

**Rocky View County  
Family & Community Support Services (FCSS)**

**2022 FCSS GENERAL FUNDING APPLICATION**


**(FUNDING PERIOD: January 1 – December 31, 2022)**

**\*ALL INFORMATION PROVIDED IS PUBLIC\***

**APPLICATION DEADLINE IS 4:00 P.M. AUGUST 30, 2021 NO EXCEPTIONS**

1. ORGANIZATION INFORMATION	
Organization Name	Big Brothers Big Sisters of Calgary and Area
Program Name	Mentoring in Rocky View County
FCSS Funding Request (over \$7,500) (from Section 9.6 C Proposed Budget)	\$90,050
E-Mail Address and Website	bbbs.calgary@bigbrothersbigsisters.ca   www.bbbscalgary.ca
Mailing Address (include postal code)	5945 Centre St S, Calgary AB, T2H 0C2
Street Address (for courier purposes)	5945 Centre St S, Calgary AB, T2H 0C2
Agency Telephone Number	403-777-3535
Agency Fax Number	403-777-3525
Executive Director Name	Jillian Dowding Director of Service Delivery (and Interim Co-CEO)
Program Contact Name	Leanne Burke Manager, Service Delivery
Phone Number (If different from above)	

2. CERTIFICATION OF COMPLIANCE
<p>This is to certify that to the best of my knowledge and belief, the information included in this application complies with the requirements and conditions set out in the Family and Community Support Services Act and Regulation.</p> <p align="center">(https://www.alberta.ca/family-and-community-support-services-fcss-program.aspx)</p> <p align="center"><b>A program outcomes evaluation is required by February 28, 2023 if your application is successful</b></p>

  
Signature (Agency Signing Authority)

Director, Service Delivery  
Title

Jillian Dowding  
Print Name

8/27/2021  
Date



**Submit Completed Documents to, or for further assistance contact:**  
Dimitri Dimopoulos, FCSS Coordinator  
Rocky View County  
262075 Rocky View Point  
Rocky View County, AB T4A 0X2

**For further assistance, please call 403.520.1289 or email fcss@rockyview.ca**

**Please note that faxed or e-mailed copies of the application will not be accepted. It is strongly recommended that you courier or hand deliver your proposal (printed single sided pages only) and request confirmation of receipt.**  
**APPLICATION DEADLINE IS 4:00 P.M. AUGUST 30, 2021 - APPLICATIONS NOT RECEIVED BY THIS DEADLINE WILL NOT BE ACCEPTED.**

☒ Please email confirmation of receipt of this application to: leanne.burke@bigbrothersbigsisters.ca

Please indicate how you heard of the Rocky View County FCSS Program:

\_\_\_\_\_ newspaper ad                      \_\_\_\_\_ social media                      \_\_\_\_\_ website visit/search

\_\_\_\_\_ word of mouth                      **X other (specify) Long time funder**

<b>3. SOCIETY MEMBERSHIP (current)</b>	
Number of Members	N/A
Membership Fee Per Member	N/A

<b>4. TYPE OF ORGANIZATION</b>		
Alberta Societies Act Registration Number:	506 223 395	
Charitable Number (if have one):	14015 1259 RR0001	<input type="checkbox"/> Government Agency

<b>5. DAYS AND HOURS OF OPERATION OF THE PROGRAM</b>							
OPERATING HOURS	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	SUNDAY
	9-8	9-8	9-8	9-8	9-5	Closed	Closed
Dates not Open:	December 24 <sup>th</sup> – January 3rd						
Statutory Holiday:	11		Other				

<b>6. DOCUMENTATION REQUIREMENTS:</b>	<b>ATTACHED</b>
<b>Do not provide other attachments unless requested to do so.</b>	
List of current agency Board of Directors by name and Board position (Board information is requested to ensure sufficient governance and make members accessible to administration, if required.) Do not include personal contact information (home addresses, emails, or phone numbers).	<input checked="" type="checkbox"/>
Fee Policy and Schedule (if applicable)	<input type="checkbox"/>
Organizational Chart of Agency	<input checked="" type="checkbox"/>
Certificate of Incorporation under the Societies Act if new applicant. (Not applicable to other municipal governments and associated departments)	<input type="checkbox"/> Included <input checked="" type="checkbox"/> Not Applicable
Constitution and Bylaws (first time applicants only unless changes were made by previously funded groups)	<input type="checkbox"/>
Job description(s) for County FCSS funded positions requested (first time applicants only unless changes were made by previously funded groups)	<input type="checkbox"/>
Most recent Audited Financial Statement	<input checked="" type="checkbox"/>

*The personal information on this form is being collected for the purpose of determining eligibility of an applicant to receive FCSS funding; to assist in administering the FCSS funding; and to monitor, assess, and evaluate your program. This information is collected under the authority of Section 33 (c) of the Freedom of Information and Protection of Privacy Act and may become public information once it is submitted to the FCSS program. Questions regarding the collection of this information can be directed to the Manager, Recreation and Community Services at 403.520.6307.*

## 7.1 PROGRAM DESCRIPTION

**Provide a brief program description in a few sentences (to be used for publication by FCSS)**

Recent advances in brain science show that the presence of supportive adults in childhood contributes to building healthy brain architecture, a process which sets the child up for a lifetime of resilience, positive social interaction, and academic and social success. Big Brothers Big Sisters of Calgary and Area facilitates a 1:1 developmental relationship between a trained mentor and children and youth facing adversity, who gain confidence, competence, and critical thinking skills, learn to connect with a caring adult, and become more engaged with their education and future orientation. The 1:1 mentoring process includes the following steps: recruitment, training, onboarding, matching, monitoring and support, and closure, according to BBBS Canada's rigorous National Standards for ensuring safety and quality of matches.

Our 1:1 mentoring model can take place in local schools or in the community, or now, as we pivot to respond to the need arising from the Covid-19 health pandemic, virtually. In response to community needs, we also run programs for children and youth involved with government care, for LGBTQ2S+ identified children and youth, and for those who are exhibiting behaviour that puts them at risk for negative, possibly criminal patterns of behaviour or victimization.

## 7.2 PREVENTION

In what way(s) is your program preventive in nature? Check the appropriate items from the following list. You will be required to report on each of the Outcomes that you have selected.

Provincial Outcome	Rocky View County Outcomes	
Improved social well-being of individuals	Outcome 1: Individuals experience personal well-being. Indicators: Resilience; self-esteem; optimism; capacity to meet needs; autonomy; competence; personal engagement; meaning and purpose.	<input checked="" type="checkbox"/>
	Outcome 2: Individuals are connected with others. Indicators: Quality of social relationships; social supports available; trust and belonging.	<input type="checkbox"/>
	Outcome 3: Children and youth develop positively. Indicators: Developmental assets.	<input checked="" type="checkbox"/>

Provincial Outcome	Rocky View County Outcomes	
Improved social well-being of families	Outcome 4: Healthy functioning families. Indicators: Positive family relationships; positive parenting; positive family communications.	<input type="checkbox"/>
	Outcome 5: Families have social supports. Indicators: Extent and quality of social networks; family accesses resources as needed.	<input type="checkbox"/>

Provincial Outcome	Rocky View County Outcomes	
Improved social well-being of the community.	Outcome 6: The community is connected and engaged. Indicators: Social engagement; social support; awareness of the community; positive attitudes toward others and the community.	<input type="checkbox"/>
	Outcome 7: Community social issues are identified and addressed. Indicators: Awareness of community social issues; understanding of community social issues; agencies and/or community members work in partnership to address social issues in the community.	<input type="checkbox"/>

### 7.3 PRIMARY TARGET

Indicate the Primary target at whom the program is aimed by estimating the percentage of the program's FCSS allocation that is directed to services in the following categories.

Children	35	%
Youth	60	%
Families		%
Adults		%
Seniors		%
Volunteerism	5	%
Community Development		%
<b>Total</b>	<b>100</b>	<b>%</b>

### 7.4 SOCIAL SERVICE CONTINUUM

Please indicate the percentage of each section below that your program provides.

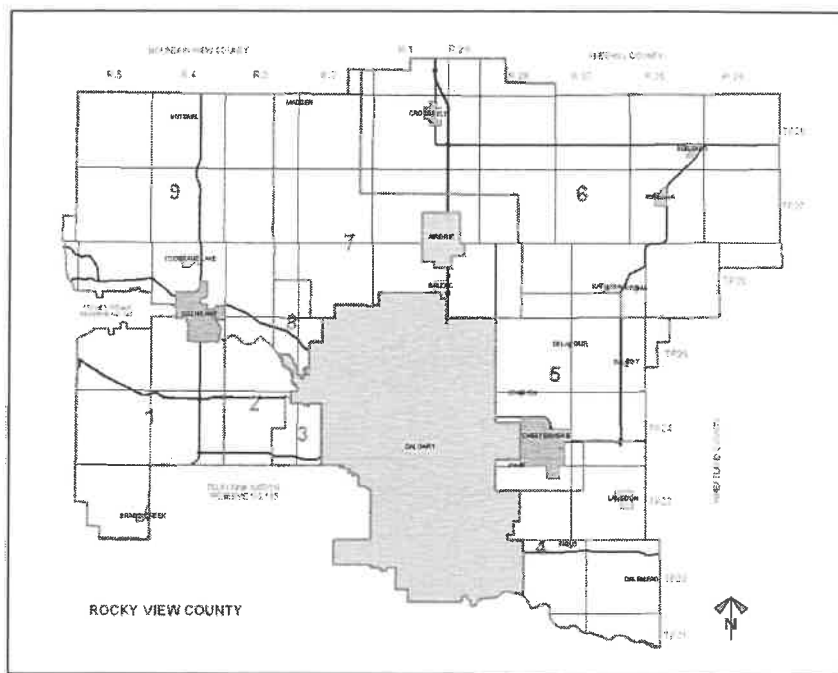
• <b>Promotion:</b> Programs and services that promote public education and awareness of social needs.	10	%
• <b>Prevention:</b> Programs and services focused at the earliest opportunity on individuals and families whose social well-being in community life is at risk.	10	%
• <b>Early Intervention:</b> Programs and services focused on individuals and families with identified early signs of unmet needs, who require support to enhance their social well-being.	80	%
• <b>Specialized Services:</b> Programs and services for individuals and families focused on emerging social needs not yet sufficiently addressed by community support.		%
• <b>Remediation Services:</b> Programs and services for individuals and families with clearly defined unmet needs, who require assessment, intervention, and treatment to enhance their social well-being.		%
<b>Total</b>	<b>100</b>	<b>%</b>

### 8. COORDINATION AND COMMUNICATION

**A. Identify organizations within the program's catchment area (define your region of operation; include towns and border of service area and also clearly mark it on the map with thick black lines) that provide similar services.**

There are numerous important programs and services available to support vulnerable children and youth in Rocky View County. For example, The Seniors for Kids program is a not-for-profit organization in Cochrane that promotes intergenerational relationships in Cochrane. While a similar mandate, our mentors are not limited to older individuals and our programs are guided by our rigorous National Standards. BGC (formerly Boys and Girls Club) in Cochrane and Airdrie provide success coaches in a school setting which offer instrumental support for youth, as well as leadership, employment, and after school programs. However, BBBS Calgary and Area is the only organization providing one-to-one mentoring for young people, both in schools and the greater community.

We are also connected to several Children's Services Family Resource Network (FRN) Hubs (seven in total, including FRN 10, serving Airdrie and the surrounding area), through which we are building partnerships with Hubs and other Spokes to ensure a wide range of programs and services are offered with limited duplication.



**B. What cooperative and coordinative steps has the program taken with these agencies?**

The BBBS Mentoring Coordinators in these communities maintain regular contact with local community resources through interagency meetings and volunteer manager meetings to ensure there is no duplication of services within the area. BBBS staff in Cochrane and Airdrie continue to work with other child and youth serving agencies in order to enhance existing processes and practices, streamline services and share valuable resources and information through community networking meetings.

As part of the Airdrie Resource Council (ARC) and an active member of Volunteer Airdrie, we continue to attend virtual and in-person meetings to connect with other youth service agencies in the Rocky View area. Additionally, we are connecting with Rocky View area senior centres to expand programs that are not already available to them.

**C. Describe the similarities and differences between the proposed program and those identified as being delivered by other organizations.**

Big Brothers Big Sisters is the only organization whose sole mandate is the provision of effective, quality mentoring for children and youth. BBBS is the only mentoring organization that provides both community and school based one-to-one mentoring for young people and volunteers through a variety of unique approaches to programming. It is also the only program to offer services designed to address the negative impacts of toxic stress and adverse childhood experiences (ACEs) in vulnerable children and youth, based on the research into the science of the developing brain. In order to effectively deliver these evidence-based programs, all our staff take a thirty-hour course in brain science developed by the Alberta Family Wellness Initiative.

While there are similarities between BBBS' programs and the Seniors for Kids program, Seniors for Kids is focused on engaging senior citizens in relationships with young people through a range of different options, including one-to-one interactions, being a "Classroom Grandparent", or drawing on their own experiences and knowledge through presenting to classes of students. The focus of BBBS has always been on creating and enhancing opportunities for children and youth through mentoring relationships to promote resilience and positively impact their social emotional health and wellbeing.

BGC (formerly Boys and Girls Club) in both Cochrane and Airdrie provides programming for youth ages 6-18 and families through clubs in the community. Programs offered include tutoring support, employment assistance, and a leadership program for grades 5-8 and grades 9-12 that focuses on self-esteem, education, and career development. The BGC Raise the Grade program aims to increase academic skills, high school graduation rates and access to post-secondary, while Breaking Barriers is an 18-week skill building and employment readiness program for those 15-30. Many of these programs are of interest to our mentees as they are a welcome compliment to the more intentional and focused social-emotional learning that is provided through 1:1 mentorship.

## OUTCOMES MODEL

(For further information on the outcomes model contact the County FCSS program for a copy of a toolkit.)

### 9.1 AGENCY/PROGRAM VISION

Desired social condition. May be your agency's existing vision statement.

All young people realize their full potential

### 9.2 AGENCY/PROGRAM MISSION

Unique role in working towards the desired social condition. What are you currently doing to achieve your mission (e.g. other programs and services that are not a part of this application for funding)?

BBBS Calgary and Area seeks to enable life-changing mentoring relationships to ignite the power and potential of young people. We work to facilitate meaningful, professionally supported developmental relationships between adult volunteer mentors and children/youth mentees aged 6 through 24, in order to promote resilience and social-emotional competence. Community needs have evolved dramatically over the past few years. Notably, we are witnessing three profound trends: increasing mental health challenges among children and youth, significant impacts of the Covid-19 pandemic on our young people and increased awareness of equity, diversity and inclusion issues facing vulnerable youth. BBBS has responded to these trends by drawing on a deep well of experience.

For more than 40 years we have been facilitating life-changing mentoring relationships with a caring adult mentor. Our long history of leading innovation has proven crucial as we address growing mental health challenges among young people. Through the recent implementation of our organizational Theory of Change, we were one of the first organizations to implement Brain Story certification for all our staff, in partnership with the Palix Foundation and the Alberta Family Wellness Initiative, which provides detailed scientific information on brain development and its consequences for lifelong health.

Vulnerable youth in Rocky View County have faced additional challenges due to the Covid-19 pandemic. Young people have been living in a remarkable period of enforced social isolation, lacking access to regular routines and school and community supports. Despite the positive direction the pandemic seems to be taking, there remains an enormous amount of anxiety about the future. BBBS Calgary and Area is well positioned to continue to adapt to the changing landscape in the best interests of young people. This may include pivoting to virtual program service delivery model, increasing frequency of contact with our Littles, and exploring innovative ways to reach prospective mentors.

### 9.3 STATEMENT OF NEED

Problem statement; description of the situation you wish to change.

The BBBS needs assessment process at intake reveals that the majority of our clients, regardless of their identity group, struggle significantly with social-emotional skills, all which have a strong bearing on overall mental health. COVID-19 has amplified the stress experienced by economically and socially vulnerable youth by limiting access to regular routines, school, and community support. Our research indicates certain groups of children and youth may be even more affected by both the stresses of everyday life and of COVID-19.

We know that 5 out of 10 kids in Rocky View County have 4 or more Adverse Childhood Experiences (ACEs), which studies have shown can harm children's developing brains and lead to changing how they respond to stress and damaging their immune systems so profoundly that the effects show up decades later. The most common adversities cited by Littles include divorce of parents, substance abuse in family, and conflict or violence at home. This is fairly consistent with data from across all our programs, although mental health issues in the household ranks high when looking across the agency. We also ask at intake what challenges young people are facing right now. The highest responses are for difficulty relating to peers or a lack of friends, low self-esteem, and difficulty controlling their emotions.

As mentioned above, we are seeing a trend in increasing mental health challenges among children and youth, significant impacts of the Covid-19 pandemic on our young people and increased awareness of equity, diversity and inclusion issues facing vulnerable youth. Mental health has been declining among Canadian families since the pandemic. In a 2021 study, 25% of Canadian parents reported that their children's mental health had worsened



since the pandemic. A recent study by Abacus Data confirms that young people are struggling to remain engaged with their education with racialized young people struggling the most. Over 1,000 Canadian youth (aged 15-30) were surveyed, and the findings indicate that 67% are struggling to access the supports they need to learn and half report that they have started to rethink their plans for future education and employment.

#### 9.4 STRATEGY/ACTIVITIES

How will the program address the specified need? What goal or long-term change or impact do you want to achieve? What are you going to do in the program to achieve your goal(s)?

Through mentoring, our primary goal is to grow our impact for the children and youth we serve by:

- a) Facilitating a developmental relationship between a caring mentor and a vulnerable child or youth. A developmental relationship is a relationship with a caring adult, in which the adult expresses care, challenges growth, provides support, shares power and expands possibilities for the young person.
- b) Supporting positive social emotional learning across the five domains as defined by CASEL: self-awareness, self-management, social awareness, relationships skills and responsible decision-making.

Our flagship core **community mentoring** programs match a child aged 6-12 or youth aged 13-24 with an individual adult or adult couple. Mentoring matches meet in the community once a week for two to five hours and take part in developmentally-important activities of the young person's choice. Through an intentional matching and training process, supported by a Mentoring Coordinator, the match builds a trusting developmental relationship, in which the adult mentor expresses care, challenges growth, provides support and expands possibilities for their Little. Within the context of this relationship, clients build executive function skills, improve their social-emotional skills and resiliency, and benefit from a natural support who facilitates other connections in the community.

Matches can be made year-round, and we request a one-year commitment from volunteer mentors, although many matches last longer. Each match follows a series of best practices for building, supporting and closing mentoring matches.

Our **school-based programs** match elementary school-age children with either adult or teen volunteers in a 1:1 mentoring relationship. Children are matched one-on-one with an adult or senior mentor from their community, who they meet for an hour once per week during the school year and on school premises. Matches engage in a wide range of recreation and craft activities that promote curiosity, intellectual growth, critical thinking skills and problem-solving. Examples include crafts, games, baking, reading, sports, playing outside, group activities like building gingerbread houses, pumpkin carving or scavenger hunts. Although BBBS Mentoring Coordinators arrange these activities, ultimately the mentor and their mentee must work together to plan what they would like to do. These activities and interactions supplement the core school curriculum by supporting a quality bond between mentor and mentee, within which context children and youth develop and enhance their social-emotional wellbeing and gain access to social supports and community and school resources.

Our Teen Mentoring program, also in schools, matches children with teens from local junior and senior high schools and supports their weekly meetings in their school with supervision by a Mentoring Coordinator. Young students benefit from the one-on-one attention and by having access to the knowledge and wisdom of their older peers, which helps build their confidence and increases feelings of self-acceptance. Meanwhile, teen mentors improve their leadership, time management and communication skills, doubling the impact of the program. Despite the ongoing challenges brought on by the pandemic, Teen Mentoring continues to be a key area of growth for us, particularly in Rocky View County. We are keen to explore some new communities to implement our programs, such as Langdon, Crossfield, Springbank and Chestemere.

**Virtual Mentoring** became a necessity as we navigated the mandated restrictions brought on by the pandemic. We facilitated two online Teen Mentoring programs for about 40 students in the 2020-21 school year between the Global Sports Academy at Springbank High and younger students at Springbank Middle School, and innovated even further with our new Big Pen Pal Project, a different form of virtual mentoring. Through the project, we facilitated the exchange of 2 letters between Bigs and Littles in schools each month for a period of 5 months until the end of the school year. This gave us the opportunity to engage regularly with our current program participants and some of our mentors while in-school programs were suspended due to ongoing restrictions. Our project evaluation confirmed that the Big Pen Pal Project supported the creation of a developmental relationship between the volunteer and the mentee by expressing care and expanding possibilities. While the in-person mentoring model will always be our preferred method, innovations like the Big Pen Pal Project have allowed connections to grow

and flourish. As the upcoming school year will also be one of transition and adaptation, we will be exploring whether or not the Big Pen Pal Project will be a good fit for rural communities.

We will test new **volunteer recruitment** strategies, including a recruitment campaign for Big Couple and Between Generations for senior volunteer mentors. These targeted campaigns will also incorporate new tactics such as expanded radio ads, interviews, and direct mail outs to Rocky View County residents. As word of mouth continues to be one of the top ways we get new mentor volunteers, it is the engagement of these new volunteers and the positive experience they have that will help us continue to support the young people in need of a mentor in Rocky View and area.

The Covid-19 pandemic provided the opportunity for us to step back and evaluate our recruitment strategies, and of course we were forced to re-imagine our tactics. We know that in some cases, young people are waiting up to two years to be matched with a mentor. We therefore began to look at novel solutions to the pressing need of ensuring we had a full pipeline of mentors ready to be matched with vulnerable young people. As we shifted to virtual methods of service delivery due to the onset of the pandemic, we engaged a diverse network of stakeholders to support the ideation process, specifically in the area of recruitment. Working with external partners such as Pivot Innovation, the University of Calgary and with pro-bono support from Benevity, we undertook a process of “innovation engineering” that led to the development of a new web-based recruitment tool called the DIY (Do It Yourself) Volunteer Tracker to help facilitate a more seamless volunteer experience with our agency.

Our process revealed the core problem was not that there were too few mentor applicants, but rather, the effectiveness of moving applicants more quickly and seamlessly through our extensive onboarding and intake process. In response, we developed the DIY Tracker, which will support BBBS becoming a more effective, sustainable, and resilient organization able to impact more youth in the community. It will improve system integration, increasing our capacity to innovate and collaborate with partner agencies, other civil society organizations and the general public. The DIY Tracker is an innovative platform designed to recruit and onboard mentors in order to accelerate the pace of recruitment, provide increased engagement throughout the qualification process, and to retain a higher % of mentors from initial interest to active participation. The DIY Tracker takes the existing qualification process and translates the experience to a series of online modules that apply the same rigorous standards BBBS is known for, but allows the applicant to move at an accelerated, self-directed pace.

BBBS is in the process of taking the DIY Tracker from prototype to product. Building on our initial review and research, we have completed targeted beta testing and iteration and are now focused on implementation for all prospective volunteers and finally scaling up the project to potentially impact the BBBS network provincially and nationally. We have created a business model design and are working with our national network on how to integrate the DIY Tracker into our current service delivery platform.

## 9.5 RATIONALE

An explanation of why you believe this strategy or approach will work; include research if possible.

Neuroscience tells us that supportive, nurturing relationships, like those fostered by BBBS, are critical to buffering the impact of toxic stress caused by adversity. BBBS mentors promote resilience in children and youth by providing opportunities to develop healthy behaviour, effective interpersonal relationships, and civic engagement. This includes helping young people develop strategies to cope with stress and manage difficult circumstances. A study of Big Brothers Big Sisters programs found that adult participants who had had a Big Brother or Big Sister as a child were more likely to give to charitable causes and volunteer in their communities than those participants who had not been in a BBBS mentoring program (Boston Consulting Group, 2013). We also know that mentoring can open doors to higher education, assuring youth a higher earning potential throughout their lives (Levine, 2014). And according to the Harvard Center on the Developing Child, facilitating supportive adult-child relationships is one of the four key factors in building resilience (Harvard Center on the Developing Child).

BBBS Calgary and Area has decades of expertise to draw upon when delivering quality mentoring programs, implementing research-based mentoring best practices and developing processes for the recruitment, screening and ongoing supervision of mentors and mentoring relationships. Each match follows a series of best practices for building, supporting and closing mentoring matches. Mentoring Coordinators and Engagement Coordinators recruit, screen, train, match, monitor and close matches according to BBBS Canada's rigorous National Standards.

We know mentoring works. Our evaluative data shows that our programs have a positive impact on children and youth through measuring social emotional learning, the process through which young people understand and



manage their emotions, set and achieve positive goals; feel and show empathy for others, establish and maintain positive relationships, and make responsible decisions.

Specifically, we measure the impact of mentoring on young people in two key areas:

#### Social-Emotional Competencies

Social-emotional competencies of children and youth are measured in 8 domains, as measured by parents and by mentees:

- **Self-Awareness** the desire to improve self and awareness of strengths and limitations
- **Self-management** ability to control emotions and behaviors in pursuit of a goal or in a new situation
- **Personal responsibility** being careful and reliable and contribute to group efforts
- **Goal-Directed behavior** skills to initiate and complete tasks
- **Relationship skills** ability to promote and maintain positive connections
- **Social Awareness** capability to interact with others in a positive manner that shows respect and tolerance
- **Decision Making** problem solving skills and accepting responsibility for decisions
- **Optimistic Thinking** confidence, hopefulness and positive thinking

As rated by parents, in FY 2021, 77% of mentees improved one or more SEC and 90% of mentees self-reported improvements in one or more SEC. The key areas of improvement are consistent for both parents and self-reported by young people:

- 65% | 47% of children and youth control better their emotions and behaviors in pursuit of a goal or in a new situation **Self-management**
- 55% | 43% of children and youth better maintaining positive connections **Relationship skills**
- 63% | 41% of children and youth improved their capability to interact with others in a positive manner that shows respect and tolerance **Social Awareness**

We do not provide targeted interventions to develop one specific skill; for example, self-awareness on its own. Instead we mainly focus on the quality of relationship of the overall relationship between mentor and mentee and evaluate all areas of social emotional competencies as a whole.

#### Developmental Relationships

A developmental relationship is a relationship with a caring adult, in which the adult expresses care, challenges growth, provides support, shares power and expands possibilities for the young person. BBBS Calgary and Area measures the presence and strength of a developmental relationship after four months of mentoring, annually, and at match closure.

	Express Care	Challenge Growth	Provide Support	Share Power	Expand Possibilities
All Mentees	92%	84%	79%	90%	69%
School	89%	80%	71%	89%	60%
Community	95%	88%	87%	90%	78%
Mentors	99%	83%	90%	98%	81%

#### 9.6 INPUTS

\*Please see end of application for budget shell. Budget sheet(s) **MUST** follow the template as provided.

A. Have you researched or sourced other methods of funding? How do you propose to sustain this program?

Without committed and sustained funding, we are not able to create and maintain the life-altering mentoring relationships for children and youth in Rocky View County who need them most. Led by its Board of Directors, BBBS Calgary and Area is pursuing a diversified business development strategy that seeks funding from federal, provincial and local governments, corporate and family foundations, local business and public donations that ensures we are not overly dependent on any one funding source. Funding for Rocky View County services is

provided through a number of sources, including the City of Airdrie, the Town of Cochrane and Alberta Children's Services; as well as local businesses, service clubs and individuals.

We have explored unique opportunities in the past year to raise both funds for and awareness of our programs, including more robust third-party events. For example, we re-imagined our Big Brunch fundraiser in a safe way that respected all pandemic health restrictions in 2020. Although we are able to resume in-person events we are retaining some of the changes we made last year in 2021. We are also implementing a 50-50 draw linked to our annual All Stars for Kids campaign, and a wine auction in partnership with ROARR, a key program partners that offers equine assisted learning programs and therapies for youth and seniors in need. We will continue to seek out innovative opportunities to ensure secure and consistent funding for our programs.

B. Has this budget been authorized by your Board of Directors? Yes ☒ No ☐ If no, please explain:

BBBS operates on a fiscal year which runs from April 1 to March 31. We are midway through our FY2022 budget year. The FY2023 budget (covering April 1, 2022-March 31, 2023) will be developed and approved by the board in March 2022.

**9.7 PROJECTED OUTPUTS (Count of products and services delivered to the target group. For definitions, see the end of the report)**

Please report the projected direct product of your activities, usually measured by volume of work accomplished. Must include projected number of individual participants, volunteers and volunteer hours. Other outputs may include projected number of training sessions, workshops, and community development programs. Include projected number of County residents utilizing services. Rocky View County residents do not include people who reside in Airdrie, Beiseker, Chestermere, Cochrane, Crossfield, Irricana or Redwood Meadows. It does include those who live outside of these municipalities and within the hamlets located within the County's borders.

**A. PROJECTED NUMBER OF INDIVIDUAL PARTICIPANTS SERVED:**

People served should only be counted once unless they are part of a family being served (see definitions). DO NOT include group participants, contacts, or community development initiatives if counted below.

Provide general summary of outputs here:

Below is a projected number of people who receive services directly through mentoring programs including children, youth, teen mentors and adult mentors. The target group for BBBS mentoring programs is children and youth with the age demographics ranging from 6-24 depending on the program.

It will take time to ramp up as we navigate the Covid-19 pandemic but we expect to be back in schools across Rocky View County in fall 2021 in some form and are hopeful that we will be able to maintain a comparable level of programming in support of Rocky View children and youth in our community programming.

Number of Children/Youth (0 to 18 years) **198** Number of County Residents: **30**

Number of Adults (19 to 64 years) **53** Number of County Residents: **10**

Number of Seniors (65+ years) Number of County Residents:

Number of Families  Number of County Families:

**B. PROJECTED NUMBER OF GROUPS SERVED:**

(e.g. workshops, training and/or education groups)

Provide general summary of outputs here:

BBBS provides program orientation, pre-match training and post-match training to mentees and their families as well as to volunteers. All participants in the mentoring match undergo our nationally-accredited Strong from the Start pre-match training. We continually adapt our training to reflect best practices, including adding components on brain science, trauma-informed care, developmental relationships, and social emotional competencies. We make local alterations to this program to best suit the needs of the community.

We are currently facilitating one-on-one pre-match training for Littles and families. We found this to be more effective when we have to deliver the training virtually and also allows us to individualize the training. We will look at resuming in-person group training for Littles and families in the fall 2021. While we are resuming in-person, small group volunteer training, we are maintaining a virtual training option. It may also be a more effective way of engaging mentors from throughout Rocky View County to complete training virtually instead of in person.

We also hold monthly matched events to support low- or no-cost activities our matches can participate in. These events are geared towards providing fun, recreational, and educational experiences for Littles and their mentors to do together.

These numbers reflect:

	Groups ↓	Families	Children & Youth	Mentors
Pre-match training*	12	15	95	90~
Post-match training^	2	8	10	
	4			20
Matched events^	12			10

\* Monthly pre-match training for projected *new* mentors and mentees (and their families). It doesn't include those matches that are in process, as they have already received the required training

~ This includes estimated 15 new adult mentors and 75 teen mentors

^ All are invited to participate, however, not all attend

Number of Groups: **30 (unique)** Total Number of Participants: **200 (unique)** Number of County Residents: **20 (unique)**

**C. PROJECTED NUMBER OF CONTACTS PROVIDED:**

(e.g. providing assistance with forms/referral; telephone, mail outs, email, and social media)

Provide general summary of outputs here:

BBBS staff provides ongoing support to mentors and mentees including initial contact, ongoing match support, formal check-ins at 4 months and annually, and community referrals. Contact is provided weekly for teen mentoring matches and there is a minimum of monthly contact for community matches. Mentors and mentees have phone or email access to their mentoring coordinator as well as emergency phone support 7 days a week 24 hours a day.

Number of Clients: **198** Number of County Residents: **40**

**D. PROJECTED NUMBER OF COMMUNITY DEVELOPMENT INITIATIVES:**

(E.g. community assessment, mobilization, and/or advocacy committees. Do not include service to individuals)

Provide general summary of outputs here:

BBBS has historically participated in many local area initiatives including trade shows, presentations, booths at fairs and local markets. The Covid-19 pandemic has impacted many of these events, however we are continuing to engage with community partners in a variety of ways. As we shift to a virtual/in-person service delivery model, we anticipate ramping up and pivoting our recruitment efforts.

The increased community awareness to support this will include social media engagement, local radio and print media, and increased public signage (i.e. bus shelters, road signs). We have also been working to expand our Big Deal Card program into Rocky View County, as well as our Ambassador program. The Big Deal Card provides local businesses with the opportunity to give back to the community through special offers and discounts, exclusive to BBBS mentors and mentees, and our Ambassadors support young people by sharing their stories of mentoring with others who may be interested in participating. We have pivoted to do many of these activities virtually and will transition back to in-person events as appropriate through the 2022 year.

Staff will continue to attend Airdrie Resource Council (ARC) and other Rocky View area community meetings that are being held virtually or in-person. Volunteer Airdrie and the Youth Volunteer Corp continue to be a partners we work with to mobilize new volunteers from youth to adults and includes those that live within Rocky View County.

Our staff also continue to utilize our office space located at the Airdrie Community Links office so that we are present in the community and easily accessible.

Number of Initiatives: **20**    Number of Clients: **will vary**    Number of County Residents: **will vary**

#### **E. VOLUNTEERISM**

a) What are the roles of volunteers in the program?

Volunteers continue to be the foundation on which BBBS programs are built. Volunteers work directly with the young people or clients enrolled in BBBS programs. These volunteers commit to meeting with their mentees weekly for one calendar or one school year, depending on the program. Volunteers also serve on various committees and boards and provide support in the areas of fundraising, promotions, governance, policy and risk management.

b) How does the program promote, encourage, and facilitate the use of volunteers?

As a voluntary organization, volunteer mentors are essential in the delivery of BBBS mentoring programs. We continue to be focused on ensuring that we have enough mentors to support the vulnerable young people coming to us for service. Recruitment of caring, competent, committed mentors is a strategic priority for the organization and is supported by three enabling strategies: expand and deepen recruiting capacity within the organization; develop and implement a recruiting strategy including diverse groups of potential mentors; and enhance the recognition and retention of mentors.

In April 2021, we ran one of our most successful recruitment campaigns in recent history that saw the largest number of new volunteers apply to become mentors we have ever had in one month. This also include 15 new volunteers for the Airdrie and Rocky View area. By broadening our recruitment tactics to include television advertising, a three-part news series as well as targeted radio ads, we were able to bring a sense of urgency to our need for adult mentors and the impact a volunteer can have in all the communities we serve. We will continue to use these successful strategies and expand on them with more local media throughout 2022.

As part of our on-going process of promoting and encouraging new and existing volunteers, we are also expanding our volunteer recognition program. This includes the addition of the Big Deal Card mentioned above. The value for mentors is that they can utilize the discount card to help reduce the cost to activities with their Littles, they can explore new activities in their community, and helps them to support local businesses. To learn more about the BIG Deal card, go to: [www.bbbscalgary.ca/bigdealcard](http://www.bbbscalgary.ca/bigdealcard).

As mentioned above, BBBS is in the process of taking the DIY Tracker from prototype to product. Building on our initial review and research, we have completed targeted beta testing and iteration and are now focused on implementation for all prospective volunteers, including those from Rocky View County, and finally scaling up the project to potentially impact the BBBS network provincially and nationally. We have created a business model design and are working with our national network on how to integrate the DIY Tracker into our current service delivery platform.

c) Total number of volunteers in agency/program:	<b>111</b>
d) Total number of volunteer hours in 2020:	<b>4,160</b>
e) Estimated number of volunteer hours until the end of 2021:	<b>3,000</b>

### 9.8 EXPECTED OUTCOMES

Statements, which describe the difference the agency/program intervention will make with clients in the short term, mid-term, and long term. These must logically connect to the Provincial and Rocky View County Outcomes in Section 7.2.

Outcome 1: Children and youth form a developmentally significant relationship with a mentor.

- Children and youth feel supported by their mentors

Outcome 2: Individuals experience personal well-being.

- Mentors feel that what they do in life is valuable, worthwhile and valued by others
- As a result of being involved in BBBS program, I make my community a better place

### 9.9 OUTCOME INDICATORS

List the specific items of information that you will track to measure your program's success on outcomes. These are generally in the form of a cluster of questions or surveys and relate directly to the Rocky View County Outcome Indicators listed in Section 7.2. Copies of the Provincial FCSS Measures Bank are available upon request.

Outcome 1: Children and youth form a developmentally significant relationship with a mentor.

- At BBBS I feel my mentor cares about me
- At BBBS I feel supported by my mentor

Outcome 2: Individuals experience personal well-being.

- As a result of volunteering with BBBS I believe I am making a difference

### 10. ADDITIONAL INFORMATION

Please provide a brief agency/program history.

Big Brothers Big Sisters of Calgary and Area (BBBS Calgary) facilitates developmental relationships between volunteer mentors and children and youth who are facing adversity. Mentoring is an intervention proven to address prevalent social issues like lack of school engagement, loneliness and social isolation, poverty, and trauma. Mentors also constitute a social resource, helping children and youth develop social and emotional skills and connecting them to other parts of their communities.

BBBS believes passionately in the right of every child to fulfill their potential and has been working to make that vision a reality since 1994. Our mentoring programs in Calgary, Airdrie, Okotoks, Cochrane and surrounding rural communities focus on the core outcomes of improving resilience by enhancing the social-emotional wellbeing and executive function of children and youth.

### 11. STORIES

Please provide 1 or 2 short anecdotal stories about some of your County rural clients who have received services from your organization, and how their situation has improved as a result of their involvement in this program. This story may be used for publication by FCSS. Please do not include any client identifying information.

Throughout the pandemic, Big Brothers Big Sisters of Calgary and Area has pivoted programming to ensure the safety and wellbeing of clients and volunteers. At the start of the 2020/2021 school year, the agency reached out to all existing school contacts to explore what the Teen Mentoring program could look like. W. H. Croxford High School and Nose Creek Elementary School recognized the benefit of mentoring for their students and wanted to work with us to determine what a virtual (online) teen mentoring program would look like. This included key technology requirements, school staff support to ensure the program could run efficiently, and also that the program operated within parameters that mandate that matches between a teen Big and a younger Little are monitored by our trained staff.

Our Mentoring Coordinator created a meeting using the Zoom platform where all participants joined at the same time each week. School staff at Nose Creek supported the program by helping children log in to their Zoom meeting. Matches were then moved into breakout rooms and our staff would virtually move between breakout rooms to provide support and ideas. Matches met for the entire school year and were able to build relationships, just as they had in our regular in-person programming. When asked about the program, one teen mentor stated: "I was able to help my mentee through a few challenges at school about bullying and helped him discover self confidence." Our school contact stated: "His mentor always tried new and fun activities. There wasn't a week that went by where they weren't doing something fun or inventive like arts and crafts or science experiments."

We also implemented two online Teen Mentoring programs for about 40 students from the Global Sports Academy at Springbank High and younger students at Springbank Middle School. Students from Springbank High were asked for feedback at the end of program. Three years of survey data demonstrates several positive gains as a result of participation as a teen mentor.

- 91% of teen mentors have increased their awareness regarding the importance and benefit of developing secure, healthy relationships
- 89% of teen mentors agreed or strongly agreed that this experience as a mentor has helped them get along better with others
- 57% of teen mentors have increased the number of connections (e.g. friends, people I hang out with, say hi to in the hall) with other youth at school
- 61% of teen mentors have increased the number of connections (e.g. people I know who to turn to if I need help) with the adults at their school
- 63% of teen mentors feel more connected to their school as a result of being a mentor

We appreciated the opportunity to pilot a virtual teen mentoring program, and we will continue to offer this stream as long as we are facing uncertainty as a result of the pandemic. It also shows us that mentoring can be effective virtually, though the consistent feedback from all participants is that they would prefer to meet in person if possible. We look forward to our continued work with our school partners and will adapt as needed.

**INSERT BUDGET DETAILS ON THE FOLLOWING PAGE**  
**DO NOT INCLUDE IN-KIND SUPPORTS, ONLY ACTUAL DOLLARS**  
**AN EXCEL SPREADSHEET IS AVAILABLE FOR INSERTION**



Please ensure that section 9.6 C starts on a page(s) with no other sections on the page(s). For consistency purposes, it is **IMPERATIVE** that you use the following template as provided and **NOT** modify it, other than adding additional lines.

<b>9.6 C. INPUTS (Resources dedicated to the program. Include staff and budget for one year.)</b>			
<b>2022 PROPOSED BUDGET</b> (Ensure all calculations are correct. Use the second column to itemize the program expenses to which you plan to direct the County FCSS funds. Column 1 + Column 2 = Column 3)			
<b>ITEM</b>	<b>Column 1</b> 2022 Costs to be paid or contributed by the Applicant and other funding partners (Agency Contribution)	<b>Column 2</b> 2022 Costs to be funded by County FCSS (Program Request)	<b>Column 3</b> 2022 Projected Year End Total Program Budget (Total Cost)
<b>EXPENSES</b>			
<b>PERSONNEL (specify positions and hours per week)</b>			
Mentoring Coordinators (Airdrie & Cochrane 3.1 FTE)	118,279.00	35,400.00	153,679.00
Service Delivery Team Lead/Supervisor/Support/Recruitment/ Evaluation	38,644.00	24,500.00	63,144.00
Communications Support	18,913.00	2,500.00	21,413.00
Administrative Support	67,817.00	10,000.00	77,817.00
<b>a. SUBTOTAL PERSONNEL</b>	<b>243,653.00</b>	<b>72,400.00</b>	<b>316,053.00</b>
<b>TRAVEL &amp; TRAINING (specify)</b>			
Staff Transportation	2,801.00	2,000.00	4,801.00
Staff Training/Recognition/Recruitment	18,856.00	2,375.00	21,231.00
Vol. Training/Recognition	1,840.00	750.00	2,590.00
<b>b. SUBTOTAL TRAVEL &amp; TRAINING</b>	<b>23,497.00</b>	<b>5,125.00</b>	<b>28,622.00</b>
<b>MATERIALS AND SUPPLIES (specify)</b>			
Office, postage, equipment & computer maintenance	23,561.00	1,475.00	25,036.00
Rent & Storage	33,419.00	3,000.00	36,419.00
Group Activities & Program Supplies	2,651.00	1,500.00	4,151.00
Volunteer Recruitment Activities & Supplies, Promotional Materials, Advertising	3,788.00	2,500.00	6,288.00
<b>c. SUBTOTAL MATERIALS AND SUPPLIES</b>	<b>63,419.00</b>	<b>8,475.00</b>	<b>71,894.00</b>
<b>OTHER (specify)</b>			
Outside Consultants/Audit Fees	18,654.00	1,150.00	19,804.00
Insurance/Marketing	4,221.00	1,750.00	5,971.00
Dues to BBBS Canada/Memberships	4,352.00	1,150.00	5,502.00
<b>d. SUBTOTAL OTHER</b>	<b>27,227.00</b>	<b>4,050.00</b>	<b>31,277.00</b>
<b>e. TOTAL EXPENDITURES (e=a+b+c+d)</b>	<b>357,796.00</b>	<b>90,050.00</b>	<b>447,846.00</b>
<b>REVENUE (specify other sources of funding including fundraising, fees for service, other grants, etc.)</b>			
FCSS Airdrie Grants	160,000.00		
Other Government Funding	35,888.00		
Donations, Foundations and Fundraising	161,908.00		
<b>f. TOTAL REVENUE</b>	<b>357,796.00</b>		
<b>g. FCSS REQUEST</b> (DEFICIT = Total of Column 3 Expenditures – Total Revenue)		<b>90,050.00</b>	

**COMPLETE THIS SECTION ONLY IF YOU RECEIVED 2021 COUNTY FCSS FUNDING AND ARE APPLYING FOR AN INCREASE.**

<b>12. 2022 FUNDING INCREASE REQUEST EXPLANATION</b>	
<b>A. 2021 County FCSS Grant</b>	81,500.00
<b>B. 2022 County FCSS Request</b>	90,050.00
<b>C. Does this request result from a decrease in other funding support? Specify.</b>	
Like many charitable organizations, we are experiencing a decline in donations from corporations and individuals. However, the need for our services is only growing.	
<b>D. Identify requested funding increase. List each category and the amount of increase (e.g. Personnel, Materials and Supplies).</b>	
We have requested a small increase across all budget categories.	
<b>E. Provide a rationale together with supporting data, using demographics as necessary.</b>	
This modest increase reflects the true costs of implementing programming in Rocky View County. The 2022 proposed budget is the same budget requested in 2021.	
<b>F. How will this increase impact clients and services? How will the change be measured? If the increase is not granted, what effect will it have?</b>	
We are requesting a modest increase that allows for increased costs across all budget categories. We continue to work hard to ensure we have appropriate funds to support mentoring programs in Rocky View County.	
<b>G. Outline the efforts already taken to accommodate the proposed program adjustment.</b>	
N/A	
<b>H. How many years have you received County FCSS funding?</b>	
We have gratefully received funding from Rocky View County FCSS for many years. We look forward to continuing our partnership to serve vulnerable children and youth!	



## BOARD LIST: JUNE 2021 – JUNE 2022

**Breanne Oliver, Chair**

General Manager Human Resources/Corporate Spokesperson, Inter Pipeline

**George Androulidakis, Vice-Chair**

Managing Director, Risk Management Solutions Group, National Bank of Canada

**Donna Lee, Treasurer**

Partner, National Tax Services, MNP LLP

**Jana Prete, Secretary and Ombudsman**

Associate General Counsel, AIMCo

**Michael Bell, Director**

Business Development Manager, Epcor

**Andrew Boblin, Director**

Senior Vice President, Real Estate & Development, PBA Land & Development

**Warren Book, Director**

Consultant

**Nicholas Cambridge, Director**

Senior Manager, Financial Systems & Reconciliation, Benevity

**Ryan Cross, Director**

Senior Drilling and Completions Advisor, Strathcona Resources Ltd.

**Jean Gladu, Director**

President, 1371044 Alberta Ltd

**Matt Kraemer, Director**

Partner, Tax, McCarthy Tétrault

**Gurpreet Lail, Director**

President & CEO, Petroleum Services Association of Canada

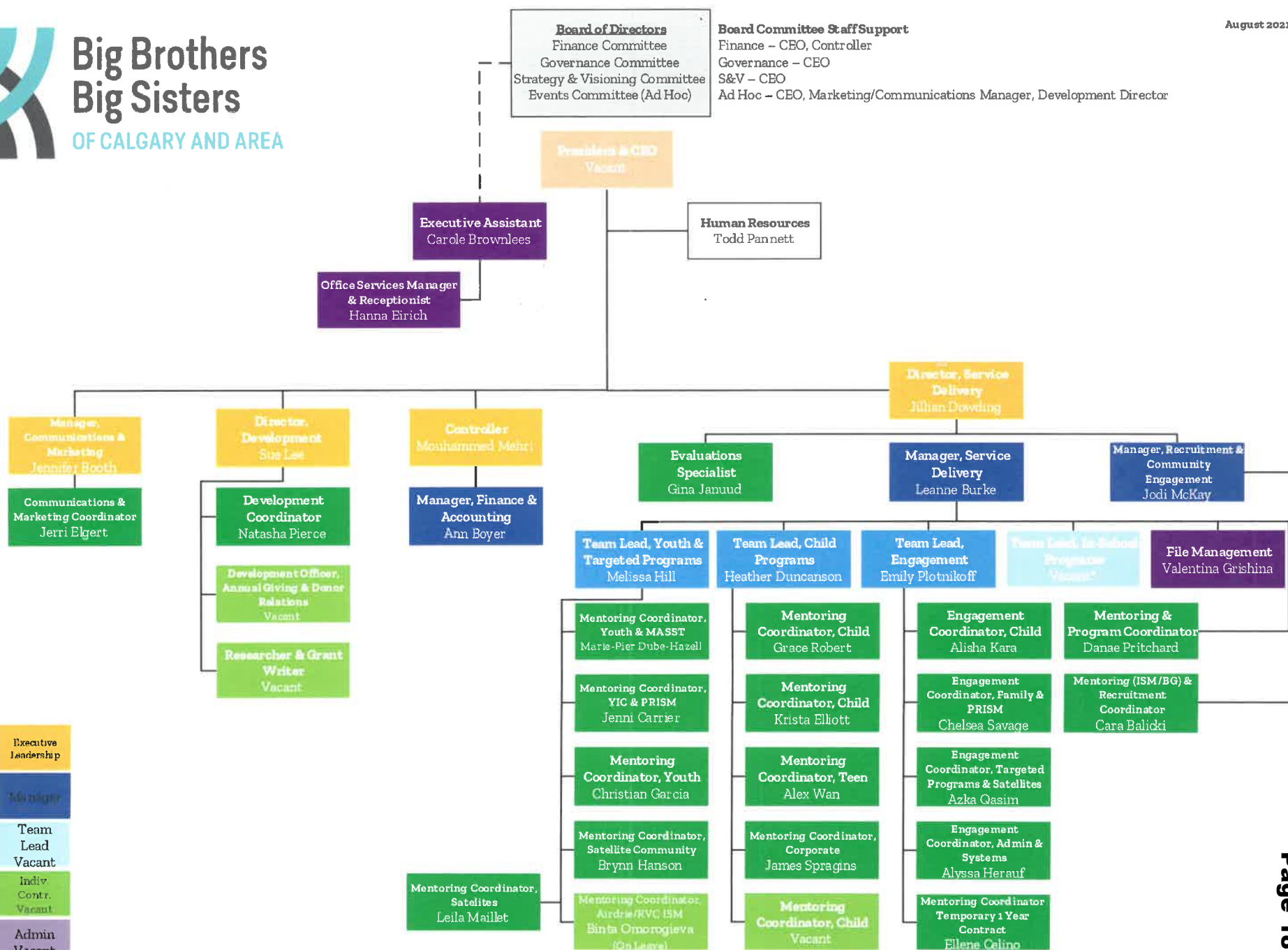
**Adam Lamont, Director**

Vice President, CCI Wireless, Xplornet Communications Inc.

**Rick McMurray, Director**

Canadian Progress Clubs, Calgary Bow River

President	Executive Leadership
Executive Leadership Vacant	Manager
Team Lead	Team Lead Vacant
Individual Coordinator	Indiv Contr. Vacant
Admin	Admin Vacant



\* Team Lead role to be reconsidered and resourced based upon agency needs requirements, and funding.



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## **INDEPENDENT AUDITORS' REPORT**

To the Board of Directors of Big Brothers Big Sisters of Calgary and Area

### ***Opinion***

We have audited the financial statements of Big Brothers Big Sisters of Calgary and Area (the Entity), which comprise:

- the statement of financial position as at March 31, 2021
- the statement of operations and changes in net assets for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements, present fairly, in all material respects, the financial position of the Entity as at March 31, 2021, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### ***Basis for Opinion***

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "***Auditors' Responsibilities for the Audit of the Financial Statements***" section of our auditors' report.



We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

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

***Other Information***

Management is responsible for the other information. Other information comprises:

the information, other than the financial statements and the auditors' report thereon, included in the Entity's Annual Report.

Our opinion on the financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit and remain alert for indications that the other information appears to be materially misstated.

We obtained the information, other than the financial statements and the auditors' report thereon, included in the Annual Report as at the date of this auditors' report.

If, based on the work we have performed on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact in the auditors' report.

We have nothing to report in this regard.

***Responsibilities of Management and Those Charged with Governance for the Financial Statements***

Management is responsible for the preparation and fair presentation of the 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.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.





Those charged with governance are responsible for overseeing the Entity's financial reporting process.

***Auditors' Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit 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.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.



- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*KPMG LLP*

Chartered Professional Accountants

Calgary, Canada

May 31, 2021

**BIG BROTHERS BIG SISTERS OF CALGARY AND AREA**  
**Statement of Financial Position**  
**March 31, 2021 with comparative information for 2020**

	March 31, 2021	March 31, 2020
	\$	\$
<b>Assets</b>		
Current assets:		
Cash (note 3)	2,255,773	1,045,617
Short-term investments (note 4)	-	251,707
Accounts receivable (note 8)	118,819	45,943
Prepaid expenses	67,766	71,213
	2,442,358	1,414,480
Property and equipment (note 5)	94,150	20,310
Intangible assets (note 5)	20,286	-
<b>Total assets</b>	<b>2,556,794</b>	<b>1,434,790</b>
<b>Liabilities and net assets</b>		
Current liabilities:		
Accounts payable and accrued liabilities	178,302	99,320
Deferred revenue (note 9)	700,549	531,683
	878,851	631,003
Deferred asset contributions (note 9)	25,517	12,169
Deferred revenue (note 9)	22,047	19,922
	926,415	663,094
Net assets:		
Unrestricted	1,630,379	771,696
Commitments (note 11)		
Economic dependence (note 12)		
<b>Total liabilities and net assets</b>	<b>2,556,794</b>	<b>1,434,790</b>

See accompanying notes to financial statements.

On behalf of the Board:

\_\_\_\_\_  
Breanne Oliver  
Chair

\_\_\_\_\_  
Warren Book  
Treasurer

**BIG BROTHERS BIG SISTERS OF CALGARY AND AREA**  
**Statement of Operations and Changes in Net Assets**  
**Year ended March 31, 2021 with comparative information for 2020**

	March 31, 2021	March 31, 2020
	\$	\$
<b>Revenue</b>		
Government funding	1,497,297	1,377,273
Federal subsidies (note 8)	856,398	-
Foundations	665,660	896,244
Fundraising (note 6)	546,252	757,075
General donations	296,474	346,348
Gifts in-kind	71,349	69,478
Deferred asset contribution amortization (note 9)	12,277	7,040
Interest and other investment	5,599	8,628
<b>Total revenue</b>	<b>3,951,306</b>	<b>3,462,086</b>
<b>Expenses</b>		
Personnel	2,458,745	2,580,666
Rent and office	415,328	415,636
Gifts in-kind	71,349	69,478
Fundraising (note 6)	48,859	48,139
Program activities and supplies	39,714	47,002
Amortization	23,756	10,248
Volunteer recruitment and training	14,666	23,431
Communications and marketing	12,301	43,713
Other expenses	7,905	8,605
<b>Total expenses</b>	<b>3,092,623</b>	<b>3,246,918</b>
<b>Excess of revenue over expenses <sup>1</sup></b>	<b>858,683</b>	<b>215,168</b>
<b>Net assets, beginning of year</b>	<b>771,696</b>	<b>556,528</b>
<b>Net assets, end of year</b>	<b>1,630,379</b>	<b>771,696</b>

See accompanying notes to financial statements.

<sup>1</sup> Excess of revenue over expenses before federal subsidies revenue of \$856,398 (2020 - \$nil) is \$2,285 (2020 - \$215,168).

**BIG BROTHERS BIG SISTERS OF CALGARY AND AREA**  
**Statement of Cash Flows**  
**Year ended March 31, 2021, with comparative information for 2020**

	March 31, 2021	March 31, 2020
	\$	\$
<b>Cash provided by (used in):</b>		
<b>Operating activities:</b>		
Cash received from donors	3,166,602	2,997,435
Cash received from federal subsidies (note 8)	793,528	-
Cash paid to suppliers	(889,079)	(1,012,362)
Cash paid to employees	(2,025,944)	(2,152,932)
Interest and other investment income	5,599	8,628
	1,050,706	(159,231)
<b>Financing activities:</b>		
Deferred asset contributions received from donors	25,625	-
<b>Investing activities:</b>		
Short-term investments purchased	-	(251,707)
Cash received from sale of short-term investments	251,707	252,265
Property and equipment acquired	(92,257)	(8,377)
Intangible assets acquired	(25,625)	-
	133,825	(7,819)
<b>Net increase (decrease) in cash</b>	1,210,156	(167,050)
<b>Cash, beginning of year (note 3)</b>	1,045,617	1,212,667
<b>Cash, end of year (note 3)</b>	2,255,773	1,045,617

See accompanying notes to financial statements.

## **BIG BROTHERS BIG SISTERS OF CALGARY AND AREA**

Notes to Financial Statements

Year ended March 31, 2021 with comparative information for 2020

---

### **1. Nature of Operations**

Big Brothers Big Sisters Society of Calgary and Area (the Society or BBBS) is a non-profit organization incorporated under the Societies Act of Alberta. The Society's mission is to enable life-changing mentoring relationships to ignite the power and potential of young people. The Society is a registered charity under the Income Tax Act (Canada) and accordingly is exempt from income taxes, provided certain requirements of the Income Tax Act are met.

BBBS' focus is to create and empower mentoring relationships for children and youth in Calgary, Airdrie, Cochrane, and Okotoks who are facing adversity and in need of additional supportive relationships. Each mentoring relationship ("match") is monitored and supported to ensure positive and meaningful relationships that have a direct and lasting effect on the lives of the children and youth ("Littles"), their families, the mentors ("Bigs"), and generations to follow. The Society categorizes its programs under two groupings - Community-Based and School-Based:

- a) In our Community-Based program, mentors are matched with children ages 6 to 24 to explore the community and form close connections (developmental relationships). Mentors and mentees meet two to five hours weekly and make a one-year commitment to the mentoring program.

In addition to the traditional one-to-one matches (Big Brothers/Big Sisters), our Community program offers unique opportunities for volunteers to impact the lives of young people, such as helping a high school youth discover their passions and set goals for the future, mentoring gender and sexually diverse children and youth (PRISM), or being a consistent source of support for a child or youth who is living in care. Within this program, volunteers can even mentor with a spouse or partner.

- b) In our School-Based programs, mentors build self-confidence and resiliency in elementary and junior high school students in a school setting throughout the school year. Matches work on homework together, play games, or simply share stories with one another. In addition to the traditional one-to-one School matches, this program provides opportunities for teens to mentor elementary-aged kids (Teen Mentoring), and for adults 50 and over to mentor kids in a setting where they can also socialize with other mentors (Between Generations).
- c) BBBS has a comprehensive infrastructure for supporting mentorship partnerships: in depth screening of mentors to ensure child safety; a broad network of professional staff supporting mentors and volunteers; systems for selecting, approving and supporting volunteers; referring families to agencies that provide other services if required for the mentee and their family. BBBS also hosts matched events and provides access to various community events and activities for the children and youth, families and volunteers it serves as well as those on its waitlist.

### **2. Summary of significant accounting policies**

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations in Part III of the CPA Handbook and include the following significant accounting policies:

- a) *Cash*

Cash consists of cash on hand and deposits held in financial institutions.



**BIG BROTHERS BIG SISTERS OF CALGARY AND AREA**

Notes to Financial Statements

Year ended March 31, 2021 with comparative information for 2020

**2. Summary of significant accounting policies (continued)****b) Short-term investments**

Short-term investments consist of guaranteed investment certificates (GICs) with original terms of at least three months that mature within one year from the statement of financial position date. Short-term investments are recorded at fair value, with unrealized changes to fair value recorded as investment gain or loss.

**c) Property and equipment**

Property and equipment is stated at cost less accumulated amortization. Property and equipment is amortized over their estimated useful lives at the following rates and methods:

Assets	Method	Rate
Computer hardware and software	Straight line	Four years
Furniture, office and display equipment	Straight line	Five years
Website design	Straight line	Seven years
Leasehold improvements	Straight line	Lease term

The amount of amortization that will be charged to the Statement of Operations will be determined as the greater of a) cost less residual value over the useful life of the asset or b) cost less salvage value over the life of the asset. The Society regularly reviews its property and equipment to eliminate obsolete items. Property and equipment are reviewed for impairment whenever events or circumstances indicate that the carrying amount of the asset may not be recoverable and exceeds its fair value. When an item of property and equipment no longer contributes to the Society's ability to provide services, its carrying amount is written down to its fair value or replacement cost.

**d) Intangible assets**

Intangible assets consist of costs incurred to develop a cybersecurity software system, and are stated at cost less accumulated amortization. Amortization is recorded on a straight-line basis over the assets' estimated useful life of four years. Intangible assets are reviewed for impairment whenever events or circumstances indicate that the carrying amount of the asset may not be recoverable and exceeds its fair value. When an intangible asset no longer contributes to the Society's ability to provide services, its carrying amount is written down to its fair value or replacement cost.

**e) Deferred asset contributions**

Revenue from funders used specifically for the purchase of property and equipment and intangible assets is recorded as a deferred asset contribution and amortized at the same rate as the related asset, in order to recognize revenue at the same time as the amortization expense.

**f) Revenue**

The Society uses the deferral method to record the receipt and use of resources that are subject to restrictions. Under this method, restricted contributions related to expenses of future periods are deferred and recognized as revenue in the period in which the related expenses are incurred. Other contributions are reported as revenue in the current period.

**BIG BROTHERS BIG SISTERS OF CALGARY AND AREA**

Notes to Financial Statements

Year ended March 31, 2021 with comparative information for 2020

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**2. Summary of significant accounting policies (continued)**

**f) *Revenue (continued)***

Grants and donations are included in revenue in the year in which they are received or become receivable, with the exception that amounts received to fund specific expenditures are included in revenue in the year the funds are spent.

Revenue from fundraising activities, including pledges, is recognized only when the contribution is received. Casino proceeds are included in revenue as expenditures are incurred in accordance with approved use of proceeds by the Alberta Gaming and Liquor and Cannabis Commission (AGLC).

The Society applies for financial assistance under available government incentive programs. Government assistance relating to expenses of the period is recorded as federal subsidies revenue on the Statement of Operations.

Revenue from all other sources is included in the year in which it is received or becomes receivable if the amount to be received can be reasonably estimated and collections are reasonably assured.

**g) *Gifts in-kind***

Donated ("in-kind") goods, which otherwise would be paid for by the Society, are recorded at fair market value, when determinable, with the corresponding "in-kind" expense recorded at an equal amount. "Gifts in-kind revenue" represents donated tickets, which are used within the fiscal year, for volunteers and families to attend various sporting and cultural events.

**h) *Contributed services***

Volunteers contribute services to assist the Society in carrying out its activities. Because of the difficulty of determining their fair value, contributed services are not recognized in the financial statements.

**i) *Use of estimates***

The preparation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, revenues, and expenses during the reporting period. Accounts receivable are stated after evaluation as to their collectability and an appropriate allowance for doubtful accounts is provided where considered necessary. Amortization is based on the estimated useful lives of property and equipment and intangible assets.

These estimates and assumptions are reviewed periodically and, as adjustments become necessary, they are reported in earnings in the periods in which they become known. Consequently, actual results could differ from those estimates.

**j) *Financial instruments***

The Society initially measures financial assets and financial liabilities at fair value. Cash and short-term investments are subsequently measured at fair value, while all other financial instruments are subsequently measured at amortized cost.

**BIG BROTHERS BIG SISTERS OF CALGARY AND AREA**

Notes to Financial Statements

Year ended March 31, 2021 with comparative information for 2020

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**2. Summary of significant accounting policies (continued)**

j) *Financial instruments (continued)*

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indicator of impairment, the Society determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount the Society expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial impairment charge.

k) *COVID-19 impact on the Society*

The COVID-19 pandemic presents uncertainty over future cash flows, and may have a significant impact on the Society's future operations. COVID-19 related restrictions have caused disruption in how the Society delivers on its mission. As a result of these restrictions, the Society has introduced virtual mentoring and other forms of communication to stay connected with the mentees. Management is currently in the process of developing future plans in order to mitigate the impact of this pandemic and its economic consequences affecting the sustainability of the Society. The Board of Directors will assist as necessary in maintaining organizational sustainability. While the disruption is currently expected to be temporary, there is considerable uncertainty around its duration.

The COVID-19 pandemic has resulted in the Society qualifying to receive federal subsidies (note 8). During the year ended March 31, 2021, management has monitored all expenditures and implemented hiring replacement freezes of service delivery personnel and reducing all controllable expenses.

Additional government grants received are considered part of the normal grant streams and treated as regular government funding, as these COVID-19 grants were replacing current funding streams.

With the support of these subsidies and controlling of expenditures, the Society has been able to report a net surplus of revenues over expenses even though the Society's regular streams of funding have been impacted. Any related financial impact of COVID-19 on the Society or broader economic influences in future periods cannot be reasonably estimated.

As at the reporting date, the Society has determined that COVID-19 has had no impact on its accounting policies, contracts or lease agreement, the assessment of provisions or timing of revenue recognition, other than as described in note 8 to the financial statements.

The Society has not assessed any impairment that needs to be recognized on its property and equipment or intangible assets at March 31, 2021, as it continues to use these assets in the normal course of operations. The Society continues to manage liquidity risk by forecasting and assessing the cash flow requirements on an ongoing basis. As of March 31, 2021, the Society continues to meet its contractual obligations within normal payment terms and the Society's exposure to credit risk remains largely unchanged.

**BIG BROTHERS BIG SISTERS OF CALGARY AND AREA**

Notes to Financial Statements

Year ended March 31, 2021 with comparative information for 2020

**3. Cash**

Net receipts from casino and gaming activities, and related investment income is restricted and may only be used for certain expenditures authorized by the AGLC. The balance of the externally restricted cash is \$ 208,367 (2020 - \$258,914).

**4. Short-term investments**

Short-term investments as at March 31, 2020 consisted of a redeemable term deposit with a purchase price of \$250,000 with a fixed rate of return of 1.7% per annum. This investment was redeemed during the year ended March 31, 2021.

**5. Property and equipment and intangible assets**

	Cost \$	Accumulated Amortization \$	2021 Net Book Value \$	2020 Net book value \$
Computer hardware and software	16,767	15,481	1,286	3,488
Furniture, office, and display equipment	122,351	54,270	68,081	175
Website design	33,149	29,203	3,946	8,682
Leasehold improvements	23,759	2,922	20,837	7,965
Total property and equipment	196,026	101,876	94,150	20,310

	Cost \$	Accumulated Amortization \$	2021 Net Book Value \$	2020 Net book value \$
Cybersecurity framework	25,625	5,339	20,286	-
Total intangible assets	25,625	5,339	20,286	-

**BIG BROTHERS BIG SISTERS OF CALGARY AND AREA**

Notes to Financial Statements

Year ended March 31, 2021 with comparative information for 2020

**6. Fundraising activities**

	2021 \$	2020 \$
Revenue		
All Star Campaign	253,800	334,235
Casino	117,097	113,485
Big Brunch	80,772	155,653
Alberta Treasury Management Charity Classic	33,379	43,430
Shaw Charity Classic	11,042	10,120
Miscellaneous internal campaigns	10,180	37,236
Sean's goals	6,000	25,500
Calgary Corporate Challenge	5,907	19,853
Miscellaneous third-party fundraising events	28,075	17,563
	546,252	757,075
Expenses		
All Star Campaign	31,633	10,767
Big Brunch	13,802	28,043
Miscellaneous internal campaigns	2,053	6,577
Miscellaneous third-party fundraising events	1,237	232
Miscellaneous fundraising expenses	134	1,615
Calgary Corporate Challenge	-	905
	48,859	48,139
Net fundraising events	497,393	708,936

The Society is registered under the *Charitable Fund-raising Act of Alberta* and has considered all required disclosures under section 7 (2) of the Act in preparing these statements.

**BIG BROTHERS BIG SISTERS OF CALGARY AND AREA**

Notes to Financial Statements

Year ended March 31, 2021 with comparative information for 2020

**7. Charitable Fundraising Act of Alberta**

As required under Alberta's Charitable Fund-raising Act Regulation, the following amounts are disclosed for fundraising activities in the province of Alberta.

	2021 \$	2020 \$
Revenue:		
Gross contributions received	842,726	1,103,423
Expenses		
Fundraising Events	48,859	48,139
Personnel (remuneration paid to employees)	133,594	209,630
Total expenses	182,453	257,769

Total contributions include all funding received from Corporations, Individuals, Canadian Progress Clubs, and Fundraising activities. These gross contributions were used as follows: Fundraising events \$48,859 (2020 - \$48,139); Personnel \$577,767 (2020 - \$621,478); Rent and office \$180,393 (2020 - \$171,794); Communications and marketing \$5,109 (2020 - \$17,449); Program supplies and activities \$16,495 (2020 - \$18,762); Volunteer recruitment and training \$6,092 (2020 - \$9,353); Amortization \$4,768 (2020 - \$1,280); Other \$958 (2020 - \$nil); with a surplus of \$2,285 (2020 - \$215,168).

Total remuneration paid to employees includes their salaries and related company benefits (registered retirement savings plan and group insurance) who principal duties involve fundraising.

**8. Federal subsidies**

In response to the impact of the COVID-19 pandemic on Canadian businesses, the Canadian government announced the Canada Emergency Wage Subsidy ("CEWS") program on March 27, 2020. Under this program, an eligible employer is entitled to receive 75% of their employees' wage, up to a maximum amount per week per employee of \$847. Other requirements include meeting a revenue test where qualifying revenues must fall by rates of not less than 15% to 30% on a year-over-year basis. The CEWS program was initially applicable for period March 15 to June 6, 2020, which end date was later extended to June 5, 2021, with further modifications and transitional rules to program announced. The recent Federal budget has also extended the CEWS claim period to September 25, 2021.

The 10% Temporary Wage Subsidy for Employers ("TWS") is a three-month measure that allows eligible employers to reduce the amount of payroll deductions they need to remit to Canada Revenue Agency ("CRA").

The Canadian government continued with an additional announcement that the Canadian Emergency Rent Subsidy ("CERS") program. Under this program, an eligible employer who has seen a drop in revenue due to the COVID-19 pandemic may be eligible for a subsidy to cover part of their commercial rent or property taxes starting September 27, 2020 until June 2021.



**BIG BROTHERS BIG SISTERS OF CALGARY AND AREA**

Notes to Financial Statements

Year ended March 31, 2021 with comparative information for 2020

**8. Federal Subsidies (continued)**

The Society recognized CEWS and TWS amounts of \$798,456 (2020 - \$nil) and \$25,000 (2020- \$nil) respectively, in respect of its employees for the period of April 1, 2020 to March 31, 2021. The Society recognized CERS amount of \$32,942 (2020 - \$nil) in respect of its commercial rent for the period of September 27, 2020 to March 31, 2021. The Society has received in \$793,528 of the recognized subsidies by March 31, 2021, and for the period of March 14, 2021 to March 31, 2021 has an accrued receivable of \$62,870 (CEWS - \$58,415 and CERS - \$4,455, respectively). Such subsidy amounts have been presented as federal subsidies revenue on the Statement of Operations and Changes in Net Assets. While qualifications and subsidy amounts may be subject to audit by the CRA, the Society is confident with respect to its entitlement to the subsidies received.

**9. Deferred revenue and deferred asset contributions**

Deferred revenue related to expenses of future periods represents unspent externally restricted grants and donations for specific programs.

	Opening Balance \$	Funds received and interest accrued \$	Spent and recognized as revenue \$	Ending Balance \$
For year ended March 31, 2021				
Government of Alberta	-	720,145	(511,683)	208,462
AB Casino Funds	258,914	66,550	(117,097)	208,367
City of Calgary	130,783	589,300	(589,609)	130,474
Other government agencies	72,308	418,570	(396,005)	94,873
Other funders	89,600	131,885	(141,065)	80,420
Total deferred revenue	551,605	1,926,450	(1,755,459)	722,596
Less current portion	531,683			700,549
Non-current portion	19,922			22,047
	Opening Balance \$	Funds received and interest accrued \$	Spent and recognized as revenue \$	Ending Balance \$
For year ended March 31, 2020				
Government of Alberta	100,250	286,199	(386,449)	-
AB Casino Funds	242,664	129,735	(113,485)	258,914
City of Calgary	244,444	489,120	(602,781)	130,783
Other Government agencies	111,743	348,608	(388,043)	72,308
United Way of Calgary and Area	2,475	442,818	(445,293)	-
Other funders	211,877	228,213	(350,490)	89,600
Total deferred revenue	913,453	1,924,693	(2,286,541)	551,605
Less current portion	892,430			531,683
Non-current portion	21,023			19,922

**BIG BROTHERS BIG SISTERS OF CALGARY AND AREA**

Notes to Financial Statements

Year ended March 31, 2021 with comparative information for 2020

**9. Deferred revenue and deferred asset contributions (continued)**

Deferred asset contributions related to property and equipment and intangible assets represent the unamortized amount and unspent amount of donations and grants received for the purchase of property and equipment and intangible assets. The amortization of deferred asset contributions is recorded as revenue in the Statement of Operations.

	2021	2020
	\$	\$
Balance, beginning of year	12,169	19,209
Contributions received during the year	25,625	-
Amortization of deferred capital contributions	(12,277)	(7,040)
Total deferred asset contributions	25,517	12,169

**10. Financial instruments**

The Society's exposure to risks arising from financial instruments are outlined as follows:

*Credit risk*

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. Cash consists of bank balances and deposits with large credit-worthy financial institutions, and the Society has minimal accounts receivable. Management believes the Society's exposure to credit risk is not significant.

*Liquidity risk*

Liquidity risk is the risk that the Society will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The Society manages its liquidity risk by monitoring its operating requirements. The Society prepares budget and cash forecasts to ensure it has sufficient funds to fulfill its obligations.

There has been no change to the risk exposures described above from 2020, with the exception of the potential impacts of events described in note 2(k).

**11. Commitments**

The Society has a lease for office premises that expires on January 31, 2025. Future minimum lease payments for upcoming fiscal years are as follows:

	\$
2022	92,710
2023	100,309
2024	100,309
2025	83,591
	376,919

**BIG BROTHERS BIG SISTERS OF CALGARY AND AREA**

Notes to Financial Statements

Year ended March 31, 2021 with comparative information for 2020

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**12. Economic dependence**

Contributions from Alberta provincial and municipal governments provided 37 percent (2020 - 40 percent) of the Society's revenue. The loss of these revenues would have a significant impact on the Society's ability to maintain current levels of operations. The positive historical payment record of these government funders has minimized the risk of non-payment. In order to mitigate any impact of any potential loss of these funders, management has implemented organizational and fund development plans to diversify funding sources to minimize any dependency on one funding source. These plans will be implemented in the upcoming fiscal year and will prepare the Society for the ever-changing economy.

**13. Comparative figures**

Certain comparative figures have been reclassified to be consistent with current year presentation. These reclassifications did not impact the Society's excess of revenue over expenses or net assets.