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## ABOUT GOOD FOOT DELIVERY

Founded in 2010, Good Foot Delivery is a charity and a social enterprise that provides meaningful employment 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 Courier and program participant 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 individual to feel empowered to thrive.

## MESSAGE FROM THE BOARD

2023 was a strong year for Good Foot, marked by significant achievements and community engagement. We are immensely proud of our dedicated staff who have worked hard to strengthen our delivery business, provide unwavering support to our Couriers, and build on the success of our initial employment program with the launch of Good Foot Forward.

One of the standout events of the year was our highly anticipated Get Down fundraising event. It was a joyous occasion that brought together our staff, families, donors, and partners. The event not only raised vital funds but also fostered a sense of community that embodies the spirit of Good Foot.

In September, we bid farewell to Radha MacCulloch, a valued member of our Board since 2019, and warmly welcomed Caila Stangl and Connor Whitworth to our team.

Finally, we extend heartfelt thanks to all of our partners and supporters whose faithful commitment continues to drive our mission forward and advance inclusion across the GTA.



DOM MICHAUD & DAVID WILKINSON, CO-CHAIRS

## MESSAGE FROM THE MANAGING DIRECTOR

Reflecting on 2023, the word that best describes our year is "momentum".

We are thankful for the steady growth in our delivery business, the acquisition of new customers with ongoing delivery needs, and the success of our e-commerce expansion as orders via Shopify more than doubled.

Our In, Up & Out employment program concluded in March, leaving behind tangible impacts that informed new funding initiatives, including our first provincial government grant. We proudly launched Good Foot Forward, an evolved version of our In, Up and Out employment program. To date, we've welcomed two cohorts of participants into this more structured training program.

Thanks to new funding, we've bolstered our program team to provide greater support to our participants and Couriers.

Our committed Good Foot team consistently goes above and beyond: from our Couriers ensuring timely deliveries, to the Operations team managing logistics and resolving challenges, to the Program team developing effective training and providing essential support. Together, they exemplify our commitment to exceptional service and community impact. Thank you for being the driving force behind our ongoing success.



BARB WILLET,
MANAGING DIRECTOR

### A YEAR IN REVIEW

#### **Key Highlights From 2023**

#### **Expansion of our Support and Program Team**

Thanks to increased funding support, we've successfully expanded our team to provide more tailored support to our Couriers and program participants, allowing us to better address individual needs, provide personalized guidance and foster stronger professional development. This growth has enabled us to enhance and expand our programming offerings, ensuring we deliver impactful and effective services.

#### **Dungeons and Dragons**

Last year, we introduced our Dungeons and Dragons (D&D) evening, which has since become a popular recurring event. Led by one of our Couriers, this group convenes bi-weekly to dive into immersive role play, building skills in communication, teamwork, creativity and problem solving through storytelling. With every session, the Couriers develop a sense of camaraderie through the game and forge stronger relationships.

#### **Business Growth**

In 2023, our delivery business saw notable growth with a 20% increase in order volume, nearly tripling the number of Shopify orders, and achieving a 20% revenue increase from flyering projects.

#### Scavenger Hunt

Good Foot hosts many social activities throughout the year. Our first city scavenger hunt was memorable with teams of 2-3 members, armed with maps and clue cards, navigating through hidden alleys, famous landmarks and local hotspots unlocking riddles and solving puzzles to discover the city's secrets!

#### **Launch of Good Foot Forward**

By December, we successfully enrolled two cohorts in **Good Foot Forward**, our innovative employment and training program that launched in May. This comprehensive program spans 9 months, encompassing in-class training, 1:1 support and hands-on field practice. Participants then transition into gaining practical work experience through job placements within the community.



#### Get Down 2023

Approximately 100 supporters, customers, staff and family members joined together for a fun, music filled evening at our first fundraising event in over 6 years. Featuring a trivia contest, freeze dance, photo booth and live music from the band Communism with special guests, including Kevin Hearn from the Barenaked Ladies. "Music, food and the whole evening get 10/10!"

## 5th Annual Smart Freight Symposium

It was a privilege to participate in a panel presentation with IKEA and share Good Foot's mission and accomplishments with 100 attendees from government, industry and academics.

STATISTICS FROM 2023

FLYERING PROJECTS
\$22,582

SHOPIFY ORDERS 806

NEW CUSTOMERS 261

BUSIEST DAY

108
Orders on
December 14th

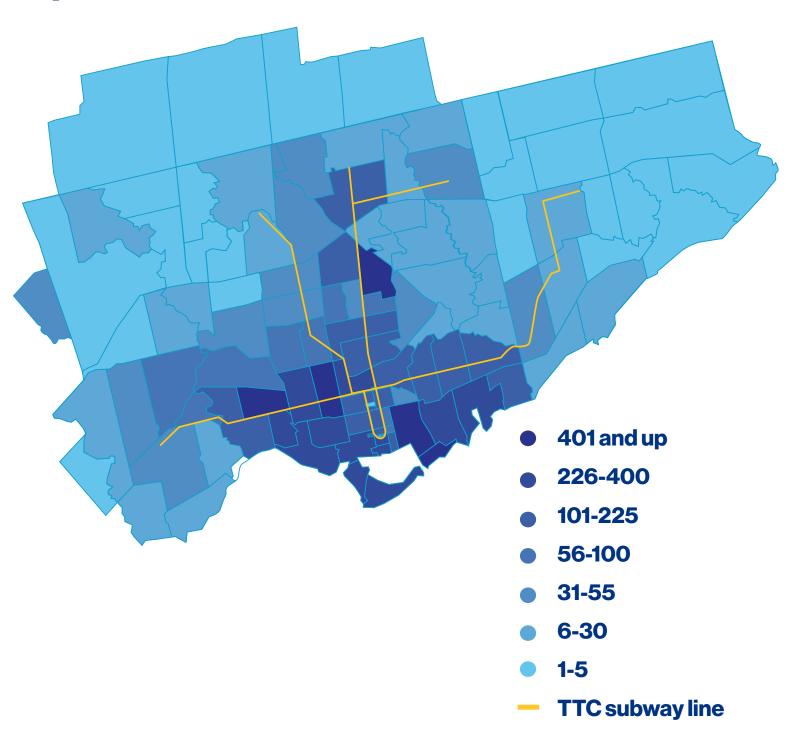
DELIVERIES **11,337** 

#### Good Foot Delivery's 2023 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



#### DELIVERING IMPACT

#### Providing Good Jobs

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

- In 2023, there were 25 Couriers on payroll and \$262,855 in wages paid, working 20% more hours than in 2022.
- 83% of Couriers are satisfied or very satisfied with working at Good Foot.
- 87% of Couriers believe their work is valued at Good Foot.



### **6** Highlights from interviews:

"I am quite satisfied. I haven't worked at any place for as long as I have worked at Good Foot, and have no intention of leaving."

-Courier

"I like that I am able to do deliveries in familiar areas of Toronto that I am comfortable with. I feel a sense of accomplishment when I complete a delivery independently."

-Courier

#### Building Transferable Skills

We work with our staff to develop and strengthen the foundational skills needed to succeed in the workplace.

- Over 85% of Couriers and Good Foot Forward participants report that they built or enhanced their workplace skills last year with an emphasis on problem-solving, communication, goal setting and self-advocacy.
- 87% of Couriers report that program staff provide helpful advice and strategies that make a difference.
- Workshops for Couriers included Decision-making & Problem-solving, Advocating for Yourself and Smart Serve certifications.

#### **6** Highlights from interviews:

"Good Foot staff provide me with training and support."

—Courier

"I feel Good Foot in general sets its Couriers up for success."

—Courier

"I learned the essential skills for the workplace – customer service, prep for interviews, resume writing and cover letters. I struggled because I didn't have work experience. It was a clean slate, but now I have something to put on my resume."

—Courier



## Growing Confidence And Independence

Good Foot builds confidence and independence by giving staff opportunities to learn, lead, and problem solve on the job.

- Over 11,300 orders were completed in 2023. 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.
- 91% of Couriers believe that working at Good Foot in 2023 increased their sense of wellbeing.
- 87% of Couriers report that they have what they need from Good Foot to do their best.
- 100% of Good Foot Forward participants feel more confident in themselves since joining the program.
- 86% of participants report that the program helped them to become more independent in their day-to-day lives.

#### **6** Highlights from interviews:

"He's not scared to try new things. His confidence is greater. Generally, the skill set he's learned translates into everyday life. He can figure out some things on his own. He has a sense of what works for him and what his life needs to look like."

—Family member

"He was so very proud that he had a job. It meant independence for him. [He was thinking] "I've got a job to go to." We were relieved that the job gave him a form of independence and identity. We liked that he wouldn't be the only autistic person there."

-Family member

"It helps me feel independent. Like you can afford your own place. It gives you something to do on weekdays. I like travelling, meeting new people."

—Courier

#### 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 2023, Good Foot organized and hosted a total of 40 social events.
   Highlights from our calendar included the annual summer picnic, games night, movie night, Dungeons and Dragons, a Blue Jays game outing, karaoke, bowling, creative breakfast club gatherings, and the highly anticipated annual holiday party.





80% of Couriers and Good Foot Forward participants feel welcomed at Good Foot events.

#### **6** Highlights from interviews:

"Good Foot Delivery provides a welcome work environment and the staff are always willing to listen and offer support."

—Courier

"Joining this program made me feel like I'm part of a community that supports and understands me as a person."

—Courier

"He feels welcome at work. He's seen and part of something. He takes pride in being part of the GF. He is very proud of having a job, showing that he has the skill sets that an employer needs. That he is a value in an organization."

—Family member

"We see GF as an anchor, a contact outside of home."

—Family member

## 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 March 2023, we wrapped up our In, Up & Out employment. Overall, we facilitated 21 job
  placements / mentorships through partnership with 17 local businesses and professionals,
  and 18 participants secured employment.
- 86% of participants feel more prepared for future jobs since joining the Good Foot Forward program and are learning or improving their job search skills.
- 61% of Couriers feel more prepared for future jobs since working at Good Foot.

#### **6** Highlights from interviews:

"I think that everyone who is eligible can get a lot from the program."

—Courier

"I like how you get to learn and gain the work skills you need to get a future job in the field you're interested in."

—Courier

"He has become more able to decide what he wants for himself. He has a greater sense of his likes and dislikes, and using his best judgment. Its working for him. And translates into his personal life. He has a stronger voice for what he wants. He's become bolder, he feels like he can assess his wants and needs. Before he couldn't do this."

-Family member

## Demonstrating Inclusion In Business

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

- In 2023, we serviced 544 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 capabilities of the neurodivergent community and their significant contributions to the workplace.
- Couriers are Good Foot's brand ambassadors, successfully delivering important orders and further solidifying the professional and reliable nature of the Courier business.

#### **6** From our customers:

"Having conscientious individuals (...) delivering to our customers brings such joy and sets a wonderful tone for my work day."

"I use Good Foot occasionally for my business when I have small, local deliveries and it is wonderful! Good Foot never fails to take the best care of each package and deliver them to my customers with warmth and kindness!"



### FAMILY STATEMENT



Adam feels welcomed at work and is proud to be part of the Good Foot team. We love the fact that he's been given the opportunity within a constructive work environment, where he can problem solve and add value to the organization. It has been an excellent entry level job for Adam that provides good experience. He is very proud of having this job while showing that he has the skill sets that an employer needs.

When people ask him about how things are going, he speaks of the challenges he encounters and how they're overcome. He talks about training others and the interesting deliveries he completes. He also joins in the social activities including the Dungeons and Dragon evenings which he absolutely loves.

Being a Training Facilitator has been an excellent experience for him. He is excited to talk about this role as he feels he is contributing to society and making a difference while also allowing himself to grow and gain more experience.

Adam has proven to himself and others the important attributes of being present, reliable, on time, and to be someone who can be counted upon. He's learned to ask questions and is always willing to show up and be engaged. He has learned problem-solving on the job, perseverance when things don't go to plan, and learning how to overcome and deal with problems at work. These lessons will carry him forward in any role he takes on in any type of organization.

Outside of work it has been great to see the direct use of his skills that have been developed at Good Foot. Post-graduation, he traveled overseas with confidence. In the subways in London, Adam said, "I'm in charge" and was able to get us anywhere like a professional tour guide. Adam has the confidence to do this and so much more thanks to the opportunity he has been given and has run with at Good Foot.

-Jeff & Nancy Cornett

### COURIER STATEMENT



I read about Good Foot on the internet while I was looking for a job. I had had a couple of jobs before. Nothing worked out for me. It had been extremely difficult. I strongly agreed with the message and the mission of Good Foot. I deeply wanted to join them.

For me, just being at home all day isn't good. This job helps me get out and be involved in the community. I'm really a solo person, so having this job allows me to do things I've never done and see places I've never seen before. Having a job also helps me have a liveable income. The job at Good Foot allows me to live a more normal life.

It's the mission at Good Foot I really appreciate. I can get a job at McDonald's, but there's not a lot of help out there for neurodivergent individuals. At Good Foot, you get the support and the skills you need to help you move up in life. It helps in breaking down the barriers. At Good Foot, you are given a chance to succeed.

While working at Good Foot, my communication skills have gone up. Before, I wouldn't talk to people. Now, I'm more willing to communicate with others. My navigation skills have really improved; I'm confident in this area now. My independence has also improved. I can hold a job and learned that work is for me. I'm not just someone that's unable to hold a job or do things on their own. I get a little help sometimes. Good Foot helps. There are still little difficulties socializing in my personal life, but working with Good Foot has improved things. It's a tight-knit group. We're all close with each other; it's like we're a family.

I run one of the social events myself—the D&D game. I saw there was a need for this specific activity and advocated for it with Good Foot. As Dungeon Master, I'm proud of all my players in the game. When we started, many of them were shy and reserved, but they've really come out and blossomed. I'm happy that Good Foot has provided the opportunity to play every week. I'm so grateful to run it and couldn't have done it without Good Foot and the players. It's a great success.

-Seth Fenner

## FINANCIAL REPORTS

The 2023 deficit was the result of complex factors largely related to slow recovery of the delivery business, the wrap up of the Canada Emergency subsidies to help businesses through the pandemic, and a drop in general donations. Good Foot has strategic fund development plans as well as ongoing efforts to continue our positive growth in earned revenue and ensure the long-term viability of Good Foot Delivery.



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

Year ended December 31, 2023

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

|                                                        |    | 2023      | 2022          |
|--------------------------------------------------------|----|-----------|---------------|
| Revenue                                                |    |           |               |
| Government grant                                       | \$ | 488,412   | \$<br>496,764 |
| Foundations                                            |    | 294,139   | 204,258       |
| Courier delivery fees                                  |    | 146,026   | 125,448       |
| Donations                                              |    | 112,305   | 183,107       |
| Sponsorship and others                                 |    | 17,453    | <br>-         |
|                                                        |    | 1,058,355 | 1,009,577     |
| Expenses                                               |    |           |               |
| Salaries, wages and benefits                           |    | 890,053   | 781,857       |
| Professional fees                                      |    | 91,618    | 139,529       |
| Rent                                                   |    | 64,978    | 54,636        |
| Office and general                                     |    | 43,881    | 28,556        |
| Training                                               |    | 25,478    | 19,289        |
| Software maintenance                                   |    | 15,352    | 15,327        |
| Transportation and uniforms                            |    | 14,006    | 9,893         |
| Advertising and promotion                              |    | 13,912    | 27,123        |
| Insurance                                              |    | 5,023     | 4,449         |
| Amortization of capital assets                         |    | 2,635     | 3,221         |
| Bank charges and interest                              |    | 3,724     | <br>1,762     |
|                                                        |    | 1,170,660 | 1,085,642     |
| Deficiency of revenue over expenses before other items | \$ | (112,325) | (76,065)      |
| Government Assistance                                  |    | -         | 66,354        |
| Deficiency of revenue over expenses                    | \$ | (112,325) | (9,711)       |
| Unrestricted net assets, beginning of year             |    | 322,104   | 331,815       |
| Unrestricted net assets, end of year                   |    | 209,779   | \$<br>322,104 |
| Restricted Net Assets                                  |    | 300,000   | \$<br>300,000 |

### A LOOK AHEAD

Looking ahead to 2024, we anticipate another busy year as we continue to work towards our goals of expanding our Courier team and enrolling 26 participants in the Good Foot Forward program.

Our focus will be on rebuilding our delivery business, with a strong emphasis on expanding our customer base. We're excited to announce the forthcoming launch of another API, which will further enhance our e-commerce capabilities and support our business growth trajectory.

In the coming year, we aim to elevate our efforts in fostering inclusive workplaces across the Greater Toronto Area (GTA) through the introduction of informative sessions and resources. These initiatives will spotlight best practices and promising approaches that small to medium-sized businesses can adopt to create more welcoming and supportive environments for the neurodivergent community.

As always, we extend our sincere gratitude to our incredible community and donors whose support enables us to enhance the employability of the neurodivergent community and promote greater workplace inclusivity. Together, we are making a significant impact. Thank you for being part of our journey.

#### Our programming is funded in part by our funders:

The Azrieli Foundation

Cooperators Community Foundation

**CIBC** 

Geoffrey & Emma Hinton Foundation

Government of Canada's Opportunities Fund

for Persons with Disabilities

Government of Canada's Community

Services Recovery Fund

**Employment Ontario** 

Harry E Foster Foundation

**MEH Foundation** 

Royal Bank of Canada

**TELUS** 

**TD** Bank



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