



between friends
annual report
2016



between friends
connecting · growing · belonging



Wayne Clark
Board Chair



Suzanne Jackett
CEO

from the chair

Serving on the board for Between Friends has always been an honour and a privilege. Between Friends has seen a year with both challenge and growth for the organization. External forces beyond our control continue to challenge the organization in the development of funds. We are a lagging sector with regards to the effects of changes in the local economy and we will have to ensure that the organization is positioned well.

Between Friends continues to provide a wide array of programs for our participants despite the changing environment. The quality of programs we offer and the benefits to the community are exceptional. We have seen significant growth in communities in Calgary where we have not had success in the past. We have adopted a strong initiative to focus on inclusion of people with disabilities into mainstream programs in their communities. We are a leader in this domain in Calgary and will continue to grow this concept within our communities in the coming years.

When we refer to the not for profit as a lagging sector, the most significant effects are on our ability to develop dollars to fund our programs. Oil & Gas is a strong influencer through the money generated back to the sector. Unfortunately, when the price of oil drops, so do profits and in turn the ability to contribute back to communities. This means the networks of Between Friends members become very important in helping to identify new potential donors. I encourage each one of our families who enjoy our programs to think about how you might be able to help the organization with new ideas to raise funds.

Our board and the operations of the organization continue to be strong influencers in our direction. We have worked over the last year to build a board that has a number of younger members to ensure we are able to transition the culture of the organization into the future. To support this initiative, we have also added some members with solid life experience to enhance the decision-making process in the interim. Our operational team has developed and implemented a succession plan at all levels that ensures that the programs and operational efficiency of the organization support the transfer of knowledge. Between Friends is an organization that is positioned to move forward and support the needs of our members. The board and I look forward to the upcoming year.

from the ceo

We entered 2016 with trepidation, wondering how the economy was going to impact us and if our investment in fund development & communications was going to pay off. We are happy to report that we ended the year in a much more positive position financially than expected and our programs continued to be extremely popular.

Our major fund raising events struggled, but our donations through foundations and individuals did very well. We also added friend-raising events near the end of the year through our Dinner Between Friends concept which successfully raised funds and introduced many new donors to the organization.

Our programming focus in 2016 turned to providing more skill oriented opportunities and specifically communicating the skills that our programs are intended to enhance. In addition, with a continued focus in our community on inclusion, we were successful in obtaining funding to expand our inclusion work and **I.C.A.N!** services in the latter part of 2016 and continuing into 2017. We were successful with both the United Way of Calgary and Area and welcomed a new funder in FCSS (Family & Community Support Services). This extra trust placed in us is very exciting as we move into 2017.

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.

table of contents

message from the chair	2
message from the ceo	2
highlights & impact	4
how did you hear about Between Friends?	6
2016 event summary	7
volunteers & board members	8
message from the treasurer	9
2016 financial statements	10
about us	12

highlights & impact



*Program fees subsidized by a minimum 42% and as much as 89% with an average of 71%.

between friends

Mark Burzacott (left),
2016 City of Calgary
Advocacy Award Winner



Awarded **10 scholarships** to
program staff for their commitment
to people with disabilities



Between Friends Camp Bonaventure
filled to **101%** capacity



Provided **120,000+**
quality programming hours



1,768 total program spaces filled

how did you hear about **between friends?**

#1



FSCD

(Family Support
for Children with
Disabilities)

#2

Word of
mouth

#3



Internet

#4



Educational
facility

#5



Another
agency

2016 event summary



Friends in Motion

Raised \$100,000 net



Between Friends Charity Golf Classic

Raised nearly \$81,000 net



Between Bands: Duelling for Between Friends

Raised \$47,600 net

volunteers



64 Junior Volunteers
and future leaders
aged 12-15 contributed
4,998 hours



726 volunteers
contributed over
10,383 hours
to our events, programs
and fundraising

15,383
total volunteer hours
donated by **790** volunteers



resulting in savings of
\$191,796

board members

Wayne Clark, Chair

David Boomer, Past Chair

Garth Johnson, Vice Chair

Megan Brett, Treasurer

Cheryl Shore, Director

Gerry David, Director

Maureen McCartney-Cameron,
Director

Derek Boniecki, Director

Bonnie O'Neill, Director

Jessica Yarnell, Director



Megan Brett
Treasurer

Megan Brett

from the treasurer

The year 2016 was a positive year for the organization. In the current year fundraising increased by \$66,235 or 5.4% as compared to 2015. The main driver behind this was our individual donations which were up \$11,077 or 10.3% and our foundations grants which were up \$63,642 or 13.4%. Our programs were well attended with several of them being oversold however we saw program revenue decrease by \$70,093. The main factors relating to the decrease in program revenues was an increase in fee assistance of \$29,340 as well as timing differences relating to the recognition of revenues from the winter programs over the past two years. In the current year government grants increased by \$36,721 due to more funding from the Canada Summer Jobs program and the STEP grant while the investment income earned on the endowment fund decreased by \$27,228. The net effect of these factors led to slight overall increase in revenues from the prior year of \$5,782. We continue to rely on fundraising, the United Way of Calgary and Area and program fees for the majority of our revenues. Their continued support will be important for us moving forward.

Our direct program wages and costs increased by \$29,277 related to the increased participation noted above while our fundraising wages and benefits and costs remained flat with a slight decrease of \$1,646. In the current year our Marketing & Communications Coordinator was with Between Friends for the entire year compared to part of the year last year which led to an increase in both communications – publicity and promotions and wages and benefits. Wages also were increased due to a staff member returning from maternity leave leading to overall increase in expenses of \$136,151. All of the aforementioned led to a deficiency of revenues over expenses from operations of \$15,462. The organization's endowment fund also achieved a positive result with an increase in market value of \$63,134 to contribute to an overall excess of revenues over expenses of \$47,672 as compared to \$128,112 in 2015. In the current year as a result of the prior two years of surpluses the organization was able to transfer \$75,000 from the Operating Fund back into the Endowment Fund.

extracts from audited financial statements

The Calgary Between Friends Club Statement of Financial Position as of December 31, 2016

*Audited by Calvista LLP Chartered Professional Accountants
For full financial statements, please go to www.betweenfriends.ab.ca.*

Assets	2016	2015
Current	616,221	756,934
Endowment Fund	1,339,783	1,227,553
Property & Equipment	58,594	6,574
Total	2,014,598	1,991,061
Liabilities	2016	2015
Current	65,684	69,524
Deferred contributions related to operations	374,748	435,926
Deferred contributions related to property & equipment	48,511	7,628
Total Liabilities	488,943	513,078
Net Assets (includes endowment fund)	1,525,655	1,477,983
Total	2,014,598	1,991,061

statement of operations

Revenue

	2016	2015
Fundraising	1,255,916	1,223,376
Programs	669,475	739,568
Government Grants	104,601	67,880
Investment income (grant & endowment fund)	38,752	65,833
Total	2,068,744	2,096,657

Expenses

	2016	2015
Direct Costs	1,818,490	1,824,554
Operating Expenses	265,716	157,196
Total	2,084,206	1,981,750

Excess (deficiency) of revenue over expenses	(15,462)	114,907
Other income (unrealized gain on long term investments)	63,134	13,205
Excess of revenue over expenses	47,672	128,112

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, Activities 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

205 8989 Macleod Trail S Calgary AB T2H 0M2

Tel 403 269 9133

betweenfriends.ab.ca



United Way
Calgary and Area

Charitable Registration No: 11921 7925 RR0001