



ANNUAL REPORT 2019-20

Building Agility & Resilience



This is JA

MISSION

JA prepares young people for employment and entrepreneurship.

VALUES

- Belief in the boundless potential of young people.
- Commitment to the principles of economics and entrepreneurship.
- Passion for what we do and honesty, integrity, and excellence in how we do it.
- Respect for the talent, creativity, perspectives, and backgrounds of all individuals.
- Conviction in the educational and motivational impact of relevant, hands-on learning.
- Belief in the power of partnership and collaboration.

VISION

Be the partner of choice for business, education, and policy makers around the globe seeking to expand youth education and economic development.

Since 1955, JA Canada has been inspiring and preparing youth to succeed by providing opportunities to acquire financial literacy, entrepreneurship and work readiness skills through engaging programs and with the help of dedicated volunteers.

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Message from our Chair and President & CEO

Junior Achievement's mission is to inspire and prepare youth for a global economy. In 2020, the world experienced a level of disruption that has not been seen for 100 years. The COVID-19 pandemic has made it clear that it is essential every person and every business – young and old, small and large – to be agile and resilient. This is also true for JA. For more than 100 years, JA's programs have been delivered by dedicated volunteers in classrooms, teaching youth about financial literacy, entrepreneurship and work readiness. In a matter of weeks, this model was turned upside down, and JA had to adapt. In the face of turmoil and uncertainty JA moved online, and we are now positioned to impact even more Canadian youth.

This change to our business model

was made somewhat easier due to previous work on our digital strategy. In the fall we began our digital transformation with the development of a new learning management system (LMS). Originally scheduled to launch in June 2020, the new LMS became the foundation of our digital strategy when the pandemic resulted in school closures across the country. We moved up the launch of our new LMS, jacampus.org, by three months with help from our partners at Deloitte Digital. Simultaneously, program staff from JA Canada and the charters quickly developed digital versions of our most popular programs. We are excited that students, teachers and parents from across Canada can now access our digital programs through JAcampus.org, whether in the classroom, in a remote group environment, or as self-

directed learning.

Finally, as a registered charity, we are funded by our generous donors. Despite the challenges they also faced, they demonstrated a deep level of commitment to our cause this past year. Some supporters increased their donations, while others relaxed their commitments and allowed some funding to support general operations. We are extremely grateful to all of our donors for their remarkable support.

Sincerely yours,



Dawn de Lima
Chair, JA Canada



Scott Hillier
President & CEO

Our Education Pillars

Financial Literacy

JA empowers students to make smart, lifelong financial choices. Through our financial literacy programs, students learn how to create and manage wealth. They develop skills in areas such as budgeting, investing, and creating financial plans.

Work Readiness

Our work readiness programs give students invaluable career-building skills that they can use throughout their lives. Students learn how to communicate, network, interview for jobs, and collaborate with diverse groups of people to achieve common goals.

Entrepreneurship

JA inspires youth to start their own businesses, create jobs, and contribute to the Canadian economy. In our entrepreneurship programs, students gain first-hand experience in running a successful business. They learn how to create business plans, innovate, manage teams, and take a new product to market.

Over 75% of Achievers cite JA as having a significant impact in developing financial literacy and decision making skills.

JA IN CANADA

 8,639
Indigenous Youth

 5,018
Schools

 6,288
Volunteers

 156,992
Youth Impacted

 12,783
At Risk Youth

8,308 
Programs Delivered

JA prepares **young people** for **employment** and **entrepreneurship**

15 
In-Class Programs

7 
Digital Teacher-led Programs

8 
Digital Self-directed Programs

Entrepreneurship
Financial Literacy
Work Readiness

3 DELIVERY MODELS

In-Person
Self-Directed
Blended



KEY COMPETENCIES STUDENTS DEVELOP



Proof of Outcome



JA Achievers are **2x** more likely to open their own business

They earn **50% MORE THAN NON - JA ALUMNI**

“I learned how to lead in different capacities.”

As Warren Buffett once said, “The most important investment you can make is in yourself.”

Over the past three years in Junior Achievement’s Company Program I have undergone many personal developments. I learned how to lead in different capacities, became a more confident public speaker and developed my knowledge of accounting and finance. I’ve been inspired by the business people

involved with JA to pursue my passion and to set ambitious goals.

The knowledge I’ve gained through this process, paired with my passion for finance and investing, has pointed me towards a university education in Commerce and a career in Asset Management.

JA has given me many opportunities to develop my self-confidence by allowing me to participate in many

events, to connect with leaders in my community along with developing my public speaking skills.

I had the honour to participate in two JA Business Hall of Fame Galas, doing an introductory video for inductee Zita Cobb. These opportunities have made me feel valued, even as a young person, and have empowered me to live a large life and be involved in all that I can.

Nathan Young
JA Newfoundland & Labrador
2019 Al Beech Award Winner



Our Programs



A Business of our Own

Students learn how to start a business, produce and promote their products, track their finances, and manage a team.



More than Money

Teaches elementary students about earning, spending, sharing, and saving money.



Our Business World

Using games and multimedia, students learn about innovation, start-ups, and self-employment.



Our Community - Needs, Jobs, Tools

The program shows students how business shapes our lives and strengthens society.



Personal Finance

This program teaches students personal money management skills including the key elements of personal finance.



Be Entrepreneurial

This program is designed to help ignite students' entrepreneurial spirit and help them create business plans.



Company Program

Over a four-month period, grade 9-12 students learn how to organize and operate a real business. Volunteers from the local business community work with students.



Investment Strategies

Teaches students how to save and invest for the future. It includes both interactive classroom lessons and an online stock market simulation.



Our Country – Technology & Innovation

Students learn about Canada's technological past and present, as well as, share ideas that could become our next great innovation.



Dollars with Sense

Students learn personal money management skills that they can apply to their lives ... beginning now.



Economics for Success

Students take a closer look at the advantages of staying in school, as well as learn what's needed to succeed in today's workforce.



Stronger Together

Stronger Together: Diversity in Action teaches the value of diversity and how it contributes to improving morale, creativity, teamwork and productivity.



Success Skills

Helps students develop the communication and personal skills needed to achieve career and lifelong learning success.



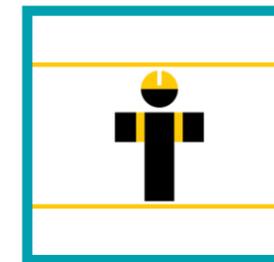
TITAN

Students take part in an interactive online challenge where they become CEOs of their own company.



World of Choices

Brings together gender or industry specific high school students with career mentors to explore different career paths.



Entrepreneurial Trade

Assists students in understanding, analyzing, evaluating and applying financial and business skills essential for a successful trades career.

Digital Campus

In 2018, with the support of Deloitte Digital, JA Canada embarked on an ambitious multi-year, multi-million-dollar digital transformation project that would make JA's programs accessible to all 4 million students in Canada.

In fall 2019, this transformation began with the development of a new learning management system (LMS), based on the existing program delivery model – volunteers in classrooms. Plans for fully digital content in a variety of delivery methods were several years in the future.

When the pandemic struck,

closing schools and preventing volunteers from delivering programs, our education partners, donors, and parents didn't want students to stop benefitting from JA's programs. In fact, the need was even greater.

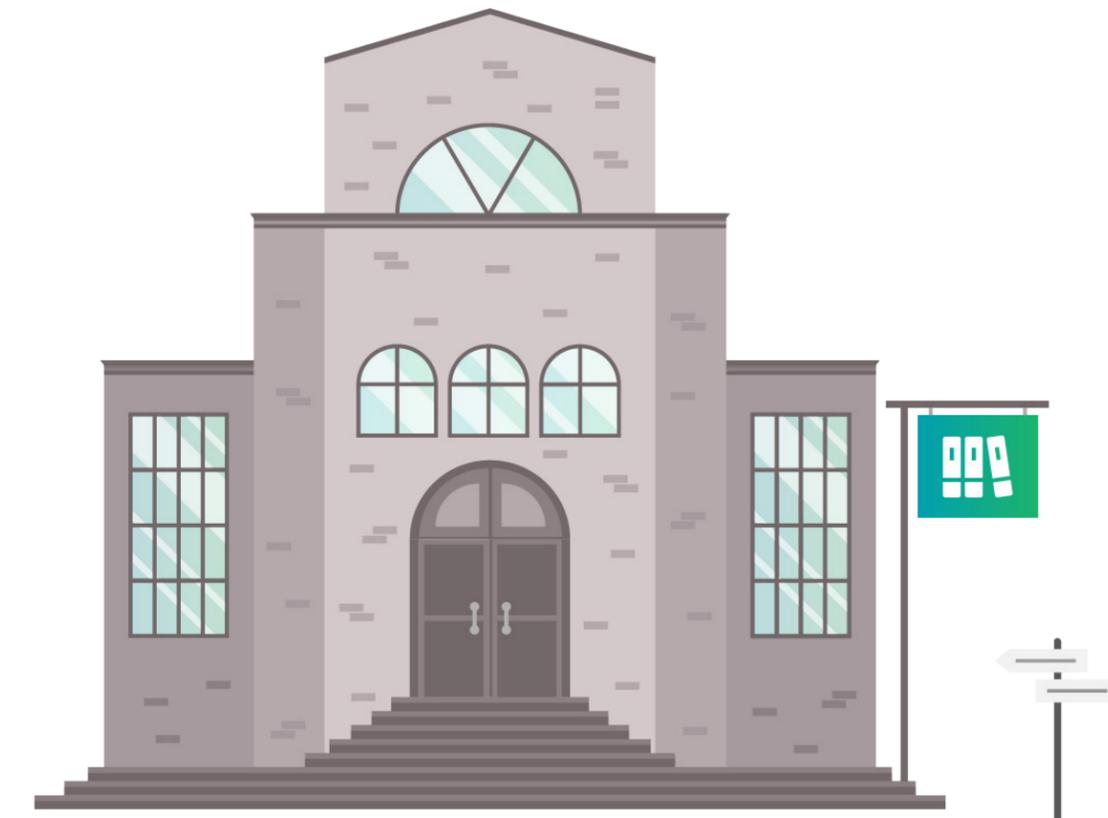
We responded by launching the beta version of the JA Campus (jacampus.org) where students, teachers, parents and volunteers could access JA's programs. It launched with only a few games and activities young people could do to learn and have some fun. The need for more robust programs quickly grew, and with

the help of local offices across the country, we were able to create digital versions of our most popular programs in two different methods – remotely facilitated and self-directed. French versions were also developed, followed by self-directed versions of other programs. Within two and a half weeks, eight new digital programs were available. Within the following two weeks an additional four programs were ready. There are now 10 programs available to be led remotely by a teacher or volunteer, and 13 programs students can do on their own.

Volunteers have been a vital part of JA's program delivery model for 100 years and will continue to play an important role in our new digital environment. In fact, the volunteer opportunities created as a result of our transition to digital have evolved to meet the emerging needs of educators and volunteers. Virtual coffee chats with small groups of students, online panels and recorded sessions are just a few examples of the new ways for volunteers to impact students in a meaningful way.

JA's digital journey will continue over the next several years, with enhancements and new content added to the JA Campus. We're also excited about a new national website and a new customer relationship management system that will provide greater

efficiencies and reporting capabilities across the JA network. This digital infrastructure will enable all Canadian students to benefit from JA's programs and ensure our continued impact and relevance.



Student Events

JA Youth Success Summit

From July 21-26, 2019 more than 100 high school students from across the world gathered at the Southern Alberta Institute of Technology in Calgary, Alberta to participate in the inaugural JA Youth Success Summit. Co-hosted by JA Canada and JA Southern Alberta, the Success Summit was designed to help participants develop universal success skills, unlock their leadership potential and meet other youth from across the JA global network.

Over 4 days, participants learned from a variety of inspirational speakers and engaged in interactive sessions to explore the skills that enable success. They applied these skills as they

competed in a team-based success challenge - to assess and resolve a current real-world business issue. Corporate partners - The University of Calgary Haskayne School of Business and TransAlta - guided the development of the challenge and judged the team presentations.

Students from JA Company Program winning teams from across Canada also competed in the Canadian Company of the Year (CoY) competition. Congratulations to OBI from JA Quebec - the 2019 Canadian Company of the Year!

JA Americas: Company of the Year (CoY) Competition – Punta Cana

Following their success at the

Canadian Company of the Year competition, OBI represented Canada at the JA Americas CoY competition in Punta Cana, Dominican Republic in November 2019. During CoY, teams from Canada, Latin America and the Caribbean compete for the honour to be the JA Americas Company of the Year. Although they didn't win the Americas CoY championship, OBI took home the 2019 FedEx Access Award.

The FedEx Access Award is presented to the student-run business that best exhibits the principles of global connectivity-business that is driven by innovation, connected to and ready to access new markets, fuelling community development and actively committed to social responsibility.



Scott Hillier presenting OBI with the 2019 COY Award



Sustainable Solutions - TransAlta Business Challenge Winner



OBI receiving their FedEx Access Award at the 2019 JA Americas COY



Clara Boily a young entrepreneur from JA Quebec

All JA Youth Success Summit attendees outside the Calgary Library



Volunteers and students at JA Youth Success Summit on the SAIT Campus in Calgary



Students from JA India at Lake Louise

“This has been an **opportunity** of a lifetime for me.”

Joining Junior Achievement was one of the best decisions of my life. JA has opened so many doors for me and can do the same for other people. This has been an opportunity of a lifetime for me.

Through JA events, I've had the chance to network with distinguished business owners and philanthropists

and have conversations with them that have inspired and given me valuable insight into business and life.

My experiences as VP Production (winning VP Production of the Year) last year and President of my Company this year have taught me so much about leadership and teamwork. Learning these skills has

better equipped me for the workforce and dealing with scenarios in other clubs I run.

If I hadn't done JA, I would've learned these skills at a much later time, if I even got the chance to learn them at all. I'm so grateful for all the opportunities that have been given to me thanks to my involvement in JA.

Rachel Butler
JA Southern Alberta
2019 Evelyn Ruskin Scholarship Winner



Economic Achievers Society



The launch of the Economic Achievers Society (EAS) marked the first time JA Canada has put an annual giving program in place to recognize key supporters. Members of the EAS share the belief that JA programs are an essential component of a young person's education and should be accessible to all Canadian students. Armed with financial literacy and business education, today's students will go on to be

tomorrow's business leaders and have a positive impact on the Canadian economy.

As part of the EAS, donors support strategic initiatives where increased resources and capacity will enable JA to scale its reach to youth across the country. This year, the launch of the JA Campus and the development of digital programs were of strategic importance. The support of EAS

members was instrumental to the success of this launch, and had a profound impact on JA Canada and the work we do preparing Canada's youth to succeed.

On behalf of JA Canada, charters across the country, and the more than 150,000 youth we served this year, thank you for your commitment and passion to sustainably improve the futures of our youth and our economy!

Founders:

Clive Beddoe

Jack Cockwell

JR Shaw

Paul & Paula Kennedy

Members:

Andre Gallant

Christina Beyer

Gerard McInnis

Julie Haché

Martin Langlois

Tim Christmann

Andrew Finn

Cindy David Financial Group Ltd

Gerjon Kalaci

Karen Gallant

Mary Ellen Bockler

Vanessa Underwood

Angela Hountalas

Dawn de Lima

Janeen Speer

Kate Webb

Nicholas Thadaney

Anne Lachance

Gary J. Smith

Jeff Gilchrist

Kevin Dane

Scott Munn

Cheryl Graden

Joanne Walker

Marion Kirsh

Stéphane Leblanc

Canadian Business Hall of Fame

A Year of Firsts

December 17, 2019 was an historic occasion for the CBHF. Not only were the 2020 class of Companions announced, but they were, for the first time ever, announced live on BNN Bloomberg.

Chancellor David Denison joined BNN host Jon Erlichman live

in studio to announce the four esteemed individuals nominated to the Hall. These leaders are recognized for their lifetime accomplishments and are chosen by an independent selection committee based on leadership excellence, ethics and citizenship.

For the first time in its history, the annual CBHF Induction Ceremony and Gala planned for May 7, 2020 had to be postponed due to the pandemic. We look forward to appropriately honouring these individuals soon.

The 2020 Class of Companions are:



Zita Cobb
CEO, Shorefast Innkeeper
Fogo Island Inn



Gordon Gray
Former Chairman & CEO
A E LePage Limited



David Patchell-Evans
Founder & CEO
GoodLife Fitness



Calin Rovinescu
President & CEO
Air Canada

Thank you to our Donors

As a registered charity, JA Canada is supported by generous donors who provide critical funding needed to develop and deliver our programs, train our volunteers, and offer scholarships to Canada's future leaders.

We are extremely grateful for your commitment and ongoing support. Your generosity is helping us to build a stronger future for all Canadians.

Over 80% of Achievers cite JA as important in developing their leadership and problem solving skills

Making an Impact: Assessing Junior Achievement of Canada's Value Creation - Boston Consulting Group, 2011

\$1,000,000 & above



Foundation

\$250,000 - \$499,999



Paul & Paula
Kennedy

* **Deloitte.**
Digital



\$100,000 - \$249,999



\$50,000 - \$99,999



\$25,000 - \$49,999



Clive Beddoe

Jack Cockwell



JR Shaw



Gavin Semple



\$10,000 - \$24,999



Kerny Korchinski



Teck



\$5,000 - \$9,999



Dawn de Lima

Paul Hill

Scott Hillier

\$1,000 - \$4,999

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Angela Hountalas

Gerjon Kalaci

Julie Haché

Sean Munro

Anne Lachance

Janeen Speer

Marion Kirsh

Stéphane Leblanc

Cheryl Graden

Jones DesLauriers
Insurance Management Inc.

Martin Langlois

The Boiler Inspection
& Insurance Co

Cindy David Financial
Group Ltd

Jeff Gilchrist

Nicholas Thadaney

Tim Christmann

Gary J. Smith

Karen Gallant

Northbridge Insurance

\$1 - \$999

Andrew Finn

Christina Beyer

Kate Webb

Vanessa Underwood

Andre Gallant

Joanne Walker

Mary Ellen Bockler

(*) indicates in-kind donors

A note to our supporters: We appreciate your generous donations to JA Canada, and we want to recognize everyone accordingly with 100% accuracy. If we have inadvertently made an error, please contact JA Canada at (416) 622-4602 with concerns or corrections.



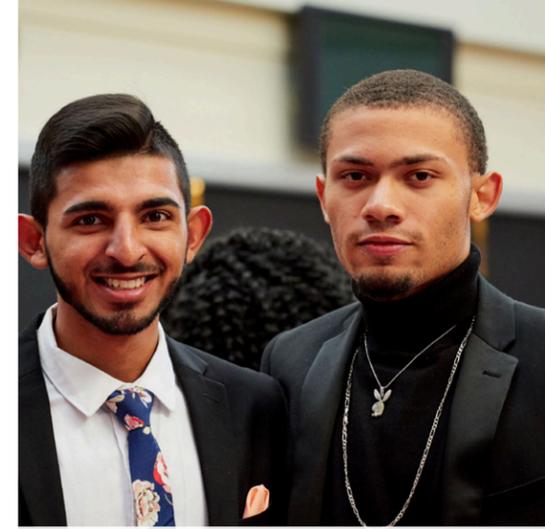
Amreet Gill a young entrepreneur from JA Quebec



Members of Acorn Talent from JA Central Ontario



Summit Attendees at the Calgary Library



Left to right: Summit Volunteer Afzal Suleiman and Arnold Berry from JA Cayman Island



Attendees at our Youth Success Summit Awards Dinner at SAIT



Left to right: Asheesh Advani from JA Worldwide, Andrew Finn from JA Canada, Alli McDonald & Erika Angyalfi from TransAlta



PEAK - University of Calgary Haskayne School of Business - Business Challenge Winner

Board of Directors

Chair:
Dawn de Lima
Chief Shared Services Officer
TransAlta Corporation

Tim Christmann
Chief Strategy & Innovation Officer
Deloitte LLP

Kevin Dane
Chief Operating Officer
Wildeboer Dellelce LLP

Cindy David
President & Estate Planning Advisor
Cindy David Financial Group Ltd.

Jeff Gilchrist
Canadian Operating Unit
General Manager (retired, October 2020)
Avanade Canada Inc

Cheryl Graden
Senior Vice President, Group Head of
Legal, Risk & Government Relations
TMX Group Limited

Julie Haché
Partner
Autonomy Box

Angela Hountalas
VP People
Rangle.io

Gary Kalaci
CEO
Alexa Translations

Marion Kirsh
Associate Chief Accountant (retired)
Ontario Securities Commission

Anne Lachance, ICD.D
Communications Advisor

Stéphane Leblanc
Partner, Tax Services
Ernst & Young LLP

Gerard McInnis
Principal
Ozone Advisory Group Inc.

Scott Munn
Partner
Hugessen Consulting Inc.

Sean Munro
Regional Vice President, Business
Financial Services
RBC Royal Bank

Gary Smith
Executive VP of Eastern Canadian
& Caribbean Operations
Fortis Inc.

Janeen Speer
VP of Talent
Shopify

Nick Thadaney
Founder
Partners Capital Corp

JA Canada Team

Scott Hillier
President & CEO

Joanne Walker
Executive Assistant to the
President & CEO

Karen Gallant
Vice President, Programs & Charter
Services

Andre Gallant
Director, Programs & Charter Services

Vanessa Underwood
Director, Finance & Administration

Mary Ellen Bockler
Accountant Technician

Andrew Finn
Vice President, Resource Development

Christina Beyer
Senior Director, Resource Development

Thuy Hoang
Coordinator, Signature Events

Ossana Ber
Communications & Events Coordinator

Kate Webb
Manager, Resource Development

Katherine Gagne
General Manager
JA in Saskatchewan

Donna McCreery
Program Coordinator
JA in Saskatchewan

Elizabeth Strom
Volunteer & Community
Relations Coordinator
JA in Saskatchewan

65% of Achievers indicate that JA had a significant impact on staying in high school and enrolling in post secondary

"I gained the confidence..."

Junior Achievement has played a monumental role in my personal development, especially during my four years in the Company Program. This program taught me so much about myself, including strengths and opportunities for improvement. It provided me with a chance to work on them. One weakness that I have been able to overcome with JA's help is communication skills.

Back in my first year of high school, I was timid, afraid of giving

presentations and speaking to new or large groups of people. Through JA and experiences such as the Company Program and Next Generation Leaders Forum (NGL), I gained the confidence to give presentations and meet new people.

Today about one month into university, I am confident when meeting new people and have been able to get involved in clubs and other events. This change from the shy student to one who is actively

engaged and participating in class and extra-curricular activities has, in part, come from the opportunities JA provided me.

I want to thank JA Canada and JA South Western Ontario for their support throughout my high school journey. I can already see and feel that the experience gained and the skills I developed at JA are also helping me as I pursue post-secondary education.

Daivik Shelat
JA South Western Ontario
2019 Seymour Schulich Scholarship Winner



JA Offices Across Canada

Across Canada, there are 15 regional offices serving students from coast to coast. JA Canada's national office and these local offices work in partnership with educators, volunteers and businesses to educate students about financial literacy, work readiness and entrepreneurship.

JA British Columbia

#360-475 West Georgia St.
Vancouver, BC V6B 4M9
www.jabc.ca

JA Central Ontario

133 Richmond Street West, Suite 405
Toronto, ON M5H 2L3
www.jacentralontario.org

JA Quebec

533, rue Ontario Est, bureau 204
Montréal, PQ H2L 1N8
www.jaquebec.com

JA Northern Alberta & NWT

#200, 10150 100 Street
Edmonton, AB T5J 0P6
www.janorthalberta.org

JA Ottawa

900 Morrison Drive, Suite 205
Ottawa, ON K2H 8K7
www.jacanada.org/ottawa

JA New Brunswick

P.O. Box 631, Station A
Fredericton, NB E3B 5A6
www.janewbrunswick.ca

JA Southern Alberta

870, 105 12 Avenue SE
Calgary, AB T2G 1A1
www.jasab.ca

JA Peterborough Lakeland Muskoka

270 George St. North, Box 1
Peterborough, ON, K9J 3H1
www.jacanada.org/plm

JA Nova Scotia

Corridor Four, Upper Level,
Mumford Professional Centre
201-1223 Lower Water Street
Halifax, NS B3J 3S8
www.janovascotia.ca

JA Manitoba

1149 St. Matthews Avenue
Winnipeg, MB R3G 0J8
www.jacanada.org/manitoba

JA South Western Ontario

15 Wharnccliffe Road North
London, ON, N6H 2A1
www.jacanada.org/sw-ontario

JA Newfoundland & Labrador

3rd Floor, Delgado Building, 171 Water Street
P.O. Box 7468
St. John's, NF A1E 4V8
https://newfoundland-and-labrador.jacharters.org/

JA in Saskatchewan

C/O 161 Bay St. 27th Floor
Toronto, ON M5J 2S1
www.jacanada.org/saskatchewan

JA Waterloo Region

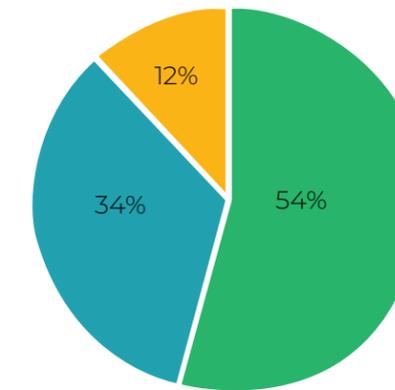
74 Queen Street, Unit B
Kitchener, ON N2H 2H3
www.jawr.ca

JA Prince Edward Island

P.O. Box 21
Charlottetown, PE C1A 7K2
www.jacanada.org/pei

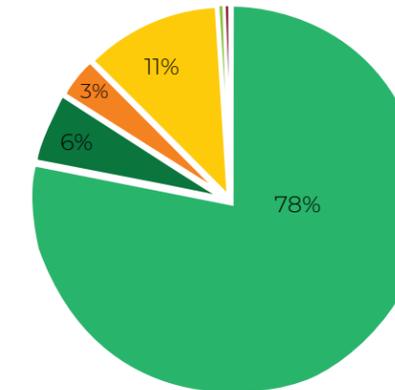
Our Financials*

REVENUE:



- Program Direct - \$2,487,435
 - Contributions - \$1,571,529
 - Charter License Fees - \$544,110
- TOTAL: \$4,603,074**

EXPENSES:



- Program Direct - \$3,736,232
 - General & Administration - \$541,862
 - Marketing & Events - \$172,032
 - Resource Development - \$288,195
 - General Depreciation - \$24,606
 - Other - \$21,985
- TOTAL: \$4,784,912**

*JA Canada national office revenues and expenses depicted. Across Canada, JA raised a total of \$16,518,466 in 2019-2020. Charter revenue of \$11,915,392 is derived from internal reporting. JA Canada's financials were audited by Grant Thornton LLP.



www.jacanada.org

161 Bay St 27th Floor, Toronto ON M5J 2S1

1. 800. 265. 0699

Charitable Registration: 10755 4222 RR0002

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