



Goodwill Profile

Our mission is work. Since 1935, Goodwill has existed to create work opportunities and skills development for people facing serious barriers to employment, including persons with disabilities, youth at risk, the chronically unemployed, Aboriginal people and newcomers to Canada. We believe that work has unique power to transform communities, and end the vicious cycle of poverty and hopelessness gripping them.

We create work two ways: operating Community Retail Stores and Donation Centres, and providing Environmental and Janitorial Services. Our Community Stores sell a wide variety of donated goods, the revenues from which create jobs at Goodwill that give people much-needed paid work experience. (Our donation-based retail model plays a significant environmental role by diverting huge volumes of goods from landfills.)

- Over 750 employees, including permanent and transitional employees and staff
- Operate at 90% self-sufficiency by generating revenues, and receive 10% outside funding
- Run 26 Community Stores, 13 Donation Centres and one Community Outlet and Recycling Centre in 15 Ontario cities across Greater Toronto, Central and Eastern Ontario
- Committed to creating 1,000 jobs annually in Ontario through our Goodwill REACH™ transitional employment initiative by 2010
- Focused on doubling donors to 2 million, and collecting 36,000 tons of recycled goods per year by 2010 (from 2006)

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Why work matters so much.

We believe that when people are working, communities are working. Work helps people to belong, to matter, and to connect to each other, making their communities stronger and healthier. We think everyone should have access to employment; that most people can work, given the proper support and opportunity; and that communities work best when everyone is given an opportunity to work, no matter what barriers they may face.

A unique employment model.

Essentially, we connect people with work, and communities with people.

Our Transitional Employment model provides opportunities for people to gain the skills and experience needed to get work and keep it. For many people, we're that all-important first job. In addition, we partner with government, and Community Colleges to provide unemployed youth at risk with paid employment, career counseling, life skills, adult learning and job placement support.

In 2005, we boosted our Transitional Employment efforts by creating a new way to access work, Goodwill REACH™ (Real Employment to Achieve Community Health). This year-long employment contract gives hard-to-employ individuals paid, on-the-job experience and skills, then helps them find related, sustainable work elsewhere. Many important organizations now offer paid work opportunities to Goodwill REACH™ employees as well, including Rogers, Canadian Tire, Royal Bank, Sobeys, Toronto Community Housing, and Deloitte.

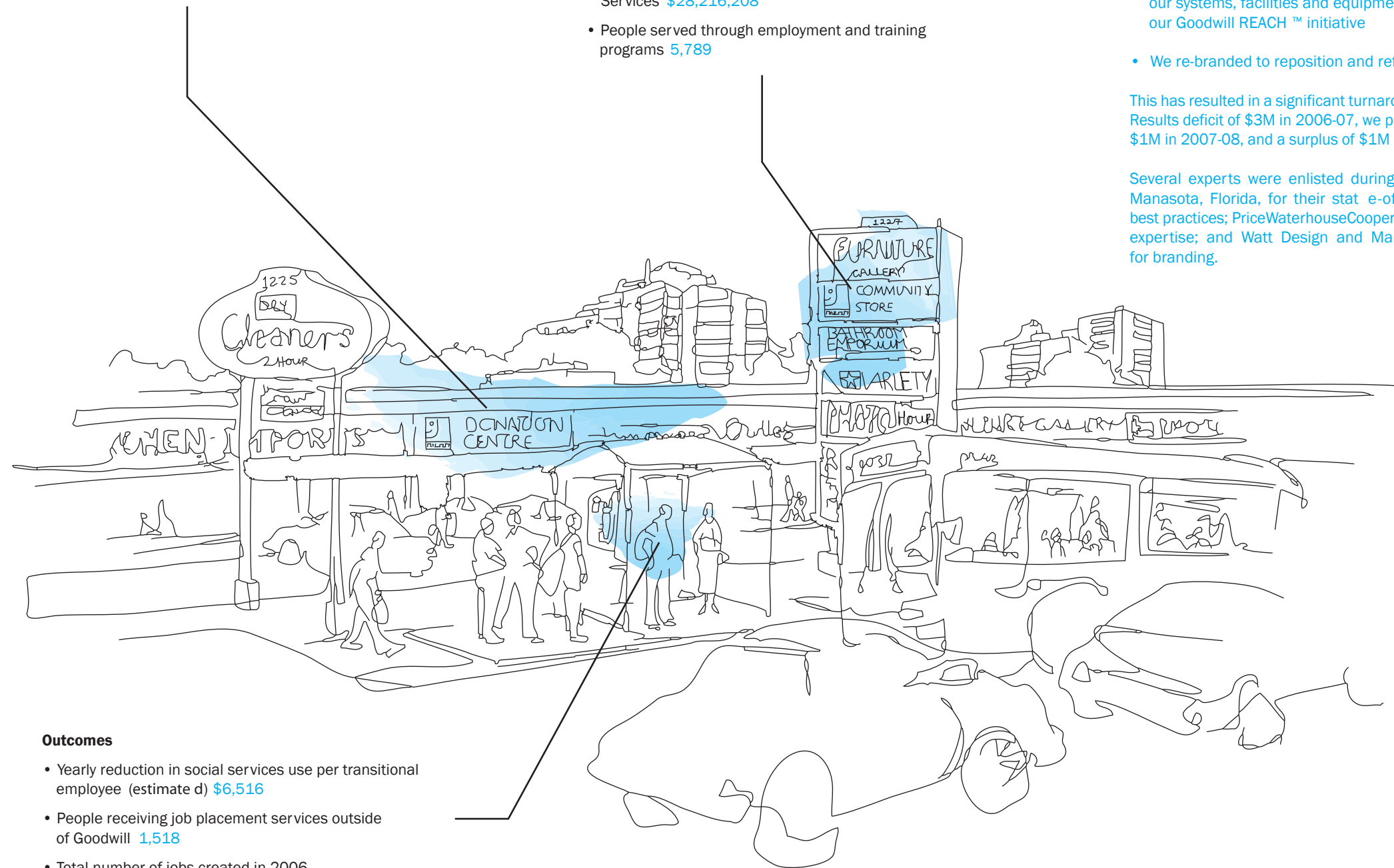
Goodwill by the numbers (2006)

Inputs

- Total number of goods donors (including repeat donors) **1,000,000**
- Total amount of used goods collected **40,000,000 lbs**
- Total number of retail transactions **2,200,000**
- Operating budget **\$28,216,208**

Outputs

- Revenues generated **\$29,335,058**
- Total revenues spent directly on Goodwill REACH™ Services **\$28,216,208**
- People served through employment and training programs **5,789**



Outcomes

- Yearly reduction in social services use per transitional employee (estimate d) **\$6,516**
- People receiving job placement services outside of Goodwill **1,518**
- Total number of jobs created in 2006 (this is inside Goodwill) **384**
- Cost/space saving from landfill (estimate d) **\$2,000,000**

From good to great.

To ensure the long-term success of Goodwill and its mission as a social change agent, we conducted a major operational transformation in 2004-2007.

- We restructured our operations, by reducing expenditures, programs and stores
- We revitalized our Donated Goods operation, modernizing our systems, facilities and equipment, and integrating our Goodwill REACH™ initiative
- We re-branded to reposition and refresh our offering

This has resulted in a significant turnaround. From an Operating Results deficit of \$3M in 2006-07, we project a deficit of just under \$1M in 2007-08, and a surplus of \$1M in 2008-09. (Last revised Nov. 5, 2007)

Several experts were enlisted during the process: Goodwill Manasota, Florida, for their state-of-the-art Donated Goods best practices; PriceWaterhouseCoopers (PwC) for restructuring expertise; and Watt Design and Manifest Communications for branding.