

ANNUAL GENERAL MEETING 2025



OPPORTUNITY
CHANGES
EVERYTHING

 bgc 125
Canada



NOTICE OF ANNUAL GENERAL MEETING OF THE MEMBERS

The annual meeting of the members of BGC Canada will be held in Saint John, New Brunswick, on **Friday, May 23, 2025, at 11:00 a.m. (Atlantic Time)**.

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 2024, along with the auditor's report;
2. Appoint auditors and authorize the board of directors to negotiate their fees;
3. Elect the Board of Directors; and
4. 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 21, 2025, by midnight Eastern time.

On behalf of the Board of Directors
Rachel Barry, Secretary
March 28th, 2025

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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, virtually, 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 22, 2025, 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 28th, 2025, 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.

Voting Virtually

Members can choose to attend the meeting on Zoom and vote online. If you plan to vote this way, do not send a proxy vote ahead of time. If you already sent a proxy vote but later decide to attend the meeting on Zoom, you will be asked to cancel your proxy vote when you log in through the GetQuorum link.

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 – members-only section.

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, 2024 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.

2024 MEMBERSHIP COMMITTEE REPORT

Presented to Member Clubs – May 2025

The following report includes data from 2023 and 2024 to allow for a year over year comparison.

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.

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.

Club Society – Not for profit charitable organization

Club Location – Club location(s) that operates under a Club Society

Merger – Two separate Societies come together to form one Society

Club Societies and Club Locations

***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.**

Club Societies/Locations as of December 31st 2024			
Province/Territory	Club Societies	Club Locations	Changes from December 31st 2023
Yukon	1	5	1 new Club location
British Columbia	6	101	No change to number of Club locations Kamloops/Williams Lake and Okanagan in a Management Agreement
Alberta	16 – 2 joint organizations (Edmonton, and Red Deer)	100	15 new Club locations Stettler no longer a joint agency Saddle Lake temporary membership revocation 1 less Club Society - Lethbridge and Foothills merged
Saskatchewan	3	61	2 less Club locations
Manitoba	2	14	No changes
Ontario	23 – 1 joint organization (South East)	283	1 new Club Society 11 new Club locations
Quebec	7 – 6 are provisional	12	1 less Club location 2 less Club Societies – both voluntarily revoked their membership
New Brunswick	10 – 1 joint organization (Miramichi)	26	2 less Club locations Petitcodiac in Management Agreement with Salisbury
Nova Scotia	5	18	No changes
Prince Edward Island	2	6	1 new Club location
Newfoundland	7	9	No changes
Total	82 – 6 are provisional	635	Increase of 23 Club locations

Provinces/Territory Revenue

Province/Territory	2023/2024 Revenue Based on T3010	2022/2023 Revenue Based on T3010	Change
Yukon	\$2,467,361	\$2,069,563	+\$397,798
British Columbia	\$43,874,182	\$35,472,135	+\$8,402,047
Alberta	\$39,268,596	\$33,580,961	+\$5,687,635
Saskatchewan	\$6,797,093	\$5,721,277	+\$1,075,816
Manitoba	\$5,392,515	\$5,209,946	+\$182,569
Ontario	\$98,334,921	\$93,821,314	+\$4,513,607
Quebec *	\$4,251,825	\$5,727,612	-\$1,475,787*
New Brunswick	\$16,336,567	\$14,044,364	+\$2,292,203
Nova Scotia	\$7,207,404	\$6,653,941	+\$553,463
Prince Edward Island	\$4,121,905	\$3,525,098	+\$596,807
Newfoundland	\$3,035,387	\$2,827,661	+\$207,726
TOTAL	\$231,087,756.00	\$208,653,872	+\$22,433,884

* Includes 6 provisional BGCs

* Decrease in Quebec revenue is due to 2 less Club Societies – Longueuil and Maison Coup de Pouce voluntarily revoked their membership with BGC Canada

Club Foundations

Nine Clubs have BGC Foundations. They are: Edmonton, South Coast BC, London, Niagara, South Vancouver Island, Kawarthas, Prince County, Saint John, and Miramichi

New Executive Directors/Chief Executive Officers

BGC Leadership 2024, 2023

- In 2024, thirteen Clubs hired a new ED/CEO
 - Durham – Marnie Smith (Interim)
 - Dawson – Darley Polony (Interim)
 - Albion – Khudaija Tariq Sheikh
 - London - Brett Gatt
 - Greater Saint John - Louise Dalcourt
 - Charlottetown – Caroline Woods
 - Charlotte County – Jackie White
 - Moncton – Ashton Beardsworth
 - Fort McMurray – Jason King
 - Saskatoon – Heidi Carl
 - Whitecourt – Danielle Summers
 - Central Vancouver Island – Interim Corey Sugiyama
 - South Vancouver Island – Arianna Scott
- 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 Leibu
 - North Simcoe – Heather Purchon
 - Sarnia – Jaylene Henry
 - Thompson – Lianne Denysiuk
 - West Scarborough – Josh Hood
 - Trois Rivières – Karine Cinq-Mars
 - Saddle Lake – Stacey Harrison

Board Presentations

2024 Meetings with Local Boards

- One Ontario Board did not have a Board Presentation
- One Quebec Club did not have a Board Presentation
- One New Brunswick Club did not have a Board Presentation
- Two BC Clubs did not have a Board Presentation
- Two AB Clubs did not have a Board Presentation

2023 Meetings with Local Boards

- One Quebec Club did not have a Board Presentation

Complaints

Summary of 2024 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 35 complaints were received in 2024 – relating to 25 different Clubs
 - complaints from parents
 - complaints from staff or former staff
 - complaints from community members
 - from "others"
- The "types" of complaints received in 2024 were as follows:
 - related to Costs/invoicing
 - related to child/children
 - related to staff
 - related to programming/site
 - related to staff dismissal
 - "other"

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

Summary of 2023 Club Complaints made to BGC Canada

- 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"

Critical Incidents

Summary of 2024 Critical incidents

There were 16 “critical incidents” reported to BGC Canada in 2024, falling into the following categories:

- Negative media affecting reputation
- Alleged abduction or missing child
- Alleged child abuse by child
- Alleged child abuse by adult
- Major medical emergency
- Other incident Club deemed critical

Summary of 2023 Critical incidents

There were 6 “critical incidents” reported to BGC Canada in 2023, falling into the following categories:

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

Operating Standards Reviews

Operating Standards Reviews done in 2024

Completed QIPs have an *

Extension requests are noted

Western Region

- Thompson
- South Coast BC
- Yukon
- Fort Saskatchewan
- Olds & Area
- Edmonton
- Stettler & District
- Leduc
- Cranbrook

Central Region

- Thunder Bay
- Toronto Kiwanis
- North Simcoe
- Kawarthas *

- Ottawa
- MDJ L'Atome
- Dawson

Atlantic Region

- Halifax
- Petitcodiac / Salisbury
- Moncton
- Grand Manan
- Truro Colchester

Operating Standards Reviews done in 2023

Completed QIPs have an *

Extension requests are noted

Western Region

- South Vancouver Island *
- Airdrie *
- Central Vancouver Island * - Extension Request Granted

Central Region

- East Scarborough * - Extension Request Granted
- Durham - Extension Request Granted
- West Scarborough *
- Eastview - Extension Request Granted
- Renfrew County * - Extension Request Granted
- Peel * - Extension Request Granted
- Dovercourt *

Atlantic Region

- Greater Fredericton - - Extension Request Granted
- Prince County - Extension Request Granted
- Greater Saint John - Extension Request Granted
- Bell Island - Extension Request Granted
- Mirimichi - Extension Request Granted

Exemptions

2024 Exemption Approvals

- Three Clubs have been granted exemptions until April 1st, 2026. The three exemptions are related to co-branding.
- One Club has been granted an exemption until the next Membership Agreement update. The exemption is related to adjusting the Mission and Vision to include the words "community members"

2023 Exemption Requests

- One Club has been granted an exemption for 18 months. The request is regarding being publicly recognized as BGCBigs due to being a joint agency.

2024 REPORT FROM MANAGEMENT

2024 was a year of resilience and growth for BGC Canada. Amid ongoing economic and political challenges, along with the lasting effects of the pandemic, we knew it was time to reassess and adapt. In the fall, we reviewed our staffing structure, which led to some difficult decisions and the loss of valued team members. We're not alone - many Clubs are still facing challenges with hiring and retaining staff in today's changing economy.

In response to these evolving challenges, we took a deep dive into what we've learned over the past few years and used that knowledge to future-proof our movement. Working with Clubs, we launched our new five-year strategic plan: *Growing Together, Creating Opportunities*.

Developed by Clubs, for Clubs, this plan is designed to make sure we stay not only Canada's largest but also its strongest child and youth-serving organization. It helps us grow to meet the rising needs and challenges young people face today, while building on the experience and knowledge we've gained over the last 125 years.

Through it all, our mission, vision, and goals have stayed strong. Together, we've helped young people dream bigger, aim higher, and thrive through hard times. None of this would be possible without the passion and commitment of our Clubs across the country.

The BGC Movement

As of December 2024, the BGC movement had 82 member Clubs, including six provisional Clubs: five in Quebec and a new one in Southwestern Ontario, BGC Chatham-Kent. In 2024, two Quebec Clubs relinquished their memberships: Action jeunesse St-Pie X de Longueuil and Maison Coup De Pouce T.R. (Trois Rivières). BGC Foothills and BGC Lethbridge merged in 2024 to become BGC South Alberta. We also saw a rise in Club service locations, from 612 to 635.

In 2024, we completed a total of 21 Operating Standards Reviews (OSRs). OSRs continue to be valuable opportunities to visit Clubs, identify areas of support, and ensure we are providing high-quality services and programs. Thank you to all the Clubs and reviewers who took part in these OSRs.

Our People

In 2024, the loss of major federal government grant renewals led to difficult staffing reductions, including the departure of key colleagues from our government relations team and the executive office. Our team decreased from 51 to 41 staff over the year.

However, thanks to corporate funding, we were able to create a new contract role for a Manager of Indigenous Programs, who is helping strengthen BGC Canada's support for Clubs to deliver Indigenous programming.

The revenue reduction also required that we develop projections into 2025, and it was evident by the end of 2024 that the team would need a final restructuring early in the following year, with up to ten further positions to be eliminated. The final budgeting process for 2025 was very stark and the senior team and board have undertaken the difficult work to find these savings and restructure the BGC Canada team, with a focus to ensure we continue to deliver on our critical mission work of supporting Clubs.

Systems & Infrastructure

In 2024, BGC Canada continued to enhance systems, streamline processes, and improve data management to better support Clubs. As part of our data strategy, we implemented BGC Data Principles to ensure that all collected data is valuable, high-quality, non-redundant, and relationship based. To align with these principles, we reduced Annual Statistics questions by 40%. We assessed all required data to improve relevance, accuracy, and efficiency.

To strengthen technology and internal systems, we launched the BGC Landing Page, providing a centralized access point for the Members Site, BGC Communities, MyBGCU, and MyBGC platforms. We also simplified the Annual Financial Report process and automated membership fee assessments and invoicing in Salesforce. Additionally, we improved grants management by refining refund processing and multi-GAU functionality. We initiated the integration between Salesforce and Sage Intacct to enhance our internal financial tracking and reporting.

BGC Canada has also worked with Boys & Girls Clubs of America (BGCA) to secure Canadian licenses for Clubs to access **MyClubHub**, a universal Club management system designed specifically for Boys & Girls Clubs. Built by Clubs for Clubs, MyClubHub enhances operational efficiency, improves engagement with children, youth, and families, and provides real-time access to member, donor, staff, and volunteer data. More than just a system replacement, MyClubHub has the potential to transform Club operations by streamlining processes and fostering deeper parent engagement. To assess its impact, BGC Canada launched a pilot program with four Clubs to evaluate MyClubHub's effectiveness in the Canadian context. Initially scheduled for fall 2024, the pilot was deferred to winter 2025 to allow for further preparation and alignment with Club needs.

The MyBGC/MyBGCU platform continued to grow, with active users increasing from 1,400 to 4,636. Platform enhancements included a new user sign-up process, improved training access, the introduction of a "Program Volunteer" user role, expanded resource materials, and enhanced problem-solving tools for Clubs. A new live event functionality is also set to launch in Q2 2025.

These advancements reflect BGC Canada's commitment to providing Clubs with effective infrastructure, streamlined processes, and innovative solutions to better serve young people and their communities.

Learning and Impact

In 2024, 97% of BGC Clubs participated in the third deployment of the BGC Member Survey. Clubs collected over 1,100 more surveys than in 2023, for a total of 8,195 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 2024, 17 Clubs participated in the third cohort of qualitative interviewing. Club staff conducted 388 deep-dive, one-on-one interviews with members, including 172 interviews using new interview protocols focusing on two of our national areas of opportunity based on the Learning and Impact data: social-emotional development and engaging members ages 11-13. In October 2024, staff gathered in Calgary to identify themes and findings from their data and learn from one another. By participating in the project's qualitative component, 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 20,500 survey responses and interviewed nearly 1,250 children and youth. The three-year mixed-methods evaluation report will be available in May 2025.

Strategic Planning

After more than two years of consultation with Clubs, the national team, and the BGC Canada Board, we proudly launched our new five-year strategic plan, *Growing Together, Creating Opportunities*, at the 2024 national conference. Developed by Clubs for Clubs, it positions us to remain not only Canada's largest dedicated child and youth serving organization, but its strongest.

With support from the national team and a companion guide to help bring the plan to life, we are ready to deepen our impact, face challenges with confidence, and continue building a brighter future for young people. By the plan's completion in 2030, BGC Clubs will have served communities across Canada for over 130 years.

Staff Training & Education

Following the launch of the strategic plan at the national conference, staff reviewed the plan's deliverables and led Clubs through training theme exercises at each Fall regional meeting. In 2025, the Operational Excellence Committee will identify the top 2 – 3 focus areas for Club-facing training in 2025 and 2026.

In May, 300 participants from 61 Clubs attended our Leadership Symposium and National Conference in Kingston, Ontario. The conference received a satisfaction rating of 4.42 out of 5, with 84% of attendees reporting that it met their learning needs and interests.

MYBGC/MyBGCU is an all-in-one interactive platform for Club youth, staff and board members. From 2023 to 2024, the platform experienced an increase in active users from 1,400 to 4,636. The national team has been working on improvements, including easier sign-up, better access to training, a new user role (Program Volunteer), updated resources, problem-solving mechanisms for Clubs, and live event capabilities. These features will launch in Q2 of 2025.

BGC Canada continues to provide options for Clubs to access training through the updated, archived training videos page on the members' website (members.bgccan.com) and numerous live, virtual training sessions.

Indigenous Engagement

In the first half of 2024, our Indigenous Engagement Manager finalized the *Indigenous Landscapes & Learnings Report* in both English and French for distribution to Clubs. The information shared in the report was used to develop a comprehensive Indigenous Engagement Strategy that will help guide our journey towards Truth and Reconciliation. This work continued with the new Indigenous Program Manager who joined BGC Canada in fall 2024. With generous support from Shell Canada, we developed a tool kit and training opportunities to support Clubs in strengthening cultural sensitivity and addressing the specific barriers identified in the report.

Equity, Diversity & Inclusion (EDI)

BGC Canada is committed to supporting Clubs to enhance their EDI efforts. Much of 2024 involved building a comprehensive process to evaluate how Clubs are doing with EDI, including a tool to capture all the surveys, supporting documents, and data collected. The assessment tool generates a report and an action plan to help Clubs further their progress.

The process was supported through engagement with Clubs in the form of an advisory group who worked with BGC Canada and a contracted consultant. Nine Clubs participated in a pilot of the assessment process in the fall of 2024. To enhance learning and involvement, BGC Canada began hosting a community of practice with over 30 members from Clubs across Canada to share resources, connect on EDI topics and support one another. Additionally, BGC Canada developed five new guides and resources to support Clubs in their action planning after their assessment to support progress in their EDI efforts. These will be available in early 2025 in both English and French.

BGC Canada began a partnership with the Canadian Centre for Diversity and Inclusion and developed the *See Different* program in MyBGC for youth. The purpose is to inspire a

generation of Canadian youth to become dedicated and compassionate leaders who understand and seek to address systemic barriers to inclusion in Canadian society.

Additionally, as mentioned above, BGC Canada hired the first Manager, Indigenous Programs position to authentically engage Indigenous communities, children, and youth. This position will seek opportunities for partnerships, collaboration, and work to build knowledge of Indigenous truths, stories, and cultural safety through the development of tools, training, and resources both internally at BGC Canada and BGC Clubs nationally.

Partnerships & Philanthropy

In 2024 BGC Canada faced challenges that required adaptive solutions, including an aggressive financial target, a reduction in team size (from seven to three), and some headwinds from partners that suggest a trend toward regional giving vs national-level support.

Key Successes:

- **Outbound-focused prospecting:** As we focused on building our partnership base, the team prioritized outbound efforts, surpassing our goal of 300 outreaches to new prospects in 2024 – to great success. Key contributions came from several new high-value donors and corporate partnerships; 36% of funds received in 2024 were from 14 new national partners to BGC Canada, many signing multi-year agreements. These new partners ensured funds will flow to Clubs for new and existing programs: Walmart Foundation is supporting the redevelopment of our signature *Kid Food Nation* program and funding for two years of program support; Barrett Family Foundation has helped us expand our Parenting Programs across Canada; TD Bank is supporting a program overhaul of *Brain Gain*, for which grants will flow in 2025; Rogers is supporting *Keystone*; The Keg Spirit Foundation is supporting training and resources for the *R2 Resilience Approach*; Shell is helping us adapt our programming for Indigenous communities; and Northbridge is supporting flexible grants for learning & development programs and health active living programs.
- **Events:** We saw significant advancement in the overall impact of our signature events – namely the *BGC Golf Classic* and *Youth of the Year*. The golf tournament saw 40% year-over-year financial growth. The *Youth of the Year* celebration event was an elevated experience due to in-kind support from Rogers and attended by 200 partners, prospects, families of the YOY recipients, and Club youth. Seven outstanding youth from across the country were recipients: Titobi as National Youth of the Year (BGC East Scarborough), Jordan as Indigenous Youth of the Year (BGC Red Deer and District), Alex (BGC Riverview), Jaydn (BGC East Scarborough), Taha (BGC Fort McMurray), Tessa (BGC Lethbridge), and Yael (BGC Bigs Edmonton & Area). This

program is vital to raising our national profile—through their stories of Club impact, we deepen understanding and strengthen our brand. A highlight reel and more information about the youth selected can be [found here](#). We encourage all Clubs to continue nominating youth—they are our best spokespeople for the entire BGC movement and help us raise our profiles with partners and prospects. The 2025 *Youth of the Year* celebration will take place on November 4, 2025.

- **Individual & Board Campaign Growth:** The year-end individual fundraising campaign achieved \$201,066 - a year-over-year increase of 139%, with significant support from the BGC Board, as well as a lead generation campaign focused on advocacy for national food programs, and supporting our donors with resources to help them get their kids off screens.

Looking ahead, we have built strong momentum for corporate support heading into 2025. As of January 2025, we have fully confirmed over 50% of our 2025 revenue target. Some of the large accounts we've already renewed for 2025 include Hyundai as *Presenting Partner of Youth of the Year* (a new 3-year agreement at increased financial support), Old Navy for career readiness programming, Best Buy for a new microgrants program, and McCall MacBain Foundation for *R2 Resilience* expansion to more Clubs across Canada.

Trends:

We are seeing some trends from our partners which may impact Clubs:

- A few of our partners have signalled a shift in their partnerships to decentralization of funding. For example, Mary Brown's is no longer funding BGC Canada nationally, as franchisees would like to work directly with local charities that are meaningful to them. RBC will also be decentralizing their partnership.
- We are seeing increased requests for our partners to volunteer in Clubs. Given resource constraints at Clubs and at BGC Canada, we will work with Clubs to offer turnkey opportunities to funders that are also low lift for Clubs and BGC Canada and ensure Clubs are compensated for these opportunities.

Public Policy & Engagement

2024 saw significant political activity as several provinces held elections or prepared to call them in 2025. An early 2025 federal election was also expected. The Public Policy and Engagement team was busy on both levels as we pursued funding for our programs with the National Programs team and continued our advocacy in priority areas.

Federally, funding streams are now severely oversubscribed and, as a result, our applications have increasingly come in lower than asked. However, in 2024, BGC Canada did secure \$7.7

million in federal funding, including renewal support for Skilled4Success from the Youth Employment and Skills Strategy for \$5M over five years.

While funding has become harder to secure, BGC has successfully continued to advocate for several priority areas that benefit our sector—nearly all our pre-budget proposals and advocacy priorities were recognized in the federal government’s 2024 budget. Highlights included renewed funding for the Youth Employment and Skills Strategy, a national school food program and food infrastructure, low-cost loans and grants for new childcare space infrastructure, and a new youth mental health fund. The Sectoral Table on the Care Economy was created in direct response to our advocacy around our workforce crisis.

Clubs also hosted two major pre-budget announcements, including with the Prime Minister, Minister of Finance, and three other Cabinet Ministers, in addition to cultivating relationships and hosting numerous Club tours for Members of Parliament across the country.

To support our advocacy, we produced *Exploring a Canada-Wide Before and After-School Care Strategy*, providing a policy landscape, exploration of gaps, promising practices, high-level recommendations and next steps needed for a national-coordinated after-school care strategy. Accompanying the report, and in partnership with the Canadian Centre for Policy Alternatives, we also developed a map highlighting after-school care gaps across the country – this is the only map of its kind in Canada.

Our joint advocacy continued with other federated charities (the United Way, YMCA, YWCA, and Big Brothers Big Sisters Canada). In the lead-up to the 2025 federal election, this working group developed joint federal policy proposals to strengthen Canada’s essential community services sector.

Provincially, we worked with Clubs in five provinces to secure funding, improve their regulatory environment, and develop their joint advocacy capacity. We also advocated provincially regarding the federal Food Fund. In Ontario, we successfully advocated for CWELCC funding reforms.

As we look ahead to 2025, we are working with external government relations consultants to help prepare for the Federal Election. Changes in US policy and uncertainty in the Canada/US relationship are expected to create significant economic headwinds. We will focus on government advocacy with all parties to stabilize support for the childcare sector and Clubs across the country.

Marketing & Communications

In 2024, we launched the ***Because of a Club*** national brand campaign. ***Because of a Club*** demonstrated how BGC Clubs make a difference in the lives of children across the country. Targeted at corporate and government audiences, the goals of this brand campaign were:

1. Grow BGC name awareness

2. Deepen understanding of BGC impact
3. Support revenue generation

We initially planned a spring and fall campaign but could only run the spring flight due to unexpected budget constraints. In addition to our paid efforts, we promoted organic social media throughout the year and secured significant pro-bono support from the Globe & Mail and Billy Bishop Airport, a core business and government hub in Toronto.

We are pleased to report that our national marketing efforts impact our target audiences. Our annual brand health study, which measures the overall health of our brand and the impact of our campaign work, saw meaningful year-over-year growth:

- Our target audience is 54% aware of BGC Canada (vs 43% general population)
- The charity decision-maker audience is even higher at 75% awareness

The brand health study also left us with helpful takeaways as we move into 2025, especially understanding the importance of personal connections to our work. The study highlighted that those who personally support BGC often translate into recommendations to their employers, demonstrating a clear link between the important work of all Clubs and national support.

2024 marks four years since we changed our name from Boys and Girls Clubs to BGC. Our team continues to share pulse check documents on how far along BGC Clubs are in their digital rebranding process and what areas still require attention. At the end of 2024, we are proud to note how far we've come – most Clubs have now completed their brand health checks.

In addition to supporting Clubs with their branding updates, we helped Clubs improve their marketing and design skills with Canva design tutorials and webinars, joined Program Team Community calls and shared new tips, tools and resources. We also supported Clubs through several crisis communications issues.

We continued to share our communication plans via our brand calendar and with updates in Scoop and the Executive Briefs, helping Clubs align their marketing plans with BGC Canada. In 2024, we delivered toolkits to Clubs in English and French to support key partner activations, brand campaigns, awareness days and more.

On June 7, 2024, Clubs across Canada celebrated BGC Club Day, our National Day of Awareness. A total of 76 Clubs participated – more than ever before! The day saw 53 civic engagement activities, up from 41 in 2023. #BGCClubDay reached 3.6 million people on social media, up from 3 million in 2023.

On May 31, 2024, BGC Canada hosted the first-ever BGC Alumni Hall of Fame. [Inaugural AHOF inductees](#) included NHL star Taylor Hall, prominent sportscaster Kayla Grey, internationally acclaimed child psychiatrist Dr. Jean Clinton and politician Art Eggleton. Hosted by Steve

Patterson from CBC's *The Debaters* (and a former Club kid), the event marked the National Conference's closing night.

Conference attendees and guests joined us for a special evening as we celebrated their accomplishments and impact. The Marketing and Communications team developed the logo, organized the event and prize, scripted the show, handled media and more.

In 2024, we also embarked on the first step to redesign our public website. The site is over 10 years old and now has significant technical limitations, impacting our ability to engage audiences. Through the year we conducted an in-depth discovery phase and will start the redesign process and build in 2025, with the new site scheduled to launch by year's end.

Throughout the year, we worked with our French-speaking Clubs to set annual brand goals, expanding BGC's visibility and strengthening our connections within French-speaking communities.

Club Services (Programs and Member Services)

In 2024, the Programs and Evaluation teams combined to more strategically develop programming opportunities, improve evaluative practices and methodologies, and to better meet BGC Clubs' needs nationally. This has led to improved processes around grant applications, information sessions, support to Clubs, and high-quality knowledge mobilization products such as the BGC Canada Program Snapshots that demonstrate the efficacy and results of BGC Canada programming offered at Clubs.

BGC Canada's theory of change, the Model for Success, was revised in 2024 and presented at the National Conference and regional meetings. This revision involved a working group of Club leaders and BGC Canada staff, a literature review, and a review by the National Program Advisory Committee and the Operational Excellence Committee. Implementation and ongoing training opportunities for BGC Clubs will commence in 2025.

In 2024, through the support of the Government of Canada and numerous corporate and foundation funders, \$5,463,069 was distributed to Clubs in food and program funding.

2024 Challenges

As Canada's economic climate continues to shift, BGC Canada has also felt the impact. In 2024, we had to say goodbye to valued employees, an entire team, and a respected member of our executive office. Many organizations across the country, including some of our long-time partners, are facing similar financial challenges. Some partners have changed the way they support BGC Canada, choosing instead to work more directly with local charities.

As our partners shift priorities, it becomes harder to secure stable funding for programs, provide strong support for staff, and ensure that Clubs have the resources they need to thrive and grow in their communities. In response, we are undertaking a careful review of our operations to ensure that we can continue to provide essential support to Clubs across the

country while maintaining financial sustainability. This restructuring will be complete in early 2025, and is necessary step to reduce costs and align our resources with our current and future funding realities.

There was no way to reduce our staff by this amount without restructuring our work. While we remain absolutely committed to the principles in our most recent strategic plan *Growing Together, Creating Opportunities*, we have to realign our work to support what matters most and be true to our mission of supporting Clubs

Looking Forward & 2025 Projections

As we look ahead to 2025, we know there will be challenges. Political and economic uncertainty—both in Canada and around the world—may continue to shape what’s to come. But even in uncertain times, one thing is clear: the work we do has never been more important. Young people need our support now more than ever, and BGC Canada is fully committed to helping them grow, succeed, and build a brighter future.

We are excited to host the 2025 BGC Canada Leadership Symposium from May 21–23, 2025 in Saint John, NB. BGC Greater Saint John will be celebrating its 125th anniversary, and we hope to see all Club Senior Leadership join the celebration.

Our national team will also be prioritizing our own strategic directions, as we develop our internal strategy to align with *Growing Together, Creating Opportunities*. This work will conclude at the end of 2025, setting the stage for balanced and responsible growth in our national work.

Thank you to our incredible Club staff, volunteers, and national board of directors. Your dedication and hard work have made a lasting impact on young people and their families. Because of you, the BGC movement remains strong, resilient, and ready to take on whatever the future brings.

2024 REPORT ON GOVERNANCE

The BGC Canada National Board

The BGC Canada Board of Directors met five times in 2024, both virtually and in person. At the Annual General Meeting (AGM) in Kingston, Ontario, Eve Rémillard-Larose was elected to the board and Michelle Banik was appointed Chair of the Board, succeeding Becky Penrice.

Throughout the year, the Board focused on several key areas:

- **Strategic Planning:** The Board provided input on the 2024–2029 federation-wide Strategic Plan, including in-depth discussions on the goals and objectives in each area of ambition.

- **By-law Confirmation:** The Governance Committee finalized a series of by-law amendments originally approved by members in 2022. These updates, along with a new article of amendment setting the minimum and maximum number of directors, were confirmed as **By-law No. 2** at the 2024 AGM.
- **Indigenous Engagement:** The Board reviewed the Indigenous Inventory Report—an important milestone in BGC Canada's commitment to ethical and meaningful engagement with Indigenous Peoples.
- **Funding, Sustainability, and Organizational Restructuring:** In response to cuts to federal government grants, the Board oversaw restructuring of the national team and supported BGC Canada in its pursuit of sustainable and unrestricted funding to protect and grow core programs.
- **Risk Management:** The Board and Finance Committee worked closely with management to regularly review organizational risks and actively discuss strategies to reduce and manage them.

Board Committees:

Governance Committee

In 2024, the Governance Committee finalized by-law amendments to align with the *Canada Not-for-Profit Corporations Act*. The amended and restated **By-law No. 2** was confirmed by the members at the 2024 AGM. The Governance Committee also supported the Nominations Committee in recruiting new board candidates, and oversaw the succession of the Board Chair.

Nominations Committee

Board succession planning remained a key focus in 2024, as the terms of two board members concluded. Board member Rachel Barry became Chair of the Nominations Committee, taking over from former committee chair Bob Harriman. With additional terms set to end in 2025, the committee continued its recruitment efforts. One new director, Eve Rémillard-Larose (Chief Executive Officer at TBWA\Groupe Canada), was elected at the 2024 AGM. The Committee also prioritized representation from Atlantic Canada and individuals with diverse backgrounds, knowledge of Clubs, and experience in the non-profit sector in its recruitment strategy for future board roles.

Human Resources & Compensation Committee

The HR & Compensation Committee oversees CEO performance, ensuring succession and performance at the executive level and HR policy oversight. In 2024, the committee worked with the Vice President of People & Culture to strengthen internal capacity and support a positive workplace culture. Redevelopment of the employee compensation model was a significant undertaking, marking a key step forward in supporting and retaining talent at

BGC Canada. Board member Carla Smith assumed the role of committee chair when former chair Michelle Banik transitioned to Board Chair.

The HR & Compensation Committee is also advising on the staff restructuring mentioned in the management report, and will make recommendations on the structure to the full board.

Finance, Audit, & Risk Management Committee

The Finance, Audit, and Risk Management (FARM) Committee continued its oversight of BGC Canada’s finances and annual audit. It provided guidance and encouraged deeper board discussions on key organizational risks and supported management in strengthening internal financial processes.

Board Committee Members:

Board Committees	
Finance, Audit, and Risk Management Committee	Human Resources & Compensation Committee
Davinder Valeri– Chair David Mather (until May 2024) Robert Siddal Colin Shaw	Michelle Banik – Chair (until May 2024) Carla Smith – Chair (from May 2024) Shawn Cornett Bob Harriman Kam Raman
Governance Committee	Nominations Committee
Shawn Cornett– Chair Rachel Barry Trevor Daroux Gordon Floyd Marcel Lauziere (until May 2024) Eve Rémillard-Larose (from December 2024)	Bob Harriman- Chair (until May 2024) Rachel Barry – Chair (from May 2024) Michelle Banik (Until May 2024) Gordon Floyd Mirzet Alekic
Sarah Midanik is a board representative on the Indigenous Advisory Circle.	

The BGC Canada Foundation

In 2024, the BGC Canada Foundation Board of Trustees turned its focus to building capacity for a major fundraising campaign. The Foundation provides an annual grant to BGC Canada, in addition to offering grants to Clubs and supporting scholarship awards.

Foundation Board Trustees:

Deirdre McMurdy -Chair
David Mather - Treasurer
Felix Wu- Secretary
David Renwick - Trustee

Nadia Hamilton - Trustee
Al Lindsay – Trustee
Bonny van Rest – Trustee
Phil McDowell- Trustee (resigned September, 2024)
Kerry McGrath- Trustee (resigned May, 2024)
Jason Mullins – Trustee (resigned December, 2024)
Rebecca Tascona – Trustee (resigned November, 2024)

ELECTION OF DIRECTORS

The National Board of Directors will be fixed at 15 directors, consisting of a minimum of 5 and a maximum of 18 directors as specified in the *Articles of Incorporation*.

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

There are eleven members for re-election and two new directors to be elected at the Annual General Meeting:

For election:

Bethany Moffatt (First term)
Sydney John-Baptiste (First term)

For re-election:

Carla Smith	(Second term)
Mirzet Alekic	(Second term)
Shawn Cornett	(Fourth term)
Trevor Daroux	(Fourth term)
Bob Harriman	(Fourth term)
Davinder Valeri	(Fourth term)

Continuing in the second year of their current term:

Eve Rémillard-Larose	(First term)
Kam Raman	(Second term)
Colin Shaw	(Second term)
Rachel Barry	(Fourth term)

Final one-year term as chair:

Michelle Banik

BOARD CANDIDATE PROFILES

For Election:

Bethany Moffatt, Halifax, NS

With over 35 years of experience in the financial services industry, Bethany Moffatt is an accomplished leader known for strong judgment, a forward-looking approach, and a deep understanding of risk and reward in complex sales environments. Throughout her career, she has developed expertise in risk management, communication, and strategic planning, with a focus on commercial banking and lending.

Most recently serving as Vice President and Head of Commercial Banking for Atlantic Canada at the Bank of Nova Scotia, Bethany led a team of 65 specialists and drove both growth and inclusion across the region. Her career spans senior roles in credit risk management, relationship banking, and commercial services, as well as teaching positions at Dalhousie and Saint Mary's University. Bethany holds an MBA in Finance from Dalhousie University, a BA in Economics from Acadia University, and has earned distinctions as a Fellow of both the Chartered Professional Accountants and the Institute of Canadian Bankers.

Beyond her professional roles, Bethany is dedicated to community leadership and governance. She is a past member of the Board of Governors at Acadia University and Past Chair of the Finance, Audit, and Risk Committee, and is currently on the Finance Committee of the Art Gallery of Nova Scotia. From 2014 to 2020, she was an active board member and finance chair with the Boys and Girls Club of Halifax.

Sydney John-Baptiste, Toronto, ON

Sydney John-Baptiste is a passionate community builder, organizer, and youth advocate with experience across education, operations, and the non-profit sector. She currently works as the Operations Lead at Firefly Creative Writing, where she oversees day-to-day operations, and helps organize creative community events.

A graduate of McMaster University, Sydney holds a Bachelor of Science degree specializing in sensory-motor systems. She has worked as a Conference Manager, Teaching Assistant, and Technical Student in energy conservation, and has designed programs for children and youth with a focus on mental health, equity, and content creation.

From leading youth forums across Canada to speaking alongside national leaders on mental health, Sydney is deeply committed to creating spaces where young people are heard, supported, and empowered. She has been with BGC for over 13 years, as a youth, a staff member, a spokesperson, an advocate, and a National Youth Council member. Sydney would love the opportunity to continue to help shape the future of Clubs.

Current Director Profiles

Mirzet Alekic, Winnipeg, MB

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. After moving to Canada as a refugee, he joined the Winnipeg Club and became a regular program participant.

As a teenager he was given his first job at the Club. When Mirzet 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 and has been associated with BGC and Clubs for nearly 30 years.

Michelle Banik - Toronto, ON (Chair)

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

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

As an accomplished senior executive 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 currently serves on the Human Resources Committee for Empire Company Limited (TSX: EMP.A), the Human Resources and Governance Committees for Stella-Jones Inc. (TSX: SJ) and is Chair of the Governance & By Laws Committee at Western University. She is also the Chair of the National Board of Directors for Canada's largest dedicated child & youth serving charitable organization, BGC Canada, formerly Boys & Girls Clubs of Canada.

Michelle has a Bachelor of Arts degree from Western University, a Certified Human Resources Executive designation, and a Chartered Director designation from the DeGroote School of Business. She also has a post-graduate certificate in Diversity & Inclusion from Cornell University. In 2023 Michelle was honoured as the inaugural recipient of the Alumni Award of Achievement, for Western University's Faculty of Arts & Humanities.

<https://www.linkedin.com/in/michellebanik>

Rachel Barry - Ottawa, ON (Vice-Chair)

Rachel brings an extensive understanding of clubs as a former 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. Rachel grew up in PEI, where she was a member and employee of BGC Summerside.

Beyond her involvement with the BGC movement, Rachel brings a deep understanding of the Canadian political system. She works as a lobbyist at the Insurance Bureau of Canada, advancing policies to protect Canadians from extreme weather. She previously has worked at a variety of non-profits and associations. 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.

Shawn Cornett – Calgary, AB (Vice-Chair)

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 Past 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 – Edmonton, AB

Deputy Commissioner Trevor Daroux, Commanding Officer of the Alberta RCMP, oversees the RCMP's second-largest division. The Alberta RCMP delivers federal policing services for the Government of Canada, serves as Alberta's contract provincial police force, provides municipal policing to major cities, and plays a key role in joint law enforcement operations.

Deputy Commissioner Trevor Daroux is in his 37th year of policing, serving with both the Calgary Police Service and the Royal Canadian Mounted Police. In 2017, he retired from the Calgary Police Services as the Assistant Chief in Charge of the Bureau of Community Policing. He then joined the RCMP and served as the Director General National Crime Prevention and Indigenous Policing Services. Deputy Commissioner Daroux went on to serve as the Criminal Operations Officer for the Alberta RCMP until May 2025.

Deputy 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, Deputy Commission 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. Deputy Commissioner Daroux believes that our collective efforts build a new narrative, a narrative of opportunity and hope for all to thrive.

In 2017, Deputy Commissioner Daroux was honored with his Blackfoot name, Ni Tsih to Wann, given to him by Elder Herman Yellow Old Women. Deputy Commissioner Daroux is a proud father and grandfather.

Bob Harriman - Saskatoon, SK

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

From 2010 to 2014 Bob was the Chief Security Officer for BC Hydro where he maximized efficiency and minimized physical and cyber security costs.

From 2014 to 2020 Bob was the CEO and Owner of RFH Consulting and Management company. Bob served on the Board of Directors for BGC Saskatoon from 2016- 2019 and was a member of the Government Relations Committee with BGC Vancouver from January 2010 to September 2015. Bob also worked as a camp counsellor with BGC Ottawa from 1969 to 1971.

Bob is a member of BGC Canada's National Committee for HR and Compensation.

Kam K. Raman- Vancouver, BC

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 of Canada 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 a Director 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 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.

Eve Rémillard-Larose, Toronto, ON

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.

Carla Smith, Toronto, ON

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. As the Chief Strategy Officer, she will equip the senior team to navigate important strategic decisions and trade-offs. As the Head of Climate, she will deploy Intact's Climate Strategy, finding the intersections between helping and winning.

In June 2024, Communications was also added to her mandate. Over 25 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 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

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 through sport. Since arriving in Canada in 1999, he has volunteered in the rugby community and this included setting up a new rugby club dedicated to boys and girls aged 6 to 18, and delivered programming for an organization focused on Toronto's priority schools and helped secure 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 designed and delivered the 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, plus accounting, internal audit, and forensic accounting designations. He and his wife Karin are proud new Canadians, and parents of two boys (Ben and Dylan) and two dogs (Harley and Rue).

Davinder Valeri – Toronto, ON (Treasurer)

Davinder Valeri is the Chief Financial Officer and Commissioner of Corporate Services at the Regional Municipality of Peel, one of the fastest growing municipalities in North America. Her forward-thinking leadership experience and expertise in financial management, business transformation, and sustainability make her a valuable member of Peel's Executive Leadership Team. In her role, Davinder is responsible for ensuring Peel remains financially sustainable while continuing to deliver a suite of cost-effective, value-add and responsive business services. These services to support the organization include Information & Technology, Human Resources, Diversity, Equity & Inclusion, Climate Change & Energy Management and Communications.

Prior to joining Peel, Davinder worked at Chartered Professional Accountants of Canada as the Executive Director, Accounting for Sustainability (A4S) Canada and Director, Strategy, Risk and Performance Management. In this role, she led a team to conduct technical research to develop guidance and thought leadership on emerging and current issues related to technology, economy, sustainability, finance, strategy and risk and their impact on society, business and governments. Davinder also managed large private and public CFOs to incorporate sustainability into everyday decision-making and led the A4S network of CFOs in Canada and abroad to address global finance challenges.

Celebrated for her expertise in energy and sustainability, Davinder was profiled as one of 100 women in Canada by Women in energy transformation (Pembina and WiRE). Davinder's past roles include Director, Global Infrastructure Advisory, KPMG LLP, and Director, Strategic Oversight and Partnership Management and Director of Strategic Planning and Stakeholder Relations, Ontario Power Generation.

Davinder is a facilitator and panel speaker on climate change and sustainability. She also serves on the board of BGC Canada, the Research Advisory board of the Institute of Sustainable Finance at the Smith School of Business and the Steering Committee of Capitals Coalition Hub Canada. As Chartered Professional Accountant, Davinder holds an Honours Co-op Bachelor of Arts in Chartered Accountancy from the University of Waterloo and the Executive Leadership Program diploma from the Schulich School of Business.

BOARD MATRIX		Current Board Composition
		Continuing Directors
Geography	Western Canada	5
	Ontario	7
	Québec	0
	Atlantic Canada	1
Affiliation	Club/Social Services/ Youth Programs	7
	Law enforcement, Legal	2
	Corporate/ Finance/CPA	11
	Marketing & Communications	5
	Government Relations	6
Diversity	Female	8
	Physical disability	0
	Racial Diversity	4
	Francophone	1
	LGBT2Q	1
	Indigenous	1
	Youth	1
Total Directors		13

Financial Statements of

**BOYS AND GIRLS CLUBS
OF CANADA**

And Independent Auditor's Report thereon

Year ended December 31, 2024



KPMG LLP

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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, 2024
- 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, 2024, 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.



Page 3

- 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.

A handwritten signature in black ink that reads "KPMG LLP". The signature is written in a cursive, stylized font and is underlined with a single horizontal stroke.

Chartered Professional Accountants, Licensed Public Accountants

Vaughan, Canada

March 28, 2025

BOYS AND GIRLS CLUBS OF CANADA

Balance Sheet

December 31, 2024, with comparative information for 2023

	2024	2023
Assets		
Current assets:		
Cash	\$ 6,905,025	\$ 9,536,940
Grants and other receivables	286,421	1,065,361
Prepaid expenses	285,429	323,397
Current portion due from related parties (note 2)	1,248,112	929,631
	8,724,987	11,855,329
Capital assets (note 3)	225,945	317,908
Due from related parties (note 2)	416,000	—
	\$ 9,366,932	\$ 12,173,237

Liabilities and Net Assets

Current liabilities:		
Accounts payable and accrued liabilities (note 4)	\$ 3,184,216	\$ 4,734,115
Deferred contributions (note 5)	4,726,952	5,541,760
	7,911,168	10,275,875
Net assets:		
Unrestricted	1,455,764	1,897,362
Commitments (note 7)		
	\$ 9,366,932	\$ 12,173,237

See accompanying notes to financial statements.

On behalf of the Board:

_____ Director

_____ Director

BOYS AND GIRLS CLUBS OF CANADA

Statement of Revenue and Expenses

Year ended December 31, 2024, with comparative information for 2023

	2024	2023
		(note 10)
Revenue:		
Government	\$ 7,903,991	\$ 10,122,784
Donations	8,334,328	8,319,509
Member, service and event fees (note 6)	912,794	731,970
Boys and Girls Clubs of Canada Foundation (note 2)	294,000	781,704
Investment income and miscellaneous	438,717	353,799
Special events	213,179	127,060
	18,097,009	20,436,826
Expenses:		
Grants for specific activities	5,331,656	9,105,376
National programs	5,448,312	4,515,222
Support to Clubs, programs and services	4,191,031	4,434,666
Governance	271,385	261,666
Scholarships	415,736	182,828
	15,658,120	18,499,758
Administration	2,688,199	2,178,336
Amortization of capital assets	137,949	181,206
Special events	54,339	62,874
	18,538,607	20,922,174
Deficiency of revenue over expenses	\$ (441,598)	\$ (485,348)

See accompanying notes to financial statements.

BOYS AND GIRLS CLUBS OF CANADA

Statement of Changes in Net Assets

Year ended December 31, 2024, with comparative information for 2023

	2024	2023 (note 10)
Balance, beginning of year	\$ 1,897,362	\$ 2,382,710
Deficiency of revenue over expenses	(441,598)	(485,348)
Balance, end of year	\$ 1,455,764	\$ 1,897,362

See accompanying notes to financial statements.

BOYS AND GIRLS CLUBS OF CANADA

Statement of Cash Flows

Year ended December 31, 2024, with comparative information for 2023

	2024	2023 (note 10)
Cash flows provided by (used in):		
Operating activities:		
Deficiency of revenue over expenses	\$ (441,598)	\$ (485,348)
Amortization of capital assets which does not involve cash	137,949	181,206
Change in non-cash operating working capital:		
Grants and other receivables	778,940	104,837
Prepaid expenses	37,968	(127,077)
Accounts payable and accrued liabilities	(1,549,899)	(295,751)
Deferred contributions	(814,808)	(2,054,543)
Due from related parties	(293,481)	88,268
	(2,144,929)	(2,588,408)
Investing activities:		
Related party loan issuance	(441,000)	—
Purchase of capital assets	(45,986)	(189,575)
	(486,986)	(189,575)
Decrease in cash	(2,631,915)	(2,777,983)
Cash, beginning of year	9,536,940	12,314,923
Cash, end of year	\$ 6,905,025	\$ 9,536,940

See accompanying notes to financial statements.

BOYS AND GIRLS CLUBS OF CANADA

Notes to Financial Statements

Year ended December 31, 2024

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.

BOYS AND GIRLS CLUBS OF CANADA

Notes to Financial Statements (continued)

Year ended December 31, 2024

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 impairment charge.

(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, 2024

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.

BOYS AND GIRLS CLUBS OF CANADA

Notes to Financial Statements (continued)

Year ended December 31, 2024

2. 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 \$825,592 (2023 - \$486,841).

During the year, the Organization received \$294,000 (2023 - \$781,704) in grants from the Foundation and paid \$78,488 (2023 - \$76,078) 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 Clubs Alberta of \$234,048 (2023 - \$246,242).

During the year, the Organization paid nil (2023 - \$128,280) reimbursable expenses on behalf of Boys and Girls Clubs of Alberta.

(c) The Clubs:

There are eighty-four Clubs across the country that are members of the BGC Canada federation. The relationship is governed by a membership agreement with BGC Canada, which sets the terms and conditions.

Due from related parties includes membership fees of \$163,472 (2023- \$196,548) receivable from member Clubs at year end.

During the year, the Organization recognized \$576,071 (2023 - \$511,535) in member fees from Clubs as disclosed in note 6.

BOYS AND GIRLS CLUBS OF CANADA

Notes to Financial Statements (continued)

Year ended December 31, 2024

2. Related party transactions and balances (continued):

(d) BGC Fort McMurray:

BGC Fort McMurray is one of eighty-four Clubs as described in 2(c) above.

Due from related parties includes a loan receivable from BGC Fort McMurray of \$441,000 (2023 - nil), current portion due within the next twelve months is \$25,000 (2023 - nil) and the remaining \$416,000 (2023 - nil) is considered long-term. The loan receivable is unsecured, bearing interest at 3% per year on any outstanding principal calculated annually, over a fixed term of eight years and nine months, from February 1, 2024 to November 1, 2032.

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.

3. Capital assets:

			2024	2023
	Cost	Accumulated amortization	Net book value	Net book value
Computer equipment and software	\$ 390,457	\$ 283,979	\$ 106,478	\$ 162,606
Office furniture and equipment	127,758	70,579	57,179	80,346
Leasehold improvements	84,681	22,393	62,288	74,956
	\$ 602,896	\$ 376,951	\$ 225,945	\$ 317,908

4. Accounts payable and accrued liabilities:

Included in accounts payable and accrued liabilities as at December 31, 2024 are government remittances payable of nil (2023 - \$42,137) relating to payroll taxes.

BOYS AND GIRLS CLUBS OF CANADA

Notes to Financial Statements (continued)

Year ended December 31, 2024

5. Deferred contributions:

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

	2024	2023
Balance, beginning of year	\$ 5,541,760	\$ 7,596,303
Amounts received to be spent in future years	1,881,723	1,930,757
Amounts recognized as revenue in current year	(2,696,531)	(3,985,300)
Balance, end of year	\$ 4,726,952	\$ 5,541,760

6. Member, service and event fees:

	2024	2023
Fees:		
Member	\$ 576,071	\$ 511,535
Management	205,534	150,778
Other registrations	131,189	69,657
	\$ 912,794	\$ 731,970

7. Commitments:

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

2025	\$ 307,102
2026	327,877
2027	328,542
2028	337,858
2029	315,208
	\$ 1,616,587

BOYS AND GIRLS CLUBS OF CANADA

Notes to Financial Statements (continued)

Year ended December 31, 2024

8. Risk management:

The Organization is primarily exposed to interest rate, credit and liquidity risks. The Organization has formal policies and procedures that address risk mitigation. There has been no change to the risk exposure from 2023.

(i) Interest rate risk:

Interest rate risk arises from the possibility that changes in interest rates will affect future cash flows or the fair values of financial instruments. The Organization maintains a high-yield interest rate account. This account is subject to interest rate fluctuations, which could impact the returns. However, the sensitivity to interest rate changes is minimal due to the nature of the account.

(ii) Liquidity risk:

Liquidity risk is defined as the risk the Organization may not be able to settle or meet its obligations as they come due.

The Organization has taken steps to ensure it will have sufficient working capital available to meet its obligations.

(iii) Credit risk:

The financial instruments that potentially subject the Organization to a significant concentration of credit risk consist primarily of cash and amounts due from related parties.

The Organization maintains cash balances with Canadian chartered banks, which from time to time, exceed the federally insured limits and expose the Organization to credit risk from concentration of cash. The Organization limits this risk by transacting with reputable financial institutions.

The Organization is subject to the risk of non-repayment of amounts due from related parties. The Organization deals with creditworthy related parties to mitigate the risk of financial loss from defaults.

BOYS AND GIRLS CLUBS OF CANADA

Notes to Financial Statements (continued)

Year ended December 31, 2024

9. Allocation of expenses:

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

	2024	2023
Support to Clubs, programs and services	\$ 2,751,412	\$ 2,904,842
National programs	1,259,341	1,149,713
Governance	208,315	213,704
Administration	2,481,134	2,068,424
	<u>\$ 6,700,202</u>	<u>\$ 6,336,683</u>

10. Comparative information:

Certain comparative figures have been reclassified from those previously presented to conform to the presentation of the 2024 financial statements.