



**GOOD FOOT**  
DELIVERY

**2017 Annual Statement**

# What is Good Foot?

Good Foot is an award-winning, non-profit delivery service that employs people with developmental disabilities. We do deliveries throughout the Greater Toronto Area (GTA) using public transit and our own two feet, making us carbon neutral in addition to socially responsible.

## Mission

Good Foot provides engaging employment for people with developmental disabilities through a competitive, professional courier service delivered via public transit with pride.

## Vision

Good Foot employees are leading independent and fulfilling lives while redefining their engagement in the community.

## Values

Compassion	Priority on employees' unique experiences to support their personal growth, skills and success.
Communities	Built with employees, families, partners and customers.
Excellence	A professional, customized, competitive, reliable service.
Financial Sustainability	A cash-flow positive business.
Pride	In our service, brand, and people.

# Director's Message

2017 was a thrilling year filled with enormous development and growth for Good Foot. We forged new partnerships and strengthened existing ones; our partners bring us so much joy because of the impact they have on our work. Thanks to our supporters in 2017, we were able to grow our team of couriers with developmental disabilities by 11 new staff - an increase of 50%! Good Foot was also challenged to deliver on the most busy holiday season ever, and we did with over \$720 of deliveries done per day on average in December 2017. With the partnerships established and renewed in 2017, we have set ourselves up for an exciting 2018. Read more about our high growth potential and big dreams for this year on Page 7.

I am humbled and honored on a daily basis by the Good Foot staff. From their amazing work ethic to the pride we share in our work - the Good Foot team has raised the bar for both courier services and charities in Toronto. There is not another courier service in this city (maybe even this country) that can boast the huge diversity of experiences that we have on the team. I feel very lucky to have the pleasure of managing these fine folks. In addition to being inspiring and making it exciting to come in to work everyday, the Good Foot team has the best sense of humour I've ever met (as I'm sure many of our customers and partners can attest). If you have not yet, I encourage you to try us out for a delivery or two so you can experience this yourself!

As we launch our 2018 development, I am excited to share our plans to grow employment for people with developmental disabilities. From exploring innovative business opportunities within the surging on-demand economy to launching our custom In, Up, and Out employment program, we are looking to redefine what charity and community work means in Toronto. We have a tenacious team supported by committed customers, donors, sponsors, family, and friends. I hope you will join the Good Foot community so you can further our impact. Check out page 8 or send me an email about how to get on the Good Foot, make a difference, and experience the inspiring and humorous characters on our team.

Sincerely,



Ryan Hollinrake, Good Foot Delivery Managing Director

# Our Team

## Staff and Couriers

Ryan Hollinrake (Managing Director)

Courtney Ayukawa (Operations Coordinator)

Alan Bernstein (courier)

Ari Margolis (courier, trainer, and dispatcher)

Braden Anderson (courier)

Chris Butler (courier and data management)

David McNamara (courier)

David Weiser (courier)

Harley Colero (courier, trainer, and dispatcher)

Jack Westgate (courier)

James Purdy (courier)

Jared Dickie (courier)

Jens Burrows (courier)

Jon Gauthier (courier and social media coordinator)

Kathy Babbs (courier, trainer, and dispatcher)

Kelvin Sue (courier and graphic designer)

Kenneth Freeman (courier)

Kevin Schmidt (courier)

Mackenzie Gerrity (courier)

Melissa Macintosh (courier and dispatcher)

Michael Greco (courier and graphic designer)

Mike Zwarts (courier)

Tim Magee (courier)

Zachary Perlmutter (courier)

## Welcomed the following new staff

Anton Ritchie (courier)

Bas Wynberg (courier)

Hayden Lunardo (courier)

Jacob Jones (courier)

Jack Cox (courier)

Jodie Makin (courier in training)

Matt Melchiori (courier)

Peter Dier (courier)

Spencer Laredo Marcovitz (courier)

Toby Rosebrugh (courier)

Will Bulger (courier)

Ardita Muca (George Brown College placement)

## Board of Directors

Kirsten Gauthier (chair)

Daniel McNamara

Dominique Michaud

David Wilkinson

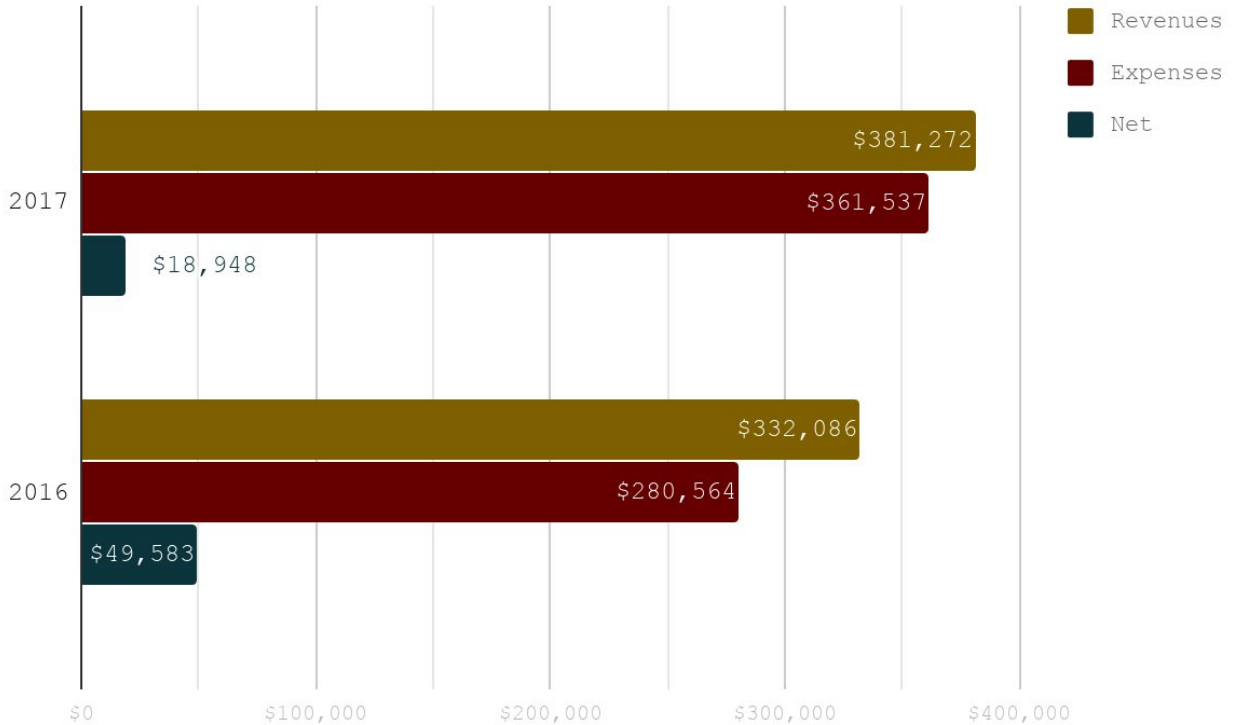
Jason Chapnik

Daniel Klass

# By The Numbers

There are 2 main pillars to Good Foot: the delivery business and the charity. These are often respectively referred to as “Good Foot Delivery” and “Good Foot Support Services”.

## 2016 vs. 2017 Expenses and Revenues



## Our Workforce

The team is constantly growing with additional couriers and volunteers joining the team every month. When Good Foot started in 2010 we had 5 couriers and at the end of 2017 we have 35!



Email: [info@goodfootdelivery.com](mailto:info@goodfootdelivery.com)

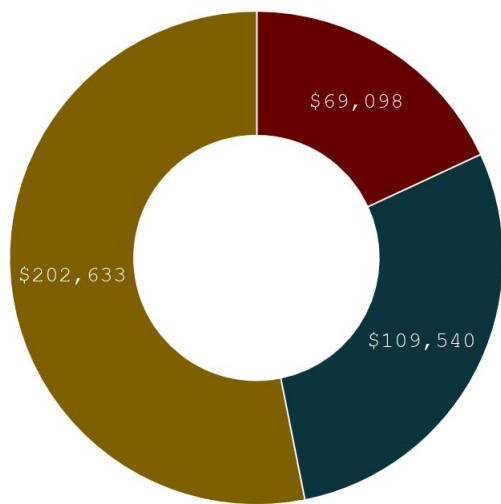
Phone: 416-572-3771

Charitable #: 825692668RR0001

# Revenues & Expenses

Good Foot operates both a charity and delivery business (a non-profit, social enterprise). All of the couriers employed by the delivery business are people with disabilities. Since 100% of our delivery fees go directly to the courier that does the delivery, our charity offsets costs the delivery business cannot carry. These include courier training, fundraising, community building events, and operational costs (eg. administrative salaries, rent, insurance). Separating the expenses of the charity and social enterprise give a clearer picture of how we operate.

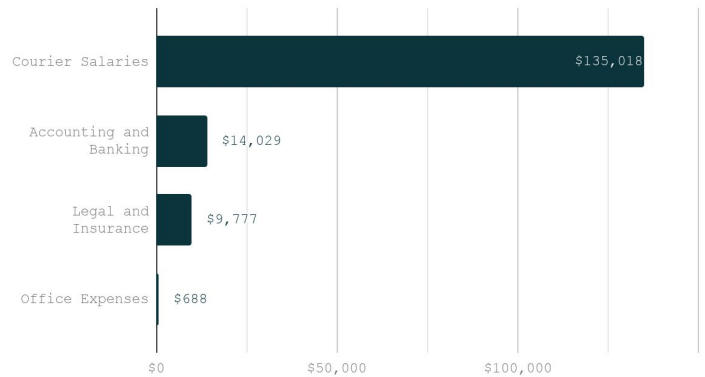
2017 Revenues:



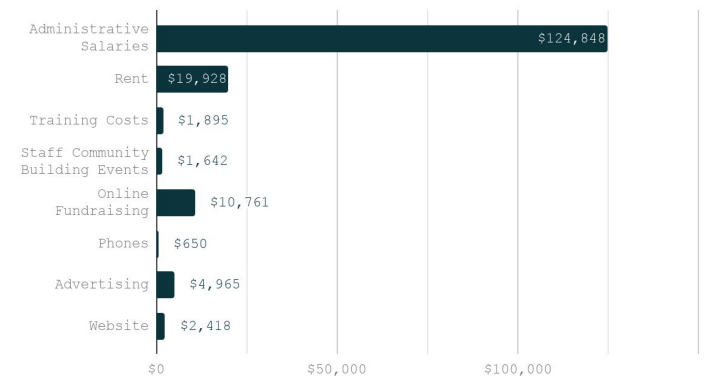
● Deliveries ● Sponsorship ● Donations and Grants

2017 Expenses:

Business Expenses



Charity Expenses



We are reliant on public donations, grants, and partnerships in order to continue to offset the delivery business' costs. This is integral to our mission because we want to pay our couriers 100% of the delivery revenues. We're incredibly fortunate and thankful for the amazing supporters that are on the Good Foot with us and allow us to run our social enterprise.

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# 2017 Growth

2017 was a big year for us. Here it is by the numbers:

11 new couriers welcomed to the team! This is the most we have ever hired and trained in a single year. All of the new staff pushed us to grow into a 2nd office, so we now have 2 spaces!

8 outstanding couriers received Best Foot Forward Awards at monthly All Staff meetings.

300 Good Foot subway ads created in collaboration with Public Inc. and placed across the TTC by Pattison Outdoor.

\$720 of deliveries were done per day on average in December - a record setting month! Couriers had fun through the holiday rush with a competition, they were grouped into two teams (named “the Yonge Line” and “the University Line”); teams competed to see who could deliver 300+ deliveries first.

\$7,500 of funding was received from Innoweave; this grant goes towards supporting the exploration of growth opportunities and solutions.

3 amazing students were added to the team and helped with administrative, graphic design, and funding work through the Canada Summer Jobs Program.

2 Social Procurement Fairs hosted Good Foot booths! These fairs are led by the City of Toronto and Good Foot attends as a certified diverse supplier.

4 hockey superstars (James Van Reimsdyk, Zach Hyman, Bryan Muir, and Dave Hodge) and 100+ lovely guests joined us at our Night at the Wilson’s spring fundraiser. The Ultimate Leafs Fan, Mike Wilson, and his Leafs collection made this event super fun and incredibly unique - Mike has the largest Leafs memorabilia collection outside of the hockey hall of fame!

\$10,000+ was raised through the Toronto Waterfront Marathon. It wouldn’t have been possible without Dan Grant and his RunTOBeer crew. Additionally, our Run / Walk Crew participated in the 5K for the second time with the amazing volunteer coaches from BlackToe Running.

150+ supporters attended our 7th Annual Good Foot Get Down in November. The theme was Lucky Number 7 because we’re truly lucky to have had the amazing support and success of the last 7 years. Craft beers from Great Lakes Brewery, Brendan Canning (from Broken Social Scene) DJing into the night, and a huge roulette table made the party a big success.

# Dreaming Big in 2018

What's on for 2018? A lot! This year we will be working to launch new programs, increase our partnerships and collaborations, invest in our technology infrastructure, and as always, train and hire more people with disabilities. We're excited to continue to grow our amazing courier team through doing more deliveries across the Greater Toronto Area. Read on below for a selection of our many plans for this year!

## **Develop and Launch the In, Up, and Out Program**

The In, Up, and Out Program provides a professional growth channel and opportunity for people with developmental disabilities. The concept is simple: First, train people with developmental disabilities to come **IN** to Good Foot and be a courier. Second, give couriers an opportunity to move **UP** within Good Foot, to positions like dispatching, social media, and sales. Third, support their transition **OUT** of Good Foot and to long-term, employment at a partnering, Toronto business.

## **Cultivate Learning Opportunities for Students**

As a social enterprise, Good Foot can provide unique learning opportunities and experiences for students looking to work in business, charities, and/or community services.

In 2017, Good Foot piloted a collaboration with George Brown College's School of Social and Community Services. The goals of this mutually beneficial partnership were to attain support with training new couriers and provide placements for their students that are interested in working with people with disabilities after graduating. Overall, it was a resounding success. We look forward to building the placement program and giving further learning opportunities to future social/community workers.

A second opportunity for Good Foot to provide learning experiences for students is through summer jobs. We appreciated the incredible work the 2017 summer students did for Good Foot and we're hoping to welcome 3 to 4 new student staff to the team this summer. These summer jobs are an effective way for Good Foot to get administrative support as we grow while also providing work experiences for students. This initiative is funded by the Canada Summer Jobs program.

## **Pilot Good Foot Errands**

Purchasing a bottle of wine, delivering glasses to be resized, picking up groceries, and depositing cheques -- these are all errands that we did in 2017! With the rise of convenience services and the on-demand economy, Good Foot is perfectly positioned to utilize our experienced couriers to run errands for Torontonians. We look forward to piloting our Errands project in 2018, which will include tasks like cleaning, gardening, picking up dry-cleaning, etc.



### **Invest into Technology**

After increasing delivery revenues 60% on average the past 2 years (from \$68,657 in 2015 to \$109,540 in 2017), Good Foot's technology needs are quickly increasing and outgrowing the current system. An investment into redeveloping a system that can support our current needs and future growth is imperative.

### **Offer Autism Awareness Trainings**

We are excited to announce our partnership with Autism Ontario for the development of ASD awareness trainings for Toronto's first responders. We especially look forward to offering this training to TTC (Toronto Transit Commission) employees because our couriers take the TTC to do deliveries on a daily basis.

### **Share our Lessons Learned**

Good Foot regularly receives speaking requests - at conferences, panels, etc. We're ecstatic to continue sharing what we've learned as a social enterprise employing people with developmental disabilities. Notably, our very own Alan and Ari will be on the panel on inclusive employment at the Pushing the Boundaries conference.

### **Formalize the Good Foot Social Committee**

Good Foot is much more than simply a job for our staff - it's a tight-knit, community of friends and support. From a staff party at Medieval Times to the weekly run/walk crew, we organize many social outings and opportunities for the Good Foot staff. These initiatives will continue (and increase!) with the formalized Social Committee, which will be run by and for people with developmental disabilities.

### **Fundraise in Fun Ways**

A number of positive partnerships were built in 2017, and Good Foot looks forward to continuing them this year. These include the Toronto Waterfront Marathon campaign with the Good Foot Run / Walk Crew and RunTOBeer, our partnership with the College of Physicians and Surgeons of Ontario, and fun events for our many stakeholders.

With this great growth comes great need, and we are welcoming new partnerships in 2018. Supportive individuals and organizations are what allow Good Foot to thrive. We're ecstatic to have your support and to have you join us in the big plans we have dreamt for 2018!

# Join Us

## Ask us about our Partnership Opportunities

We strongly see partnerships as a two-way relationship where we give back as much as we receive. From access to the the “Greater” part of the Greater Toronto Area through a partnership with Metrolinx / GO, to healthy lunches to nourish our team on a daily basis, there are a huge variety of opportunities to partner with Good Foot in unique ways.



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## Make a Donation

At the end of the day, it's the amazing supporters that donate funds to Good Foot that have allowed us to thrive and grow over the last 7 years. We continue to explore growth opportunities, challenge the norm, and break down barriers that people with disabilities face everyday. As we expand our current work and launch new programs, there has never been a greater need for support. We hope to have your support as we develop Good Foot.

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## Attend an Event

We run a number of fundraising events throughout the year, including our annual Get Down where we bring together our entire community to celebrate another year on the Good Foot! Follow us on social media and our mailing list to be in the know for our next events.



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## Volunteer

Good Foot is always welcoming volunteers to the team. Current volunteer opportunities include helping at our fundraising events, teaching our staff new skills, mentorship / coaching, and supporting our courier onboarding process. We strongly believe in creating unique volunteer opportunities that cater towards both your strengths and our needs. Please email us if you're interested in volunteering!

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