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.”
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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,

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,

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.

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
1st 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
1st breakfast program starts outside Quebec
Initiatives introduced to address the specific needs of Indigenous communities

2010
1,000th program opens in Canada
80,000 children fed daily
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 19th 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 25th 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 25th 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 25th 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

$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

CANADA-WIDE
- 1,887 (282) • 1,043
- 257,743 • 626,762

ONTARIO
- 586 (43) • 116
- 130,868 • 209,191

QUEBEC
- 424 (45) • 329
- 40,879 • 150,766

NEWFOUNDLAND AND LABRADOR
- 254 (0) • 10
- 31,301 • 18,820

YUKON
- 9 (9) • 2
- 453 • 2,850

ALBERTA
- 157 (39) • 99
- 12,683 • 63,858

NORTHWEST TERRITORIES
- 11 (11) • 10
- 650 • 3,499

SASKATCHEWAN
- 40 (32) • 91
- 6,046 • 34,592

MANITOBA
- 61 (42) • 131
- 10,979 • 41,777

NEW BRUNSWICK
- 50 (2) • 21
- 5,274 • 13,510

NOVA SCOTIA
- 88 (0) • 27
- 7,517 • 14,312

PRAIRIE PROVINCES
- MANITOBA
- SASKATCHEWAN
- ALBERTA
- 209,191
- 209,191

NUNAVUT
- 5 (5) • 11
- 77,700 • 5,888

PRINCE EDWARD ISLAND
- 8 (1) • 1
- 624 • 850

BRITISH COLUMBIA
- 194 (53) • 195
- 9,729 • 66,849

BORDERS OF CANADA
- CANADA-WIDE
- 1,887 (282) • 1,043
- 257,743 • 626,762

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

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.

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.

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***

- 50% report lower absenteeism
- 47% see an improvement in punctuality
- 50% say attention span in the classroom is better
- 62% have observed a drop in health-related problems

**IN INDIGENOUS COMMUNITIES***

- 71% report a lower incidence of behavioural problems
- 76% have seen a reduction in health problems

* 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.

** 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.

Other factors mentioned by schools include:
- Improved student behaviour and mood
- Improved learning abilities
- Improved attendance and punctuality
- Access to healthy and varied food
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.
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.

**OUR EFFORTS, GUIDED BY OUR PARTNERS’ NEEDS**

<table>
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<tr>
<th>SOCIAL ISSUE</th>
<th>OUR EFFORTS</th>
<th>DESIRED OUTCOMES</th>
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| Many children in Canada don't have breakfast before going to school, due to lack of access to healthy food or existing eating habits | **Promote greater public awareness** Educate the public and spur them to take action | **Immediate Change**
| **Build capacity** Engage, connect with and lead resources in order to benefit local programs Provide support and make material, financial and human resources available Help build and improve capacity at the local level | **New attitudes** about morning eating habits (organizations, parents, children) **Engagement and action** on the part of government stakeholders in response to the situation | **Long-Term Transformation**
| | **Development of mutually beneficial partnerships** | Canada-wide acknowledgement of the importance of a healthy breakfast
| | **Improved capacity** of partners and programs to run an efficient breakfast program | **Target Impact**
| | | All children under 18 in Canada have access to a nutritious breakfast every day before school and make it an integral part of their morning routine
| | | Breakfast programs help generate additional tangible benefits for the whole school community
| | + | **...the added value of which has a positive influence on the entire school community**
| | | **Existence of a high-quality universal breakfast program in every school across Canada...**
| | | **Academic success**
| | | **Emotional wellness**
| | | **Better dietary habits and improved health**
| | | **Meaningful impact on the cycle of poverty**
| | | **Better punctuality and attendance**
| | | **Improved concentration and learning**
| | | **Reduced stress and anxiety**
| | | **Fewer behavioural problems**
| | | **Caring and inclusive school communities**
| | | **Stronger community engagement and interpersonal relationships**
| | | **Better nutrition and social interaction in the morning**
| | | **Greater sense of belonging and self-esteem**
| | | **Less strain on parents**

**Broader Benefits Resulting from Our Involvement (Multiple Factors)**
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.
“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.”

ECHO-DENE SCHOOL, NORTHWEST TERRITORIES, INDIGENOUS COMMUNITY
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.

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<thead>
<tr>
<th>Name</th>
<th>Position/Role</th>
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<tbody>
<tr>
<td>Louis Frenette</td>
<td>President and CEO, Colabor</td>
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<tr>
<td>Jacques Mignault</td>
<td>Managing Director, McDonald’s Switzerland</td>
</tr>
<tr>
<td>Isabelle Rayle-Doiron</td>
<td>General Secretary, Vice-President Corporate Affairs and General Counsel — Canada, Danone</td>
</tr>
<tr>
<td>Susan Muigai</td>
<td>Executive Vice President, People and Corporate Affairs, Walmart Canada</td>
</tr>
<tr>
<td>Barry Baker</td>
<td>Consultant</td>
</tr>
<tr>
<td>Lisa Cabel</td>
<td>National Leader, Employment and Labour Law, KPMG Law LLP</td>
</tr>
<tr>
<td>Ron Margolis</td>
<td>President and Commercial Mortgage Professional, Margolis Capital</td>
</tr>
<tr>
<td>Anne Fortin</td>
<td>Senior Vice President, Direct Distribution and Chief Marketing Officer, Intact Financial Corporation</td>
</tr>
</tbody>
</table>

COMMITTEES

<table>
<thead>
<tr>
<th>Committee</th>
<th>Chair</th>
<th>Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance, Ethics and Audit Committee</td>
<td>Barry Baker (Chair)</td>
<td>Isabelle Rayle-Doiron, Lisa Cabel</td>
</tr>
<tr>
<td>Human Resources Committee</td>
<td>Jacques Mignault (Chair)</td>
<td>Louis Frenette, Susan Muigai</td>
</tr>
<tr>
<td>Government Relations Committee</td>
<td>Louis Frenette (Chair)</td>
<td>Renee Merrifield</td>
</tr>
<tr>
<td>Executive Committee</td>
<td>Renee Merrifield (Chair)</td>
<td>Louis Frenette, Jacques Mignault</td>
</tr>
</tbody>
</table>
Our Donors — Thank You!

- Marcus Aartsen
- Julivé Allard
- Dominic Amicone
- Bridgitte Anderson
- Ryan Anderson
- Sylvain Archambault
- Filippo Argento
- Keith Armstrong
- Nicole Arrell
- Michel Auclair
- Paul-André Auclair
- Caroline Auger
- Estate of Denis Auger
- Kris Augustsson
- Parm Badwali
- Michel Baillargeon
- Melanie Barlow
- Lyne Beauchemin
- Danielle Beaulieu
- Mario Beaulieu
- Jean-Jeanne Beaupré
- Jean-Michel Bélanger
- Simon Bélanger
- Carole Bellon
- Estate of Colette Bertrand
- Sylvie Bienvenue
- Audrey-Anne Bigna
- Jean-Luc Blais
- Michel Blais
- Diana Blake
- Jean Blayney
- Raymonde Blouin
- Sophie Bossinnaït
- Mathieu Boisvert
- Maxime Boisvert
- Alexandra Boivin-Bourque
- Patricia Bonnel
- Denis Boulais
- Marc-Antoine Bovet
- Alan Brandman
- Eric Brassard
- Francine Brassard
- Chad Brennand
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- Carole Breton
- Richard J. Breton
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- Marie-Christine Brotherton
- Michel Brunet
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- Helene Bureau
- Richard Burns
- Shawn Cable
- Natalie Cabri
- Denis Cadieux
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- Andrew Carrick
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- Bryan Coates
- Michel Cole
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- Aline Dagenaux
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- Jacques D’Amours
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- Jacques Daoust
- Marc-Antoine Daoust
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- Sepulchre David
- Jacqueline De Backer
- René De Vette
- Danielle Deland
- Jo Anne Demers
- Linda Demers
- Bernard Denis
- Anne Maya Deslêts
- Simon Desjardins
- Eric Desmarais
- Gabrielle Desmarais
- Marc Desmarais
- Simon Desrochers
- Gaëtan Desroches
- Andre Doman
- Michel Downing
- Pierre-Charles Drapeau
- Deni Dubé
- André Duchesne
- Jean-François Dufour
- Steven Dugas
- Martin Duhamel
- Johanne Dumas
- Willard Dunning
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- Nermin Elgammal
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- Theresa Emerson
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- Chrsy Fiddler
- Elisabeth Filion
- Bernardo Filippone
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- Marie-Josée Fredette
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- Daniel Gagnon
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- Stéphane Gagnon
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- Michel Girard
- Claude Giroux
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- Catherine Laforraine
- Paule Lafontaine
- Manon Lagnanière
- Simon Lalancette
- Catherine Lam
- Mason Lam
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- Michel Landry
- Eric Langelin
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- François Larochelle
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- Francois Leclaire
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- BéLeflaw
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- Guy Legault
- Guy Legault
- Maxime Lemieux
- Maxime Lemieux
- Joelle Lemire
- François Leon
- Guy A. Legare
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- Yevgeniy Lidskiy
- Xianhu Liu
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- Daryl Mcgavigan
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- Ivan Mokanov
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- Pierre Montpetit
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- Thura Nyo
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- Alan Pharmac
- Gladys E. Ortiz
- Paul Opgi
- Pierre Ouellet
- Estate of Thérèse Ouimet
- Rosario Palombo
- Joe Pannunzio
- Dominique Patoquet
- François-Philippe Paradis
- Serge Parent
- Olivier Paris
- Johanne Parrot
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- John Pierre
- Richard Phillon
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- Gilles Poulin
- Simon Poulot
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- Valerie Price
- Theo Proks
- John Pudla
- Darren Pudryszki
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- Cathleen Kafelro
- Charlotte Raggett
- Paul Raimundo
- Harry and Karin Rannala
- Christian Raymond
- Corinne Reimer
- Jerry Renda
- Johann Robachaud
- Alain Rochefort
- Michelle Roe
- Fenylene Romano
- Stephanie Rondeau
- Jeff Rose
- Lucie Rousseau
- Gilles Roy
- Isabelle Roy
- Jean-François Roy
- Fran Van Dun
- Kevin Vanstone
- Paul Vesna
- Stuart Webster
- David Wickett
- Luc Wiseman
- Iwona Wrobel
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- David Wickett
- Luc Wiseman
- Iwona Wrobel
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- Sherry Segal
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- Louis Simard
- Geneveve Simard Racine
- Gaston Simouneau
- Paul Smith
- Michele Speir
- Kenneth Spencer
- Robert Sraja
- Danielle Ste-Marie
- Kim Stevens
- Sari Stilt
- Frank Suits Jr
- Jeffrey Sujtno
- Guillaume Synott
- Emily Tantsis
- Stu Taylor
- Dianne Tennen
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- Catherine Thibault
- Gilles Thibault
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- Iwona Wrobel
- Barbara Zenkovich
- Antony Zonato
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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
Délicouki
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
Fondaction — CSN
Fondation Bon départ de Canadian Tire du Québec
Fondation Daniel Lamarre
Fondation de la famille J. Rodolphe Rousseau
Fondation Guy Laliberté
Fondation arisa
Fondation Norman Fortier
Fonds de charité des employés de la Ville de Montréal
Fonds de solidarité FTQ
Forest Legacy Foundation
George Weston Limited
Gestion Pro-Express
Goodfood Market Corp.
Google Montreal
Hasbro Canada Corp.
Health Canada
Hickory Farms
Home Ownership Providers of Saskatchewan
Hôtel Mortagne
HSBC Bank Canada
Imperial Oil
International Community Foundation
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Jan-Pro
JLL
Kellogg’s Canada Inc.
Kone Inc.
Krops
La Petite Bretonne Distribution Inc.
Les Boulangeries Weston — Usine de Longueuil
Les Distributions Alimentaires Roy — Boucherie Délecta
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LiUNA Local 183
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Manoucher Fine Foods
Maritime Fuels
McCarthy Tétrault
McConnell Foundation
McLeish Orlando LLP
Mealshare Aid Society
Messer Canada
Metro Richelieu Inc.
Ministère de la Santé et des Services sociaux du Québec
Ministère des Finances du Québec
Mitsubishi Motor Sales of Canada
Mixi Group
Montreal St. Patrick’s Foundation
The Mortgage Group
Mott’s Fruitations
MUFG Bank Ltd. — Canada Branch
Multi Portions Inc. — Dalisa
Multi-Prêts Mortgages
National Bank — Head Office
Native Benefits Plan Foundation
Nature’s Touch Frozen Foods Inc.
NexGen Energy Ltd.
Nutricia North America — Specialized Nutrition
Oatbox
Orbis Investment
Parmalat
Pfizer Canada Inc.
Porte Homes Ltd.
Prince Rupert Port Authority
Professional Liability Underwriting Society
Randstad Foundation
RBC Foundation
Restaurants Normandin Inc.
Ricky’s All Day Grill
Rien ne se perd, tout se crée
Rio Tinto
Robert Transport
RONA Inc.
Save-On-Foods
School Board of Nunavik — Kativik Ilisarnilirniq
SGO Mining Inc.
Silicon Valley Bank
The Slaight Family Foundation
Sodexo Stop Hunger Foundation
Sollio Groupe Coopératif
Solotech
The Sprott Foundation
Subaru de Laval
Subaru Rive-Nord
Sun Life
Symposium Cafe Restaurants
Syntax Systems Ltd.
Sysco Grand Montréal
TC Energy
TD Commercial Banking
Teamsters Canada Foundation
Telus Friendly Future Foundation Corporation
The Temerty Family Foundation
Tim Hortons Advertising and Promotion Fund (Canada) Inc.
Turquoise Hill
Turtle Jack’s
Uber
Ubisoft Divertissements Inc.
Ubisoft Québec
United Association of Journeymen and Apprentices of the Plumbing and Pipefitting Industry of the USA and Canada
United Way Prescott-Russell, Ottawa, Lanark and Renfrew Counties
United Way Toronto and York Region
Ville de Montréal
VitalAire Canada
West Island Community Shares
WorleyCord
Zoom Media
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.
WHERE DO YOUR DONATION DOLLARS GO?

Program investments: 85%

WHERE DOES OUR FUNDING COME FROM?

Government grants: 40%

Corporate donations: 24%

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.
Breakfast Club of Canada
Operations and Net Assets
Year ended June 30, 2020

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Donations and annual fund-raising campaigns (Note 6)</td>
<td>15,420,909</td>
<td>12,647,512</td>
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<tr>
<td>Government grants (Note 6)</td>
<td>14,460,283</td>
<td>1,845,188</td>
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<tr>
<td>Donations – Goods and services (Notes 5 and 6)</td>
<td>4,363,826</td>
<td>3,563,813</td>
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<tr>
<td>Breakfast parents (Note 6)</td>
<td>2,887</td>
<td>438,925</td>
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<tr>
<td>Interest income</td>
<td>165,853</td>
<td>158,927</td>
</tr>
<tr>
<td>Amortization of deferred contributions related to tangible capital assets</td>
<td>28,146</td>
<td>28,157</td>
</tr>
<tr>
<td>Other revenues</td>
<td>35,876</td>
<td>6,540</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>34,477,780</td>
<td>18,689,062</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants to schools and other organizations</td>
<td>13,748,442</td>
<td>4,394,307</td>
</tr>
<tr>
<td>Salaries</td>
<td>5,346,362</td>
<td>4,876,574</td>
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<tr>
<td>Food purchase and supply costs</td>
<td>5,988,150</td>
<td>1,893,516</td>
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<tr>
<td>Food donations and equipment – Schools</td>
<td>4,251,177</td>
<td>3,273,300</td>
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<tr>
<td>Small equipment</td>
<td>154,245</td>
<td>86,745</td>
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<tr>
<td>Repairs and maintenance</td>
<td>64,491</td>
<td>52,183</td>
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<tr>
<td>Advertising, promotion and communications</td>
<td>562,552</td>
<td>496,767</td>
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<tr>
<td>Supplies and office expenses</td>
<td>66,823</td>
<td>92,877</td>
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<tr>
<td>Telecommunications</td>
<td>87,265</td>
<td>158,126</td>
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<tr>
<td>Rental expenses</td>
<td>421,121</td>
<td>323,876</td>
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<tr>
<td>Insurance</td>
<td>13,932</td>
<td>17,156</td>
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<tr>
<td>Heating and utilities</td>
<td>16,345</td>
<td>10,815</td>
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<td>Professional fees</td>
<td>65,743</td>
<td>140,074</td>
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<td>Subcontracting</td>
<td>769,578</td>
<td>477,505</td>
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<tr>
<td>Interest and bank charges</td>
<td>87,234</td>
<td>45,129</td>
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<tr>
<td>Travel expenses and representation fees</td>
<td>175,861</td>
<td>302,950</td>
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<tr>
<td>Amortization of tangible capital assets</td>
<td>217,129</td>
<td>178,514</td>
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<tr>
<td>Amortization of intangible assets</td>
<td>74,336</td>
<td>25,149</td>
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<td>Information technology expenses</td>
<td>90,359</td>
<td>84,336</td>
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<tr>
<td>Training and recruitment</td>
<td>72,968</td>
<td>80,644</td>
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<tr>
<td>Loss on write-off of tangible assets</td>
<td>13,065</td>
<td>14,003</td>
</tr>
<tr>
<td>Loss on write-off of intangible assets</td>
<td>3,547</td>
<td>8,000</td>
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<tr>
<td>School monitoring</td>
<td>682,037</td>
<td>851,533</td>
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<tr>
<td>Other expenses</td>
<td>9,777</td>
<td>9,955</td>
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<tr>
<td><strong>Total Expenses</strong></td>
<td>32,982,539</td>
<td>17,886,034</td>
</tr>
<tr>
<td><strong>Excess of revenues over expenses</strong></td>
<td>1,495,241</td>
<td>803,028</td>
</tr>
<tr>
<td>Net assets, beginning of year</td>
<td>6,735,443</td>
<td>5,932,415</td>
</tr>
<tr>
<td>Net assets, end of year</td>
<td>8,230,684</td>
<td>6,735,443</td>
</tr>
</tbody>
</table>

The accompanying notes are an integral part of the financial statements.
"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!
BREAKFAST CLUB OF CANADA

FINANCIALS

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.

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.

DÉJEUNER DES GRANDS
Breakfast Club of Canada has always enjoyed tremendous support from the business community. This year, for the 14th 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.