



Goodwill
Amity

GOODWILL THE AMITY GROUP

GOODWILLONLINE.CA

Annual Report 2021/2022

Changing lives and strengthening
communities through the power of work.



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Phone: 905-526-8482

Address: 225 King William Street,
Suite 101 Hamilton ON L8R 1B1

Website: www.goodwillonline.ca

Social Media: @GoodwillAmity



Introduction

About Goodwill Amity

Our Roots

Goodwill Amity is a charity that was founded in 1935 to help people in Hamilton and Halton find work during the Great Depression. Today, 87 years later, we continue to provide services that help people enter or re-enter the workforce so they can achieve financial security for themselves and their families.

Those We Serve

Those we serve often face the most barriers to full participation in society. Participants with low or no income made up 45% of those we served; people with disabilities 40%; and racialized individuals 38%¹. We see newcomers seeking Canadian experience, youth looking for their first job, women, and more recently, people displaced by COVID.

Among other things we help them put a resume together, practice their interview skills, network, and connect

with employers. We offer skills training—sometimes to meet general workplace expectations and sometimes in specific industries, such as manufacturing or food service. Having these skills and supports means that job seekers will be successful in finding and keeping work.

Our Retail Stores and Food Service Divisions

In addition to generating proceeds for our mission, our well-known thrift stores and our food service division provide training platforms for job seekers to acquire skills in merchandising, customer service, and cash handling among other things. The Goodwill model is unique in providing this integrated ecosystem of support.

The stores serve an environmental purpose as well, enabling our communities, in Burlington, Hamilton, and Oakville to repurpose and recycle over 3.4 million pounds of goods last year alone.

All of what we do addresses the intractable social issues of our time including tackling poverty, contributing to a greener planet, and building stronger communities.

For participants, our mission is transformational.

It can lead to financial stability, food, shelter, and a career path.



For families impacted by our work, secure employment can break generational cycles of poverty.



For employers, our work has the ability to tap a hidden pool of candidates, from internationally trained professionals to skilled tradespeople, to part-time and seasonal staff.



¹ Percentages exceed 100% because of intersectional identities.

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 environmental impact.

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.

Photo Caption

One of Goodwill's mottos is a hand up not a hand out.

Vision & Mission

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.



Report from the Chair and the CEO

The last fiscal year was undeniably demanding for us all, with the waves of the global pandemic continuing to ripple through our communities.

We closed our social enterprises for weeks at a time and laid off our valued staff. When we reopened, we operated at limited capacity and while enforcing necessary but ever-changing public health directives.

Our employment services and support staff worked from home, then came in in cohorts, then offered hybrid online/in-person service, and finally returned to the workplace. We made countless updates to our health and safety protocols, prudently managed our cash flows, and tried our best to support our teams.

Like so many, we saw the toll of COVID in turnover, mental health needs, absences, and sick time.

Through it all we have remained steadfast in continuing our support for program participants, the employers we serve, our donors, and our customers.

Indeed, over we continued to serve in our usual ways and found new opportunities to contribute to social and economic recovery in our communities. In the past year:

- We launched a new program providing skills to employment in the growing field of food and beverage manufacturing, funded by Ontario's Ministry of Labour, Training and Skills Development.



Photo Caption

Left: Andrea Donlan, *Chair*
 Right: Kelly Duffin, *President and CEO*

We launched a new program providing pre-employment skills and supports to youth with disabilities, funded by Employment and Social Development Canada.

- We prepared and provided 42,290 meals to Hamiltonians experiencing food insecurity. These efforts were funded by the City of Hamilton, the federal and provincial governments, the Hamilton Community Foundation, United Way Halton & Hamilton, and Ontario Trillium Foundation and delivered through partnerships with CityHousing Hamilton, St. Matthew's street outreach program, St. Patricks' De Mazenod Door, and Catholic Children's Aid Society.
- We served on Hamilton Mayor Fred Eisenberger's Task Force on Economic Recovery.
- We participated in the Hamilton Chamber of Commerce's study "Women out of Work."

- We celebrated our job seeker and employer Award Winners at our Power of Work event. [Read about our winners and watch the event.](#)
- We focused on increasing resources for our mission with the addition of a Director of Community Engagement and Partnerships.
- We attained certification from CARF (Commission on Accreditation of Rehabilitation Facilities). This entails a rigorous independent audit against over 800 requirements and is official recognition that an organization is guided by internationally recognized service standards and best practices.

We won the Hamilton Chamber of Commerce's Outstanding Business Achievement Award in the Not-for-Profit category.

Report from the Chair and the CEO (continued)

From the strong foundation we have and in a solid financial position, the Board and Senior Leadership Team – with extensive input from our communities – developed a new five year [Strategic Plan](#) (see page 12). The theme of the Plan is growth and its two objectives are to:

1. Build more pathways to increase the job seekers who secure meaningful work
2. Expand our enterprises to increase revenues that advance and enable our mission

The Plan will see us grow our retail footprint, increase our fund development revenues, and thereby expand our employment services offerings.

Our entire organization is energized by the momentum we have and the growth that is planned.



Our Thanks

None of our work would be possible without the guidance, wisdom, and support of our volunteer Board of Directors.

It would not have been possible without the strong, capable, and compassionate leadership of our senior team and managers. It would not have been possible without our funders who showed caring and commitment when it was needed most.

It would not have been possible without our loyal sponsors and donors who stood with us throughout. It would not have been possible without our community partners, who came together in new ways to address new problems.

And of course, it would not have been possible without all Goodwillians on the front lines.

It is a tribute to them that we achieved what we did for our community and that we end the fiscal year in a strong financial position, poised for growth in the years ahead as we continue our mission of “**changing lives and strengthening communities through the power of work.**”

Photo Caption

Goodwill Amity thank you card written in 3 languages; English, French, and Ojibwe.

Strategic Plan 2022-2027

| | | |
|-----------------------------|--|---|
| 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 | |
| STRATEGIC OBJECTIVES | Build more pathways to increase the job seekers who secure meaningful work | Expand our enterprises to increase revenues that advance and enable our mission |
| STRATEGIC DIRECTIONS | <ul style="list-style-type: none"> Address mental health support as critical for some job seekers to attain and retain employment Expand our competency-based, industry-and employer-aligned skill development offerings Maintain and expand relationships with employers Engage in labour market social and policy development Increase on-the - job training opportunities for Employment Services job seekers to gain skills in our own social enterprises Increase the visibility and understanding of Goodwill's mission and impact | <ul style="list-style-type: none"> Maintain existing contract funding Seek increased contract funding focused on serving individuals from equity-seeking groups Grow our retail footprint Increase the ways we acquire donated goods Continuously expand the work we do in delivering environmental solutions Optimize leasing at King William to generate independent revenues for our mission Fund raise to secure independent revenues for our mission priorities Increase the visibility and understanding of Goodwill's mission and impact |
| ENABLERS | Become an Employer of Choice in the NFP sector so that we can attract and retain the talent to grow our impact | |
| | Build efficient and effective processes to make informed decisions | |
| | Enable our people and processes through enhanced digital functionality | |

Objectives and Directions

Keeping “focus” as our guiding principle and growth as the theme, the Strategic Plan (presented at left) has just two overarching Objectives.

Lastly, the impacts we seek to drive – both short- and long-term—are expressed.

Read more about our strategic plan here:

goodwillonline.ca/strategic-plan-2022-27

Beneath each are Strategic Directions that will inform initiatives in the Annual Operating Plans and Budgets. Enabling activities are also identified.

Short Term Impacts

- More individuals from equity seeking groups are employed
- More individuals from equity seeking groups attain the skills they need to find work
- More individuals get out of poverty
- More families have financial security

- More employers are able to meet their operational objectives
- More goods are reused and recycled
- Revenues are generated to develop and self-fund impactful services
- The organization remains financial healthy

Long Term Impacts

- Communities are inclusive, healthy, safe, and thriving
- Everyone has the opportunity for meaningful work
- Generational cycles of poverty are eliminated
- The circular economy is a key contributor to addressing the climate crisis

Statistics and Impact 2021-2022



In Employment Services

548 employers were assisted

474 people were placed in jobs

745 further people were supported in their own job searches

57 people were supported in entering training and education

1,826 job seekers virtually² attended pre-employment workshops delivered by Goodwill Amity

When placed, our job seeking clients earned an average starting wage 28% higher than minimum wage and often saw further wage increases as they progressed in their employment³

The average working hours per week for those placed was 33.6, with the majority being full-time.

Photo Caption

A photo collage showing snapshots of people in interview, training, and in the workplace and a photo of Goodwill's truck.

Through our Stairways food service division, we provided **42,290** meals to Hamiltonians experiencing food insecurity.

Through our retail stores we enabled the reuse or recycling of **3.4 million** pounds of textiles and goods.

² Some job seekers attended multiple workshops
³ Average starting wage was \$19.22 versus minimum wage of \$15

Success Stories

Naomi

Naomi came to Goodwill in January 2022 seeking help with her employment skills and training. She was registered in the TEAM program (Transitional Employment And Mentoring) where she started developing great work habits and skills.

Photo Caption

A Goodwill employment program participant who just completed a program.

She was always eager to learn and try new things and developing her own resume was a new experience. When she finished her TEAM program, Naomi was transitioned to Goodwill's Employment Services so she could receive individualized job search support.

Working with her Career Counsellor at Goodwill, Naomi created a profile on the Hamilton Health Sciences website for work as a Housekeeper for the Compass Group in the hospital. That same week, Naomi was hired for the role!

Naomi's hard work and determination to find employment, starting with building her self confidence and pre-employment skills in TEAM helped her land a job with future prospects.

Felix

Felix had lost his previous job during COVID and was only working part-time when he came to Goodwill looking for a job that would enable him to restart his engineering career.

Felix joined Goodwill's Food and Beverage Manufacturing program, which includes skills training leading to a microcertification and connects participants to local employers.

As a result of the program he was hired at Maple Leaf Foods where he has resumed a career path with opportunities for advancement.

He is excited to see where this new journey takes him and appreciates all the support he has received from Goodwill.

Jared

Jared faced many barriers to employment including low literacy levels, a number of health conditions, and was living in poverty when we first came to Goodwill.

He was determined to succeed in his job search, though, and at one point even walked from Hamilton to Burlington for a job interview! He didn't get that job but, inspired by the Power of Possible workshops delivered by Goodwill, continued to apply for jobs and build his confidence in interviews.

Soon Jared was hired by a local men's residence and his employer says Jared is a great asset to the team.

Power of Work Awards 2021

Congratulations To Our 2021 Power Of Work Award Winners

On October 26th we gathered online to honour two individual job seekers and one outstanding employer. The event also featured seven community leaders – Minister Anita Anand, Minister Monte McNaughton, Mayor Fred Eisenberger, Renee Wetselaar, Paula Castano, Ann Marie Giergont and Keanin Loomis – who shared their first job memories and what they learned from the experience.

This year the event also raised funds for a new Client Support Fund.

Congratulations to our winners, thanks for our “first job” dignitaries and of course, our sponsors, especially Presenting Sponsor RBC, for making the Power of Work Awards happen.



SPONSORED BY

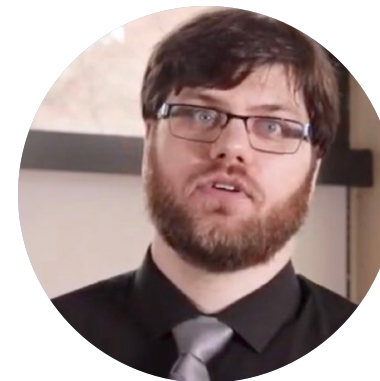


Success Story of the Year, Shannon Duvall



Shannon, a single mom, had been out of the workforce for 20 years and came to Goodwill Amity looking for resume help. She joined the Transitional Employment and Mentoring (T.E.A.M) program and her confidence flourished as she gained new technical and soft skills. Shannon’s hard work helped her secure two jobs and she is enjoying the positive impact this has had on her health, self-esteem, and caring for her family.

Achiever of the Year, Ryan Rhor



Looking for a job has turned into so much more for Ryan through his participation in Goodwill Amity’s Pathways to Employment program. Despite multiple personal and mental health barriers he put everything into completing the program and quickly secured work. Through Ryan’s training and employment experience his confidence grew exponentially and he began to set new goals. Ryan is now finishing high school and looking ahead to new career and work opportunities.

Employer of the Year, Prime Enterprises



In 2021, Prime Enterprises hired over 25 individuals to work at several of their Wendy’s Restaurant locations in Hamilton. They have been a great supporter in giving people with disabilities and barriers to employment the opportunity to be independent and showcase their skills in a workplace environment. The team at Wendy’s has shown an outstanding effort and commitment to ensuring individuals are supported and successful in their roles. This includes ongoing training, making sure any job accommodations are in place, and helping individuals overcome personal and employment related challenges to sustain employment.

Testimonials

"I just wanted to take a moment to reach out to you and share my experience about Goodwill over the past year and especially my experience with Stephanie.

In the beginning I was a bit skeptical about the program being that I was new to the country, anyhow story goes on I applied myself to the workshops attended and of course I gained results in the job field [as well as] confidence in myself and getting adapted to a new life.

I gained so much knowledge from my resume to interview skills and preparation it was just amazing. I was able to apply and start working with Amazon in Canada as an associate.

Stephanie has been there with me every step of the way.

This program and the staff especially I feel just go above and beyond for its community and I am very grateful to have attended and [for the] mentorship she has offered throughout this time. Truly just a blessing. Thank you." – **Jalyssa**

"In addition to preparing me for career, the program helped in building my confidence in a friendly environment." – **Suad**

"The program helped to better gain knowledge of Canadian environment and understanding of the culture and industry of Canada especially to newcomers." – **Iram**

"The Skills Advance Ontario program in Food and Beverage Manufacturing [provides] knowledge about food safety management, [introduces participants to the] food industry, and also provides direction about future career plans...in the field.

Placement is very good for us to find the job and let us go directly to interview[ing] in job searching process.

It is very helpful for the young people and newcomers to get into the job market to get working experience in the field.

I even got financial supports to help with me participation in the project, such as: Laptop, grocery reimbursement, and safety shoes." – **Amanda**

Funders



Ministry of Labour, Training and Skills Development

Ministry of Children, Community and Social Services



Fedcap Canada



Employment and Social Development Canada



Ontario Trillium Foundation



Hamilton Community Foundation

Partners and Donors

Power of Work Awards Sponsors

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BUSINESS SPONSOR

A1 Security Systems

Donors

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Gifts \$1,000+

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- Tracy Cunning
- Jackie Engholm
- Shelley Kuzma
- Glen Norton
- Cortney Oliver
- Paul Proulx
- David Rathbun
- Michael Shea
- Talka Credit Union Limited

Gifts \$500-999

- Anonymous Donor
- Andrea Donlan
- Martha Fox
- Sevasti Soleas

Gifts \$200-499

- Ruth Armstrong
- Al Brown
- Dyer & Duman Design
- Michael Eddy
- Goodwill Industries of Alberta
- Ted Hildebrandt
- Neda Lovric

Gifts up to \$199

- Celeste Bannon Waterman
- Judy Dalman
- Cassandra D'Ambrosio
- Jacquie Daniel
- Denise Dickie
- Dick Duffin
- Dilek Duman
- Pamela Edwards
- Christopher Fast
- Astrid Fernandes
- Julia Freeman
- Goodwill Industries Niagara
- Anil Gupta
- Daniel Hancock
- Patricia Harmon

- John Hemingway and Adele Routliff
- Craig Huffman
- Rachel Hunt
- Michael Mushonga
- Pamela Nagy
- Dianne Oliver
- Jacquie Parry
- Wendy Sharpe
- Lisa Smecca
- Cristina Suero
- Vidis Vaiciunas
- Dean Walker
- Brian Willrich
- Deanna Zenger

Gifts in Kind

- Industry Education Council
- Lordly Jones



Financial Results

In fiscal 2021/2022 revenues grew by nearly \$1M over the prior year.

Revenues for our Employment Services mission increased by \$542K with the expansion of programs funded by Employment and Social Development Canada (ESDC) and Skills Advance Ontario (Ministry of Labour, Training and Skills Development).

In Mission Integrated Social Enterprise, which includes our thrift stores and our food service division, Stairways, revenues increased \$711K. Our store performance continues to improve and we were open more than the prior year (given more extensive COVID lockdowns in fiscal 2020/2021). Stairways received funding to provide community meals to those experiencing food insecurity which

went some distance to offset the dramatic reduction in café and catering revenues.

Government subsidies, including the Canadian Emergency Wage Subsidy (CEWS) and the Canadian Emergency Rent Subsidy (CERS), were critical lifelines in maintaining some staffing during the lockdowns, recalling all staff on reopening, and covering a portion of store rent when we were forced to close.

Despite the continuing challenges of COVID, our growth and revenue diversification contributed to generate an overall surplus of \$345K (\$691K on an EBITDA basis). These results give us the resources to fund the growth objectives in our Strategic Plan.

This 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 funders, sponsors, leaders, and communities.

We are very grateful.

For the year ended March 31

2022

2021

Revenue

| | | |
|--|--------------------|--------------------|
| Employment Services | \$4,264,301 | \$3,721,572 |
| Mission Integrated Social Enterprise | \$2,740,279 | \$2,034,497 |
| Leasing | \$943,893 | \$928,089 |
| Fund Development | \$206,910 | \$197,393 |
| Amortization of Deferred Capital Contributions | \$33,543 | \$26,069 |
| Other Income | \$371,369 | \$677,128 |
| Total Revenue | \$8,560,295 | \$7,584,748 |

Expenses

| | | |
|---------------------------------|--------------------|--------------------|
| Mission Related | \$6,332,932 | \$5,834,455 |
| Management and Support Services | \$1,536,159 | \$1,139,207 |
| Total Expenses | \$7,869,091 | \$6,973,662 |

Earnings Before Interest, Amortization and Other Expenses (EBITDA)

\$691,204

\$611,086

Other Items

| | | |
|--------------------------|------------------|------------------|
| Amortization | \$298,268 | \$280,925 |
| Interest | \$47,804 | \$52,536 |
| Total Other Items | \$346,072 | \$333,461 |

Excess of Revenue Over Expenses

\$345,132

\$277,625

Board of Directors

Andrea Donlan
Chair

Glen Norton
Vice Chair

Akosua Alagaratnam
Term Start: January 2022

Khadija Hamidu
Term Start: March 2022

Martha Fox

Indira Naidoo-Harris

Linda Nazareth
Term End: September 2021

Cortney Oliver

David Rathbun

Vidis Vaiciunas

Senior Leadership Team

Kelly Duffin
President and CEO

Tracy Cunning
Vice President, Employment Services

Jackie Engholm
Vice President, Mission-Integrated
Social Enterprise

Glenn Cockfield
Director, People and Culture

Shelley Kuzma
Director, Community Engagement
and Partnerships

Michael Mushonga
Director of Finance and Controller