

ANNUAL GENERAL  
MEETING 2024

# OPPORTUNITY CHANGES EVERYTHING

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# Notice of Annual General Meeting of the Members

The annual meeting of the members of BGC Canada will be held in Kingston on **Friday May 31, 2024 at 1:30 p.m. ET.**

The proceedings of the meeting will be conducted in English with the minutes being produced in both official languages and the reports being produced in French upon request.

The purpose of this meeting is to:

1. Receive and consider the financial statements for 2023, along with the auditor's report;
2. Appoint auditors and authorize the board of directors to negotiate their fees;
3. Approval of the consolidated by-law No. 2
4. Confirm the Articles of Amendment
5. Elect the Board of Directors; and
6. 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 29, 2024, by midnight Eastern time.**

On behalf of the Board of Directors  
Bob Harriman, Secretary  
March 22, 2024

701- 90 Eglinton Ave E, Toronto, ON M4P 1A6  
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 30, 2024, 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 the meeting, and regarding any other business that may properly come before the meeting. As at March 21<sup>st</sup>, 2024 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 [www.bgccan.com](http://www.bgccan.com) - members only section.**

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# BUSINESS OF THE MEETING

## Financial Statements

The National Board of Directors has received the report of the Finance, Audit and Risk Management Committee and has approved and are placing before the meeting the December 31, 2023 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.

# 2023 MEMBERSHIP REPORT

2023 CHANGES TO MEMBERSHIP			
Province/Territory	Number of Clubs	# locations	Changes
Yukon	1	4	No changes
British Columbia	6	101	8 less service locations
Alberta	17 – 4 joint organizations (Edmonton, Stettler, and Red Deer)	85	2 less service locations Wolf Creek no longer a joint agency Saddle Lake temporary membership revocation Lethbridge and Foothills in a Management Agreement
Saskatchewan	3	63	2 new service locations
Manitoba	2	14	No changes
Ontario	22 – 1 joint organization (South East)	272	20 less service locations
Quebec	9 – 7 are provisional	13	2 new service locations
New Brunswick	10 – 1 joint organization (Miramichi)	28	1 new service location Petitcodiac in Management Agreement with Salisbury
Nova Scotia	5	18	1 new service location
Prince Edward Island	2	5	1 new service location
Newfoundland	7	9	No changes
Total	84 – 7 are provisional	612	Decrease of 20 service locations

## 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)

### Critical Incidents

Clubs are required to report incidents deemed critical to BGC Canada. Examples include criminal matters, abuse allegations, misappropriation of funds, etc. Incidents that must be reported are defined in Schedule F of the Membership Agreement.

2022 CHANGES TO MEMBERSHIP			
Province/Territory	Number of Clubs	# locations	Changes
Yukon	1	4	No changes
British Columbia	6	109	No changes
Alberta	18– 4 joint organizations (Edmonton, Stettler, Wolf Creek and Red Deer)	87	Clearwater merged with Red Deer Bonnyville revoked in 2021
Saskatchewan	3	61	No changes
Manitoba	2	14	No changes
Ontario	22 – 1 joint organization (South East)	292	No changes
Quebec	9 – 7 are provisional	11	No changes
New Brunswick	10 – 1 joint organization (Miramichi)	27	No changes – Petitcodiac in Management Agreement with Salisbury
Nova Scotia	5	17	No changes
Prince Edward Island	2	4	Wellington merged with Summerside
Newfoundland	7	9	No changes
Total	85 – 7 are provisional	635	

\*Report is pulled from data entered by Clubs into their Salesforce Community.  
Clubs are required to update their Service Location data on an ongoing basis.

## Glossary of terms:

### 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.

### Service Location

a Club location that operates under a main Club Society

### Merger

Two separate Societies come together to form one Society

## PROVINCES/TERRITORY BY REVENUE AND INCREASE/DECREASE

Province/ Territory	2022/2023 Revenue Based on T3010	2021/2022 Revenue Based on T3010	Change
Yukon	2,069,563	1,529,971	+539,592
British Columbia	35,472,135	32,575,667	+2,896,468
Alberta	33,580,961	32,112,299	+1,468,662
Saskatchewan	5,721,277	5,735,904	-14,627
Manitoba	5,209,946	5,122,666	+87,280
Ontario	93,821,314	78,546,807	+15,274,507
Quebec *	5,727,612	5,225,269	+502,343
New Brunswick	14,044,364	12,257,334	+1,787,030
Nova Scotia	6,653,941	5,467,397	+1,186,544
Prince Edward Island	3,525,098	2,820,220	+704,878
Newfoundland	2,827,661	2,388,136	+439,525
<b>TOTAL</b>	<b>208,653,872</b>	<b>183,781,670</b>	<b>+24,872,202</b>

\* includes 7 provisional BGCs

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## Club Foundations

- Nine Clubs have BGC Foundations. They are: South Coast BC, London, Niagara, Greater Victoria, Kawarthas, Prince County, Saint John, Miramichi and Wolf Creek

## BGC Leadership 2023, 2022, 2021

### In 2023, seven Clubs hired a new ED/CEO

- Durham – Howard Moriah
- Norris Arm – Karla Brown
- Leduc – Cassy Nelson
- St. Anthony – Carmella Rose
- Dawson – Myra Leib
- North Simcoe – Heather Purchon
- Sarnia – Jaylene Henry

### In 2022, eight Clubs hired a new ED/CEO

- Cranbrook – Tara Pfaff
- Brantford – Amy Valetta
- Hamilton – Duane Dahl
- Albion – Pablo Vivanco
- Fort Saskatchewan – Debra Colarosa
- Preston – Charnelle Colley
- Dawson – Luc Mantha (interim)
- Charlotte County – Melinda Moffatt (acting)

### 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

## 2023 BGC Canada Meetings with Local Boards

- One Quebec Club did not have a Board Presentation

## 2022 BGC Canada Meetings with Local Boards

- One Ontario Club did not have a Board Presentation
- Board meeting presentations were not held with Quebec Clubs



## Summary of 2023 Club Complaints made to BGC Canada

The BGC Canada complaints policy states: "Complaints about a specific Club are to be directed to the Club itself. Each 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 48 complaints were received in 2023 – relating to 27 different Clubs**

- 23 complaints from parents
- 9 complaints from staff or former staff
- 8 complaints from community members
- 8 from "others"

### **The "types" of complaints received in 2023 were as follows:**

- 1 related to costs/invoicing
- 8 related to child/children
- 11 related to staff
- 16 related to programming/site
- 3 related to staff dismissal
- 9 "other"

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

## Summary of 2022 Club Complaints made to BGC of Canada

### **A total of 32 complaints were received in 2022 – relating to 21 different Clubs**

- 16 complaints from parents
- 9 complaints from staff or former staff
- 2 complaints from community members
- 5 from "others"

### **The "types" of complaints received in 2022 were as follows:**

- 3 related to costs/invoicing
- 9 related to child/children
- 4 related to staff
- 2 related to programming/site
- 6 related to staff dismissal
- 8 "other"

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## Summary of 2023 Critical incidents

**There were 9 “critical incidents” reported to BGC Canada in 2023, falling into the following categories:**

- Negative media affecting reputation
- Missing child
- Criminal or civil action reported to insurer
- Alleged child abuse
- Major medical emergency

## Summary of 2022 Critical incidents

**There were 6 “critical incidents” reported to BGC Canada in 2022, falling into the following categories:**

- Criminal or civil action reported to insurer
- Alleged child abuse
- Negative media affecting reputation
- Missing child
- Major medical emergency

## Operating Standards Reviews done in 2023

### Western Region

- South Vancouver Island
- Airdrie
- Central Vancouver Island

### Central Region

- East Scarborough
- Durham
- West Scarborough
- Renfrew County
- Peel
- Dovercourt

### Atlantic

- Greater Fredericton
- Prince County
- Greater Saint John
- Bell Island
- Miramichi

## Operating Standards Reviews done in 2022

Completed QIPs have an \*

Extension requests are noted

### Western Region

- Camrose\*
- Fort McMurray – extension request granted
- Lethbridge – extension request granted
- St. Paul\*
- Whitecourt & District\*

### Central Region

- Maison Coup de Pouce T.R.
- Famille Espoir - Sherbrooke secteur Ascot
- West Scarborough\*

### Atlantic

- Dieppe – extension request granted
- Gander – extension request granted
- Norris Arm – extension request granted
- Preston – extension request granted

## 2023 Exemption Requests

- One Club has been granted an exemption for 18 months.  
The exemption is related to the public name.

## 2022 Exemption Requests

- Two Clubs have been granted exemptions for the duration of the current membership agreement.
- Both exemptions relate to adjusted Mission, Vision, and Core Values.
- Provisional Clubs have also been granted several exemptions.

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# 2023 REPORT FROM MANAGEMENT

2023 was another rebuilding year at BGC Canada.

Outside of Clubs, we continued to see post-pandemic effects on young people in communities across Canada. Children and youth are still struggling with mental health and learning loss. Child poverty increased. Food insecurity increased. With the many economic challenges, Clubs continued to navigate the challenges of recruiting and retaining staff.

Despite these challenges, the BGC Canada movement remained resilient. Club staff and volunteers went above and beyond to put young people and their families first. BGC Canada's national team remains proud to support our Clubs and help change kids' lives, for good.

## BGC Movement

As of December 2023, the BGC movement had 84 member Clubs, including seven provisional Clubs in Quebec. No Club mergers occurred in 2023. Two pairs of Clubs had management agreements: Lethbridge & Foothills and Petittcodiac & Salisbury. We also saw a drop in Club service locations (635 to 612), mainly due to staffing recruitment and retention issues.

In 2023, we completed a total of 14 Operating Standards Reviews (OSRs). OSRs continue to be valuable opportunities to visit Clubs and identify areas of support. Thank you to all the Clubs and reviewers who took part in these OSRs.

## Our People

2023 was a busy year for BGC Canada's national team. We are proud of our accomplishments in ensuring that our team had the people, tools, resources, and workspace needed to be successful. Throughout the year, we focused on rebuilding and growing the team. Although recruitment continues to be challenging across the non-profit sector, we welcomed 26 new staff, increasing our capacity to support Clubs.

In May, we completed the move into our new office in midtown Toronto and supported our staff through the opportunity to work in a hybrid environment.

In June, our team met in person for an all-staff meeting, where we focused on our mission, vision and values, our culture, and realignment of various programs and initiatives. The opportunity to meet in person was impactful for new and long-tenured staff, and we left refueled, motivated, and committed to the BGC Movement.



## Systems & Infrastructure

In 2023, Clubs let us know that the purpose of various internal websites was unclear. This created confusion for Clubs about where to go for what, and how to get there. This confusion led to the launch of the BGC Landing Page where the Members Site, BGC Communities, BGC U, and MyBGC websites can be accessed from one place.

We continued to refine and improve the internal grants management systems by simplifying the application and approval to payment processes. The Annual Financial Report submitted by all Clubs six months after their year-end was connected to the annual membership fee processes to ensure accurate invoicing and fee tracking. Finally, at the recommendation of the Data Committee, we reduced the number of questions and merged the Annual Statistics and Annual Compliance processes into one.

As BGC Canada continues our data journey, we assessed our data processes. For each data point, all internal teams reported if and how the data was necessary, useful, valuable, and what the quality concerns were. This information is being referenced against the principles and recommendations will be made in 2024.

## Learning & Impact

In 2023, 96% of BGC Clubs participated in the second deployment of the BGC Member Survey. Clubs collected over 1,000 more surveys than in 2022, for a total of 6,796 survey responses from children and youth across Canada. The survey results continue to demonstrate the profound impact Clubs have on the lives of children and youth, and help identify opportunities for improvement.

In the fall of 2023, 19 Clubs participated in the second cohort of qualitative interviewing. Club staff conducted 483 deep-dive, one-on-one interviews with members. In November 2023, staff gathered in Calgary to identify themes and findings from their data and learn from one another. By participating in the qualitative component of the project, Clubs have a mixed-methods evaluation report to share with parents, staff, the board, community partners, and funders.

The Learning and Impact Project is already one of the largest studies of its kind in Canada. Since the project's inception in 2022, Clubs have collected over 12,500 responses to the survey and have interviewed over 850 children and youth. The three-year mixed-methods evaluation report will be available in 2024.

## Strategic Planning

The process leading up to the launch of the new Strategic Plan at the May 2024 BGC Canada national conference has engaged various stakeholders.

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We started in the fall of 2022 when Clubs, the BGC Canada Board and staff participated in a SWOT analysis to review strengths, weaknesses, opportunities, and threats. Next, we held interviews with Executive Directors/CEOs of Clubs and spoke to Club youth at the National Youth Forum to gather thoughts and input into our strategic plan. We also held several interviews with corporate partners. In the Spring of 2023, the Leadership Symposium participants discussed the strategic plan's broad focus areas—which were identified through the interview processes. We discussed and prioritized these focus areas at the Leadership Symposium.

Following the Leadership Symposium, a draft of the Strategic Plan was circulated to all Clubs. The draft was also presented to the BGC Canada Board and national team. Clubs were again engaged in providing feedback on the draft at the fall 2023 Regional meetings.

A final draft was circulated to all Clubs for final feedback in early 2024. We are excited to launch the final plan in May 2024.

## Staff Training & Education

BGC Canada's National Training Plan continues to prioritize the development and empowerment of our Club staff.

In 2023, 75 ED/CEOs and senior leadership from 51 different Clubs attended our Leadership Symposium. The Symposium garnered a 100% satisfaction rate. BGC Canada also launched a new online and interactive platform for Club youth and staff—MyBGC (Youth platform) and BGCU (Club Staff training platform)—at the Leadership Symposium. BGCU programs include a wide array of training like Board Zone, ED/CEO Zone, Occupational Health, and Safety, and OSR Reviewer Training, making it easy for Club staff to access all the necessary training at their fingertips. Currently, we have more than 1,400 active users on the platform.

In the past year, we offered 58 virtual and more than 36 in-person training sessions to cover topics including Managing Challenging Conversations, Case for Support, Annual Financial reporting, and grant info sessions. Our four Regional Meetings attracted participation from 62 Clubs, increasing our attendance by 10% compared to 2022. Finally, we launched a video archive training library found on the BGC Members Site. Here, Clubs can access a variety of videos to assist them with BGC Communities and learn about finance, change management, collaboration, and more.

Looking ahead, we are excited to host the 2024 BGC Canada Leadership Symposium and National Conference from May 28 – May 31 in Kingston, Ontario. The conference will feature two keynote speakers and more than 25 workshops aiming to create a space that improves and celebrates our impact on young people.

## Indigenous Engagement

In 2023, we undertook a cross-country inventory to determine BGC's Indigenous landscape in our Clubs. This inventory provided valuable insight into programming, partnerships, needs, and barriers. We compiled this into a 33-page report that will serve as the foundation for us to begin working towards reaching more Indigenous youth and communities.

We proposed a new organizational structure that will enable BGC Canada to reach more Indigenous youth and create new partnerships, new programming, and frameworks. This structure includes an Indigenous Reference Group made up of Club staff as well as a re-defined scope of work for the Indigenous Advisory Circle. In mid-2023, our Indigenous Advisory Circle was put on hold as we recognized that there was a need to define the scope and purpose of the Circle and create other structures to achieve our objectives.

In 2023, we awarded our second Indigenous Youth of the Year. We are continuing to re-tool the program to create a barrier-free application process and provide leadership and engagement opportunities for our Indigenous Youth of the Year. Our 2022 Indigenous Youth of the Year conducted a webinar on youth leadership, resilience, and reconciliation for Clubs across Canada as a part of the LeadUp program.

We are working to provide educational opportunities for BGC Canada staff. For the National Day of Truth and Reconciliation, staff attended a virtual presentation that provided an overview of treaties, residential schools, intergenerational trauma, Indian hospitals, as well as Orange Shirt Day, and Canada's current Indigenous landscape.

## Equity, Diversity, and Inclusion (EDI)

BGC Canada is committed to ensuring Clubs reflect our core values—providing a safe space and a sense of belonging to all children and youth. EDI is innate in our work, and BGC Canada strives to ensure that all Clubs have the resources, support, and training necessary to be successful in this area.

In 2023, the results of the EDI survey Clubs completed were shared. However, with changes in staffing in the latter half of the year, work in this area was put on hold and planning for action in 2024 took precedence.

The National Programs team implemented new practices within the granting structure to promote more equity across Clubs to increase and improve access to Club members nationally. By implementing a per-youth funding model, funding opportunities are more accessible to all Clubs and consider the unique communities and locations they support. This model reduces barriers by ensuring opportunities and deliverables are available and achievable and encourages Clubs to select participant numbers that work for them based on the needs of their community.

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BGC Canada's integrated accessibility features into the design of the MyBGC.com and BGCU e-learning platforms including text-to-speech, web accessibility features, vision accessibility, and the integration of gamified learning to promote the inclusion of all learners. Work continues in this area and accessibility is a key consideration in developing all new pieces of content.

## Partnerships & Philanthropy

2023 was a challenging year for the Partnerships & Philanthropy team, with some key partners' charitable objectives no longer aligning with our work, resulting in a loss of support. We also saw significant staffing gaps on the team.

Despite these challenges, we renewed significant partnerships and brought in new partners. We saw a record \$1.4M of in-kind support going out to Clubs. Major renewals included \$1.4M in food funding (over three years) from goeasy and \$1.1M from RBC; increased support from Cineplex and Mary Brown's; new partners Cenovus, Riot Games and Pokémon, as well as continued support from long-standing partners like Best Buy, Fidelity Investments and Mr. Lube among others.

In 2023, we introduced three funding areas supporting mission-critical initiatives: Food Fund, Mental Health Fund, and Learning & Development Fund. The funds provide flexible funding in those three areas for Clubs to use as needed. The team socialized the funds in conversations with partners and has seen success with the Food Fund. In discussions regarding the other two funds, partners have continued to express interest in supporting specific programs rather than a Fund, so we are tweaking our approach to determine how best to provide flexible funding to Clubs.

The team continues to work to diversify our funding base beyond corporate Canada to ensure sustainability over the long term. In 2023, we hired a Manager of Individual and Foundation Giving, to grow this portfolio. We have seen modest success with individual giving through our year-end Board Challenge and small online campaign, with a matching gift from OSL. We are also having advanced conversations with national and international foundations and expect long-term growth in this area.

New hires in 2023 included the Senior Director of Partnerships & Philanthropy, the Senior Manager of Partnerships & Philanthropy; Manager of Individual and Foundation Giving; and a Development Officer, Corporate Partnerships. Now, with a full roster, the team is well situated to grow revenue in 2024 and beyond.

In 2023, we hosted our multi-day, in-person Youth of the Year celebration presented by Hyundai. Seven outstanding youth from across the country were recipients: Sebastian as National Youth of the Year (BGC West Scarborough), Logan as Indigenous Youth of the Year (BGC South Coast BC), Halla (BGC London), Mehak (BGC Okanagan), Taddy (BGC East Scarborough), Tahmid (BGC South Coast BC), and Saphia (BGC Hamilton-Halton). This program is vital to raising our national profile—through their stories of Club impact, we deepen understanding and strengthen our brand. We encourage all Clubs to continue nominating youth—they are our best spokespeople for the entire BGC movement.



## Public Policy & Engagement

Despite economic and inflationary headwinds, 2023 was a strong year for the Public Policy and Engagement team. We secured significant federal funding for our programs with National Programs team. We continued our advocacy in our three priority areas – mental health, poverty, and youth employment – while building provincial relationships to improve funding and regulations for Clubs.

BGC Canada secured \$8.9 million in federal funding for BGC Clubs, including confirming renewal for Learn On through the Supports for Student Learning Program. We also prioritized youth funding in our federal advocacy, responding to the federal government's review of all youth program funding. The team met with Minister Ien, her staff, and senior civil servants, including Deputy Ministers, to advocate for renewed funding for youth programs run by Clubs. Through our advocacy, we increased eligible funding categories to include more wrap-around supports and extend agreements to span multiple years. The review's full results are expected in early 2024.

Also at the federal level, we continued our joint advocacy with other federated charities, including the United Way, YMCA, YWCA, and Big Brothers Big Sisters Canada. Together, we launched a national campaign to develop a workforce strategy for the social services sector. We are looking forward to collaborating on a first pilot project in 2024 and continuing work to bring all levels of government to the table in the future.

Provincially, the Public Policy and Engagement team worked closely with Clubs to launch and continue advocacy campaigns for funding and regulations around early years and after-school care. We were thrilled to host a virtual lobby week in British Columbia, and an in-person lobby day in Fredericton, which led to a funding proposal for Club programs that are currently under review. In Ontario, our sustained work around the after-school program led to a small inflationary increase in Club funding, with further changes expected in the next year. In Quebec, we made our first pre-budget submission and provided feedback on the upcoming provincial youth strategy, due in Spring 2024.

To prepare for 2024 and future years, we brought together Clubs in several provinces to discuss early years childcare, specifically 10\$/day funding. Clubs, including the newly formed Public Policy Committee, provided valuable feedback on childcare regulations and funding that will shape our advocacy priorities. In addition, throughout our federal engagement, we have focused on cultivating relationships with Conservative Members of Parliament anticipating an election in the next year and a half.

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## Marketing & Communications

Our 2023 we launched a Brand Campaign themed Unshareable Stories. The campaign goals were to grow brand awareness and get the attention of potential partners and donors. Unshareable Stories had a more serious approach than past campaigns, focusing on narratives that Clubs shared with us about the issues our kids are facing.

The campaign had two flights, in spring and in fall. The national media buy included social media, programmatic video, Connected TV, and radio/podcasts. We also made an out-of-home investment in Billy Bishop and Ottawa airports to target Corporate Canada and the Federal Government specifically. We also secured significant pro-bono support from the Globe & Mail.

We are pleased to report that our national brand-building efforts are paying off. We had a 35% year-over-year growth in website visits, up from 180k in 2022 to 281k in 2023. With the brand campaign media budget and a small always-on budget, social media experienced significant year-over-year growth. Social media impressions more than doubled in 2023, with almost 24 million impressions across various platforms.

Our annual brand health study, which measures the overall health of our brand and impact of our campaign work, also saw significant year-over-year growth. Unshareable Stories ranked even stronger than our two previous campaigns. Other highlights from the study include strong brand awareness growth in Toronto and Ottawa, where we had media buys in local airports. Our brand trust continues to grow year after year.

2023 was the third year since we changed our name from Boys and Girls Clubs to BGC. The team continued to work closely with Clubs to complete all digital brand audits. In addition to supporting Clubs with their branding updates, the team helped Clubs with their marketing efforts. We hosted Canva design tutorials, webinars, joined Program Team Community calls and shared new tips, tools and resources. We also supported Clubs through a number of crisis communications issues.

We continued to share our communication plans via our brand calendar and with updates in Scoop and the Executive Briefs. This helps Clubs to align their marketing plans with BGC Canada. In 2023, we delivered toolkits to Clubs in both English and French to support key partner activations, brand campaigns, awareness days and more.

On June 2, 2023, Clubs across Canada celebrated BGC Club Day, our National Day of Awareness. More Clubs participated than ever before with 74 Clubs holding events. The day saw 41 civic engagement activities, up from 12 in 2022. #BGCClubDay reached over 3 million people on social media, up from 1.5 million in 2022.

In 2023, we hired a French Communications role to provide greater service to our French Clubs and increase our voice in the French market. We evaluated the integration status of the BGC brand in Francophone Clubs and provided the necessary materials (i.e. a tailored BGC Brand Guide) and support to enable them to become brand champions. We also met with Francophone Clubs to review the BGC Canada awareness days toolkits and provide support adapted to their needs.

We accompanied Clubs and the Club Support team to the Quebec regional meetings to answer questions about BGC Brand and gained a deeper understanding of their Clubs to guide our work. We increased the turnaround time of delivering the interpretation / translation of English tools and resources to French-speaking Clubs. Lastly, we adapted the content of BGC Canada's French-language social platforms to promote initiatives most relevant to French-speaking Clubs.

## **Club Services (Members Services and Programs)**

2023 was a year of innovation and adaptation to best meet the needs of Clubs and Club members nationally. This included developing and implementing the new Learn On program (formally known as Raise the Grade) to help move the needle on educational persistence and youth well-being.

BGC Canada also launched the youth-focused, self-directed e-learning platform called MyBGC.com. Both initiatives work toward intentional youth engagement and working with youth to promote individual agency within their unique learning journeys.

The National Programs Advisory Committee also began their work to help inform programming and advising on Club trends and challenges. This committee helps inform on current Club issues. It helped BGC Canada enhance support to Clubs by offering programs that address needs within Clubs across the country in an intentional, strategic way.

BGC Canada initiated a shift in granting and how funds are distributed to Clubs. This shift was intended to be more equitable and ensured that more Clubs had access and the opportunity to offer programming in their Club and community. BGC Canada moved to a per-youth funding model, where Clubs can commit to achievable deliverables for their Club. This more equitable approach has increased access to grants for all Clubs and reduced barriers, making programming more accessible across the country.

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## Challenges

Revenue continues to remain a critical priority, and our capacity to increase dollars for Clubs—especially funds that support core operations. As funders shift priorities, it will remain a challenge to ensure that programs remain funded, and that Clubs can access the revenue they need to succeed and grow.

Despite Unshareable Stories being our strongest campaign in the last three years, we need to increase focus on the basics - what we do and who we are - to improve brand awareness and comprehension.

We are proud of our Learning & Impact Project—it shows us the value of accurate and meaningful data; however, data collection and management continue to be a challenge, one that we are working on so that we collect the most useful information and the right data to support our work.

## Looking forward & 2024 Projections

In 2024, we look to renew and deepen our relationships with current partners and acquire new partners who can help fund core needs for Clubs while continuing our journey to diversify our revenue streams.

With the support of a consultant, BGC Canada will develop an assessment tool that is accessible to all Clubs to support growth in EDI. A full review of existing resources will determine any gaps and any necessary revisions will take place. The tool will help Clubs to begin their journey to operational excellence through an EDI lens.

We will complete the Indigenous Evaluation Report, which will provide recommendations about programming, partnerships, and engagement to further BGC Canada's reconciliation journey and reach more Indigenous youth and communities. The Indigenous Reference Group will guide this work, and the Indigenous Advisory Circle will be re-formed with a modified scope and purpose.

We will continue to submit grant applications in hopes of receiving the funding needed—though we anticipate it may be a challenge—to start implementing some of the evaluation reports and Indigenous Reference Group's recommendations. There will be a workshop during our National Conference to present findings from the evaluation report in addition to hosting a panel discussion focused on Club success and learnings.

With federal and several provincial elections on the horizon in 2024 and 2025, we are bracing for changes in government. Federally, the Conservative Party of Canada is expected to form a strong majority government and is running on a platform to reduce spending. In 2024 and 2025, we will double down on outreach to all parties ahead of elections and provide toolkits and resources to Clubs to help reach new elected officials who may not be familiar with BGC Canada. During any government transition,



we also expect that there will be delays in funding decisions as new Ministers are appointed and sworn in. We will keep Clubs informed of all new developments through the Executive Brief.

We are excited for more in-person connections with Clubs through Operating Standards Reviews. We are eager to see the results of our Learning and Impact Project over three years—which continues to give us great insight into the value of accurate, impactful data, and the importance of BGC Clubs in young people's lives.

Our future lies in telling our story, positioning ourselves as leaders in the child and youth sector, growing our profile, and relentlessly advocating for the communities we serve. We are inspired and proud of the vital work being done by BGC Clubs to meet the needs of communities across the country and will continue to support you in every way we can.

*OPPORTUNITY CHANGES EVERYTHING*

# 2023 REPORT ON GOVERNANCE

Throughout 2023, BGC Canada's Board of Directors remained engaged and informed about the work of the national team and the overall state of the federation through the work of its four committees and a combination of in-person, hybrid, and virtual board meetings.

The board was updated on the development of the new strategic plan and contributed feedback over fulsome discussions with the management team. Three new board members were welcomed following their election at the 2023 AGM in Ottawa, where the board helped mark BGC Ottawa's 100th anniversary with a tour of their recently constructed Taggart Parkes Family Clubhouse.

## **Areas of work and themes the board took on over the year included:**

- Policy Review and Standards Accreditation - BGC Canada's reaccreditation by the Imagine Canada Standards Program involved the board's review and approval of several governance, finance, human resources, and fund development policies. The reaccreditation is good for five years, with a compliance report due every two years.
- The importance of Operating Standards Reviews (OSRs) and the work of the Operational Excellence Committee (OEC) - the board appreciated an opportunity to meet the OEC and have deeper discussions about operational standards compliance and crisis management.
- Maintaining the integrity of BGC Canada's reputation and contrasting our work with the work and issues of other child and youth-serving agencies across the sector.
- Monitoring the strength of the new BGC brand and development of the *Unshareable Stories* campaign.
- Concern over the impact of federal spending cuts on BGC Canada programs, and the importance of building sustainable and unrestricted funding.
- An increased focus on risk management with regular scrutiny of identified risks by both the Finance Committee and the Board.
- Input on the new strategic plan, with meaningful discussions on the objectives in each area of ambition.

# BOARD COMMITTEE MEMBERS:

Board Committees	
Finance, Audit and Risk Management Committee	Human Resources & Compensation Committee
<p>Davinder Valeri– Chair</p> <p>David Mather</p> <p>Robert Siddal</p> <p>Colin Shaw</p>	<p>Michelle Banik – Chair</p> <p>Shawn Cornett</p> <p>Bob Harriman</p> <p>Kam Raman</p> <p>Carla Smith</p>
Governance Committee	Nominations Committee
<p>Shawn Cornett– Chair</p> <p>Rachel Barry</p> <p>Trevor Daroux</p> <p>Gordon Floyd</p> <p>Marcel Lauziere</p>	<p>Bob Harriman- Chair</p> <p>Michelle Banik</p> <p>Rachel Barry</p> <p>Gordon Floyd</p> <p>Mirzet Alekic</p>

Sarah Midanik is a board representative on the Indigenous Advisory Circle.

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## Foundation Board Trustees:

Deirdre McMurdy -Chair
David Mather - Treasurer
Felix Wu- Secretary
Nadia Hamilton - Trustee
Al Lindsay – Trustee (appointed November 2023)
Phil McDowell- Trustee
Kerry McGrath- Trustee
Jason Mullins - Trustee
David Renwick - Trustee
Rebecca Tascona – Trustee (appointed May 2023)
Bonny van Rest – Trustee (appointed May 2023)
Greg Walling (resigned November 2023)

# COMMITTEE WORK:

## GOVERNANCE COMMITTEE

In 2021 and 2022, several amendments to the BGC Canada By-Laws were approved by the Members. In 2023, the Governance Committee began work with legal counsel to incorporate those amendments into the bylaws, in compliance with the Canada Not-for-profit Corporations Act. In addition to the amendments, some minor changes to wording were recommended. The result is Amended and Restated By-Law No. 2, to be confirmed by the Members at this year's AGM. In addition to this and routine committee responsibilities, the Governance Committee supported the Nominations Committee to refine its Board Skills and Diversity Matrix and committed to a new cycle of engagement with the 2023-2025 National Youth Council.

## NOMINATIONS COMMITTEE

Board succession planning and recruitment continued to be priorities in 2023, as some directors' terms will be ending in the next year. Three new board members were appointed at the 2023 AGM: Carla Smith (Executive Vice President & Chief People, Strategy, & Climate Officer, Intact Financial), Marcel Lauziere (President & CEO, The Lawson Foundation), and Mirzet Alekic (Assistant Vice-President of Corporate Financial Management & Reporting, Canada Life). The committee continued to focus its efforts on securing board representation from Atlantic Canada, as well as nominating individuals with diverse backgrounds and Club knowledge, including francophone representation.

## HUMAN RESOURCES & COMPENSATION COMMITTEE

The focus of the HR & Compensation Committee is CEO performance and ensuring succession and performance at the executive level as well as overview of internal human resources policy. In 2023, the Committee benefited from the contributions of BGC Canada's new Vice President of People & Culture, who joined the organization at the end of 2022. This role is vital in supporting the Committee and leading internal capacity for supporting our people and developing workplace culture. Policy review for the Imagine Canada Standards reaccreditation formed a portion of the committee's annual workplan, in addition to providing guidance on staff development programs and an overhaul of the employee compensation structure.

*OPPORTUNITY CHANGES EVERYTHING*



## FINANCE, AUDIT, & RISK MANAGEMENT COMMITTEE

In addition to the routine financial review of BGC Canada and the annual audit, the FARM Committee offers guidance and expertise on identified risks to the organization. The committee also supported the Imagine Canada Standards reaccreditation process by ensuring finance-related policies were reviewed and updated where necessary.

## THE BGC CANADA FOUNDATION:

The BGC Canada Foundation Board of Trustees welcomed three new trustees in 2023 and resumed strategic discussions concerning endowment management and Club expansion. The Foundation provides an annual grant to BGC Canada, and also funds Clubs as well as scholarship awards. Foundation grants largely supported unanticipated, extraordinary expenses incurred by Clubs in 2023 as well as some rebranding expenses.

In late 2023, the trustees began strategizing the development of a campaign to align with the federation's 125th anniversary, with a goal of raising funds and growing the endowment to assist with Club growth and development.

# CONSOLIDATION OF BYLAW AMENDMENTS

In the 2022 and 2023 Annual General Meetings, members approved a number of by-law amendments.

To properly incorporate all the changes and file these with Corporations Canada, the amendments are now provided in a consolidated new by-law document. Members are being asked to vote to approve the new consolidated by-laws (which will be referred to as By-law 2, replacing the original By-law 1 document).

For reference, this document summarizes the by-law amendments.

NEW Wording	OLD Wording
<b>1.01 (j):</b> A reference to Section 2.06 Operating Policies has been added.	
"Operating Policies" means the operating policies approved by the Board in accordance with section 2.06 "Operating Policies" of this By-law.	"Operating Policies" means the operating policies approved by the Board in accordance with section 0 of this By-law.
<b>3.02: Transition</b>	
This clause is now redundant (based on other changes made) and it has been removed.	All Members of the Corporation immediately prior to the effective date of continuance of the Corporation shall automatically continue as Members of the Corporation in a single class as provided in section 3.01 upon continuance.
<b>4.13, line 4:</b> The term "CEO at the National Office" is not defined. It should be replaced by "President and Chief Executive Officer", as defined in Section 7.02 e.	

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<p>"...a Member entitled to vote at an annual meeting may submit to the Corporation notice of any matter that the Member proposes to raise at the annual meeting (a "Proposal") by sending notice in writing addressed to the Board in care of the President and Chief Executive Officer at the National Office..."</p>	<p>"...a Member entitled to vote at an annual meeting may submit to the Corporation notice of any matter that the Member proposes to raise at the annual meeting (a "Proposal") by sending notice in writing addressed to the Board in care of the CEO at the National Office..."</p>
<p><b>4.14, Resolution in Lieu of Meeting:</b> The phrase '<u>unless a written statement is submitted to the Corporation by a Director or by the public accountant in relation to their resignation, removal or replacement</u>' has been removed:</p>	
<p>A resolution in writing and signed by all the Members entitled to vote on that resolution at a meeting of Members is as valid as if it had been passed at a meeting of the Members. A copy of every resolution of the Members shall be kept with the minutes of meetings of Members.</p>	<p>A resolution in writing and signed by all the Members entitled to vote on that resolution at a meeting of Members is as valid as if it had been passed at a meeting of the Members, unless a written statement is submitted to the Corporation by a Director or by the public accountant in relation to their resignation, removal or replacement. A copy of every resolution of the Members shall be kept with the minutes of meetings of Members.</p>
<p><b>5.02 Number of Directors:</b> Wording has been clarified to allow for delegation of the right to change the fixed number of Directors to the Board.</p>	
<p>The Board shall consist of at least the minimum and no more than the maximum number of Directors as set out in the Articles. Immediately following confirmation of the By-Law by the Members, the number of Directors shall be fixed at fifteen (15) Directors. The members thereafter may delegate the right to fix the number of Directors from time to time to the Board.</p>	<p>The Board shall consist of a number of Directors between the minimum and maximum number of Directors specified in the Articles. The precise number of Directors on the Board shall be determined from time to time by the Members by Ordinary Resolution, or, if the Ordinary Resolution empowers the Directors to determine the number of Directors, by resolution of the Board. At least two (2) of the Directors shall not be Officers or employees of the Corporation or its affiliates.</p>

<b>5.03 Qualifications</b>	
<p>Directors may not be:</p> <p>(a) a paid employee of the Corporation;</p> <p>(b) a paid employee of a Member club or affiliate; or</p> <p>(c) a current Director on the Board of a Member club or affiliate.</p>	<p>Directors may not be paid employees of the Corporation or of its Member clubs.</p>
<b>5.04 Transition (deleted)</b>	<b>5.04 Transition</b> <p>The terms of office held by the Directors of the Corporation shall be calculated pursuant to Subsection 5.05(b). In computing the maximum number of years that a Director may hold office under Subsection 5.05(d), the terms of office held by the Directors prior to continuance under the Act shall be included.</p>
<b>5.04 (newly numbered)</b>  <b>Election of Directors and Term</b> <p><b>(d)</b> Directors shall be eligible for re-election for a maximum of four (4) consecutive two-(2) year terms, and afterwards is not eligible for re-election until a period of eleven (11) months has elapsed from the date such person ceases to be a Director.</p> <p><b>(e)</b> A Director who is first elected as Chair during their final eighth (8th) consecutive year of their fourth (4th) term is eligible to stand for election for a subsequent and final one-year term as Director at the next Annual General Meeting, for up to a maximum of nine (9) consecutive years as a Director.</p>	<p>(Formerly) <b>5.05</b></p> <p><b>(d)</b> Directors shall be eligible for re-election for a maximum of two (2) consecutive three (3) year terms.</p> <p><b>(e)</b> Directors holding an Officer position in the final year of their second three (3) year term shall be eligible to continue as a Director beyond the maximum two terms of three years, up to a maximum consecutive term of nine (9) years while holding an Officer position.</p>

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**5.10 (newly numbered - was 5.11), Delegation, lines 2-3:** The term ‘managing director’ has been replaced by ‘President and Chief Executive Officer’:

Subject to the Act, the Board may appoint from their number a committee of Directors (which may be referred to as an executive committee) and delegate to the President and Chief Executive Officer or committee any of the powers of the Board, except those which may not be delegated by the Board pursuant to subsection 138(2) of the Act.

Subject to the Act, the Board may appoint from their number a committee of Directors (which may be referred to as an executive committee) and delegate to the managing director or committee any of the powers of the Board, except those which may not be delegated by the Board pursuant to subsection 138(2) of the Act.

**5.12 (was 5.13):** The words ‘and youth councils’ were added after the words ‘Provincial Councils’:

Provincial Councils and youth councils may be formed for the purpose of providing advice, support and input to National staff with respect to the needs, issues and priorities of the Clubs within the respective province/territory, and of the Clubs collectively.

Provincial Councils may be formed for the purpose of providing advice, support and input to National staff with respect to the needs, issues and priorities of the Clubs within the respective province/territory, and of the Clubs collectively.

### **5.13 (New) National Youth Council**

A National Youth Council shall be formed. As part of its mandate, it shall provide support, and input to the National Board with respect to the needs, issues, and priorities of youth in the Club network across Canada. For greater certainty, such support and input shall be for informational purposes only to assist the National Board with its deliberations and shall not in any way be binding on the National Board.



**7.02 Description of Offices (a) Chair of the Board:** Wording has been added to define the length of term of office for the Chair as two years:

Chair of the Board - The Chair of the Board shall be a Director. The Chair of the Board shall, when present, preside at all meetings of the Board and of the Members. The Director appointed to be Chair shall, unless otherwise determined by the Board, hold such position for two (2) consecutive years.

Chair of the Board - The Chair of the Board shall be a Director. The Chair of the Board shall, when present, preside at all meetings of the Board and of the Members.

**7.02 Description of Offices (d) Treasurer:** The words "If appointed" have been added to the description of Treasurer:

Treasurer – If appointed, the Treasurer shall be responsible for the maintenance of proper accounting records in compliance with the Act as well as the deposit of money, the safekeeping of securities and the disbursement of funds of the Corporation;

Treasurer - The Treasurer shall be responsible for the maintenance of proper accounting records in compliance with the Act as well as the deposit of money, the safekeeping of securities and the disbursement of funds of the Corporation;

**7.03 Term of Office** has been modified and clarified for the Chair:

The Chair may only hold office of Chair for up to two (2) consecutive one-year terms of office, for a total of two (2) consecutive years held in office.

The Chair of the Board shall be a Director. The Chair of the Board shall, when present, preside at all meetings of the Board and of the Members. The Chair may only hold office for up to three (3) consecutive terms of office.

**8.01:** The word 'regional' has been added before 'provincial':

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<p>The Corporation may permit the incorporation of regional, provincial, or territorial corporations where required for the purpose of receiving grants or gifts or both or for some other reason that the Board may determine to be expedient.</p>	<p>The Corporation may permit the incorporation of provincial or territorial corporations where required for the purpose of receiving grants or gifts or both or for some other reason that the Board may determine to be expedient.</p>
<p><b>9.01 Method of Giving Notices:</b> 'electronic signature' has been added as an accepted form of signature at the end of the last paragraph:</p>	
<p>The signature of any Director or Officer of the Corporation to any notice or other document to be given by the Corporation may be written, stamped, type-written or printed or partly written, stamped, type-written or printed, or it may be received in the form of an electronic signature.</p>	<p>The signature of any Director or Officer of the Corporation to any notice or other document to be given by the Corporation may be written, stamped, type-written or printed or partly written, stamped, type-written or printed.</p>

## ARTICLES OF AMENDMENT

The National Board of Directors approved the Articles of Amendment at its meeting on March 22, 2024, to change the minimum and maximum number of Directors to five (5) and eighteen (18) respectively, as referenced in the by-laws. These articles of amendment require confirmation of the members.

# 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 twelve members for re-election and one new director to be elected at the Annual General Meeting.

Recommended Slate of Nominations for election at the Annual General Meeting:	
For election:	
	Eve Rémillard-Larose
For re-election:	
	Kam Raman (Second term)
	Colin Shaw (Second term)
	Rachel Barry (Fourth term)
For renewal for a second year in their current term:	
	Carla Smith (First term)
	Mirzet Alekic (First term)
	Shawn Cornett (Third term)
	Trevor Daroux (Third term)
	Bob Harriman (Third term)
	Davinder Valeri (Third term)
	Gordon Floyd (Fourth term)
	Sarah Midanik (Fourth term)
	Michelle Banik (Fourth term)

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# BOARD CANDIDATE PROFILES

## For Election:

### **Eve Rémillard-Larose**

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Eve is currently the Chief Executive Officer at TBWA\Group Canada.

Throughout her career she has sought out and taken ownership of every challenge with commitment, tenacity, and intelligence. She has partnered with a wide range of organizations, from start-ups to global multi-nationals, to elevate their brand experience and unlock business transformation and growth. Eve is also involved in the business community to promote the importance of diversity and inclusion in the workplace. In her spare time, she loves to explore the earth with her family, share good food with good friends, read books that move her, and make charitable contributions that support her community.

## Current Director Profiles

### **Mirzet Alekic, Winnipeg, MB**

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Mirzet is a CPA, CGA and currently he is the Assistant Vice-President of Corporate Financial Management and Reporting at the Canada Life Assurance Company in Winnipeg.

Mirzet is a BGC Winnipeg alumni with a long history of giving back to the organization. His family moved to Winnipeg to escape the war in Bosnia when he was a young child. He joined the Winnipeg Club and became a regular program participant. As a teenager he was given his first job at the Club. When he graduated from high school, he earned several scholarships from the Club which allowed him to pursue his post-secondary education. While he was in university, Mirzet worked part-time and was an active volunteer at his home club.

After graduation and while building his career at Canada Life he joined the BGC Winnipeg board, where he served the maximum 9 years including 2 years as board chair.

## **Michelle Banik - Toronto, ON**

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Michelle Banik is an experienced board director and C-Suite executive with global experience spanning Canada, US, UK, and Asia.

As a director she embraces strong corporate governance principles, anchored in values, to contribute to decisions that enable growth and innovation, reflecting the needs of diverse groups of stakeholders.

As an accomplished senior executive, and a values-based leader Michelle has thrived in organizations at various stages of organic and inorganic growth. Enabled by a passion for building, she has played a key role in advancing strategic business priorities, alongside people & culture agendas.

Michelle is currently on the Board of Directors for Sobeys Inc./ Empire Company Ltd. (TSX: EMP.A), Stella Jones Inc. (TSX: SJ), 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 designation. In 2023 Michelle was honoured as the inaugural recipient of the Alumni Award of Achievement, for Western University's Faculty of Arts & Humanities.

## **Rachel Barry - Ottawa, ON (Vice-Chair)**

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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.

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## **Shawn Cornett – Calgary, AB (Vice-Chair)**

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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).

Shawn believes that active involvement and contribution to the non profit sector is critical to making our communities good places for everyone to live. Currently serving as Chair of the Calgary Police Commission, providing governance oversight for the Calgary Police Service, she has an opportunity to share, learn and support a wide variety of needs. United Way is another 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. 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**

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Assistant Commissioner Trevor Daroux is in his 36th 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 Criminal Operations Officer for RCMP K Division (Alberta).

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

Throughout his career, Assistant Commissioner Daroux has held a variety of operational, investigative and administrative roles. His passion lies in working through a multi-disciplinary lens to address root causes of crime and social disorder. Assistant Commissioner Daroux believes that our collective efforts will build a new narrative, a narrative of opportunity and hope for all to thrive.

Assistant Commissioner Daroux sits on the following National, Provincial and Municipal boards, Alberta Association of Chiefs of Police Indigenous Sub Committee, Canadian Association of Chiefs of Police Victims of Crime Subcommittee, 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; Home Space Society, Fort Calgary Museum, 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.

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

Assistant Commissioner Daroux is a proud Father and Grandfather.

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

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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.

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

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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.

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

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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 community 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 boards for BGC Canada, and the Canadian Council for Aboriginal Business, as well as the CRA's Advisory Committee on the Charitable Sector. She advises the Indigenous Professionals Association of Canada, the Indigenous Centre for Innovation and Entrepreneurship and is a Founding Member of Honouring Nations Canada Circle of Advisors (a collaboration between Fulbright Canada and the Harvard Project on American Indian Economic Development). Sarah completed her MBA in the Indigenous Business and Leadership program at Simon Fraser University in 2023 and was named one of The Peak's Emerging Leaders of 2022.

## **Kam K. Raman- Vancouver, BC**

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Kam Raman is currently the Vice President, Commercial Financial Services specializing in Public Sector, Not-For-Profit and Business Professional Services at RBC Royal Bank in British Columbia. She previously held leadership roles with Diversity & Inclusion and Group Advantage for RBC in the BC market.

Kam began her career in credit unions and during her over 25 years grew through a series of increasingly complex assignments including Associate Vice President, First West Credit Union and Senior Vice President, Member Relations and Trade Services at Central 1 Credit Union. She was accountable for providing strategic and tactical leadership to promote a seamless client experience and developing, managing, and directing the growth of the retail banking and insurance sales and service portfolio goals for multiple branches. From here, Kam joined First Canadian Title as Regional Vice President, Pacific providing leadership to the regional sales team and co-leading strategic partnerships in BC to drive business results.

Kam believes deeply in giving back to the community, which is why she serves on our board, DiverseCity Community Resources Society Board and as Finance and Audit committee member with the College of Physicians and Surgeons of BC. She has been active with the Greater Vancouver Board of Trade where she chaired the Communications Committee with the Women's Leadership Council and Public Director of the BC Real Estate Association. She has also served as co-Chair with Minerva's 'Learning to Lead' program which is focused on advancing women in the

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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.

## **Carla Smith, Toronto, ON**

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Carla Smith is currently Executive Vice President & Chief People, Strategy and Climate Officer, Intact Financial Corporation.

Carla Smith was appointed Executive Vice President in June 2021 to shape and drive Intact's global strategies in three key areas. As the global CHRO, she will advance Intact's objective to be a best employer whose talents are future ready. As the Chief Strategy Officer, she will develop and sustain Intact's corporate strategy equipping the senior team to navigate important strategic decisions and trade-offs.

As the Head of Climate, she will ensure that climate change is prioritized as a lens through which Intact manages its business, and that Intact capitalizes on opportunities to help customers and society adapt. Her career with Intact has spanned more than 20 years. She has held senior leadership positions throughout the organization including Intact Insurance, Claims, belairdirect, and Specialty Solutions. She also successfully guided the organization through several acquisitions & integrations during her time leading Corporate Development. Ms. Smith is a Chartered Insurance Professional and holds a Global Professional Master of Laws from the University of Toronto, a Master of Business Administration from Queen's University, and a Bachelor of Business Administration (Finance) from Simon Fraser University.

## **Colin Shaw – Toronto, ON**

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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 and this has 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 (Canadian Tire) funding at the provincial grass-roots level.



Colin has over 20-years' experience in the governance, risk and control profession in leadership roles with consulting firms and large corporations and is currently the Global Head of Internal Audit for one of the Maple 8 Pension Plans. In addition to BGC Canada, he is currently serving on the board of the Toronto Chapter and Canada Advisory Committee of the Institute of Internal Auditors. He set-up the ongoing internal audit program for University of Toronto - School of Continuing Studies and continues to be part of the teaching faculty of Directors College (McMaster University), and successfully completed the Directors College program.

Colin holds a BA (Hons) in Accounting & Finance from the UK and several professional designations. He and his wife Karin are proud immigrant Canadians, and parents of two boys (Ben and Dylan) and two dogs (Harley and Rue).

### **Davinder Valeri – Toronto, ON (Treasurer)**

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Davinder is a CPA, CA, Chief Financial Officer and Commissioner of Corporate Services Strategy, Risk and Sustainability Executive at Peel Region. Davinder has 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 led 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.

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# 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	5	7	0	1	6	2	10	8		5	1	2	1	13

Financial Statements of

# **BOYS AND GIRLS CLUBS OF CANADA**

And Independent Auditor's Report thereon

Year ended December 31, 2023

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**KPMG LLP**

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

## INDEPENDENT AUDITOR'S 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, 2023
- 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, 2023, 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 "***Auditor's Responsibilities for the Audit of the Financial Statements***" section of our auditor's 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.





### ***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.

### ***Auditor's 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 auditor's 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.

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- 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 auditor's 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 auditor's 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.

*KPMG LLP*

Chartered Professional Accountants, Licensed Public Accountants

Vaughan, Canada

March 22, 2024

# BOYS AND GIRLS CLUBS OF CANADA

## Balance Sheet

December 31, 2023, with comparative information for 2022

	2023	2022
<b>Assets</b>		
Current assets:		
Cash	\$ 3,064,491	\$ 1,126,556
Investments (note 2)	6,472,449	11,188,367
Grants and other receivables	1,261,909	1,366,746
Prepaid expenses	323,397	196,320
Due from related parties (note 3)	733,083	821,351
	11,855,329	14,699,340
Capital assets (note 4)	317,908	309,539
	\$ 12,173,237	\$ 15,008,879

## Liabilities and Net Assets

Current liabilities:		
Accounts payable and accrued liabilities (note 5)	\$ 4,734,115	\$ 5,029,866
Deferred contributions (note 6)	5,541,760	7,596,303
	10,275,875	12,626,169
Net assets:		
Unrestricted	1,897,362	2,382,710
Commitments (note 9)		
	\$ 12,173,237	\$ 15,008,879

See accompanying notes to financial statements.

On behalf of the Board:

\_\_\_\_\_ Director

\_\_\_\_\_ Director

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# BOYS AND GIRLS CLUBS OF CANADA

## Statement of Revenue and Expenses

Year ended December 31, 2023, with comparative information for 2022

	2023	2022
Revenue:		
Government	\$ 10,122,784	\$ 13,138,602
Donations	8,319,509	9,503,579
Member, service and event fees (note 8)	731,970	687,295
Boys and Girls Clubs of Canada Foundation (note 3)	781,704	344,983
Investment income and miscellaneous	353,799	243,060
Special events	127,060	184,104
	20,436,826	24,101,623
Expenses:		
Grants for specific activities	9,105,376	12,882,066
National programs	4,515,222	5,349,602
Support to Clubs, programs and services	4,434,666	3,714,228
Governance	261,666	172,433
Scholarships	182,828	102,465
	18,499,758	22,220,794
Administration	2,178,336	1,471,377
Amortization of capital assets	181,206	236,677
Special events	62,874	65,840
	20,922,174	23,994,688
Excess (deficiency) of revenue over expenses	\$ (485,348)	\$ 106,935

See accompanying notes to financial statements.

# BOYS AND GIRLS CLUBS OF CANADA

## Statement of Changes in Net Assets

Year ended December 31, 2023, with comparative information for 2022

	2023	2022
Balance, beginning of year	\$ 2,382,710	\$ 2,275,775
Excess (deficiency) of revenue over expenses	(485,348)	106,935
Balance, end of year	\$ 1,897,362	\$ 2,382,710

See accompanying notes to financial statements.

OPPORTUNITY CHANGES EVERYTHING

# BOYS AND GIRLS CLUBS OF CANADA

## Statement of Cash Flows

Year ended December 31, 2023, with comparative information for 2022

	2023	2022
Cash flows provided by (used in):		
Operating activities:		
Excess (deficiency) of revenue over expenses	\$ (485,348)	\$ 106,935
Amortization which does not involve cash:		
Capital assets	181,206	236,677
Deferred leasehold inducement	–	(6,219)
Change in non-cash operating working capital:		
Grants and other receivables	104,837	51,335
Prepaid expenses	(127,077)	23,601
Accounts payable and accrued liabilities	(295,751)	2,420,981
Deferred contributions	(2,054,543)	(1,009,993)
Due from related parties	88,268	(133,137)
	(2,588,408)	1,690,180
Investing activities:		
Net sale (purchase) of investments	4,715,918	(1,548,135)
Purchase of capital assets	(189,575)	(194,855)
	4,526,343	(1,742,990)
Increase (decrease) in cash	1,937,935	(52,810)
Cash, beginning of year	1,126,556	1,179,366
Cash, end of year	\$ 3,064,491	\$ 1,126,556

See accompanying notes to financial statements.



# BOYS AND GIRLS CLUBS OF CANADA

Notes to Financial Statements

Year ended December 31, 2023

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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 Boys and Girls Clubs of Canada Foundation (the "Foundation") and the Organization are related as they share one board member and certain management members. The Organization has a financial interest in the Foundation as it receives annual funding 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 and are not controlled or significantly influenced by the Organization.

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

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# BOYS AND GIRLS CLUBS OF CANADA

Notes to Financial Statements (continued)

Year ended December 31, 2023

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## 1. Significant accounting policies (continued):

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.

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.



# BOYS AND GIRLS CLUBS OF CANADA

Notes to Financial Statements (continued)

Year ended December 31, 2023

## 1. Significant accounting policies (continued):

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

### (d) 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.

### (e) 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.

### (f) 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 \$6,472,499 (2022 - \$11,188,367), bearing interest rate of 4.2% (2022 - 3.5%) per annum.

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# BOYS AND GIRLS CLUBS OF CANADA

Notes to Financial Statements (continued)

Year ended December 31, 2023

## 3. Related party transactions and balances:

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

Due from related parties includes the net amount of receivable from the Foundation of \$486,841 (2022 - \$763,285).

During the year, the Organization received \$781,704 (2022 - \$344,983) in grants from the Foundation and paid \$76,078 (2022 - \$79,754) of reimbursable expenses on behalf of the Foundation.

### (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 parties includes the receivable from Boys and Girls Club Alberta of \$246,242 (2022 - \$58,066).

During the year, the Organization paid \$128,280 (2022 - \$130,197) 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.

## 4. Capital assets:

			2023	2022
	Cost	Accumulated amortization	Net book value	Net book value
Computer equipment and software	\$ 645,029	\$ 482,423	\$ 162,606	\$ 203,690
Office furniture and equipment	127,756	47,410	80,346	72,285
Leasehold improvements	84,681	9,725	74,956	33,564
	\$ 857,466	\$ 539,558	\$ 317,908	\$ 309,539



# BOYS AND GIRLS CLUBS OF CANADA

Notes to Financial Statements (continued)

Year ended December 31, 2023

## 5. Accounts payable and accrued liabilities:

Included in accounts payable and accrued liabilities as at December 31, 2023 are government remittances payable of \$42,137 (2022 - \$7,310) 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.

	2023	2022
Balance, beginning of year	\$ 7,596,303	\$ 8,606,296
Amounts received to be spent in future years	1,930,757	1,778,494
Amounts recognized as revenue in current year	(3,985,300)	(2,788,487)
Balance, end of year	\$ 5,541,760	\$ 7,596,303

## 7. Unrestricted net assets:

Included in the unrestricted net assets is nil (2022 - \$114,152) of funds transferred in from the regional offices. These funds hold geographic restrictions in meeting the mandate of the Clubs.

## 8. Member, service and event fees:

	2023	2022
Fees:		
Member	\$ 511,535	\$ 415,391
Management	150,778	157,500
Other registrations	69,657	114,404
	\$ 731,970	\$ 687,295

OPPORTUNITY CHANGES EVERYTHING



# BOYS AND GIRLS CLUBS OF CANADA

Notes to Financial Statements (continued)

Year ended December 31, 2023

## 9. Commitments:

The minimum rental payments for premises and equipment under operating leases for each of the next five years and thereafter, are as follows:

2024	\$	301,600
2025		305,400
2026		327,800
2027		328,500
2028		337,800
Thereafter		315,100
	\$	1,916,200

## 10. 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 2022.

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.

## 11. Allocation of expenses:

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

	2023	2022
Support to Clubs, programs and services	\$ 2,904,842	\$ 2,534,468
National programs	1,149,713	1,169,000
Governance	213,704	118,029
Administration	2,068,424	1,307,061
	\$ 6,336,683	\$ 5,128,558



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