



**GOOD
FOOT
DELIVERY**

2022

ANNUAL REPORT



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About Good Foot Delivery

Founded in 2010, Good Foot Delivery is a social enterprise that provides meaningful employment and training to the neurodivergent community through a professional Courier service, with all deliveries completed via public transit & on foot. Good Foot tailors its employment and training program to ensure that every individual 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, the organization also works with every individual 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 individual to feel empowered to thrive.

Managing Director's Message



Good Foot is more than a place of employment; it is a vibrant community where the neurodivergent thrive. It was with enthusiasm that we welcomed a return to 'normal' in 2022 and placed a renewed focus on growing our business and strengthening our community as pandemic restrictions eased.

The launch of our Shopify integration and a strategic customer acquisition strategy was the culmination of our investment in rebuilding our delivery business, post-COVID. Our aim was to increase the number of deliveries and customers, as these directly translate into more employment and on-the-job skill development opportunities. By the fall, we saw the results of our diligent efforts as daily deliveries increased and our customer base grew.

We gradually transitioned from virtual events to more in-person gatherings to engage staff, reduce feelings of isolation and foster organic opportunities for social skill development. From a ROM excursion to a Dungeons & Dragon game night, we offered a diverse array of events and activities that catered to various interests. The highlight of the year was our in-person Holiday party - the first since 2019!

With our training program fully implemented, we partnered with 12 local businesses and professionals. Through these collaborations, we provided the opportunity to experience other work environments, develop new skills and build on existing skills. The impact of these partnerships went beyond the benefits to our staff, helping advance workplace inclusion and amplify our mission throughout the GTA.

With funding for the training program set to wrap up in March 2023, we began to reflect on what we've learned, the insights we've gained and how to deepen our impact. As a result of this exploration, an enhanced version of the program emerged. We are excited to announce its launch in Spring 2023.

2022 was not without its challenges. While staff continued to deal with the lingering effects of the pandemic and the unexpected death of a dear member of our team, their commitment, perseverance and passion were evident daily. It is a privilege to work with such a dedicated team of individuals who are determined to make a meaningful impact by enhancing the employability, confidence and independence of the neurodivergent community.

**BARB WILLET,
MANAGING DIRECTOR**

Message From The Board



Emerging from the pandemic, the Board and staff worked together to review and update our mission statement to more fully reflect Good Foot's expanded focus. Our foundational commitment to provide meaningful employment through the delivery service is now coupled with our work to offer individualized support, training and experience to enhance long-term employability and advance workplace inclusion across the GTA.

We established key priorities for the next three years that we believe are essential to Good Foot's ongoing success: rebuild the delivery business post pandemic to create more employment opportunities; launch our new employment and training program to build transferable skills and confidence; and diversify our revenue streams to ensure the organization's continued long term viability.

The Board would like to express our heartfelt appreciation to the team for their hard work and dedication during these challenging times. They have worked hard to create stability for the organization to weather these difficult times and their efforts have been crucial in ensuring that our team of Couriers

were well supported. They developed the internal infrastructure to deepen our impact through a refined employment and training program while continuing to showcase the benefits of inclusive hiring everyday. We are immensely proud of our team of Couriers who faithfully complete deliveries on foot, on transit and on time. They are the backbone of our organization and we are honored to have such a dedicated team working with us.

Finally, thank you to all of our partners and supporters for your continued belief in Good Foot and the importance of inclusive workplaces. Your unwavering support plays a pivotal role in enabling us to make a positive impact in the community.

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

A Year In Review



Key Highlights From 2022

Selected the official Charity Partner for the 2022 Toronto Waterfront 10k where participants raised over \$18,000! Our staff added to the excitement by cheering on racers at our cheer site and actively engaging with them at our post-race booth.



First in-person holiday party since 2019, with staff and supporters in attendance!



Our In, Up and Out Employment & Training Program was fully implemented: 31 participants enrolled, 21 placements or mentorships established and 13 participants secured employment outside of Good Foot!



Good Foot hosted its first Dungeons & Dragons session: The Last Barge Out of Swampatown. One of our employment program participants facilitated the session and acted as Dungeon Master.



Over 20,000 flyers containing critical construction-related information and updates distributed across the city for various customers.



Shipping method

Good Foot Delivery \$8.00
1 business day
Good Foot Delivery is a Toronto-based Courier service that provides meaningful employment to the neuro-diverse community. NO WEEKEND DELIVERIES!

Our Shopify integration launched which provided 12 (and counting) new e-commerce customers a seamless delivery experience.



357 new customers, including many retailers, using Good Foot's delivery service! A steady increase in delivery volumes to bring us closer to pre-COVID numbers.

Launch of our Local Business Spotlight blog series, starting with a former Courier's new business, Short Turn!



Through our partnership with Blacktoe Running, we hosted 8 training sessions to prepare for the TCS Waterfront 5k.



Statistics From 2022

REVENUE

2022: **\$1,009,572** | 2021: **\$1,002,214**

NEW CUSTOMERS

2022: **357** | 2021: **156**

ORDERS

2022: **9,482** | 2021: **9,758**

EXPENSES

2022: **\$1,085,652** | 2021: **\$1,132,870**

TRAINING HOURS

2022: **802** | 2021: **1,013**

COURIERS

2022: **40** | 2021: **43**

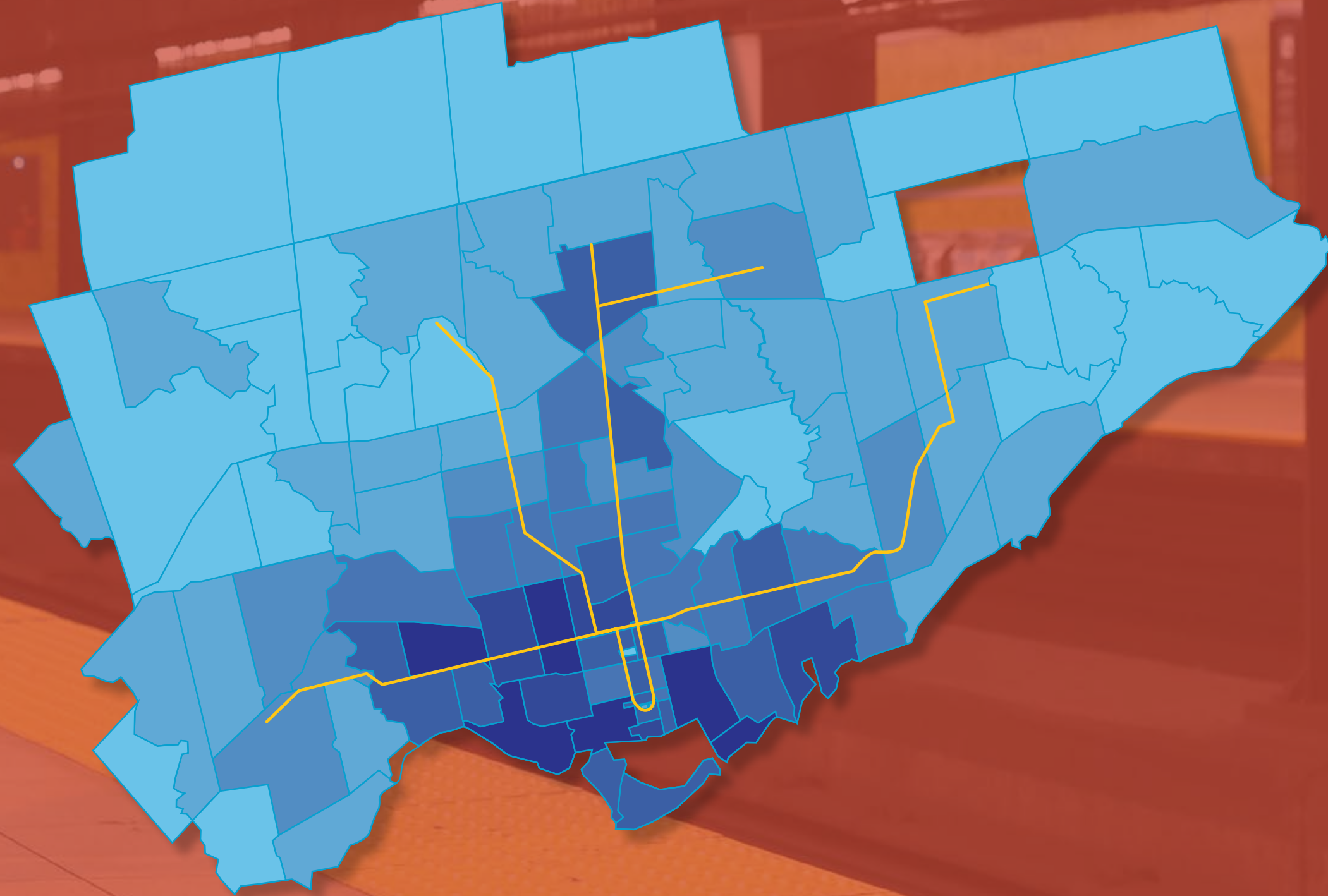
BUSIEST DAY

2022: **118** Orders on April 8th | 2021: **93** Orders on December 17th

Good Foot Delivery's 2022 Board Of Directors

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

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

Delivering Impact

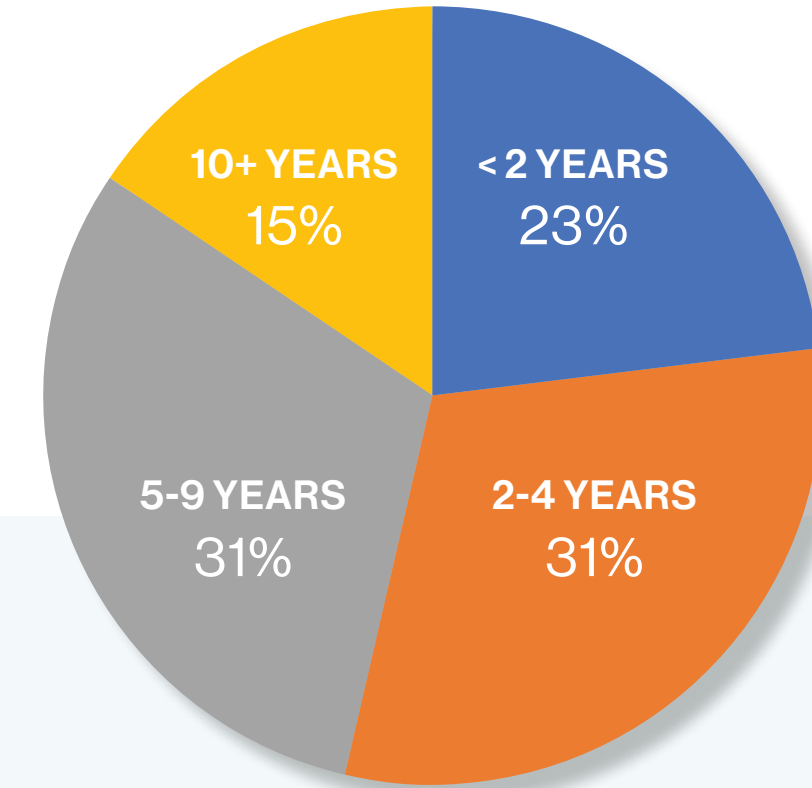


Providing Good Jobs

Good Foot offers meaningful jobs that facilitate independence and self-worth.

- In 2022, there were 40 Couriers on payroll and \$227,000 in wages paid.
- 83% of those surveyed said they believed their work was valued at Good Foot.
- 83% feel proud when they tell people they work at Good Foot.

COURIER RETENTION
HOW LONG HAVE COURIERS WORKED AT GOOD FOOT?



Highlights From Courier interviews:

“Everyone is so patient and accommodating with me, and I feel like they really acknowledge and understand me.”

“I know that if I am having a tough day during work they have systems in place to help ease the stress and I know that even if they are busy they will get back to me with an answer.”

“I have a consistent routine here, and I know that I can stay for as long as I want, around people that I really like. I’ve made a lot of mistakes through the years, but Good Foot has kept me on and helped me work through those mistakes, instead of giving up on me.”

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. In 2022, 850 hours were dedicated to training and skill building.
- 23 workshops were held covering 11 topics. Topics included effective communication, time management, building healthy habits and routines, problem-solving and diversity, equity and inclusion.
- Participants were given the opportunity to enroll in a range of Learn 4 Life classes offered through the Toronto District School Board. Despite several classes being canceled by TDSB due to low enrollment, four participants greatly benefited from sessions on mindfulness and effective communication.
- In collaboration with Toronto First Aid, six participants successfully completed a comprehensive first aid course, earning their Emergency First Aid certification.
- 83% of those surveyed built on skills they already had and 72% developed new skills.



Highlights From Courier interviews:

“Good Foot has really helped me with my time management and goal-oriented tasks. I’ve been working hard over the last year, and I can really see a change! I bought a planner and I always have it with me. When I was younger, I could get lost in my head – but now I have all the events organized.”

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 2022. 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.
- 81% of those surveyed said working at Good Foot has helped them become more independent in their day-to-day lives in the past year.
- 95% said they’re more confident initiating conversations with others.



Highlights From Courier interviews:

“It has helped me rebuild my confidence to market myself in pursuit of new opportunities.”

“I’m also better at being honest with myself and my coworkers. I know that if I need to, I can message the team and let them know if I’m not feeling well enough to work. I wouldn’t have had the confidence to do that before in other workplaces.”

“Good Foot has given me a lot of confidence and tools, especially with my sense of direction and knowledge of the city. I used to constantly get lost on the TTC, but now I know how to check maps and orient myself. I can even get to appointments on my own now.”

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 part of Good Foot's work culture as they provide staff with valuable opportunities to enhance and develop their social skills within a comfortable and supportive setting.
- In 2022, Good Foot hosted 19 social events. Key events included karaoke, movie night, ice cream parlor crawls, summer picnic, trip to the ROM and Halloween Fest at Lower Bay Station.
- Our staff united as a team to volunteer at the Toronto Waterfront 10k, where we enthusiastically cheered on runners, managed our post race booth, and proudly distributed medals, exemplifying our commitment to community engagement.
- 50% of those surveyed attended 4 or more social gatherings.
- 89% feel welcomed at Good Foot events.
- The primary reason provided by Couriers for their enjoyment of social events they attended was community and connection.

Highlights From Courier interviews:

“There is a strong sense of community.”

“I liked that it was people I know and I am comfortable with. I learned I don't do well in social situations with people I don't know.”

“I also really like how I get to socialize at Good Foot. We've had great events like board games, movie nights, and my favourite - bowling night. When I ask my colleagues what they do for fun, I like hearing what they do on their weekends, and I like sharing my own interests.”

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.



- In 2022, we worked with 8 businesses and 5 mentors, offering 14 individuals work and mentorship opportunities.
- Opportunities included administrative support, production assistant in a bakery, sales associate in a retail store, landscaping, and music production.
- 73% of Couriers said they feel more prepared for future job opportunities since working at Good Foot.
- The top job search skills learned include identifying potential jobs (60%), identifying work related skills for other jobs (53%), interview preparation skills (40%) and how to disclose accommodation needs (40%)
- 80% felt that the workshops and training helped them prepare for future job opportunities.

Highlights From Courier interviews:

“It has helped me decide on a future job.”

“It has provided proof of my ability to do self-directed work.”

“Through In, Up, and Out, they also helped me get an internship at the Toronto Jewish Film Festival, which I wouldn't have found on my own.”

Demonstrating Inclusion In Business

Good Foot does more than advocate for inclusion - we demonstrate the far-reaching benefits of inclusive hiring every day.

- In 2022, we serviced 595 customers across the city. Every order was an opportunity to bring visibility to the capabilities of the neurodivergent community.
- Our diverse clientele, ranging from pharmacies to law firms, entrust Good Foot with important orders, a testament to the unwavering capabilities of the neurodivergent community and their significant contributions to the workplace.
- A partnership with Mosaic Transit Group was established where Couriers were entrusted with delivering essential flyers to residents and businesses directly affected by the Finch LRT construction.
- 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:

"The gentleman who came to visit was very excited, and I found the energy contagious. I was also impressed by how quickly my documents were delivered."

"The service is reliable and professional. Everyone is always willing to help. The business model is innovative and inclusive."

"Fabulous concept, executed with excellence."

Peace Of Mind For Families

Good Foot offers families a sense of security knowing that their loved ones are supported and empowered to reach their full potential.

- Good Foot maintains open and transparent communication with families and support circles, keeping them informed about their loved one's progress, achievements, and any additional support they may require. This communication helps families feel confident in the care and development that Good Foot provides.
- Families and support circles witness firsthand the tangible and transformative results as their loved ones acquire valuable life skills, experience personal growth and gain greater independence.



In Their Own Words:

"It's been a tremendous burden lifted to have our son be encouraged and challenged and happy in this way."

"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."

"It's such a big relief to our family when our daughter is happy and thriving. Before Good Foot, there was worry and boredom. That really just dissolved when she started working and being so happy."



Courier Statement



I graduated from university in 2014 and struggled to find work for the first year. I wasn't being paid to volunteer and I needed work. My cousin's friend was a social worker for a Jewish organization that helped people with special needs, and she recommended Good Foot to me. By November, I'll have been at Good Foot for 8 years.

Having this job gives me a sense of independence and makes me feel like I'm contributing to society. I'm on ODSP, which only provides monthly money if I'm working, so having stable work is really important to me.

A lot of placements only last a few years, so Good Foot has given me a lot of job security. I have a consistent routine here, and I know that I can stay for as long as I want, around people that I really like. I've made a lot of mistakes through the years, but Good Foot has kept me on and helped me work through those mistakes, instead of giving up on me.

At Good Foot, I know what's expected of me at every shift. In previous jobs, I would wander aimlessly, not knowing what

I should do, and I was often distracting to my co-workers. I'd go crazy from the boredom. But Good Foot is very orderly, and I like that structure and control. There will be down times, but I know there will always be another delivery waiting.

That structure helps me outside of Good Foot as well. I had problems with sleep for years, but if I have work to do, I'll get up on time. I'm also better at being honest with myself and my co-workers. I know that if I need to, I can message the team and let them know if I'm not feeling well enough to work. I wouldn't have had the confidence to do that before in other workplaces.

Good Foot has given me a lot of confidence and tools, especially with my sense of direction and knowledge of the city. I used to constantly get lost on the TTC, but now I know how to check maps and orient myself. I can even get to appointments on my own now. I still live at home, so I'm not fully independent yet. I still need a lot of prompting to do things, but I'm also getting better at setting boundaries for myself.

I'd like to get another job alongside Good Foot soon. Right now, my second job is at a grocery store, but I'd really like an online writing position – something in marketing or communications. Good Foot has been helping me with that. They got me set up with OwlWare, which is an online accessible media program that helps me write. Through In, Up, and Out, they also helped me get an internship at the Toronto Jewish Film Festival, which I wouldn't have found on my own. I write a blog as well, which I'm very proud of.

I wish people knew that people with autism need to be treated with respect, just like everyone else. People on the spectrum are good and bad at different things, and that's okay.

- ZACHARY PERLMUTTER



Family Statement



I first heard about Good Foot about 7 years ago from some colleagues in my industry and thought it sounded like an amazing initiative – Finn was in high school at the time but being the enthusiastic urban explorer he is, my wife and I knew that this would be something he would love to do down the line. I signed up my post-production studio for Good Foot’s courier service, and although one or two of my employees were hesitant at first, they soon came to understand that people on the spectrum are some of the most laser-focused and kind people around. That they’re perfect for a job like this.

In high school Finn did co-op placements in kitchens, grocery stores and food banks. The work was mostly behind the scenes. Thanks to the thorough and extensive training he got at Good Foot, he’s now out there on the front lines, comfortably interacting with customers and using their courier tracking software, skills that will serve him well throughout his life.

This job has been life-changing for Finn. The income and structure are great of course, but the social component

is just as important, if not more so. He met a lot of his co-workers for the first time at the Good Foot Holiday party, and he was amazed to find that they all shared his deep passion for transit, and that they saw the world in a similar way. Working at Good Foot has made Finn feel proud and independent, like a productive member of his community. He looks forward to every single shift. We often have to stop him from leaving too early in the morning!

Slangy, non-literal language can be a challenge for Finn, as it is for many people on the spectrum. The staff at Good Foot understand this. During his training, they always used clear, direct language. They were also really supportive throughout the process. At one point, when he was having difficulty with one of the classroom components, staff invited us to be in the room to help “translate” the lesson. This helped Finn, but it also helped his trainer better understand how he learns. From the start it’s been clear that this is a caring, socially minded organization that’s always looking out to enrich its employees’ lives in different ways.

People on the spectrum are the most hard-working people you’ll ever meet. Good Foot has given many of them, including Finn, the chance to show the community just how true that is, and how much they have to offer.

The In, Up, and Out program was very well presented and clear. We knew exactly what would be offered and what wouldn’t be, in terms of preparing people for jobs outside of Good Foot. There really aren’t many opportunities out there like it.

I can’t say enough good things about Good Foot; I actually get emotional thinking about it! It’s a wonderful organization that Finn would love to remain with for the long term. For years Finn’s dream job was to be a crane operator. Now when we ask him he right away says “Courier.” In other words, he’s already working his dream job at Good Foot. He’s so much more optimistic about the future now, which makes us all incredibly happy.

- CRAIG SMALL

In Memoriam



Jens Burrows

April 26, 1994 - September 11, 2022

Current and former staff, Board members, customers and other supporters gathered together in the fall to grieve the unexpected loss of our dear colleague, Jens Burrows. Jens was a “force to be reckoned with” according to his family, displaying unrelenting resolve to not let his disability hinder or define his life.

From the day he joined us as a Courier in June 2016, Jens exuded an infectious spirit, brightening our days with his humorous puns and leaving us astounded by the remarkable number of steps he walked daily. His zest for life, unyielding optimism, and remarkable resilience served as an endless source of inspiration for all of us. Jens will forever remain an integral part of the Good Foot family, and we miss him deeply. As we honor his memory, let us find strength in the legacy of positivity and determination he left behind.



Financial Reports

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

Year ended December 31, 2022

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

| | 2022 | 2021 |
|---|-------------------|------------|
| Revenue | | |
| Government grant | \$ 496,764 | \$ 461,665 |
| Foundations | 204,258 | 254,138 |
| Donations | 183,107 | 175,196 |
| Courier delivery fees | 125,448 | 111,215 |
| | 1,009,577 | 1,002,214 |
| Expenses | | |
| Salaries, wages and benefits | 781,857 | 789,070 |
| Professional fees | 139,529 | 137,258 |
| Rent | 54,636 | 51,921 |
| Office and general | 28,556 | 24,714 |
| Advertising and promotion | 27,1233 | 63,216 |
| Training | 19,289 | 11,177 |
| Software maintenance | 15,327 | 32,651 |
| Transportation and uniforms | 9,893 | 12,970 |
| Insurance | 4,449 | 3,952 |
| Amortization of capital assets | 3,221 | 4,061 |
| Bank charges and interest | 1,762 | 1,880 |
| | 1,085,642 | 1,132,870 |
| Deficiency of revenue over expenses before other items | (76,065) | (130,656) |
| Government Assistance | 66,354 | 433,0149 |
| Excess (deficiency) of revenue over expenses | (9,711) | 302,358 |
| Net assets, beginning of year | 631,815 | 329,457 |
| Net assets, end of year | \$ 622,104 | \$ 631,815 |

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



As we enter 2023, we are filled with excitement. Building on our recent achievements, we've set two exciting goals for the next three years: expanding our Courier team by 10 and enrolling 26 participants in our enhanced employment program, Good Foot Forward. The collective dedication and enthusiasm of our staff make us confident that these goals are not only attainable but will also pave the way for an extraordinary chapter of growth and progress for our organization.

Over the past few years, our dedicated staff have worked hard to rebuild the delivery business, diligently growing our customer base and expanding into e-commerce. Their hard work is evident in the increasing daily delivery average, a trend that we confidently anticipate will persist throughout 2023. As we look ahead, we are excited about the potential for continued business growth which will enable us to further expand our Courier team.

Good Foot Forward, builds on the success of In, Up, & Out, integrating valuable learnings and insights to amplify our impact. With a focus on smaller cohorts, this enhanced employment and training program will foster a supportive and close-knit learning environment, allowing for more individualized attention and customized guidance. Additionally, a more structured and comprehensive curriculum has been crafted, encompassing a diverse range of transferable and work related skills, to equip participants with the tools they need to succeed. With the worst of the pandemic behind us, we are thrilled to host our first fundraising event in years - the Get Down. Scheduled for October 2023, it will be a night of celebration and fun, bringing our community together to make a positive impact. Join us for this unforgettable evening as we raise funds to continue making a difference in the lives of the neurodivergent community.

Our journey would be incomplete without the unwavering support and partnership of our incredible community and donors. Thank you for working with us to enhance the employability of the neurodivergent community and make workplaces more inclusive. Together, we are creating a brighter and more equitable future for all.

Our programming is funded in part by:

The Azrieli Foundation

CIBC

Geoffrey & Emma Hinton Foundation

Government of Canada's Opportunities Fund for Persons with Disabilities

Harry Foster Foundation

MEH Foundation

Robins Appleby Foundation

Royal Bank of Canada

TD Bank

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