

minibiblioPLUS

PROPULSÉE PAR
POWERED BY FRASER HICKSON - 135♥



ANNUAL REPORT 2019

*Changing young lives
One book at a time!*

MISSION / SOCIAL PURPOSE

To raise literacy levels by empowering partners to instill in children a life-long love of reading and learning from birth and to enable free access to books and animation services.



**Nicholas
Hoare
President**

PRESIDENT'S REPORT

The blistering pace at which we created new **minibibliPLUS** partners in 2019 has been miraculously maintained in a dizzying year that has just concluded, with **127** programs in **85** sites. With a national arrangement in the works, Fraser Hickson faces a fascinating decade that bodes hugely well for those under-served children and their parents still deprived of access to books, reading, literacy development and learning. At a conservative estimate, we've already caught over forty thousand children in our crossfire and climbing. Our reinvention is complete.

As momentum continues to build, we now have concrete proof that the notion of bringing the book to the borrower, rather than the other way round, was not only original, but inspired. As the TD Bank so graphically puts it, for every percentage point improvement in the nation's literacy levels, our economy stands to benefit by no less than \$32,000,000,000 in GNP. This alone vindicates our mission.

As always on such occasions, I cannot fail to acknowledge the catalysts in the reaction. Without our indispensable donors and sterling staff, Fraser Hickson would be bereft; and I take it both as an honour and a privilege to acknowledge the astonishingly judicious success with which our CEO, Helen Fortin, has managed her modest funding and shepherded her flock. Equally, our exemplary Board, whose guiding hand continues to be both creative and supportive, has put its money where its mouth is, by again subscribing 100% to our annual fund-raising efforts.

On behalf of the Board as a whole, and myself in particular, I doff my hat to a remarkable organisation and an exciting decade ahead.

THROUGH THE YEARS

| YEAR | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|-----------------------|------|------|-------|-------|-------|-------|--------------|
| PARTNERS * | 10 | 15 | 25 | 31 | 45 | 70 | 85 |
| PROGRAMS | | | | | | | |
| MB+ ELC | 0 | 0 | 8 | 10 | 18 | 38 | 84 |
| MB ONLY | 9 | 14 | 19 | 24 | 33 | 47 | 40 |
| ELC ONLY** | | | | 2 | 3 | 4 | 3 |
| READ ONLY | 1* | 1* | 2* | | | | |
| TOTAL | 10 | 15 | 29 | 36 | 54 | 89 | 127 |
| VOLUNTEERS | 13 | 20 | 25 | 30 | 35 | 58 | 60 |
| SPECIAL EVENTS | 2 | 3 | 4 | 5 | 8 | 14 | 25 |
| PARTICIPANTS | 400 | 600 | 1,120 | 1,390 | 2,962 | 7,865 | 8,800 |

* The total number of partners is equal to the total number of sites we service.

** Prior to 2016 a **minibiblio** partner had the option of having a volunteer come in and read to children. The ELC was developed to expand on services in this regard and involves training the volunteer with an Early Literacy Toolkit and it is a program in and of itself.

*** Along with the creation of programs, word of mouth, social media, website interaction, media interviews and event attendance, we can safely maintain that the actual reach in getting the message out on the importance of early literacy development is **100,000** plus.



Helen Fortin
CEO

CEO'S REPORT

As we enter our **135th** year of service to the community, Fraser Hickson is proud to have reached its 2019 goal in scaling up and out while ensuring local partner satisfaction with its renowned **minibiblioPLUS** project!

A very heartfelt thank you to the Borough of CDN/NDG, our generous donors, my stellar staff, precious volunteers, dedicated board members, FIRST BOOK CANADA and Les Éditions 400 Coups for making 2019 another banner year!

In January we presented at the *Ontario Library Association's Super Conference* and shortly after Global news profiled our project. A very special invitation to attend the *Becoming* book launch by Michelle Obama at the Bell Centre, in collaboration with First Book Canada and Penguin, followed suit. It was a pleasure to deal directly with Obama's producers to whom we introduced young Joshua Picard, an avid reader from Waterville, Quebec, as part of the pre-show! We are also proud to have been a founding member of a Children's Literacy Network across Canada a special movement whose social purpose is to focus on early literacy development.

Providing mentorship to other organizations has been encouraging and we hope to do much more with your help. Coverage of our initiative appears in Montreal's premiere magazine *The Montrealer* (October 2019 issue).

Recently, I had the immense pleasure of reading to children at **minibiblioPLUS CPE Les Petites Chenilles** and believe me, there is nothing as rewarding as interacting with a gaggle of 3 year olds to put life into perspective! Our little ones need us from the time they are born to make sense of the muddled world in which we live. As we lovingly engage with them through the magical powers of the book, we kick-start their imagination, satisfy their curiosity and catapult their self-esteem. Please help us carve our way to early literacy excellence in 2020!

minibiblioplus.org/index.php/en/support-us/

Helen Fortin



Shamim Khan

In 2019 we celebrated the kindest, most generous and wisest woman I know - Shamim Khan. Shamim was hired by the late Jeanne Randle in 1985, served under Frances Ackerman and now me. Staff has shared many moments of chaos with Shamim who always knows how to calm us down but we've mostly shared deep affection and hilarity! You have to have a good sense of humour to work here!

Shamim has been with us for 35 years including when the library went dormant in 2007, re-opened, closed again, moved to the basement of Meldrum then to Westminster, to Madison, and she even endured the mammoth move to Botrel where we began anew.

Shamim embodies all that is good about Fraser Hickson and all that is special about **minibiblioPLUS** - personal connection! I am honoured to call Shamim not only an efficient member of our team but a cherished friend. We hope to have her in our midst for many years to come.

THE FAMILY

STAFF 2019

Helen Fortin, CEO
Stephanie Lopraino, Operations
Asha Dixit, Associate Operations
Vanessa Foran, Recruitment
Tamar Peled, Communications
Niussha Zohoorian Fooladi, Librarian
Cathy Ransom, Accountant

VOLUNTEERS 2019

| | |
|-----------------------|-----------------------|
| Adrian Dragan | Annie Lafrance |
| Aida Soltani | Christine Jean Kim |
| Alexandra Chartrand | Claudia Betancourt |
| Andy Gao | Damla Yurtsever |
| Angela Rahaniotis | David Givon |
| Antoine Ishoj-Paris | Eva Gomes |
| Carol Lakoff | Ibrahim Olanrewaju |
| Carolina Choy Pedroza | Jo-Anne Kudzia |
| Deana Ghazaly | Judy Kolonics |
| Evelyn Ginzburg | Julia Perron |
| Farzaneh Zamanian | Laura Elkeslassy |
| Franck Rwamo | Leah Daymon |
| George Petrosel | Leah Parisella |
| Lance Lee-Chen | Lisa Chalifoux |
| Leia Kang | Mariana Perdomo |
| Leigh Emerson | Maude Rivest-Beaudoin |
| Mapathe Gaye | Memuna Bah |
| Marlon Bravo | Naomi Jacobson |
| Mathilde Routy | Nicolas Besso |
| Nanihi Laroche | Nicole Gecosala |
| Pauline David | Odette Daviault |
| Sandeep Sandhu | Rebecca Young |
| Seema Rahim | Rosalie Peng |
| Shamim Khan | Salam Bouhabel |
| Susan (Joan) Perry | Saleh Mohammadreza |
| Syreena Kurtz | Sandeep Sandhu |
| Thomas Bagg | Stephanie Mackay |
| Victoria Barkoff | Tina Garabedian |
| Vidya Sasidharan | Vien Marie Sayago |
| David Ramirez Jaimes | Vi-An Dang |
| Joan Hongoh | Yasmine Bouguerche |
| Anita Mazur | Syreena Kurtz |
| Anna Couch | Vien Marie Sayago |

BOARD

Nicholas Hoare (President)
John Dinsmore (Past-President)
John Hussey (Vice-President)
Pierre Chanzonkov (Treasurer)
Simon Abou-Fadel
Celine Cooper
Isabelle Laflèche
François Morin
Arthur Schweitzer
Helen Fortin (CEO)
(In loving memory - Warren Allmand)

HONORARY BOARD

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John Dinsmore
Anne Lagacé Dowson
Barbara Drury
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The Honourable Yves Fortier
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Sheila Goldbloom
Robert Gordon
Scott Griffin
Mitch Joel
Oliver Jones
David Laidley
Reford MacDougall
Andrew Molson
Michael Novak
Alex Paterson
André Pratte
Peter Trent
Stéphane Vaillancourt
Manon Vennat
Patterson Webster

STAFF



Staff (left to right): Stephanie Lopraino, Tamar Peled, Asha Dixit, Cathy Ransom, Helen Fortin, Vanessa Foran, Niusha Zohoorian Fooladi

BOARD



Board (left to right): Celine Cooper, Arthur Schweitzer, Isabelle Laflèche, Simon Abou-Fadel, John Dinsmore, Helen Fortin (CEO), Nicholas Hoare
Below (left to right): Pierre Chanzonkov, François Morin, John Hussey



WHAT DO YOU THINK OF **minibiblioPLUS**?

THE ROSSY FAMILY FOUNDATION, Cookie Rossy

*Congratulations to Fraser Hickson on implementing a successful **minibiblioPLUS** program focusing on the concept that **children are born to read!** Literacy influences well-being and is closely linked to nearly all the major determinants of good health identified by Health Canada. I champion, as should others, Fraser Hickson's emphasis on reading to children in the **First 1000 Days of Life** to ensure Canada's cultural and economic prosperity!*

GARDERIE MA PETITE ÉCOLE SNOWDON

Natacha, Parent

*Merci **minibiblioPLUS** ! Je raconte vos histoires tous les jours en arrivant et en quittant la garderie Ma petite école Snowdon. C'est un **rituel** proposé par ma petite Clara qui vit ces **moments de transition** et de séparation tout en douceur et sans pleurs grâce à ces petits **moments d'intimité**. Son grand frère que j'accompagne ensuite à l'école partage le bonheur de sa petite sœur. Continuez ainsi à rendre les enfants (et leurs parents !) heureux. BRAVO !*

GARDERIE NOTRE-DAME-DE-GRAÇE

Mathilde Routy, Parent

*Le programme **minibiblioPLUS** bonifie l'offre **éducative** reçue de la garderie. En plus de cours de gymnastique et de danse, elle bénéficie maintenant d'une heure du conte hebdomadaire.*

NDG YMCA, Geraldine Pettersen, Parent

*Reading books with our kids is something we value and Emile is always excited to have to pick a "new book" every Monday. **Emile comes back home anxious to share this new story with us.** He even picks the same books over and over again and we get the sense that he is attached to these books.*

GARDERIE HARMONIE D'ENFANCE, Parent

***My child absolutely loves the library service that Fraser Hickson offers at her daycare!** We are so happy that the library comes to us each week and we have many exciting books in French and English to read each week! Thank you for this wonderful program!*

SERVICE DE LA CULTURE, VILLE DE MONTRÉAL

Louise Labory, Ancienne Directrice, Bibliothèques

*Je félicite la Fraser Hickson pour ses services innovateurs de **minibiblioPLUS** en partenariat avec des institutions communautaires à travers notre ville. **C'est une addition importante à notre environnement formatif pour stimuler la lecture et le développement de nos compétences en littératie.***

BIBLIOTHEQUE KAHNAWAKE LIBRARY

Melanie Phillips, Chief Librarian

*The collaboration between the Kahnawake Library and Fraser Hickson has been **tremendously positive**. The Kahnawake Library has benefited through Fraser Hickson's provision of books for patrons to keep and those that could be borrowed from the Library. **The affiliation provided the opportunity for one of our former book club members to attend Michelle Obama's show in May of 2019 with the Fraser Hickson staff. Our staff and patrons are very appreciative of their services.***

GARDERIE VENDÔME, Carmen D'elia- Owner

Sabrina Jouanneau-Director

*Thank you for thinking of us and arranging a story time at the daycare (**with NDG Mayor Sue Montgomery**). We really appreciate all the hard work you and the staff at Fraser Hickson do for our children. We hope we can continue this great partnership for many years to come!*

JAMAICA ASSOCIATION OF MONTREAL

Susan Hamilton, Program Coordinator

***The early literacy workshop was informative, thought provoking and enlightening.** Parents were surprised to learn that they should be reading to their children even when they are pregnant. There was a lot of helpful information about how important literacy is and how easy it is to incorporate in our daily lives.*

IMAGINATION WEST

Megan Thomas, Executive Director

***They provide exactly the right books for the appropriate ages.** It is a pleasure to be working with the people at Fraser Hickson.*

LIMMUD Centre

Devora Feldman, Executive Director

*Fraser Hickson's **minibiblioPLUS** service has provided our homeschoolers with **access to a rich variety of books on a regular basis.** Having easy access to high quality books has cultivated a love of reading with all our children. Thank you!*

GARDERIE LE PARC D'ENFANTS / KIDS PARK

Tania Calderi, Director

*We think **minibiblioPLUS** has been **a great addition to our daycare and the kids love the animated story time, they look forward to it once a week.** The children have extra books to learn about the different themes we cover each week.*

GARDERIE HARMONIE D'ENFANCE

Laura Morency, Director

We decided to set up the library every Monday to take out books and return as our space is limited but boy did it go over well with the parents! Thanks again for the wonderful program.

*Everyone here at Garderie Harmonie is so very happy with it. I even had some of our **5 year olds give a hand in helping the kids and parents choose books. It was awesome. They were so excited!***

GARDERIE METROPOLITAIN

Steven Lowi, Director

We have been reading to the children on a daily basis and loaning out to the parents so that they can continue at home with the gift of literature.

*The volunteer that comes once a week to read a story is the **icing on the cake!** ...we truly appreciate **the noble mission you carry out in providing books to the children and families of our daycare at no cost.***

ACADEMIE PRÉSCOLAIRE MON DÉPART

Sofia Alvarado, Directrice

*Je pense que c'est une activité enrichissant spécialement en 2019 ou les enfants ont exposé à la technologie, **le programme leur donne un accès facile aux livres et les stimule et aide à leur développement.***

NDG DAYCARE, Ibra Diop, Director

The NDG Daycare, parents and kids give **four thumbs up to minibiblioPLUS** for providing diversity in reading and bringing new love for storytime!

CPE LE GARDIEN DES RÊVES

Nora Guélila, Directrice Générale

*Nous sommes très contents d'avoir l'occasion de travailler avec vous au niveau du CPE, on est satisfait de pouvoir profiter de ce programme, car il permet à nos familles d'accéder aux livres plus facilement et de façon régulière. C'est un véritable service de proximité à la porter des familles. Avec **minibiblioPLUS, plus d'excuse pour ne pas lire d'histoires aux enfants!***

CPE LES P'TITS PROFS , Lisa Comerford, Director

*Fraser Hickson is able to meet our emergent curriculum goals by asking us for topics and themes we want to explore and offer to do research if needed!! They provided us books in both French and English and the program **has, as an added benefit, the ability to foster relationships with our parents.***

Shamim Khan, (30 years), Processing

*Fraser Hickson is like part of my family! It is such a joy to process books that I know will help improve the literacy challenge in our youth in our country through the **minibiblioPLUS** project! **It is an honour to be part of this original and unique initiative.***

Tom Bagg, Deliveries and collections organizer

*I look forward to working with the staff in carrying out their most important Mission in providing access to books and animation services for those who need them the most via the **minibiblioPLUS** project. **I love being part of the team!***

Angela Rahaniotis, Processing and deliveries

*I especially enjoy delivering books to our partner sites because **I get to see the enthusiastic response to our program.** I believe that children should be exposed to books as early as possible. It's a great opportunity for people who love books and want to **see the positive impact they have on early childhood development.** Let's spread the love of reading!*

Alexandra Marie Chartrand, Processing

*I am so proud to be a part of the **minibiblioPLUS** project! Helen and her staff are extremely hard working and their passion for the library's mission is definitely reflected in the work they do. From storytelling to helping to processing books, **it's rewarding to know that there is a child out there benefiting from the program!***

David Andrelli, Animation

*As volunteers, we only see the impact on our immediate audiences. **To see that we are part of a greater objective is even more incredible!** Thank you for doing what you do every day in an effort to support literacy in our greater community.*

Adrian H. Dragan, Animation

*It has been a privilege, a joyous and educational experience! **I feel together we have made both a positive contribution in initiating children into literature while making them laugh.** My approach has always been to fit the child's joy harmoniously with literature. Working with children requires **BALANCE** between **DISCIPLINE** and their beautiful, innocent and powerful **ENERGIES!***

Carolina Choy, Animation

*"I love animating. **The kids and I have so much fun together interacting with books.** We enjoy reading, singing and dancing too! I do it all for the kids and **minibiblioPLUS** helps me!"*

VOLUNTEERS, PARTNERS AND COMMUNITY INTERACTION



Ma
petite
école
Snowdon



Volunteers (left to right): Marlon, Tom, Adrian, Shamim, Mathilde & son Damien, Vicky, Anita, Naomi, Joan, Susan-Joan

T
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B
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Shamim
Khan



Angela Rahaniotis

CDN/NDG
Mayor Sue
Montgomery
at Garderie
Vendôme



Stephanie
at
Garderie
Vendôme



Adrian at La
Maison Bleue



Vicky at
Jamaican
Association



Helen at
CPE
petite
chenilles



Concordia LIVE volunteers



St George's School of Montreal volunteers



minibiblioPLUS volunteer training



McGill University volunteers



New Hope Center



Parent workshop at Mountain Sights Community Center



Parent workshop at PEP (parents engagés pour la petite enfance)



CPE Lieu des petits- Installation Petite Chenilles

Julie Smith, CEO of
Elementary Literacy Inc.



Andrea Borod
The Book Dumping



Salon du
Livre-
Espace
jeunesse
TD



AFFILIATIONS

ABQLA, ArtHives; Book Dumping; Ville de Montréal CDN/NDG borough; Canadian Children's Literacy Foundation; Canadian Children's Literacy Network; Canadian Friends of Mountain Lake PBS; Century Initiative; Concordia-Community Service Initiative & ABRACADABRA; Communication-Jeunesse; CLiF; New Hampshire/Vermont; Dr. Julien (Social Pediatrics); ÉDITIONS LES 400 COUPS; ERS Training; FIRST BOOK Canada; GIV3; Jewish Public Library; La Maison Bleue; Lire/Imagine/Read; Lire et Faire lire; Literacy in Action; Literacy Quebec; Literacy Unlimited; McCord Museum; McGill University School of Communications Sciences and Disorders; Montreal Association of Independent Libraries (MAIL); Montreal Fluency Centre; Renaissance; Réseau Réussite; Saison de la lecture-Ville de Montréal; Salon du livre; TD; Thomas More Institute; Yale University/Haskins Laboratory; 60,000,000 Girls, YMCAs.



Special guests to 'Becoming' launch by MICHELLE OBAMA'S
OFFICE in collaboration with First Book Canada

Visit from MP Marc Garneau



Alessandra Zorzi- Director at Venice, Italy Library!



FIRST BOOK event with Domtar employees!



Pierre Chanzonkov
Treasurer

TREASURER’S REPORT

for the year ended December 31, 2019

We have now experienced four straight years of growth, reaching ever more children and parents during 2019. This growth is set to continue into 2020 and beyond. Our expansion has brought our total programs from 89 at the beginning of the year to 127 by December. We are also delighted to continue our cooperation with the Borough of CDN/NDG.

This growth was achieved despite a subtle drop in donations compared to 2018. However, our prospects are off to a strong start in 2020.

Administrative costs were reduced by almost 20%, while human resource costs increased by 14% as a result of the growing demand for our services. We thrived throughout 2019 with a dedicated and motivated team, and we continue to maintain a very efficient infrastructure.

We look forward to a bright future in both the near and long term.

Respectfully submitted,

Pierre Chanzonkov

DONORS 2019

We couldn’t do it without you!

- ✓ Borough CDN/NDG
- ✓ Array of lovely individuals!
- ✓ 100% Board participation
- ✓ Betty Lou Cowper Legacy
- ✓ Birks Family Foundation
- ✓ Borden Ladner Gervais
- ✓ Eric T. Webster Foundation
- ✓ Hay Foundation
- ✓ Hylcan Foundation
- ✓ INNOWEAVE
- ✓ Jarislowsky Foundation
- ✓ Réseau Réussite Montréal
- ✓ Rossy Foundation
- ✓ TD

FINANCIAL STATEMENTS

BALANCE SHEET

As at December 31, 2019

| | 2019 \$ | 2018 \$ |
|--|------------------|------------|
| ASSETS | | |
| Current | | |
| Cash | 115,320 | 174,344 |
| Term deposit (Note 3) | 10,304 | 10,252 |
| Sales taxes receivable | 1,348 | 1,350 |
| Prepaid expenses | 11,747 | 17,027 |
| Investment revenue receivable | 9,174 | - |
| | 147,893 | 202,973 |
| Marketable securities (Note 4) | 399,841 | 337,760 |
| Capital assets (Note 5) | 143,071 | 143,379 |
| | 690,805 | 684,112 |
| LIABILITIES | | |
| Current | | |
| Accounts payable and accrued liabilities | 36,460 | 41,093 |
| Deferred government grants (Note 6) | 3,603 | - |
| | 40,063 | 41,093 |
| NET ASSETS | | |
| Invested in capital assets | 143,071 | 143,379 |
| Endowments | 792,996 | 792,996 |
| Unrestricted | (285,325) | (293,356) |
| | 650,742 | 643,019 |
| | 690,805 | 684,112 |

FINANCIAL STATEMENTS

STATEMENT OF CHANGES IN NET ASSETS

For the year ended December 31, 2019

| | Invested in capital assets | Endowments | Unrestricted | Total | |
|--|----------------------------------|----------------|------------------|----------------|----------------|
| | \$ | \$ | \$ | 2019 | 2018 |
| | \$ | \$ | \$ | \$ | \$ |
| Balance, beginning of year | 143,379 | 792,996 | (293,356) | 643,019 | 646,498 |
| Excess of revenue over expenses (Excess of expenses over revenue) | (308) | - | 8,031 | 7,723 | (3,479) |
| Balance, end of year | 143,071 | 792,996 | (285,325) | 650,742 | 643,019 |

Endowments include the following bequests:

| | \$ |
|-------------------|---------|
| Margery Trenholme | 606,993 |
| John H.R. Molson | 56,676 |
| Margaret Ebers | 68,186 |
| T.B. Macaulay | 61,141 |
| | 792,996 |

FINANCIAL STATEMENTS

OPERATIONS

For the year ended December 31, 2019

| | 2019 \$ | 2018 \$ |
|--|-----------------|-----------------|
| REVENUE | | |
| Donations | 190,021 | 195,856 |
| Municipal grants | 56,013 | 94,750 |
| Servitude | 25,172 | 24,732 |
| Proceeds on sales of antiquarian book collection | 3,009 | 4,897 |
| | 274,215 | 320,235 |
| EXPENSES | | |
| Salaries and benefits | | |
| Executive | 101,731 | 102,473 |
| Staff | 123,888 | 77,212 |
| Accounting services | 7,523 | 5,346 |
| Employee benefits and payroll fees | 28,223 | 26,871 |
| Contractual labour | - | 15,895 |
| | 261,365 | 227,797 |
| Administration and other | | |
| Interest and bank charges | 288 | 263 |
| Insurance and taxes | 3,064 | 2,969 |
| Office and general | 10,808 | 14,781 |
| Repairs and maintenance | 9 | 107 |
| Books, cataloging and animation supplies | 8,596 | 28,234 |
| Business development | 2,085 | 1,844 |
| Fundraising expenses | 5,872 | 6,284 |
| Travelling expenses | 1,719 | 3,728 |
| Amortization of deferred rental commission | 1,975 | 1,975 |
| Amortization of capital assets | 308 | 3,075 |
| | 34,724 | 63,260 |
| Legal, professional and audit fees | | |
| Legal fees | 329 | 329 |
| Audit fees | 4,551 | 5,744 |
| Consulting fees | 10,749 | - |
| | 15,629 | 6,073 |
| TOTAL EXPENSES | 311,718 | 297,130 |
| EXCESS OF REVENUE OVER EXPENSES ON LIBRARY OPERATIONS (EXCESS OF EXPENSES OVER REVENUE ON LIBRARY OPERATIONS) | (37,503) | 23,105 |
| Other revenue (loss) | | |
| Investment revenue | 18,164 | 14,302 |
| Management fees | (2,278) | (6,474) |
| Net change in fair value of quoted securities | 29,340 | (34,412) |
| Total other revenue (loss) | 45,226 | (26,584) |
| EXCESS OF REVENUE OVER EXPENSES (EXCESS OF EXPENSES OVER REVENUE) | 7,723 | (3,479) |

FINANCIAL STATEMENTS

STATEMENT OF CASH FLOWS

For the year ended December 31, 2019

| | 2019 \$ | 2018 \$ |
|--|-----------------|----------------|
| OPERATING ACTIVITIES | | |
| Excess of revenue over expenses | | |
| (Excess of expenses over revenue) | 7,723 | (3,479) |
| Items not affecting cash | | |
| Amortization | 308 | 3,075 |
| Net change in fair value of quoted securities | (29,340) | 34,412 |
| | (21,309) | 34,008 |
| Decrease (increase) in accounts receivable | - | 2,967 |
| Decrease in sales taxes receivable | 2 | (38) |
| Decrease in prepaid expenses | 5,280 | 3,172 |
| Increase in investment revenue receivable | (9,174) | - |
| Decrease in accounts payable and accrued liabilities | (4,633) | (5,436) |
| Increase in deferred grants | 3,603 | - |
| | (26,231) | 34,673 |
| INVESTING ACTIVITIES | | |
| Proceeds on disposal of quoted securities | 70,281 | 292,051 |
| Purchase of quoted securities | (103,022) | (294,549) |
| Term deposit | (52) | (51) |
| | (32,793) | (2,549) |
| NET CHANGE IN CASH FLOW | (59,024) | 32,124 |
| CASH, BEGINNING OF YEAR | 174,344 | 142,220 |
| CASH, END OF YEAR | 115,320 | 174,344 |

PARTNERS



Thank you for reading to our children!

- Académie Blossom
- Académie Préscolaire Mon Départ
- Ahl-III Bait Islamique
- Association des Parents de CDN
- Baobab Familial
- Bibliothèque Kahnawake
- Black community resource center
- Boys & Girls Club of Lasalle (2)
- CCS-Early Head Start Program
- CDN Black Community Associatio
- Centre Communautaire Mountain Sights
- CHU Sainte-Justine Centre de réadaptation Marie Enfant
- CPE Château des Neiges
- CPE Crocus
- CPE du centre communautaire juif
- CPE Enfants des Neiges
- CPE HEC installation Decelles
- CPE HEC installation Louis-Colin
- CPE Jardin de Fruits
- CPE Kan Tsiyor
- CPE Le Gardien des Rêves
- CPE Le Pas de Géant
- CPE Les Amis de Promis
- CPE Les Copains d'Abord
- CPE Les Enfants du Paradis
- CPE Les Petits Génies Inc.
- CPE Les P'tit Profs
- CPE Lieu des petits- Installation Petites-Chenilles
- CPE Notre-Dame-de-Grâce
- Desta
- Elizabeth House
- Fondation Dr. Julien
- Habilitas
- Garderie Académie Préscolaire Smart Kids
- Garderie Bébé sucré
- Garderie De Jour Playskool De Montréal Inc
- Garderie Des Petits Trésors à Mina
- Garderie Éducative Harmonie D'Enfance
- Garderie Éducative Jardin des Fleurs
- Garderie Éducative Les Petits Sourires Inc.
- Garderie Jeunes Découvreurs
- Garderie L'Eveil au Monde
- Garderie Maor Yisrael
- Garderie Mary Poppins 1
- Garderie Mary Poppins 2
- Garderie Métropolitain
- Garderie Notre Dame de Grâce
- Garderie Par-Dessus L'Arc-en-Ciel
- Garderie sur le chemin de l'école
- Garderie Vêndome
- General Vanier Nursery School
- Head & Hands
- Hopital CHU Sainte-Justine
- Imagination West
- Jamaica Association of Montreal
- Je Passe Partout
- La Maison des familles FAMILLACTION
- L'Association des Parents de Côte-des-Neiges
- Le Relais Côte-des-Neiges
- Limmud Centre
- Maison Bleue de Côte-des-Neiges
- Maison des Enfants Montessori
- Maison Orchard III Montessori
- Ma Petite École Snowdon
- MB Warren Allmand/New Hope
- Montreal Fluency Center
- (PEP) Parents engagés pour la petite- enfance
- Quebec Board of Black Educators
- Royal-Victoria Hospital Child Care-Center
- Saint-Raymond's Community Center
- Super Kids Preschool Academy
- Walkley Centre
- Westhaven Elmhurst Community Center
- YMCA (Cartierville, Centreville, Du Parc, Du Parc Ubisoft, Garderie du Parc/St. Viateur, NDG, Saint-Laurent, Westmount, Westmount Preschool)