



ANNUAL REPORT

2017



*"The world may be divided, but the girls of the world are not."
- Janice, 36th WAGGGS World Conference delegate*



MESSAGE FROM THE CHAIR OF THE BOARD AND CEO



2017 was a year of discovery, building and change at Girl Guides of Canada–Guides du Canada (GGC). As we embarked on a significant revitalization we reflected on where we have been as an organization and, more importantly, what we need to do as we move forward.

GGC has always been all about the girl. In 2017 we built the foundation that will ensure we continue to meet the needs of girls across Canada well into the future. Central to this was the commitment to our new Vision: a better world, by girls – and Mission: to be a catalyst for girls empowering girls – the two guideposts that will keep us accountable to truly being girl-driven.

Being a catalyst is a huge responsibility with endless potential. As we entered 2018 with a new three-year strategic plan, we embraced this responsibility confident we can achieve the goals we have worked together to put in place. This would not have been possible without the commitment of our supporters and volunteers – the donors, partners, volunteers and Guiders who are the catalysts that ensure every girl can be everything she wants to be. We thank you and hope this report gives you a sense of pride in the amazing achievements your support helped to make happen in 2017.

A handwritten signature in black ink that reads "Pamela Rice".

Pamela Rice
Chair of the Board

A handwritten signature in blue ink that reads "Jill Zelmanovits".

Jill Zelmanovits
Chief Executive Officer



The GGC Board of Directors from left to right: Robyn McDonald, Alexandra Russell, Brenda Abrams, Madeleine Deschenes, Pamela Rice, Sarah Govan-Sisk, Sunita Mathur, Melissa Martin, Jill Zelmanovits, Krysta Coyle, Kathy McKay. Missing, Candice Lys.



“For me, Guiding can be that place where girls feel heard, valued and supported in having control over what happens in their lives.”

WELCOMING OUR GUIDING AMBASSADOR

In November we welcomed Krysta Coyle as our new Guiding Ambassador and Director-Guiding Experience to the Board of Directors. As Guiding Ambassador, Krysta oversees membership growth, program delivery and member experience – the very heart of Guiding. She collaborates with girls and volunteers to make sure we’re offering innovative, inclusive and empowering programming and serves as spokesperson for the organization.

Krysta has been a girl member, Guider, District Commissioner and represented Guiding at the United Nations. An inspiring role model for girls and women interested in the field of STEM, Krysta recently completed her Ph.D in Pathology, with a focus on breast cancer research.

YEAR OF LISTENING TO THE EXPERTS – GIRLS

We have always been all about the girl, so as we embarked on our journey of change we went straight to the experts – girls. Girls told us they want choice. They want a voice – one that’s heard. And they want to be able to take action in the areas that are meaningful to them. Here are highlights from our year of listening.



In April, 150 Ranger-aged girls from across Canada gathered in Toronto for our “un-conference”, Ignite. Inspire. Innovate. This was an opportunity for girls to discuss the issues that truly matter to them and share what they want from GGC and from the world. What we learned played a big part in informing the development of our new strategic plan and, moving forward, the focus of our thought leadership.

#1 issue of interest – women’s rights, gender equality and feminism



The National Youth Council is the voice of girl members at GGC’s national decision-making table. It is comprised of Ranger-aged girls from across Canada, and a Chair who sits on the Board of Directors. The Council’s inaugural year clearly demonstrated the positive impact of girl engagement. Highlights include:

- ✦ A program for girls and adults to interactively explore the meaning of girl-led, facilitated at the AGM in June.
- ✦ Recommendations to the Board of Directors – focused on the strategic areas of marketing and merchandising – which translated into “quick wins” for GGC.
- ✦ Development of a nation-wide online forum, fostering increased communication and engagement among GGC’s national and provincial youth forums.



Madeleine Deschenes, Kianna Benson, Andrea Chakma, Nerissa Kassis, Emily Vandermeer, Carolyn Huang, Emily Lints, Lauren Hill, Nayah Mang, Shelan Emre, Carena Binder, Hari Ilangomaran, Sophie McCafferty.

SOCIAL CHALLENGES — GIRLS FACE ARE — NOT A MYTH

#dayofthegirl #girl EmpoweredGGC

We've listened to girls and have heard some difficult stories that reinforce the struggles they continue to face. Here is what girls in Canada aged 15-17 had to say:



59% of girls feel pressure from SOCIETY TO CONFORM TO UNREALISTIC STANDARDS about what it means TO BE A "GIRL"

56% of girls agree that they get mixed messages about HOW THEY'RE SUPPOSED TO ACT AND BEHAVE + LOOK AND DRESS



55% report that trying to meet SOCIAL EXPECTATIONS about how they should look or act

HAS NEGATIVELY IMPACTED THEIR SELF-ESTEEM

→ → → This is STRONGEST among heavy users of social media at **71%**



Survey commissioned by GGC through IPSOS.

"Guiding has taught me the extremely important lesson of believing in yourself. Believing that my opinions and my thoughts are just as valuable as anyone else's. Being a woman is not something to be silent about, but rather to embrace."
— Tapanga, scholarship recipient

INTERNATIONAL DAY OF THE GIRL

In October, we celebrated International Day of the Girl by embracing the opportunity to release the results of a survey that highlights the key challenges confronting girls in Canada. Aligning with what we learned at Ignite. Inspire. Innovate, the issues girls identified focus on unrealistic expectations, harmful social norms and stereotypes, and how society perpetuates these messages to girls.

FOUNDATIONAL YEAR – BUILDING FOR THE FUTURE

From the beginning of Guiding it has been girls in the lead – they set their goals and chose their adventures. We have reflected on where we’ve been as an organization and what we need to do to be relevant well into the future. We talked with thousands of girls, their parents and their Guiders – and know it is imperative to keep pace with the changing needs of girls today and tomorrow.

Uniquely GGC – reaffirming our legacy

*We are girls-only
We have committed Guiders
We are girl-driven*



Establishing our foundation

Our extensive consultations informed the foundational blocks of our revitalization. They will ensure girls have voice, choice and the opportunity to take action in the areas that are meaningful to them.

Why

Vision

A better world, by girls.

How

Mission

To be a catalyst for girls empowering girls.

Who

Brand DNA

Everything she wants to be.

What

Value Proposition

The Girl: “a safe space where I am empowered to discover myself to be everything I want to be.”



2018 - 2020 STRATEGIC PLAN

In December we launched our new [three-year strategic plan](#). Every step of the planning process was all about the girl. Building from the foundational framework, it is comprised of four strategic priorities. Supporting these priorities are nine strategies that are actionable and measurable. This is the blueprint that will ensure GGC is in a position to support girls' voices and choices – and to ultimately be the catalyst to empower every girl to be everything she wants to be.



Relevance

Grow & retain membership



Empowering

Exceptional, girl-led programming & delivery



Diversity & Inclusion

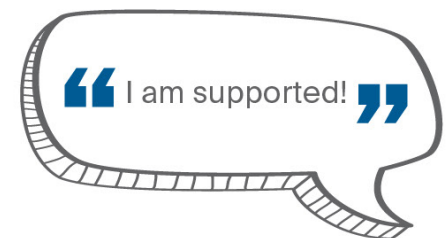
Represent today's girl & woman



Agile

Become operationally excellent & nimble

We will know we are successful when girls say:



HIGHLIGHTS FROM 2017

2017 was an action-packed year at GGC, with girls across Canada enthusiastically participating in expanded opportunities to take the lead, discover themselves and explore what matters most to them. Here are a few highlights of what girls in the driver's seat can accomplish.



2,641

trees planted through TD FEF
Tree Planting Program



5,285

Great Canadian Shoreline
Cleanup participants



9,833

girls participated in our
National Service Project –
Action on Poverty



976,954

badges and crests awarded



429 girls and **115** adults

took part in travel experiences in 28 countries – including Ecuador, Costa Rica and the World Centres in Switzerland, Mexico and England. GGC also participated at the UN Commission on the Status of Women in New York and the 36th WAGGGS World Conference in India.



In addition to core programming, girls participated in many specialized programs and challenges. We kicked off the year with the launch of our Mighty Minds Challenge, a mental health program designed to help girls navigate the challenges they face daily. Throughout the year, girls also participated in unique programs such as International Women's Day, Earth Day, Space Week and a celebration of Canada's 150th.

*"Mighty Minds helps us learn about the myths of mental health – and empowers us to help break the stigma, develop resiliency and the confidence to discuss issues in a safe and inclusive environment."
– Hari, Ranger*

“Every day across Canada, girls in Guiding are accomplishing great and amazing things: overcoming obstacles, realizing their goals, and contributing in positive ways to their communities.” – Candace, Ranger

GIRLS FIRST – READY, SET, GOING FORWARD

2017 was a year of consulting, planning – and creating – as we prepare to launch our all new girl-driven program in the fall of 2018. Girl members across Canada told us what they want, from content and topics, to the types of skills they want to learn. The program will be agile and flexible, encouraging self-discovery and exploration. Girls will be in the driver’s seat as they shape their Guiding journey, supported every step of the way by Guiders – the catalysts committed to empowering them to discover all the powerful things they can achieve.



228



Girls First Champions came on board to support Guiders as we transition to the new program

11,726



girls and Guiders participated in Girls First test units

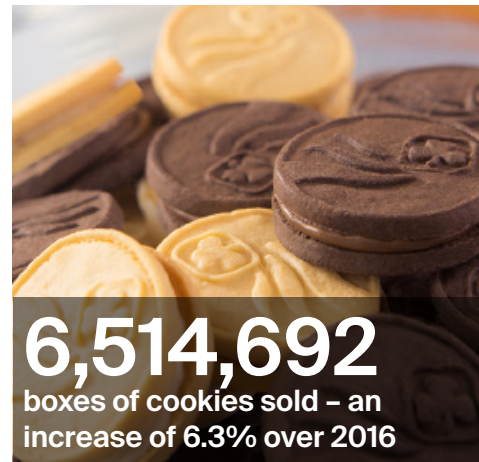


"I will take action for a better world has become my personal mantra, and I credit my unit leaders for sparking my understanding and passion to enact positive change in my communities and surroundings." - Safira, scholarship recipient

BY THE NUMBERS



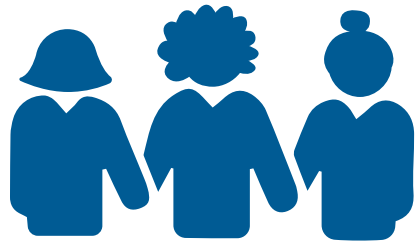
76,099
girl members



6,514,692
boxes of cookies sold – an increase of 6.3% over 2016



1,829
Chief Commissioner Awards



20,576
adult members



20
girls received Girl Greatness Awards



46,061
Cookie All Stars



29
girls and women received scholarships



MOMENTUM – POSITIONED FOR 2018

With the foundational framework established and the launch of the new Strategic Plan, we were well-positioned to enter 2018 and begin the implementation of the strategies and actions that will revitalize GGC.

Our Trefoil steps out of the box

With the roadmap in place it was time to signal that GGC is on an amazing journey. To do this, we refreshed our visual identity – front and centre is our vibrant new Trefoil. It respects our proud history and, at the same time, takes us from traditional to fresh and contemporary, open and inclusive.



One team – countrywide

Members and staff across the country were instrumental in identifying and developing the strategies and actions that ensure the goals and metrics of the strategic priorities will be met. Together as one team we entered 2018 ready to embrace the plans and tactics and put them into action.



“Guiding has given me not only the confidence and tools to become the best version of myself, but has also given me an outlet to share my experience and help other girls in my community to learn more about themselves in a positive environment.”

– Danielle, scholarship recipient



NATIONAL OPERATIONS

The summary financial statements are derived from the complete audited financial statements, prepared in accordance with Canadian accounting standards for not-for-profit organizations as at and for the years ended December 31, 2017, and December 31, 2016.

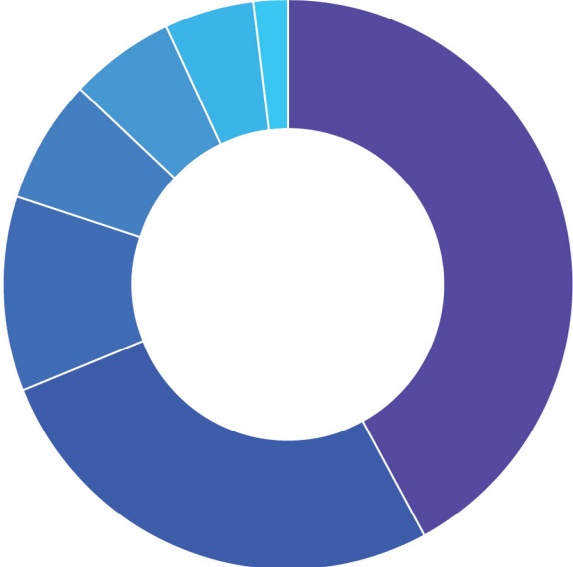
The complete audited financial statements of Girl Guides of Canada–Guides du Canada National Operations are available online at www.girlguides.ca.

Statements of Operations

Years ended December 31, 2017 and 2016

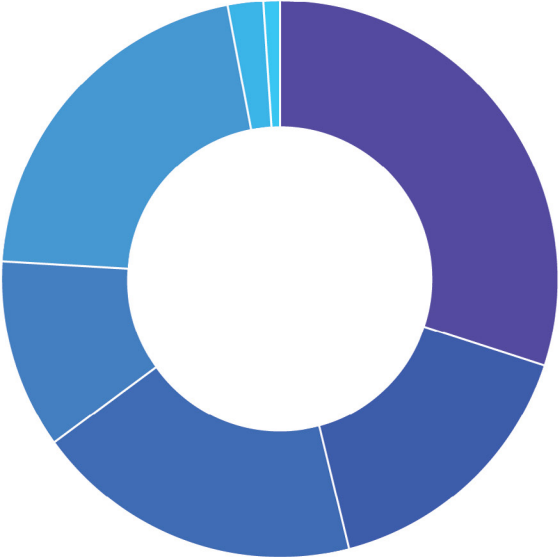
REVENUE	2017	2016
Membership Fees	\$ 5,779,800	\$ 5,687,730
Fund Development	\$ 3,628,177	\$ 3,845,780
Net Investment Income	\$ 1,565,757	\$ 942,002
Sundry	\$ 982,879	\$ 383,210
Net Merchandising	\$ 848,660	\$ 744,175
Real Property	\$ 697,680	\$ 8,662
Canadian World Friendship Fund	\$ 204,110	\$ 193,297
Camp	\$ -	\$ 2,839,532
Total REVENUE	\$ 13,707,063	\$ 14,644,388
EXPENSES	2017	2016
Girl Empowerment Programs	\$ 3,263,340	\$ 4,132,453
Volunteer Support and Engagement	\$ 1,757,023	\$ 1,639,616
Marketing	\$ 2,095,780	\$ 2,489,020
Fund Development	\$ 1,240,329	\$ 1,365,044
Governance and Administration	\$ 2,360,444	\$ 3,364,894
Canadian World Friendship Fund	\$ 204,110	\$ 193,297
World Association of Girl Guides and Girl Scouts	\$ 114,091	\$ 116,235
Total EXPENSES	\$ 11,035,117	\$ 13,300,559

2017 REVENUE



42%	Membership Fees
27%	Fund Development
11%	Net Investment Income
7%	Sundry
6%	Net Merchandising
5%	Real Property
2%	Canadian World Friendship Fund

2017 EXPENSES



30%	Girl Empowerment Programs
16%	Volunteer Support and Engagement
19%	Marketing
11%	Fund Development
21%	Governance and Administration
2%	Canadian World Friendship Fund
1%	World Association of Girl Guides and Girl Scouts

THANK YOU

VOLUNTEERS

Week in and week out, our over 20,000 dedicated adult members were there for the girls – encouraging, supporting and celebrating their accomplishments. By sharing their expertise and taking an active role in Guiding, they are catalysts for girls developing the skills and confidence to be everything they want to be. They truly help bring our Mission to life.

Catalyst (noun): an agent that ignites or accelerates change or action.



DONORS

Thank you to all who donated to GGC in 2017, whether you gave as an individual, organization or anonymously. Your belief in girls in Canada empowers them to take the lead in their lives – and supports our Vision: a better world, by girls.

INDIVIDUALS

Honour Circle

Pamela Rice

Signature Circle

Christine Burton

Elaine Paterson

Investor's Circle

Alan Burns

Janet Mann

Susan Patten

World Friendship Circle

Margaret Baldwin

Tracy Burton

Beverly Burton

Isabell McDorman

Don Peddle

Chief Commissioner's Circle

Shirley Byrnes

Lynn Glenn

Sarah Govan-Sisk

Allen Heinrichs

Constance Isherwood

Nancy Kelly

Geraldine Kelter

Donna Leonard Robb

Marjory Patterson

Rosalyn Schmidt

Laura Walsh

C. Joan Woodland

Elizabeth Wynne

Supporter's Circle

Jason Anderson

Jennifer Ayotte

Kathy Breadner

Susan Cameron

Joan Cavers

Jennifer Cessford

Dianne Chandler

Gayle Chiasson

Marian Clark

Glena Clearwater

Barbara Coish

Majella Coleman

Barbara Cook

Linda Crawford

Mary Crocker

Margaret Daugherty

Joan Ellis

Trinda Ernst

Wendy Fitch

Tara Gaertner

Shanali Gayadeen

Jean Halliday

Ann Harwood

Elizabeth Hill

Bonnie Hunter

Eric Jordan

Ann Kertesz

Kathleen Kompass

Hilda Lawson

Ann Lowe

Deirdre MacIntyre

Lyn Mariner

Margaret Martin

Jan McCaghren

Heather McCance

Karen McGregor

Jennifer Moorlag

Stacy Newcombe

Patricia Nykor

Deborah Parker

Lauri Paul

Siobhan Peck

Helen Perry

Dawn Quast

Joelyn Ragan

Elizabeth Renfrew

Marina Rispin

Elizabeth Rouw

Patricia Russell

Cynthia Stevenson

Madge Twolan

Anna Vandendries-Barr

Mary Vincent

Dorothea Weiland

Marie Wetmore

Linda White

Paul Wong

Jill Zelmanovits

1910 Society

Christine Burton

Mary Rae Cafferty

Margaret Christenson

Caron Currie

Margaret Daugherty

Denise Dhalian

Janice DiBattista

Wendy Fitch

Candace Gaudet

Joyce Hannaford

Anna Harbridge

Bobbi Hoadley

Mary Jane Howie

Darleen Jubb

Geraldine Kelter

Barbara Kent

Kerry Lee

Donna Leonard Robb

Lorna LeRoy

Lynn Maclean

Kathleen Marentette

Dyana McLellan

Elaine Paterson

Cheryl Pearce

Helen Perry

Marlene Purvey

Joelyn Ragan

Rosalyn Schmidt

Daphne Sebag-Montefiore

Sharon Tokar

Madge Twolan

Margaret Utgoff

Evelyn Williams

ORGANIZATIONS



TD Friends of the Environment Foundation



The **BARRETT** Family Foundation



Boiler Inspection & Insurance Company of Canada



Calluna Inc.
McGowan Russell Group Inc
Miniature Enthusiasts of Toronto
Qualico Developments Winnipeg Ltd
The Benevity Community Impact Fund

THE ACTUARIAL FOUNDATION OF CANADA LA FONDATION ACTUARIELLE DU CANADA

PROGRAM PARTNERS

Our commitment to girl-driven programming wouldn't be possible without the support of content experts. It was a privilege to partner with leading non-profit organizations, foundations and government agencies on program development in 2017.



Thank you for the generous support of the Rice family and the new Rice Family Diversity and Inclusivity Fund. The Rice Family Fund will support Indigenous girls in joining Guiding by removing barriers and building inclusive practices, where they will experience safe space and belonging, create lasting friendships and memories and develop the skills and passions needed to be everything they want to be.

THE JOURNEY HAS BEGUN - STAY TUNED



Journey to Everything she wants to be.

4,728 views

👍 75 💬 0 ➦ SHARE ≡ ⋮