

NO.  
MORE.  
BARRIERS.



ANNUAL GENERAL MEETING 2022



# Notice of Annual General Meeting of the Members

The annual meeting of the Members of BGC Canada will be held in Saskatoon on **Friday May 27, 2022 at 1:30 p.m. CST.**

The purpose of this meeting is to:

1. Receive and consider the financial statements for 2021, along with the auditor's report;
2. Appoint auditors and authorize the board of directors to negotiate their fees;
3. Approval of Strategic Plan Amendment
4. Approval of By Law Amendment
5. Membership Committee Review
6. Elect the Board of Directors; and
7. Transact any other business that is properly brought to the meeting.

Full Status Member Clubs in Good Standing and Board Members have the obligation to vote at the meeting either in person or by proxy.

**Members should deliver their proxy to the BGC Canada no later than Wednesday, May 25, 2022 by midnight Central time.**

On behalf of the Board of Directors  
Bob Harriman, Secretary  
March 25<sup>th</sup>, 2022

2005 Sheppard Avenue E, Suite 400, Toronto, Ontario M2J 5B4  
PH: 905.477.7272/1-844-477 7272 [www.bgccan.com](http://www.bgccan.com)

# VOTING INFORMATION

The purpose of the annual general meeting is to hear and act upon reports of the year's work of BGC Canada and to elect directors for the ensuing year. This notice of meeting contains detailed information on the business to be carried out at the meeting so that those voting, either in person or by proxy, may make informed decisions.

## Voting and Using Proxies

Using the separate proxy form, Members are to assign an individual to vote on their behalf at the AGM. Clubs may assign their voting rights in one of two ways:

1. To someone from the Club who is attending the meeting

**OR**, if no-one from the Club is attending;

2. To someone from another Full Member Club, or to a member of the National Board, who is attending the meeting

Once a voter has been assigned, they can be given specific instruction on how to vote, as outlined on the proxy. If no instructions are given, they will vote in favour of all of the business outlined on the proxy.

## Changing Your Mind

Once Members have assigned their proxy, they can reverse, but not replace their decision by sending BGC Canada written instructions. This can be done at any time up to and including the last business day before the AGM, or Thursday, May 26, 2022 or with the National Chair on the day of the AGM.

## Voting of Proxies

The accompanying proxy form grants discretionary authority to the person named with respect to changes or amendments to the business identified in the notice of meeting, and regarding any other business that may properly come before the meeting. As at March 25<sup>th</sup>, 2022 the National Board of Directors knows of no such changes or amendments, or other business to come before the meeting. Unless otherwise stated in the by-laws, a simple majority of the votes cast either in person or by proxy is sufficient to pass the matters indicated in the notice of meeting. In the case of an equality of votes, the Chair of the meeting will be entitled to a second or casting vote.

**For more information on Membership, Annual General Meeting and voting, the full by-laws governing BGC Canada are available on the BGCC website at [bgccan.com](http://bgccan.com) - members only section.**

# BUSINESS OF THE MEETING

## Financial Statements

The National Board of Directors has received the report of the Finance and Audit Committee and has approved and are placing before the meeting the December 31, 2021 Audited Financial Statements, as enclosed.

## Appointment of Auditors

The National Board of Directors proposes that the members authorize the National Board of Directors to tender the audit, select auditors to be the auditors of the Corporation until the next annual meeting of the Members and fix the remuneration of the auditors.

# 2021 MEMBERSHIP REPORT

## 2020 CHANGES TO MEMBERSHIP

Province/Territory	Number of Clubs	# Service locations	Changes
<b>Yukon</b>	1	4	No changes
<b>British Columbia</b>	7	123	No changes
<b>Alberta</b>	21– 4 of those are joint organizations (Edmonton, Stettler, Wolf Creek and Red Deer)	121	Edson – Voluntary withdrawal – April 2020 NOTE: Bonnyville and Calgary were revoked (effective in 2021)
<b>Saskatchewan</b>	3	69	No changes
<b>Manitoba</b>	2	14	No changes
<b>Ontario</b>	22 – 1 of those is a joint organization (Kingston)	339	No changes
<b>Quebec</b>	5 – 3 are provisional	53	No changes
<b>New Brunswick</b>	10 – 1 of those is a joint organization (Miramichi)	34	No changes – Petitcodiac in Management Agreement with Salisbury
<b>Nova Scotia</b>	5	21	No changes
<b>Prince Edward Island</b>	3	5	No changes – Wellington in Management Agreement with Summerside
<b>Newfoundland</b>	7	8	
<b>Total</b>	86 – 3 are provisional	791	

## Glossary of terms:

### Joint organizations

Organizations that operate both a BGC Club and a Big Brothers/Big Sisters organization

### Voluntary withdrawal

Occurs when a Club chooses to withdraw from its BGC Canada membership (either to cease operations or to operate with a different name)

### Revocation

Occurs when BGC Canada revokes the membership of a local Club (occurs when a Club doesn't meet the Membership Agreement requirements)

### Management agreement

An agreement signed between two (or more Clubs) where one Club "manages" the operations of the second Club

### Provisional member

A new member is admitted as a "provisional member" for a period of two years while they complete an Operating Standards Review and meet the operating standards.

**Note:** Due to the pandemic, some Clubs have been provisional for more than two years.



## 2021 CHANGES TO MEMBERSHIP

Province/Territory	Number of Clubs	# Service locations	Changes
<b>Yukon</b>	1	4	No changes
<b>British Columbia</b>	6	112	Williams Lake merged with Kamloops
<b>Alberta</b>	21– 4 joint organizations (Edmonton, Stettler, Wolf Creek and Red Deer)	76	Clearwater in Management Agreement with Red Deer Fort Saskatchewan in Management Agreement with Strathcona County
<b>Saskatchewan</b>	3	63	No changes
<b>Manitoba</b>	2	14	No changes
<b>Ontario</b>	22 – 1 joint organization (Kingston)	326	No changes
<b>Quebec</b>	9 – 7 are provisional	10	5 new Provisional Clubs
<b>New Brunswick</b>	10 – 1 joint organization (Miramichi)	26	No changes – Petitcodiac in Management Agreement with Salisbury
<b>Nova Scotia</b>	5	18	No changes
<b>Prince Edward Island</b>	3	5	No changes – Wellington in Management Agreement with Summerside
<b>Newfoundland</b>	7	8	
<b>Total</b>	89 – 7 are provisional	659	

**Note:** The decrease in the number of service locations is largely due to pandemic related closures (school locations)

## PROVINCES BY REVENUE AND % CHANGE

Province/Territory	2020/2021 Revenue Based on T3010	2019/2020 Revenue Based on T3010	% change
Yukon	1,148,348	1,023,127	12.2
British Columbia	33,678,941	33,138,820	1.6
Alberta*	30,746,488	49,963,022	(39.4)
Saskatchewan	5,192,507	5,292,092	(1.9)
Manitoba	4,912,562	5,524,575	(11.1)
Ontario	70,983,296	74,920,064	(6.2)
Quebec **	5,055,986	2,250,687	124.6
New Brunswick	11,755,672	10,753,970	9.3
Nova Scotia	5,691,617	5,550,956	2.5
Prince Edward Island	2,979,942	2,851,393	4.5
Newfoundland	2,126,214	1,867,213	13.8
TOTAL	174,271,573	193,135,919	(9.8)
ADJUSTED TOTAL (without Calgary in 2019/2020)	174,271,573	172,838,641	0.8

\*BGC Calgary 2019/2020 revenue was \$20,297,278 \*\* includes 5 new provisional Clubs

**Note:** Imagine Canada has reported that non profits have seen an average 44% decrease in revenue over the last two years.

### Club Foundations

- Eight Clubs have BGC Foundations. They are: South Coast BC, London, Niagara, Greater Victoria, Kawartha Lakes, Summerside, Saint John and Miramichi
- The number of Club Foundations has not changed since 2020



## Club Leadership

### **In 2020, six Clubs hired a new ED/CEO:**

- Saddle Lake – Candice Cardinal
- Okanagan – Jeremy Welder
- Central Vancouver Island – Karen Love
- Thompson – Andrew Smith
- Ottawa – Adam Joiner
- Toronto Kiwanis – Greg Gary

### **In 2021, eight Clubs hired a new ED/CEO**

- Charlottetown – Ted Lockie
- Salisbury/Petitcodiac – Amy Lounsbury
- Halifax – Tracy Durkee-Jones
- Fort McMurray – Jennifer Kennett
- Thompson – Lianne Denysiuk
- West Scarborough – Josh Hood
- Trois Rivières – Karine Cinq-Mars
- Saddle Lake – Stacey Harrison

## Summary of 2021 Club Complaints made to BGC of Canada

The BGC of Canada complaints policy states: “Complaints about a specific Boys and Girls Club are to be directed to the Club itself. Each Boys and Girls Club is independent and autonomous, overseen by its own board of directors. If you have a complaint about a particular Club, you may contact the Club’s Executive Director or Board Chair directly to discuss your issue or complaint. If it is not addressed to your satisfaction by the Club and you wish to communicate this to BGCC, please fill out the form below”.

### **A total of 13 complaints were received in 2021 – relating to 13 different Clubs**

- 5 complaints from parents
- 2 complaints from staff or former staff
- 6 complaints from community members

### **The “types” of complaints received in 2021 were as follows:**

- 1 related to Costs/invoicing
- 4 related to child
- 2 related to staff
- 2 related to programming
- 1 related to staff dismissal
- 3 “other”

**NOTE:** These complaints have either been resolved or have been referred back to local Clubs for resolution.

## Summary of 2020 Club Complaints made to BGC of Canada

**A total of 18 complaints were received in 2020 – relating to 15 different Clubs**

- 8 complaints from parents
- 3 complaints from staff or former staff
- 6 complaints from community members
- 1 complaint from “other” (i.e. board members, former board members)

**The “types” of complaints received in 2020 were as follows:**

- 2 related to Costs/invoicing
- 6 related to child
- 5 related to staff
- 1 related to programming
- 1 related to staff dismissal
- 3 “other”

## Summary of 2021 Critical incidents

**Only 6 “critical incidents” were reported to BGC Canada in 2021.**

- The small number is likely attributable to several issues:
- Many Clubs were offering fewer in-person programs
- Many Clubs were providing virtual programs
- Clubs are likely not reporting all critical incidents (BGC Canada will undertake a training/information session in 2022 to ensure that Clubs understand the requirements related to critical incident reporting)

## Clubs that have met the operating standards (as of March 2022)

- Western region – 33 Clubs completed
- Central Region – 22 Clubs completed, 2 outstanding
- Atlantic Region – 13 Clubs completed, 8 in progress, 2 outstanding and 2 in merger

# 2021 REPORT FROM MANAGEMENT

Despite ongoing waves of the COVID-19 pandemic, more and more people across Canada had received vaccinations and boosters and we had hoped that 2021 was going to be a year of new beginnings—for the country and for our Clubs. We started the year with the launch of our new BGC brand, which was championed by supporters from coast to coast to coast. However, as Clubs did their best to navigate pandemic waves, balancing between virtual environments and in-person activities with many provincial restrictions, it quickly became clear that the pandemic had taken a toll on our young people, with most Clubs seeing increases in mental health issues, learning loss, the impact of unstable domestic situations, and more. These issues were exacerbated by difficulties seen across the charitable sector, including staff recruitment and a drop in donation revenues.

Through it all, the BGC movement has remained resilient, with Club staff and volunteers going above and beyond to put young people and families first and keep their communities strong. BGC Canada's national team is proud to continue supporting our incredible Clubs as the country recovers from what has been one of the most difficult few years in our history.

## The BGC Movement

As of December 2021, there are 89 member Clubs. Seven of those are provisional Clubs (all in Quebec). We had one new merger—BGC Williams Lake Club merged with BGC Kamloops in British Columbia—and two new management agreements in Alberta: BGC Clearwater signed a management agreement with BGC Red Deer & District Club and BGC Fort Saskatchewan with BGC Strathcona County. We also saw a significant drop in Club service locations (736 to 659), mostly due to pandemic closures at school sites.

Similar to 2020, we suspended all planned Operating Standards Reviews due to the continuing impacts of the pandemic. While unexpected, the pause allowed us to continue building out the Salesforce platform and perform a full pilot in the fall of 2021. We are planning for a full roster of OSRs in 2022.

## Our People

We want to give a shout out to the amazing staff on BGC Canada's national team. We began 2021 with a significantly reduced staff number, which increased workloads across the board, and while we have been fortunate to begin rehiring at the end of 2021 and into 2022, this has resulted in lots of onboarding and training for staff with full plates. Despite all this, and the challenges of working remotely, our staff has taken the time to connect with each other, share openly through EDI and anti-racism training, and work together to strengthen our team.

## Systems & Infrastructure

We continued with the Salesforce implementation, adding Grants and Scholarship sites in 2021. Part of last year's development included generating membership fees from Salesforce using data that Clubs had captured directly in their financial sections on the BGC Community portal. Towards the end of the year, we started the process of building out our SharePoint site so the national team can further share and collaborate through this platform. We continue to work and meet virtually using Microsoft Teams and Zoom; this will continue to be the medium for future meetings as a complement to in-person gatherings.

## Strategic Planning

We have added an appendix to our federation's *Stronger Together* strategic plan, which includes updates to language around Operating Standards Reviews, and additions that reflect our work in the areas of child care, Indigenous engagement, Equity, Diversity, and Inclusion, virtual programming, pandemic impacts, food insecurity, and staff recruitment and retention. We have also extended the strategic plan by one year to allow the national team and our Clubs to catch up post-pandemic.

In the second half of 2022, we will begin the process of developing a new strategic plan for launch in May 2024.

## Staff Training & Education

As the pandemic prevented Clubs from gathering in 2021, we hosted a three-day Virtual Leadership Symposium with the theme Re-Connect, Re-Energize, and Recover! Throughout the year, we also organized regular virtual Club meetings, implemented virtual training sessions like Youth Work Methods, hosted Regional / National meetings in the fall, and continued to enhance our e-learning platform with various new training opportunities e.g. Board governance, government advocacy, and trauma-informed practices. Much of 2021 was spent planning our 2022 Leadership Symposium & National Conference in Saskatoon, SK from May 25 – 27. It will be our first in-person organization-wide event in three years.

## Indigenous Engagement

In the spring of 2021, BGC Canada undertook an information sharing and gathering project to explore promising practices for advancing commitment to First Nations, Métis, and Inuit peoples through national and community initiatives. The project identified meaningful practices for building partnerships between Clubs and Indigenous communities. We hired an Indigenous Community Engagement Advisor and recruited for an Indigenous Advisory Circle, which began meeting in 2022. We also secured funding to continue our Youth Leading Reconciliation program, and we celebrated and commemorated Indigenous events across the BGC movement, including Have a Heart Day, National Indigenous Peoples Day, and Orange Shirt Day.

## Equity, Diversity, and Inclusion

In 2021, BGC Canada hired its first Manager of Equity, Diversity, and Inclusion to support the development of a federation-wide EDI strategy, ensuring EDI is reflected at all levels of the organization and adequate resources are provided to staff. We also developed and shared (with Clubs and publicly) a 2S & LGBTQIA+ toolkit and an Anti-Racism toolkit.

## Fund Development

2021 represented another banner fundraising year for the Fund Development team. We are pleased to report that we exceeded our revenue target, ending the year with \$12.25 million in revenue generated primarily from the corporate sector. Particularly impressive was the strong rate of new business, with 30% of all revenue coming from brand new partners, including Medavie Health Foundation/Blue Cross (\$500,000), Hershey Canada (over \$400,000), IBM (\$250,000), TELUS (over \$150,000), Northland Properties, Kleenex, and OSL, all of whom supported our BGCBBack2School campaign and many others.

We also saw strong renewed support from long-standing partners, including PC Children's Charity, Old Navy, Fidelity Investments, Best Buy Canada, Mondelēz International, and many more. As we look to 2022, we are proud to celebrate milestone anniversaries with many of these partners, including those at the 20-year, 10-year, and 5-year marks.

In 2021, we introduced new ways for partners to support the evolving needs of the young people served by Clubs, particularly around issues related to Equity, Diversity, and Inclusion and mental health. For example, our partners Best Buy and ADP supported the development of new EDI toolkits and training and anti-racism microgrants, while TELUS funded the revamp of our Flex Your Head program to help address the mental health impacts of the ongoing pandemic.

In 2022, we look to renew the partnerships brought on in 2021 and continue our strong relationships with long-standing partners.

## Research & Public Policy

2021 was a significant year for Research and Public Policy as the pandemic resulted in greater government engagement and more timely government responses. Our focused advocacy resulted in several funding and policy wins that support Clubs and the young people we serve.

We were able to secure almost \$16 million in funding for Clubs, including funds to hire youth through the Skilled4Success program, support with reducing COVID-19 vaccine hesitancy in communities, and a renewal of the Raise the Grade program focused on building resiliency and helping young people graduate from high school, especially those who may be facing multiple risk factors.

We were proud to support Clubs to receive over 1,000 Canada Summer Jobs grants across the country. During the federal election, we worked with Elections Canada to engage youth in voting and working the polls, including the development of a best practices document for Clubs.

We continued to advocate for the creation and implementation of the Community Services Recovery Fund to help nonprofits adapt and modernize, and we engaged deeply with House of Commons Committees, Cabinet Members, and MPs to promote youth employment, mental health, and child care. We also pushed for appropriate regulatory environments for Clubs, focusing on what is best for the children, youth, and families we serve, including successfully advocating for a pilot program to exempt participating Clubs from the "3 Hour Rule" in Ontario, which limited their ability to provide before and after school programs.

## Marketing & Communications

In March 2021, we officially launched the BGC rebrand—and it has been very successful across the country. To date, 87% of Clubs have made their digital transition, and we will work closely with the rest across 2022. We created many tools and resources to accompany the launch, from logo packages to style guides, partner & media outreach toolkits to Meet BGC videos, Zoom backgrounds to merchandise. The Marketing & Communications team also hosted one-to-one Canva design tutorials and recorded webinars for Clubs, and we hosted a federation-wide Town Hall to introduce the new branding to the BGC movement.

Shortly after launching the new brand, we released our No. More. Barriers. campaign, which showcases the confidence BGC Clubs instill in kids and teens. The campaign video was filmed with Club youth, who also created the campaign's soundtrack with the help of MJMS music school, and Club member testimonial inspired the illustrations. We supported the campaign with pro bono media placements and a comprehensive paid ad campaign across social media.

We also supported several events with design, website, and media support, including Youth of the Year and the National Youth Forum *Stronger Connection 2021*, and we refocused Unplug to Connect to emphasize the intentional connections our Clubs foster, virtually and in-person, for young people across Canada.

## National Programs

Throughout 2021, Clubs adjusted their programming to align with local COVID-19 restrictions. We saw the reintegration of in-person programming in Clubs, as well as continuation of virtual programming. National programs focused on this reality and worked to secure government funding that supported another round of virtual programming grants, new employment programming, and youth engagement initiatives, in addition to already existing BGC Canada national programs and resources. Thanks to youth engagement funding, we began developing an online youth hub that will house self-directed, e-learning content. Designed as a virtual space for connection and belonging, the digital platform will enable Club members and staff to engage with program content, learn new skills, and earn recognition milestones. The tool will give Clubs increased opportunities to deliver a high-quality BGC experience to youth no matter where they are.

## Club Services (formerly Member Services)

The Club Services team has grown and is now responsible for direct Club support, BGC Canada's national programs, Equity, Diversity, and Inclusion initiatives, Operating Standards, training, sustainability and expansion, as well as the Learning and Impact Project. The team has provided ongoing support to Clubs throughout the pandemic, ensured that grants and high-impact programs were delivered to Clubs, provided a variety of training opportunities, recruited an engaged Indigenous Advisory Circle, created EDI tools for Clubs, and supported Clubs through management agreements and mergers.

## 2021 Challenges

Like all Clubs across the country, and many other organizations, BGC Canada's national team continued to deal with ongoing COVID-19 waves and employee workload issues. We also faced some significant labour force challenges with resignations in key roles, which led to gaps in our support while recruitment took place.

## Looking Forward & 2022 Projections

We know that struggles from 2021 continue into this year, including sector-specific issues like revenue uncertainty, and other global issues like staff recruitment and retention, the effects of inflation, and delays in the supply chain. Overall, the BGC federation is doing well in comparison to others in the sector, but we continue to develop resources, best practices, and funding supports to help Clubs work through these complexities.

Looking ahead, we are excited for more in-person connections with Clubs, starting with the national conference and with several Operating Standards Reviews scheduled across the country. We are also pleased with the early results of our Learning & Impact Project, which we will share in Saskatoon. And by the end of the year, the national team will relocate to a new office space that will help us decrease our footprint.

We know 2022 will have its up and downs, but we are inspired by the important work being done by Clubs in communities across the country and we will continue to support you in every way we can.



# 2021 REPORT ON GOVERNANCE

2021 offered a return to a more routine cycle and practise of governance, instead of the challenging nature of crisis management from the preceding year. The board was able to meet in-person (with some virtual participation) for the first time in late fall 2021 after conducting virtual meetings since March of 2020.

The board took on various themes throughout the year:

- Equity, Diversity, and Inclusion continued as a key theme from 2020, with the board participating in EDI training and education. The board recruitment focus also ensured that the board would not lose its diverse profile, continuing to balance elements including race, geography, professional affiliation, Club affinity, youth, gender, LGBTQ2S+, and linguistics (English and French).
- Board discussions often focused on the needs of Clubs, and the relevant issues facing Clubs as the pandemic evolved. These included vaccination policies, and labour challenges. Access to sufficient funding and sustainability were also paramount, and the board was able to hear from Clubs directly on numerous occasions.
- The rollout of the new BGC brand was also celebrated and championed by the board, who validated the strategy of implementation across the federation.
- Sustainability and growth was another major area of discussion, discussing the issues facing large and smaller Clubs, and how Clubs can be supported to grow into the future.

## NOMINATIONS COMMITTEE

As the board will have vacancies at the 2022 AGM, the Nominations Committee was focused on board recruitment, as well as officer succession. The recruitment process is now evergreen – there will be a continuous rolling intake of possible candidates under review, with consideration for the planned term endings of current board members and ensuring the board remains reflective of the Club membership, geography, and diversity.

## HUMAN RESOURCES & COMPENSATION COMMITTEE

The major focus of the HR & Compensation committee is CEO performance and ensuring succession and performance at the executive level. During 2021, the Committee also reviewed vaccination mandates and COVID-19 related policies, as well as discussions of the impact of labour shortages and recruitment issues.

## FINANCE, AUDIT, & RISK MANAGEMENT COMMITTEE

The FARM Committee formally added risk management to its mandate, adding to the routine financial review of BGC Canada and the annual audit. This includes reviewing and preparing for the annual Imagine Canada Standards compliance and cyclical accreditation process.

## BGC CANADA FOUNDATION

The BGC Canada Foundation was active in considering how to support Clubs in the re-branding to BGC, providing operational grants to assist Clubs in this work. The Foundation is also considering a stronger Club-facing mandate, seeking funds that could be used to direct towards the growth of Clubs into the future.

## BOARD EDUCATION & CLUB ENGAGEMENT

The BGC Canada board maintains a priority on learning about the issues facing Clubs directly and understanding the challenges facing the sector more broadly. In lieu of meeting Clubs face-to-face, panels of Club executive directors and CEOs were invited to present to the board at board meetings discussing the issues faced throughout the pandemic. The board anticipates returning to Club visits in 2022, and directors are encouraged to arrange visits to Clubs during their travels.

BOARD COMMITTEES	
<b>Finance, Audit and Risk Management Committee</b>	<b>Human Resources and Compensation Committee</b>
Davinder Valeri– Chair David Mather Felix Wu Robert Siddal Shawn Cornett	Michelle Banik – Chair Becky Penrice Bob Harriman Holly Toupin Shawn Cornett
<b>Governance Committee</b>	<b>Nominations Committee</b>
Shawn Cornett– Chair Gordon Floyd Rachel Barry Trevor Daroux Tom Clift	Bob Harriman– Chair Tom Clift Gordon Floyd Holly Toupin

## FOUNDATION BOARD MEMBERS

David Mather	Chair / Interim Treasurer
Felix Wu	Secretary
Deirdre McMurdy	Vice-Chair
Karen Collin	Trustee
Kerry McGrath	Trustee
Phil McDowell	Trustee
Jason Mullins	Trustee
David Renwick	Trustee
Greg Walling	Trustee
Nadia Hamilton	Trustee

## STRATEGIC PLAN AMENDMENT

The National Board of Directors approved the proposed revisions to the Strategic Plan of the Corporation at their meeting on March 25, 2022. The following is a description of the proposed changes:

As we adapted to the COVID-19 pandemic nationally and locally, we had to pause on some aspects of the BGC movement's strategic plan, reprioritize others, and add some new objectives that could not have been predicted pre-pandemic. This appendix reflects those reconsiderations.

Originally, *Stronger Together* was intended to be a five-year plan, ending in 2023. We have decided to extend by one year to allow the national team and our Clubs to 'catch up' to the original plan, as well as develop a new strategic plan that will be presented to the BGC membership at our 2024 Annual General Meeting.

## CHANGES TO ORIGINAL *STRONGER TOGETHER* PLAN

- An update to our BGC branding throughout the entire document e.g., *Stronger Together* BGC Clubs Strategic Plan, BGCC > BGC Canada
- Revised data numbers in the introduction: # of Clubs, service locations, staff, etc.
- Peer Reviews are now called Operating Standards Reviews (OSRs)

### Specific edits on page 11:

- Under priorities for Excellence in Leadership & Operations, remove the word 'exceed'; will now read: 'All Clubs will meet the Operating Standards.'

### Specific edits on page 12:

- Under Excellence in Leadership & Operations, remove the word 'exceed'; will now read: 'All Clubs will meet the Operating Standards.'
- Remove references to Achieving / Advancing / Excelling levels; will now read "meet the Operating Standards"
- "As Clubs" bullet 3 will read: "Once we meet the Operating Standards, share our best practices"
- "As Clubs" bullet 4 will read: "Support the next cycle of Operating Standards reviews."
- "Our National Team" bullet 2 will be corrected to QIPs (from QAIPs)
- "Our National Team" bullet 5 will be deleted

### Specific edits on page 13:

- "By 2023" bullet 5 will read: "All Clubs meet the Operating Standards"

## ADDITIONS / COURSE CORRECTIONS

The pandemic has put a spotlight on many of the systemic issues that affect communities across Canada—and many issues that our Clubs have been tackling for decades. With this in mind, we wanted to ensure issues and our BGC response was reflected in our strategic plan.

We will include the following key areas in Stronger Together:

1. Daycare / childcare at BGC Clubs
2. Indigenous engagement
3. Equity, Diversity, and Inclusion
4. Virtual programming
5. Pandemic impacts
  - Mental health and wellness
  - Education and learning loss
  - Physical activity/play
  - Food insecurity
6. Staff recruitment and retention

These additions have been reflected in the changes highlighted below.

## **UNDER STRONG CLUBS (PG. 11)**

### **Excellence in Leadership & Operations**

- Add 'As Clubs' bullet 6: Utilize, as appropriate, the staff recruitment and retention resources available through BGC Canada and share those we develop.
- Add 'As Clubs' bullet 7: Develop EDI policies related to Club operations and programs and utilize, as appropriate, resources available through BGC Canada.
- Add 'As Clubs' bullet 8: Address the impact the COVID-19 pandemic has had on those we serve (food security, mental health, learning loss, etc.)
- Add 'As Clubs' bullet 9: Reflect on and assess the learnings of the last two years.
- Add 'Our National Team' bullet 6: Develop staff recruitment and retention tools and share Club best practices in these areas.
- Add 'Our National Team' bullet 7: Ensure that an EDI lens is applied to our work and develop resources targeted to Club leadership.
- Add 'Our National Team' bullet 8: Support and coordinate pandemic recovery through training, resources, and programming.
- Add 'Our National Team' bullet 9: Reflect on and assess the learnings of the last two years.

## **UNDER STRONG VOICE (PG. 15)**

### **Legislative Protection and Increased relevance**

- Add 'As Clubs' bullet 8: Collaborate with BGC Canada in engaging governments on the national childcare strategy.
- Add 'Our National Team' bullet 9: Engage with governments on the national childcare strategy to ensure Clubs can thrive and continue to provide our unique model of programming.

## **UNDER STRONG COMMUNITY (PG. 19)**

### **Expand our reach**

- Add 'As Clubs' bullet 5: Utilize resources and programs available through BGC Canada and share resources developed locally.
- Add 'As Clubs' bullet 6: Deliver virtual programs.
- Add 'Our National Team' bullet 7: Develop resources and programs targeted to children and youth at risk of marginalization, through an EDI and Indigenous lens.
- Add 'Our National Team' bullet 8: Develop tools, resources, and Club programs specifically targeted to Indigenous and other equity-deserving youth (EDI lens).
- Add 'Our National Team' bullet 9: Develop, fund, and deliver virtual programs.

## **BY LAW AMENDMENT**

The National Board of Directors approved the proposed revisions to the general by-laws of the Corporation at their meeting on March 25, 2022. The following is a description of the proposed changes:

### **Extension of Term for Board Chair**

A director who is first elected as chair during their final year of their fourth term is eligible to stand for election for a subsequent and final one-year term as director at the next annual general meeting.

# ELECTION OF DIRECTORS

The National Board of Directors will consist of a minimum of 8 and a maximum of 15 directors (as specified in the *Articles of Incorporation*).

**Recommended Slate of Nominations** for election at the Annual General Meeting:

We have ten members for re-election and two new directors to be elected at the Annual General Meeting.

Recommended Slate of Nominations for election at the Annual General Meeting:	
For election to their first two-year term:	
Kam Raman	
Colin Shaw	

For re-election for the next two-year term:	
For re-election for a third term:	For re-election for a final fourth term:
Rachel Barry	David Mather

For renewal for a second year of a two-year term:		
The second year of term two:	The second year of term three:	The second year of the final fourth term:
Shawn Cornett	Michelle Banik	Rebecca Penrice
Trevor Daroux	Gordon Floyd	
Bob Harriman	Sarah Midanik	
Davinder Valeri		

# Board Candidate Profiles

## FOR ELECTION:

### Kam Raman- Vancouver, BC

Kam Raman is currently the Director of Diversity and Inclusion at RBC Royal Bank in British Columbia with a focus both provincially and nationally.

Kam began her career in the credit union system and brings over 20 years of progressive experience in senior leadership roles and most recently, at First Canadian Title (FCT). At FCT she was Regional Vice President, Pacific providing leadership to the regional sales team and co-leading strategic partnerships in BC. Prior to that, she occupied positions as SVP Member Relations and Trade Services at Central 1 Credit Union and AVP, Sales and Member Experience at First West Credit Union. In this latter role she was responsible for providing strategic and tactical leadership to promote a seamless member experience and developing, managing, and directing the growth of the retail banking and insurance sales and service portfolio goals for multiple branches.

Kam is also involved in the community and is a Public Director of the BC Real Estate Association, a Finance and Audit committee member with the College of Physicians and Surgeons of BC and has been active with the Greater Vancouver Board of Trade where she chaired the Communications Committee with the Women's Leadership Council. She has also served as co-Chair with Minerva's 'Learning to Lead' program which is focused on advancing women in the workplace. She obtained her MBA from Queens University, is certified in Executive Lean Leadership and achieved her ICD.D designation from the Institute of Corporate Directors.

Throughout, she has been consistently recognized for her business acumen, communication, collaboration and leadership abilities. She has always been committed to fostering a culture of diversity and inclusion for clients, employees and the community.

### Colin Shaw – Toronto, ON

Colin was inspired to join BGC Canada based on a passion for serving the next generation and a desire to build on success stories he has observed first-hand through sport. Since arriving in Canada in 1999, he has volunteered in the rugby community as a referee, coach and administrator. This included setting up a new rugby club dedicated to boys and girls aged 6 to 18, delivering programming for an organization focused on Toronto's priority schools and help securing Jumpstart funding at the provincial grass-roots level.

He has over 20-years experience in the governance, risk and control profession in leadership roles with consulting firms (PwC and KPMG) and large corporations (CIBC; Greater Toronto Airports Authority; RBC Dexia; Amex Bank of Canada; Canadian Tire). Currently, he is serving as the President of the Toronto Chapter of the Institute of Internal Auditors, which is one of the top ten largest chapters in North America. In addition, he is part of the teaching faculty of Directors College (McMaster University) and set-up the ongoing internal audit program for U of T - School of Continuing Studies.

As Global Head of Internal Audit for a Maple 8 Pension, Colin holds a BA (Hons) in Accounting & Finance and several professional designations. He and his wife Karin are proud new Canadians, and parents of two boys (Ben and Dylan) and a dog (Harley).



## CURRENT DIRECTOR PROFILES

### Michelle Banik - Toronto, ON

Michelle Banik is an accomplished global C-Suite executive with a distinguished career in the Human Resources profession spanning a diverse portfolio of companies. With a deep commitment to making people and culture a competitive advantage, Michelle likes to build, and throughout her career she has established people strategies that propelled organizations forward during periods of growth, or cultural and business transformation.

Most recently, Michelle was the Chief People Officer at OMERS, one of Canada's largest defined benefit pension plans and global institutional investor. During her 9-year tenure with the organization, Michelle played a key role in driving the People & Culture agenda forward during a significant period of global growth.

Michelle is currently on the Board of Directors for Sobeys Inc./ Empire Company Ltd. (TSX: EMP.A), the Board of Governors at Western University, and the National Board of Directors for BGC Canada. As well, Michelle sits as a member of the Advisory Council at the School for Advanced Studies in the Arts and Humanities (SASAH) at Western University. In conjunction with her Bachelor of Arts from Western University and her Certified Human Resources Executive designation, Michelle also holds a Chartered Director (C. Dir.) designation.

### Rachel Barry - Ottawa, ON

Rachel was a member of BGC Canada's National Youth Council from 2013-2017. As a member of the National Youth Council, Rachel participated in the planning and execution of a number of events and initiatives for BGC Canada.

Beyond her involvement with the BGC movement, Rachel has a Master of Political Management from Carleton University in Ottawa. She completed a Bachelor of Arts with honours in History at St. Thomas University in Fredericton, New Brunswick. She has engaged in student politics, holding the positions of Senate Representative, Vice

President Education, and Chairperson for the Students' Union of St. Thomas University. She was previously a Board Member for the New Brunswick Student Association.

In 2017, she represented the riding of Egmont, Prince Edward Island as a Daughters of the Vote Delegate in the House of Commons. In 2014, she was a finalist for Samara Canada's Everyday Political Citizen Award. Rachel is currently an Advocacy Advisor at the Canadian Credit Union Association, working to further government awareness of the credit union sector.

Rachel grew up in PEI and is a member and alumna of BGC Summerside.

### Shawn Cornett - Calgary, AB

Shawn brings extensive experience working with boards, executives, and operations in the corporate and non-profit worlds, focusing on assisting organizations to effectively and sustainably manage their businesses through strategy, leadership, innovation and people. Corporately the experience with the energy sector built expertise in change management, operations, the environment, and leading through transitions, growth, mergers and communication. In a consulting role, work with small to mid-sized, entrepreneurial organizations in a diversity of sectors (finance, health, sports, etc.) focused on defining and achieving business success. Shawn has also always provided time to volunteer in not-for-profit organizations contributing the same skills, experience and passion to the social sector as she does in her consulting practice. Most recently she served as Board Chair of BGC Calgary (2009 – 2019).

United Way is one of the non-profits she chooses to invest with because of the organization's unique role in connecting individuals who want to contribute to investments that will make the greatest impact in our community. She is an active member of the Institute of Corporate Directors, and also serves on the Board of CAWST, Centre for Affordable Water and Sanitation Technology, a Canadian-based non-profit that provides education and support for clean water, sanitation and household around the world. She has served on the Board of Governors

for the University of Athabasca and currently serves on the Calgary Police Commission as Chair, providing governance oversight for the Calgary Police Service. On boards, Shawn brings particular expertise in governance, human resources and strategic planning.

Shawn holds various technical and academic degrees, including a BSc Geography, MSc Environmental Studies, ICD.D and PhD Human and Organization Development, board governance, executive coaching, leadership development, change management and employee engagement.

### **Trevor Daroux – Calgary, AB**

Chief Superintendent Trevor Daroux is in his 33rd year of policing, serving with both the Calgary Police Service and the Royal Canadian Mounted Police. In 2017, he retired from the Calgary Police Service as the Deputy Chief in charge of the Bureau of Community Policing. In 2017 he joined the RCMP and served as the Director General National Crime Prevention and Indigenous Policing Services, currently he is the District Officer in charge of the Southern Alberta District.

Chief Superintendent Daroux is a graduate of the University of Calgary, the United Kingdom's National Policing Strategic Command, and the United State's Police Executive Research Forum's Senior Management Institute for Police.

Throughout his career, Chief Superintendent Daroux has held a variety of operational, investigative and administrative roles, including frontline policing, drug unit, tactical unit, priority crimes unit, criminal intelligence section, executive officer, field operations unit, bureau of community policing and crime prevention services. His passion lies in working through a multi-disciplinary lens to address root causes of crime and social disorder. Chief Superintendent Daroux believes that our collective efforts will build a new narrative, a narrative of opportunity and hope for all to thrive.

Chief Superintendent Daroux sits on the following National, Provincial and Municipal boards, Home Space Society, Alberta Association of Chiefs of Police Indigenous Sub

Committee, Canadian Association of Chiefs of Police Victims of Crime Subcommittee, Fort Calgary Museum, Calgary Child Advocacy Center, BGC Canada and a lifetime member of the RESOLVE Council of Champions. He is a past member of the following boards: Calgary Homeless Foundation, past Chair of the Canadian Association of Chiefs of Police, Community Safety and Wellbeing Committee, Victims of Crime Committee, Drug Abuse Committee, Special Olympics Alberta, Alberta Law Enforcement Torch Run, Canadian Association of Chiefs of Police Law Enforcement Torch Run, Provincial Fentanyl Response Team, Calgary Local Immigration Partnership.

Chief Superintendent Daroux is the recipient of the Government of Canada Officer Order of Merit of Police Forces award, the Queen Elizabeth II's Diamond Jubilee Medal, Police Long Service Medal, Calgary Police Service Chief's Award, RCMP Commanding Officer's Accommodation. In 2017 Chief Superintendent Daroux was honored with his Blackfoot name, Ni Tsih to Wann given to him by Elder Herman Yellow Old Women.

Chief Superintendent Daroux is a proud Father and Grandfather.

### **Gordon Floyd - Toronto, ON**

Gordon Floyd advises charities, NGOs and other civil society organizations on matters related to public policy, governance, strategic planning, government relations, and communications. Based in Toronto, his experience in the public, private and not-for-profit sectors has resulted in a balanced understanding of the factors that influence policy and societal change. He has served as Chief Executive Officer of both the Canadian Centre for Philanthropy and Children's Mental Health Ontario. Earlier in his career he was Chief of Staff to the Leader of the Opposition in Ontario, Director of Policy for the Liberal Party of Canada, and founder/President of Public Affairs Management Inc., where his clients were primarily major Canadian corporations, trade associations and not-for-profit organizations. Outside of Canada, he has consulted to organizations in Asia, South America and the Caribbean.

Mr. Floyd is a graduate of the University of Toronto, and also studied at Osgoode Hall Law School. Active in his community, Gordon is currently a volunteer Director of the Pemsel Case Foundation, and the Agora Foundation, among other roles. He has also chaired the governing boards of the National Alliance for Children and Youth, the AIDS Committee of Toronto, Family Service Toronto, and TWP Theatre.

## **Bob Harriman - Saskatoon, SK (Secretary)**

Prior to Bob taking on his responsibilities as the Chief Security Officer at BC Hydro on January 10 of 2011, he was a member of the RCMP.

Bob joined the RCMP in 1974 and his career spanned 36 years serving in Saskatchewan, Ontario, Alberta and British Columbia. His experience in policing was widespread in Crime Scene Forensic Investigations, Rural and Municipal policing and later Federal and International levels.

From 2003 to 2008 Bob was responsible for planning security for the Vancouver 2010 Winter Olympic & Paralympic Games as Chief Operating Officer of the Integrated Security Unit. He was;

- Author of RCMP National Physical Security Template a 'national security planning standard' for Canadian major events.
- Author and lead in exercises throughout the Lower Mainland testing Emergency Planning and Preparedness.
- Creator of "Event Management Software" providing operational, logistical and situational information to the 2010 Winter Olympics and all Canadian Major Events.

From 2008 – 2010 Bob was the Federal Criminal Operations Officer for BC managing a \$561 million annual budget and 780 employees. He was also responsible for Major Fraud/Commercial Crime, Financial Market manipulations, National Security, Border Integrity, Drug, and Proceeds of Crime, investigations.

As Chief Security Officer for BC Hydro he maximized efficiency and minimized physical

and cyber security costs at a company with overall annual expenditures of \$2 billion. Created strategic business plans, security documents and risk assessments and implemented several change management and restructure projects.

Conducted Threat risk assessments of all physical and cyber elements at BC Hydro. Established a loss-reporting program using modern analytical forecasting techniques to identify gaps in inventory, security controls and cyber risks.

Modernized CCTV and alarm-monitoring programs.

Upgraded guard contract management process reducing guard costs by 25 percent.

Bob has served on the Board of Directors for BGC Saskatoon from 2016- 2019, was a member of the Government Relations Committee with BGC Vancouver - from Jan 2010 to Sept 2015. Bob also worked as a camp counsellor with BGC Ottawa from 1969 to 1971.

Bob is Member of BGCC National Committees: Nominations & HR and Compensation.

## **David Mather - Toronto, ON (Chair, BGC Canada Foundation)**

Director and Principal, Wavefront Global Asset Management, a Canadian hedge fund firm with approximately \$1.7 billion in AUM, that manages quantitative solutions for investors in Canada, China and Korea. He is President of Weathermark Group, which assists provides strategy, product design and marketing, investment managers with ESG and in becoming UN PRI signatories and provides investment and strategic advice to foundations and not-for profits.

Judge, Canadian Hedge Fund Awards.

(2000-2019) Executive Vice President and Director, Integrated Asset Management Corp. (IAM) Chair, IAM ESG Committee. President, COO and Director of IAM subsidiary Integrated Managed Futures Corp. 2009 -2017. Prior experience with SEI Investments and Fidelity Investments. Until its purchase by Fiera Capital in July 2019, IAM, a TSX listed company, bought and built teams managing alternative assets,

including hedge funds, managed futures, private equity, private debt, infrastructure debt and real estate.

Chair, Investment Committee, Heart and Stroke Foundation of Canada. Chair and Director, and Treasurer, BGC Canada Foundation and BGC Canada.

Former Director, Treasurer, and Board Chair, Royal St. George's College; Director and Treasurer, St. George's College Foundation.

Past Chair, Investment Committee, Heart and Stroke Foundation of Ontario, Past Chair, Pension Committee, Heart and Stroke Foundation of Canada.

Past Director and Treasurer, Genesis Research Foundation (health charity funding research specific to women), Past President and Director, Toronto Brigantine Inc. (an Outward Bound- type youth program).

David is a life-long yacht racer and has competed frequently at national and international regattas. He is a Race Management Officer and Judge.

B.A. (Hons.) University of Waterloo, M.A., University of Waterloo.

## **Sarah Midanik - Toronto, ON**

Sarah Midanik is an Indigenous professional who is passionate about increasing capacity and social impact within Indigenous communities. A member of the Métis Nation of Alberta from the historic Métis settlement of St. Albert, Sarah is a member of the Cunningham family. She is currently the President & CEO of the Gord Downie & Chanie Wenjack Fund, a national charity that seeks to build cultural understanding and create a path towards reconciliation between Indigenous and non-Indigenous Canadians. A dedicated volunteer, Sarah currently sits on the national board for BGC Canada, and advises the Indigenous Professionals Association of Canada, the Indigenous Centre for Innovation and Entrepreneurship and is a Founding Member of the newly created Honouring Nations Canada Circle of Advisors which is a collaboration between Fulbright Canada and the Harvard Project on American Indian Economic Development. Sarah is currently completing her MBA in the Indigenous Business and Leadership

program at Simon Fraser University and was named one of The Peak's Emerging Leaders of 2022.

## **Becky Penrice – Georgetown, ON (Vice Chair)**

Becky Penrice joined ATCO Group in January 2020 as Executive Vice President, Corporate Services. Ms Penrice leads ATCO's Human Resources, Executive and Common Services, Supply Chain and Facilities Operations, Corporate Secretarial, Corporate Marketing & Communications and Aviation. In this position, Ms. Penrice has overall responsibility for leading the administrative and business support functions of the Company; participating in the strategic decisions; guiding the evolution of the corporate culture; and supporting the Executive leadership and Board of Directors. Becky is a key advisor to the CEO and serves as a facilitator and driver of key strategic initiatives throughout the organization.

Prior to joining ATCO, Ms. Penrice was Interim CEO for Sears Canada Inc. where she led the wind down of the operations in Canada. Prior to joining Sears Canada, Ms. Penrice spent over 18 years at the Hudson's Bay Company where she progressed through several senior Human Resources and Operational positions spanning Logistics, Credit & Loyalty, Merchandising, Marketing, Global Sourcing and Specialty Retail as well as having North American responsibilities for Corporate Human Resources serving HBC and Lord & Taylor.

Ms. Penrice has a track record of implementing strategic transformation across all business channels improving enterprise-wide performance. She has a strong philanthropic commitment and recently served as the President of the Sears Canada Charitable Foundation.

Ms. Penrice holds an Honours bachelor's degree from York University. She is a passionate advocate for the fight against world poverty and hunger, sponsoring individuals in need abroad and volunteering at food banks closer to home. She is married, and lives in Georgetown, Ontario.

## **Davinder Valeri – Toronto, ON**



## (Treasurer)

Davinder is a CPA, CA, with extensive business operations leadership experience from a variety of organizations, including Ontario Power Generation and Atomic Energy of Canada Limited. With a deep understanding of energy, infrastructure, and financing, she has been responsible for all facets of decision making to achieve organization goals and objectives. She has decades of experience in strategic planning, business structures, project financing, internal audit, stakeholder relations and sustainability/ESG/climate change impacts. At CPA Canada, Davinder leads a team that conducts technical research to develop guidance and thought leadership on emerging and current issues related to strategy, risk, performance, technology, finance, climate change and sustainability to support CPA members in business, government and not for profit to be more resilient, adaptive and innovative. Davinder also leads the Canadian Chapter of The Prince of Wales's Accounting for Sustainability Project CFO Leadership network which aims to integrate sustainability into everyday decision-making.

# BOARD MATRIX

	Geography				Affiliation			Diversity						TOTAL DIRECTORS
	Western Canada	Ontario	Quebec	Atlantic Canada	Club/Social Services/ Youth Programs	Law enforcement, Legal	Corporate/ Finance/CPA	Female	Physical Disability	Racial Diversity	Francophone	LGBT2Q+	Indigenous	
Current Board Composition														
Continuing Directors	4	7		1	8	2	8	7		4		1	1	12







Financial Statements of

# **BOYS AND GIRLS CLUBS OF CANADA**

And Independent Auditors' Report thereon

Year ended December 31, 2021



KPMG LLP  
Vaughan Metropolitan Centre  
100 New Park Place, Suite 1400  
Vaughan ON L4K 0J3  
Canada  
Tel 905-265-5900  
Fax 905-265-6390

## INDEPENDENT AUDITORS' REPORT

To the Board of Directors of Boys and Girls Clubs of Canada

### **Opinion**

We have audited the financial statements of Boys and Girls Clubs of Canada (the Entity), which comprise:

- the balance sheet as at December 31, 2021
- the statement of revenue and expenses for the year then ended
- the statement of changes in net assets for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at December 31, 2021, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### **Basis for Opinion**

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the **"Auditors' Responsibilities for the Audit of the Financial Statements"** section of our auditors' report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

KPMG LLP, an Ontario limited liability partnership and member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. KPMG Canada provides services to KPMG LLP.

### ***Responsibilities of Management and Those Charged with Governance for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

### ***Auditors' Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

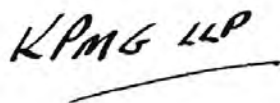
We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.



- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



Chartered Professional Accountants, Licensed Public Accountants

Vaughan, Canada

March 25, 2022

# BOYS AND GIRLS CLUBS OF CANADA

## Balance Sheet

December 31, 2021, with comparative information for 2020

	2021	2020
<b>Assets</b>		
Current assets:		
Cash	\$ 1,179,366	\$ 1,389,679
Investments (note 2)	9,640,232	7,805,268
Grants and other receivables	1,418,081	1,692,644
Prepaid expenses and other	219,921	194,315
Due from related party (note 3)	688,214	1,092,911
	13,145,814	12,174,817
Capital assets (note 4)	351,361	477,638
	<u>\$ 13,497,175</u>	<u>\$ 12,652,455</u>

## Liabilities and Net Assets

Current liabilities:		
Accounts payable and accrued liabilities (note 5)	\$ 2,608,885	\$ 3,375,268
Deferred contributions (note 6)	8,606,296	7,089,446
	11,215,181	10,464,714
Deferred leasehold inducement (note 7)	6,219	34,965
Net assets:		
Unrestricted	2,275,775	2,152,776
Commitments (note 10)		
Guarantees (note 11)		
	<u>\$ 13,497,175</u>	<u>\$ 12,652,455</u>

See accompanying notes to financial statements.

On behalf of the Board:

\_\_\_\_\_  
Director

\_\_\_\_\_  
Director

# BOYS AND GIRLS CLUBS OF CANADA

## Statement of Revenue and Expenses

Year ended December 31, 2021, with comparative information for 2020

	2021	2020
Revenue:		
Donations	\$ 11,132,863	\$ 10,887,600
Special events	297,985	—
Government	4,240,931	8,067,569
Member, service and event fees (note 9)	610,949	499,240
Managed services	—	18,565
Investment income and miscellaneous	43,485	73,351
Boys and Girls Clubs of Canada Foundation	296,000	296,000
	16,622,213	19,842,325
Expenses:		
Support to Clubs, programs and services	2,901,476	2,181,935
Grants for specific activities	7,204,492	10,879,094
National programs	3,639,074	3,860,587
Scholarships	158,250	140,140
Governance	120,948	130,445
	14,024,240	17,192,201
Amortization of capital assets	262,517	200,087
Administration	1,396,994	1,197,208
Special events	41,684	—
Grant reimbursement (note 3(a))	773,779	—
Restructuring costs	—	623,186
	16,499,214	19,212,682
Excess of revenue over expenses	\$ 122,999	\$ 629,643

See accompanying notes to financial statements.



## BOYS AND GIRLS CLUBS OF CANADA

### Statement of Changes in Net Assets

Year ended December 31, 2021, with comparative information for 2020

	2021	2020
Balance, beginning of year	\$ 2,152,776	\$ 1,523,133
Excess of revenue over expenses	122,999	629,643
Balance, end of year	\$ 2,275,775	\$ 2,152,776

See accompanying notes to financial statements.

# BOYS AND GIRLS CLUBS OF CANADA

## Statement of Cash Flows

Year ended December 31, 2021, with comparative information for 2020

	2021	2020
Cash flows provided by (used in):		
Operating activities:		
Excess of revenue over expenses	\$ 122,999	\$ 629,643
Amortization which does not involve cash:		
Capital assets	262,517	200,087
Deferred leasehold inducement	(28,746)	(28,656)
Change in non-cash operating working capital:		
Grants and other receivables	274,563	(231,466)
Prepaid expenses and other	(25,606)	(8,231)
Accounts payable and accrued liabilities	(766,383)	303,786
Deferred contributions	1,516,850	1,307,018
Deferred revenue	—	(9,872)
Due from related party	404,697	(299,090)
	1,760,891	1,863,219
Investing activities:		
Purchase of investments	(1,834,964)	(957,824)
Purchase of capital assets	(136,240)	(193,799)
	(1,971,204)	(1,151,623)
Increase (decrease) in cash	(210,313)	711,596
Cash, beginning of year	1,389,679	678,083
Cash, end of year	\$ 1,179,366	\$ 1,389,679

See accompanying notes to financial statements.

# BOYS AND GIRLS CLUBS OF CANADA

Notes to Financial Statements

Year ended December 31, 2021

---

The Boys and Girls Clubs of Canada (the "Organization") was formed to assist its member organizations to promote the health, social, educational, vocational and character development of boys and girls throughout Canada and to further the formation and assist in the development in Canada of Boys and Girls Clubs (the "Clubs").

Under the Income Tax Act (Canada), the Organization is classified as a registered charity and, accordingly, is not subject to income taxes. The Organization was incorporated on June 11, 1948 as a corporation without share capital under federal jurisdiction. The Organization was previously incorporated under the Canada Corporations Act and was continued under the Canada Not-for-profit Corporations Act in June 2013.

Effective March 31, 2021, the Organization began operating under the name BGC Canada for purposes of national brand awareness and to align with the inclusive practices of the Clubs. The Organization's legal name remains unchanged.

The Organization has a financial interest in the Boys and Girls Clubs of Canada Foundation (the "Foundation"), as it receives a significant portion of funding annually from the Foundation. The Foundation was formed to make gifts, grants, contributions and donations to the Organization.

These financial statements reflect the assets, liabilities and operations of the Organization. They do not include the assets, liabilities and operations of the provincial entities, Clubs or the Foundation, which are incorporated separately.

## 1. Significant accounting policies:

The financial statements have been prepared by management in accordance with Canadian accounting standards for not-for-profit organizations in Part III of the Chartered Professional Accountants of Canada Handbook.

### (a) Revenue recognition:

The Organization follows the deferral method of accounting for contributions which include donations and government grants.

Program grants are recorded as revenue in the period to which they relate. Grants approved but not received at the end of an accounting period are accrued. Where a portion of a grant relates to a future period, it is deferred and recognized in that subsequent period.

Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.



# BOYS AND GIRLS CLUBS OF CANADA

Notes to Financial Statements (continued)

Year ended December 31, 2021

## 1. Significant accounting policies (continued):

Externally restricted contributions are recognized as revenue in the year in which the related expenses are recognized. Contributions restricted for the purchase of capital assets are deferred and amortized into revenue on a straight-line basis, at a rate corresponding with the amortization rate for the related capital assets.

### (b) Financial instruments:

Financial instruments are recorded at fair value on initial recognition and subsequently measured at cost or amortized cost.

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indicator of impairment, the Organization determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount the Organization expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future year, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial carrying value.

### (c) Capital assets:

Purchased capital assets are recorded at cost. Contributed capital assets are recorded at fair value at the date of contribution. Repairs and maintenance costs are charged to expense. Betterments which extend the estimated life of an asset are capitalized. When a capital asset no longer contributes to the Organization's ability to provide services, the carrying amount is written down to its residual value.

Capital assets are amortized on a straight-line basis over their estimated useful lives as follows:

---

Computer equipment and software	3 years
Office furniture and equipment	5 years
Leasehold improvements	Term of lease

---

# BOYS AND GIRLS CLUBS OF CANADA

Notes to Financial Statements (continued)

Year ended December 31, 2021

---

## 1. Significant accounting policies (continued):

### (d) Deferred leasehold inducement:

The Organization has a deferred leasehold inducement related to the reimbursement by the lessor of certain expenditures for leasehold improvements that will be amortized over the term of the lease.

### (e) Donated materials:

Donated materials are recognized in these financial statements only when fair value can be reasonably estimated and the materials would otherwise be purchased by the Organization.

### (f) Allocation of administration expenses:

The Organization classifies certain expenses on the statement of revenue and expenses by function. The Organization allocates certain costs by identifying the appropriate basis of allocating and applying that basis consistently each year. The Organization allocates salaries and administration expenses to Support to Clubs, National Programs and Governance proportionately based on the percentage of time spent by active employees per function.

### (g) Use of estimates:

The preparation of the financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the year. Actual results could differ from those estimates.

## 2. Investments:

The Organization has a business investment account with a balance of \$9,640,232 (2020 - \$7,805,268), bearing interest rate of 0.40% (2020 - 0.55%) per annum.

# BOYS AND GIRLS CLUBS OF CANADA

Notes to Financial Statements (continued)

Year ended December 31, 2021

---

## 3. Related party transactions and balances:

### (a) Boys and Girls of Canada Foundation:

Due from related party includes the net amount of receivable from the Foundation of \$657,568 (2020 - \$1,089,831).

During the year, the Organization received \$296,000 (2020 - \$296,000) in grants from the Foundation and paid \$45,224 (2020 - \$155,405) of reimbursable expenses on behalf of the Foundation.

In fiscal 2016 and 2017, the Foundation provided the Organization with transition funding for a structural reorganization. The grant was approved to cover specific budgeted expenditures which the Organization was able to fund direct. As such the one-time grant is being reimbursed.

### (b) Boys and Girls Clubs of Alberta:

The Organization is related to Boys and Girls Clubs of Alberta. The Organization provides governance, marketing, resource development and administrative support to achieve the same mission of both Organizations, in order to support its member Boys and Girls Clubs across the province of Alberta.

Due from related party includes the net amount payable to/receivable from Boys and Girls Club Alberta of \$30,646 (2020 - \$3,080).

During the year, the Organization paid \$82,990 (2020 - nil) of reimbursable expenses on behalf of Boys and Girls Clubs of Alberta.

Transactions are in the normal course of operations and are measured at the exchange amount of consideration established and agreed to by the related parties.



# BOYS AND GIRLS CLUBS OF CANADA

Notes to Financial Statements (continued)

Year ended December 31, 2021

## 4. Capital assets:

			2021	2020
	Cost	Accumulated amortization	Net book value	Net book value
Computer equipment and software	\$ 691,953	\$ 418,174	\$ 273,779	\$ 290,262
Office furniture and equipment	209,111	189,723	19,388	26,645
Leasehold improvements	656,077	597,883	58,194	160,731
	\$ 1,557,141	\$ 1,205,780	\$ 351,361	\$ 477,638

## 5. Accounts payable and accrued liabilities:

Included in accounts payable and accrued liabilities as at December 31, 2021 are government remittances payable of \$9,562 (2020 - \$12,154) relating to payroll taxes.

## 6. Deferred contributions:

Deferred contributions consist of funding provided by various contributors to be spent on designated projects and programs in the coming years.

	2021	2020
Balance, beginning of year	\$ 7,089,446	\$ 5,566,811
Amounts received	4,093,030	3,003,723
Amounts recognized as revenue	(2,576,180)	(1,481,088)
Balance, end of year	\$ 8,606,296	\$ 7,089,446



# BOYS AND GIRLS CLUBS OF CANADA

Notes to Financial Statements (continued)

Year ended December 31, 2021

## 7. Deferred leasehold inducement:

Deferred lease inducement represents the reimbursement by the lessor of certain expenditures for leasehold improvements made by the Organization as inducements to enter into a long-term lease agreement. During fiscal 2012, the Organization received the benefit of \$218,725 as an inducement under a new lease with its lessor. At December 31, 2021, \$218,725 (2020 - \$196,762) of this inducement has been amortized against rent expense. During fiscal 2019, the Organization received the benefit of \$20,350 as an inducement under a new lease amendment with its lessor. At December 31, 2021, \$14,131 (2020 - \$7,349) of this inducement has been amortized against rent expense.

## 8. Unrestricted net assets:

Included in the unrestricted net assets is \$278,143 (2020 - \$403,222) of funds transferred in from the regional offices. These funds hold geographic restrictions in meeting the mandate of the Clubs.

## 9. Member, service and event fees:

	2021	2020
Fees:		
Member	\$ 383,865	\$ 384,225
Management	212,084	95,590
Other registrations	15,000	19,425
	<u>\$ 610,949</u>	<u>\$ 499,240</u>

## 10. Commitments:

The Organization's minimum annual operating lease commitments in each of the next five years and thereafter are as follows:

2022	\$ 284,800
2023	11,200
2024	8,200
2025	8,200
2026	8,200
Thereafter	2,100
	<u>\$ 322,700</u>

# BOYS AND GIRLS CLUBS OF CANADA

Notes to Financial Statements (continued)

Year ended December 31, 2021

---

## 11. Guarantees:

In the normal course of business, the Organization enters into agreements that meet the definition of a guarantee. The Organization's primary guarantees subject to the disclosure requirements are as follows:

- (a) The Organization has provided an indemnity under the terms of the head office lease, which is standard for such agreements. Under the terms of the agreement, the Organization would be liable to counterparties for a loss associated with the failure to follow the terms and conditions of the lease. No such liability exists at year end in relation to this indemnity.
- (b) Indemnity has been provided to all directors and/or officers of the Organization in relation to their activities on behalf of the Organization. The Organization maintains directors' and officers' liability insurance to mitigate the cost of any potential future suits or actions. No claims exist at year end in relation to this indemnity.

## 12. Risk management:

Investments are primarily exposed to interest rate and market risks. The Organization has formal policies and procedures that address risk mitigation. There has been no change to the risk exposure from 2020.

In addition, due to the COVID-19 pandemic impact on global economies, there continues to be material disruption which may continue to impact the risks described below. Management has taken measures to manage this risk and is actively monitoring the situation to minimize its impact to the Organization, including the application to the Canada Temporary Wage Subsidy program. Included in government revenue is nil (2020 - \$25,000) of wage subsidy related to the year ended December 31, 2021.

Interest rate risk:

Interest rate risk arises from the possibility that changes in interest rates will affect the value of fixed income securities held by the Organization. The Organization manages this risk by holding guaranteed investment certificates and by staggering the terms of the securities held.

# BOYS AND GIRLS CLUBS OF CANADA

Notes to Financial Statements (continued)

Year ended December 31, 2021

## 13. Allocation of expenses:

The Organization allocates salaries and administration expenses based on the percentage of time spent by active employees per function as follows:

	2021	2020
Support to Clubs	\$ 2,096,265	\$ 1,837,934
National programs	771,558	768,962
Governance	111,017	97,334
Administration	1,369,295	1,169,479
	<u>\$ 4,348,135</u>	<u>\$ 3,873,709</u>

## 14. Comparative information:

Certain comparative information has been reclassified to conform with the financial statement presentation adopted in the current year.



