



Goodwill
Amity

GOODWILL THE AMITY GROUP

GOODWILLONLINE.CA

Annual Report 2020

Changing lives and strengthening communities
through the power of work



Introduction

Vision

Vibrant, inclusive and sustainable communities where everyone has an opportunity for meaningful employment.

Mission

Changing lives and strengthening communities through the power of work.

About Goodwill

We are committed to people, the planet and community prosperity. We support all three through the power of work.

We believe that the power of work can address the intractable social issues of our time: tackling poverty, contributing to a greener planet and building stronger communities.

Our work changes lives.

As part of a global network implementing solutions at the local level, we are inspired by the United Nations 17 Sustainable Development Goals (SDGs).

In particular, we are committed to realizing the following three SDGs for the people, the planet and the communities we support:

- **Reducing inequality** by advocating for equal access to work, regardless of gender, age, race, sexuality or ability.

- **Assuring decent work and economic prosperity** by strengthening the social and economic fabric of our neighbourhoods through stable and sustainable employment, responding to labour market needs and investing in future workforce development.
- **Building sustainable cities and communities and safeguarding the planet** by integrating green practices into our business activities while engaging consumers in reuse and recycling to reduce our local landfill footprint.

We are a path to income security for individuals and their families; we are a catalyst for strong and healthy neighbourhoods; we are a benchmark for sustainability in the retail marketplace. In all these ways, Goodwill Amity is influencing positive, long-lasting transformational change.



**You donate.
We train.
People work.**

What We Do

Goodwill Amity delivers Employment Services and operates Social Enterprises for people who face barriers to work.

Right: Workshops help participants improve their job search skills in preparing to secure their next role

We provide:

- **Employment Readiness:** We give people experiencing barriers to employment a chance to expand their skill set and explore their career goals.
- **Employment:** We support people who are entering the workforce for the first time, people who have been experiencing long-term unemployment or people looking to transition careers.
- **Resource for Employers:** We act as an extension of a business's human resource team. We identify candidates, assist with the interview process, and support employers in recruiting and retaining their desired workforce
- **Social Enterprise:** Our businesses, which include Goodwill stores, shredding and media destruction services, and Stairways Café and Catering afford us a unique opportunity to offer in-house workplace training opportunities and skill development for job seekers in functions such as hospitality, retail and customer service.

Employment Services

Our Employment Services teams have staff dedicated to employer relationships. We work with local employers to understand their staffing needs and help them secure a workforce to meet their operational objectives. We can identify candidates and manage many aspects of the screening and recruitment process. We host job fairs.

We provide continued support after a candidate is hired, if that would help retain or advance the individual in their new organization.



For clients our mission is transformational. It can lead to financial stability, provide food and shelter, give purpose to someone who has lost a career, help newcomers join the Canadian labour market, give an individual with a disability the skills to pursue employment, or launch a youth from school to work.

For employers we partner with, our work has the ability to tap a hidden job market, from internationally trained professionals, to skilled tradespeople, to part-time and seasonal staff.

For families impacted by our work, secure employment can break generational cycles of poverty and provide children with role models for future success.

Income and employment are among the top five Social Determinants of Health.



Top: Training in simulated work environments gives individuals the skills they will need to succeed; Right: Placements give employers an opportunity to hire qualified candidates.



Below: At Goodwill, social enterprises provide hands-on skills training opportunities for job seekers.

In many cases, we can also help employers access government wage incentives.

We work with job seekers, to provide job preparation, skills development, coaching, and training around resume writing, interview skills, and networking. Workshops provide training in a group setting. The Resource areas in our Career Centres enable independent job seekers to use computers and printers in their searches. Our Career Development Specialists provide individual support and coaching where needed. For those facing barriers to employment, we help break down the barriers. Our Transitional Employment And Mentoring (TEAM) program, which serves clients with disabilities, does that by offering a combination of classroom and applied training in areas including janitorial, basic computer skills, customer service, and food service.

We know that a person's quality of life is influenced by many factors, including life experiences, workplace, or other environments, and the social and economic conditions that shape their lives¹.

Goodwill Amity is more than just a place for job seekers. We're more than employment. We're a catalyst for change.

We're a place for people to transform possibility into purpose.

They have a powerful influence on individual, family and community wellbeing. According to the Canadian Mental Health Association Ontario, losing stabilizing resources, such as income and employment, for an extended period can have long-term effects on people's mental health and potentially put them at risk of poverty. The loss of these resources can also have significant impact on a community's economy.

¹ As stated by Canadian Mental Health Ontario's overview about the social determinants of health: <https://ontario.cmha.ca/provincial-policy/social-determinants>

Mission Integrated Social Enterprise

What is a mission-integrated Social Enterprise? It's when an organization's social and community programs overlap with its business operations. This overlap directly serves and benefits its clients while generating funds to reinvest in the mission.



Top: Stairways provides supportive training on food preparation, cash register operation, health and safety skills

Our mission-integrated Social Enterprise model has two key areas of focus: employment and the environment.

Our Stairways café and catering division provides hands-on training opportunities for individuals seeking employment in the food service or hospitality industry. Our donated goods retail stores also provide a supportive environment for those looking for work experience and an opportunity to join a dynamic and disciplined team.

Our stores also fulfill an environmental mission. There's a wealth of research that shows consumers are becoming increasingly concerned with the ethical and sustainable production of clothing and goods: textile production generates 12 billion tons of carbon dioxide, more than that all generated by international flights and maritime shipping combined². As a result, consumer behaviour is driving more ethical community-minded options, such as our thrift stores and donation centres.

²Ellen MacArthur Foundation Study: www.ellenmacarthurfoundation.org/assets/downloads/a-new-textiles-economy-summary-of-findings_updated_1-12-17.pdf

Right: Instagram influencer @nicolebevan modeling her Goodwill outfit, promoting the Goodwill Summer Challenge

Our work is fashionably green. In a world where being a socially conscious consumer is in style, so too is our commitment to doing our part to protect the planet.



These trends reinforce the environmental component of Goodwill Amity's mission while allowing us to provide people with access to affordable items.

Donated clothing and goods sold at our Goodwill stores are kept out of landfill. What doesn't sell in stores we recycle. Whether it's through our partnerships with dedicated buyers who purchase metals, electronics, toys, and textiles, or initiatives like Textbooks for Change where unused

textbooks are sent to countries with no publishing industry, Goodwill Amity sets strong sustainability practices and recycling standards in the local resale market.

We can provide wardrobes to our job-seeking clients so they put their best foot forward.

We operate as a social purpose business that generates proceeds to support our life-changing work.



Top Left: Tim Dobbie – Vice Chair
Andrea Donlan, Martha Fox
Andy Skrypniak, Linda Nazareth
Kareen Hall-Clarke

Bottom Left: Vidis Vaiciunas
David Rathbun,
Kelly Duffin – President and CEO
Dan Sturk – Chair
Marian Page

Report from the Chair and the CEO

In many ways, 2019/2020 was a turning point for Goodwill Amity. Our mission, of changing lives and strengthening communities through the power of work, was delivered in all parts of our operations and we were gearing up for a slew of 85th anniversary celebrations – until mid-March 2020, when COVID-19 hit in the last two weeks of our fiscal year.

There have been hardships for sure – for our organization, our sector, and most importantly for our clients and communities. But in many ways, the crisis has also brought into high relief a quality that was perhaps always latent, but not centre stage – resilience.

So as we look back on the last fiscal year, we are grateful for the drive and determination that our teams bring to our work every day and the successes they generated that will contribute to us weathering the storm and being there – in continuing and new ways – to serve our community into our 86th year and beyond.

While this report looks back on highlights of the 11 ½ months before then, it is hard not to see them as coloured by the pandemic.

Mission and Impact

Given the low unemployment rate in Ontario last year, recruiting and retaining the workforce they needed to meet their objectives became a high priority and increasing challenge for employers. We continued to expand our relationships with employers to help them meet those needs. We also remained focused on those looking for work. We see and serve job seekers of all kinds – youth, older workers, racialized individuals, long-time unemployed, newcomers, those with criminal records, without education or work experience, and people with disabilities, among others.

We are proud to have placed 964 people in the last fiscal year, and supported a further 3,063 people in their own job searches. In fact, Goodwills across Ontario place a candidate in a job every 31 minutes³. The average wage for those placed was 20% above minimum wage and their average working hours per week for those placed was 30.67, with the majority being full-time. These are quality, sustaining jobs.

In our thrift stores, which are our largest Social Enterprise, we continued to build on the partnership launched in 2018 with a colleague Goodwill based in Sarasota, Florida, to introduce new systems and processes to “back of house” operations and “front of house” presentation and service. The resulting dynamism and discipline in our stores over the last year drove much improved results in this part of our operation.

Traffic has increased, donations are at record levels, and sales are up 135% over the prior year.

While a key part of our stores’ purpose is offering employment and training to job seekers and well-priced goods to customers in our communities, we never forget that there is also an environmental mission we achieve through our sale of used goods. We are very proud that this year, through sales in our stores and the recycling of items that didn’t sell, we kept over 3.1 million pounds of goods out of landfills.

Our Stairways Café and Catering division also provides hands-on skills development in food service to job seekers and serves healthy and delicious food to an ever-growing clientele. Indeed, our catering business was up 18% over the prior year.

³In 2018 Goodwills in Ontario placed 3,909 individuals in employment. The time is considered to be 2,000 working hours a years.

Looking Back –85 Years

Begun as a social club for unemployed men during the Great Depression, Amity evolved into an operation that refurbished donated used goods, giving the men who refurbished them skills training, employment, and access to affordable clothing and household items. The first Goodwill had been founded before then, in 1902 in Boston, with a very similar purpose and approach.

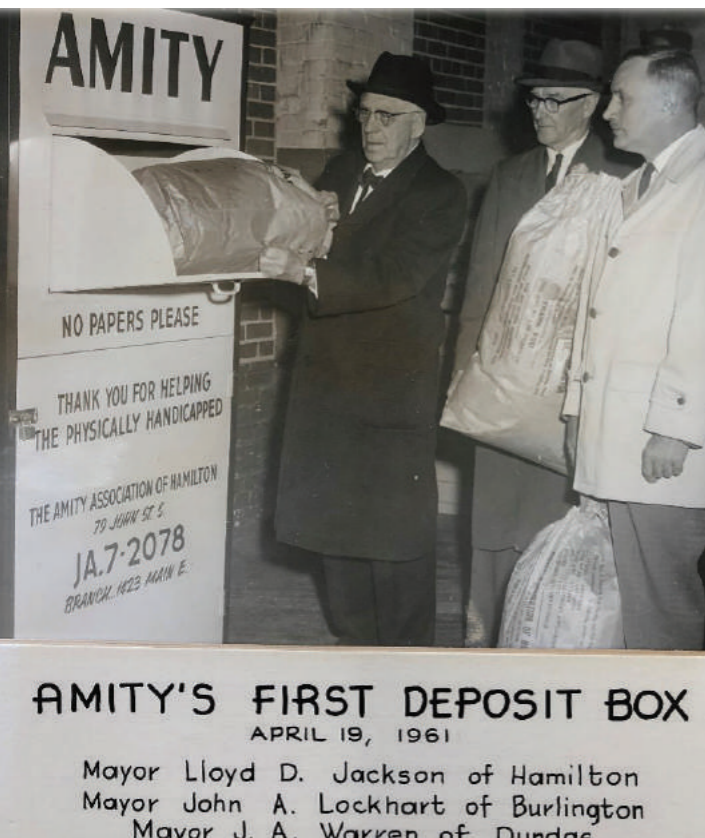
Goodwill’s founder, Edgar J. Helms, believed that Goodwill provided a chance not a charity; a hand up not a hand out.

These sentiments continue to guide our mission today. In 1973, Amity joined the Goodwill network, becoming Goodwill, The Amity Group.

In our 85 years since the creation of Amity, that purpose has not changed,

but much has evolved in the way we serve and operate. Whatever form it has taken, though, extrapolating our results last year, we can conservatively estimate that we have kept at least 81.7M pounds out of landfills and placed at least 41,452 people in jobs.

Below, Left: Amity's first deposit box
Top Right: Amity Founders
Bottom Right:
A Goodwill Centre today



Looking Ahead

In the first month of 2020, we had a productive and inspiring Board and Leadership Strategic Retreat. We tweaked our Vision and Mission statements to the ones you see at the start of this Report. The new versions speak to a greater role in community. This reflects the fact that employment has a huge ripple (and multiplier) effect far beyond one individual finding employment or one employer hiring their chosen candidate. We also set plans to grow our retail stores to hire, serve, and train more people; expand our Employment Services to connect more individuals to work; and to continuously improve the recycling and environmental work we do to tread as lightly as possible on the planet.

We're proud of those contributions to our communities and look forward to celebrating our milestone year when the time is right.

While COVID has paused the implementation of parts of our Plan, and indeed is causing us to revisit some aspects of it, we believe the foundation of a strong path forward is still there, to be mined and refined in the coming months and years. Despite the turmoil in the last two weeks of the last fiscal year, our progress and results are the foundation for the continued expansion of our role and contributions to individuals and families, to employers, to the economy, and to the communities we serve.

Statistics & Impact

2019-2020

300+ employers worked with Employment Services

850 people placed in jobs

3,063 people supported in their own job searches

20% higher than minimum wage average starting pay for placed job seekers and often further wage increases as these clients progressed in their employment

30.67 average working hours per week with the majority being full-time

Every 31 minutes is how often a candidate is placed in a job Goodwills in Ontario⁴

3.1 million pounds of textiles and goods kept out of landfills through our retail stores and recycling operations – the equivalent of 78 tractor-trailers or enough to fill 6 Olympic size swimming pools

⁴In 2018 Goodwills in Ontario placed 3,909 individuals in employment. The time is considered to be 2,000 working hours a years.

Success Stories

How the power of work changed Sabir's life

Sabir was a newcomer to Canada when he reached out Goodwill Amity for job support. He'd been living in the country for only three months and was barely getting by on his Ontario Works allowance. He had a post-secondary degree from his home country but he was having difficulty securing an interview for employment without any Canadian work experience. This is when he turned to us for help.

Through our Goodwill Career Centre, Sabir received connections to an entry-level survival job to assist him in complementing his resume and to earn some income to support his family. He continued to work with a Job Coach to strengthen his interview and networking skills. After he was able to gain some preliminary Canadian work experience,



Sabir returned to Goodwill Amity to advance his job search. He was determined to fulfill his goal of working in his field of study.

With the assistance of our job development team, Sabir was able to apply and interview with UPS in Burlington. He is now successfully employed as an UPS Inside Sales representative, on the career path he dreamed of.

“Because of Goodwill Amity I was able to start a meaningful career with a stable employer. I’m proud to be financially independent and providing for my family.”
–Sabir

“Because of Goodwill Amity I was able to start a meaningful career with a stable employer. I’m proud to be financially independent and providing for my family.”
–Sabir



How the power of work changed Ronald's life

Ronald had a dream to work at Tim Hortons. Fascinated by the iconic Canadian brand from a young age, Ronald fell in love with food and hospitality. It was a passion of his to explore recipes and to cook with his family.

Growing up, Ronald faced physical and intellectual barriers, which made finding work hard. At Goodwill Amity, a Career Development Specialist created an individualized plan to help Ronald reach his goals. Determined to work frontline at his favourite franchise, Ronald received a placement at one of our Social Enterprises, Stairways Catering and Café.

“Being a Tim Hortons employee is my dream come true.”
–Ronald

By training in our own social enterprises, job seekers gain food preparation, customer service, and hospitality skills

It was here that he developed food preparation and other culinary skills. It was here that a possibility for work turned into a sense of purpose for Ronald.

After excelling in his position at Stairways, Ronald then learned the skills he needed to apply for an interview with Tim Hortons. With the support of his Job Coach, Ronald prepared for the opportunity. He went into the interview as a Goodwill client and went home as a Tim Hortons employee.

Job seekers have access to individual, peer, and group supports

How the power of work changed Sara's life

Sara came to Goodwill Amity to seek Canadian work experience. She had recently emigrated from Pakistan and was enrolled in an English as a second language class to help her overcome the language barrier, which was preventing her from finding work.

Sara was facing other barriers to employment too. She had no income and required assistance in navigating public transit due to a physical disability.

At Goodwill Amity, Sara applied herself to job seeking. She attended workshops, pre-employment sessions and meetings with her Career Specialist. She described her culture with other job seekers and staff, and made traditional food that she shared with everyone.

Sara persevered through all of her challenges, successfully completed her Goodwill program, and secured part-time employment as a merchandiser. She worked hard to obtain meaningful work.

“Because of the part-time role I secured through Goodwill Amity, I'm able to continue with school to advance my English skills, and also contribute financially to my family.”
 –Sara

“I'm able to continue with school to advance my English skills, and also contribute financially to my family.”
–Sara



Testimonials

Workshops

“Thank you for showing lots of compassion, understanding, and positive words throughout the training workshop.”

“This workshop was informative and made me realize what I need to work on.”

“The presentation was incredibly informative and surpassed my expectations above and beyond! I received a lot of valuable information that was relevant, accurate and painted a realistic picture of the interview [process]. Definitely coming back for other workshops! Thank you!”

New things I learned: thank you notes, no dates on the education paragraph, job bank resources, etc.”

“I found my weakness and solutions.”

“Peter is very informative, professional and offers a sincere sense of care that we succeed. This is very overwhelming for me and today’s session has reduced that feeling a little.”

“Very informative and I realize I may have to upgrade my skills.”

“Shone light on a dark time in our lives.”

“Learned things I did not know. Especially the resources that were at my disposal.”

“I liked that Peter talked to us as real people and spoke honestly about the struggles and ups and downs with job hunting (and how it affects mental health).”



“Interview preparation session was helpful. The networking sessions were amazing. The resume session helped me produce a top notch resume that made me attractive to the employer. The team was amazing.”

Job Seekers

“Based on my experience, I found the staff to be professional, courteous, and experts in the field of employment. I was amazed at the amount and level of services (i.e. workshops) that is available to anyone who is interested in locating employment. Best of all, there is no stigma attached to accessing the services. I encountered people from all walks of life and am richer for having met them. I could not have been more impressed with the great work this agency provides to the community as a whole.”

“The part I found most helpful was the personal support and encouragement that I received because my morale was low going in and through this program I gained the self-esteem needed to attend interviews and got a new job out of it. Thank you.”



Employers

“Amazing service [and] professional support.”
– *Switchboard Communications*

“Arfa is a great support, and I always get at least one hire from these [employathon] events.”
– *Aldershot Greenhouses*

“Strong candidate from your agency as always.”
– *S&P Data*

“Helped select a great employee!”
– *Lukaya Café*

“Always have an amazing turnout [at these job fairs] and hardworking Team assisting me with candidate flow. Thank you Everyone!”
– **Maple Leaf Foods**

Community Partners

A1 Security	Lordly Jones Limited
Al Beck's Key Shop Ltd.	Mythos Restaurant
Archangel Productions	RBC Royal Bank of Canada
CCXIT Computer Services	Simpson Wigle
City Window and Glass	SKP Trading Inc.
Dee Signs Inc.	Staples
Deloitte	Talka Credit Union
East Coast Textile Trading Ltd.	
Economic Development, City of Hamilton	Individual Supporters
First Ontario Credit Union	David Court
Graeme C. Imrie & Associates	Tracy Cunning
Group Health Benefit Solutions	Sheila Davidson
Economic Development, City of Hamilton	Kelly Duffin
Hamilton Bulldogs Foundation	Pat Hitchcock
Hamilton Chamber of Commerce	Martha Fox
	Pamela Nagy
	Marian Page
	Sevasti and Kyprianos Soleas
	Maria Zegarac

Operating Revenue	2020	2019
Employment Services	3,234,530	3,863,626
Retail and Donated Goods	2,393,911	2,182,539
Leasing	1,138,028	1,045,418
Recycling	210,637	189,613
Fund Development	10,101	51,458
Other	33,040	46,883
Total Operating Revenue	7,020,247	7,379,537

Operating Expenses	2020	2019
Mission Related	5,713,841	7,049,119
Management and Support Services	1,189,026	1,137,363
Total Operating Expenses	6,902,867	8,186,482

Operating Surplus / (Deficit)	117,380	(806,945)
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Depreciation and Impaired Assets	276,442	785,261
Earnings Before Interest, Taxes, Depreciation/Amortization	393,822	(21,684)
One Time Cash Related Adjustments	0	364,625

Earnings Before Interest, Taxes, Depreciation/Amortization and one time adjustments	393,822	342,941
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Financial Results

Revenues in our Retail and Donated Goods division surpassed prior years' performance. With the provincial government's elimination of two Employment Services programs, revenue in that division declined accordingly. In fiscal 2018/2019, we closed our three Nova Scotia locations, and had to write down the assets that we could no longer use.

That year we also had a one-time expenses associated with those closures and in respect of our partnership with Goodwill Sarasota in the system transformation of our retail operations. With those costs behind us in fiscal 2019/2020, we show an Operating Surplus of \$117,380.

On an EBITDA (Earnings Before Interest Taxes Depreciation and Amortization) basis, the bottom line improves to a surplus of \$393,822. That performance, our operational improvements, and our ever-expanding network of partnerships in our communities give us confidence that the future is bright.

Our Thanks

Our financial results performance would not be possible without the strategic leadership of our volunteer Board of Directors, the business acumen of our Senior Leadership Team, the competence and commitment of our staff, and the generosity and support of our communities. We are very grateful.

Board of Directors

Dan Sturk, Chair

Tim Dobbie, Vice Chair

Andrea Donlan

Martha Fox

Kareen Hall-Clarke

Linda Nazareth

Marian Page

David Rathbun

Andy Skrypniak

Vidis Vaiciunas

Senior Leadership

Kelly Duffin, President and CEO

David Court, Vice President,
Mission-Integrated Social Enterprise

Tracy Cunning, Director,
Employment Services

Glenn Cockfield, Director,
People and Culture

Sheila Davidson, Director,
Operations and Administration

Maria Zegarac, Director of
Finance and Controller

