



**GOOD
FOOT
DELIVERY
2021**



ANNUAL REPORT

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& MANAGING DIRECTOR**

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ABOUT GOOD FOOT DELIVERY

Founded in 2010, Good Foot Delivery is a social enterprise that provides meaningful employment to the neuro-diverse community through a professional Courier service, with all deliveries completed via public transit & on foot. Good Foot tailors its employment program to ensure that every Courier has the support and tools required for success, both in the workplace and within the community at large. Not only does Good Foot provide initial training and employment to its Couriers, the organization also works with every Courier on an ongoing basis to strengthen skills and experience to maximize potential and overall independence. Good Foot is so much more than a job - it is a community that enables every Courier to feel empowered to thrive.

MANAGING DIRECTOR'S MESSAGE

Throughout 2021, the COVID-19 pandemic continued to disrupt and impact our lives. By working collaboratively and listening to the needs of our community, we found a new rhythm that allowed us to continue to navigate the pandemic's unexpected waves and ensured we met our customer's delivery needs while supporting our staff. We offered flexibility for our Couriers to resume working when they felt safe to do so, and by late fall most of the Couriers had returned to work. We embraced the moments when we could reunite safely in person.

Despite its challenges, the year holds several highlights including our first in person social event in over a year, serving as the official Charity Partner of the TTC Challenge, fully implementing our In, Up and Out employment program and developing a Shopify integration to further

enhance our delivery service. With financial support from Employment and Social Development Canada and other partners, we initiated several projects to strengthen our ability to manage through the pandemic, including adapting aspects of our training into a virtual learning management system.

With the dedication and hard work of our staff and the continued support from our many customers, donors and partners, Good Foot did more than just survive another difficult year; Good Foot remains a stable organization with a vibrant community, well positioned for growth and lasting impact.

**BARB WILLET,
MANAGING DIRECTOR**



BOARD'S MESSAGE

Over the last 12 years, Good Foot has established itself as a model for inclusive hiring practices as we continue to showcase the far reaching benefits of hiring from the neuro-divergent community. In 2021, our In, Up, and Out employment and skills development program gained traction as we established numerous partnerships to provide workforce exposure for participants through an array of mentorships and work placements. We also launched our evaluation strategy to capture our impact and inform current practices and strategic directions. The insights gained and best practices identified will serve as a foundation for future program enhancements as we continue to dismantle current and emerging barriers to employment.

The Board is proud of the critical work that Good Foot staff accomplished over the year to provide safe and accessible programming that supported the mental and physical well being of our team.

The growing public discussion on the importance of inclusion gives us hope as we look towards a more equitable future for all. In the interim, we remain resolute in our mission, confident in the strength of our organization, and active champions of the neuro-divergent community.

**DOM MICHAUD & DAVID WILKINSON,
CO-CHAIRS**



A YEAR IN REVIEW

KEY HIGHLIGHTS FROM 2021



Selected as the official Charity Partner of the TTC Challenge, with participants raising almost \$14,000



Featured on Knix's blog, The lift



New TTC and bus shelter campaign launched



First in person social event at Canoe Landing



Development of Learning Management System (LMS) begins



Employment Support Specialist hired to develop Out partnerships and support OUT participants



Couriers completed a virtual marathon and raised almost \$10,000 through Scotiabank's Charity Challenge



Selected as a beneficiary of Brokerteam Insurance Project SPOTLIGHT 2021



Out partnerships with Courage Cookies, Rum It Yourself and Red Canoe started



A YEAR IN REVIEW

STATISTICS FROM 2021

COURIERS:
2021: 43
 2020: 35



ORDERS:
2021: 9,758
 2020: 7,030



TRAINING HOURS
2021: 1,013
 2020: 142




BUSIEST DAY:
2021: 93 ORDERS ON DECEMBER 17TH
 2020: 116 ORDERS ON DECEMBER 17TH



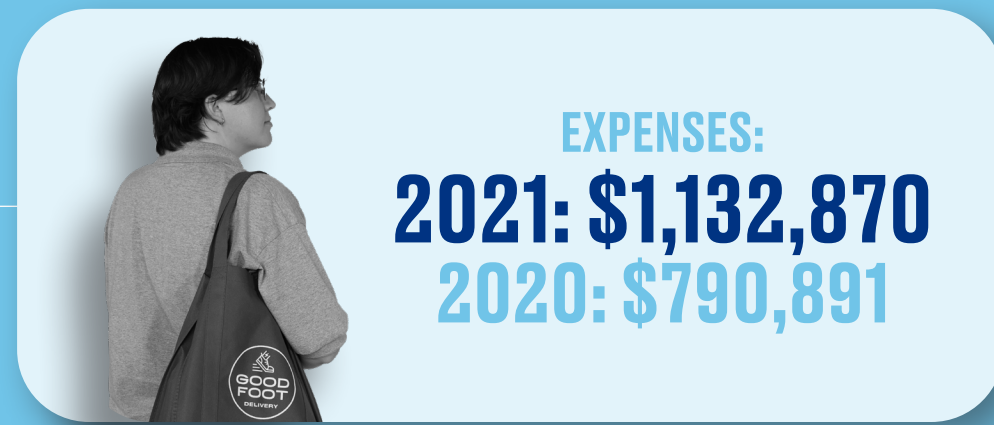
NEW CUSTOMERS:
2021: 156
 2020: 114



REVENUE:
2021: \$1,002,214
 2020: \$607,762



EXPENSES:
2021: \$1,132,870
 2020: \$790,891

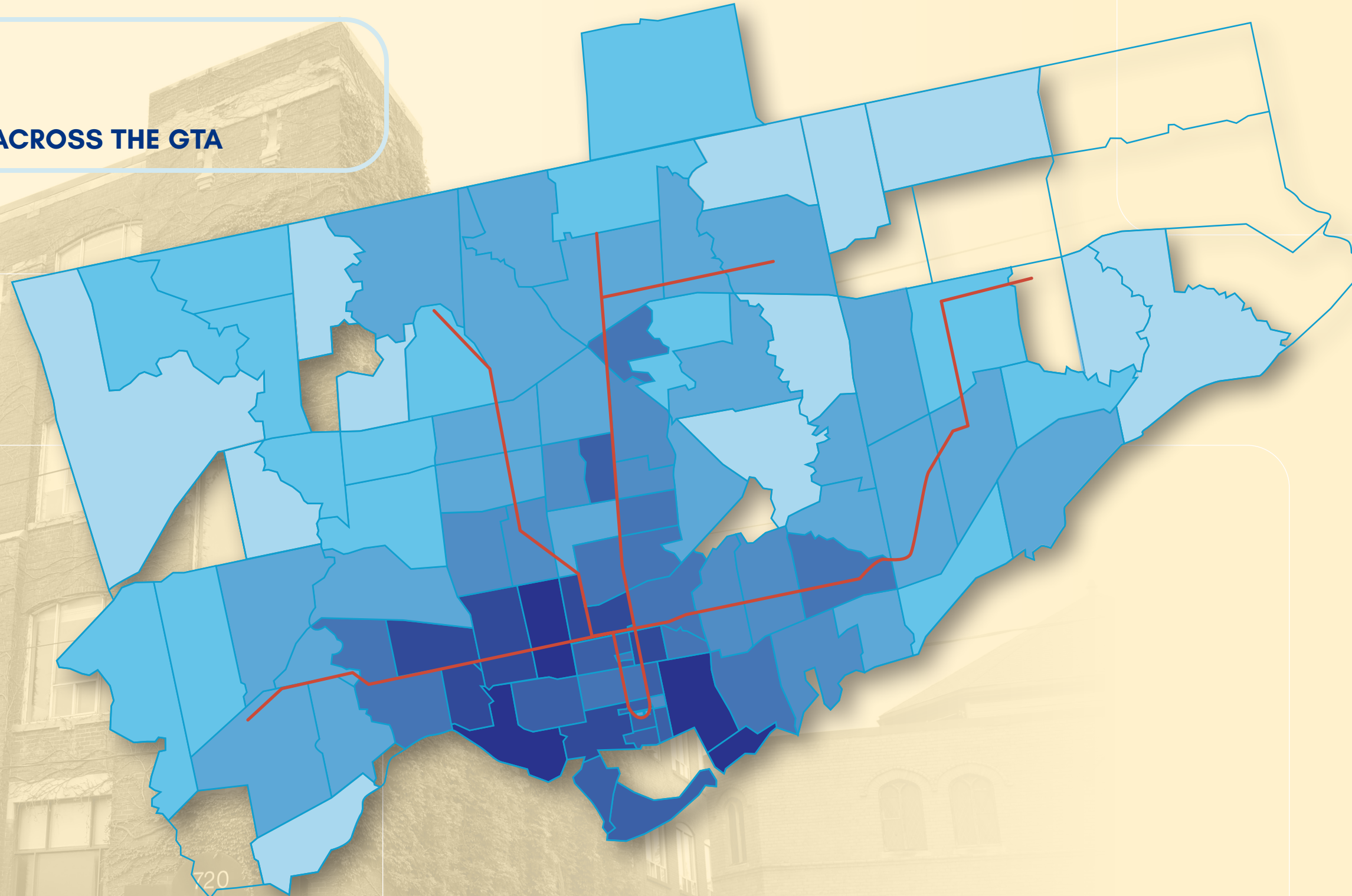



GOOD FOOT DELIVERY'S 2021 BOARD OF DIRECTORS

- DOMINIQUE MICHAUD, CO-CHAIR
- DAVID WILKINSON, CO-CHAIR
- DANIEL MCNAMARA, DIRECTOR
- CAROLE MENDONCA, DIRECTOR
- HEATHER SMIERCIAK, DIRECTOR
- RADHA MACCULLOCH, DIRECTOR

A YEAR IN REVIEW

WHERE OUR COURIERS DELIVERED ACROSS THE GTA



NUMBER OF DELIVERIES BY POSTAL CODE

- 401 and up
- 226-400
- 101-225
- 56-100
- 31-55
- 6-30
- 1-5
- TTC subway line

SOCIAL IMPACT

PROVIDING GOOD JOBS

GOOD FOOT OFFERS MEANINGFUL JOBS THAT FACILITATE INDEPENDENCE AND SELF-WORTH.

- In 2021, there were 43 Couriers on payroll and \$243,564 in wages paid.
- 91% of Courier surveyed said they believed their work was valued at Good Foot.
- 90% of Couriers are either very satisfied or satisfied working at Good Foot.

HIGHLIGHTS FROM COURIER INTERVIEWS:

"I've never had a workplace where I've felt so safe and supported. I love my job, like the actual work of being a Courier."

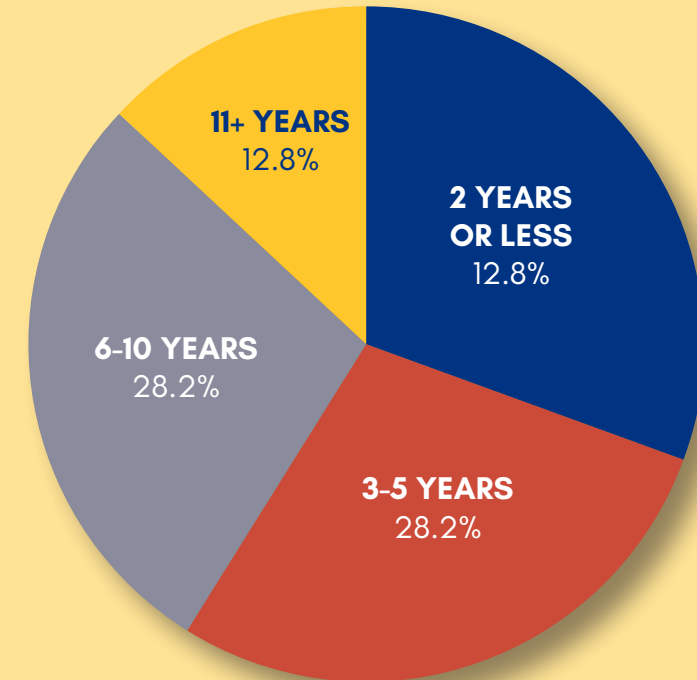
"I feel like I'm well supported, and I know that if I feel I need more, I can always ask."

"I think the work environment at Good Foot just makes the job a really enjoyable thing to do."

"Because of Good Foot, I have a lot more confidence in my abilities and have become more open-minded when trying new things or new ways of doing something."

COURIER RETENTION

HOW LONG HAVE COURIERS WORKED AT GOOD FOOT?



BUILDING TRANSFERABLE SKILLS

WE WORK WITH OUR STAFF TO DEVELOP AND STRENGTHEN THE FOUNDATIONAL SKILLS NEEDED TO SUCCEED IN THE WORKPLACE.

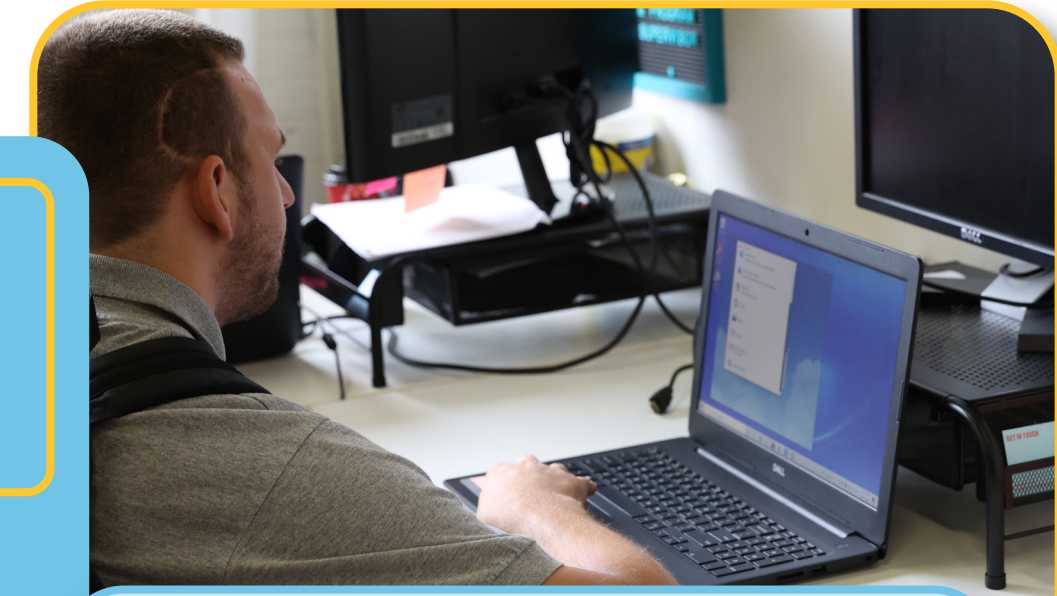
- The employment program plays a key role in the development of important transferable skills, like problem-solving, communication and customer service. 1,013 hours were dedicated to training and skill building.
- In 2021, 23 workshops were held covering 10 topics. Topics included boundaries in the workplace, financial literacy and communication.
- 6 Couriers were offered opportunities, including training and administrative roles, with increased responsibility at Good Foot.
- 95% of Couriers felt they built on skills they already had, while 85% said they developed new skills.

HIGHLIGHTS FROM COURIER INTERVIEWS:

"This was really the first time I was given the opportunity to teach and help someone gain new skills. I never had that ability in my life to lead, instead of always being the follower."

"In the past I've had difficulty talking to strangers and just interacting with people in general. This has helped me a lot more than I expected."

"Good Foot has encouraged me to problem solve in different ways, especially when it comes to mapping and transit."



GROWING CONFIDENCE AND INDEPENDENCE

GOOD FOOT BUILDS CONFIDENCE AND INDEPENDENCE BY GIVING STAFF OPPORTUNITIES TO LEARN, LEAD, AND PROBLEM SOLVE ON THE JOB.

- Close to 10,000 orders were completed in 2021. Every order is an opportunity for Couriers to strategically problem solve as they manage delivery challenges and build their confidence when communicating with new customers.
- 85% of Couriers said working at Good Foot has helped them become more independent in their day-to-day lives in the past year.
- 95% of Couriers said they're more confident initiating conversations with others.
- 3 Couriers moved into their own apartments and began living independently. With this big change came new responsibilities, like meal planning and budgeting.

HIGHLIGHTS FROM COURIER INTERVIEWS:

"I've gained a lot of independence at Good Foot through learning how to manage orders and carry deliveries. Being independent on the TTC has also been a big accomplishment for me."

"Working at Good Foot has helped me earn money so I can make my own decisions about where to shop and what things to buy."

"I have been able to change the way I think about things. I have more confidence in my abilities and am less closed and rigid minded."



FOSTERING COMMUNITY

GOOD FOOT'S HOLISTIC AND SUPPORTIVE ENVIRONMENT CREATES A STRONG COMMUNITY THAT FOSTERS CONNECTION AND A SENSE OF BELONGING.

- Social events are an important aspect of Good Foot's work culture because they enable staff to develop social skills in a familiar environment.
- In 2021, Good Foot hosted 14 in-person social events. 70 virtual events were also held to ensure staff's safety and well-being during the height of the pandemic.
- Key events included a picnic at Canoe Landing, virtual cookie baking, tie dye at the park, and visits to Legends of Horror and Ripley's Aquarium.
- Almost 30% of Couriers attended 10 or more social gatherings (virtual or in-person) while 55% participated in up to 4 of them.
- The primary reason provided by Couriers for their enjoyment of social events they attended was community and connection.
- Group online chats tailored towards various interests, like cooking and movies, were created to allow staff to engage with one another during lockdowns and beyond.

HIGHLIGHTS FROM COURIER INTERVIEWS:

"At Good Foot, I've found a lot of friends and a great social circle, and I'm now able to communicate with people from all fields of life."

"It's nice having all my Good Foot friends share stories about what they like to do and how they spend their time. It helps give me a bit of a different perspective."

"My favourite part of working at Good Foot is the community. I like all of the social events, but it's more than that. I like being able to go into a workplace where everyone knows you, and everyone is really nice. You can talk to people if you have issues and I like that. It's still work and you have to be professional, but I can talk to people like friends."



PREPARING FOR FUTURE OPPORTUNITIES

WE CHAMPION THE CAPABILITIES OF OUR STAFF, AND EMPOWER THEM WITH THE TOOLS AND RESOURCES NEEDED TO ACHIEVE THEIR GOALS AND STRENGTHEN THEIR LONG-TERM EMPLOYABILITY.

- 6 partnerships with local businesses and professionals were developed to offer Couriers 8 work and mentorship opportunities to learn new skills and work in new environments.
- Opportunities included career-building mentorships, production assistants, and retail customer service representatives.
- Good Foot hosted workshops on disclosures and accommodations, resume writing and preparing for an interview.
- 91% of Couriers feel more prepared for future job opportunities since working at Good Foot.
- Couriers who are most ready for other opportunities said the 2 top job search skills they learned were how to disclose a disability and ask for accommodations at work and identifying potential work-related goals and interests.

HIGHLIGHTS FROM COURIER INTERVIEWS:

"The people at Good Foot are trying to help me start an acting career. We're just laying a little bit of the groundwork now, but I'm excited to get started and feel like I can actually take off in this career."

"The meetings with Good Foot's Employment Support Specialist have been really helpful to figure out my options. I have support now to apply for jobs, and prepare for all the questions they'll ask."

"Good Foot has helped me look at job searching differently now. I pay more attention to the job requirements now, and I feel more confident about applying."



DEMONSTRATING INCLUSION IN BUSINESS

GOOD FOOT DOES MORE THAN ADVOCATE FOR INCLUSION - WE DEMONSTRATE THE FAR-REACHING BENEFITS OF INCLUSIVE HIRING EVERYDAY.

- In 2021, we serviced 330 customers across the city. Every order was an opportunity to bring visibility to the capabilities of the neuro-diverse community.
- Couriers are Good Foot's brand ambassadors, successfully delivering important orders and further solidifying the professional and reliable nature of the Courier business.
- To ensure business partners in the In, Up and Out program had the necessary tools to create an inclusive opportunity, Good Foot provided support throughout the process, from screening, onboarding and accommodations to performance management. This support was a necessary first step towards creating more inclusive workplaces.



HIGHLIGHTS FROM CUSTOMER FEEDBACK:

"Good Foot breaks down barriers in perception and proves that neuro-diverse people have talent, skills and are hardworking."

"Good Foot proves that people with different abilities are hard workers, they love their job, and if you employ people with different abilities, you may be surprised by the quality of work and the quality of the person. It's about giving people a chance, and allowing business people to recognize that it's very important to have inclusion."

"The best and easiest delivery I've ever organized. The response time was quick. My additional needs were taken into consideration, the price was affordable and the service reliable. I would 100% recommend using Good Foot."

"The service was extremely professional, friendly and fast. It also feels good to be hiring a company that is helping underemployed members of the community. A real win-win relationship."

COURIER STATEMENT

I'm 29 and I started working at Good Foot a long time ago — I think it was 2013!

I like doing deliveries and being able to put myself out there, and going to different places. You get to know the city really well, and get different perspectives on things from other people. I also like being with my co-workers and getting to be a part of social events. It's a very social place to work. The staff are so friendly. That's always a positive thing. If I have questions, they won't hesitate to answer.

I find it easier now to navigate my way around the city. My directions have gotten a lot better over the years from all the places I've seen on deliveries. It's good to have a sense of direction in a city like Toronto. If I do have a moment where I get lost, I'm able to quickly figure it out. I even helped a few people on the street one time! They asked me for directions to Ossington station and I was able to point them in the right direction. It felt good.



During the pandemic, it helped to have a job and to have somewhere to go and something to look forward to. Even if it was only a few shifts a week, to me, it doesn't matter. I'm just happy to be able to get out of the house and have some deliveries. The last thing I want to do is just be stuck at my apartment with nothing to do! Having a job at Good Foot gives me a place to go, and doing deliveries gives me something to look forward to. I'm looking forward to helping out during the busy holiday season.

I moved into a new apartment back in May. It's been an adjustment and I'm still not used to living on my own. The biggest challenge has probably been learning to cook for myself. It can be a challenge sometimes, because you don't always know what to make, especially for one person. Sometimes I go out and buy lunch for myself when I don't feel like cooking. But my Mom lives down the street and I still get to visit her a lot.

Being Autistic is really interesting, and it's something that I wish I knew more about! The way that I see things is sometimes just different.

There are things that other people wouldn't think is a big deal, but I might find it challenging. At Good Foot, I feel like there's some comfort and connection. I feel like I can relate to everyone else. Sometimes I find the job kind of difficult when there's a lot of decisions involved with deliveries. As Couriers we're always looking for addresses, trying to figure out which side of the street the address is on. There was one time I was carrying a delivery, I was carrying an umbrella, it was raining, and I was trying to find my metro pass before the streetcar came. There were a lot of things going on! It was a tricky task, I just had to make sure that I did everything one at a time. I also needed to keep the package dry! You're doing so many things, you really have to multi-task.

JACK W., COURIER SINCE 2013



“DURING THE PANDEMIC, IT HELPED TO HAVE A JOB AND TO HAVE SOMEWHERE TO GO AND SOMETHING TO LOOK FORWARD TO.”



FAMILY STATEMENT

Jack has been involved with Good Foot since the early days of the organization. Jack is someone who needs activity, needs to be socially engaged, and needs to always be learning. Jack was coming out of a vocational program through George Brown right after high school, and it was a stressful time. There's not a lot of support for people like Jack when child support systems end, so Good Foot really came along at the perfect time. Right away, the organization welcomed Jack in. He already had really good navigational skills, so this kind of work lent itself really well for him. Jack is the eldest of four, and I'm a single parent. It's been a tremendous burden lifted to have Jack be encouraged and challenged and happy in this way. It just sort of starts the tears right away.

I look back and I realize how little support there really was for Jack before Good Foot. His other jobs were certainly learning experiences, but it's just been such a positive experience to be working with a community and management that understand the neuro-divergent community. Even through COVID, he was able to continue working as soon as it was safe, and carry on with a semblance of normality. I could just sit in the gratitude of it all when I think about it.

Jack has amazed me, because he's taken on all these new challenges at Good Foot, and learned these new technologies for navigating and interacting with staff and clients. That's really helped develop his confidence in his abilities to get around. He has a new found confidence and independence in social settings too. He's able to ask for what he needs. He really does love social gatherings and will attend every single one if he's able.

“HAVING A CHANCE TO FEEL LIKE YOU'RE PART OF A TEAM AND THAT YOU'RE GROWING AND LEARNING AND HAVE A PURPOSE....I MEAN, WE ALL NEED THAT.”

Having activity and purpose and meaning is so important. He always feels like he's contributing value to the organization. He's a visual learner, and does need a lot of visual reminders to remember things. One time, a Good Foot employee made a chart for him to put on the fridge, with little visual reminders

of everything needed to get ready in the morning. I loved that Good Foot understood how just getting out the door can sometimes be a big task, and they were able to go the extra mile to get a tool that really helped him.

It's sometimes tough for me to have the resources to keep my own life and family and work together. Having work at Good Foot really has benefits that extend out to the whole family. Good Foot has really improved the quality of life for us all. Jack has been learning how to be resourceful and independent, and is held in a supportive environment for his social skills. It's really given his life meaning and purpose, and it's such a joy for our family to see. It's a great gift to be able to see him able to provide a service and develop new skills and know that there's a team that's here for the long term. Thinking about the long term future has become hugely reassuring. I couldn't begin to think of a situation where Good Foot went away, because it would be a tremendous loss to so many, including Jack and our family.

For people like Jack, there's no life without places like Good Foot. Having a job gives you a reason to get up in the morning, and is a

huge component of good mental health. Having a chance to feel like you're part of a team and that you're growing and learning and have a purpose....I mean, we all need that. Jack has been given the opportunity here to have a full and meaningful career. He is so capable, but he just needs to be given the chance and opportunity.

JACK W.'S MOM



FINANCIALS

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

Year ended December 31, 2021

	2021	2020
Revenue		
Government grant	\$ 461,665	\$ 237,423
Foundations	254,1387	163,500
Donations	175,196	131,302
Courier delivery fees	111,215	75,537
	1,002,214	607,762
Expenses		
Salaries, wages and benefits	652,162	610,802
Professional fees	41,181	4,582
Advertising and promotion	32,099	37,434
Rent	24,464	35,563
Software maintenance	21,753	18,041
Office and general	10,210	24,414
Transportation and uniforms	2,246	3,038
Training	3,576	2,349
Amortization of capital assets	3,200	2,610
Insurance	3,952	3,200
Bank charges and interest	1,880	2,246
	1,132,870	790,891
Deficiency of revenue over expenses before other items	(130,656)	(183,129)
Government Assistance	433,014	318,819
Excess (deficiency) of revenue over expenses	302,358	135,690
Net assets, beginning of period	329,457	193,767
Net assets, end of period	\$ 631,815	\$ 329,457

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

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

As at December 31, 2021

	2021	2020
Assets		
Current		
Cash	\$ 615,325	\$ 741,249
Accounts receivable	255,532	241,781
Harmonized Sales Tax receivable	14,086	2,558
Prepaid expenses	3,020	1,720
	887,963	987,308
Capital asset	5,856	4,851
	\$ 893,819	\$ 992,159
Liabilities		
Current		
Accounts payable and accrued liabilities	\$ 41,628	\$ 31,978
Deferred revenues	180,376	600,724
	222,004	632,702
Canada Emergency Business Account Loan	40,000	30,000
	262,004	662,702
Net assets		
Unrestricted	631,815	329,457
	\$ 893,819	\$ 992,159

A LOOK AHEAD

We are proud of all that we accomplished in 2021. We successfully navigated the pandemic by adapting our programming, improving our delivery service and strengthening our ties to the community.

Our focus in 2022 will be twofold: customer acquisition to boost the delivery service and developing partnerships with local businesses through our In, Up and Out employment program. We have learned a great deal this year that we will leverage in 2022 as we look to refine our program model and deepen our impact.

The delivery service is the center of our employment program. Couriers learn critical skills, from problem-solving to communication, while completing deliveries and interacting with customers. In the coming year, our Shopify integration will be available to all Toronto-based Shopify stores, providing a seamless and affordable delivery experience for their customers. As a key component of our customer acquisition strategy, we hope this new integration will lead to a substantial increase in order volumes to ensure we are able to provide more opportunities for on-the-job learning.

Through external placements and internships with local businesses, In, Up and Out offers opportunities to gain important skills and experience while working in different environments. Throughout 2022, our goal is to partner with more businesses so we can provide an exciting mix of opportunities that align with interests and capabilities, while offering room for growth and development.

Over the last 12 years, our community and donors have played a critical role in our ability to further our mission. Without their support we would not be the organization we are today. We are grateful for their continued commitment to working together to make workplaces more inclusive and accessible.



Our programming is funded in part by:

**Government of Canada's Opportunities Fund
for Persons with Disabilities**
The Azrieli Foundation
CIBC
Royal Bank of Canada
TD Bank
MEH Foundation
Harry Foster Foundation



Good Foot Delivery
720 Bathurst Street
Toronto, ON M5S 2R4

416-572-3771
info@goodfootdelivery.com

Charitable #: 825692668RR0001