



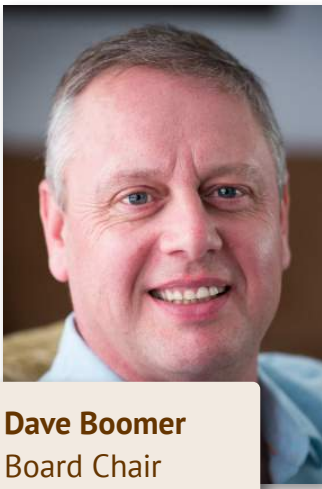
between friends annual report 2015



Between Friends provides quality social, recreation and self-development opportunities for people with disabilities to connect, grown and belong.



between friends
connecting • growing • belonging



Dave Boomer
Board Chair

from the chair

Traditionally the Chair role has been a two year term. To make sure I got it right, I stayed on for a third and final year as Chair. I found that each year brought something new and exciting. The first year seemed to be a settling in year, the second year included an update of our strategic plan while my third year allowed me to get to truly feel at ease and at home with the progress of the organization. I am extremely proud of what Between Friends does for our community. I would say that it is our members, our staff and even our Board that have inspired me as Chair of Between Friends. I have been equally impressed by our supporters. Clearly the past year has been a challenging environment for Alberta and our many supporters who are involved in the energy sector. While oil prices have suffered a dramatic drop, our supporters have not backed away from their financial commitment and support of the programs at Between Friends. Again I have been so pleased and so impressed by this.

Last year in my message I talked about our name and our motto as really doing a great job of describing our

organization and I want to re-iterate that this year as well:

Between Friends - Connecting, Growing, Belonging

In my view:

- Friends are the family you choose.
- Friends accept us for who we are and help us to become who we could be.
- Friends can make a horrible day one of the best days of our life.

Our organization's objectives have found, and continue to find, ways to make these sayings ring true in the lives of those we seek to serve and connect with.

I am now ready and content to move to the role as past chair. I am excited about the future of Between Friends and I want to thank our Board, our CEO, our staff and our members who make this organization come to life, between friends!

Dave

A handwritten signature in black ink that reads "David J. Boomer". The signature is written in a cursive style and is positioned above several faint, stylized umbrella icons that are scattered across the bottom half of the page.



Suzanne Jackett
CEO

from the ceo

2015 was one of the best years that Between Friends has experienced in a while. Our membership reached record numbers, our programs filled to unprecedented capacities and our revenues were able to keep pace with our expenses for the second year in a row. We were able to achieve this success despite an uncertain economic and political environment.

We chose to invest in fund development and communications, recognizing that raising funds in Calgary is a very competitive undertaking and we simply have to keep up with the times. We launched two new events in 2015, but we weren't quite able to match the previous success of the Friends in Motion Skate-a-thon at the Olympic Oval. This is to be expected when growing new initiatives. On the other hand, Between Bands reached unprecedented heights in raising funds. We were also able to grow giving in our various donor constituencies which helped to offset the decline in events. Our growing social media presence has helped to bring a wider audience to Between Friends and we were extremely active in public speaking opportunities throughout the United Way of Calgary and Area annual campaign.

From a programming perspective, one of the most exciting developments was our new Horticultural Therapy Garden at **Between Friends Camp Bonaventure**. The garden and programming, largely funded by Agrium, was a huge success engaging even some of our most difficult campers. We also renovated an existing space at camp for a multi-sensory room, thanks to the Children's Hospital Aid Society, providing both a safe and stimulating environment for campers to self-regulate their behavior. We expanded our Aktion Club, a service club for adults with disabilities, provided in partnership with the Northmount Kiwanis Club, to 26 members. We piloted a new Volunteer in Training Program, giving members the opportunity to learn and develop skills at **Between Friends Camp Bonaventure** in readiness to become independent volunteers. We made some changes to our registration process for our adults to ensure that more members were able to access programming.

Last, but certainly not least, we extended the age of our adult **Between Friends Camp Fun'zAmust** to 40 years... again, to be more responsive to the needs of our adult members.

We have noted with excitement that there is an amazing interest coming from the community regarding inclusion. We are often being asked to train organizations on inclusion and we are doing our best to accommodate those requests, given our limited resources. There has also been a focus in the community on physical literacy for children with disabilities and Between Friends has been very active with others to work on a plan to provide opportunities to introduce and to improve the physical literacy of our members. We have also been working with the International Play Association regarding their conference which will be hosted in Calgary in 2017. Between Friends is the only disability serving organization on the committee; a very exciting opportunity for us. We continue to work closely with The Calgary Ability Network Recreation Table to improve the access to information about recreation for people with disabilities (see jooay.com) and to educate service providers about the value of recreation and inclusion for people with disabilities.

We reviewed and renewed our strategic plan and given these community initiatives, part of our plan going forward will be to ensure we have a very clear picture of the needs of both the disability community and the larger community as we continue to adapt and expand our programming and to create effective partnerships. In addition to the phenomenal services we provide, we are paying close attention to the community capacity-building role that we play. We are also turning more focus to communicating who we are and the impact that we have. Between Friends is now 34 years old and we are still a hidden gem! We want to change that and we encourage all of our supporters to help us with that goal by becoming our ambassadors.

I am very happy that we had a stable workforce in 2015 and I am extremely proud of everything that we accomplished... together!

I want to thank our families, staff, board, volunteers, funders and donors for believing in us and helping us to achieve our mission every day, while working toward our vision. A special thank you is extended to the United Way of Calgary and Area. Their flexibility helped us to ensure that we could be inclusive of all ages and socio-economic backgrounds.

Suzanne

highlights & impact

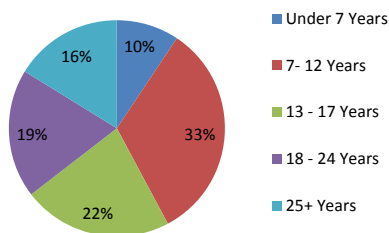
We subsidized our programs and provided fee assistance in the extraordinary amount of **\$690,491** for our FAMILIES and PARTICIPANTS.

Program fees were subsidized by a minimum **44%** and as much as **86%** with an average subsidy of **60%**.

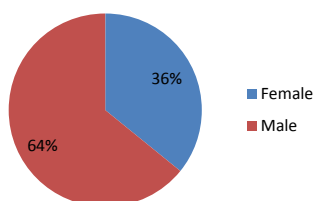
We awarded **9 LUCY MILNE SCHOLARSHIPS** to program staff for their commitment to people with disabilities.



2015 Member Age Breakdown



2015 Member Gender Breakdown



We welcomed **222 new MEMBERS** out of a total of 717, a new high for Between Friends and a 9% increase from 2014!

Our Between Friends Adventurers program filled to **98% capacity!**

We provided **60,000+** quality programming hours.

Between Friends Camp Bonaventure filled to **96% capacity.**



2015 events summary

Friends in Motion – Raised \$55,000 net

We introduced our First Annual Friends in Motion: Bowl-A-Thon in 2015 with great success. Teams took to the lanes to help raise money for programs.

- 12 teams competed for bowling victory.
- Media attention from CTV and Corus Entertainment.
- Introduced 2 new sponsors to Between Friends.

Afternoon Tea Between Friends – Raised \$14,000 net

- New event in 2015!
- Featured host Jill Belland and Keynote Speaker, Kodette LaBarbera of Hockey Wives.
- Generous donor helped send our Girl Power group.
- Alice in Wonderland and the Mad Hatter visited!



Between Friends Charity Golf Classic – Raised \$90,000 net

- 140 golfers attended.
- Featured host, Peter Maher and 7-Time Canadian Long Drive Champion, Lisa Longball.
- Golfers enjoyed great food and beverages on course and had the chance to win cash, a car, trips and other great prizes!

Between Bands: Dueling for Between Friends – Raised \$58,000 net

- We witnessed record-breaking fundraising for this event!
- We were thoroughly entertained by the Advo-Cats and bORDERLINE.
- Featured the chance to win 2 tickets anywhere in the world Air Canada flies.
- Between Friends adult participants danced the night away thanks to a generous donor.



volunteers

53 Junior Volunteers and future leaders, ages 12-15 contributed **2,335 hours**.

220 Volunteers contributed **1,070 hours** to our events and fundraising!

Between Friends Camp Bonaventure had **111 volunteers** spend **6,549 hours** at camp.

Total volunteer hours **12,973** resulting in savings of **\$132,327**.

147 NEW volunteers in 2015.

12,973 hours were donated by **400** individual volunteers.

board members & staff

Board of Directors

David Boomer, *Chair*
Gerry David, *Past Chair*
Wayne Clark, *Vice-Chair*
David McLellan, *Treasurer*

Directors

Cheryl Shore
Tony Tighe
Garth Johnson
Maureen McCartney-Cameron
Derek Boniecki
Liam Nelson
Bonnie O'Neill
Jessica Yarnell



Staff

Suzanne Jackett
CEO
Katie Fipke
Program Manager
Mick Boisselle
Program Supervisor
Lindsey Nielsen
Planning Coordinator
Mark Burzacott
Membership Coordinator
Travis Kerr
Membership & Office Assistant

Cindy Neufeld
Fund Development & Communications Manager
Kelsey Claes
Events Coordinator
Becky Yost
Fund Development & Stewardship Coordinator
Nick Davies
Marketing & Communications Coordinator
Kim Picone (maternity leave)
Operations Manager
Michelle Murray / Mae Quinlan
Office Administrator
Shayroz Gaidhar / Heather O'Bray
Financial Coordinator

impacting lives



"Currently, I'm working with homeless and street involved youth and certainly a lot of youth that have profound disabilities. I'm really still excited and thrilled to meet those youth and try and help them as they're in some pretty dire situations. It's my experience at Between Friends that really gave me leadership skills and confidence to stretch for goals and reach for things that a lot of people wouldn't have the confidence to do."

Former Staff Member

"We want to thank you for another incredible year of camp for our twins. You may know this already, but the kindness, amazing care and super fun you provide for our children is unparalleled. It is so awesome to see N get to do such diverse opportunities with such incredible support, and that J thinks this camp is such a blast he has no interest in switching! They both love it!

To hear that you felt we are doing a great job was really meaningful and appreciated! It's just one more layer to the thoughtfulness the staff of Between Friends put in. We think you are all fantastic and we will see you next summer!"

Camp Parent

"You made the choice. You made the donation. Again, I cannot thank you enough for providing my staff with the confidence and poise ready to tackle the biggest challenges thrown at them.

I have been working with these adults for many years – seeing their joy at activities that they do not normally get to do because of their situation lights my heart on fire and puts a tear of joy in my eye. Thank you for allowing us to provide them this experience."

Between Friends Vacationers Leader

"The kids are amazing people and we were blown away by their personalities, senses of humour, strength and empathy towards each other. It's a fantastic program that you are running.

Thanks again for having us."

TD Securities Volunteer





Dave McLellan
Treasurer

a message from our treasurer

The year 2015 was again positive for the organization. Our programs were well attended and this strong participation increased program revenue by \$152,934 over the prior year. Unfortunately with the economic climate of Calgary, fundraising was decreased \$63,321 or 4.9% as compared to 2014. The net effect of these factors still led to an overall increase in revenue of \$93,536. We continue to rely on fundraising, the United Way of Calgary and Area and program fees for the majority of our revenues and their continued support will be important for us moving forward.

Our direct program costs increased by \$70,030 related to the increased participation noted above as compared to an increase of \$9,824 in the prior year. This increase, combined with an increase in fundraising costs of \$21,352 are necessary to maintain our fundraising levels and an increase in general costs of \$22,219 left some challenges related to our expenses. However by effectively managing other expenses such as wages that decreased by \$90,717 as compared to 2014, the overall increase in expenses was only \$24,176 or 1.2%.

All of the aforementioned led to an excess of revenues over expenses from operations of \$69,360. The organization's endowment fund also achieved a positive result with an increase in market value of \$13,305 to contribute to an overall excess of revenues over expenses of \$128,112 as compared to \$116,769 in 2014.

Prior to 2014 and 2015, the organization had several years of deficits. During those times, the organization drew on some of the capital from the Endowment Fund, which we will be able to pay back this year. We will also invest in additional staffing to support our programs. The positive results in 2014 and 2015 are very important to the overall financial stability of the organization.

Dave

A handwritten signature in black ink that reads "D. McLellan".



independent auditors' report

INDEPENDENT AUDITOR'S REPORT

To the Members of The Calgary Between Friends Club (a not-for-profit organization)

I have audited the accompanying financial statements of The Calgary Between Friends Club, (a not-for-profit organization), which comprise the statement of financial position as at December 31, 2015 and the statements of revenues and expenditures, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements. I believe that the audit evidence

I have obtained in my audit is sufficient and appropriate to provide a basis for my qualified audit opinion.

Basis for Qualified Opinion

In common with many not-for-profit organizations, The Calgary Between Friends Club, (a not-for-profit organization) derives revenue from donations, fundraising and program registrations, the completeness of which is not susceptible of satisfactory audit verification. Accordingly, verification of these revenues was limited to the amounts recorded in the records of The Calgary Between Friends Club, (a not-for-profit organization). Therefore, I was not able to determine whether any adjustments might be necessary to donations, fundraising and program registration revenue, excess of revenues over expenses, and cash flows from operations for the year ended December 31, 2015, current assets and net assets as at December 31, 2015.

Qualified Opinion

In my opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion paragraph, the financial statements present fairly, in all material respects, the financial position of The Calgary Between Friends Club (a not-for-profit organization) as at December 31, 2015 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Calgary, Alberta
March 6, 2016

Sermeschuk
Chartered Professional Accountant


The Calgary Between Friends Club
Condensed Statement of Financial Position
December 31, 2015

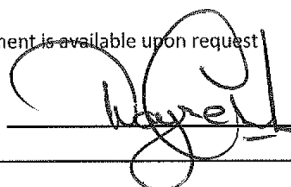
	December 31 2015	December 31 2014
ASSETS		
CURRENT		
Cash and cash equivalents	\$528,120	\$197,777
T-bill mutual funds	176,016	125,700
Accounts receivable	27,976	28,929

Prepaid expenses	24,822	22,090
	756,934	374,496
CAPITAL ASSETS	6,574	14,387
ENDOWMENT FUND INVESTMENTS	1,227,553	1,215,571
	<u>\$1,991,061</u>	<u>\$1,604,454</u>
LIABILITIES AND NET ASSETS		
CURRENT		
Accounts payable	\$50,875	\$38,818
Deferred contributions	454,575	205,732
	505,450	244,550
DEFERRED CONTRIBUTIONS - CAPITAL ASSETS	7,628	10,033
	513,078	254,583
FUND BALANCES	1,477,983	1,349,871
	<u>\$1,991,061</u>	<u>\$1,604,454</u>

Approved by the Board:

A complete financial statement is available upon request

 , Director

 , Director

The Calgary Between Friends Club
Condensed Statement of Operations and Fund Balances
Year Ended December 31, 2015

	December 31 2015	December 31 2014
REVENUES		
Fundraising	\$1,223,376	\$1,286,697
Programs	739,568	586,634
Government Grants	67,880	66,339
Investment income - Endowment Fund	64,933	62,271
Investment income	900	1,180
	<u>2,096,657</u>	<u>2,003,121</u>
EXPENDITURES		
Direct program costs		
Wages and benefits	925,832	949,760
Program costs	538,906	468,876
Fund raising	359,816	338,464
Other		
General operating costs	65,994	43,775
Wages and benefits	31,158	97,947
Communications - publicity & promotion	21,293	22,983
Building occupancy	18,478	18,182
Endowment fund administration charges	14,865	12,183
Amortization	5,408	5,404
	<u>1,981,750</u>	<u>1,957,574</u>
DEFICIENCY OF REVENUES OVER EXPENDITURES	114,907	45,547
Unrealized gain (loss) on Endowment Fund	13,205	71,222
	128,112	116,769
FUND BALANCES - BEGINNING OF YEAR	1,349,871	1,233,102
FUND BALANCES - END OF YEAR	<u>1,477,983</u>	<u>\$1,349,871</u>

A complete financial statement is available upon request

about us

Between Friends is a charitable organization that provides quality social, recreation and self-development opportunities for people with disabilities to connect, grow and belong.

Since 1982, Between Friends has been offering children, youth, and adults a variety of programs that remove the barriers of isolation and truly function as the building blocks of friendship.

We run more than 130 social and recreational programs designed to meet the needs of more than 59 disability groups. We also encourage inclusive program participation by offering program spaces for those who do not have a disability.

We encourage diversity by connecting our community with their fellow citizens with disabilities, providing ongoing development and benefiting all people through the sharing of unique talents and perspectives.

Our Between Friends **I.C.A.N! (Inclusive Community Activities with No Barriers)** programs and camps facilitate involvement in community recreation. Discovery and social interaction with typically-developing peers is a key experience.

Between Friends **W.E.S.O.A.R.! (Weekend & Evening Social Opportunities and Recreation)** run throughout the year and include a variety of social and recreational group activities for all ages.

In the summer months, Between Friends **Camp Bonaventure, Camp Fun'zAmust, and Adventurers** provide unforgettable experiences for children, youth, and adults.

Between Friends ensures that every child, youth and adult with a wish for the thrilling adventure of attending our programs is granted the opportunity through subsidies and fee assistance.



between friends
connecting · growing · belonging

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betweenfriends.ab.ca



United Way
Calgary and Area

Charitable Registration No: 11921 7925 RR0001