

**Unlocking a child's true potential
creates a future where
anything is possible.**

2010 ANNUAL REPORT



START SOMETHING



Big Brothers Big Sisters.ca



Our Vision

Every Child in Canada Who Needs a Mentor Has a Mentor.



Our Mission

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



Mentoring her could be the start
of something big

– like a new

community centre

Start something

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Governor General's Message



THE GOVERNOR GENERAL · LE GOUVERNEUR GÉNÉRAL

I am pleased to send greetings to the staff, volunteers and partners of Big Brothers Big Sisters of Canada.

Canadians are known throughout the world for their great compassion and sincere desire to make a difference in the lives of others. As a country, we would not have this reputation without the tireless work of people who, like you, have committed themselves to making their community a better place. The magic that you bring into the lives of young people is beyond measure, not only for them, but for all of us as well.

I would like to emphasize the importance of the values you share with our youth by reflecting the diversity of the communities you serve. These values go to the very heart of what it means to be Canadian and are the foundations of a smarter, more caring nation. All those involved in building Big Brothers Big Sisters of Canada into the organization it has become today deserve to be recognized for their remarkable generosity, in terms of both time and heart.

I wish you all another successful year.

David Johnston

2011



Joint Chair and President's Message

"You can never have an impact on society if you have not changed yourself."

- Nelson Mandela

As we reflect on the successes of 2010, two themes emerge – Change and Sustainability. Despite the economic gloom of 2008-2009, local Big Brother Big Sister agencies continued to grow their fund development capabilities (3%) and most importantly, to provide quality mentoring services to more Canadian children (9.5%)!

While those benchmarks indicate up-front success, behind the scenes, more agencies addressed the issue of long-term sustainability, creating a number of new business models and structures, all with the common goal of providing sustainable service to children.

The will to change is witnessed in any number of ways, from the continued growth of innovative adaptation to Bowl for Kids' Sake (namely e-bowling), to the creation of satellite structures in several parts of the country. The end-of-year launch of the Microsoft Dynamics web-based case management system set the stage for the collection and use of the most timely and accurate management information in the movement's history.

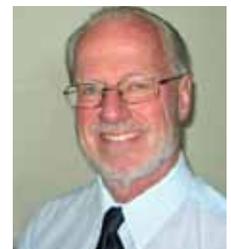
The future looks bright, with the introduction of a new brand essence that focuses on the way mentoring can transform the health of Canadian communities. Under the positioning line, 'Start Something', the new brand

embodies a shift to being outcomes-based. We are inviting all member agencies to join in that shift to focusing on outcomes for children.

A final reflection on 2010: The impact of individual Canadians on the children in our programs has never been more evident. Thank you to all the mentors, board members, committee members and staff across the country. Your efforts are helping another generation of children to add to the strength of our great nation.

Sincerely,

David Pickersgill
Chair, National Board



Bruce MacDonald
President & CEO





Mentoring her could be the start of something big
– like

safer schools

Start something



National Board of Directors

DAVID PICKERSGILL Chair
Regional Director – Alberta
(retired) Calgary, AB

KAREN FONSETH Immediate Past-Chair
DASCH Inc. CEO
Winnipeg, MB

DENISE OUELLETE Vice Chair
Regional Director – Quebec
Strategic Interventions
Montreal, QC

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Deloitte & Touche LLP
Associate Partner
Toronto, ON

DEIRDRE SPEERS Regional Director – Ontario
National Capital Region YMCA-YWCA
VP, Children's & Community Services
Ottawa, ON

ANNE BLANDFORD Regional Director – Atlantic
Department of Community Services, Pictou
District Office - Child Welfare District Manager
New Glasgow, NS

DOUG BLOTT Regional Director – BC
(retired) Parksville, BC

GARY NISSEN Director at Large
Dome Britannia Properties Inc.
President | Calgary, AB

KAREN SHERBUT Director at Large
Safe Haven Foundation
President & Co-Founder
Calgary, AB

ROBERTA LACEY Director at Large
Avon Canada
Director, Communications and Events
Montreal, QC

BILL ADAMS Director at Large
Insurance Bureau of Canada
Vice President, Atlantic
Halifax, NS

JEFF CHORLTON Director at Large
Beacon Management Solutions Corp.
President | Toronto, ON

JORDAN MOORE Director at Large
Account Director, NKPR Inc.
Toronto, ON

MONA MITCHELL Director at Large
ACHIEVEBLUE Corporation
Founding Partner and President
Toronto, ON

BEN VOSS Director at Large
MLTC Resource Development CEO
Meadow Lake, SK

JOE HALL Director at Large
Halifax, NS

SERENA PALMER Director at Large
AREVA Resources Canada Inc.
Legal Advisor
Saskatoon, SK

EDWIN PALSMA Director at Large
Raymond James Ltd
Financial Advisor
Langley, BC





About Us

We're Big Brothers Big Sisters

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

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

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

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

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

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

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

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



2010 Highlights

For nearly 100 years, Big Brothers Big Sisters of Canada has made a difference in children's lives. This is still our goal as all parts of the movement are joining in their efforts to ensure the future of mentoring. With our 125 members agencies spread over more than 1,000 communities, over 33,400 young people are matched with positive role models. These volunteers are an essential part of the equation.

Big Brothers Big Sisters of Canada is proud to highlight a number of its achievements in 2010. Together, six interconnected initiatives have the power to start something big where mentoring holds a world of possibilities for children.

Serving More Children

In 2010, as part of Big Brothers Big Sisters of Canada's Serving More Children objective, we revitalized our Brand. Market research established that, when prompted, 93% of Canadians recognize our name and brand. However, many are unclear about the services provided and how they make a difference in their community. The creation of the new brand lets everyone know they can start something that could lead to something big.

To ensure Canadians understand the impact of mentoring, Big Brothers Big Sisters of Canada evolved its key messaging to link the promotion of mentoring with its positive outcomes. Independent research proves our mentoring programs help kids stay in school, avoid risky behaviour such as bullying and show them the importance of helping others. The new brand focuses on the significant impacts mentoring has on individuals and the community at large. Our new brand is aligned with that of Big Brothers Big Sisters of America to create a North American platform. Big Brothers Big Sisters of Canada is thrilled to launch the new brand in 2011. Be on the lookout for its infinite **possibilities** and the call to **start something**.

Resource Development

In 2010 Big Brothers Big Sisters of Canada continued to pursue the development of

new corporate, government and individual partnership that offer real support and benefit to member agencies, while managing and maintaining the increasing list of current supporters. This goal of securing truly National partnerships that benefit all areas of our business is demonstrated through partnership like WestJet and JAN Kelley Marketing that offer incredible in-kind support. In addition, MasterCard Canada, Standard Life Assurance Company, Federal Express Canada, and Universal Studios Home Entertainment offer amazing support for advocacy, awareness, and recruitment campaigns. It is also important to mention the remarkable help provided by program-specific supporters like Avon Canada, Best Buy, Cogeco Cable, Invesco Trimark, The Keg Spirit Foundation and Kraft Canada.

As a result of some of the above relationships, Big Brothers Big Sisters of Canada was also able to flow over \$1.8 million in financial support back to member agencies for local programs. In certain cases agencies realized 100% of the proceeds generated from National relationships. New relationships like George Weston Limited raised over \$205,000 through an employee driven fundraising campaign, allowing nine agencies to dedicate more time and resources to providing ongoing services in their communities.





2010 Highlights

Sustainable Organizational Growth

To better serve more children, Big Brothers Big Sisters of Canada proudly launched the Microsoft Dynamics Case Management System (Dynamics) in December 2010. The achievement of this mission could not have been undertaken without the collaboration of the 61 satisfied member agencies that are currently using Dynamics. More are planning to move forward with this innovative software that is about to revolutionize the movement.

Dynamics offers several possibilities that have demonstrated very significant benefits to all members of the organization. It is designed to help employees do their work more efficiently and assist Big Brothers Big Sisters to positively impact more lives through mentoring. With data at our fingertips, we can now learn from our strengths to improve our quality of services as we mentor more and more of Canada's young people.

Diversity

Committed to positive changes across the country through mentoring, Big Brothers Big Sisters of Canada is pleased to work in partnership with First Nations and other northern communities. At the request of communities from these regions, we are supporting the expansion of formal and structured mentoring programs to fulfill a growing need. The approach recognizes the importance of making connections among existing resources, building on strengths, focusing on resiliency, with collaboration and meaningful engagement.

To effect sustainable change, it is crucial for us to work in collaboration with other similar-minded organizations. Therefore, ongoing discussions to explore options and partnerships are taking place with Boys and Girls Clubs of Canada, United Ways of Canada, YWCA of Canada and YMCA of Canada. Big Brothers Big Sisters of Canada is dedicated in this effort to work in partnership with Aboriginal communities to achieve their goals, and consequently the movement's vision.

Research

Big Brothers Big Sisters of Canada is an action-oriented organization continuously seeking to better understand the impact of its mentoring programs. At this time, we are undertaking multiple studies in order to increase our knowledge and to continue facilitating and improving life-changing relationships. These studies are aligned with the leading-edge National Mentoring Research Agenda, which was created in 2008 in partnership with researchers and practitioners.

The first Canadian Longitudinal Study is presently examining what health and well-being improvements can be attributed to a child's involvement in Big Brothers Big Sisters. A total of 980 families recruited from 20 agencies across the country are participating in this important study. We believe the results of this nation-wide research will guide improvements to our mentoring programs, which already inspire and empower children to create a future where anything is possible.

Building Influence

Looking forward to giving a greater voice to children and to continue advocating on their behalf, Big Brothers Big Sisters of Canada developed the Building Influence Plan. It is important for families, service providers and decision makers to work together for the well-being of youth to help them reach their full potential. Lead by the commitment to bring awareness towards the cause of mentoring, the Building Influence Plan will help us advocate at the municipal, provincial and federal levels of governments. By becoming a key partner and working as a team on a common agenda, mentoring could contribute to the improvement of the quality of life and economic situation of the Canadian population.

Big Brothers Big Sisters of Canada is eager to engage government, raise its profile, maximise its impact and mobilize its people power to ultimately help the movement achieve its vision: Every Child in Canada Who Needs a Mentor Has a Mentor. Now is the time for a common effort to achieve a greater impact for Canada's youth.



Treasurer's Report

We are pleased to report that Big Brothers Big Sisters of Canada (BBBSC) has maintained a healthy financial position in 2010. Once again our generous sponsors have put us on solid financial ground to enable our management team to undertake meaningful strategic initiatives.

The year end results for 2010 show a deficit of \$22,131, or 0.4% of Total Revenues. This result was better than the planned deficit of \$50,000.

The balance sheet continues to be strong with total assets of \$1,470,273, unrestricted working capital of \$489,837 and an unrestricted net surplus of \$561,626.

Total unrestricted revenues for the year were \$2,905,019 representing a 4.4% increase over 2009. While fundraising revenues decreased by 2.2% to \$1,530,874, agency fees increased 1.5% over the prior year. This indicates that on the whole agency level fundraising has shown resiliency through the economic downturn. This is a significant achievement.

Total unrestricted expenses for 2010 were \$2,963,753 compared with \$2,818,444 in 2009, an increase of 5.2%. The increase is attributable to agency services expenses which increased by 19.4% to \$1,626,071. This is primarily attributable to the costs of \$147,366 to commission a new case management system for agency use. This amount was fully expensed during the 2010 year and was unplanned in the budgeting process for the year.

A heartfelt thank you to all of the corporate sponsors, foundations and individuals who have so generously contributed to support our movement, as well as the agencies for their ongoing determination to provide the highest quality service. We look forward to your continued support as we strive to become the leader in youth mentoring services in Canada.

A handwritten signature in black ink, appearing to read 'David Douglas'.

David Douglas





Auditors' Report



April 21, 2011

Independent Auditor's Report

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

We have audited the accompanying financial statements of Big Brothers Big Sisters of Canada Les Grandes Frères Grandes Soeurs du Canada, which comprise the statement of financial position as at December 31, 2010 and the statements of operations, changes in accumulated net surplus and cash flows for the year then ended, and the related notes including a summary of significant accounting policies.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

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

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of

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

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

Basis for qualified opinion

In common with many charitable organizations, Big Brothers Big Sisters of Canada Les Grandes Frères Grandes Soeurs du Canada derives revenue from the general public in the form of donations and fundraising events, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, our verification of these revenues was limited to the amounts recorded in the records of the organization and we were not able to determine whether any adjustments might be necessary to revenues, assets or surplus accounts.

Qualified opinion

In our opinion, except for the possible effects of the matter described in the basis for qualified opinion paragraph, the financial statements present fairly, in all material respects, the financial position of Big Brothers Big Sisters of Canada Les Grandes Frères Grandes Soeurs du Canada as at December 31, 2010 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

PricewaterhouseCoopers LLP

Chartered Accountants, Licensed Public Accountants

"PricewaterhouseCoopers" refers to PricewaterhouseCoopers LLP, an Ontario limited liability partnership, which is a member firm of PricewaterhouseCoopers International Limited, each member firm of which is a separate legal entity.

**Statement of Financial Position***As of December 31, 2010*

Assets	2010	2009
	\$	\$
Current assets		
Cash and cash equivalents	27,918	505,929
Short-term investment (note 5)	208,281	207,035
Accounts receivable	489,857	49,756
Prepaid expenses	22,366	9,250
	<hr/> 748,422	<hr/> 771,970
Restricted assets		
Cash and cash equivalents	616,165	602,756
Accounts receivable	11,115	41,395
Capital assets (note 3)	22,782	34,077
	<hr/> 650,062	<hr/> 678,228
Capital assets (note 3)	<hr/> 63,403	<hr/> 63,568
Intangible asset (note 4)	<hr/> 8,386	<hr/> -
	<hr/> 1,470,273	<hr/> 1,513,766
Liabilities		
Current liabilities		
Accounts payable and accrued liabilities	258,585	251,781
Deferred contributions (note 6)	630,062	678,228
	<hr/> 888,647	<hr/> 930,009
Net Assets		
Endowment fund	20,000	-
Unrestricted net surplus	561,626	583,757
	<hr/> 581,626	<hr/> 583,757
	<hr/> 1,470,273	<hr/> 1,513,766
Operating lease commitments (note 9)		

Financial Statements**Notes to Financial Statements***For year ended December 31, 2010***1 Purpose of organization**

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

2 Summary of significant accounting policies

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles and reflect the following policies.

Basis of presentation

The accompanying financial statements have been prepared on a going concern basis, which contemplates the realization of assets and the satisfaction of liabilities and commitments in the normal course of business. Typical of many not-for-profit organizations, the Organization's ability to continue as a going concern is dependent on achieving a balanced budget and successfully addressing any deficit positions. The Organization has developed and is currently pursuing a number of fundraising and operational initiatives to achieve these goals.

Revenue recognition

The Organization follows the deferral method of accounting for contributions. Agency membership fees are recognized as revenue when received or receivable. Unrestricted contributions are recognized as revenue on receipt. Contributions for specific projects are recorded as deferred contributions when received or receivable and recognized as revenue when the related expense is incurred. Contributions for the purchase of capital assets are deferred and recorded as revenue over the useful life of the acquired asset. Donations of investments which, due to external restrictions, cannot be used to fund current expenses are recorded as deferred contributions on receipt and recognized as revenue when the external restriction no longer applies. Pledges are recognized as revenue when the amount or value of the pledge is reasonably estimated and collection is reasonably assured.

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



Statement of Operations

For year ended December 31, 2010

	2010	2009
	\$	\$
Revenues		
Agency membership and convention fees	815,713	803,539
Fundraising	1,530,874	1,564,877
Government grants	200,000	200,000
General donations and other	352,937	206,285
Interest and investment income	5,495	7,703
Restricted and assigned revenues (note 6)	2,215,173	2,116,987
	<u>5,120,192</u>	<u>4,899,391</u>
Expenses		
Agency services (note 8)	1,626,071	1,362,348
Amortization of capital assets	21,087	16,107
Amortization of intangible asset	932	-
Board operations	48,309	53,200
Distributions to agencies	383,412	592,429
Fundraising expenses	206,781	206,485
Office operations (notes 7 and 8)	677,161	587,875
Restricted and assigned expenses (note 6)	2,178,570	2,114,493
	<u>5,142,323</u>	<u>4,932,937</u>
Deficiency of expenses over revenues for the year	<u>(22,131)</u>	<u>(33,546)</u>

Cash and cash equivalents

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

Donations-in-kind

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

Capital assets

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

Intangible asset

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

Allocation of expenses

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

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

Use of estimates

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


Statement of Cash Flows

For year ended December 31, 2010

	2010	2009
	\$	\$
Cash provided by (used in)		
Operating activities		
Deficiency of expenses over revenues for the year	(22,131)	(33,546)
Item not affecting cash		
Amortization of capital assets	29,456	27,230
Amortization of intangible asset	932	-
	8,257	(6,316)
Change in non-cash working capital balances (note 11)	(444,299)	(520,335)
	(436,042)	(526,651)
Investing activities		
Purchase of intangible asset	(9,318)	-
Purchase of capital assets	(17,996)	(44,170)
Purchase of short-term investment	(208,281)	(207,035)
Maturity of short-term investment	207,035	204,551
	(28,560)	(46,654)
Decrease in cash and cash equivalents	(464,602)	(573,305)
Cash and cash equivalents - Beginning of year	1,108,685	1,681,990
Cash and cash equivalents - End of year	644,083	1,108,685

3 Capital assets

	2010		
	Cost	Accumulated amortization	Net
	\$	\$	\$
Office equipment			
Furniture and fixtures	137,845	78,346	59,499
Leasehold improvements	5,463	5,095	368
	13,934	10,398	3,536
	157,242	93,839	63,403
Equipment purchased with restricted funds	71,925	49,143	22,782
			2009
	Cost	Accumulated amortization	Net
	\$	\$	\$
Furniture and fixtures			
Computer equipment			
Leasehold improvements	5,463	4,178	1,285
	112,692	55,124	57,568
	13,934	9,219	4,715
Equipment purchased with restricted funds	132,089	68,521	63,568
	79,082	45,005	34,077

4 Intangible assets

	2010		
	Cost	Accumulated amortization	Net
	\$	\$	\$
Website costs	9,318	932	8,386

**Statement of Changes in Accumulated Net Surplus***For year ended December 31, 2010*

	2010			2009	
	Operation	Restricted and assigned projects	Endowment fund	Total	Total
	\$	\$	\$	\$	\$
Balance - Beginning of year	583,757	-	-	583,757	617,303
Endowment contribution	-	-	20,000	20,000	-
Surplus (deficiency) of revenues over expenses	(58,734)	36,603	-	(22,131)	(33,546)
Interfund transfers	36,603	(36,603)	-	-	-
Balance - End of year	561,626	-	20,000	581,626	583,757

5 Financial instruments

The Organization's significant financial assets and liabilities are classified and measured as follows:

Assets/liabilities	Classification	Measurement
Cash and cash equivalents	Held for trading	Fair value
Short-term investment	Held for trading	Fair value
Accounts receivable	Loans and receivables	Amortized cost
Deferred contributions	Loans and receivables	Amortized cost
Investment Available for sale	Fair value	
Accounts payable and accrued liabilities	Loans and receivables	Amortized cost

The fair values of all short-term financial assets and liabilities approximate their carrying values, given their short maturities.

Short-term investment

The short-term investment consists of a guaranteed investment certificate earning interest of 1.70% that matures on December 2, 2011.

Investment

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



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

With the adoption of Canadian Institute of Chartered Accountants Handbook Section 3855, Financial Instruments - Recognition and Measurement, the Organization has designated this investment as available for sale. As there is no quoted price in an active market for the hedge fund, it is measured at fair value which is \$nil.

Financial instrument risk exposure and management

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

General objective, policies and processes

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

Credit risk

Credit risk is the risk that a counterparty to a financial instrument will fail to discharge an obligation or commitment that it has entered into with the Organization. Financial instruments potentially exposed to credit risk include cash and cash equivalents, the short-term investment and accounts receivable. Management considers its exposure to credit risk over cash and cash equivalents to be remote as the Organization holds its cash and cash equivalent deposits with three major Canadian banks. Credit risk relating to the short-term investment is also considered remote as it is a fixed income security issued by a major Canadian financial institution. Accounts receivable are not concentrated significantly; therefore, their carrying amount represents the maximum credit risk exposure.

Interest rate risk

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

Interest rate risk arises when the Organization invests in interest bearing financial instruments. The Organization is exposed to the risk that the value of such financial instruments will fluctuate due to changes in the prevailing levels of market interest rates. There is minimal sensitivity to interest rate



fluctuations on any cash and cash equivalents or the short-term investment invested at short-term market interest rates.

Liquidity risk

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

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

Other price risk

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

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

6 Deferred contributions

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

	2010	2009
	\$	\$
Balance - Beginning of year	678,228	1,362,930
Less:		
Amounts recognized as revenue in the year	(2,178,570)	(2,114,493)
Amounts recognized as revenue through transfer to operating funding	(36,603)	(2,494)
Add: Amounts received in the year	2,167,007	1,432,285
Balance - End of year	630,062	678,228

Included in amounts recognized as revenue in the year is \$8,369 (2009 - \$11,123) to match the amortization expense recorded on the assets purchased with the restricted contributions. Included in total deferred contributions is \$22,782 (2009 - \$34,077) relating to capital projects.

Further information on the funds to which these contributions relate is provided in the schedule of deferred contributions.



7 Office operations

Office operations expenses include \$nil (2009 - \$40,000) relating to settlement of a claim that may not be covered by insurance. This is a non-recurring cost.

8 Allocation of expenses

Salary and benefit expenses reported in the statement of operations total \$1,479,112 (2009 - \$1,175,609). An allocation of \$1,109,334 (2009 - \$881,708) has been made to agency services with \$369,778 (2009 - \$293,901) being included in office operations.

9 Operating lease commitments

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

	\$
2011	74,439
2012	69,826
2013	9,938
2014	7,238
2015	3,403
	<u>164,844</u>

10 Capital management

The Organization considers its capital as comprising net assets and deferred contributions. Deferred contributions are subject to the externally imposed expenditure requirements of the donors. The Organization manages capital to safeguard its ability to operate and to meet its financial obligations as they become due.

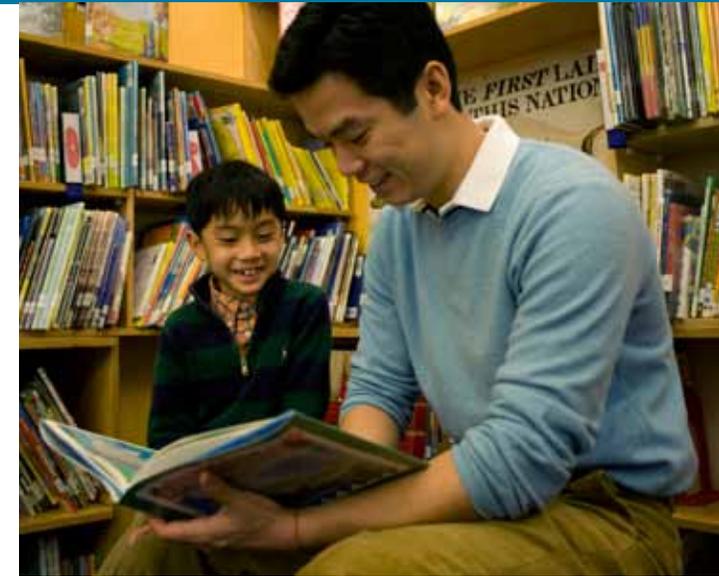
11 Change in non-cash working capital balances

	2010	2009
	\$	\$
Accounts receivable	(409,821)	219,172
Prepaid expenses	(13,116)	8,233
Accounts payable and accrued liabilities	6,804	(63,038)
Deferred contributions endowment fund	(28,166)	(684,702)
	<u>(444,299)</u>	<u>(520,335)</u>



Schedule of Deferred Contributions
For year ended December 31, 2010

	Balance December 31, 2009	Contributions	Amounts spent	Interfund transfers	Balance December 31, 2010
	\$	\$	\$	\$	\$
Avon Canada - Go Girls	112,500	-	(92,000)	-	20,500
BBBSO - Government Relations	6,713	-	(6,098)	-	615
Best Buy - Teen Mentoring Research	-	18,000	-	-	18,000
Brantford Agency Transition	11,267	-	(11,267)	-	-
Brigham Bursary Fund	12,411	-	-	-	12,411
Carthy Foundation	6,432	2,000	-	(8,432)	-
Chapter Strengthening Fund (Alumni)	40,893	20,157	(61,050)	-	-
Child Safety Audit - Co-operators	-	10,000	(931)	-	9,069
Child Safety/Volunteer Training	72,538	75,000	(18,746)	-	128,792
Feasibility and Alumni Fund	5,139	-	-	-	5,139
Forzani - GAME ON!	-	7,000	-	-	7,000
HOMES Replacement Project	15,000	-	(15,000)	-	-
Invesco Trimark Bowl For Kids Sake	125,639	228,726	(214,593)	-	139,772
Kids of Incarcerated Parents 2	36,157	-	-	-	36,157
MasterCard - In-school mentoring	75,000	125,000	(55,030)	-	144,970
Muttart Foundation - Business Models	2,617	-	(68)	(2,549)	-
Northern Initiative	39,999	-	(4,962)	-	35,037
NorthStar Research	10,000	-	(10,000)	-	-
Ontario Ministry of Education - In-school mentoring	52,538	1,650,000	(1,642,065)	(25,622)	34,851
Ontario Ministry of Health -Promotion	16,100	2,624	(15,573)	-	3,151
Relationship Management System	3,811	5,000	(6,525)	-	2,286
Research and Trends	4,306	20,000	(17,453)	-	6,853
Strategic Initiative	-	3,500	-	-	3,500
Toronto leasehold improvements	29,168	-	(7,209)	-	21,959
	678,228	2,167,007	(2,178,570)	(36,603)	630,062



Additional Comments of Auditors

The accompanying schedule of deferred contributions is presented as supplementary information only. In this respect, the schedule does not form part of the financial statements of Big Brothers Big Sisters of Canada Les Grands Frères Grandes Soeurs du Canada for the year ended December 31, 2010 and, hence, is excluded from the opinion expressed in our report dated April 21, 2011 to the Members on such financial statements. The information in the schedule has been subject to audit procedures only to the extent necessary to express an opinion on the financial statements of the Organization and, in our opinion, is fairly presented in all respects material to those financial statements.

PricewaterhouseCoopers LLP

Chartered Accountants, Licensed Public Accountants



Mentoring her could be the start of something big

– like

literacy



Start something



Thanks to our Partners

Chair's Circle

Canadian Imperial Bank of Commerce

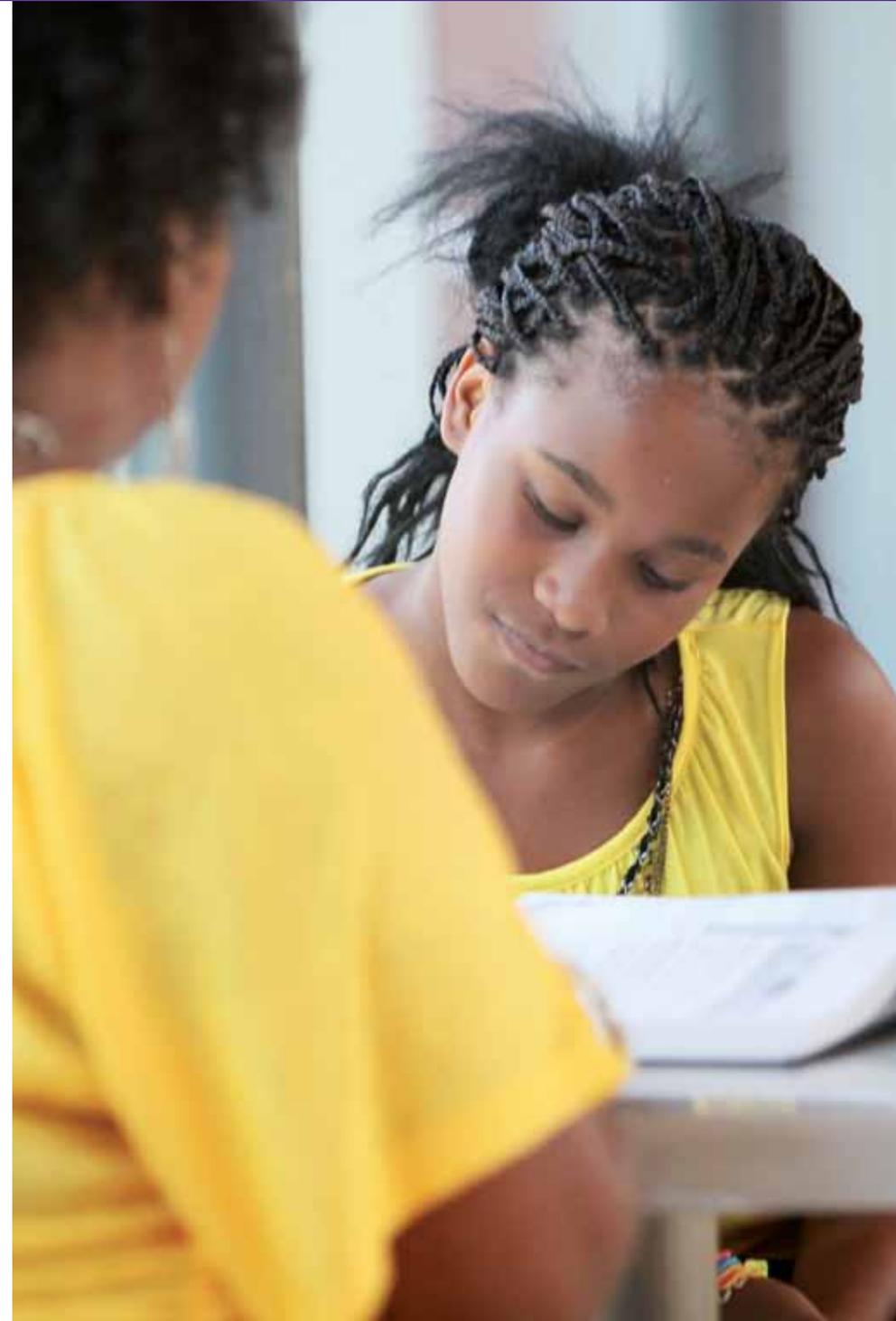
Through the CIBC Youthvision Scholarship program, CIBC awards post-secondary scholarships and summer job placements with YMCA Canada to selected Little Sisters and Little Brothers in grade 10. Since 1999, this initiative has seen hundreds of young people from our programs graduate from post-secondary institutions across the country.

MasterCard Canada

MasterCard Canada is a key supporter of Big Brothers Big Sisters of Canada's advocacy program. Helping us build influence within federal and provincial government levels, MasterCard sponsored receptions at several provincial legislative assemblies and Parliament Hill, and has also dedicated a significant fundraising campaign in the past by aligning its Priceless brand with Big Brothers Big Sisters of Canada.

Ontario Ministry of Education

The Ministry of Education's Student Success/Learning to 18 strategy has made a significant impact on school-based mentoring programs in Ontario since 2008, and has allowed many children the opportunity to access services often not readily available to them. This partnership has also raised awareness in communities and heightened demand for programs in the province.





President's Circle

BMO Financial Group

Since 1996, Big Brothers Big Sisters of Canada has enjoyed the use of BMO Financial Group's Institute for Learning in Toronto for our annual National Convention. This exceptional training facility continues to meet our needs each year. In addition, BMO Financial Group provides training opportunities for the national staff of Big Brothers Big Sisters of Canada, an initiative launched in 2008.

Best Buy Canada

In 2010, Best Buy Canada renewed their support of our signature Bowl for Kids Sake event, while expanding upon their multi-faceted national and local support. Best Buy took a lead role in funding the standardization of a new Teen Mentors, in-school program. The program, designed to help elementary students meet their full potential, is already showing great promise in select communities across the country.

Cadillac Fairview

Since 1993, Cadillac Fairview has contributed a portion of proceeds from the sale of Santa photos during the Christmas season at participating malls. In 2007, Big Brothers Big Sisters of Canada was also pleased to receive a five-year lease of in-kind office space, conveniently located in the Toronto Eaton Centre.

Canadian Western Bank

In 2010, Canadian Western Bank (CWB) became a national partner. Following on their 2009 success, CWB once again donated 1/8% of the annual percentage interest from investments made in the Greater Interest GIC to Big Brothers Big Sisters agencies across Western Canada. The total value of this terrific community support: Over \$163,000!

Cogeco Cable

In 2010, Cogeco Cable made an in-kind and cash contribution valued at \$100,000 to assist in the development of our new teen boys mentoring program; Game On: Eat Smart, Play Smart, Live Smart. This is the second year of a four-year commitment to develop, pilot, and implement the program through Cogeco communities in Ontario. This contribution follows three years of incredible support from Cogeco Cable for the advancement of Go Girls!

Federal Express Canada

In 2010, FedEx supported a new program for Big Brothers Big Sisters that promoted the benefits of corporate social responsibility to corporate prospects through a direct mail campaign. Agencies were able to reach out to potential supporters with a special package that outlined the business benefits of supporting Big Brothers Big Sisters either by promoting volunteerism to their employees, or through financial gifts. Agencies were able to follow up and book meetings with prospects.

Forzani Group

The Forzani Group provided over \$122,000 through their Power of Sport 4 Kids charitable program for Game On! and Go Girls! programs at the national and local agency level. 2010 marks the start of this relationship and we are thrilled to be chosen the first charity of choice by so many local managers.

Human Resources and Skills Development Canada

Funding from HRSDC in 2008 has allowed Big Brothers Big Sisters of Canada to pursue a critical three-year commitment to focus on three areas of vital importance: the National Accreditation Program, French-English and English-French translation, and production of the Accountability Report.

Invesco Trimark

Since 2002, Invesco Trimark has supported member agencies through funds raised during their professional development days. A national partner for Bowl for Kids Sake since 2004, the corporation continues to team up with us to develop a national brand for this fundraising event, and to create programs to raise awareness and funds, and ultimately serve more children.

The Keg Spirit Foundation

The Keg Spirit Foundation is a founding sponsor and ongoing supporter of Big Brothers Big Sisters Alumni, a program that has now connected with over 16,000 members across the country! In addition, the Keg Spirit Foundation continues to provide direct financial support to member agencies in communities where there is a Keg Steakhouse and Bar.



Standard Life Assurance Company

In 2010, Standard Life renewed their commitment to Big Brothers Big Sisters of Canada and to promoting the need for volunteer mentors. Through an RFP process, Standard Life funded 12 recruitment marketing campaigns in local markets resulting in over 2700 new inquiries and over 500 new mentors. With a goal to recruit 10,000 new mentors over the next 10 years, Standard Life has mobilized its employee and stakeholder networks and is actively encouraging them to become mentor volunteers, donors, and fundraisers.

WestJet

Through its charitable giving program, WestJet Cares for Kids, WestJet provides flight vouchers for essential air travel. These vouchers are used for a wide variety of Big Brothers Big Sisters activities including support for our national agency accreditation process, to help some of our kids reconnect with a distant loved one and to support local agencies with their fundraising efforts.

Leader's Circle

American Eagle Outfitters Foundation

American Eagle Outfitters has been a partner since 2004, supporting Big Brothers Big Sisters of Canada and member agencies with innovative programs to raise awareness and funds. In addition, this partner continues to donate funds to our signature national fundraising event Bowl for Kids Sake, through employee participation in local agency campaigns.

Arby's Foundation

The Arby's Foundation contributed \$20,000 to Big Brothers Big Sisters of Canada to help fund a new case work system. A major leap forward for local agencies, this new technology platform will result in a 5 – 10 % increase in efficiency, and enable us to match more kids. Also, local in-store fundraising efforts from Arby's raised in excess of \$33,000 for agencies.

Certified General Accountants of Ontario

2010 marks a 10 year anniversary for CGA Ontario! Big Brothers Big Sisters agencies in Ontario have benefitted over the years from CGA of Ontario's support in a number of ways. CGA Ontario matches the funds raised in communities when local teams participate in Bowl for Kids Sake or other fundraising events. CGA of Ontario also subsidizes the Ontario Regional Workshop.

JAN Kelley Marketing

JAN Kelley Marketing supports Big Brothers Big Sisters by providing advertising and creative expertise to the development of our recruitment and fundraising campaigns and program marketing materials. In 2010, JAN Kelley "started something" by working with the Big Brothers Big Sisters marketing committee and marketing team to develop a new brand strategy "creative expression", which launched in January 2011.

Kraft Canada

As new supporters in 2010, Kraft Canada provided terrific sponsorship for the development and implementation of Game On! and Go Girls! programs across Canada through its Ritz Crackers and Dad's Cookies brands. In our first year working with Kraft Canada, Big Brothers Big Sisters of Canada was proud to be featured and promoted in print an advertising campaign appearing in numerous major Canadian publications across the country.

Universal Studios Home Entertainment

Universal Studios Home Entertainment is a long standing friend and supporter of Big Brothers Big Sisters. Over the years they have included in-pack advertisements in numerous home release DVDs, generating millions of promotional impressions. In 2010, staff agreed to join and chair our centennial committee in order to provide expertise and resources for our 100th year anniversary celebrations. Universal also hosts an annual partner movie night to support Big Brothers Big Sisters efforts to "thank" their partners and offer networking opportunities.



Champion's Circle

Avon Canada

In 2010, Avon Canada contributed \$35,000 to the continued expansion of our highly acclaimed program for teen girls – Go Girls! Healthy Bodies Healthy Minds. This represents the first installment of a new, multi-year commitment to the program. Avon cares deeply about issues that impact self confidence and self esteem.

Cisco Systems

For many years, Cisco has supported and showcased the work of Big Brothers Big Sisters to its Canadian employees. As a result, Cisco employees have been extremely generous and Cisco has matched all of their donations. Thanks to everyone at Cisco.

MINI Canada

MINI Canada began supporting Big Brothers Big Sisters in 2009 when they became the national sponsor for the public awareness media tour, The Big Race. In 2010 MINI Canada sponsored The Big Adventure, another national public awareness media tour that culminated with the MINI National Car Wash, raising funds at local MINI dealerships for local member agencies.

Vintage Hotels

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





Our Agencies

Alberta

BIG BROTHERS BIG SISTERS OF CALGARY AND AREA
www.bbbscalgary.com

BIG BROTHERS BIG SISTERS OF EDMONTON
www.bbbsedmonton.org

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

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

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

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

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

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

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

BIG BROTHERS BIG SISTERS OF STETTLER
www.bigbrothersbigsisters.ca/stettler

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

British Columbia

BIG BROTHERS BIG SISTERS OF ABBOTSFORD, MISSION, RIDGE MEADOWS
www.mentoringworks.ca

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

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

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

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

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

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

BIG BROTHERS BIG SISTERS OF LANGLEY
www.bbbslangley.com

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

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

BIG BROTHERS BIG SISTERS OF QUESNEL
www.bigbrothersbigsistersofquesnel.ca

BIG BROTHERS BIG SISTERS OF TERRACE
www.bbbsca.ca

BIG BROTHERS AND BIG SISTERS UPPER FRASER VALLEY
www.bigbrothersandbigsisters.ca

BIG BROTHERS OF GREATER VANCOUVER
www.bigbrothersvancouver.com

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

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

Manitoba

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

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

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

BIG BROTHERS BIG SISTERS OF WINNIPEG
www.bigwinnipeg.com

New Brunswick

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

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

BIG BROTHERS BIG SISTERS OF MIRAMICHI
www.bbbsmiramichi.com

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

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



Newfoundland

BIG BROTHERS BIG SISTERS OF EASTERN NEWFOUNDLAND
www.helpingkids.ca

Nova Scotia

BIG BROTHERS BIG SISTERS OF CAPE BRETON
www.bbbscbc.com

BIG BROTHERS BIG SISTERS OF COLCHESTER
www.colchesterkids.ca

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

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

BIG BROTHERS BIG SISTERS OF PICTOU COUNTY
www.bbbsofpc.com

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

BIG BROTHERS BIG SISTERS OF YARMOUTH
www.bbbsc.ca

Ontario

BIG BROTHERS BIG SISTERS OF AJAX-PICKERING
www.bigbrothersandsistersofajaxpickering.com

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

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

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

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

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

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

BIG BROTHERS BIG SISTERS OF GREATER FORT ERIE
www.bigbrothersbigsisters.ca/forterie

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

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

BIG BROTHERS BIG SISTERS OF GUELPH
www.bbbsg.ca

BIG BROTHERS BIG SISTERS OF HALDIMAND-NORFOLK
www.bbbshn.ca

BIG BROTHERS BIG SISTERS OF HALTON
www.bbbshalton.ca

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

BIG BROTHERS BIG SISTERS OF HANOVER AND DISTRICT
www.bbbshanover.ca

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

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

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

BIG BROTHERS BIG SISTERS OF KINCARDINE
www.bigbrothersbigsisters.ca/kincardine

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

BIG BROTHERS BIG SISTERS OF LANARK COUNTY
www.bigbrothersbigsisterslanark.ca

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

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

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

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

NIAGARA FALLS BIG BROTHERS BIG SISTERS ASSOCIATION
www.niagarafallsmentors.org

BIG BROTHERS BIG SISTERS OF NORTH BAY AND DISTRICT
www.bigsistersofnipissing.org

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



BIG BROTHERS BIG SISTERS OF NORTH HURON
www.bbbsc.ca

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

BIG BROTHERS BIG SISTERS OF NORTH WELLINGTON
www.bbbsnorthwellington.org

NORTHUMBERLAND BIG SISTERS BIG BROTHERS
www.bigbrothersbigsisters.ca/northumberland

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

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

BIG BROTHERS BIG SISTERS OTTAWA
www.bigbrothersbigsistersottawa.ca

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

BIG BROTHERS BIG SISTERS OF PARRY SOUND AREA INC.
www.bigbrothersbigsisters.ca/parrysound

BIG BROTHERS BIG SISTERS OF PEEL
www.bbbspeel.com

BIG BROTHERS BIG SISTERS OF PETERBOROUGH
www.bigbrothersandsistersoftbo.com

BIG SISTERS OF SARNIA-LAMBTON
www.sarniabigsisters.org

BIG BROTHERS OF SARNIA-LAMBTON
www.sarniabigbrothers.org

BIG SISTERS OF SAULT STE. MARIE
www.bsssm.ca

BIG BROTHERS OF SAULT STE. MARIE
www.bigbrothers.pictographics.com

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

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

BIG BROTHERS BIG SISTERS OF SOUTH SIMCOE
www.bbbsouthsimcoe.org

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

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

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

BIG BROTHERS BIG SISTERS OF SUDBURY AND DISTRICT
www.bbbsudbury.com

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

BIG BROTHERS BIG SISTERS OF TORONTO
www.bbbsst.com

BIG BROTHERS BIG SISTERS OF WATERLOO REGION
www.bbbsofcambridge.org

BIG BROTHERS BIG SISTERS WINDSOR ESSEX
www.bigbrothersbigsisterswe.ca

BIG BROTHERS BIG SISTERS OF WOODSTOCK AND DISTRICT
www.bbbswoodstock.ca

BIG BROTHERS BIG SISTERS OF YORK
www.bbbsy.ca

Prince Edward Island

BIG BROTHERS BIG SISTERS OF PRINCE EDWARD ISLAND
www.bigbrothersbigsisterspei.org

Québec

BIG BROTHERS BIG SISTERS OF WEST ISLAND
www.bbbsofwi.org

GRANDS FRÈRES GRANDES SŒURS D'ABITIBI OUEST
www.bigbrothersbigsisters.ca/abitibi

GRANDS FRÈRES GRANDES SŒURS DU DOMAINE DU ROY
www.gfgsdr.ca

GRANDS FRÈRES GRANDES SŒURS DE L'ESTRIE
www.gfgsestrie.ca

GRANDS FRÈRES GRANDES SŒURS DU LAC ST. JEAN NORD
www.gfgslsjn.ca

GRANDS FRÈRES GRANDES SŒURS DE LANAUDIÈRE
www.gfgsc.ca

GRANDS FRÈRES GRANDES SŒURS L'OUTAOUAIS
www.gfgso.com

GRANDS FRÈRES GRANDES SŒURS DU GRAND MONTRÉAL
www.gfgsmtl.qc.ca

GRANDS FRÈRES GRANDES SŒURS DE LA PORTE DU NORD
www.payerausuivant.com

GRANDS FRÈRES GRANDES SŒURS DE QUÉBEC
www.gfgs.qc.ca/quebec

GRANDS FRÈRES GRANDES SŒURS DE L'AMIANTE
www.gfgsamiante.com

GRANDS FRÈRES GRANDES SŒURS DE ROUYN-NORANDA
www.bigbrothersbigsisters.ca/rouynnoranda



GRANDS FRÈRES GRANDES SŒURS DE SAINT HYACINTHE
www.gfgsc.ca

GRANDS FRÈRES GRANDES SŒURS DU SUROIT
www.gfgs.org

GRANDS FRÈRES GRANDES SŒURS DE TROIS-RIVIÈRES
www.grandsfreresgrandesSœurs.ca

GRANDS FRÈRES GRANDES SŒURS DE VAL D'OR
www.bigbrothersbigisters.ca/valdor

Saskatchewan

BIG BROTHERS BIG SISTERS OF HUMBOLDT
www.bigbrothersbigisters.ca/humboldt

BIG BROTHERS BIG SISTERS OF LLOYDMINSTER
www.bbbslloydminster.ca

BIG BROTHERS OF REGINA
www.bigbrothersofregina.com

YWCA-BIG SISTERS OF REGINA
www.bigbrothersbigisters.ca/bsregina

BIG BROTHERS BIG SISTERS OF SASKATOON
www.bbbsaskatoon.org

BIG BROTHERS BIG SISTERS OF WEYBURN
www.weyburnbigbrobigsis.ca

BIG BROTHERS BIG SISTERS OF YORKTON AND DISTRICT
www.bbbsyorkton.com

Yukon Territories

BIG BROTHERS /BIG SISTERS OF YUKON
www.bbbsifyukon.ca





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www.bbbsc.ca

START SOMETHING