



**Big Brothers
Big Sisters**
OF HALTON AND HAMILTON

REFLECTIONS: RENEWAL, GROWTH & INFLUENCE



United Way
Halton & Hamilton

2022 ANNUAL REPORT

RE·NEW·AL

[rə'nōoəl]
~ Noun

An instance of resuming an activity or state after an interruption.

GROWTH

[grōTH]
~ Noun

The process of increasing in physical size.

The process of developing or maturing physically, mentally, or spiritually.

IN·FLU·ENCE

['inflōəns]
~ Verb

To affect or alter by indirect or intangible means.





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Our Vision is that young people realize their full potential.

Our Mission is to enable life-changing mentoring relationships to ignite the power and potential of young people.

ORGANIZATIONAL GOALS

We will invest in our people.

This means we aspire to increase and maintain employee engagement and well-being scores to 88% or more.

We will collaborate and engage with our community.

This means we are building partnerships and advocating for self-led, evidence-based program-building to best serve our targeted beneficiaries.

We will provide enriching, innovative mentoring programs that honour the principles of equity, diversity, inclusion and belonging.

This means we are serving more kids, who need it the most, maintaining quality impact and an enhanced experience. We have worked towards a culture of meaningful inclusion and strive to maintain satisfaction scores for young people, guardians, educators and volunteers of 85% or more.

We will be a nimble, resilient organization.

This means we are increasing fundraising targets while keeping our cost per dollar raised under \$0.30.



2022 BOARD OF DIRECTORS

We are grateful for the time and talent of our outstanding and diverse Board of Directors, who are committed to helping our young people reach their full potential.

Chuck Conlon

Chair
Chuck Conlon & Associates

Aaron Johnson

Director
UTS Operations,
Aecon Group Inc.

Shahbaz Khan

Vice Chair
Wolters Kluwer, CPA, CA

Fahad Meer

Director
Director at PwC

Brad Staley

Director
Commercial Accounts, RBC

Cassandra Weatherston

Director
St. Joseph's Healthcare
Hamilton

Pat Wright

Officer
Educator

MESSAGE FROM THE CHAIR



This year has been a time of renewal.

The commitment to our Mission remains strong, promoting life changing relationships to ignite the power and potential of young people. Impact stories shared at each Board meeting inspire us and remind us of the important work and contributions of our staff and volunteers.

Our Agency welcomed a new CEO, increased its' investment in diversity, equity and inclusion (DEI), was successful recruiting talented new Board members and created new structures to enhance our work together.

Our new CEO, Jeff Mamer, brings strengths that include fundraising, leadership, strategy and a personal commitment to DEI. These skills are critical to the sustainment and success of our Agency.

The Board ensured DEI studies were incorporated within our agendas. Our Vice-Chair who has expertise in DEI provided leadership in our studies. Staff worked with a consultant to enhance their competencies in this area. Their personal commitment was demonstrated in the additional training they undertook.

The Board developed an improved committee structure and committees created significant value developing a new set of By-Laws to achieve ONCA compliance, a risk methodology & registry and the finalization of a SWOT analysis which provides the foundation for the development of our strategic plan.

Our agency expanded our service area to include Grand Erie to serve the children and youth of a broader geographic area.

The renewal undertaken this year should serve us well in the coming year. We are thankful for the Board members, who contributed to producing a strong foundation for the future.

Most important we are thankful to our dedicated staff and the many volunteers who are making a significant impact on the children and youth we serve. Your engagement is transforming lives.

Finally, to the youth we serve, our wish for you is to thrive in our programs and develop the attributes to fulfill your potential.

Chuck Conlon
Chair
Big Brothers Big Sisters of Halton and Hamilton

MESSAGE FROM THE CEO



Mentoring young people in the community is a vital act of service that provides opportunity and hope for many. **And while we might think of mentoring as a one-way sharing of information or provision of guidance, it truly is a two-way reciprocal learning relationship where both parties emerge changed - permanently.**

Since joining Big Brothers Big Sisters of Halton and Hamilton in early 2023, I have had the privilege of hearing from many of you, stories of relationships started 30, 40, and 50 years prior, that cross multiple generations, proving the act of mentoring is more than a one-way street.

Our mission is to enable life changing relationships that ignite the power of our young people and allow them to realize their full potential. In 2022, as we continued to emerge from the shadow of the pandemic, we saw continued growth in our youth numbers with a **20% increase** over the previous year. **That means over 1,600 young people were matched in our Community Mentoring and Group Mentoring programs with over 1,000 volunteers.**

We know, however that the demand for community services of all kinds will continue to increase as we move forward. That is why in 2022 we entered into a Service Agreement with Big Brothers Big Sisters of Grand Erie to ensure that young people and families would continue to have access to resources and mentor support programs. This relationship continues to be an important part of our service delivery platform as we enter the new year.

The areas of Halton, Hamilton, and Grand Erie are comprised of rich and diverse communities that require us to continually assess our programs and services. Our Board of Directors, Senior Staff, and Certified Case Managers have resolved themselves to elevate their Diversity, Equity, and Inclusion skills. We've sourced the expertise of the team at Mending the Chasm for coaching, consulting and training in areas of anti-racism and inclusive practices. With their help, we have worked towards creating a culture of meaningful inclusion. I am proud of our progress and look forward to continuing the journey in the coming year.

Finally, I would like to personally thank our donors and partners for their unwavering support over the last year. We cannot invest in our youth without your investment in us. We strive to live up to your expectations that all young people are welcome and celebrated for who they are now and in the future.

Jeff Mamer
CEO
Big Brothers Big Sisters of Halton and Hamilton

OUR YOUNG PEOPLE & FAMILIES

Mission-led work:

Big Brothers Big Sisters (BBBS) provides life-changing mentoring relationships. The mentor-mentee relationship enables the Big to establish trust and serve as a caring, consistent adult for their Little.

Targeted beneficiaries:

We serve children and youth aged 6-18 who have faced multiple Adverse Childhood Experiences (ACEs) that can hinder their future success.

ACEs include living in poverty, abuse, neglect, family violence, caregiver absence, and caregiver mental illness. 80% of our Littles have over three ACEs, 36% have over five, and 12% have over seven.

Prioritized beneficiaries:

Marginalized youth are particularly at risk of being impacted. This includes youth in rural areas, Indigenous and racialized youth, LGBTQ2S+ youth, youth in care and young refugees.

We prioritize serving marginalized young people and families from diverse intersections of our communities.



A low-angle photograph of a basketball player in a blue jersey looking up at a basketball hoop. A basketball is suspended in the air above the player. The background is a bright, hazy sky with lens flare effects. The player's face is in profile, looking upwards with a slight smile. The basketball hoop and net are visible in the upper left corner.

“

Mazen made me believe that if I wanted to be something, I could, that I had too a fair shot at realizing my dreams. That belief in my future self came from Big Brothers Big Sisters.”

- Shahbaz, Former Little ,
Current BBBS Board of Directors

”

THE POWER OF MENTORSHIP

Mentoring as an intervention:

BBBS adopts a proactive and prevention-focused approach that ameliorates the negative social, psychological and economic effects caused by childhood ACEs.

Without intervention:

Through decades of research, we know that childhood trauma is not just something you get over as an adult. In fact, childhood trauma often links to long term negative health implications. Without intervention, childhood trauma has long term emotional, mental and physical implications. We know, nothing has more impact in the life of a child than positive relationships. And that's why mentoring as an intervention is so important.

With intervention:

Research has shown that the single most common factor for children who develop resilience is a stable and committed relationship with a positive and caring adult. This is especially important given that young people facing adversity are 2-3 times less likely to reach adulthood without a single mentor.

After intervention:

Young people in BBBS' programs demonstrate improvements across a range of variables, including, social emotional competence, mental health and wellbeing, educational engagement and employment readiness.





MENTORED YOUTH SEE POSITIVE EFFECTS IN:



LIFE

98% make good life choices,
80% pursue healthy lifestyles.



COMMUNITY

87% form strong social networks,
50% more likely to volunteer.



WORK

47% hold leadership positions,
55% more likely to enroll in college,
17% more likely to be employed.

ORGANIZATIONAL POSITION

Renewal:

Stress on our young people has reached historic levels, with research showing that young people are at a higher risk of having poor mental health and learning outcomes.

Our young people need support now more than ever. As we evolve to a new way of life post-pandemic, we continue to introduce programs that meet the growing needs of our communities.

Growth:

In 2022, we expanded our service delivery region from Halton and Hamilton to include Grand Erie.

Service delivery expansion is helping our organization build the cornerstones to support our long-term goals. By expanding our geographical reach, we're building capacity to serve young people and their families as well as organizational resiliency for years to come.

Influence:

We are the third-largest provider of BBBS mentoring services in Canada, having served over 1,600 young people last year.

Our geographical includes the following 12 communities: Acton, Brant County, Brantford, Burlington, Georgetown, Haldimand County, Hamilton, Milton, Mississauga of the Credit First Nation, Norfolk County, Oakville, Six Nations of the Grand River



MEASURING OUR REACH



1,691

Youth
Mentored



1,335

Youth Enrolled
in Group Programs



356

Youth Enrolled
in 1:1 Programs



1,093

Volunteer
Mentors



+70,000

Hours
Volunteered



110+

School
Partners



1:1 PROGRAMMING HIGHLIGHTS

In 2022, 356 of our young people served were mentored in a 1:1 setting.

After a 12 month duration in the "Bigs" Community Matching Program, mentees said:



100%

Because of my mentor,
I feel more confident in myself.



97%

Because of my mentor,
I feel happier.



100%

Because of my mentor, I feel
more positive about my future.



91%

I have an increased positive
identity (I recognize that I am
unique and important).



88%

Because of my Mentor,
my motivation to learn and
try new things is growing.



79%

I have increased mental
wellness (I feel ready to
handle challenges).



GROUP PROGRAMMING HIGHLIGHTS

In 2022, 1,335 of our young people served were mentored in group settings. Following their participation in programming, mentees said:



80%

I feel more confident in working through challenges.



72%

I feel like I belong in/am more connected to my community.



70%

I feel better about coming to school.



80%

I feel happier or more positive about life and my future.



67%

I feel more positively about school.



93%

This program made me feel good overall.



PROGRAM SPOTLIGHT

Cultural Mentorship Program

Youth asked. Parents asked. We delivered.

The Cultural Mentorship Program was created out of need. Black youth in our communities told us they wanted inclusive, safe spaces to connect and share lived experiences with the support of positive mentors.

The Cultural Mentorship Program has been incredibly successful in connecting Black youth with history, culture and mentors. The program has provided a space where Black youth are heard and supported.



PROGRAM OUTCOMES

100% of participants feel connected
to the Black community;

95% have a strong sense of concepts
relating to equity, anti-black racism,
power and privilege;

75% feel more confident
after participating in the
Cultural Mentorship Program.





“

I liked that my daughter got to hang out with positive role models from the Black community and talk about things like food, hair care and Black history with others who understand our unique experiences. There was a good balance of fun and education. The Black community is relatively small where we live, so these opportunities are important.

”

- Parent

PROGRAM OVERVIEW: 1:1

"Bigs" Community Matching

The Community Matching Program provides adult mentors to young people (mentees). The program connects its participants with a role model and friend to talk to and share the experiences of growing up with.

Through weekly outings, a relationship is developed between the mentor and the mentee, which is built on trust and common interests, and is supported by our experienced case-workers. The result is a life-changing experience for both the mentor and the mentee.

Big Couple

Big Couples or Big Families provide mentorship to a young person on a minimum 2:1 ratio. This program gives young people the opportunity to build a strong and unique relationship with their mentors, which can resonate for years to come.

Through regular outings, mentors' model positive behaviors/lifestyles that can make a life-changing impact for their mentee. Matches meet for weekly activities based on their combined schedules.

In-School Mentoring

The In-School Mentoring Program provides elementary-aged youth people with a role model and a friend to talk to and share the experiences of growing up within school grounds.

Each week, mentors meet with their mentee and engage in activities such as board games, crafts or just hang out on school grounds. In-School Mentoring takes place once a week for the duration of the school year. Matches do not meet over the summer break or during other school holidays.





“

Liam is a beacon in Tony's life and he's proud to tell people about him. He tells his classmates he has a "brother" all the time. Tony has a hard time vocalizing things but during the week, no matter what happens, he always says he wants to tell Liam. Even if it's something disappointing, he'll want to tell Liam."

- Laurine, Mother of Little

”

PROGRAM OVERVIEW: GROUP

Adventure Canada Connections

Adventure Canada Connections (ACC) is a group mentoring program for newcomer youth that are elementary-aged. The program offers a role model, mentor and a friend to newcomer youth, helping with their adjustment to Canada. ACC is led by volunteers who have an interest in helping mentees build confidence so they can reach their full potential.

ALLIES

ALLIES was designed for elementary-aged young people who identify within the 2SLGBTQIA+ community. The program focuses on community-building, friendship, mentorship and solidarity. ALLIES strives to provide students with emotional, informational and interpersonal support in a safer, gender-affirming space for social inclusion while developing confidence in their own identity – setting the path to reach their full potential.

Big Chefs

Big Chefs builds relationships while providing young people with tools needed to have independence and confidence in the kitchen. Participants will learn cooking safety, techniques and will prepare meals together, virtually. In advance of each class, tools and ingredients needed to prepare the weekly recipe will be delivered to participants homes.

**Note that while this program was offered in 2022, it is no longer offered at the time of the 2022 BBBSHH Annual Report distribution.*

Bigs on Campus

In partnership with Sheridan College, Bigs on Campus Program offers the benefits of mentoring to youth ages 9-13 within a group setting. Approximately 4-5 caring student mentors, selected from the Sheridan student body and screened and supervised by BBBSHH, meet with 8-10 young people weekly to share fun and educational activities and build their mentoring relationships. The program focuses on skill-building for young people, exposing them to post-secondary opportunities and fostering quality relationships with the mentors.

Big Possibilities

Big Possibilities offers mentorship and support for youth enrolled in high-school, helping them explore and prepare for life after high-school. Each program session connects youth with a guest speaker from a different field. Various workshops are also offered through this program, including career exploration, resume and interview skills, social media awareness. This program takes place during the regular school year.

Cultural Mentorship Program

The Cultural Mentorship Program aims to create and develop mentoring relationships with a focus of embracing Caribbean and African cultures. This Program is offered to young people ages 12-18, who identify as being part of the Black community. The program encourages Black youth to make healthy and safe choices, increase resiliency and build a strong cultural identity all within the scope of cultural mentorship initiatives.

Game On

Game On is a group mentoring program for elementary-aged young people who identify as male. The program aims to provide its participants with information and support to make informed choices about a range of healthy lifestyle practices. The program focuses on life skills, communication and emotional health discussions to engage participants in the pursuit of life-long healthy lifestyles.

GLOW

Girls Linking Our Worlds (GLOW) is a group mentoring program for young people ages 11-14 who identify as female. The program focuses on empowerment, leadership development and helping its participants feel confident in all aspects of their identity. Mentors help participants explore different cultures and celebrate diversity, learn different techniques for physical, mental and emotional well being, as well as develop empathic communication skills.

HEART

Formerly Go Girls, Healthy Education and Relationship Teaching (HEART) is a group mentoring program for young people ages 12-14 who identify as female. The program focuses on physical activity, balanced eating and self-esteem. The goal of the program is to positively shape the lives of young people by helping them build a positive self-image, setting them on a path to reach their full potential in life.

Homework Club

Homework Club is an after school mentoring program for elementary-aged young people. In this program, high-school students are a mentor for participants who require academic, social and/or emotional support. With the goal of increasing student success, young people are matched one-on-one with a teen mentor in a group setting and are supervised by an adult volunteer.

THAW/Summer Buddies

THAW/Summer Buddies is a recreational program for elementary-aged youth. The program runs in a similar format to a summer day camp, taking place in the summer months. Led by staff and volunteers, the program offers participants indoor and outdoor games, sports, activities, crafts and more.



FINANCIAL HIGHLIGHTS

In 2023, we generated \$1,599,045 in revenue compared to \$1,554,514 in 2022.

<i>Year Ended March 31, 2023</i>	2023	2022
SUMMARIZED STATEMENT OF OPERATIONS		
Revenue	1,599,045	1,554,514
Expenditures	1,888,056	1,481,104
Excess		
Revenue over Expenditures	(269,011)	154,145

As at March 31, 2023

SUMMARIZED STATEMENT OF FINANCIAL POSITION		
Assets	1,094,639	1,380,795
Liabilities	269,939	287,084
Net Assets	824,700	1,093,711



PROGRAM FUNDER HIGHLIGHT

Thank you to our 2022 program funders, who help make our impact in community possible.

Proudly, a United Way Funded Agency.

\$100,000+

Big Brothers Big Sisters of Canada
Halton Region Community Investment Fund
Joyce Family Foundation
Ministry of Children, Community and Social Services
Ontario Trillium Foundation
United Way Halton & Hamilton

\$50,000-\$99,999

City of Hamilton
Halton Region
Hamilton Community Foundation
Ministry of Education

\$25,000-\$49,999

Canadian Tire Jump Start
Halton District School Board
RBC Foundation

\$10,000-\$24,999

Enterprise Holdings Foundation
Gear Foundation
Oakville Community Foundation
TD Charitable Fund
Telus

\$5,000-\$9,999

A.W.B. Charitable Foundation
Carmeuse Foundation
CHUM CP 24
Civitan Club of Oakville Inc.
Edith Turner Foundation



United Way
Halton & Hamilton



Joyce Family
Foundation



Gear
Foundation





Big Brothers
Big Sisters
OF HALTON AND HAMILTON



ANNUAL GENERAL MEETING

AGM AGENDA

ANNUAL GENERAL MEETING

Thursday September 28, 2023, 6:30 p.m.

In-person meeting

1. **Call to Order** – *Shahbaz Khan*

2. **Declaration of Quorum** – *Shahbaz Khan*

3. **Impact Story**

4. **Review and Approval of Previous Minutes of the Annual General Meeting held on September 27, 2022**

Shahbaz Khan: Motion to approve the minutes as presented

5. **Report of the Chair** – *Shahbaz Khan*

Pat Wright: Motion to approve the report as circulated

6. **Committee Reports** – *Shahbaz Khan*

Fahad Meer: Motion to approve reports as summarized within the Annual Report

7. **Auditors Report, Financial Statements, Appointment of Auditor**

Cassandra Weatherston: Motion to undertake a request for proposal (RFP) process for an auditor of the corporation.

The Board of Directors is hereby authorized and directed to:

- Provide written notice to the incumbent auditor of the Corporation if a new auditor has been selected as a result of the RFP, which will result in the automatic removal from office of the incumbent auditor;
- Fill the vacancy caused by the removal of the incumbent auditor from office with the new auditor selected as a result of the RFP, who shall hold office for the unexpired term of the incumbent auditor;
- Fix the remuneration of the new auditor; and,
- Remove the incumbent auditor in accordance with the process set out above, if applicable, is hereby approved, ratified, and confirmed in accordance with Section 71(1) of the Ontario Not-for-profit Corporations Act, 2010.

8. **Retiring Directors** – *Shahbaz Khan*

9. **Nomination Report September 2023** – *Shahbaz Khan*

Shahbaz Khan: Motion to approve of nominations

10. **Other Business as Might Come Before the Annual Meeting** – *Shahbaz Khan*

11. **Adjournment**

Shahbaz Khan: Motion to adjourn the AGM of September 28, 2023

MINUTES OF PREVIOUS AGM (09/27/22)

ANNUAL GENERAL MEETING

Tuesday September 27, 2022, 6:00 p.m.

FISCAL YEAR END - MARCH 31, 2021

MINUTES

Welcome and Call to Order

Chuck Conlon called the meeting to order at 6:06 p.m.

Declaration of Quorum

Chuck declared that a quorum had been achieved.

Review and Approval of Previous Minutes Annual General Meeting

It was moved by Cassandra Weatherston and seconded by Patrica Wright "that the minutes of the AGM for September 28, 2021 be accepted as circulated." Carried

Report of the Chair

It was moved by Patrica Wright and seconded by Cassandra Weatherston "that the report of the Chair for the period ending March 31, 2021 be accepted as circulated." Carried

Governance Committee Report

It was moved by Shahbaz Khan and seconded by Daniele Ingleton "to approve the report as circulated" Carried

By-Laws Amendment

It was moved by Cassandra Weatherston and seconded by Patrica Wright "to amend the bylaws" Carried

Motion to approve Auditors Report – for period ending March 31, 2022

It was moved by Daniele Ingleton and seconded by Cassandra Weatherston "that the audited financial statements for the period ending March 31, 2022 be accepted as circulated." Carried.

Confirmation of Auditor

Motion to re-appoint GGW as the Auditor for BBBSHH for the period ending March 31, 2022, or until such time as their successor is appointed by a motion duly passed by the Board of Directors, BBBSHH. It was moved by Chuck Conlon and seconded by Shahbaz Khan "that the firm of GGW be named as auditor for BBBSHH for the year ending March 31, 2023, or until their successor is appointed by a motion duly passed by the Board of Directors of BBBSHH." Carried

Retiring Directors

Chuck Conlon announced the retirement of Blair Henderson, Daniele Ingleton, Emily Rowe.

Nomination Report September 2022

It was moved by Shahbaz Khan and seconded by Pat Wright "to approve the board nominations" Carried

New/Other Business

Chuck Conlon called for any new or additional business to come before the Annual Meeting. There being none she called for a motion to adjourn.

Motion to Adjourn

It was moved by Cassandra Weatherston, seconded by Shahbaz Khan, "that the meeting now adjourn at 6:22 P.M." Carried

BOARD COMMITTEES REPORT

COMMITTEE	PURPOSE	ACCOMPLISHMENTS
<p>Risk & Finance</p>	<p>To support the Board in monitoring financial health of the Agency and identifying and developing strategies to mitigate risk.</p>	<ul style="list-style-type: none"> • Financial analysis and reporting renewed • Financial budget approved for FY 2023 • Risk methodology developed and Risk Registry created • Board member financial literacy enhanced
<p>DEI & Strategy</p>	<p>To support the Board and Agency in shaping the future direction and developing innovative strategies, rooted in principles of DEI, to fulfil the mission and vision of the agency.</p>	<ul style="list-style-type: none"> • Board Education related to DEI • Assessment of strengths and opportunities to guide refreshed strategic plan • Workplan updated to support strategic plan • Updated structure for CEO and Board communication
<p>Governance</p>	<p>Ensures transparent and effective operations of the Board. Manages board composition and performance, organizational compliance, and committee oversight to enhance credibility and accountability.</p>	<ul style="list-style-type: none"> • Recruitment of new Board members with the skills, competencies and experiences to augment and support our Board Matrix • Comprehensive nomination slate for approval at AGM • By-Law review and update to achieve compliance with ONCA. • Officer slate developed for FY23 • Committee structure, mandates and performance oversight

NOMINATION REPORT: SEPTEMBER 2023

The Nominating Committee is requesting the approval of the following Motion consistent with this Report:

Motion: Members approve the candidate recommended by the Nominating Committee and the terms of Office for all Directors.

This Nomination Report is submitted by the Big Brothers Big Sisters Governance Committee on behalf of your Board of Directors.

Board Member recruitment was undertaken in the spring and summer of 2023.

The following candidates are recommended for Board Membership to serve an initial Term commencing September 2023:

1. Heather Davidson - Supervisor, Program Development, City of Hamilton
2. Melissa Finley - Vice President, Enterprise Process Engineering, TD Bank
3. Melanie Snyder - Director of Development, Appleby College
4. Nadine Yacoub - Settlement Information Specialist, Centre for Skills Development

The Terms of Service recommended for each Director in accordance with the ' By-Laws are outlined below:

BOARD MEMBER	TERM EXPIRATION
Heather Davidson	September 2026
Melissa Finley	September 2026
Aaron Johnson	September 2025
Shahbaz Khan	September 2024
Fahad Meer	September 2025
Melanie Snyder	September 2026
Brad Staley	September 2025
Cassandra Weatherson	September 2025
Patricia Wright	September 2025
Nadine Yacoub	September 2026

The Nominating Committee thanks Members for their support.

NOTES

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