policy and government relations efforts

**Strengthen our leadership**

- Develop additional leadership tools and support



**Enhance our sustainability**

- Focus on fund development
- Bolster our national accreditation program
- Expand our diversity vision
- Articulate national office and agency roles and responsibilities
- Enhance BBBSC governance and board development

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

# Our Mission



## How We Made a Difference in 2015

In 2015 we made significant strides toward achieving our strategic objectives, connecting Canada’s young people with mentors through a growing range of channels and partnerships.

### Mentoring Diverse Youth

In 2015, a number of national and local projects focused on our commitment to our diversity vision through program design, implementation and evaluation. Our goal is to respond to Canada’s evolving demographics in all corners of the country, including our northern communities.

#### Our Diversity Vision:

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 will enrich ourselves and the lives of those we are dedicated to serving.

#### Connections Project

The Immigration, Refugees and Citizenship Canada (IRCC)-funded Connections Project is a group-based mentoring program for newcomer children and youth ages six to 17. The aim of the project is to support the development of English language skills, self-esteem, knowledge of Canada, and most important, to build connections with peers and Canadian mentors. To date, the project has successfully mentored nearly 1,400 newcomer children and youth in Toronto, Hamilton/ Burlington, Edmonton, Calgary and Saskatoon.

#### National Diversity Council

As part of the Connections Project, Big Brothers Big Sisters of Canada developed its first National Diversity Council in 2013. The Diversity Council acts as an advisory body, leading on matters relating to newcomer and ethno-cultural youth, and embedding principles of equity, diversity and inclusion into the Big Brothers Big Sisters movement. In 2015, the Council developed a number of recommendations to

Increase  
Our Impact





bolster our diversity vision, and expand the Council’s mandate and membership to broaden the conversation to other areas of diversity.

### Conversation Club

Big Brothers Big Sisters of Peel’s successful Conversation Club continues to be evaluated by Dr. Julia Pryce and Dr. Michael Kelly from Loyola University’s School of Social Work to understand its impact and how to replicate the program in other communities. In 2015, this newcomer mentoring program was also rolled out to two new agencies, Big Brothers Big Sisters of York Region and Big Brothers Big Sisters of Ottawa, to continue the program’s evaluation.

### DreamCatcher Mentoring

The DreamCatcher Mentoring Program is an innovative e-mentoring and leadership program that connects high school students in Yukon, Northwest Territories, Nunavut and other remote or isolated areas of Canada with Canadian mentors. The purpose of the program is to encourage career exploration for Northern youth.

In 2015, DreamCatcher Mentoring was delivered through high schools in all three territories, introducing e-mentoring relationships to more than 100 high school students living in the Arctic. Filling an identified need, DreamCatcher Mentoring was also introduced to youth who were incarcerated in a young offenders’ facility in Iqaluit, Nunavut. By expanding their connections to and knowledge of post-secondary opportunities, we believe we are contributing to students’ commitment and enthusiasm to graduate from high school and pursue fulfilling careers.

### Pilimmaksarniq: Success in Iqaluit

With financial support from Employment and Social Development Canada, and in collaboration with four other national charities, our efforts to provide quality services to young people in Iqaluit, Nunavut, can be deemed a success. We launched the partnership (named for an Inuktitut word meaning



“Coming from a single-parent home didn’t give me much one-on-one time with anyone. Marion welcomed me into her life with open arms. There was almost an immediate level of comfort with us .... I felt so lucky to have her to lean on ... What started off as a simple adult-child relationship turned into a lifelong friendship. We learned that family doesn’t always mean bloodlines.”

**Candace, Little Sister**

Increase  
Our Impact





"Ultimately, by spending my entire adult life as a Big Brother and allowing these important relationships to be part of my life, I have been the truly fortunate one."

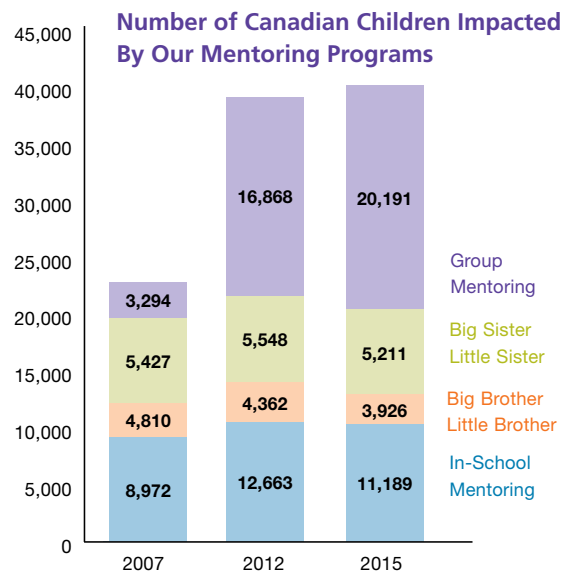
**Andy, Big Brother**

"development of skills through observation, mentoring, practice, and effort") after a great deal of consultation with the community and with approval from its Elders. Our Community Coordinator has connected local service providers with national programs in an effort to increase the capacity of the sector to respond to the needs of young people. Dozens of youth—at the community’s group home, middle school, recreation centre and young offenders’ centre—had the opportunity to benefit from mentoring programs such as Go Girls! and DreamCatcher Mentoring, as well as mental health promotion programs such as Flex Your Head.

### Improving Mentorship for Youth in Care

With financial support from the Ontario Ministry of Children and Youth Services, we developed and distributed a resource guide on mentorship for children and youth served by Children’s Aid Societies (CASs). Filled with practical, evidence-informed guidelines and best practices, the guide’s purpose is to support CASs and their community partners in developing, delivering and/or accessing high-quality mentorship opportunities for the children they serve.

**Increase  
Our Impact**







## Strengthening Our Leadership

Successfully preparing people for the future by developing the right competencies, linked to our organization's mission, vision, and values, is a key goal of BBBSC. Executive Directors are crucial to the success of our member agencies, and are responsible for leading the agency, promoting excellence, ensuring accountability and transparency, and providing the best possible mentoring programs for the young people in their communities.

To support our Executive Directors across the country, BBBSC, in collaboration with member agencies and human resources specialists, created a comprehensive evaluation and accompanying leadership performance and development plan template for use by agency Boards of Directors. Launched in 2015, these tools will help to identify our strengths and opportunities, and will aid in the creation and monitoring of a national leadership development plan in the years to come.



Our Annual Convention brings together staff and board from Big Brothers Big Sisters agencies across Canada for four intensive days of sharing, learning, and planning within our strategic framework.



## Strengthen Our Leadership





"Holly has always been such a happy child even though she's been through some hard things in her life. She's so resilient, and getting to watch her mature over these years has been wonderful. And I love getting to take her out of class because I know it makes her feel special."

**Gwen, In-School Mentor**

## Raising Awareness

Educating governments and all Canadians about the impact of youth mentoring programs plays a vital role in helping us connect more young people with the mentors they need. In 2015, we reached more than 1,000 people of influence through more than 200 distinct activities.

We created election toolkits for member agencies, helping to encourage a voice for Canada's youth in the federal election. We were encouraged by the new federal government's promise to create a Prime Minister's Youth Advisory Council consisting of youth aged 16-24, which would provide non-partisan advice to the PM. This echoes our continued call for government to consult youth on policy.

We consulted with numerous government departments and organizations in the development of their youth initiatives, including:

- The Human Rights Senate Committee on Bullying
- Human Resource and Social Development Canada, on its grant process
- The Ontario Ministry of Children and Youth Services, on their mentoring strategy, youth action plan and working group on youth leaving care
- The Ministry of Children and Family Development, on legislation for youth in care
- The Provincial Health Officer and the Representative for Children and Youth, in the development of "Growing Up in B.C.," a publication focused on the well-being of children and youth in B.C.;
- The Ministry of Public Safety New Brunswick, on crime prevention;
- The Standing Committee of Community Services in Nova Scotia, on rural and remote mentoring services;
- The Ministry of Finance in British Columbia;
- The federal government, on pre-budget recommendations for youth funding;



Amplify  
Our Voice



- The Mental Health Commission of Canada, on the Mental Health Action Plan for Canada;
- An NGO Forum charged with developing recommendations on a Child Commissioner for Canada; and
- The Ontario Women's Directorate for Sexual Violence and Harassment, to support survivors and stop sexual violence and harassment among children, youth and families.

We convened sector colleagues to raise our collective voices about child and youth issues in the following ways:

- BBBSC led a group of National Youth Serving Agencies (NYSAs) for an advocacy day on Parliament Hill. We connected to 62 Members of Parliament, discussing youth engagement and democracy.
- A letter signed by 17 NYSA members was sent to the Prime Minister in December to signal our interest in helping set up a Youth Advisory Council to the PM. BBBSC is leading a working group of NYSA members that will advocate for the government to fulfill its promise to create this Council.
- The National Collaborative on Child Protection, led by Big Brothers Big Sisters of Canada in partnership with YOUCan, established a group of national organizations to convene a conversation around child protection and vulnerable populations. The outcome of this meeting led us to explore three options: universal child protection screening, a centre for excellence, and a research portal.
- BBBSC worked with Youth Advocate Offices to create a working group to raise awareness on child rights. One outcome of this initiative was the launch of Child Rights Awareness Week (CREW).

We educated Canadians by providing briefing documents to Members of Parliament on Bullying, Youth In Care, Academic Success, Syrian Refugees, Mental Health, Physical Health and Poverty. The documents were created to educate and engage government leaders. Party responses were shared with member agencies in their ridings.



"The best part about attending the Youth Summit was having a group of strangers believe in me. That is something that has stuck with me. If I can have a group of strangers believe in me, then I should believe in myself."  
**Rayna, Youth Summit participant**

Amplify  
Our Voice





It took me a while to realize how much difficulty my Little Sister was having with reading. She never wanted to fill out the evaluation forms we got each month at the Big Sisters events...Leticia and I started visiting the library. I wanted to do as much reading as I could with her...I have watched her gain the confidence she needs to succeed not only in school, but in life...She now grabs the pencil out of my hand so she can fill out the Big Sister evaluation forms."

Leisha, Big Sister

## Strengthening the Federation

We undertook a number of initiatives in 2015 to improve our sustainability as a national federation, through leading-edge tools, innovative partnerships and National Standards of excellence.

### Expanding Our Shared Resources

Leveraging support from The Keg Spirit Foundation, we invested in a project to expand the functionality of our CRM (customer relationship management) system to include donation management capabilities. Agencies began transitioning to the system in late 2015 and are excited about its potential to bring together constituent data from multiple locations into one centralized, multi-use system. These added elements of functionality will eliminate the need for multiple systems across the country, and will lead to efficiencies in business processes, training and support opportunities, as well as better data awareness for all BBBSC agencies.

Development has also begun on an integrated peer-to-peer and online donation management tool, which is set to launch in 2016. This powerful new platform will yield long-term cost savings for agencies, and enable us to serve our donors better through improved responsiveness and enhanced reporting capabilities.

### Growing Our Partnerships

Once again in 2015, our supportive National Partners rose to the challenge to help Big Brothers Big Sisters to become a better and stronger youth mentoring

organization all across Canada. Formally, a National Partner is any organization or level of government that provides more than \$10,000 in funding support to national level work, while also in a majority of cases, providing significant support to local agencies, either through the national office, or directly to one or more agencies.

While some of our partners engaged Big Brothers Big Sisters of Canada in creative, new, consumer-facing cause-marketing

## Enhance Our Sustainability



efforts, other partners focused on funding leadership development, advanced mentoring research, systems developments for yet greater efficiency, and the creation or advancement of exciting new mentoring programs. Our ongoing focus is to create, design, deliver, and assess new mentoring programs that can reach different and often distinct populations of both new and established Canadian children and youth. Yet other partners have provided critical behind-the-scenes support in the area of event production, legal and human resources advice, trademark and brand development, marketing, and communications.

Capping off our year, we received the largest single corporate gift in our history. By way of a large and diverse number of Air Miles retail partners all across Canada, over 5.3 million Air Miles (with a retail value of over \$530,000) were generated to support our work nationally and also at every single one of our 112 agencies serving more than 1,100 local municipalities in Canada—an incredible gift!

## Ensuring a High National Service Standard

For more than 30 years, BBBSC has had a program to help ensure a national standard for the delivery of safe quality services. In 2006, the program evolved into an Accreditation Program.

Each Big Brothers Big Sisters agency across Canada undergoes accreditation, which includes an agency visit every five years and the submission of an interim report 2.5 years after each site visit. The intent of the Accreditation Program is to strive to ensure that a level of operating excellence is maintained in all agencies throughout Canada and that the terms outlined in the governing documents that bind member agencies with Big Brothers Big Sisters of Canada are being upheld.

In an effort to continually improve and strengthen the Standards by which all member agencies operate, the National office is engaged in a comprehensive review and revision process. This will result in the adoption of an even greater level of diligence and governance across Big Brothers Big Sisters agencies.



"I was in my mid-30s and my partner and I didn't have any children. I felt I was missing something. We kind of figured Big Brothers was the way to go."

**Dennis, Big Brother**

# Enhance Our Sustainability



“When my mother first told me about Jack she just said ‘this is a man who is going to take you out once a week, be a sort of adult friend.’ I guess she realized I’d need some guidance. None of us could have imagined how this would turn out...He made such an impact on my life. He taught me that if you want something in your life you work for it. You always make time for other people. He always watched out for me. He taught me how to be a man and how to care for someone.”

**Rob, on his 35-year relationship with his Big Brother, Jack**

## Strengthening Our Governance

Big Brothers Big Sisters of Canada is committed to the principles of strong governance. Our volunteer board of directors is ultimately responsible for the effective stewardship of our resources and practices.

BBBSC’s board of directors is composed of 17 directors—six of whom are regional directors and 11 of whom are directors-at-large—plus a past chair. Directors are elected for a two-year term.

The board meets three times per year in person and twice by teleconference, with additional committee meetings taking place as necessary. Board members also attend the annual general meeting of Big Brothers Big Sisters of Canada, as well as special events, when possible.

The primary purpose of the BBBSC Board is to oversee the governance of the organization and make policy-related decisions that support BBBSC in the achievement of its mission and objectives. To fulfil this stewardship role, the board ensures that a strategic plan is developed in collaboration with member agencies, and monitors progress toward the plan’s implementation at each of its meetings, based on an annual work plan developed by the President and CEO. Each board member also acts as a link between BBBSC’s national board and regional member agency boards.

There are a number of board committees focused on specific aspects of BBBSC governance and oversight. In late 2015, the board approved a consolidation of these committees to three, beginning in 2016: an Executive Committee; Governance and Board Development Committee; and a Finance and Audit

Committee. The national board will also appoint one director to serve as a liaison to provide governance perspectives and advice to the President and CEO regarding the implementation of BBBSC’s strategic framework and its related goals.

## Enhance Our Sustainability



*M. Mitchell*  
Mona Mitchell  
Board Treasurer

## Treasurer's Report

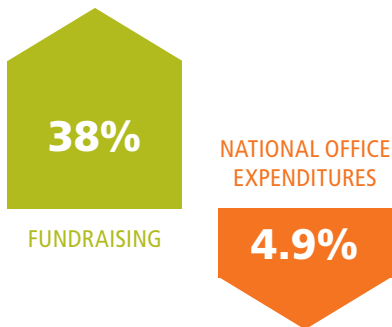
I am pleased to report that Big Brothers Big Sisters of Canada ended fiscal 2015 in a solid financial position with improvements across all major metrics, positioning us well in moving forward to achieve our vision "that every child who needs a mentor, has a mentor".

Fundraising greatly assists us in fulfilling our vision by continuing to provide support to our member agencies. Fundraising revenues increased by 38 per cent to \$1,170,931 (2014 - \$846,578). Revenues from agency membership fees increased by 0.4 per cent indicating that our movement continues to incrementally grow.

Total revenues for the 2015 year increased 4.0 per cent to \$5,429,252 (2014- \$5,222,793) while total expenditures incurred resulted in a 4.6 per cent decrease for 2015 to \$5,042,807 (2014 - \$5,287,890). Office operations expenditures decreased by 4.9 per cent to \$551,963 (2014 - \$580,707) while member agency service expenditures decreased by only 3.2 per cent to \$1,413,846 (2014 - \$1,460,660).

The resulting surplus for the year was \$386,445 (2014 deficit - \$65,097). The overall financial position significantly improved with the unrestricted net surplus increasing to \$816,478 (2014 - \$430,033).

To all of our corporate sponsors, foundations and individuals who have so generously contributed to support Big Brothers Big Sisters of Canada and our member agencies, 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 of the member agency staff and volunteers whose commitment and hard work gives every child the opportunity to reach his or her full potential.



# Enhance Our Sustainability



## Auditor's Report



### TO: THE MEMBERS OF

### BIG BROTHERS BIG SISTERS OF CANADA/LES GRANDS FRÈRES GRANDES SOEURS DU CANADA

The accompanying summary financial statements, which comprise the summary statement of financial position as at December 31, 2015, and the summary statements of operations and changes in net assets and cash flows for the year ended and the related note, are derived from the audited financial statements of Big Brothers Big Sisters of Canada/Les Grands Frères Grandes Soeurs du Canada for the year ended December 31, 2015. We expressed an unmodified audit opinion on those financial statements in our report dated May 12, 2016. Those financial statements, and these summary financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on those financial statements.

The summary financial statements do not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations (ASNPO). Reading the summarized financial statements, therefore, is not a substitute for reading the audited financial statements of Big Brothers Big Sisters of Canada/Les Grands Frères Grandes Soeurs du Canada.

### MANAGEMENT'S RESPONSIBILITY FOR THE SUMMARY FINANCIAL STATEMENTS

Management is responsible for the preparation of a summary of the audited financial statements on the basis described in the note to the summary financial statements.

### AUDITOR'S RESPONSIBILITY

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standards (CAS) 810, "Engagements to Report on Summary Financial Statements."

### OPINION

In our opinion, these summary financial statements derived from the audited financial statements of Big Brothers Big Sisters of Canada/Les Grands Frères Grandes Soeurs du Canada for the year ended December 31, 2015 are a fair summary of those financial statements, on the basis described in the note to the summary financial statements.

*PricewaterhouseCoopers LLP*

Chartered Accountants, Licensed Public Accountants

Toronto, Ontario

May 16, 2016





## Summary Statement of Financial Position

As at December 31, 2015

2015                      2014  
\$                              \$

### ASSETS

Current assets	1,902,745	1,484,053
Capital assets	9,226	11,467
Intangible assets	-	5,088
<b>Total assets</b>	<b>1,911,971</b>	<b>1,500,608</b>

### LIABILITIES AND NET ASSETS

LIABILITIES		
Current liabilities	1,095,493	1,070,575

NET ASSETS		
Unrestricted	816,478	430,033
<b>Total liabilities and net assets</b>	<b>1,911,971</b>	<b>1,500,608</b>



"Gurv is the first person I go to with my problems. I look up to him."

**Alex, Little Brother**



## Summary Statement of Operations and Changes in Net Assets

For the year ended December 31, 2015

2015  
\$

2014  
\$

### REVENUE

Agency fees	1,055,443	983,063
Fundraising	1,170,931	846,578
General donations and other	394,424	378,756
Interest and investment income	10,657	11,851
Restricted and assigned revenues	2,797,797	3,002,545
<b>Total revenue</b>	<b>5,429,252</b>	<b>5,222,793</b>

### EXPENSES

Agency services	1,413,846	1,460,660
Board operations	36,396	52,111
Distribution to agencies	216,107	101,319
Fundraising	15,441	50,718
Office operations	551,963	580,707
Restricted and assigned expenses	2,797,797	3,002,545
<b>Total expenses before amortization</b>	<b>5,031,550</b>	<b>5,248,060</b>
Excess (deficiency) of revenue over expenses before amortization	397,702	(25,267)
Amortization	11,257	39,830
<b>Excess (deficiency) of revenue over expenses for the year</b>	<b>386,445</b>	<b>(65,097)</b>
Unrestricted net assets, beginning of year	430,033	495,130
Endowment fund, beginning of year	-	20,000
Interfund transfers	-	(20,000)
<b>Excess (deficiency) of revenues over expenses for the year</b>	<b>386,445</b>	<b>(65,097)</b>
<b>Unrestricted assets, end of year</b>	<b>816,478</b>	<b>430,033</b>



## Summary Statement of Cash Flows

For the year ended December 31, 2015

	2015 \$	2014 \$
Cash provided by operating activities	352,229	359,633
Cash used in investing activities	(208,289)	(34,250)
Net increase in cash during the year	143,940	325,383
Cash and cash equivalents, beginning of year	866,391	541,008
<b>Cash and cash equivalents, end of year</b>	<b>1,010,331</b>	<b>866,391</b>

### NOTE

Applied criteria in the preparation of the summary financial statements are as follows:

- The information in the summary financial statements is in agreement with the related information in the complete financial statements;
- The summary financial statements contain the information necessary to avoid distorting or obscuring matters disclosed in the related complete financial statements, including the notes thereto; and
- The audited financial statements are available upon request.

For detailed Audited Financial Statements and Report please visit:

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

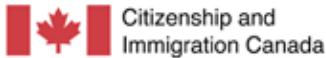


## Partners Supporting Youth

On behalf of our children, their guardians and families, our mentors, our volunteer directors, our national and front-line service delivery staff, and the schools and communities we serve in every corner of our country, thank you to our fantastic corporate, government, and organization partners, whose contributions are highlighted in the pages that follow. We couldn't do it without you.

### Chair's Circle

(\$250,000+)



For what matters.



Through RBC Foundation



Our  
Partners





## President's Circle

(\$100,000 - \$249,999)

Cadillac Fairview  
Canadian Western Bank  
Employment and  
Social Development Canada  
Invesco  
The Keg Spirit Foundation  
Moksha Yoga

## Leader's Circle

(\$50,000-\$99,999)

7-Eleven  
Nielsen  
Osler, Hoskin & Harcourt LLP

## Champion's Circle

(\$25,000-\$49,999)

Intelligent Risk Management  
Kindler & Company  
Taylor Newberry Consulting  
Vintage Hotels

For more details about each of our partner programs,  
please visit us online at:

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

# Our Partners



## 2015 Board of Directors

Bill Adams  
Chair

Edwin Palsma  
Vice-Chair  
and Regional Director,  
British Columbia

Mona Mitchell  
Treasurer

Denise Ouellette  
Immediate Past Chair

Rhea Bowen  
Regional Director,  
Atlantic

Paul Byron  
Director at Large

Kevin Chan  
Director at Large

David A. Douglas  
Director at Large

Joe Hall  
Director at Large

Steve Kent  
Director at Large

Stephanie Leheta  
Regional Director,  
Ontario

Sine MacKinnon  
Director at Large

Kerlande Mibel  
Regional Director,  
Québec

Jordan Moore  
Director at Large

Serena Palmer  
Regional Director,  
Manitoba/Saskatchewan

Karen Sherbut  
Regional Director,  
Alberta

Gary Smith  
Director at Large

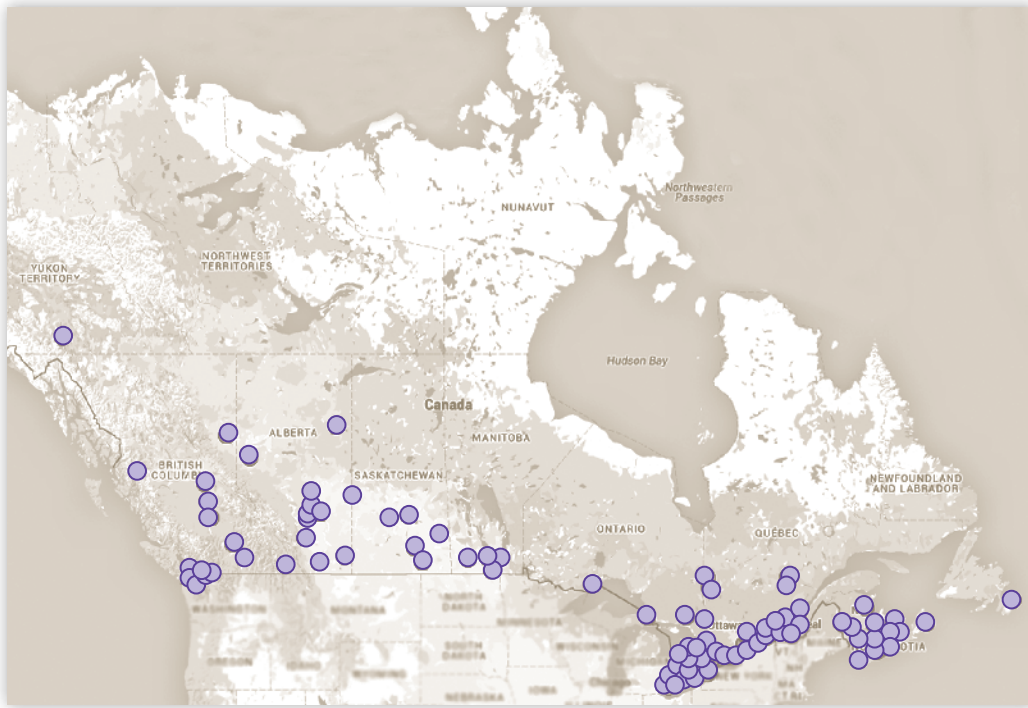
Shauna Wilton  
Director at Large

Peter Coleridge  
President & CEO,  
Ex-officio & Secretary

Board  
of Directors



## Improving Lives Across Canada



Locate the Big Brothers Big Sisters agency nearest you by visiting:

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

Our Member  
Agencies



What we do for young people today makes a difference tomorrow.



**Big Brothers Big Sisters.ca**  
**Grands Frères Grandes Sœurs.ca**

**Mentor. Partner. Donate.**

**Start something.**

113e-3228 South Service Rd Burlington, ON L7N 3H8  
1-800-263-9133