



# 25 Years of Caring About Kids

Activity Report 2019 | 2020





# Testimony

## IKUSIK SCHOOL, INDIGENOUS COMMUNITY, QUEBEC

"Many of the students at our school do not have enough food at home. Breakfast is not a priority, and we are so grateful that our students can come to school knowing that there is a guaranteed meal for them. One student has told me that the main reason he comes to school in the morning is for the food. The Club is not only providing students with a nutritious start to their day, but it is also encouraging them to be present at school and on time. They are having a real, tangible impact on the students in our community."



# Table of contents

## 4 LEADERSHIP

Message from the Chair of the Board .....	4
Message from the General Manager .....	5
Message from the President and Founder .....	6

## 8 IMPACT

25 Years of Making a Difference .....	8
A 25 <sup>th</sup> Anniversary We Won't Soon Forget.....	11
What Guides Us in Our Work .....	14
Teamwork and Agility .....	16
Feedback from Schools .....	18
Launch of an Extensive Social Impact Assessment Study .....	20

## 22 TOGETHER FOR CHANGE

It Takes a Village .....	22
--------------------------	----

## 25 COMMUNITY

Spreading the Word .....	25
Our Board of Directors .....	28
Our Donors .....	29
Our Partners .....	30

## 32 FINANCIALS

Accredited by Imagine Canada for Excellence .....	32
Your Donations and How They Change Lives.....	33
Our Financial Statements .....	34
Creative Fundraising Ideas .....	36





# Coming Together for Our Youth

Last year marked my nomination as chair of Breakfast Club of Canada. Having been an active member of its board for the past 12 years, I can attest to the Club's resiliency and to the generosity and commitment of its team. But the COVID-19 crisis that hit the world in 2020 brought a set of new, extraordinary challenges for the Club that the team addressed with great composure and very little time.

Many challenges still lie ahead, but the Club has repeatedly demonstrated that it is capable of remarkable things. Day in, day out, our people pour their heart into making our world a better place for children, and recent events have only confirmed the *raison d'être* of our organization.

No matter the circumstances, our mission is to feed children so that they can realize their full potential. This is not going to change. How we achieve this may evolve but the fact that local programs can now be found from coast to coast to coast is proof of the Club's relevance, no matter if you're in Edmonton, Laval or Yellowknife.

If the Club continues to go above and beyond for our children, it's also thanks to its numerous partners, whether they are on-the-ground organizations or corporations wishing to give back. The Club wouldn't be the trailblazer that it is today if it wasn't for these in-kind and financial contributions and longstanding partnerships it has secured over the years.

In the coming months, Breakfast Club of Canada will be faced with many more opportunities to think outside the box and navigate unknown territories to help Canadian families even more. How much it can achieve will depend on how much community support it can gather.

I had the opportunity to grow up in a home with an open-door policy and where food was not an issue. Today, as a mother of three and a successful entrepreneur, I have an opportunity to pay it forward. Imagine what would happen if we all did the same?

With gratitude,

A handwritten signature in black ink, consisting of a stylized 'R' followed by a long horizontal line.

**Renee Merrifield**  
Chair of the Board



# A Year of Challenges and Hope

I have had the privilege of discovering a team of passionate individuals who are dedicated to making sure that all children can access the nourishment they need to succeed and who put every effort into making this a reality, feeding more children every day.

In March 2020, the Club was faced with a major dilemma, along with many operational challenges. The world was turned upside down — how were we to pursue our mission knowing children were no longer in school?

It didn't take long before our staff and partners identified practical solutions that would allow us to continue reaching out to children at a time of even greater need. The issue wasn't to be taken lightly. Before the spread of COVID-19, more than 1 million Canadian children were affected by food insecurity, and this crisis put even greater pressure on families. But thanks to the hard work, adaptability and dedication of our people, the Club quickly transformed its operating model so that food could make its way to those in need. Such measures included the implementation of "grab and go" bags and the attribution of special grants to community organizations with the money raised through the Club's Emergency Fund, launched a few days after the beginning of school closures. Furthermore, grants previously awarded to the Club for its regular operations in Quebec schools were reallocated to a provincial food delivery strategy that helped vulnerable children and families during the COVID-19 crisis.

A lot of ambiguity remains with regard to the year ahead. But this is not the Club's first crisis, nor will it be its last. With the experience gained in the past few months, we know that, with the help of our partners, we can accomplish anything we set our minds to. The mission of the Club is what drives our actions and, as the needs intensify due to economic uncertainty and changes to our daily lives, I am personally more inspired and determined than ever to ensure that our staff, volunteers and partners have the support they need to continue helping Canadian children and families, no matter where they are.

Sincerely,

A handwritten signature in black ink, appearing to read 'Tommy Kulczyk', written in a cursive style.

**Tommy Kulczyk**  
General Manager



# A Message of Pride, Gratitude and Urgency

It's been almost 26 years since this crazy dream of mine became a reality, in collaboration with my longstanding colleague Judith Barry. The young man in me wanted to make sure that every child would get a better chance of succeeding in life. Although this vision has evolved over time, I don't regret embarking on this journey that I humbly believe has made a real difference for Canadian youth and families.

I wish I could tell you that child hunger no longer exists. But in lieu of that, I'm proud to say that last year alone Breakfast Club of Canada served more than 40 million breakfasts, reaching out to over 250,000 children every school morning in what now stands at more than 1,800 programs across the country. It hasn't come without effort. But great things rarely happen at the snap of a finger.

Every year, new initiatives bring the Club one step closer to achieving its ultimate goal of ensuring each child goes to school on a full stomach, ready to realize their potential to the fullest. And even with new challenges on the horizon, I am more confident than ever that, together, we can make this happen. In the past year, we worked actively toward implementing a National School Food Program for Canada, which is the only G7 country that is still without one. Children are our future, and we must ensure they have everything they need if we are to make this world a better place.

Since day one, we have poured our hearts, minds and souls into making the Club what it is today, and I will never forget the people who have contributed to making this dream come true. I know that the Club is in good hands and that the celebration of its next milestone will once again be a matter of pride and satisfaction. The Club is leaving its mark, positively impacting our communities for generations to come.

But the needs are still massive. I urge each and every one of you to join us in making sure that no Canadian child is left behind. Together, we can lift the burden and insecurities off the shoulders of the next generation and replace them with hope and smiles.

A handwritten signature in black ink, consisting of a stylized 'D' followed by a long horizontal line.

**Daniel Germain**  
President and Founder



# Testimony

## SOUTH BROADVIEW ELEMENTARY SCHOOL, BRITISH COLUMBIA

"We are so grateful to Breakfast Club of Canada. Each month we serve over 550 breakfasts, and I can tell you that having students start their school day on a full stomach makes a huge difference in concentration, energy and stick-to-it-iveness! Because of the inclusiveness of this program, it makes a large impact on students connecting with other students in an informal way. Community is so often richly built when people sit around a table and share a meal. This opportunity wouldn't be possible without the sponsorship of Breakfast Club of Canada and other organizations. Thank you!"



# 25 Years of Making a Difference

---

## 1994

Club des petits déjeuners du Québec is established

**1<sup>st</sup> breakfast program starts at Lionel-Groulx School in Longueuil, QC**

**100 children fed daily**

---

## 1999

**50 schools**

**4,000 children fed daily**

---

## 2005

Acknowledgement from the UN World Food Program

**163 schools**

**13,000 children fed daily**

---

## 2006

Launch of Breakfast Clubs of Canada

1<sup>st</sup> breakfast program starts outside Quebec

Initiatives introduced to address the specific needs of Indigenous communities

---

## 2010

1,000<sup>th</sup> program opens in Canada

**80,000 children fed daily**



BREAKFAST  
**CLUBS**  
OF CANADA



## 2014

Merger of Club des petits déjeuners du Québec with Breakfast Clubs of Canada to create a single, nation-wide organization

**1,300 breakfast programs operational**



## 2016

Key involvement in the development of the City of Montreal's Policy on Children, with a pledge to feed 7,000 more children every morning

## 2017

**BCC Hosts the 19<sup>th</sup> Global Child Nutrition Forum in Montreal, a Canadian first**

**1,598 schools**

**203,000 children fed daily**



## 2018

Quebec Policy on Educational Success introduced, with funding to set up breakfast programs in all eligible schools across the province

## 2019

Federal government announces its intention to develop a national school food program

**The Club celebrates its 25<sup>th</sup> anniversary**

**BCC receives Imagine Canada accreditation**



## 2020

Launch of the Emergency Fund to help feed children and families affected by the COVID-19 crisis

# Testimony

## BERNICE MACNAUGHTON HIGH SCHOOL, NEW BRUNSWICK

"The impact of our program on students' food security is really what drives me and the entire team. I have had incredible feedback regarding how reliable, nutritious, delicious and convenient our program has become. The model that we have developed over the years has evolved, and with it the number of students who have come to rely on it has expanded tremendously! In fact, just this year I have had at least two students tell me that the breakfast program is the only good food they have access to throughout the day. Without it, they don't know where they would get something to eat. While this breaks my heart, it also fuels my commitment to making our program the best it can be!"



# A 25<sup>th</sup> Anniversary We Won't Soon Forget!

SCHOOL ACTIVITIES (JULY 2019–MARCH 2020)



## 1,887 PROGRAMS

78 NEW PROGRAMS OPENED  
(UP 4%)



## 257,743 CHILDREN

FED EVERY MORNING  
(UP 6%)



## 598 SCHOOLS ON THE WAITING LIST

Even with the support of our expansive network, needs continue to surpass the resources at our disposal.

## INDIGENOUS COMMUNITIES



## 282 BREAKFAST PROGRAMS

13 NEW PROGRAMS OPENED (UP 4%)

## 34,110 CHILDREN

FED EVERY MORNING (UP 10%)



## IMAGINE CANADA ACCREDITATION

Imagine Canada awarded our organization full accreditation in December 2019, in recognition of our sound management practices.



## IMPACT ASSESSMENT

We have begun an in-depth analysis of the impact of our efforts in order to improve our services and do even more for children. Read more about the preliminary findings on page 20.



# Testimonials

## Initiative launched during the pandemic

With funding from Breakfast Club of Canada, we were able to enhance food security for residents and clients of our Phoenix Place shelter for women and children escaping domestic violence. We provided grocery gift cards for 50 kids, resulting in increased, safer access to healthy and nutritious food, and reducing the financial pressure on single moms during this challenging time. Here are a few quotes from our Phoenix Place moms, who were truly touched by this support:

### YWCA HAMILTON, ONTARIO

"Thank you so much! I am going to let the kids pick out what they want with these gift cards!"

- Marisol

"I can't believe people who do not know us would be this kind to us! This makes me believe that there are truly good people in this world!"

- Annie

"You have no idea how much these gift cards mean to me. I was staring at my grocery list trying to figure out how to stretch my money. This is a big help for me and my daughter."

- L.S. and her daughter, age 8



# A 25<sup>th</sup> Anniversary We Won't Soon Forget!

OUTREACH TO FAMILIES IN CRISIS (MARCH-JUNE 2020)

In March, when the pandemic forced schools across Canada to close, we rolled up our sleeves and pulled out all the stops to help families by providing support to schools and community organizations. To qualify for a special grant, applicants needed to have a plan in place to respond to the nutritional needs of children in high-need neighbourhoods and to rigorously apply hygiene and sanitation measures to control the spread of the coronavirus.

**EMERGENCY FUND  
CREATED**

**TIES FORGED WITH CLOSE  
TO 80 FINANCIAL PARTNERS**

**SOLUTIONS ADAPTED IN LINE WITH LOCAL  
RESOURCES AND NEEDS:**

Distribution of food hampers, backpacks filled with premade meals,  
"grab and go" bags distributed at schools or gift cards to grocery stores



**1,043**  
ORGANIZATIONS  
AND SCHOOLS SUPPORTED

**626,762**  
CHILDREN FED

**\$12 MILLION**  
DISTRIBUTED COUNTRY-WIDE

**272**  
ORGANIZATIONS  
IN INDIGENOUS COMMUNITIES

**109,904**  
CHILDREN IN INDIGENOUS  
COMMUNITIES

**\$2.8 MILLION**  
DISTRIBUTED TO INDIGENOUS  
COMMUNITIES

## Our Vision\*

To create positive, long-lasting socio-economic change by impacting education and children's health.

## Our Mission\*

Nurture potential and grow healthy students, giving an equal chance of success to all kids, one breakfast at a time.

## Our Values

### CHILDREN ABOVE ALL

Children's best interests are at the heart of our intentions, objectives and decisions. We always put children above all.

### COMMUNITY

Our approach is inclusive, collaborative and sustainable. Together, we are part of the community.

### INTEGRITY

We act in accordance with the highest principles of ethics, transparency and accountability. We operate with integrity.

### ENERGY

Led by our creativity and our determination, we push our cause further. We think outside the box, and we do it with energy.

\* In 2019-2020, our vision and mission were revisited and adjusted to guide our efforts for the next 25 years. Our revamped statements can be found on our website.



# What Guides Us in Our Work

## STAYING THE COURSE DURING THESE TRYING TIMES

With the pandemic hitting hard across the country, our vision of a Canada where socio-economic status does not adversely affect children's health has been more relevant than ever. When it came down to deciding whether to continue our efforts in the midst of these challenging circumstances, it was clear there was only way to go: forward, and full steam ahead. However, with schools across the nation closed, one major question remained: how could we make this happen?

That's where our 25 years of experience and our trademark agility came into play. We have built an incredible network of partners over time: schools, community organizations, volunteers, donors, funding and food partners, and government departments and agencies. Together, we quickly established an Emergency Fund, which we used to reach out to over 625,000 children, working hand in hand with more than 1,000 schools and organizations at the local level.

To ensure the fund was administered as efficiently as possible and assistance made its way to those who needed it, we set out the following guidelines for evaluating each grant application:





- It must support Canadian families facing food insecurity (specifically families with school-aged children).
- It must support high-need neighbourhoods across Canada and/or Indigenous, remote or fly-in communities.
- All organizations receiving support must be established and trusted.

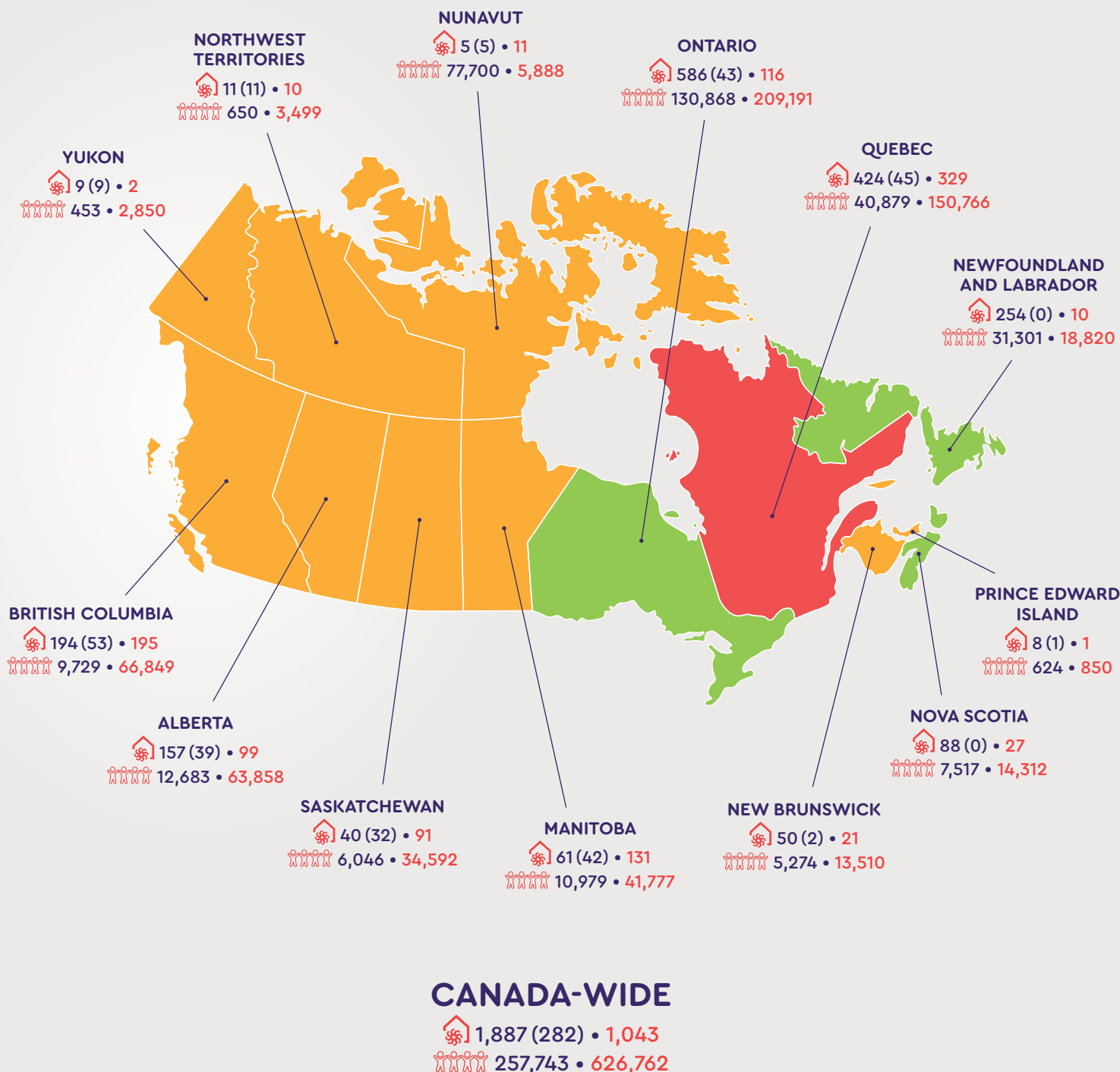
The response exceeded our expectations, as close to 1,500 applications came flooding in from schools and organizations across the country. We were fortunate to have a front-row seat to this outpouring of community support, and we are extremely grateful to all those who helped make a difference in the lives of thousands of children and their families.



# Teamwork and Agility

## LEGEND

 Number of breakfast programs (in Indigenous communities) •  Organizations or schools receiving support (COVID-19)  
 Children fed every morning •  Children helped



## CONTRIBUTOR 905 PROGRAMS

In order to ensure children have access to optimal nutrition, we contribute financially to pre-existing breakfast programs and help with other activities such as sourcing funds and recruiting corporate volunteers.

## IMPACT ACCELERATOR 119 PROGRAMS

We help implement solutions to promote food security and good nutrition for children in response to needs expressed by communities. This can involve funding a specific project or sharing contacts and resources to secure the food or equipment necessary to get it up and running.

## PARTNER 461 PROGRAMS

As a partner, we help with funding and management for various initiatives so breakfast programs have the required tools to make sure the children in their community get the nutrition they need.

## LEADER 402 PROGRAMS

We play a broader leadership role in supporting and empowering school teams in managing their breakfast programs. This can entail assistance with food distribution, fundraising and food partnerships as well as training of team members and alignment with community opportunities.

## COVID-19

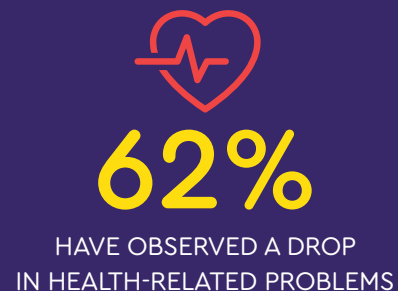
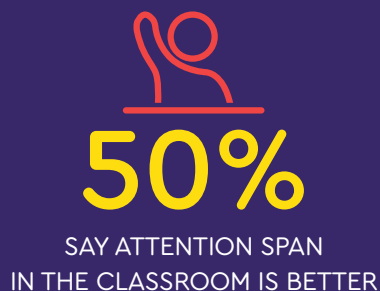
Although our approach is versatile by nature and can be adjusted to suit the requirements and available resources in a given community, we were temporarily prevented from playing a direct role in children's well-being at a critical moment when these needs were more pressing than ever before. We nevertheless utilized our experience and quickly came up with a solution that harnessed the power and scope of a network a quarter of a century in the making. We directed special grants to local organizations and schools so they could distribute food to their respective communities through food hampers, backpacks filled with premade meals, "grab and go" bags or gift cards to grocery stores. To reach out to Indigenous communities, we leveraged our food distribution network. In addition, allocated funds from the Quebec government for breakfast programs were distributed to Moisson Quebec, always with the goal of reaching as many children as possible.



# Feedback from Schools

Since 2016, we have been surveying new schools to determine the specific impacts of breakfast programs across the country. This year, the COVID-19 pandemic prevented us from gathering their input, but we thought it would be helpful to revisit the answers of school administrations six months after their own programs had been set up.

## CANADA-WIDE\*



## IN INDIGENOUS COMMUNITIES\*



\* 60 school administrations across the country, including 17 in Indigenous communities, completed this survey between 2016 and 2019

Every year, the stakeholders supported by Breakfast Club of Canada are surveyed to gain insight into the realities of their programs. As part of the exercise, schools\*\* are asked to identify which of the following impacts has been the most significant within their community.



BUILDING A SAFE, CARING AND INCLUSIVE SCHOOL COMMUNITY

29%

HUNGER RELIEF AND IMPROVED NUTRITION AND HEALTH

49%

## HOW MY BREAKFAST PROGRAM HAS IMPACTED THE COMMUNITY

(ONLY ONE ANSWER PER RESPONDENT)

STUDENT ENGAGEMENT AND THE RESULTING DEVELOPMENT OF SKILLS AND SELF-ESTEEM

14%

BUILDING POSITIVE RELATIONSHIPS BETWEEN THE BREAKFAST STAFF, THE VOLUNTEERS AND THE STUDENTS

8%

### Other factors mentioned by schools include:

Improved student behaviour and mood • Improved learning abilities •  
Improved attendance and punctuality • Access to healthy and varied food

\*\* This survey was completed by 553 respondents in every Canadian province and territory, including 30% in Indigenous communities. Most of the respondents (94%) were school administrators, with 6% answering on behalf of a school district or band council.

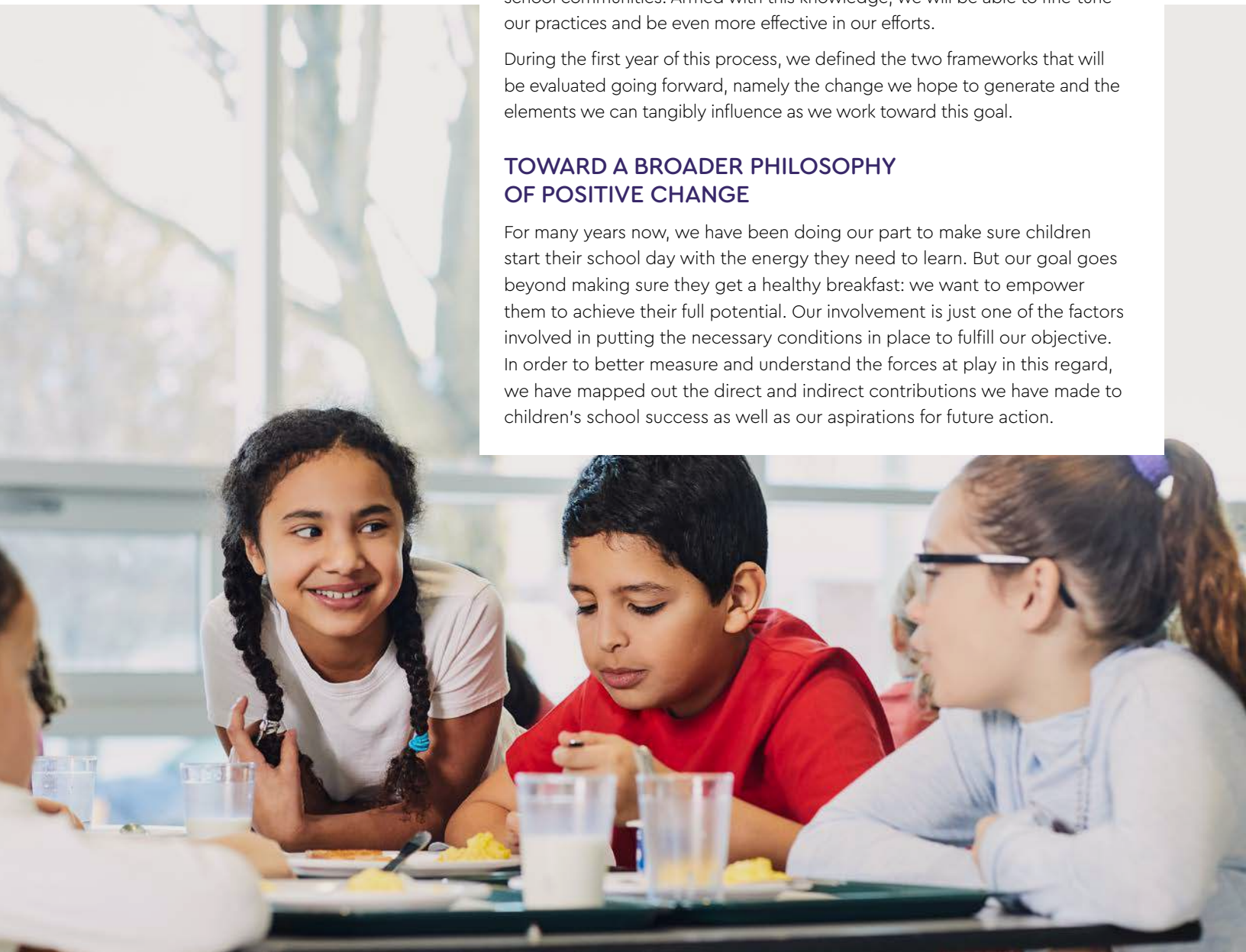
# Launch of an Extensive Social Impact Assessment Study

In November 2019, we announced the launch of an extensive study to assess the impact of our support on school breakfast programs. With the financial assistance of belairdirect, the consultants at Credo, a firm specializing in social impact strategy, will carry out this assessment independently over a three-year period to identify how our involvement influences the various communities in our network. This will give us insight into how our approach and delivery models affect children's success and the positive changes we hope to make in school communities. Armed with this knowledge, we will be able to fine-tune our practices and be even more effective in our efforts.

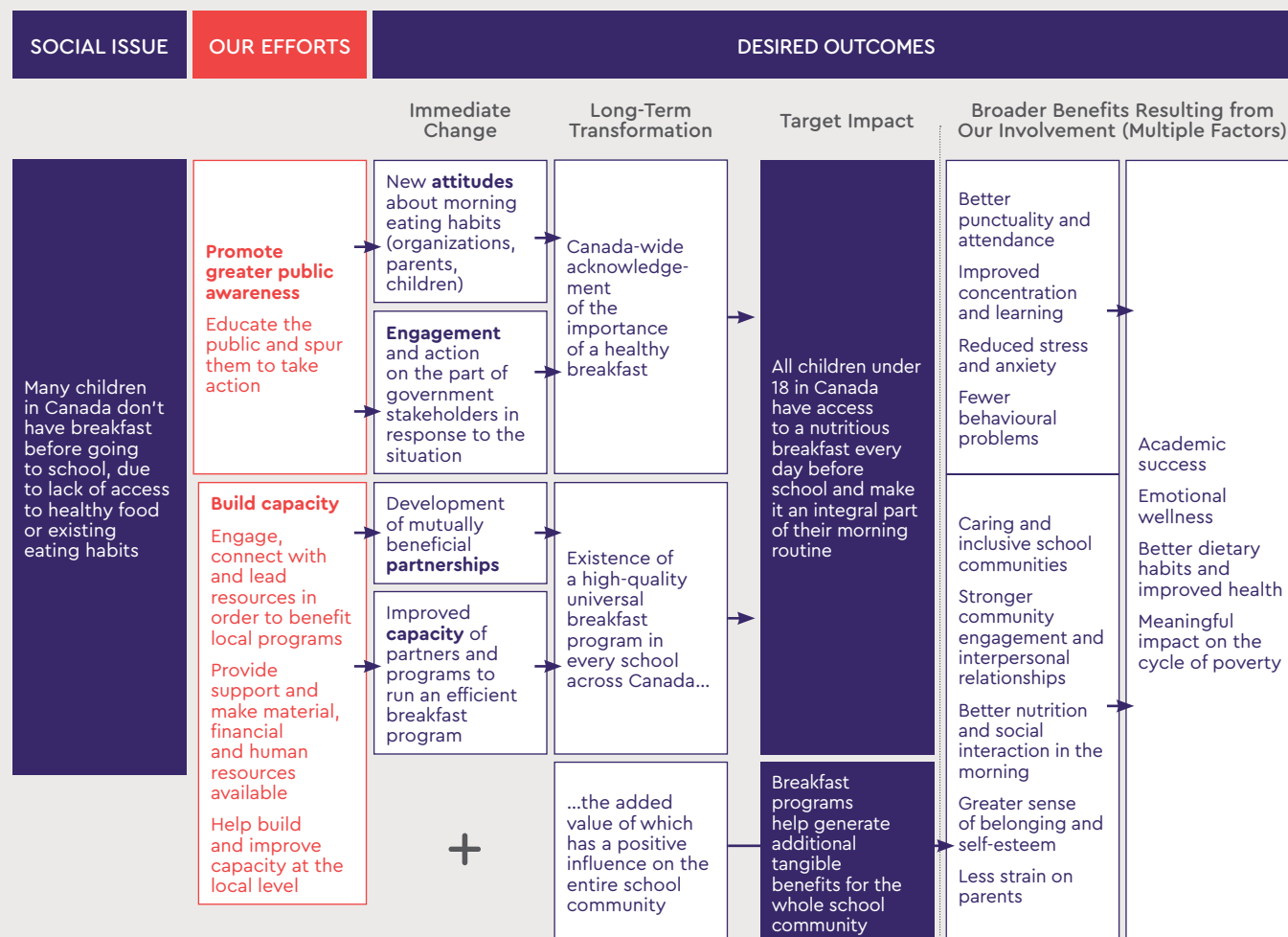
During the first year of this process, we defined the two frameworks that will be evaluated going forward, namely the change we hope to generate and the elements we can tangibly influence as we work toward this goal.

## **TOWARD A BROADER PHILOSOPHY OF POSITIVE CHANGE**

For many years now, we have been doing our part to make sure children start their school day with the energy they need to learn. But our goal goes beyond making sure they get a healthy breakfast: we want to empower them to achieve their full potential. Our involvement is just one of the factors involved in putting the necessary conditions in place to fulfill our objective. In order to better measure and understand the forces at play in this regard, we have mapped out the direct and indirect contributions we have made to children's school success as well as our aspirations for future action.







## OUR EFFORTS, GUIDED BY OUR PARTNERS' NEEDS

With the help of our regional and community partners, we have also identified various needs and objectives in terms of local capacity-building. Based on these observations, we have outlined six principles for further action to support local efforts and allow us to move forward. These six principles are as follows:

- Forge lasting, proactive, collaborative, adaptive and trust-based relationships with our stakeholders.
- Guide stakeholders in creating a breakfast program tailored as closely as possible to local needs, with the support of a coordinator tasked with maximizing program outcomes.
- Directly fund initiatives designed to address priority community needs in a transparent way.
- Leverage our Canada-wide influence and share connections to create partnerships at the local level that benefit our stakeholders.
- Proactively contribute to the transfer of knowledge (within the Club, between the Club and stakeholders, and between stakeholders).
- Encourage the efforts of those working on the ground by interacting directly with them and bringing their messages to a broader audience.

The next step will be to determine to what extent our current approach has enabled us to fulfill these needs and principles and to establish a comprehensive profile of the changes we must make if we are to deliver on our aspirations.

# It Takes a Village

Our goal is to drive positive change in our society — and has been from the get-go. This has meant mobilizing the right people and organizations to support the cause and drawing attention to the importance of coming together as a community to promote children's health and success.



## TOWARD A NATIONAL SCHOOL FOOD PROGRAM

Although the possibility of incorporating a national school food program into the federal budget has already been identified as a government priority, the need for such an initiative has never been more apparent than during the current pandemic. When the crisis was at its most critical point, society rallied together swiftly and decisively to respond to children's needs. Additional federal funding from the Ministry of Agriculture and Agri-Food for many organizations, including ours, was instrumental in providing an unprecedented level of support, in collaboration with the entire philanthropic community. But with food insecurity on the rise, these joint efforts need to be maintained and our food distribution systems strengthened to ensure that no child lacks the vital nutrition they need to grow and thrive.

We were therefore fortunate to sit on a number of committees during the crisis, including the Food Rescue Canadian Alliance, the Indigenous Working Group, the Safe Kids Initiative and the food supply crisis cells set up by the Quebec government and the City of Montreal. The solutions explored by these bodies, which bring together people from the charitable, community and governmental sectors, spoke to the power of working together. Significant gains can be made in terms of reducing food insecurity and helping children across Canada when stakeholders are all pulling in the same direction.

## A BREAKFAST PROGRAM FOR ALL SCHOOLS IN LOW-INCOME COMMUNITIES IN QUEBEC

We have spent the past 25 years trying to close the gaps that can prevent children from performing well in school, and more and more allies are joining us in the fight. The Quebec government is one of the leading voices in making education and children's health a priority for our society. Since introducing funding for new school food programs two years ago, 92 schools have started up breakfast programs, making it possible for 15,000 more students to get the energy they need to focus on learning.

At the outset of the pandemic, the Quebec government generously allowed us to redirect the funds earmarked for school food deliveries through to the end of the academic year to organizations that are part of the Moisson Québec/Quebec Food Banks network. Working closely together, we made a meaningful difference in the lives of families struggling to make ends meet. Thank you to everyone for your trust and cooperation.

## EXTENDING OUR REACH TO TODDLERS AND PRESCHOOLERS

Two years ago, the Ministère de la Famille du Québec tasked us with an important pilot project, which involved assessing the impact of introducing breakfast programs in childcare facilities in underprivileged communities. Accordingly, 15 breakfast programs were opened in 15 administrative regions of Quebec, including three in Indigenous communities, for a total of 400 children fed daily.

Early findings show that children are being exposed to new tastes and textures, which will help in developing healthy eating habits over the long term. These programs are also an additional incentive for parents to enrol their young children in educational programs sooner, thereby improving their early learning development. This time can also be used to teach good table manners, proper handwashing and the basic rules of courtesy.

The pilot project is currently being reviewed by the Ministère de la Famille to determine whether the program can be extended to other centres and family daycares — an initiative we would be delighted to spearhead to further enhance children's well-being.

## MONTREAL'S FOOD SUPPLY CRISIS CELL

In spring 2020, Montreal's food supply chain was upended by COVID-19, public health protocols and lockdown restrictions. In this context, the City of Montreal called on local food assistance stakeholders, including Breakfast Club of Canada, to set up a regional crisis cell specifically targeting food supply. As a member of this cell, we helped align the efforts of institutional, charitable and community partners to ensure emergency food assistance was made available to those with critical needs.





# Testimony

## ECHO-DENE SCHOOL, NORTHWEST TERRITORIES, INDIGENOUS COMMUNITY

"When our students come to school hungry, we all know it — their behaviour, tiredness and low energy are telltale signs. The Breakfast Club of Canada programs allow our students to be fed healthy meals so they can take on the challenges of the day."





# Spreading the Word

We have been very fortunate to have worked with some amazing ambassadors who have supported Breakfast Club of Canada and used their voice to boost our visibility. We would like to thank **Benoît Gagnon, Elizabeth Hosking, Mikaël Kingsbury, Kodette LaBarbera, Laurent Paquin and Carey and Angela Price.** Your support changes children's lives, and we are lucky to have you in our corner to advocate for their needs.

When the pandemic hit and we set up our Emergency Fund, we had to find ways to raise awareness about the growing food insecurity that was affecting Canadian children. A number of celebrities stepped up to the plate and used their platforms to get the word out. We thank them for their drive and dedication to making sure children from coast to coast can start their day with a healthy breakfast. Here are some of the initiatives that helped us connect with new donors.



## ANGELA AND CAREY PRICE

Once again this year, Angela and Carey Price treated three Indigenous youth from British Columbia to an unforgettable "meet and greet" in Montreal as part of the Shooting for the Stars event. Not only did the Prices create some lasting memories for this lucky trio, but their foundation also made a \$50,000 donation to the Club during the year.

### ELISABETTA FANTONE – FEED WITH STORIES

Not long after the pandemic started, Elisabetta Fantone contacted us, determined to engage her network to benefit the Club. Over a span of several weeks, she posted videos of stories being read aloud by her celebrity friends, accompanied by messages addressing the issue of food insecurity and children's growing needs. Among the many people she rallied to the cause were Laura Vandervoort (actor and producer), Roman Hamrlik (ex-NHL player), Rachelle Lefevre (actor), Cary Tauben (TV host) and Grego Minot (TV host and blogger), to name but a few.



### FRANÇOIS BELLEFEUILLE

One of the first celebrities who agreed to lend us a helping hand in response to the coronavirus outbreak was François Bellefeuille. The entertaining video he made on our behalf doubled as a public appeal for donations. The initiative garnered a fair amount of media attention, which translated into several interviews and served to get our Emergency Fund off the ground.

### ALEXANDRE CHAMPAGNE

Alexandre Champagne is an excellent photographer who has put his talents to good use for children. He teamed up with a print company to sell a series of breathtaking pictures he took during his pre-pandemic travels. After selling 100 prints in one day, he upped his donation and added another series. Between the proceeds of the sales and his personal donation, the grand total he raised for the Club came to an impressive \$52,116.



### KODETTE LABARBERA

In the past few years, Kodette LaBarbera has found lots of fun and creative ways to give to Breakfast Club of Canada. It all started when she helped out with one of the acts for our Boot, Scoot 'n' Swing fundraiser. She then began volunteering at a school breakfast program in her community. Since then, she has graciously agreed to answer reporters' questions about Breakfast Club of Canada and the work we do.



# Testimony

## Initiative launched during the pandemic

GWA'SALA-'NAKWAXDA'XW SCHOOL, BRITISH COLUMBIA,  
INDIGENOUS COMMUNITY

"Most of April and March, our community was on lockdown. So families were unable to travel to larger urban centres for groceries. The gift cards that were distributed came in very handy for our families to shop local. It also helped reduce the financial strain as many were unemployed due to the pandemic."



# Our Board of Directors

Our Board of Directors meets several times during the year to ensure that all the decisions made by the Club are in children's best interests. The pandemic made these meetings even more vital in 2019-2020. They also helped ensure we met Imagine Canada accreditation standards during the year. We thank our board members for their hard work and their passion, both of which are vital to our ongoing success.

## Renee Merrifield

### CHAIR OF THE BOARD

President and CEO,  
Troika Developments Inc.

## Louis Frenette

President and CEO,  
Colabor

## Jacques Mignault

Managing Director,  
McDonald's Switzerland

## Isabelle Rayle-Doiron

General Secretary  
Vice-President Corporate  
Affairs and General Counsel  
— Canada, Danone

## Susan Muigai

Executive Vice President,  
People and Corporate Affairs,  
Walmart Canada

## Barry Baker

Consultant

## Lisa Cabel

National Leader, Employment  
and Labour Law,  
KPMG Law LLP

## Ron Margolis

President and Commercial  
Mortgage Professional,  
Margolis Capital

## Anne Fortin

Senior Vice President,  
Direct Distribution and Chief  
Marketing Officer,  
Intact Financial Corporation

## COMMITTEES

### Governance, Ethics and Audit Committee

Barry Baker  
(Chair)

Isabelle Rayle-Doiron  
Lisa Cabel

### Human Resources Committee

Jacques Mignault  
(Chair)

Louis Frenette  
Susan Muigai

### Government Relations Committee

Louis Frenette  
(Chair)

Renee Merrifield

### Executive Committee

Renee Merrifield  
(Chair)

Louis Frenette  
Jacques Mignault



# Our Donors — Thank You!

Marcus Aartsen	Richard J. Breton	Gabrielle Desmarais	Richard Gauthier	Chris Jones	Eliane Lescot	Dominic Paquette	Sherry Segal
Juliève Allard	Andréanne Brisebois	Marc Desmarais	Carl Gauvreau	Stephen Judd	André Létourneau	François-Philippe Paradis	Philippe Serhal
Dominic Amicone	Marie-Christine Brotherton	Simon Desrochers	Francois Gauvreau	Daniel Juneau	Yevgeniy Lidskiy	Serge Parent	Bruce and Suzanne Shadeed
Bridgitte Anderson	Michel Brunet	Gaétan Desroches	Dee Gelbart	Lisa Kanski	Xianhao Liu	Olivier Paris	Martin Shaw
Ryan Anderson	Louis-Xavier Buffoni	Andrew Doman	Daniel Germain	Jaspreet Kaur	Andrea Londei	Johanne Parrot	Jean-François Simard
Sylvain Archambault	Helene Bureau	Michel Downing	Wayne Gervan	Megha Kaushal	Jean Macaulay	Jean Pelchat	Louis Simard
Filippo Argento	Richard Burns	Pierre-Charles Drapeau	Pierre Gibeault	Yoo Ha Kim	Jared MacMillan	Michel Pelletier	Genevieve Simard Racine
Keith Armstrong	Shawn Cable	Deni Dubé	Anick Gignac	Maria Koller-Jones	Hunter Madeley	Yves Pelletier	Gaston Simoneau
Nicole Arrell	Natalie Cabri	André Duchesne	Wendy Gill	Kelvin Kong	Samantha Mah	Brook Peterson	Paul Smith
Michel Auclair	Denis Cadieux	Jean-François Dufour	Chris Gilmore	Kathy Koorneef	Christian Mailly	Richard Phillion	Michele Speir
Paul-André Auclair	Isabelle Cantin	Steve Dugas	Christian Giner	Brandon Kot	Suzanne Mar	Sheila Phillips	Kenneth Spencer
Caroline Auger	Andrew Carrick	Martin Duhamel	Claude Girard	Simon Laberge	Mariane Marsolais	Luce Piché	Robert Sraka
Estate of Denis Auger	Chantal Carrier	Johanne Dumas	Claude Giroux	Vincent Labrie	Benoit Martel	Susan Pike	Danielle Ste-Marie
Kris Augustson	Cristina Cascitelli	Willard Dunning	Marc-Olivier Godbout	Cecile Lachaine	Jasmin Martel	Joelle Pineau	Kim Stevens
Parm Badwall	Michael Cegelski	Estate of Simone Dupont	Josh Gorges	Francine Lacoste	Farzad Matin	Marc Potvin	Sari Stitt
Michel Baillargeon	Tarun Chohan	Marc-André Duval	Marie-Laurence Gourde-Pinet	Mélanie Lacroix	Nicole Maury	Gilles Poulin	Frank Suits Jr
Melanie Barlow	Diana Choi	Nermine Elgammal	France Gravel	Catherine Laflamme	Monique Maynard	Simon Pouliot	Jeffrey Sujitno
Lyne Beauchemin	Michael Chrumka	Emma Elliott	Linda Gravel	Paule Lafontaine	Mike Mcdermott	Angela Price	Guillaume Synnott
Danielle Beaulieu	Bryan Coates	Theresa Emerson	Gordon Gregoire	Manon Laganière	Alison MCGavigan	Valerie Price	Emily Tantsis
Mario Beaulieu	Michael Cole	Andrea Ennis	Angelo Guerriero	Simon Lalancette	Darryl MCGavigan	Theo Prokos	Stu Taylor
Marie-Jeanne Beaupré	Gheorghe Comanici	Omara Escobar	Alain Guèvremont	Catherine Lam	Jan McIntyre	John Psutka	Dianne Tennen
Jean-Michel Bélanger	Jean Claude Cordeau	Jeanne-Nicole Faille	Caroline Guillotte	Mason Lam	David Mercier	Darren Pudryzki	Isabel Theriault
Simon Bélanger	Matt Corker	Claude Farrier	Kevin Guo	Jean Lamy	Jean-François Mercier	Margot R. Rutherford	Louis-Georges Thibault
Carole Bellon	Christian Cote	Chrissy Fiddler	Maguy Hachem	Michel Landry	Eric Michon	Cathleen Rafeiro	Catherine Thibault
Estate of Colette Bertrand	Sylvie Crepeau	Elisabeth Filion	Dwayne Hallman	Eric Langevin	Mark Miller	Charlotte Raggett	Gilles Thibault
Sylvie Bienvenue	Viviane Croux	Bernardo Filippone	Josée Hamel	Eric-Viet Laperrière-Nguyen	Duarte Miranda	Paul Raimundo	Marie-Marthe Thibault
Audrey-Anne Bigras	Heather Currie	Stéphane Fillion	Louise Hamel	Christine Laplante	Arumugam Mohan	Harry and Karin Rannala	Pierre Thibodeau
Jean-Luc Blais	Claude Cyr	Deborah Flood	Earl and Janice Hand	Conrad Larivière	Charles Montpetit	Christian Raymond	Yves Thibodeau
Michel Blais	Aline Dagenais	Julie Fournier	Ryan Haney	François Larochelle	Mario Montpetit	Corrine Reimer	Grant Thomas
Diana Blake	Ronald Dahms	Alan Fraser	Linda Hoffman	Denise Larocque	Pierre Montpetit	Jerry Renda	Chetra Thul
Jean Blayney	Jacques D'Amours	Linay Freda	Linda Hoffman	Jean Lauzon	Alain Morand	Johanne Robichaud	Alex Tremblay
Raymonde Blouin	Marie-Eve D'Amours	Marie-Josée Fredette	Marie-Christine Houde	Michael Lavoie	Pascale Morin	Alain Rochefort	Isabelle Troitzky
Sophie Boissonneault	Jacques Daoust	Brigitte and Henning Freybe	Andréane Houle	Claire Le Blanc	Marc-André Morissette	Michelle Roe	Stanley Uy
Mathieu Boisvert	Émilie Dauphinais-Bertrand	Peter Friend	Shannon Howard	Angela Leach Orts	Karen Morrison	Fenyrose Romano	Tracey Valente
Maxime Boisvert	Émilie Dauphinais-Bertrand	Myène Fugere	Daniel Hubert	Marc-Antoine Leboeuf	Hugo Mudie	Stephanie Rondeau	Mary Van Buren
Alexandra Boivin-Bourque	Sepulchre David	Daniel Gagnon	Ross Hunt	Louise Lecavalier	Matthew Munzar	Jeff Rose	Frans Van Dun
Patricia Bonnel	Jacqueline De Backer	Nicole Gagnon	Michel Hupé	Carolynn Leclair	Mark Neiss	Lucie Rousseau	Kevin Vanstone
Denis Boulais	René De Vette	Pat Gagnon	Darrell Hurst	Francois Leclair	Lise Anne Normand	Gilles Roy	Paul Vezina
Marc-Antoine Bovet	Danielle Deland	Stéphane Gagnon	Mark Ibbotson	Michael Lee	Thura Nyo	Isabelle Roy	Stuart Webster
Alan Brandman	Jo Anne Demers	Paul Gajdos	Uzma Ilahi	Denyse Lefebvre	Ronald O'Dowd	Jean-Francois Roy	David Wickett
Eric Brassard	Linda Demers	François Gallant	Martine Jalbert	Bev Lefko	Lorraine Ofarrell	Line Roy	Luc Wiseman
Francine Brassard	Bernard Denis	Marieke Gardner	Gail James	Mathieu Legare	Gladys E. Ortiz	Louise Roy	Iwona Wrobel
Chad Brennand	Annie Maya Désilets	Emile Gaudreault	Rani Jamieson	Guy Legault	Paul Ostiguy	Richard Ruest	Barbara Zenkovich
Lorrie Bressette	Simon Desjardins	François Gauthier	Amelie Janelle	Marie-Josée Lemieux	Pierre Ouimet	Mario Sabourin	Antony Zonato
Carole Breton	Eric Desmarais	Jacqueline Gauthier	Christian F. Jasmin	Maxime Lemieux	Estate of Thérèse Ouimet	Steve Sanders	
			Brittany Jewell	Joelle Lemire	Rosario Palombo	Martin Sauvé	
			Robert Johnston	Françoise Leon	Joe Pannunzio	Katherine Schuck	
			Marie Jolivet	Guy A. Lepage		Alyson Schwartz	

# Our Partners — Thank You!



Government  
of Canada

Éducation  
et Enseignement  
supérieur  
Québec

AbbVie Corporation  
ADP Canada Co.  
AFL Global  
Agropur Dairy Cooperative  
Air Canada  
Air Canada Foundation  
Alberta Education  
Alimentation Couche-Tard Inc.  
All In Challenge Foundation  
Altitude Sports  
Arctic Consultants  
BC Eggs  
BC Turkey Farmers  
Biscuits Leclerc  
Blue Cross  
Bureau en Gros/Staples  
Caisse de bienfaisance des employés et retraités du CN  
Canadian Online Giving Foundation, The Benevity  
Community Impact Fund  
Cansel Survey Equipment  
The Carey and Angela Price Foundation  
Cargill Limited  
CDE Outaouais de Hull  
Chamandy Foundation  
Charitable Foundation of the Ontario Grocery Industry  
Charities Aid Foundation of America  
Charlesbourg Toyota  
Citadelle Maple Syrup Producers' Cooperative

Clarke-Smith Foundation  
Claudine and Stephen Bronfman Family Foundation  
CN  
COBS Bread (BD Canada Ltd.)  
Coca-Cola Ltd. (Minute Maid)  
Cogeco Inc.  
Colabor  
Commission scolaire des Chic-Chocs  
Commission scolaire des Laurentides  
Commission scolaire Pointe de l'Île  
The Community Foundation of Mississauga  
The Cora Foundation  
The Createch Group  
Cree School Board  
Croesus Finansoft Inc.  
cuddle+kind  
Délécouki  
Deloitte Management Services  
The Don and Joan Walker Family Charitable Trust  
Egg Farmers of Alberta  
Egg Farmers of Canada  
Fédération des Producteurs de Pommes du Québec  
Fédération des producteurs d'œufs du Québec  
Fondation — CSN  
Fondation Bon départ de Canadian Tire du Québec  
Fondation Daniel Lamarre  
Fondation de la famille J. Rodolphe Rousseau  
Fondation Guy Laliberté

Fondation arisa	Nutricia North America — Specialized Nutrition
Fondation Norman Fortier	Oatbox
Fonds de charité des employés de la Ville de Montréal	Orbis Investment
Fonds de solidarité FTQ	Parmalat
Forest Legacy Foundation	Pfizer Canada Inc.
George Weston Limited	Porte Homes Ltd.
Gestion Pro-Express	Prince Rupert Port Authority
Goodfood Market Corp.	Professional Liability Underwriting Society
Google Montreal	Randstad Foundation
Hasbro Canada Corp.	RBC Foundation
Health Canada	Restaurants Normandin Inc.
Hickory Farms	Ricky's All Day Grill
Home Ownership Providers of Saskatchewan	Rien ne se perd, tout se crée
Hôtel Mortagne	Rio Tinto
HSBC Bank Canada	Robert Transport
Imperial Oil	RONA Inc.
International Community Foundation	Save-On-Foods
Investissements Guy Locas Inc.	School Board of Nunavik — Kativik Ilisarniliriniq
Jan-Pro	SGO Mining Inc.
JLL	Silicon Valley Bank
Kellogg's Canada Inc.	The Slight Family Foundation
Kone Inc.	Sodexo Stop Hunger Foundation
Krops	Sollio Groupe Coopératif
La Petite Bretonne Distribution Inc.	Solotech
Les Boulangeries Weston — Usine de Longueuil	The Sprott Foundation
Les Distributions Alimentaires Roy — Boucherie Délecta	Subaru de Laval
Linda Young Foundation	Subaru Rive-Nord
LiUNA Local 183	Sun Life
Lulubelle & Co.	Symposium Cafe Restaurants
Manoucher Fine Foods	Syntax Systems Ltd.
Maritime Fuels	Sysco Grand Montréal
McCarthy Tétrault	TC Energy
McConnell Foundation	TD Commercial Banking
McLeish Orlando LLP	Teamsters Canada Foundation
Mealshare Aid Society	Telus Friendly Future Foundation Corporation
Messer Canada	The Temerty Family Foundation
Metro Richelieu Inc.	Tim Hortons Advertising and Promotion Fund (Canada) Inc.
Ministère de la Santé et des Services sociaux du Québec	Turquoise Hill
Ministère des Finances du Québec	Turtle Jack's
Mitsubishi Motor Sales of Canada	Uber
Mixi Group	Ubisoft Divertissements Inc.
Montreal St. Patrick's Foundation	Ubisoft Québec
The Mortgage Group	United Association of Journeymen and Apprentices of the Plumbing and Pipefitting Industry of the USA and Canada
Mott's Fruitsations	United Way Prescott-Russell, Ottawa, Lanark and Renfrew Counties
MUFG Bank Ltd. — Canada Branch	United Way Toronto and York Region
Multi Portions Inc. — Dalisa	Ville de Montréal
Multi-Prêts Mortgages	VitalAire Canada
National Bank — Head Office	West Island Community Shares
Native Benefits Plan Foundation	WorleyCord
Nature's Touch Frozen Foods Inc.	Zoom Media
NexGen Energy Ltd.	

# Accredited by Imagine Canada for Excellence

In December 2019, Breakfast Club of Canada became one of a select group of charitable organizations to earn Imagine Canada accreditation. This speaks to our integrity in investing the funds entrusted to us and in giving children the chance to realize their full potential, one breakfast at a time.

Like the roughly 200 other accredited non-profits in Canada, we had to show that we were trustworthy, good leaders and committed to excellence. We were assessed on 75 standards in five key organizational areas, namely board governance, financial accountability and transparency, fundraising, staff management and volunteer involvement.



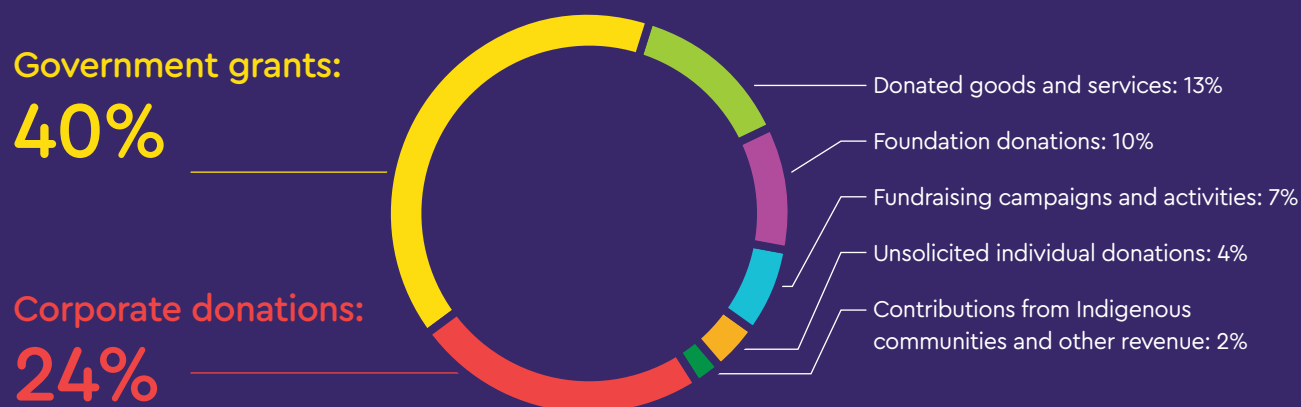


# Your Donations and How They Change Lives

## WHERE DO YOUR DONATION DOLLARS GO?



## WHERE DOES OUR FUNDING COME FROM?



## PREPARED FOR THE FUTURE

At the end of every fiscal year, we set aside some funds to ensure we have enough to start up the next school year. In addition, at the tail end of 2019–2020, we received a federal government grant to maintain our support over the summer months — the first time this has happened in 25 years.

# Our Financial Statements

## Breakfast Club of Canada Operations and Net Assets

Year ended June 30, 2020

	2020	2019
	\$	\$
<b>Revenues</b>		
Contributions		
Donations and annual fund-raising campaigns (Note 6)	15,420,909	12,647,512
Government grants (Note 6)	14,460,283	1,845,188
Donations – Goods and services (Notes 5 and 6)	4,363,826	3,563,813
Breakfast parents (Note 6)	2,887	438,925
Interest income	165,853	158,927
Amortization of deferred contributions related to tangible capital assets	28,146	28,157
Other revenues	35,876	6,540
	<u>34,477,780</u>	<u>18,689,062</u>
<b>Expenses</b>		
Grants to schools and other organizations	13,748,442	4,394,307
Salaries	5,346,362	4,876,574
Food purchase and supply costs	5,988,150	1,893,516
Food donations and equipment – Schools	4,251,177	3,273,300
Small equipment	154,245	86,745
Repairs and maintenance	64,491	52,183
Advertising, promotion and communications	562,552	496,767
Supplies and office expenses	66,823	92,877
Telecommunications	87,265	158,126
Rental expenses	421,121	323,876
Insurance	13,932	17,156
Heating and utilities	16,345	10,815
Professional fees	65,743	140,074
Subcontracting	769,578	477,505
Interest and bank charges	87,234	45,129
Travel expenses and representation fees	175,861	302,950
Amortization of tangible capital assets	217,129	178,514
Amortization of intangible assets	74,336	25,149
Information technology expenses	90,359	84,336
Training and recruitment	72,968	80,644
Loss on write-off of tangible assets	13,065	14,003
Loss on write-off of intangible assets	3,547	
School monitoring	682,037	851,533
Other expenses	9,777	9,955
	<u>32,982,539</u>	<u>17,886,034</u>
<b>Excess of revenues over expenses</b>	<u>1,495,241</u>	<u>803,028</u>
Net assets, beginning of year	<u>6,735,443</u>	<u>5,932,415</u>
Net assets, end of year	<u>8,230,684</u>	<u>6,735,443</u>

The accompanying notes are an integral part of the financial statements.

# Testimony

## Initiative launched during the pandemic

OSKAYAK HIGH SCHOOL, SASKATCHEWAN

"Students who took part in the food hamper initiative were able to have access to non-perishable food items each week. They were provided with breakfast, lunch and snack items to get them through the week. Hampers were delivered to their homes by bus, which provided them with food security that they would have had if we were still in school, and also offered them safer food options, which meant they didn't have to leave their homes and put themselves at risk by doing their own grocery shopping."



# Creative Fundraising Ideas

## BOOT, SCOOT 'N' SWING

The third annual Boot Scoot 'n' Swing took place in Calgary on July 4, 2019. Inclement weather prevented participants from taking full advantage of the event site this year, but they still enjoyed a delicious brunch and toe-tapping music from the James Barker Band.



## BACK-TO-SCHOOL FUNDRAISER

September is always an important time of year for us to connect with donors and partners and to promote awareness about the problem of child food insecurity across the country. During the 2019 back-to-school season, Walmart, Costco, Bureau en Gros/Staples and Normandin graciously provided us with visibility in more than 600 establishments in Canada and helped us raise millions of dollars. That's a giant step forward for kids!





### HOLIDAY APPEAL

Like the back-to-school period, the holidays are a time when people tend to be particularly generous in their giving. For the second year in a row, we launched a year-end public appeal and asked people to step up to be Champions for Children.

### DÉJEUNER DES GRANDS

Breakfast Club of Canada has always enjoyed tremendous support from the business community.

This year, for the 14<sup>th</sup> year in a row, our partners in the Montérégie region of Quebec, where our head office is located, gathered together to be inspired and to show their support for the younger generation. More than 450 business professionals were in attendance to give even more children a fair shot at getting ahead in school and in life.



### COVID-19 EMERGENCY FUND

In an effort to centralize our partners' efforts in response to the food insecurity arising as a result of the pandemic, we created the COVID-19 Emergency Fund in March 2020. As a result, we were able to connect with a number of new donors, partners and government departments. Together, they empowered more than 1,000 schools and organizations to make a difference in the lives of over 626,000 children across the country.

**Head Office**

135-G De Mortagne Blvd.  
Boucherville, QC J4B 6G4

**Regional Office**

411-470 Granville St.  
Vancouver, BC V6C 1V5  
1-888-442-1217  
[info@breakfastclubcanada.org](mailto:info@breakfastclubcanada.org)

