



# GOOD FOOT DELIVERY 2019

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## ANNUAL REPORT

Good Foot Delivery  
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Toronto, ON M5S 2R4

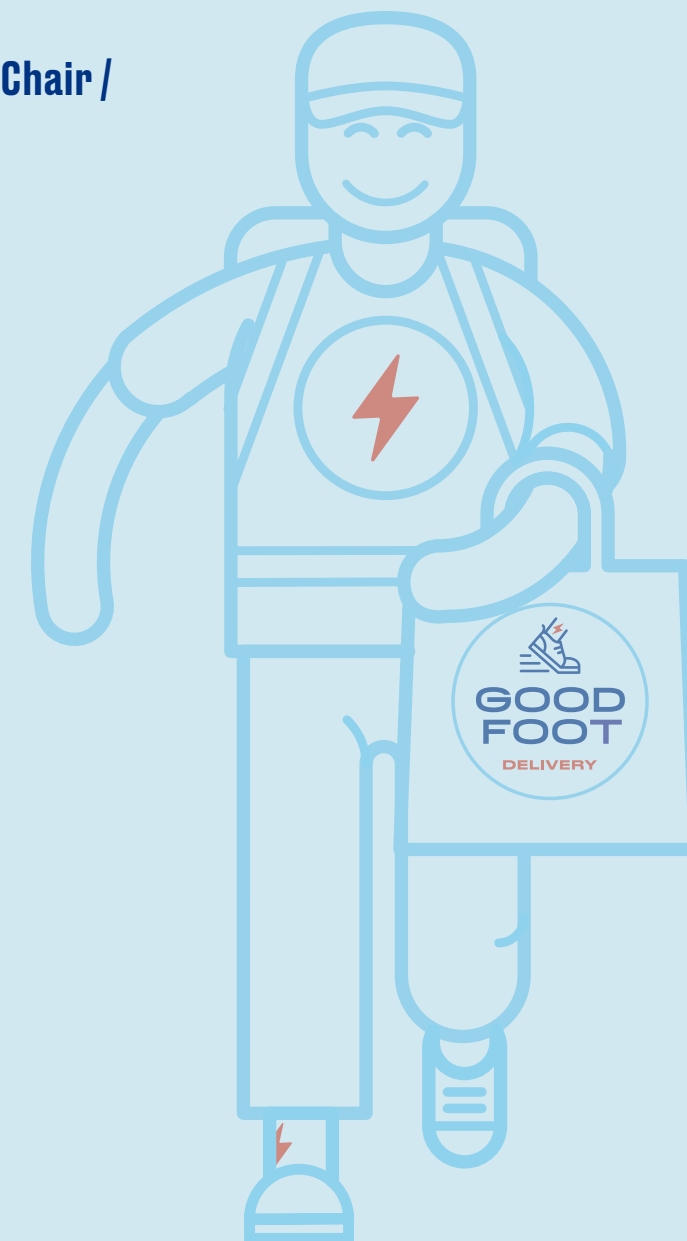
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Charitable #: 825692668RR0001





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# ABOUT GOOD FOOT DELIVERY

Good Foot is a social enterprise providing employment, training and social programs for adults from the neuro-diverse community through our personalized point-to-point delivery service, via public transit and on foot. Good Foot Delivery’s vision is to empower our employees to lead lives that are more independent and fulfilling through employment, a critical component of a meaningful life. Staff at Good Foot learn valuable skills and access multiple communities of new people. The skills, income and connections made at Good Foot are improving our staff’s lives and have a ripple effect throughout society every day.



# BOARD CHAIR'S MESSAGE

It's hard to believe that 2019 marks the tenth anniversary of Good Foot. When we started, it was a product of years witnessing the struggles a sibling experiences when going through a series of short-term job placements. These satisfied the employer's needs to be compliant, rather than being a fulfilling working environment for the person.

In the time we've been up and running, we've witnessed some encouraging progress. People and organizations are becoming more accommodating and thoughtful about the benefits that employees with developmental disabilities - now identified as neuro-divergent - bring to the community.

Challenges remain. You always have early adaptors and change-makers, and these have been our champions. Local businesses have been the ones making a big difference - not only by signing on, but supporting our cause and welcoming our staff as their own in their work. This attitude has been a unique differentiator for us. It has both grown the confidence and skill level of our workforce and been a big contributor in changing the minds of other people as they see Good Foot as a trusted and valued partner. Our next challenge is to bring this change to larger corporations while maintaining this same notion.

This is what our *In, Up & Out* program is all about. After a few years of initial development, the program received the financial support it needed to come to life in 2019. Securing the grant was very impactful on two levels. It brought neuro-diversity to a bigger stage, shining a light on our efforts and it added an important financial stability element to the organization. We also made management changes. The hiring of Barb, who lead the establishment of better governance, has also made a significant impact. For us, 2019 was all about creating stability.

Reflecting on the last ten years, the most remarkable thing I've experienced is the feeling that we're not alone. I didn't realize so many had people from this community in their lives. And how easy it was to engage them to want to listen and to help. ⚡

**Kirsten Gauthier,  
Board Chair.  
Good Foot Delivery**

**I am proud of  
the Couriers - they've  
really done it, and they  
are proud of the company  
and most importantly,  
proud of themselves.”**





Barb Willet,  
Managing Director.  
Good Foot Delivery.

Our Couriers  
have a sense of  
purpose, a sense of being  
helpful in the community,  
a sense of independence and  
an income. They bring so much  
excitement to their work.  
It's infectious.”

# MANAGING DIRECTOR'S MESSAGE

I feel fortunate to have joined Good Foot in 2019. My work has always focused on the different factors that influence health, including employment. Embracing the purpose of Good Foot came easily to me. I believe in work, in the relationship between work and our overall well-being. Work contributes to a sense of independence, a sense of value and a sense of connectedness to the community. Good Foot's role in helping others find employment is essential.

The addition of the *In, Up & Out* program will help us do even more. This innovative program is the culmination of a great deal of work and is undoubtedly the year's highlight. Magnifying the work Good Foot has been doing for the last ten years, *In, Up & Out* integrates a connection to the local business community. It puts a deliberate focus on transferable, employable skills such as communications and teamwork, in addition to the specific skills needed to be a capable Courier.

One of the things I have taken to heart since joining Good Foot is the real richness that comes when we focus on abilities, not disabilities. The benefits of an inclusive workplace will always outweigh by far, any costs related to accommodations.

As we move into 2020 and beyond, I am energized by possibilities – for *In, Up & Out*, for our staff, for the organization, and even for myself as I learn more about the neuro-diverse community, about aiding organizations in transitioning to inclusive workplaces, and about managing a successful delivery service! My goals are to ensure Good Foot has the best organizational infrastructure and operational model to position us for success with *In, Up & Out* and continued sustainability.

I confess I have not been this excited about my job and where I work for a long time. Good Foot is an amazing organization, and I am thankful to be a part of this dedicated team and to be able to contribute to the tangible impact it has each and every day. ⚡



# A YEAR IN REVIEW

In 2019, we implemented significant measures to facilitate both business stability and growth, building a strong foundation for long-term success. From the rollout of our innovative employment program, *In, Up and Out*, to rebranding and expanding the office team, it's been a busy year.

Two meaningful partnerships were formed. Dreamweavers, an Occupational Therapy collective, is now providing on-going one-on-one support to our delivery team and will be hosting a series of professional and life skills workshops. Then, to build our Courier's employment skills, 5 Couriers paired up with mentors from Deloitte to work on interview preparation, resume building and more.

Thanks to our donors, customers, and supporters' commitment, we continued to service the neuro-diverse community in a meaningful way.



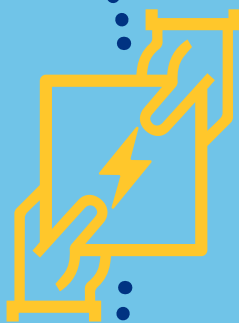
We implemented significant measures to facilitate both business stability and growth, building a strong foundation for long-term success.



DELIVERIES

It was a record-breaking year for deliveries, with our Couriers travelling all across the GTA, servicing more than 700 clients.

16,943



REVENUE

As a non-profit Courier service, all our net earnings are reinvested into the charity. The increased revenue directly translates into increased impact.

2018 – \$688,055  
2019 – \$726,776



EXPENSES

Our neuro-diverse workforce’s salaries are our largest expense. It’s an investment that makes a world of difference.

2018 – \$604,293  
2019 – \$738,833



COURIERS

Our Couriers are the heart and soul of our business and our mission. Not only do they deliver thousands and thousands of packages a year. They also deliver change.

2018 – 35  
2019 – 35



GOOD FOOT DELIVERY 2019  
BOARD OF DIRECTORS

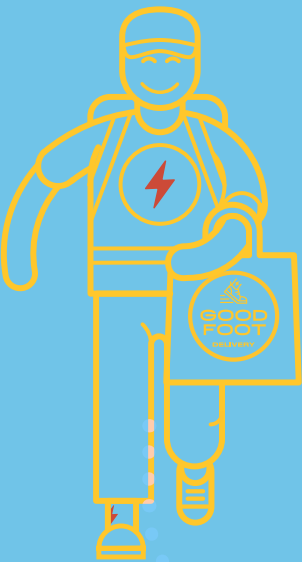
- Kirsten Gauthier

Daniel Klass

Dan McNamara
- Radha McCulloch

Dom Michaud

David Wilkinson





# CITY WIDE IMPACT

Some of our Couriers might need new running shoes. Five members of the Good Foot team each delivered more than 1,000 packages across the GTA in 2019.



Curious how our Couriers know how to get the packages to more remote Toronto locations? Good Foot uses a real-time delivery (and dispatch) management platform that is integrated with Google Maps to ensure our Couriers can always find their way.

We have clients of every size, from large corporations to solo entrepreneurs. Each and every one of them gets the same, friendly, low carbon footprint service.



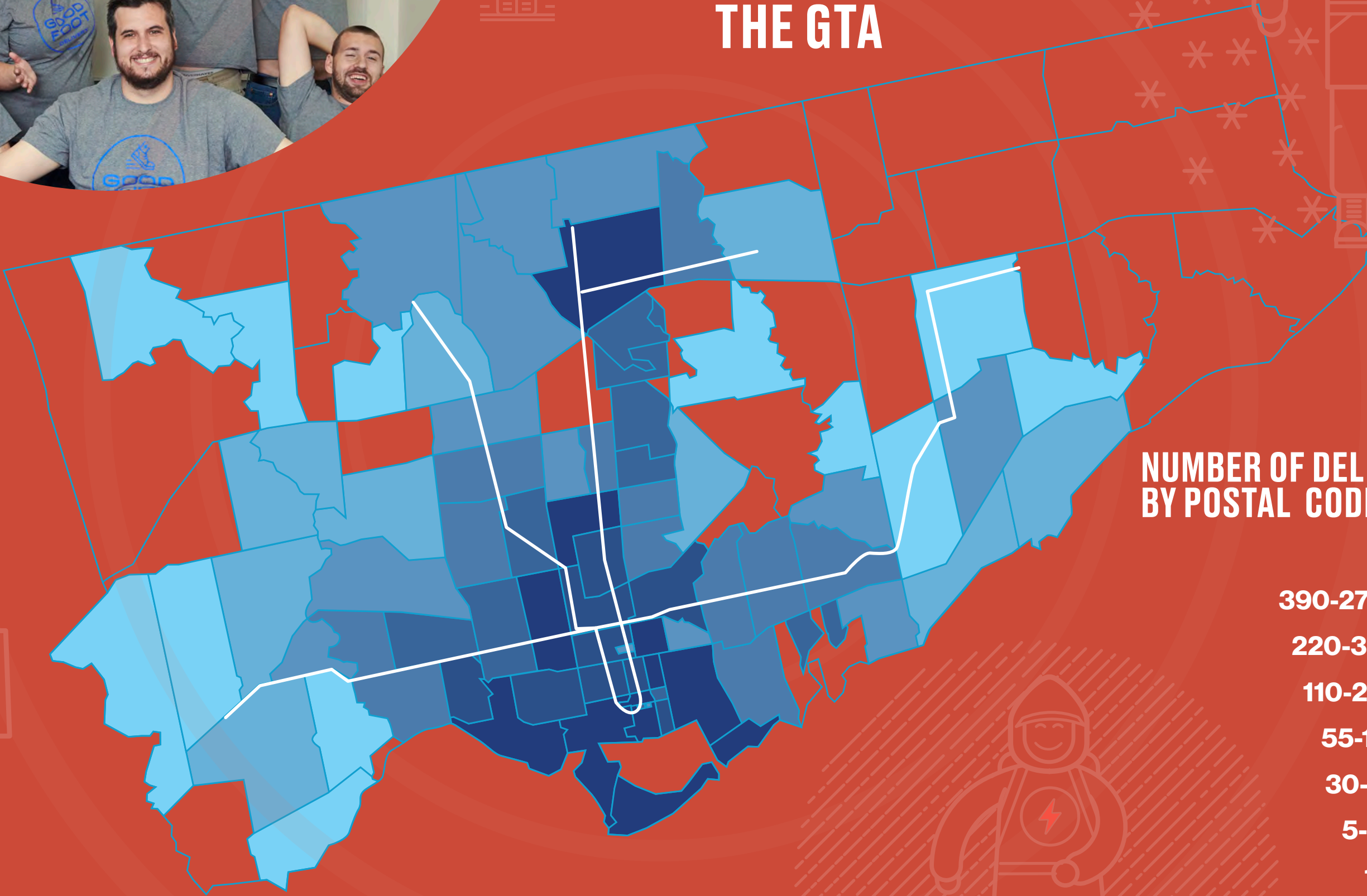
The TTC plays a major role in how our Couriers make their way around the city. It's efficient, good for the environment and it gives our Couriers the confidence to navigate the city on their own, creating independence on and off the job.







# WHERE OUR COURIERS DELIVERED ACROSS THE GTA



NUMBER OF DELIVERIES  
BY POSTAL CODE

- 390-2749
- 220-390
- 110-220
- 55-110
- 30-55
- 5-30
- 1-4



## Jon, Good Foot Courier since 2019



My mom suggested I should apply for Good Foot, so I did. Jobs like a Good Foot Courier are very important because neuro-diverse people are hard to employ. I have Asperger's and struggle with finding and keeping employment.

When I am not working, my hobbies include reading, studying Japanese culture, practicing my Japanese, watching tv and Asian movies, anime, manga, going for long walks, working out, listening to music and cooking!

Good Foot has positively affected me because it is the only job where I have cleared probation. It has given me a support team, taught me how to use an iPhone and let me explore my city.

I am also part of the Good Foot run club. It is great exercise and great bonding. Our lives as Couriers change because we develop skills like mapping, communication, and we make friends that are like family. We have a great support team, and also we get to be independent.

Most businesses should learn that just because we are neuro-diverse or have a developmental disability doesn't mean we can't learn almost anything with time. ⚡

“We have a great support team, and also we get to be independent.”

Upon completing a job placement and skill development program at George Brown College, Harley was placed in a factory situation with no training and abusive workers. He was humiliated and flustered to the point where he couldn't grasp his tasks. We pulled him out and began searching for an appropriate job, but we weren't having any luck. Then, we just happened upon Good Foot through a connection with the founding director, Kirsten.

Harley was an introverted and very sensitive young boy who was bullied throughout school and excluded in all things with his peers. He was very frustrated, lonely and dependent on his family.

Good Foot showed him that he could achieve things and learn new skills. Here, he could be accepted for who he is, garner support, make friends and solve problems. He learned how to navigate our city streets, earn a living and manage money. This job has meant independence!

This unique business format is important because it provides a rare opportunity for people who have difficulties and trouble managing life. It's inclusive rather than segregated, which helps people with

differences feel a connectedness - a sense of community. It's empowering.

I wish more employers knew that the benefits of an inclusive workplace go both ways. Not only would the employer receive an honest, grateful and hard-working employee but also a lesson in humanity that can only come from doing good compassionate deeds like hiring someone who has challenges but can teach us so much in return!

There is no question about the positive impact that Good Foot has had on Harley and our family. Working at Good Foot eradicated negativity in Harley and replaced it with positivity, pride and a sense of achievement. They gave him an opportunity to mature well and create a positive new path for himself in life, one that brings fulfillment, purpose and happiness! ⚡

*Tracy Thompson*

Tracy Thompson,  
Harley's Mom





## Beanfield Metroconnect

Beanfield became involved with Good Foot six years ago, while we were searching for a better solution for our Courier and package delivery needs. Good Foot and Beanfield share core company values, which made for a natural partnership.

Good Foot surpasses our expectations for a delivery service. The Couriers are always a pleasure to work with, and their friendly faces have become a part of the Beanfield office day to day activity. We rely on Good Foot Couriers to deliver and retrieve many packages throughout the week, and the Good Foot service provides a major convenience for us and our customers.

Supporting employment for those with disabilities is extremely important to Beanfield, as we believe communities thrive when diversity is nourished and supported. Good Foot provides employment opportunities for individuals with neurodiversity and developmental disabilities, which aligns with Beanfield's core company values of supporting and encouraging diversity within communities.

We wish other businesses knew the positive impact that supporting a business such as Good Foot has on not only the neurodiverse community, but our communities as a whole. Helping to support a business that focuses on



**Good Foot Couriers are always so friendly. I can always trust that the packages I send out with them will be delivered in a timely manner. They truly have a positive impact on our office and our company as a whole.**

**Katie,  
Beanfield Receptionist**

creating positive outcomes and employment creates a ripple effect that benefits the whole community. Being a Good Foot client has beneficially impacted Beanfield in so many ways. The Couriers are very reliable and a true joy to work with. The service provided by Good Foot has made the daily office task of shipping and receiving packages both stress and worry-free.

Beanfield was founded on values very similar to those of Good Foot. We believe that together we can make positive changes in our communities by providing new opportunities and creating connections. When all individuals within a community are supported, a feeling of fellowship is created, leading us to work towards common goals and interests to create a long-lasting impact.



## The Azrieli Foundation

The Azrieli Foundation is proud to support programs that enhance the quality of life for individuals with neurodevelopmental disabilities, to ensure that each individual has the opportunity to participate fully in their communities.

We support Good Foot's In, Up and Out employment program because of its long-term approach to helping people with neurodiversity. With reliable Couriers who do their jobs well, clients see that the staff are eager to learn and grow. Customers help remove the stigma and barriers for people with disabilities by contributing to Good Foot's financial success, which helps to employ and integrate Couriers into the community. Ultimately, Good Foot is investing in

the well-being of the entire community and is changing society's perception of individuals with disabilities in concrete ways.

On a more granular level, Good Foot offers Couriers a place of belonging, a steady job, and pride in having a role in part of a valued business. Employment – in any population – is vitally important to independence and dignity, and Good Foot is making a difference not just in their Couriers' lives but in our community.





# FINANCIALS

## Good Foot Support Services o/a Good Foot Delivery Statement of Operations and Changes in Net Assets

Year ended December 31, 2019

	2019	2018
<b>Revenue</b>		
Donations	\$ 132,451	\$ 240,385
Courier delivery revenue	207,534	177,863
Government grants	128,039	-
Private foundations	258,752	269,807
	<b>726,776</b>	<b>688,055</b>
<b>Expenses</b>		
Salaries, wages and benefits	613,680	487,489
Professional fees	37,434	29,798
Rent	35,563	30,667
Advertising and promotion	28,996	27,229
Office and general	15,163	22,095
Bank charges and interest	3,038	3,896
Insurance	2,610	2,506
Amortization	2,349	613
	<b>738,833</b>	<b>604,293</b>
<b>Excess (deficiency) of revenue over expenses</b>	<b>(12,057)</b>	<b>83,762</b>
<b>Net assets, beginning of period</b>	<b>205,824</b>	<b>122,062</b>
<b>Net assets, end of period</b>	<b>\$ 193,767</b>	<b>\$ 205,824</b>

## Good Foot Support Services o/a Good Foot Delivery Statement of Financial Position

Year ended December 31, 2019

Assets	2019	2018
<b>Current assets</b>		
Cash	\$ 544,051	\$ 56,008
Accounts receivable	39,475	31,930
Marketable securities	-	126,963
Prepaid expenses	1,720	1,720
	<b>585,246</b>	<b>216,621</b>
<b>Tangible asset</b>	<b>4,577</b>	<b>1,615</b>
<b>Intangible asset</b>	<b>7,500</b>	<b>-</b>
	<b>\$ 597,323</b>	<b>\$ 218,236</b>
<b>Liabilities</b>		
<b>Current liabilities</b>		
Accounts payable and accrued liabilities	\$ 18,190	\$ 12,412
Deferred revenue	385,366	-
	<b>403,556</b>	<b>12,412</b>
<b>Net assets</b>		
<b>Unrestricted net assets</b>	<b>193,767</b>	<b>205,824</b>
	<b>597,323</b>	<b>\$ 218,236</b>

Good Foot is a registered charitable organization #825692668 RR0001.  
The complete audited statements are available upon request.



# A LOOK AHEAD

At the close of 2019, none of us could see the massive challenge ahead. But we have optimism that we will do whatever it takes, even if that means delivering impact in a new way. We are using this opportunity to pull our partners closer. We're looking to the future and to future opportunities for the organization. Our board will be actively searching for new and innovative ways to recover and grow out of COVID.

