

Unlocking a child's true potential
creates a future where

anything is possible

start something™



Big Brothers Big Sisters.ca

2012 Annual Report

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.

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Mentoring him could be the start
of something big
- like a new

community centre





THE GOVERNOR GENERAL - LE GOUVERNEUR GÉNÉRAL

Governor General's Message

Childhood and youth are among the most precious years of life, yet they are not always given the chance to be lived to their fullest. Often—too often—they are overshadowed by loss, loneliness, poverty or fear, as if fate unjustly demanded that some grow up all too quickly, without first having been given the opportunity to experience the sense of wonder, inspiration and boundless hope that should, in normal circumstances, be the happy lot of every child.

For the past 100 years, the staff, volunteers and mentors of Big Brothers Big Sisters of Canada have been helping to facilitate life-changing relationships that empower children and youth to reach for the stars in every facet of their lives. Because of you, far more children have been given the opportunity to make the most of youth—to feel safe, inspired and optimistic about their future prospects as they grow into young adults themselves.

By taking a child under your wing, you have truly made a world of difference. For this, I would like to sincerely thank each and every one of you.



David Johnston

May, 2013

2012 Board of Directors

- Bill Adams
Director at Large, Nova Scotia
- Doug Blott
Regional Director, British Columbia
- Rhea Bowen
Atlantic Regional Director, New Brunswick
- Jeff Chorlton
Director at Large, Ontario
- David A. Douglas
Treasurer, Ontario
- Karen Fonseth
Immediate Past Chair, Manitoba
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Regional Director, Alberta
- Karen Sherbut
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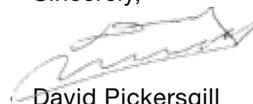
Joint Chair and President's Message

It's hard to look back when we're looking—and moving—forward! So much of what our movement has done in 2012 is 'en route' to 2013 and beyond. One good example is all the work, from coast to coast, that went into preparing to celebrate our centennial throughout 2013. Big Brothers Big Sisters of Canada's steps forward on a self-insurance program, on research, and on a social enterprise, are all destined to support our movement's success in our second century of service to Canada's young people.

So also are the establishment of the Big Brothers Big Sisters of Canada Foundation, our "Mentoring in the North" partnerships—Flying Dust, Dreamcatchers, the Iqaluit collaborative—and the productive work with new business models: While the number of BBBS agencies has continued to drop (now at 118), the number of children served has continued to grow (now over 36,000).

Of the many accomplishments in 2012, perhaps the most important of all is the striking of our Strategic Planning Task Force. Charged with guiding our movement to a new vision for the next decade, the Task Force's past and current work on "Vision 2020: (R)evolution of Big Brothers Big Sisters" promises to light our way to a bold and exciting future of serving more and new communities of children and youth, while staying true to our mission, our commitment to Canada's young people to be leaders in providing them with the highest quality of volunteer-based mentoring programs.

Sincerely,



David Pickersgill
Chair, National Board



Bruce MacDonald
President & CEO

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

- Nelson Mandela



David Pickersgill
Chair, National Board



Bruce MacDonald
President & CEO



About Us

We're Big Brothers Big Sisters

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

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

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

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

Serving as role models, our mentors teach by example the importance of giving and giving back, of staying in school and of having respect for family, peers and community. Each time we pair a child with a mentor, we start something incredible – a lifechanging 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.

2012 Highlights

Through optimism and dedication, 2012 helped shape Big Brothers Big Sisters of Canada to thrive and grow as we continue to serve and mentor Canada's youth.

Embarking on a new journey, Big Brothers Big Sisters of Canada is excited to have also expanded their services to previously under-served youth. Here are the 2012 highlights:

Expansion to Rural, Remote and Northern Communities

Big Brothers Big Sisters of Canada is committed to better serving the communities in remote and northern communities. Over the past year, we have partnered with Flying Dust First Nations to successfully mentor ten children in a teen in-school mentoring program, signed license agreements in two small First Nations communities who have delivered the Go Girls and Game On program and worked with four other national child serving organizations to determine how to best support children, youth and their families in Iqaluit.

Big Brothers Big Sisters of Canada has also partnered with DreamCatcher Mentoring to mentor seven high-school students at risk of dropping out of school in Yellowknife.

These initiatives represent new models of delivery in an attempt to support these northern communities in an appropriate, sensitive and sustainable manner.

Mentoring Research

In 2005, Big Brothers Big Sisters of Canada designed a National Mentoring Research Agenda to guide our research efforts for the next ten years.

We are proud of the culture of research that has been nurtured within the Federation and the improvements in program design and quality that this culture has fostered.

Five years after launching a national longitudinal study, we are starting to see the analyses and understand the findings that over 10,000 points of data can deliver. Close to 1,000 young people, their families and nearly 800 mentors and 20 agencies participated in this one-of-a-kind research. With the results of this research, we will positively transform the way we mentor children.

In addition, we have just concluded data collection for a research project to study the impacts of the Go Girls program on female youth and the initial reports will be shared mid-summer 2013.

Dynamics CRM System

Big Brothers Big Sisters is proud and honored to have been heralded as a progressive organization for its use of Dynamics CRM (Customer Relationship Management) to help our agencies stay on top of their day-to-day workload; managing the screening processes for volunteers and children. The system automates many processes for staff, thus freeing time for service delivery staff to focus on match support and strategic planning around client/community needs.

In addition to adding efficiency to the overall matching and monitoring process, the system offers agencies great flexibility to build in their own business processes, triggers, and automation for otherwise manual tasks, ensuring that



they not only have the tools to comply with National Standards, but the reminders and alerts to remain on top of the tasks.

Dynamics CRM has also improved statistical collection and provides agencies with channels to quickly obtain reports about data that would have previously taken hours to compile. It also enhances Big Brothers Big Sisters of Canada's ability to report locally, regionally or nationally, which leads to informed discussions about our services and service delivery methods. The system's dynamic data format allows for up-to-the-second reporting capability.

Building Influence

Big Brothers Big Sisters of Canada, with its membership and partners, have begun to develop a robust approach to Government Relations that enables the organization to build relationships with individuals of influence and engage governments on initiatives that impact children, youth and families in communities across Canada.

Our Building Influence Activities include the House of Commons Standing Committee Presentations, Federal Pre-budget Submission, Federal and Provincial Consultations as well as partnerships with federal and provincial government including the Ministry of Education (Ontario), Human Resource and Skills Development Canada (HRSDC) and the Ministry of Public Safety. Other initiatives include: the National Mentoring Caucus,

Building Influence Committee, Big Brothers Big Sisters of Canada Advisory Council and the Social Innovators Youth Summit 2012.

Big Brothers Big Sisters of Canada Foundation

In 2012, the Big Brothers Big Sisters of Canada Foundation achieved formal charitable registration status with the Canada Revenue Agency. As a result, it will now develop a strong, independent base of advocacy and financial support for, and on behalf of, any or all parts of Big Brothers Big Sisters in Canada.

Big Brothers Big Sisters of Canada Alumni Program

The Alumni Program achieved an unprecedented growth spurt in 2012 vaulting from 15,000 nationally registered alumni, to over 40,000 alumni, via the inclusion of alumni information gathered from our 41 participating agencies through the now widely implemented Dynamics CRM system.

Promoting the Societal Value of Mentoring

By the end of 2012, all agencies were fully converted to the new brand, with new websites and were using new brand language to enhance awareness of the benefits of mentoring in their communities.





Treasurer's Report

We are pleased to report that Big Brothers Big Sisters of Canada has once again achieved its financial plan for the year and has maintained a healthy financial position.

Total unrestricted revenues for the year were \$2,633,746 representing a 7.3% decrease from the prior year. Contributing to this decline was the withdrawal of \$200,000 (2011) in federal government funding for the 2012 fiscal year. In addition, total fundraising declined by 2.2% to \$1,300,630 due to a decrease of 4.1% in corporate fundraising. To offset these revenue declines, revenues from agency membership fees increased by 7.3% to \$1,015,763 (2011 – \$947,038) indicating that the movement continues to thrive and grow.

Total expenditure incurred for unrestricted purposes remained steady for 2012 at \$2,835,819 (2011 – \$2,837,419). Office operations expenditure reduced by 16.2% to \$568,328 (2011 – \$678,543) while Agency services expenditure reduced by .9% to \$1,595,881 (2011 – \$1,609,828). The resulting surplus of revenues over expenses for the year was \$2,148 (2011 – \$7,714).

As a result of the surplus from operations the balance sheet remains strong with an unrestricted net surplus of \$571,488 (2011 – \$569,340), including cash and short-term investments of approximately \$488,943 (2011 – \$493,134).

To all of our corporate sponsors, foundations and individuals who have so generously contributed to support our movement we offer you a Big Shout Out! Thank you! Without you we could not provide the high level of service of which we are so proud.



David Douglas,

Treasurer, Board of Directors

Big Brothers Big Sisters of Canada



Independent Auditor's Report

April 4, 2013

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

We have audited the accompanying financial statements of Big Brothers Big Sisters of Canada/Les Grands Frères Grandes Soeurs du Canada, which comprise the statements of financial position as at December 31, 2012, December 31, 2011 and January 1, 2011 and the statements of operations, changes in accumulated net surplus and cash flows for the years ended December 31, 2012 and December 31, 2011 and the related notes, which comprise a summary of significant accounting policies and other explanatory information.

Management's responsibility for the financial statements

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

Auditor's responsibility

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

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

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

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Big Brothers Big Sisters of Canada/Les Grands Frères Grandes Soeurs du Canada as at December 31, 2012, December 31, 2011 and January 1, 2011 and the results of its operations and its cash flows for the years ended December 31, 2012 and December 31, 2011 in accordance with Canadian accounting standards for not-for-profit organizations.

PricewaterhouseCoopers LLP

Chartered Accountants, Licensed Public Accountants

Statement of Financial Position

	Dec. 31, 2012 \$	Dec. 31, 2011 \$	Jan. 1, 2011 \$
Assets			
Current assets			
Cash and cash equivalents	273,721	281,891	27,918
Short-term investment (note 5)	215,222	211,243	208,281
Accounts receivable	260,827	180,640	489,857
Prepaid expenses	19,932	15,123	22,366
	769,702	688,897	748,422
Restricted assets			
Cash and cash equivalents	652,846	851,754	616,165
Accounts receivable	79,234	17,140	11,115
Capital assets (note 3)	7,209	15,243	22,782
	739,289	884,137	650,062
Capital assets (note 3)			
	39,830	44,214	63,403
Intangible asset (note 4)			
	26,255	38,659	8,386
	1,575,076	1,655,907	1,470,273
Liabilities			
Current liabilities			
Accounts payable and accrued liabilities (note 9)	264,299	202,430	258,585
Deferred contributions (note 6)	719,289	864,137	630,062
	983,588	1,066,567	888,647
Net Assets			
Endowment fund	20,000	20,000	20,000
Unrestricted net surplus	571,488	569,340	561,626
	591,488	589,340	581,626
	1,575,076	1,655,907	1,470,273
Operating lease commitments (note 8)			

**Notes to Financial Statements
For year ended December 31, 2012**
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

Effective January 1, 2012, the Organization elected to adopt Canadian accounting standards for not-for-profit organizations (ASNPO) as issued by the Canadian Accounting Standards Board. The accounting policies selected under this framework have been applied consistently and retrospectively as if these policies had always been in effect. The Organization has not utilized any terms and exemptions on the adoption of ASNPO. There were no adjustments to the statements of financial position or the statements of operations, changes in accumulated net surplus and cash flows as a result of the transition to ASNPO.

These financial statements have been prepared in accordance with ASNPO and reflect the following policies.

Revenue recognition

The Organization follows the deferral method of accounting for contributions.

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

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

Financial instruments

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

Financial assets are initially recognized at fair value plus any financing fees or transaction costs. The financial assets, except for short-term investments, are subsequently measured at amortized cost less any impairment. Impairment is recognized when there is an indication of impairment, and a significant adverse change has occurred during the period in the expected timing or amount of future cash flows from the financial asset or group of assets. The impairment loss is measured as the difference between the carrying amount of the asset or

group of assets and the highest of the present value of the cash flows of the asset or group of assets expected discounted using a current market rate of interest, the amount that could be realized by selling the asset, or group of assets, at the balance sheet date and the amount the entity expects to realize by exercising its right to any collateral held to secure repayment of the asset, or group of assets, net of all costs necessary to exercise those rights. Impairments are recognized through the use of an allowance account, with a corresponding charge to surplus of revenue over expenses.

Accounts payable and accrued liabilities and other financial liabilities are initially recognized at fair value, less any financing fees or transaction costs. The financial liabilities are subsequently measured at amortized cost.

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 as follows:

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

Intangible asset

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

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

Statement of Operations

For year ended December 31, 2012

	2012	2011
	\$	\$
Revenues		
Agency fees	1,015,763	947,038
Fundraising	1,300,630	1,329,895
Government grants	-	200,000
General donations and other	304,921	353,367
Interest and investment income	12,432	12,228
Restricted and assigned revenues (note 6)	1,918,923	1,932,457
	<hr/> 4,552,669	<hr/> 4,774,985
Expenses		
Agency services (note 7)	1,595,881	1,609,828
Amortization of capital assets	20,000	20,628
Amortization of intangible asset	18,312	10,527
Board operations	64,743	47,236
Distributions to agencies	455,450	321,218
Fundraising expenses	113,105	149,439
Office operations (note 7)	568,328	678,543
Restricted and assigned expenses (note 6)	1,714,702	1,929,852
	<hr/> 4,550,521	<hr/> 4,767,271
Surplus of revenues over expenses for the year	<hr/> 2,148	<hr/> 7,714



Statements of Changes in Accumulated Net Surplus
For the years ended December 31, 2012 and December 31, 2011

				2012
	Operations \$	Restricted and assigned projects \$	Endowment fund \$	Total \$
Balance - Beginning of year	569,340	-	20,000	589,340
Endowment contribution	-	-	-	-
Surplus of revenues over expenses	(202,073)	204,221	-	2,148
Interfund transfers	204,221	(204,221)	-	-
Balance - End of year	571,488	-	20,000	591,488

				2011
	Operations \$	Restricted and assigned projects \$	Endowment fund \$	Total \$
Balance - Beginning of year	561,626	-	20,000	581,626
Endowment contribution	-	-	-	-
Surplus of revenues over expenses	5,109	2,605	-	7,714
Interfund transfers	2,605	(2,605)	-	-
Balance - End of year	569,340	-	20,000	589,340

Statement of Cash Flows
For year ended December 31, 2012

	2012	2011
	\$	\$
Cash provided by (used in)		
Operating activities		
Surplus of revenues over expenses	2,148	7,714
Items not affecting cash		
Amortization of capital assets	27,209	28,167
Amortization of intangible asset	18,312	10,527
Loss on disposal of capital asset	-	733
	<u>47,669</u>	<u>47,141</u>
Change in non-cash working capital balances (note 10)	(230,069)	488,355
	<u>(182,400)</u>	<u>535,496</u>
Investing activities		
Purchase of intangible asset	(5,908)	(40,800)
Purchase of capital assets	(14,791)	(2,372)
Proceeds from disposal of capital asset	-	200
Purchase of short-term investment	(215,222)	(211,243)
Maturity of short-term investment	211,243	208,281
	<u>(24,678)</u>	<u>(45,934)</u>
Increase (decrease) in cash and cash equivalents	(207,078)	489,562
Cash and cash equivalents - Beginning of year	1,133,645	644,083
Cash and cash equivalents - End of year	<u>926,567</u>	<u>1,133,645</u>

3. Capital assets

	2012		
	Cost	Accumulated	Net
	\$	amortization	\$
	\$	\$	\$
Computer equipment	157,080	118,429	38,651
Furniture and fixtures	5,463	5,463	-
Leasehold improvements	13,934	12,755	1,179
	<u>176,477</u>	<u>136,647</u>	<u>39,830</u>
Equipment purchased with restricted funds	68,103	60,894	7,209
	<u>176,477</u>	<u>136,647</u>	<u>39,830</u>
	2011		
	Cost	Accumulated	Net
	\$	amortization	\$
	\$	\$	\$
Computer equipment	138,467	96,610	41,857
Furniture and fixtures	5,463	5,463	-
Leasehold improvements	13,934	11,577	2,357
	<u>157,864</u>	<u>113,650</u>	<u>44,214</u>
Equipment purchased with restricted funds	71,925	56,682	15,243
	<u>157,864</u>	<u>113,650</u>	<u>44,214</u>

4. Intangible asset

	2012		
	Cost	Accumulated	Net
	\$	amortization	\$
	\$	\$	\$
Website costs	56,026	29,771	26,255
	<u>56,026</u>	<u>29,771</u>	<u>26,255</u>
	2011		
	Cost	Accumulated	Net
	\$	amortization	\$
	\$	\$	\$
Website costs	50,118	11,459	38,659
	<u>50,118</u>	<u>11,459</u>	<u>38,659</u>



5. Financial instruments

Short-term investment

The short-term investment consists of a guaranteed investment certificate earning interest of 1.45% maturing on December 5, 2013.

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.

Risk management

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

a) 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.

b) 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.

c) 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.

d) Liquidity risk

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

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

e) Other price risk

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

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

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:

	2012	2011
	\$	\$
Balance - Beginning of year	864,137	630,062
Less:		
Amounts recognized as revenue in the year	(1,714,702)	(1,929,852)
Amounts recognized as revenue through transfer to operating funding	(204,221)	(2,605)
Add: Amounts received in the year	1,774,075	2,166,532
Balance - End of year	<u>719,289</u>	<u>864,137</u>

Included in amounts recognized as revenue in the year is \$7,209 (2011 - \$7,539) to match the amortization expense recorded on the assets purchased with the restricted contributions. Included in total deferred contributions is \$7,209 (2011 - \$15,243) relating to capital assets.





7. Allocation of expenses

Salary and benefit expenses reported in the statements of operations total \$1,350,607 (2011 - \$1,472,895). An allocation of \$1,012,955 (2011 - \$1,104,671) has been made to agency services with \$337,652 (2011 - \$368,224) being included in office operations.

8. Operating lease commitments

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

	\$
2013	60,580
2014	60,580
2015	59,563
2016	57,570
2017	57,547
Thereafter	102,729
	398,569

9. Government remittances

Government remittances consist of amounts (such as payroll withholding taxes) required to be paid to government authorities and are recognized when the amounts come due. As at December 31, 2012, government remittances to the federal and provincial governments included in accounts payable and accrued liabilities amounted to \$6,477 (2011 - \$6,052). These amounts are not in arrears.

10. Change in non-cash working capital balances

	2012 \$	2011 \$
Accounts receivable	(142,281)	303,192
Prepaid expenses	(4,809)	7,243
Accounts payable and accrued liabilities	61,870	(56,156)
Deferred contributions	(144,849)	234,076
	(230,069)	488,355

Schedule of Deferred Contributions
 For the year ended December 31, 2012

	Balance December 31, 2011 \$	Contributions \$	2012 Amounts spent \$	Interfund transfer \$	Balance December 31, 2012 \$
Avon - Go Girls	2,000	-	-	-	2,000
Bank of Montreal	-	175,000	(140,000)	-	35,000
Best Buy - Teen Mentoring Research	5,077	-	(499)	-	4,578
Brigham Bursary Fund	12,411	-	-	(12,411)	-
Child Safety Audit - Cooperators	805	-	(805)	-	-
Cogeco GAME ON!	10,000	10,000	(10,000)	-	10,000
Dynamics Futures Fund	4,500	4,700	(1,019)	-	8,181
Feasibility and Alumni Fund	5,139	-	-	-	5,139
Fed Ex	5,000	-	-	-	5,000
HRSDC - Mentors@Work study	-	75,000	-	-	75,000
HRSDC - Northern Communities	-	206,188	(54)	-	206,134
Invesco Bowl For Kids Sake	155,654	10,687	-	(155,653)	10,688
Kids of Incarcerated Parents 2	36,157	-	-	(36,157)	-
MasterCard - ISM	183,123	-	(30,528)	-	152,595
MasterCard 2012 Youth Summit	-	150,000	(41,696)	-	108,304
MasterCard Child Safety/Volunteer Training	110,248	-	(30,463)	-	79,785
Muttart Foundation - Strategic Plan	-	10,000	(10,000)	-	-
Northern Initiative	14,693	-	(4,406)	-	10,287
Ontario Ministry of Education - 2011/12	297,944	525,000	(822,944)	-	-
Ontario Ministry of Education - 2012/13	-	600,000	(608,567)	-	(8,567)
Research and Trends	4,878	7,500	(6,512)	-	5,866
Strategic Initiative	1,759	-	-	-	1,759
Toronto Leasehold Improvements	14,749	-	(7,209)	-	7,540
	864,137	1,774,075	(1,714,702)	(204,221)	719,289



April 4, 2013

Additional Comments of Auditor

The accompanying schedule of deferred contributions is presented as supplementary information only. In this respect, the schedule does not form part of the financial statements of Big Brothers Big Sisters of Canada Les Grands Frères Grandes Soeurs du Canada (the Organization) for the year ended December 31, 2012 and, hence, is excluded from the opinion expressed in our report dated April 4, 2013 to the Members on such financial statements. The information in the schedule has been subject to audit procedures only to the extent necessary to express an opinion on the financial statements of the Organization and, in our opinion, is fairly presented in all respects material to those financial statements.

PricewaterhouseCoopers LLP

Chartered Accountants, Licensed Public Accountants



Chair's Circle

BMO Financial Group

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

Canadian Imperial Bank of Commerce

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

MasterCard Canada

MasterCard Canada has provided lead support to our 2012 Youth Summit in Ottawa, a precursor to a larger event as part of the Centennial celebrations in 2013. In addition, MasterCard Canada has committed to supporting the creative expansion of the In-School Mentoring Program. Their support is enabling us to explore alternative service structures to deliver mentoring programs to small Acadian communities along Nova Scotia's French Shore. MasterCard Canada is also supporting the delivery of a hybrid mentoring program serving at-risk youth in Yellowknife. With help from MasterCard we are learning to better serve rural, remote, and diverse populations.

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 given 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.

WestJet

Through its charitable giving program, WestJet Cares for Kids, WestJet provides flight vouchers in support of both local and national Big Brothers Big Sisters strategic efforts. In 2012, WestJet renewed their commitment to Big Brothers Big Sisters by pledging three full years of support. Big Brothers Big Sisters activities include our national agency accreditation process, our 2012 Youth Summit in Ottawa, and direct support for agency fundraising efforts locally. WestJet also made dreams come true, such as the gift of an adventure in New York for 20 youth and their mentors in June 2012.

**A BIG Thank You
to our Partners**

President's Circle

Cadillac Fairview

Cadillac Fairview has been a long-standing supporter of Big Brothers Big Sisters now for over 15 years! In 2007, Big Brothers Big Sisters of Canada was pleased to receive an incredible six-year lease of in-kind office space, conveniently located in the Toronto Eaton Centre.

Canadian Western Bank

Since 2008, Canadian Western Bank (CWB) has been a proud supporter of Big Brothers Big Sisters agencies across Western Canada through the Greater Interest GIC®. Since partnering with Big Brothers Big Sisters, CWB has donated over one million dollars! In 2010, CWB broadened the distribution of its community-based GIC product, Key Giving GIC™, by offering it to clients across Canada. In 2012, CWB introduced a video contest with a \$2,500 grant to encourage our matches to take a 'Greater Interest' in their community.

Cogeco Cable

In 2009, Cogeco Cable began a four-year, in-kind and cash contribution valued at \$150,000 to assist in the development of Game On: Eat Smart, Play Smart, Live Smart. The commitment has enabled us 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!

Hershey Canada

Throughout the 2011 and 2012 Halloween seasons, Hershey Canada promoted Big Brothers Big Sisters mentoring services on boxes of Halloween treats across the country. The boxes displayed a prominent message about the importance of mentoring to raise awareness and act as a call to action for volunteers and donors. During this time period, Big Brothers Big Sisters saw a 67% increase in volunteer inquiries!

Human Resources and Skills Development Canada

The challenges facing Inuit youth in Canada's north aren't well documented and southern-based organizations are ill-equipped to address their needs and strengthen their resiliency. Our project – *Coming Together for Northern Communities* – is a consultative approach we've taken with Boys and Girls Clubs of Canada, United Way of Canada, YMCA Canada and YWCA Canada to develop a collaborative service model that is responsive to the Iqaluit community. With three years of financial support from HRSDC, we have the flexibility and time to build the necessary relationships for a strong foundation; ultimately helping families to become healthy and successful.

Invesco

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

The Keg Spirit Foundation

The Keg Spirit Foundation has provided over \$1.1 million to Big Brothers Big Sisters! 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 40,000 nationally registered alumni 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 2012, Standard Life renewed their commitment to Big Brothers Big Sisters of Canada to promote the need for volunteer mentors for another five years. Again in 2012, through an RFP process, Standard Life funded 10 recruitment marketing campaigns in local markets resulting in over 3,800 new inquiries and 500 new mentors. To date, Standard Life has donated close to 1 million dollars resulting in approximately 12,000 inquiries and more than 2,000 new mentors.



Leader's Circle

7 – Eleven

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

Certified General Accountants of Ontario

2012 marks a 12 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 National Accreditation Program in Ontario.

JAN Kelley Marketing

JAN Kelley Marketing supports Big Brothers Big Sisters by providing advertising and creative expertise to the development of our recruitment and fundraising campaigns and program marketing materials. In 2012, JAN Kelley created a series of recruitment videos to promote our popular In-School Mentoring program as well as our Go Girls and Game On group mentoring programs.

Kraft Canada

Since 2010, Kraft Canada has provided terrific sponsorship for the development and implementation of Game On and Go Girls! programs across Canada. Big Brothers Big Sisters was proud to be featured and promoted in print and advertising campaigns in association with Kraft's Ritz Crackers and Dad's Cookies brands.

The Muttart Foundation

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

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

Marble Slab Creamery

Marble Slab Creamery, known for their exquisite, fresh-made gourmet ice cream, has been supporting Big Brothers Big Sisters of Canada and local agencies since 2008. Each year, Marble Slab designates a day to Big Brothers Big Sisters of Canada, contributing \$1 of every cone sold on that day. In addition, with every Grand Opening of a new location, Marble Slab donates \$1 of every transaction to the local agency in the area.

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.





Alberta

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

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

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

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

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

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

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

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

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

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

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

British Columbia

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Manitoba

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

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

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

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

New Brunswick

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

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

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

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

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

Newfoundland

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

Nova Scotia

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

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

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

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

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

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

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



Ontario

BIG BROTHERS BIG SISTERS OF CANADA, BURLINGTON
www.bigbrothersbigsisters.ca

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

BIG BROTHERS BIG SISTERS OF WATERLOO REGION, CAMBRIDGE
www.bbbswr.org

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

BIG BROTHERS BIG SISTERS WINDSOR ESSEX, WINDSOR
www.bigbrothersbigsisterswe.ca

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

BIG BROTHERS BIG SISTERS OF YORK, AURORA
www.bbbsy.ca

Prince Edward Island

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



Quebec

GRANDS FRÈRES GRANDES SOEURS D'ABITIBI OUEST, LA SARRE
www.bigbrothersbigsisters.ca/abitibi

GRANDS FRÈRES GRANDES SOEURS DU DOMAINE DU ROY, ROBERVAL
www.gfgsddr.ca

GRANDS FRÈRES GRANDES SOEURS DU LAC ST. JEAN NORD, DOLBEAU-MISTASSINI
www.gfgslsjn.ca

GRANDS FRÈRES GRANDES SOEURS DE LANAUDIÈRE, JOLIETTE
www.gfgsc.ca

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

GRANDS FRÈRES GRANDES SOEURS L'OUTAOUAIS, GATINEAU
www.gfgso.com

GRANDS FRÈRES GRANDES SOEURS DU MONTRÉAL, MONTRÉAL
www.gfgsmtl.qc.ca

GRANDS FRÈRES GRANDES SOEURS DE LA PORTE DU NORD, SAINT JÉRÔME
www.gfgsportedunord.ca

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

GRANDS FRÈRES GRANDES SOEURS DES APPALACHES, THETFORD MINES
www.gfgsamiente.com

GRANDS FRÈRES GRANDES SOEURS DE ROUYN-NORANDA, ROUYN-NORANDA
www.gfgsrn.org

GRANDS FRÈRES GRANDES SOEURS DE L'ESTRIE, SHERBROOKE
www.gfgsestrie.ca

GRANDS FRÈRES GRANDES SOEURS DE SAINT HYACINTHE, ST-HYACINTHE
www.bigbrothersbigsisters.ca/sainthyacinte

GRANDS FRÈRES GRANDES SOEURS DU SUROIT, VALLEYFIELD
www.gfgs.org

GRANDS FRÈRES GRANDES SOEURS DE TROIS-RIVIÈRES, TROIS-RIVIÈRES
www.gfgstr.com

Saskatchewan

BIG BROTHERS BIG SISTERS OF HUMBOLDT, HUMBOLDT
www.bigbrothersbigsisters.ca/humboldt

BIG BROTHERS BIG SISTERS OF LLOYDMINSTER, LLOYDMINSTER
www.bbbslloydminster.ca

BIG BROTHERS OF REGINA, REGINA
www.bigbrothersofregina.com

YWCA-BIG SISTERS OF REGINA, REGINA
www.bigbrothersbigsisters.ca/bsregina

BIG BROTHERS BIG SISTERS OF SASKATOON (AND BATTLEFORDS), SASKATOON
www.bbbsaskatoon.org

BIG BROTHERS BIG SISTERS OF WEYBURN, WEYBURN
www.weyburnbigbrobigsis.ca

BIG BROTHERS BIG SISTERS OF YORKTON, YORKTON
www.bbbsyorkton.com

Yukon

BIG BROTHERS /BIG SISTERS OF YUKON, WHITEHORSE
www.bbbsofyukon.ca





Big Brothers Big Sisters
of Canada

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