



# 2023

## Annual Report

# Mission & Impact



To challenge and equip vulnerable youth to become contributing members of the community.



**\$1.6M**

Funds generated through diverse revenue streams this year, supporting the Four Seasons, Four Years program and the For Life alumni program. See page 6 for our Financial Update.



**136**

Participants (ages 12 to 16) enrolled in the Four Seasons, Four Years program in 2023, attending Trails for two weeks in the summer and one weekend a month during the school year.



**35**

Students who received Trails Bursary and mentorship for post-secondary education. In 2023, nine post-secondary Trails Bursary recipients graduated, including five bachelor's degrees, two college diplomas and two doctoral degrees.



**\$18.20**

Value generated in social impact to program participants and society over their lifetime for every \$1 donated to Trails. This means if you donate \$5,000, there's a \$91,000 social return on investment.

## FIND US ONLINE:



[@trailsyouth](https://www.instagram.com/trailsyouth)



[@trailsyouthinitiatives](https://www.facebook.com/trailsyouthinitiatives)



[www.trails.ca](http://www.trails.ca)



[@trailsyouthinitiatives](https://www.linkedin.com/company/trailsyouthinitiatives)

## TO LEARN MORE, CONTACT TRAILS:

Trails Youth Initiatives

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# Messages from OUR PRESIDENT AND OUR CO-FOUNDER



## *A Year Dedicated to Investing in and Celebrating the Journey of Changemakers.*

Being a Changemaker is about spearheading positive change for the greater good and embracing the power to make a difference. In the words of one of our youth, “Being a Changemaker is like being part of the coolest squad on a mission to sprinkle kindness and create ripples of change.”

The Trails squad of Changemakers all create these ripples in their own way:

- Our youth teach us profound lessons with their irresistible and resilient spirit, and we get to teach them what it means to be a contributing member of the community—starting small with things like meal preparation, moving firewood, or learning to advocate effectively in Community Meetings
- Our alumni continue the process by mentoring the next generation, volunteering their time for important causes, and building meaningful careers—reminding us that our consistent investment in them from the ages of 12-16 can truly change lives
- Our program facilitators (nearly half of whom are alumni) dedicate their time as front-line MVPs—delivering consistent care one weekend a month and two weeks each summer, for four years
- Our Board of Directors navigate the trail ahead—using their experience and care to lead us towards success
- Our donors, the backbone to Trails, generously make all of this possible—powering our initiatives and turning dreams into reality

At Trails, every hug or fist bump, every donor meeting, and every alumni phone call brings us one step closer to a world filled with kindness and opportunity.

Happy Trails,

Mel Millward  
President

## *A Film That Changes How We View Changemakers*

Last April, I heard about a new documentary called “Uncharitable” about one of the most influential nonprofit thinkers of the past few decades. Dan Pallotta’s groundbreaking 2013 TED Talk — “The Way We Think About Charity Is Dead Wrong” — was a clarion call for society to stop obsessing about charities’ overhead, salaries and risk and instead start rewarding them for investing in bold visions and greater impact.

Hurst loved the TED Talk so much he shared it with the Trails board at one of the final meetings he chaired.

But “Uncharitable,” by well-known director Stephen Gyllenhaal, isn’t just a 90-minute version of a 15-minute talk. It is a deeply personal story of how Dan and other nonprofit renegades had been routinely pilloried by the media for trying new ideas. Ideas that, in the for-profit sector, would have been roundly applauded for their audacity and results.

As I got to know Stephen through screenings across Canada with the Power to Give Foundation, it was clear that the film’s message is one that Trails has always aspired to. We did things differently (no government funding), took risks (a new site) and invested long-term (Vision Fund).

And, as Dan says, we love donors who “Don’t ask about the rate of our overhead...but ask instead about the scale of our dreams.”

The movie speaks to Changemakers on both sides of the table. In fact, at the Toronto screening, the first two questions for Stephen and Dan were not from nonprofit leaders. They were from two of Canada’s most influential business executives. And both said the same thing:

“This movie didn’t just blow my mind. It changed it.”

If you’d like to have your mind blown (or changed), look for “Uncharitable” on streaming services soon. Or reach out to me for private screening opportunities.

Jim Hayhurst, Jr.  
Co-Founder & Chair, Board of Governors







## Message from OUR CHAIR

"Go out and empower vulnerable youth and transform lives..." Those were the words our founder, Jim Hayhurst Sr. ("Hurst"), charged me with when he asked me to take over from him as Chair in February 2020. It is a marvellous mission and one so closely aligned with my own that I find it energizes me every day that I get to have contact with this incredible organization.

If you are reading this, then you too have been inspired by this mission in some way and moved to support it. That support helps Mel and her wonderful team of Changemakers to do just that. And slowly but surely, through consistent contact in the Four Seasons, Four Years program, and then through further support in the For Life alumni program, many of our kids are transformed into into Changemakers in their own worlds.

Thank you. Without you, it would not be possible. I know every Chair says that, but after four years in this seat, I know just how true that is.

*J. G.*

Greig Clark  
Chair

## FULL-TIME STAFF

Mel Millward

*President*

Carlos Belchior

*Facilities Coordinator*

Janelle Dayman

*Director of Development*

Lisa Evans

*Program Director*

Josh Harney

*Director of Education*

Anum Khan

*Program Director*

Whitney Lorentz

*Donor Engagement*

*Coordinator*

Leslie McGill

*Office Manager/Donations*

Brandon McKinley

*Youth Development*

*Director*

Erin McLean

*Director of Alumni &*

*Volunteer Engagement*

Tahirah Stanley

*Donor Advisor*

Jess Taylor

*Program Director*

Alex Zović

*Program Director*

## BOARD OF DIRECTORS

Executive Committee

Greig Clark, Chair

Lauren Mostowyk

Greg Ryan, Treasurer

Rob Drynan

Issa Guindo

Amanda Haigh

Dr. Bob Henderson

Hussain Stanley

James Werry

Jennifer Werry

## BOARD OF GOVERNORS

Jim Hayhurst, Jr.,  
Chair

James Werry,  
Vice Chair

Tricia Allen  
Susan Armitage

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Paul Brink

Joe Canavan

Tim Casgrain

Mary Anne Chambers

Jack Cockwell

Gordon Cressy

David Crombie

Kiki Delaney

Heather Fitzpatrick

Shaun Francis

Richard Hamm

Brooke Hunter

David LeClaire

David Kerr

Ashiqur Khan

Vahan Kololian

Sheldon Levy

Alex Markovich

John McIntosh

Bryan Pearson

Timothy Price

Aaron Regent

Steve Rogers

William Thorsell

Kelly Willis Green



# 2023 Hurst Legacy Award Recipient

Anum Khan

Anum Khan, Group: Blazing Hotz, Years: 2004 - 2009

*Trails has taught me so much about what I value, and in turn what I can contribute back to the community.*



The value of connection and consistency was front and centre when hiring new facilitators and creating staff teams. The value of authenticity, where, for the first time, I can be who I want to be and, in my role of mentor with the AIM program, can encourage our alumni to do the same. The value of safety, where I can be a queer woman and be fully accepted for who I am, and in turn, provide a haven for our participants and staff. And the value of having “Roots and Wings,” where I have a strong foundation and the skills and resources to soar, and can foster this courage for a new generation of youth.

## *Returning to Trails meant a return to my inner child —my laughter and joy came back...*

I was a positive, extroverted and joy-filled child—a young girl who loved connecting with new people and exploring new things. Born in Canada, I was the middle child in a conventional Pakistani Muslim family, and was given opportunities to try new things and be active, while also being expected to learn the traditional roles of homemaker and caretaker. As I got older, I wrestled with my identity and where I fit into my family and culture.

Around the age of 12, I had two experiences that changed my life. The first was a negative incident that shattered my confidence and caused my energy to shift as I became insecure and introverted. The second was when Trails came to my elementary school for a presentation about the Four Seasons, Four Years, For Life program. I ran home that day and begged my dad to sign me up. I was in.

Trails became my escape. At a time when I no longer felt safe in other spaces, I received love and understanding from my staff and peers, even when my behaviour didn't warrant that response. Despite pushing boundaries and defying the rules at times, I always felt secure and was held accountable for my actions. I was encouraged to reflect on who I wanted to be in the world.

One of my most special memories of Trails helped me identify one of my core values: connection. My staff facilitator came to my school's band performance. Though I had a minor role playing the trombone in the back row—I felt so cared for and so special in that moment that I stood up to play my part. My once-shattered confidence was being re-established; I felt like I truly mattered.

The lessons I learned during my five years as a Trails participant seemed minor in the moment, but on reflection, I now see that I learned so much about communication, conflict resolution, goal setting and one of Trails' Key Factors to Success: Roots and Wings.

In 2011, I started university but ultimately left my program when I was diagnosed with rheumatoid arthritis and fibromyalgia. I was extremely mentally and physically unwell and, once again, turned to Trails where I worked for a season as a program facilitator. The Trails “For Life” program for alumni didn't exist at that time, and I had little or no contact with anyone from the program after going to work elsewhere. I spent much of the next 10 years trying to make sense of my world—my childhood trauma, my health, and my identity. At times, I felt trapped in my life and job and was close to rockbottom in 2021 when my younger brother intervened. Together, we used lessons learned at Trails and set goals—baby steps that helped me to make my way back to myself. Ultimately, one of these goals led me back to Trails.

In summer 2021, I reached out to Trails after seeing an alumni email which led me to be hired to join the Year 3 Eternal Wildfire group in Algonquin Park as a facilitator. Sitting in a canoe, talking to a participant, I realized that I was where I needed to be.

For the first time in 10 years, I felt safe, calm, and at peace. That fall, I continued to work with the same group and volunteered at Trails in the newly created role of Community and Recruitment Coordinator. By January 2022, I had joined the full-time team, where I now work as a Program Director. Coming back to Trails has been the best decision of my life.

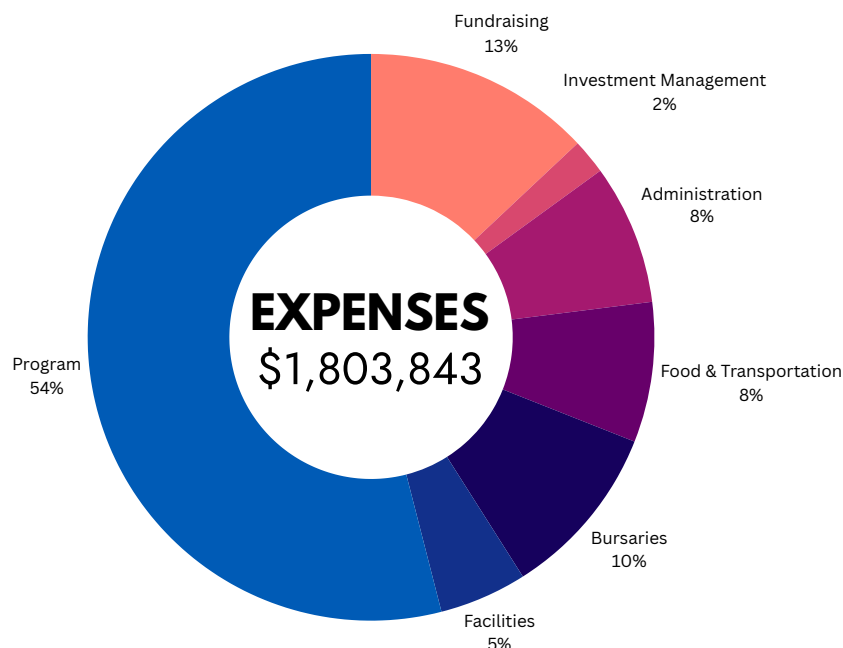
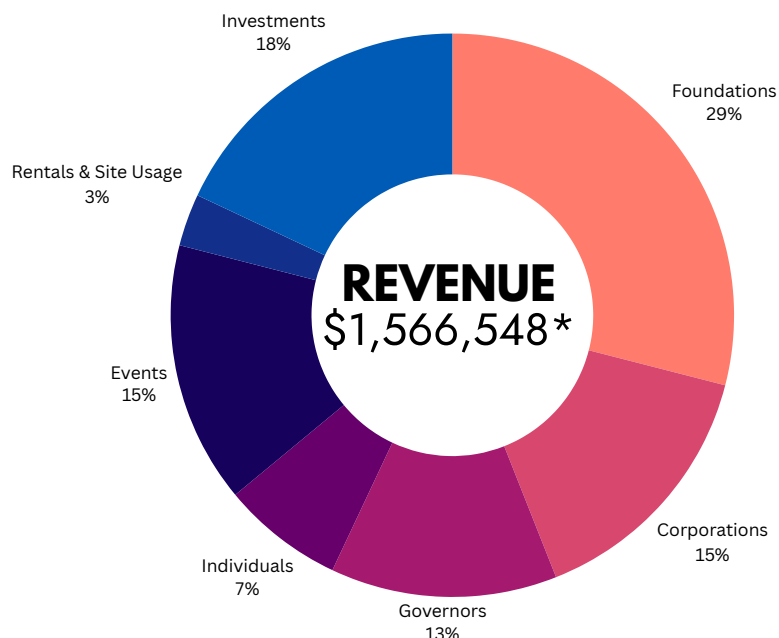
*The Hurst Legacy Award was founded in 2019 to honour the incredible work of our founder, Jim “Hurst” Hayhurst. While he passed away in early 2020, his legacy lives on in the Trails Alumni who are benefiting from his creation of Trails over 30 years ago. The Hurst Legacy Award is presented annually to a Trails Alumni who consistently lives the Trails mission. This award proves that we all have the capacity and the responsibility to give back, regardless of our age, background, or abilities.*



# FINANCIAL SNAPSHOT

Fiscal Year: October 1, 2022–September 30, 2023

*Trails is a registered charity and raises funds through events and donations from corporations, foundations and individuals.  
Trails does not seek or accept government funding.*



*\*Vision Fund Update: In 2016, we began the process to double the size of our program and created the Vision Fund. The 2023 audited financial statements list the Funds unrealized gain of \$579,111 (not included in the revenue total above), resulting in a surplus of revenues over expenses of \$341,816.*

*Our Investment Committee continues to work with our professional money managers to monitor the continued positive performance which has delivered an annualized rate of return of 6.7% since inception.*

*The Vision Fund allows us to make promises to our families and keep them.*

## Events

### Mile that Matters



On November 19, nearly 100 people challenged themselves physically while raising over \$90,000. Special thanks to Kimchan Ramrattan, Herman Gill and Jen Werry.

### Get Outside Challenge



90 participants got outside for Trails from May 1–7 and helped raise over \$73,000. Thanks also to everyone who donated, sponsored, volunteered and bid in the auction!

### Trails Fest



May 7 was an amazing celebration of Trails—past and present—and we're so thankful for everyone who joined us to mark our 30th anniversary at Trails Lakeside.

### Vancestock XII



Vancestock XII was a magical evening of music and fundraising in the new TD Music Hall at Massey Hall. A big 'thank you' to Vance and his family and the team that made this year's Vancestock another great success!



# Thank You For Being Part of the Change!

## \$50,000+

Annual Foundation  
Jack Cockwell  
Lake Family's All One Fund  
Navigatr

## \$25,000+

Bank of Montreal  
Fourth Box Charitable Foundation –  
Steve Rogers  
Mackenzie Financial  
Paul Brink & Kate Cochrane-Brink  
Robert Green & Kelly Willis Green  
Foundation  
Rotary Club of Toronto Eglinton  
Foundation

## \$10,000+

Airlie Foundation  
Anonymous  
Bryan Pearson  
Catherine & Maxwell Meighen  
Foundation  
CI Investments  
Diane Horton  
Equitable Bank  
Greedy-Lennox Charitable  
Foundation  
Greig & Carolyn Clark\*\*  
Hodgson Family Foundation  
J. Cam & Randi Ivey  
Jane & Tom Sabourin Family  
Foundation  
Jumpstart – Canadian Tire  
Lang Family Foundation  
Leah Battista Foundation\*\*\*  
Murray & Susan Armitage  
Foundation\*  
Paul Sabourin  
Peter Gilgan Foundation  
R. Howard Webster Foundation  
Richard & Nancy Hamm  
TD Friends of the Environment  
Foundation  
The Charles H. Ivey Foundation  
Tim & Sheila Casgrain  
Toronto Star Fresh Air Fund  
Trevor Thom

\*at Toronto Foundation

\*\*United Church of Canada Foundation

\*\*\*at Oakville Community Foundation

## \$5,000+

Anthony Rubin  
Brian Kusisto  
Cadillac Fairview Corporation  
CCO Productions  
Cooper Mediation  
Hunters International Insurance  
Interac  
John McIntosh  
Kopas Family Foundation  
Limberlost Challenge  
McFadco Investments – Larry & Betty McFadden  
Merlin Inc.  
Michael Hogg  
Nature Canada  
RBC Foundation  
Rob Krajcarski  
Sabourin Kimble & Associates Limited  
TEKsystems

## \$1,000+

Amazon  
Aubrey & Marsha Baillie Family Fund\*\*\*  
Bakerhill Renovations  
Baillie Thomas Fund\*  
Belron Canada Inc.  
Bill Martin  
Brian Wilks  
Bruce Shirreff  
Burgundy Legacy Foundation  
Carol Lome  
Carol Schilling  
Christine Chen  
Cleveland Health Clinic  
David Hill  
Douglas Grant  
Epic Games  
Fidelity Ltd.  
Fort Treehouse Co.  
Foster Thibeault Youell Radley Chartered  
Professional Accountants  
Fraternity Brand  
Gandy Charitable Foundation  
Gray & Co.  
Greg Neinstein  
Greg & Michele Ryan  
Innovation Outcomes  
Jackman Foundation  
Jacma Foundation  
James Morrison  
Jennifer & James Werry  
Joshua Hollings  
Karen Goldhar-White

Katherine Gurney & Andre Nowakowski  
Kerry Salsberg  
Kirk Roberts  
KJ Harrison & Partners Inc.  
Kololian Foundation  
Larry Mah  
Linda Lee  
Lloyd Family Foundation  
Lori Kiser  
MacGregor & Carolyn Sinclair  
Mags & Andrew Moor Fund\*  
Mark & Lari-Ann Convery  
Matt Wettlaufer  
Medcan  
Mel Millward  
Pal Insurance Services Ltd.  
Rob Drynan  
Scott Russell  
Steve & Janelle Dayman  
Steve Rampado  
Susan Weisbarth  
Susan, Sarah & Nicholas Latremoille Fund\*  
Tom's Place  
Trish Fonberg  
Unisystech Consulting Inc.  
Vanessa Morgan  
Weppler Family Foundation  
Wiener Family Foundation  
Will Stos  
William Thorsell  
Winfield Boyd  
Xerox Canada  
Yule Family Foundation

## Impact Groups

CWP – SunLife, KJ Harrison, TEKsystems,  
Junior League Toronto, TELUS, PwC,  
Avison Young, RBC

## Volunteers

Program Volunteers Event Committees  
Special Project Volunteers  
Event Volunteers  
Mentors (AIM and CARE)  
Advisory Committees  
Corporate Partner Volunteers

In total, over 280 alumni and community  
volunteers gave their time and talents to  
help make Trails successful this year. We are  
grateful for their contributions!



# What does it mean to be a *Changemaker* at Trails?

*Changemaker* (noun): one who desires change in the world and, by gathering knowledge and resources, makes that change happen.

*Changemakers are...*

