

# 2024 Annual Impact Report



We acknowledge the land we are on is the traditional territory of many nations including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat peoples and is now home to many diverse First Nations, Inuit and Métis peoples. We also acknowledge that Toronto is covered by Treaty 13 with the Mississaugas of the Credit.



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## VISION

To end hunger  
in our city.

## MISSION

To collaborate  
with all to eliminate  
food insecurity,  
and advocate  
for solutions to  
end poverty.

## VALUES

### Accountable

Commitments we make are commitments we keep.

### Creative

We continuously pursue innovative and refined solutions to serve the needs of our communities.

### Equitable

We advocate for policies that enable everyone to fully participate in society.

### Evidence-based

Our actions are informed by evidence and form impactful solutions.

### Inclusive

We embrace diversity of people, thought and experiences, and prioritize the voices of those affected by poverty.

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## OPERATING PRINCIPLE

Food is a human right. Everyone should be able to access the food they need.

Daily Bread Food Bank operates from a human rights-based approach that prioritizes participation, accountability, non-discrimination, equality and empowerment.



# Message from our Board Chair and CEO

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In the last year (July 2023–June 2024), there were over 3.3 million client visits to Daily Bread member food banks. This is more than a 32% increase compared to the year prior.

Right now, one in ten of our Toronto neighbours is having to make use of food banks to feed themselves and their families. Sadly, we continue to see more and more people being pushed into deep poverty due to the affordability crisis and skyrocketing cost of living.

Imagine having just \$6.67 left per day after rent and utilities to pay for all your essentials, like food, clothing, medicine, transportation and more. This is the reality our clients face each day. We continue to see a breakdown in social safety nets that could help individuals living in poverty meet their most basic needs.

This is why we advocate loudly.

This past year, Daily Bread Food Bank, along with a coalition of 40+ organizations, came together to call for a fully funded Canada Disability Benefit. More than 140,000 letters were sent to Members of Parliament, urging them to prioritize this benefit in the 2024 Budget. Our voices were heard. The government allocated \$6.1 billion for this program over a period of six years—a historic first step in the right direction. And although the work is far from over, and more funding is needed to make this program truly adequate and accessible, it is important to celebrate and acknowledge the thousands of voices raised to make this step a reality.

In the pages ahead, you will read more about the Canada Disability Benefit and a series of advocacy efforts that are at the forefront of Daily Bread's day-to-day work, in addition to facilitating food access to tens of thousands of individuals in need of emergency support.

As we look ahead, our new 2024–2027 strategic plan outlined on page 29 will be the roadmap that guides our actions so that we can continuously improve every aspect of our operation to better serve our city.

We are deeply grateful to each and every single one of our generous donors, members, volunteers, staff and supporters for their energizing commitment to our mission. It is only in unison that we can create a city where every person can realize their right to food.

In partnership,



**Neil Hetherington**  
Chief Executive Officer



**Gale M. Kelly**  
Board Chair

# Research and advocacy

At Daily Bread Food Bank, we leverage research to advance meaningful policy change. Together with partners across the sector, we advocate for long-term solutions to end poverty and food insecurity.



# Advocacy in action

## Advocating for a fully funded Canada Disability Benefit

Passed into law in June 2023, *Bill C-22: The Canada Disability Benefit Act*, was a promising piece of legislation with the potential to greatly reduce poverty among adults, 18–65 years of age, living with disabilities.

This past year, Daily Bread Food Bank, with a coalition of 40+ partners, advocated for a fully funded Canada Disability Benefit. The *Fund the Benefit* campaign ran from November 2023 leading up to the Federal Budget announcement this past April, and incorporated community mobilization through letter submissions to government, as well as digital, traditional, and earned media initiatives.

**Our joint message reached over 1.4 million Canadians, and more than 140,000 letters were sent directly to Members of Parliament urging them to prioritize the benefit in the 2024 Budget.**

Our voices were heard. The government took a historic first step in the right direction by allocating \$6.1 billion for the program over a period of six years. Although this win is years in the making, the roll-out and funding allocation have been inadequate in providing the support people with disabilities truly need.

While the objective of the Canada Disability Benefit was to help reduce poverty, the program is capped at a maximum of \$200 per month, or about \$6.58 per day, offering little more than reimbursement for two bags of groceries per month. According to new numbers released by the federal government in June, it is now expected that only about 25,000 working-age persons with disabilities will be lifted out




of poverty by 2028. Far less than the hundreds of thousands promised.

People with disabilities face a poverty rate twice as high as the rest of Canada. One in seven people who access food banks nationally rely on provincial disability income supports. In Ontario, this means living more than \$1,000 below the poverty line each month. The call for a *fully funded* Canada Disability Benefit is an investment in people living with disabilities that would empower them to live a life of dignity, enable community participation and foster a greater sense of belonging; furthermore, it would have a series of positive ramifications on our health, economy, and social systems.

**As a food bank, we see firsthand the disproportionate impact that the state of our economy has on people living with disabilities. Additional funding and increased eligibility for the Canada Disability Benefit are essential to ensure that those who need this critical support can effectively access it.**

There is more work to be done. Daily Bread Food Bank, along with our coalition partners, remains committed to advocating for a benefit that brings recipients above the poverty line, is free from clawbacks, and operates from a broad and inclusive definition of disability.

 [Learn more at fundthebenefit.ca](https://fundthebenefit.ca)



# Raising our voices for the Canada Disability Benefit



## Roundtable: What could the Canada Disability Benefit mean for poverty and food insecurity

Last October, Daily Bread Food Bank hosted a roundtable discussion about the potential impact of the Canada Disability Benefit. The conversation explored the different aspects of the benefit, such as accessibility, eligibility and adequacy, and explored why this should matter to all Canadians.

The event was moderated by Amanda MacKenzie, National Director of Public Affairs, March of Dimes Canada. Special guests included Margaret Eaton, National CEO, Canadian Mental Health Association; Rabia Khedr, National Director, Disability Without Poverty; Jonathan Lai, Executive Director, Autism Alliance of Canada; and Trevor Manson, Secretary Co-Chair, ODSP Action Coalition.

## Survey: Canadians rally behind the Canada Disability Benefit

Leading up to the highly anticipated federal budget announcement last April, Daily Bread in partnership with Disability Without Poverty and the Angus Reid Institute, conducted a national survey about the Canada Disability Benefit.

Results found that over nine in ten (91%) Canadians support the Canada Disability Benefit. However, most Canadians (71%) believe that the government is moving too slow to implement it, and only one in twenty (5%) believe that the government will follow through on its commitments.

Most Canadians (61%) agreed that the current financial support available to Canadians living with disabilities is inadequate or far too little.



 Visit [dailybread.ca/cdbsurvey](https://dailybread.ca/cdbsurvey) to learn more.





## An open letter to Prime Minister Justin Trudeau and Members of the Federal Government

Last February, as part of our *Fund the Benefit* campaign, Daily Bread and coalition partners published an open letter in the *Globe & Mail* and *Hill Times* addressed to Prime Minister Justin Trudeau and Members of the Federal Government.

The letter was an urgent call to action to ensure that the foundation of the Canada Disability Benefit was strong and wide enough for everyone living with disabilities.

Together, we called for the following:

- A benefit that is *fully funded* to lift people with disabilities out of poverty
- A benefit that is barrier-free and inclusive of people with all types of disabilities
- A benefit that supplements existing disability supports and is safe from all clawbacks

## Toronto City Council motion

Daily Bread Food Bank worked alongside Deputy Mayor Amber Morley and Mayor Olivia Chow to draft and successfully pass a motion at Toronto City Council, calling on the Federal Government to fully fund an adequate and accessible Canada Disability Benefit.



Hosted by Dave Trafford, this season of Daily Bread's podcast, *The 2030 Project*, featured individuals with lived experience, disability advocates, and government officials.

The result was a series of insightful conversations about the Canada Disability Benefit and why it should matter to all Canadians.

[Listen today at dailybread.ca/2030project](https://dailybread.ca/2030project)

# Other advocacy highlights

This past year, Daily Bread Food Bank had the opportunity to engage with all levels of government in meaningful conversations about poverty, food insecurity and the social policies needed to put an end to hunger. From roundtables to committee meetings, tours of our facility, food sorts, and everything in between, we maximize every chance to raise awareness.

We are deeply grateful to government representatives for their time and interest in working together towards impactful solutions.



## House of Commons Standing Committee on Finance: The state of food insecurity

On April 11, 2024, Daily Bread's CEO, Neil Hetherington, testified at the House of Commons Standing Committee on Finance about the state of food insecurity in Canada, and proposed solutions to move forward.

With poverty and food insecurity on the rise, people do not have enough income to afford their most basic needs.

**Three specific recommendations were made to address the challenges faced by those facing hunger.**

1. Stronger supports for those on fixed incomes
2. Developing affordable housing
3. Reducing precarious employment

Neil also used this opportunity to call attention to the Canada Disability Benefit. "With the Canada Disability Benefit, we have it within our power as a nation to eliminate poverty and food insecurity among Canadians living with disabilities," he said. "I implore you to seize this opportunity."

## City of Toronto Budget Committee

In January 2024, Daily Bread Food Bank deputized at the City of Toronto Budget Committee meeting to advocate for enhanced funding for poverty-reduction initiatives.

A total of nine recommendations were made, including continued progress

and funding for the Poverty Reduction Strategy, advocating to the federal government for a fully funded Canada Disability Benefit, prioritization of programming space for food programs in the City's emergency planning and preparedness, and implementing phase three of the Fair Pass Discount program.

➔ Visit [dailymbread.ca/budget2024](https://dailymbread.ca/budget2024) to read the full list of recommendations.

## Roundtable: Honourable Jenna Sudds, Minister of Families, Children and Social Development of Canada

Last February, Daily Bread, alongside representatives from community food programs across the country, attended a roundtable discussion about the food insecurity crisis with the Honourable Jenna Sudds, Minister of Families, Children and Social Development of Canada.

All participants were aligned on the solutions needed to address food insecurity:

- A fully funded Canada Disability Benefit
- A commitment to setting a target to reduce food insecurity in Canada by 50% by 2030
- Introducing a Grocery and Essentials Benefit to help Canadians afford the high cost of living
- Accelerating and expanding automatic tax filing
- Investing in affordable housing



# Who's Hungry 2023



One in ten people in Toronto rely on food banks to make ends meet—twice as many as the year prior.

Skyrocketing housing costs, food inflation, stagnating wages, and insufficient income supports are pushing more and more households into deep poverty.

Food is a human right, but our government is failing to ensure that every Canadian can live a life of dignity.

## Key findings:

- Over 120,000 new unique individuals started using food bank services for the first time—a 154% increase compared to the year prior. Additionally, of new clients, more than half (52%) have someone in their household who is employed.
- After rent and utilities, food bank clients have a median of \$6.67 left per person, per day to pay for food and all other essentials.
- 31% of food bank clients reported going an entire day without eating.

A profile of hunger and food insecurity in the City of Toronto, the 2023 *Who's Hungry* report was a call to action from a city in crisis. The report provides recommendations for all levels of government to address poverty and food insecurity in Toronto.

➔ Visit [dailybread.ca/whoshungry](https://dailybread.ca/whoshungry) to read full report and recommendations.

## Did you know?




Daily Bread Food Bank's *Click/Hear* program directly engages food bank clients in our advocacy work. Through a short monthly survey, clients can provide insight into the issues that impact their daily lives, and their stories help inform our advocacy efforts.

This year's topics included:

- International student hunger
- The depths of debt for food bank clients
- Tax filing and benefits

➔ Learn more at [dailybread.ca/clickhear](https://dailybread.ca/clickhear)

# Advocating for solutions to end poverty

Advocacy areas of focus	<div>1</div> <div><b>Income supports</b></div> <div>Advocating to close the gaps in our social safety net, so that every person living in Canada has sufficient income to afford their basic needs and realize their right to food.</div> <div></div>	<div>2</div> <div><b>Affordable housing</b></div> <div>Advocating to increase supply of affordable rental housing, expand the reach of portable housing benefits, and enhance renter supports to achieve the right to food and housing for all.</div> <div></div>	<div>3</div> <div><b>Decent work</b></div> <div>Advocating for a livable wage, paid sick days, portable employment benefits, and protections for low-income workers.</div> <div></div>
	<div>1</div> <div><b>Grounded in research and lived experience</b></div> <div>Our advocacy is informed by research evidence and by the voices of people experiencing poverty and food insecurity.</div>	<div>2</div> <div><b>Rights-based</b></div> <div>Food is a human right, and we advocate for long-term solutions that will ensure everyone can have the means to realize their right to food.</div>	<div>3</div> <div><b>Non-partisan</b></div> <div>We work with all official political parties to accomplish our shared goal of ending poverty and food insecurity.</div>
	<div>4</div> <div><b>Connective</b></div> <div>We seek to build relationships and act as a bridge between stakeholders.</div>	<div>5</div> <div><b>Focused and intentional</b></div> <div>We focus on maximizing impact for food bank clients and creating systemic change.</div>	<div>6</div> <div><b>Accountable</b></div> <div>Our advocacy holds both government and our organization accountable to clients, member agencies, donors, volunteers, and the public.</div>



## Sue-Ellen's story

**“We can’t wait any longer. As helpful as [food banks] are, and as grateful as we, the clients, are for their existence, food banks are not the long-term solution we need.”**

For Sue-Ellen, accessing a food bank for the first time brought feelings of shame, failure, and a loss of dignity. But those feelings quickly changed to anger as she witnessed seniors, mothers with small children, and people with mobility issues lining up to get their weekly staples. How could it be that so many of her neighbours needed this emergency support?

Right now, one in ten Torontonians are making use of food banks. Skyrocketing costs of living, food inflation, precarious employment and stagnating incomes mean that tens of thousands in our city cannot afford their most basic needs.

Sue-Ellen relies on the Ontario Disability Support Program (ODSP) and is a single mother of four adult children with special needs. She started visiting the food bank in 2020, when the COVID-19 pandemic hit, as she struggled to put food on the table. Although she had learned to stretch food to the maximum, maximum wasn’t far enough. More and more, she was having to make difficult choices and could no longer buy medication.

**“All of our health was suffering,” she says. “I knew [Daily Bread] would provide us with basics like milk, potatoes, eggs and pasta. I knew that would allow me to stretch my grocery budget a little bit further and maybe even allow me to afford my medicine.”**

Although her first visit to the food bank was difficult, Sue-Ellen has found a sense of community at Daily Bread and today she is a regular volunteer. Additionally, she is a fierce advocate for the right to food and has shared her lived experience with countless news outlets across the country in an effort to destigmatize food bank use.

Sue-Ellen has called on all levels of government to put an end to the food insecurity crisis, and to create sustainable and equitable solutions to end poverty. As part of Daily Bread’s recent campaign to fully fund the Canada Disability Benefit, Sue-Ellen also joined the thousands of voices across the country who called on government to prioritize the benefit in the 2024 budget, and to ensure that it is truly accessible for people living with disabilities.

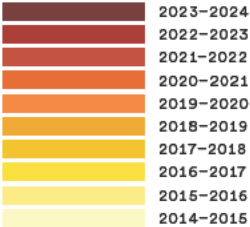


# Impact in the community

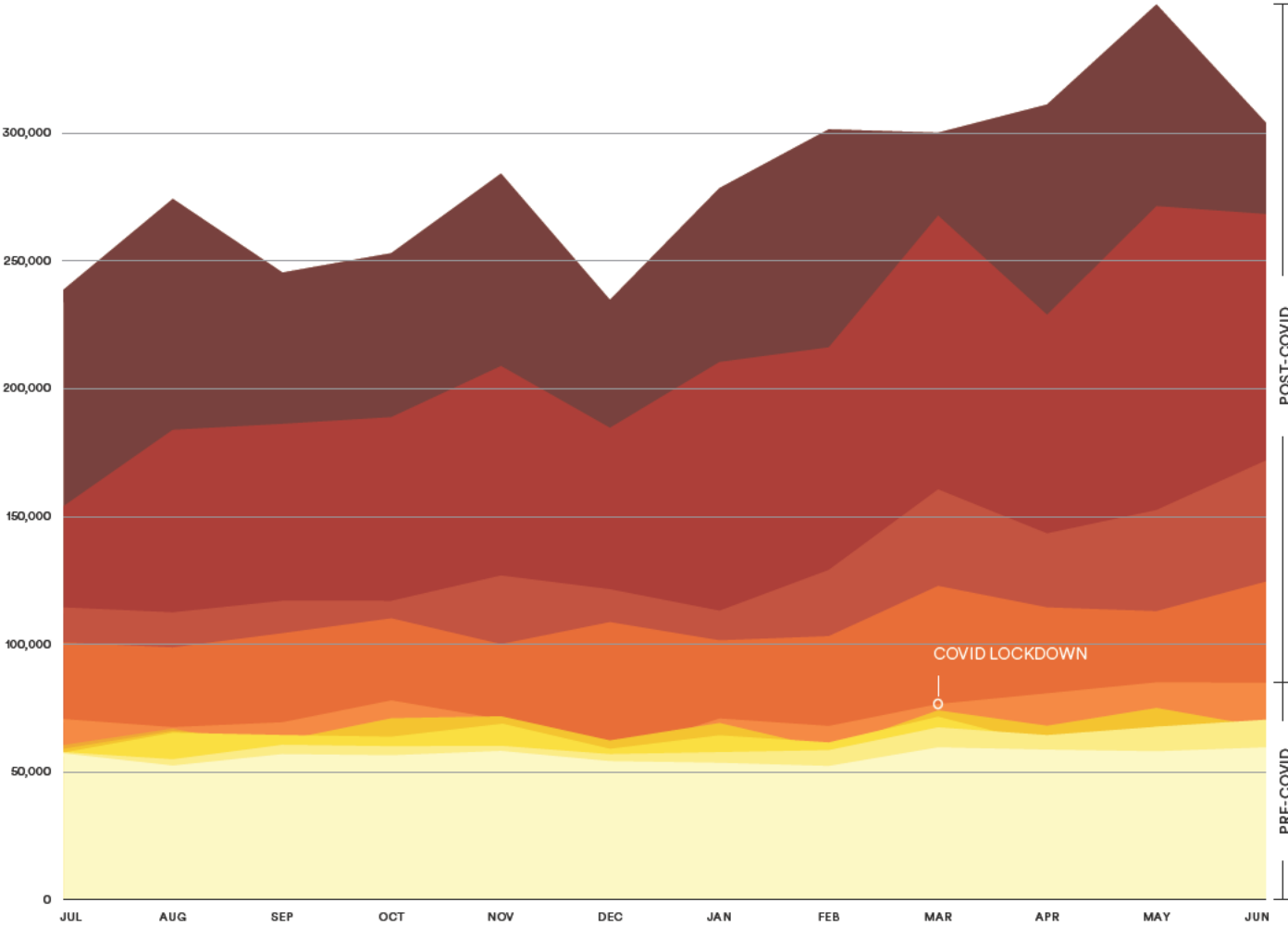


# A growing crisis

From July 2023–June 2024, there were 3,388,404 client visits to Daily Bread member food programs. This is more than a 32% increase compared to the previous year.



Monthly visits to Daily Bread member food banks across the city: Year-over-year.





## Kathy's story

It took Kathy a long time to accept help.

As a single parent, working full-time and raising two teenage boys, Kathy was used to telling herself, "I got this." But as her boys—and inflation—grew, so did her concern.

"I worried the boys, aged 14 and 15, weren't getting the nourishment they needed to do well in school," says Kathy. "They are growing, active boys, and were often hungry." Despite working full-time for a small demolition company, Kathy found that increases in basic expenses like food and rent intensified the pressure on her already stretched income.

**After paying for rent and utilities, food bank clients have a median of just \$6.67 left per person, per day to spend on food and all other necessities. This is simply not enough.**

It took Kathy almost two years to finally admit to herself that she needed help. She worried about what her neighbours would say if they saw her lining up at the food bank. "I was nervous when I walked through the door," she admits. "But as I stepped closer, everyone was so welcoming and supportive, I felt immediate relief."

Thanks to support from the food bank, the weight on Kathy's shoulder has lessened, but so many are struggling. Right now, we are seeing a monthly average of 13,000 *new*, unique individuals accessing food banks for the first time. This is six times

more than pre-pandemic—an unacceptable reality in one of the wealthiest cities in the world.

Food is a human right. All levels of government have a responsibility to ensure that every person has the necessary means to live a life of dignity and realize their right to food.

At Daily Bread Food Bank, we are committed to serving those in immediate need of support. At the same time, we will continue to advocate for appropriate policies and social safety nets to support the most vulnerable in our communities.

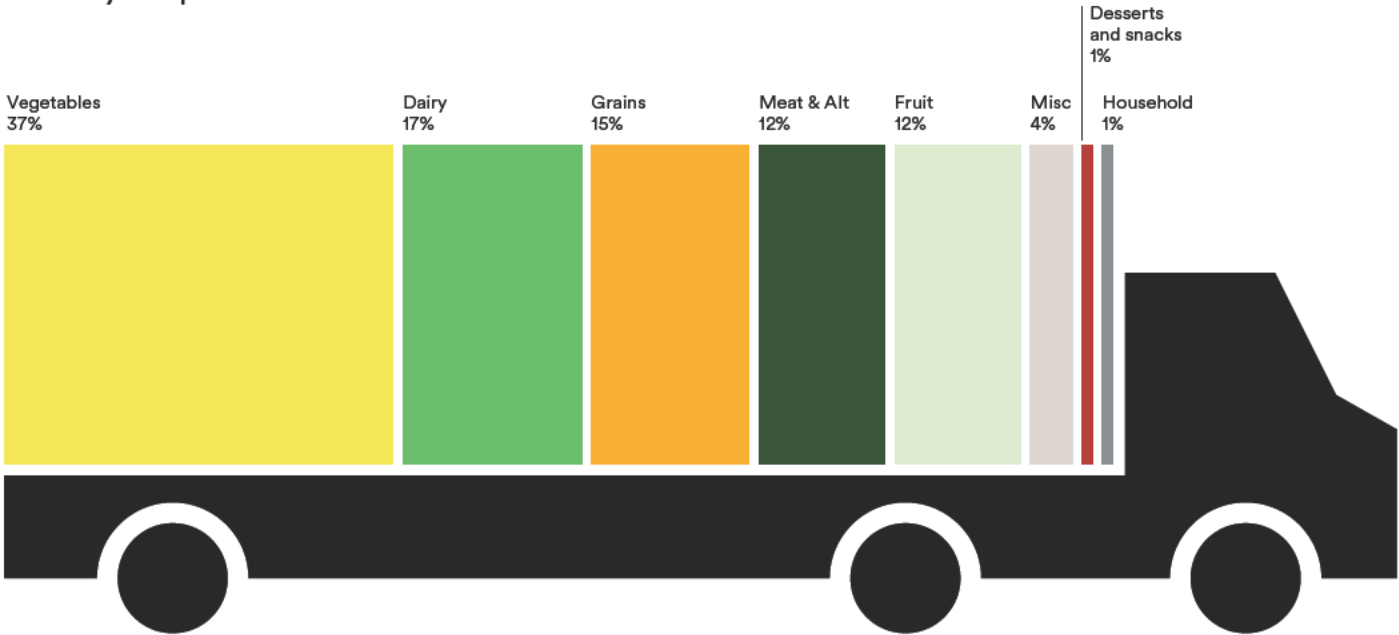
We are deeply grateful to our generous and dedicated supporters for joining us in the fight to end hunger.

**"It's ok to admit to yourself that you need help and it's ok to ask for help. We have to work together as a community to get through tough times, and I hope that in the near future I will be able to give back."**

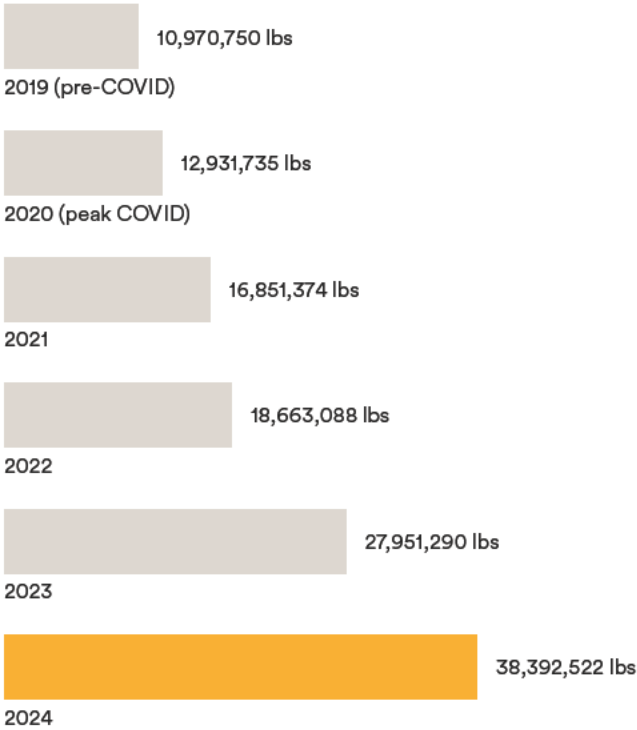


Food distribution per category

From July 2023–June 2024, Daily Bread Food Bank distributed 38,392,522 lbs of food across the city—a 37% increase compared to the year prior.



Food distribution by year



Food distribution in lbs


Vegetables	14,330,134
Dairy	6,679,480
Grains	5,728,155
Meats and alternatives	4,734,103
Fruit	4,778,868
Miscellaneous	1,427,826
Desserts and snacks	369,374
Household	344,582
Total	38,392,522

# Farm to Food Bank

Step into our warehouse on any given day and you are likely to smell fresh carrots, spot boxes of red peppers or hear the rustle of bagged potatoes as volunteers stack them on wooden pallets. Much of this produce comes to Daily Bread Food Bank from farm partners across the province.

Instead of leaving “perfectly imperfect” fruits and vegetables in the field, our amazing partners ensure their local produce gets to people who need it through our Farm to Food Bank program.

**This past year 4,594,570 lbs of fresh seasonal produce was donated, reaching thousands of individuals and families facing hunger.** This is an astonishing 58% increase over the previous year.

 Learn more at [dailybread.ca/farms](https://dailybread.ca/farms)

We work directly with 16 farm partners who donate over 50 types of fruits and vegetables, ensuring this produce ends up on the breakfast tables and dinner plates of Torontonians who need it most.

# Retail food program

Working with grocery store partners across the city, we expanded our retail food program this past year to recover unsold products—like meat and bakery goods—for re-distribution to our network.

**This year we received 986,189 lbs of food donations from 70 stores and distribution centres through this program.**

This is almost one million meals that would have gone to waste, re-directed to families facing hunger.







## Daily Bread kitchen

Have you ever made beef curry with over 200 pounds of beef? That's the sort of volume the Daily Bread kitchen team whips up on a weekly basis.

In 2023–2024, our chefs and volunteers cooked an incredible 254,312 meals for distribution—that's over a thousand meals produced each business day.

This includes 43,038 heat-and-eat meals distributed through the Red Cross Mobile Food Bank to individuals not able to access traditional food banks or meal programs due to health or mobility issues, or other challenges.

“The fact that food insecurity is so high, it's just unbelievable. I never thought we'd see something like this. But it just inspires you to come in and do your best to help as many people as you can.”

—Etiel Solorzano, Assistant Production Manager

## Did you know?

The Daily Bread kitchen team makes new meat and vegetarian entrees every week to cater to clients' cultural and dietary needs.

Past recipes include chicken cacciatore, beef borscht, sweet potato aloo gobi, and white bean and kale stew.





# Volunteers

This year was a record-breaker for volunteerism at Daily Bread Food Bank. **A whopping 7,989 volunteers walked through our doors, donating an astounding 122,871 hours of time to our mission. That's over 14 straight years.**

Another new record? Volunteer David Broadshaw, who can be seen stocking shelves at our on-site food bank almost every day, volunteered the most time ever by a single person with a total of 1,719 hours.

Volunteers are essential to Daily Bread's operation. They serve clients at the food bank, sort donated food, pick orders for our member agencies, prep meals in our kitchen, and so much more. They are a core part of our community.

**Meet some of our volunteers below.**

## Deborah Folarin

Deborah registered to volunteer the first time she accessed food at Daily Bread; since then she's worked in almost every area of the organization.



"To volunteer here means I'm contributing to my community. I'm assisting people that are assisting me."

## Al de Matos

Al has volunteered in Daily Bread's warehouse for over 20 years.



"I enjoy volunteering because it's purposeful. I know that I'm helping someone have proper nutrition—a wholesome meal."

## Helena Shank

Over a two-month period, 18-year-old Helena volunteered on-site five days a week.



"It's very fulfilling to work one-on-one with the people that you're helping and see that food go into their hands."

We are deeply thankful for our volunteers and the work they do to end hunger in our city.

# Member network highlights



# Highlights

## By the numbers

# 129

member agencies

# 205

food programs

# \$3.5M

distributed to member agency network to increase capacity and resiliency

Our member agencies are the frontline workers in the fight to end hunger. When food bank visits swell to alarming new heights, these local food banks and community programs face the increased demand head-on.

Some of our members have gone from serving 50 families per week to serving 150. Others used to receive two pallets of food and now they're rolling up their sleeves to unload five. This work ethic and the shared belief that food is a human right showcase why we are so proud to partner with each of them to help feed our city.

In the past, Daily Bread would have onboarded one or two new agencies in a typical year. Last year, to combat the surge in need, seven organizations joined our network.

In partnership with LOFT and Toronto Community Housing Corporation, the **Mount Dennis Community Food Bank** opened in the high-need Humber Boulevard area. Families in the community are thrilled that a regular food bank is now accessible.

Members of the community around Brimley and Lawrence started **Holy Wisdom Food Bank** to fill the need for an evening weekday program in their area of Scarborough. Instead of pre-packaged hampers, they offer clients a shopping-model experience so they can select their own food.

**Hillcrest Community Food Bank** opened near Bathurst and St. Clair as a partnership between Hillcrest Christian Church and nearby Hillcrest Community School, which provides volunteer support, including food-sorting students in grades 5 and 6.



Although **Living Word Assembly of God Church** has been operating a food bank since 2019, the Islington and Steeles institution officially became a Daily Bread member agency in January 2024, serving over 500 individuals in its first three weeks.

Seeing an increasing number of newcomers from Ukraine in their area, volunteers from Capstone Community Bible Church on Royal York Road opened **Norseman Community Food Bank** in March 2024. They have translations available on-site to better serve Ukrainian-speaking clients.

The established Scarborough hub Tropicana Community Services opened **Tropicana Community Food Bank** in June 2024. Clients there “shop” weekly for their groceries in a low-barrier environment.

Similarly, the three-decades-old Midaynta Community Services in North Etobicoke opened **Midaynta—Capri Food Bank** in June 2024 to provide welcome relief for existing food programs in the area.





## Network evaluation system

A new evaluation system allows us to regularly monitor the resiliency and capacity of our entire network. Through monthly surveys, our members tell us about any changes in their service, be it an uptick in operating hours, a temporary closure or an unexpected surge in client visits. They also quantify how well equipped they are to deal with similar changes in the future. These answers are allocated to that agency’s geographic zone, then fed into a dashboard that displays each zone’s collective ability to handle more stress.

With this system, we can identify problems before they happen. We can quickly target resources where they are needed most. We can also pinpoint where we should open a new food bank if neighbouring agencies are under strain. This system has equipped us to handle sudden changes more seamlessly, ensuring that food access for all will not be interrupted.

## Network accessibility survey

One in three food bank clients in Toronto identify as having a disability. To ensure these clients can access the food they need, we needed a better understanding of our network’s ability to provide services to those with disabilities.

We conducted a survey of our members to evaluate accessibility. We asked 20 questions focusing on parking, the entrance, the inside space and signage. Most members had the basic infrastructure to provide clients with physical disabilities access to their spaces: 90% had wheelchair-accessible entrances and 80% had accessible doorways and washrooms. Fewer members’ spaces included accessible parking, slip-resistant flooring and clear signage.

With accessibility gaps identified, we will be providing educational resources and virtual training opportunities to members about client accessibility in 2024–2025. We will equip our network with the tools they need to better comply with the *Accessibility for Ontarians with Disabilities Act* requirements, which come into effect in 2025.

## Mission, Vision, Values workshops

Non-profit organizations need a clear goal and identity to be effective. As part of our ongoing Grassroots Capacity Building Program, we ran workshops to help two priority-area member agencies improve organizational robustness by developing cohesive mission, vision and values statements. Both groups—Mount Olive Food Bank in North Etobicoke and Empringham-TAIBU Food Bank in Scarborough—came away with a new understanding of how a stronger

identity would lead to more strategic decision-making, better recruitment and more successful fundraising.

**“Our community and our volunteers are very vulnerable; we did not know how to approach the challenges we face,”** said Fayth Lennon, Mount Olive Food Bank Coordinator. **“This training guided us to organize our ideas.”**



## What our members are saying

“It’s about camaraderie; it’s about friendship. It’s about extending that helping hand beyond what anyone would think when they first come for food.”

— Gail Thompson, food bank coordinator at Holy Wisdom Food Bank



“Issues like poverty or hunger really don’t discriminate—just about every demographic is represented here.”

— Sabnavis Gopikrishna, executive director at The Housing Help Centre

“I love to serve. It’s an opportunity to meet people and it gives me purpose.”

— Carrol Morris, volunteer at Toronto Perth Seventh-Day Adventist Church Food Bank



“We want to mimic the same experience for clients as they would encounter at the grocery store, to help maintain a sense of dignity.”

— Lais Donella, food bank worker at New Toronto Street Food Bank



“Every week, I look at the numbers and I’m surprised. Last week I checked in over 160 people through intake in three hours.”

— Kevin Maude, student worker at Oasis Dufferin Community Centre

“The cost of groceries keeps going up, but our food budget stays the same. It doesn’t get us as much as it used to, so we are deeply grateful to Daily Bread for the food they provide.”

— Maria de Guzman, kitchen and weekend supervisor at Christie Refugee Welcome Centre



# Strategic plan update



# Strategic plan 2021–2024

In the 2021–2024 strategic plan, Daily Bread Food Bank committed to maintaining existing service levels despite escalating need. Although we hoped to see food bank visits begin to level off, that was not the case.

We took bold action to ensure that families facing hunger would continue to have a place to turn and advocated loudly for the long-term solutions needed to end food insecurity.

## Goal 1 +

By 2024, all clients will have access to three days of food per visit, based on redesigned offerings guided by client preferences and featuring fresh, nutritious food.

Through a series of refined processes, a new food-raising strategy and a clear line of sight across all operations, Daily Bread met this goal.

## Goal 2 +

Daily Bread will harness the collective power of our community to create a city where every person can afford the food they need.

Through an impactful advocacy campaign that incorporated coalition building, government relations, media outreach, and integrated marketing tactics, we mobilized thousands of Canadians to push government to prioritize the Canada Disability Benefit in the 2024 federal budget.

## Goal 3 +

By 2024, Daily Bread will improve the client, agency, and employee experience, and generate business intelligence by modernizing supply chain from food forecasting to client delivery.

Significant advances in our supply chain helped to reduce our operating costs from \$0.64 per pound of food delivered to \$0.35. These advances included a refinement of current processes and enhanced sophistication in Daily Bread's food-purchasing program.

## Goal 4

Daily Bread will enable the resiliency and growth of our network with targeted investments around capacity, service support and partnerships.

Through a new network evaluation tool, Daily Bread gained new line of sight to the health of our network, allowing for rapid deployment of resourcing. As a result, Daily Bread did not see any agency collapses, atypical of the broader national network.

## Overall supporting goal +

By 2024, Daily Bread will activate donors, corporations, fundraisers, and volunteers to raise \$20 million annually and enough food donations to meet our annual food goals.

## Goal 5 +

Daily Bread will be the place that passionate, diverse and values-driven people join, and stay in, to enact change.

Daily Bread was named one of Canada's Most Admired Corporate Cultures by Waterstone Human Capital, and one of Greater Toronto's Top Employers.



# Strategic plan

## 2024–2027

As we look ahead to the next three years, our forecast is one of continued growth in client volumes. Meeting demand with existing service levels will undoubtedly be a monumental feat.

With a new strategic plan grounded in both new and proven strategies, we will support neighbours in need of emergency food services. We will also advocate loudly and effectively for a city where every person is able to live in dignity and realize their right to food.

**Goal 1**  
Expand food distribution to 50 million lbs per year, while reducing unit costs.

From June 2023 to July 2024, Daily Bread distributed 38.4 million lbs of food—over 10 million pounds more than the year prior. As food bank visits climb, we know we will need to distribute even more food and increase our capacity to do so.

**Goal 2**  
Strengthen the network we serve.

We will develop and execute a member agency growth strategy, enhance our operational support relationship with our agencies, and gain a clearer understanding of new clients’ chronic food bank usage.

**Goal 3**  
Advocate for systemic change.

To make food bank use rare, brief, and non-recurring, we must target policy initiatives that will have a positive effect on chronic food bank use. We will invest in research to gain a clearer understanding of new users’ chronic food bank use and mobilize the community to advance policy changes that reduce it.

**Goal 4**  
Ensure organizational sustainability, growth, and continuous improvement.

We will achieve our annual financial and food-raising goals. We will ensure that Daily Bread is the place passionate, diverse, and values-driven people join and stay to enact change.

**Goal 5**  
Remove barriers and improve access.

We will improve client accessibility to network services by providing soft-skill accessibility training and ensuring that 100% of our member agencies understand their legal obligations to the *Accessibility for Ontarians with Disabilities Act (AODA)*.



## Emmarine's story

Emmarine recently came to Canada from Uganda, leaving everything behind for a chance at a brighter future free from fear and persecution. But she was met with new challenges—some of the highest food and rent prices ever recorded, and many barriers to entering the workforce.

Despite having years of business experience and a post-graduate diploma, Emmarine was unable to find work. Life became increasingly difficult.

Every morning, she would wake up hungry and worried about where her next meal would come from, and whether she would be able to find work.

The truth is, things are hard, even for people with employment. **According to the 2023 *Who's Hungry* report, 52% of new food bank clients have someone in their household who is employed. Additionally, close to one quarter (23%) of food bank clients spend 100% of their income on housing, leaving no money for other necessities and putting them at high risk of homelessness.**

Emmarine says that the support she has received from the food bank has been a blessing in her life, and she is grateful to

the generous donors, volunteers and advocates who contribute to ensuring people have a place to turn during difficult times. She now volunteers at the food bank because she has a deep desire to give back to the community that has meant so much to her during some of the most difficult times.

"It is thanks to you that I can go to sleep without worrying about going hungry," she says. "Your support has given me more than food—it has given me a sense of hope for my future."

We sincerely thank our member network, donors, volunteers and supporters for ensuring that our neighbours always have a place to turn when they need it most.

**"Your generosity has left a mark on my heart, and I will always be grateful for how you helped me when I needed it most."**

# Member listing





# Food programs

Daily Bread Food Bank's network consists of 129 members running 205 food programs.

## Breakfast programs (6)

serve a light breakfast



## Food Bank programs (103)

distribute up to three days of fresh and shelf-stable grocery items. Clients may visit a food bank in the network once per week.



## Meal programs (72)

serve a prepared meal to their community members.



## Pre-natal programs (5)

distribute fresh and shelf-stable grocery items to expecting parents and those with children up to age 5 within their community.



## Snack programs (12)

serve portable snack items that are quick and easy to eat (e.g. granola bars, cookies etc.).



## Tenant programs (7)

are tenant-led and distribute grocery items (mainly shelf-stable) to members within a specific community.





# Member listing

5N2	Centre for Immigrant and Community Services	Eva's Initiatives
Abiona Centre	Christ Church St. James	Feed Scarborough—Scarborough Food Security Initiatives
Access Alliance Multicultural Health and Community Services	Christie Ossington Neighbourhood Centre	Flemingdon Community Food Bank
Agincourt Community Services Association (ACSA)	Christie Refugee Welcome Centre	Fort York Food Bank
All Saints Church Community Centre	Church of the Holy Trinity	Franklin Horner Community Centre
Allan Gardens Food Bank	Church of the Holy Wisdom	Fred Victor
Alpha House	Church of The Messiah—Avenue Road Food Bank	Friends of Jesus Christ
ArtHeart Community Art Centre	Church of the Redeemer—The Common Table	Good Shepherd Ministries
Beach Interfaith Outreach	Churches on-the-Hill	Grace Place Food Bank
Bethany Baptist Church	College-Montrose Children's Place—Cooper Mills-Gooch Community Food Bank	Grant African Methodist Episcopal Church
Bethlehem United Church Apostolic—Toronto	Community Living	Haven on the Queensway
Birchcliff Bluffs United Church—Bluffs Food Bank	CommunitiCare Health	Haven Toronto
Bloor West Food Bank	COSTI	Hillcrest Christian Church (Disciples of Christ)
Braeburn Neighbourhood Place	Covenant House	Homes First Society
Breakaway Community Services	Creating Together Child and Family Centre	House of Compassion
Grace Pascoe Care Centre—Calvary Baptist Church	Dr. Roz's Healing Place	Houselink & Mainstay Community Housing
Canadian Red Cross	East End United Regional Ministry	ICNA Relief Canada—Thornccliffe Food Bank
Canadian South Asian Growth & Support Services	Eastview Neighbourhood Community Centre	Islington United Church—Mabelle Food Program
Capstone Community Bible Church—Norseman Community Food Bank	Emmanuel Life Management Center	Jane Alliance Neighbourhood Services
Centennial College Student Association Inc.	Evangel Hall Mission	John Howard Society
		Julliette's Place (Homeward Family Shelter)

# Member listing (continued)

- Kingsview Village SDA Church

LAMP Community Health Centre

Lighthouse Centre

Living Word Assembly of God Church

LOFT

MabelleARTS

Margaret's Housing & Community Support Services

Meadowvale East Apostolic Church

Midaynta Community Services

Mount Olive SDA Church

Native Child and Family Services of Toronto

Native Men's Residence

Native Women's Resource Centre of Toronto

Nellie's

Oasis Dufferin Community Centre

OneChurch.to

Our Lady of Lourdes

Our Saviour Lutheran Church

Parent Resources

Parkdale Activity Recreation Centre (PARC)

Parkdale Community Food Bank

Parkdale Queen West CHC—5 P's Program

Philadelphia Seventh-day Adventist Church—Staff of Life Food Bank

Sanctuary Toronto

Scarborough Campus Students' Union
- Scarborough Centre for Healthy Communities

Scott Mission

Seeds of Hope—Spadina-Fort York Community Care

Sistering

Sojourn House

SOSO World Ministries

South Asian Women's Centre

St. Ann's Parish

St. Bartholomew's Anglican Church

St. James Food Basket

St. John the Compassionate Mission

St. Michael's Homes

St. Stephen-in-the-Fields

St. Stephen's Presbyterian Church

Student Association of George Brown College—Student Nutrition Access Program

Syme 55+ Centre

Syme Woolner Neighbourhood & Family Centre

TAIBU Community Health Centre

The 519

The Housing Help Centre

The Neighbourhood Group

The Neighbourhood Organization (TNO)

The Stop Community Food Centre

Toronto Council Fire Native Cultural Centre
- Toronto East SDA Church

Toronto Metropolitan University

Toronto People With AIDS Foundation

Toronto Perth Seventh-day Adventist Church

Toronto West SDA Church

Transition House

Tropicana Community Services

Turning Point Youth Services

University of Toronto Students' Union

Ve'ahavta

Warden Woods Community Centre

Weston King Neighbourhood Centre

Westway Christian Church

West Hill Community Support Program

Women's Health In Women's Hands

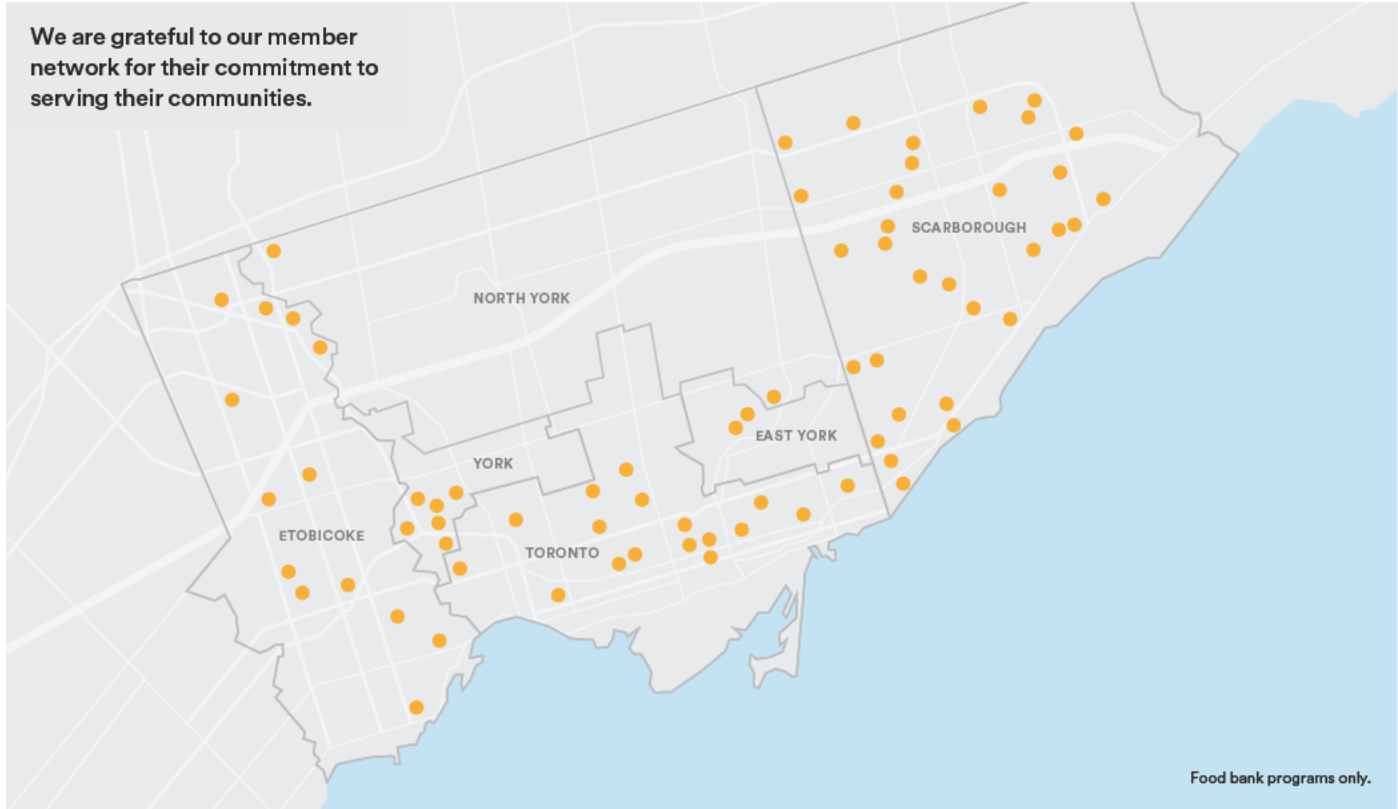
WoodGreen Community Services

YMCA of Greater Toronto

YWCA Toronto

Yonge Street Mission

We are grateful to our member network for their commitment to serving their communities.



Food bank programs only.



# Donors and supporters

We are deeply grateful to our incredible community of donors and supporters for their generosity and commitment to ending hunger.

July 1, 2023–June 30, 2024



# Financial donors

## Transformational

(\$1,000,000+)

Donald Bainbridge Family Foundation  
William R. and Shirley Beatty Charitable Foundation  
The Church of Jesus Christ of Latter-day Saints  
The Slight Family Foundation  
Sprott Foundation

## Visionary

(\$250,000–\$999,999)

The Catherine and Maxwell Meighen Foundation  
Estate of Ruth Ann Whipp

## Changemaker

(\$100,000–\$249,999)

Brian Alkerton  
The Arrell Family Foundation  
Bank of America  
The Blidner Family Foundation  
Canerector Foundation  
M. De Gennaro Fund  
Fidelity Investments Canada  
The Green Fischer Family Trust  
The Halatsis Family Foundation  
The Murphy Family Foundation  
Avalon S. Neale  
The Poirier Group  
Reflections on Islam  
The Andree Rheaume and Robert Fitzhenry Family Foundation  
Lawrence Schafer Foundation  
Oscar and Jenny Signoretti  
The Whitmer Trudel Charitable Foundation  
Yardi Canada Ltd  
Anonymous (3)

## Catalyst

(\$50,000–\$99,999)

Atlantic Packaging Products Ltd  
Bedolfe Foundation  
Sherry & Sean Bourne Family Charitable Foundation  
Cadbury Dairy Milk Canada  
Capital One  
CIBC  
Shirley Cohen  
Cortland Credit  
The Delaney Family Foundation  
Enbridge Gas Inc  
Enterprise Mobility  
Freedom International Brokerage Company  
The Greenrock Charitable Trust  
Grundy Family  
John and Barbara Hepburn  
Roy & Cara Hewson  
Icon Insulation Inc  
JG Foundation at Toronto Foundation  
Joint Residential Construction Association  
The KPMG Foundation  
Michael & Jane Lay  
Leo Burnett Company Ltd  
The John and Marla Levy Family Foundation  
Loblaw Companies of Canada  
The McDonald Family  
The H John McDonald Foundation  
McMillan Family Foundation  
Metro  
MNITZ Holdings Inc  
Next Plumbing and Hydronics Supply Inc  
Estate of Beth Nicholson  
Ontario REALTORS Care® Foundation  
ON-TEK Electric Services Ltd  
PBKF  
Michael and Monica Richardson  
Royal Gold Corporation  
Peggy Sinclair and Murray Brooksbank  
Estate of Helen Allen Stacey  
Marg Steed  
Takeda Canada Inc  
The Taylor Family Foundation  
Throop Family Foundation  
Univins - Bread & Butter Wine  
Walmart Canada  
The Ward Family Foundation  
Sylvia and James P. Webb  
Anonymous

## Leader

(\$25,000–\$49,999)

Accenture  
Anndale Properties Ltd  
The Atkinson Martin Family Foundation  
Deb Barrett and Jim Leech  
Campbell Soup Foundation  
Cascades Containerboard Packaging  
Estate of Alexandra Mackenzie MacLeod Chapman  
Ian and Barbara Cheung  
Marty Cutler & Marilyn Minden  
DAC Group  
Fifth Church of Christ  
Alison Fisher Fund  
Food Banks Canada  
Myrna Francis  
Michael and Libby Goldgrub Foundation  
The D.H. Gordon Foundation  
John and Judith Grant  
Great Gulf Homes Charitable Foundation  
The Karen Green Charitable Trust  
Haggerty Holdings  
Audrey S. Hellyer Charitable Foundation  
Holman Automotive Group Inc  
Hal Jackman Foundation  
Johnston Industrial Plastics  
Just Energy Foundation Canada  
Ken Shaw Lexus Toyota  
The Krembil Foundation  
John and Marie Levitt Foundation  
Life Construction Inc  
Alex Lifeson and Charlene Zivojinovich  
The Rand Alexander Lomas Family Foundation  
Lundin Mining Corporation  
MapleCross Fund  
Marcello Plumbing Inc  
Eleanor McCain  
McCarthy Tetrault Foundation  
McInnes-Dobby Fund  
David McKay  
Margaret McLean  
MEH Holdings Ltd  
Metrix Group Inc  
Blair O'Connor  
Odyssey Reinsurance  
Ontario Medical Association—District 11  
Ontario Trillium Foundation  
Pacific Life RE  
PFAFF Motors  
Remembering Otto and Marie Pick Charitable Foundation  
PIMCO  
Post Foods Canada  
Times Group Corporation  
Robert B. and Barbara J. Todd  
Trade Café Group  
Wadepan Inc  
Elizabeth Wirth and Jakob Lykke  
Anonymous (5)

## Pacesetter

(\$10,000–\$24,999)

Estate of Doris Adler  
 Alberici Constructor's Ltd  
 Ram Amarnath  
 William and Lorna Anderson  
 Axxima Group  
 Azuria Group Inc  
 Dana Baines  
 Bakst Gross Family Fund  
 BAM Foundation  
 John and Jocelyn Barford  
 Family Foundation  
 William E. Barnett  
 Jonathan Bartel  
 Belsize Foundation  
 The Bickerton-Grabowski  
 Family Foundation  
 Estate of Jetta Bickford  
 The Bickle-Wilder Foundation  
 The William Birchall Foundation  
 Estate of Diane Irene Bisson  
 BlackRock Asset Management  
 Canada Ltd  
 Gary & Maxie Bluestein Charitable  
 Foundation  
 BMO Bank of Montreal  
 Boland Foundation  
 Boyd-Myles Charitable Fund  
 Anne Brace  
 Branksome Hall  
 Rita and Samuel Bresler  
 Brookfield Properties (Canada) Inc  
 Buchan International Fund  
 Miriam Bueno  
 William and Elizabeth Buxton  
 C.A. Martin Holdings Inc  
 Mark Caiger and Kara Brodribb  
 Capital Power  
 John Carey  
 Chelsea Hotel Toronto  
 Chicken Farmers of Ontario  
 Christopher Hubbard Professional  
 Corp  
 Kathy Chun  
 CIBC Mellon  
 Hugh Clark Family Fund  
 Classic Gourmet Coffee Corp  
 Hollace Cluny  
 CNA Insurance  
 David G. and Joan Cole  
 Connor, Clark & Lunn Financial Group  
 N Gillian Cooper  
 James Raymond Cowling  
 Crux Capital  
 Dawn L. Davis  
 Helga and Antonio De Gasperis  
 Delaney Capital Management  
 Paul A. Demers  
 Destination Toronto  
 Dez Capital Corporation  
 Frederick and Douglas Dickson  
 Memorial Foundation  
 Antonietta Di Mondo  
 Saverio and Maria Di Mondo  
 Dollarama  
 Droughan Family Fund  
 David and Helen Eastaugh

The Thor E. and Nicole Eaton  
 Family Charitable Foundation  
 Sandra Fellus  
 Fitzhenry Family Foundation  
 Dianne M. Flood  
 Susan Foster  
 Herbert Frank  
 John Friedrichsen and Tracy Cooper  
 Steve Fruitman  
 Michael Gallimore and Cecile Peterkin  
 Gardenzilla Ltd  
 The General Contractors Association  
 of Toronto  
 Georgian Capital Partners  
 Mary Gibbons  
 John A. Gingrich  
 Robert G. Goodall  
 Goodyear Canada Inc  
 Google  
 Grant Thornton Foundation  
 Leslie R. Hall  
 Halo Fund  
 Harbour Real Estate Investment Inc  
 Jim Marcus and Barbara Levasseur  
 Suzanne Hathaway  
 The Haynes-Connell Foundation  
 Mark and Jannie Henkelman  
 Hersh Family Fund  
 The Hetherington Family  
 Neil Hetherington  
 The HMF Trust  
 The Home Depot Canada  
 Hospice Toronto  
 Robert Howard  
 HSC Holdings Inc  
 Sue Hunter & Phil Cowperthwaite  
 I & MJ Kelley Investments Ltd  
 IA Financial Group  
 IATSE Local 873  
 David Ische  
 JAF Legal Professional Corporation  
 Estate of Josephine Jenkinson  
 Estate of Alfred Bernard  
 Cowley Johnson  
 Jonathan A. Maier Professional  
 Corporation  
 JP Morgan Chase  
 Stuart Kedwell and Candice Holmes  
 Jill S. Kitchen and Rob Robson  
 Klass Foundation  
 Koehler Family Fund  
 [REDACTED]  
 Ilana Kotin and Peter Lowe  
 Mark Lachmann  
 Eric and Maria Lange  
 Donald E. Langill  
 Laurentian Bank Securities  
 Ledcor Construction Ltd  
 Link-On Communications Inc  
 Lorna Cuthbert Professional  
 Corporation  
 Karen Lycklama  
 Judith A. MacDonald  
 Nancy L. and Ian C. MacKellar  
 Mary-Victoria Macrae  
 Manulife Financial  
 Maple Leaf Centre for Action on  
 Food Security

The Paul and Elizabeth Martin  
 Foundation  
 Susan and Bryan Mason  
 Linda McCain  
 Rob and Susan McDonald  
 Donald and Helen McGillivray  
 Isobel E. McNeil  
 The Mierzejewski Family  
 Milestone Property Management Ltd  
 Molson Coors Canada  
 Katharine Morrison  
 Jean E. Morrison  
 Frank Mullen  
 The P & P Murray Foundation  
 N1234  
 NAIOP Toronto Chapter  
 Nancy's Very Own Foundation  
 Naomi Fund at the Jewish Foundation  
 of Greater Toronto  
 Nickle Family Foundation  
 Nieuport Aviation  
 Ray Nissan Family Foundation  
 O'Connor Electric Ltd  
 Ontario Risk and Insurance  
 Management Society  
 Pace Family Foundation  
 Parmalat Canada  
 Susan E. Parks  
 Helen McCrea Peacock Foundation  
 Peartree Financial Services Ltd  
 Pomerleau  
 Vera Pordage  
 C.B. Powell Foundation  
 Powerline Plus Ltd  
 Premium Uniforms  
 Prismatic Designs Ltd  
 Q4 Architects Inc  
 The Quarin Family Foundation  
 Darwin Ramirez  
 RBC Foundation  
 RBC—Global Asset Management  
 Alan & Louise Redway  
 Regent Fund  
 The Mary Renaud Charitable  
 Foundation  
 Robert and Hala Riddell  
 Rochon Building Corporation  
 Sean Rogister  
 James C. Rooney  
 The Rotary Club of Toronto  
 Ruairi Holdings Inc  
 Scotiabank  
 Harry & Lillian Seymour  
 Family Foundation  
 Shadigee Investment Corp  
 Shafiq Shamji  
 The Shawana Foundation  
 James Shenkman and Denise Zarn  
 Erica Shuttleworth Fund at the  
 Toronto Foundation  
 Martha Shuttleworth  
 The Silver Birch Foundation  
 Britton Smith Foundation  
 Arella Sohn and Buck Adamson  
 Solutions 2 GO Inc  
 Steve and Sally Stavro  
 Family Foundation  
 Steed & Evans Holdings Inc

Steelcon Fabrication Inc  
 Catherine Steele  
 Roman Stoykewych  
 Dorothy Strom  
 Structure Corp  
 A. Dean Summerville  
 Sun Life Assurance Company  
 of Canada  
 SUNPAN  
 John G. Sweet and  
 Jacqueline Gauthier  
 Richard Talbot  
 TD Bank Group  
 Mary M. Thomson and Jan Ruby  
 Timberland Canada  
 Toronto Bible Church  
 Andrew and Lynn Torres Foundation  
 TRAC Investments Inc  
 TriDelta Investment Counsel  
 Sheila and Peter Vandenberk  
 Vibe Fund  
 The Waugh Family Foundation  
 Wellington—Altus Group Solutions Inc  
 Joseph Weltz  
 West Wind Giving Foundation  
 Keith Whiteley  
 Bennett Wong  
 Betty Wong  
 Paul H. Woroshow  
 Graham Zimmerman  
 Anonymous (22)



# In-kind donors

## Diamond Region Builder

(500,000 lbs)

ATV Farms  
Dairy Farmers of Ontario  
The Farmlink Project  
Metro  
Rose Family Farm  
Stericycle

## Platinum Star

(250,000–499,999 lbs)

General Mills Canada  
Italpasta c/o Highland Creek  
Community Association  
Post Consumer Brands Canada

## Gold Plate

(100,000–249,999 lbs)

Campbell Company of Canada  
Dole Packaged Foods  
Dominion Farm Produce Ltd  
Egg Farmers of Ontario  
Food Basics  
Lactalis Canada  
Lassonde  
Loblaw Companies of Canada  
Mars Canada Inc  
Procyk Farms (1994) Ltd  
Riverside Natural Foods Ltd  
UNFI Canada  
Vaughn Mills Packaging Ltd  
Weston Foods Canada

## Silver Plate

(50,000–99,000 lbs)

1329606 Ontario Ltd  
All-Special Wholesale  
Bimbo Canada  
Bondi Produce  
Boots Farms  
Burnac Produce Ltd  
Canadian Fruit & Produce Company  
EarthFresh Foods  
Emblem Logistics Inc  
Griffith Foods Ltd  
HelloFresh  
KIND Snacks Canada  
Limson Trading Inc

Minute Maid Company Canada Inc  
O’Dough’s Canada  
Peak Performance Products Inc  
Planting Hope Company Inc  
Proactive Supply Chain Group  
Safcol Canada Inc  
Sun-Brite Foods Inc  
TD Bank Group  
Unico Foods  
Young & Young Trading Co Ltd

## Bronze Cup

(25,000–49,999 lbs)

At Arctic Cold Storage & Logistics Inc  
Canadian Tire Corporation Ltd  
Chary Produce  
Gay Lea Foods  
Gerhards Importers Canada Ltd  
HP Hood LLC  
JAS Canada  
Kellogg’s Canada  
Lilee Foods  
Maple Lodge Farms  
McCormick Canada  
Molisana Imports  
Regal Confections  
Shah Trading Company Ltd  
Simpson Family Farms  
Terragusto Products  
TFB & Associates Ltd  
Tindall Farm & Market  
Tree of Life Canada  
Unilever Canada  
Walmart Canada  
Anonymous

## Food rescue partners

Feed Ontario  
Food Banks Canada  
Food Banks Mississauga  
Food For Life Canada  
Moisson Montréal  
Second Harvest  
Unemployed Help Centre of  
Windsor Inc

# Community Champions

## Champion Fundraisers

### \$100,000+

Blakes’ Law Firm Challenge  
CBC Sounds of the Season  
Hullmark Investments Ltd  
Royal Bank of Canada  
Snow T.O.

### \$50,000–\$99,000

BMO Bank of Montreal  
CIBC  
Google  
Hepburn Engineering Inc  
Loblaw Companies of Canada  
McCarthy Tetrault LLP  
Ontario Public Service  
Rochon Building Corporation  
Scotiabank

### \$25,000–\$49,000

Benevity Community Impact Fund  
HALO Fund  
Klick Health Employees  
Norton Rose Fulbright Canada LLP  
OECM  
Paliare Roland Rosenberg Rothstein  
Purolator  
Stikeman Elliott LLP  
Thornton Grout Finnigan LLP  
Anonymous

### \$10,000–\$24,999

Acrisure Re Canada Ltd  
Axxima Group  
Black & McDonald Ltd  
Blaney McMurtry LLP  
Branksome Hall  
Brews and IQs presented by  
GLB Brewpub  
Chaitons LLP

## Champion Food-Raisers

### 100,000+ lbs

Loblaw Companies of Canada  
Toronto Professional Firefighters’ Assn

### 50,000–99,999 lbs

Canstruction  
Metro

The Chef Upstairs  
The Church of Jesus Christ of  
Latter-day Saints  
CPKC Holiday Train  
Muhammed Dattoo  
Davies Ward Phillips & Vineberg LLP  
DLA Piper (Canada) LLP  
Emergency Soup at Do West Fest  
Give 30—Ziyaad Mia  
Hockey Summit of the Arts  
Imperial  
Intact Insurance Company  
Koskie Minsky LLP  
Labatt Breweries of Canada  
Liftow / Toyota Material Handling  
Matr Infratech  
Krystal McNaughton  
Metro  
Metro Cable TV Maintenance &  
Service Employees Association

Miller Thomson LLP  
Minden Gross LLP  
Morningstar Research Inc  
OMERS  
Osler, Hoskin & Harcourt LLP  
Picton Mahoney Asset Management  
Pitched Perfect Events  
Point Alliance Inc  
RAD Marketers Inc  
RE/MAX Specialists Majeski Group Inc  
Zachary Ronski  
The Rotary Club of Toronto  
Shell Canada Ltd  
Sotos LLP  
Sun Life Assurance Company of Canada  
Timberland Canada  
Torkin Manes LLP  
Toronto Trucking Association  
Torys LLP  
Veeva Systems  
Wildeboer Dellelce LLP  
Anonymous (2)

### 25,000–49,999 lbs

Junction Residents Association  
Purolator  
Sobeys

### 10,000–24,999 lbs

Food Basics  
Gursikh Sabha Canada  
Markland Wood Homeowners  
Association

# Board of Directors and Management

Daily Bread Food Bank is governed by a volunteer Board of Directors elected annually by its member agencies, which reflect the city of Toronto. Over one-third of the Board of Directors self-identify as individuals with lived, or living, experience with poverty and food insecurity. We believe this adds significant value to the conversations, decisions, and governance structure of the organization.



# Board of Directors and Management

2023–2024

## Board Executive

**Gale M. Kelly**, Chair  
*Ex Officio* Member of all Board Committees

**Gaylen Duncan**, Vice-Chair  
Fundraising Committee  
Program Support Committee

**JT Badiani**, Treasurer  
Finance Committee (Chair)

**Maheen Merchant**, Corporate Secretary  
Governance and Nominations Committee (Chair)  
Program Support Committee

## Management

**Samantha Cooke**  
Vice President, Philanthropy

**Gretchen Daniels**  
Chief Financial Officer

**Neil Hetherington**  
Chief Executive Officer

**Charles Jergl**  
Vice President, Programs and Services

**Eva Molina**  
Vice President, Marketing and Communications

**Sahar Raza**  
Vice President, Research and Advocacy

**Heather Valentino**  
Vice President, Operations

**Jeffrey Wong**  
Vice President, People and Culture

## Board Members

**Bill Argeropoulos**  
Fundraising Committee  
Program Support Committee

**Nicole Barry**  
Finance Committee  
Governance and Nominations Committee

**Jamille Clarke-Darshanand**  
Finance Committee  
Program Support Committee (Chair)

**Karen Hsiung**  
Fundraising Committee (Chair)  
Governance and Nominations Committee

**Emmy Kelly**  
Fundraising Committee

**Boafoa Kwamena**  
Program Support Committee

**Regan McGee**  
Fundraising Committee

**Anthony Santilli**  
Fundraising Committee  
Program Support Committee

**Amos Sarwan**  
Finance Committee  
Program Support Committee

**Rajiv Sujan**  
Finance Committee  
Program Support Committee

**Ben Wise**  
Fundraising Committee  
Governance and Nominations Committee

**Christine Yip**  
Governance and Nominations Committee

The team is grateful for the contributions of Talia Bronstein, who departed as Vice President, Research and Advocacy, in March 2024.

## Committees

Each committee is made up of three or more individuals from the Board of Directors and may also include members of management, agency representatives and other experts. The goal of each committee is to provide oversight, guidance and support in key organizational areas.

**Finance Committee** provides oversight on all financial matters including controls, investments, enterprise-wide risk management, and budgeting.

**Fundraising Committee** advises on the development of Daily Bread’s fundraising strategy and monitors its implementation.

**Governance and Nominations Committee** focuses on the recruitment of candidates for membership on Daily Bread’s Board of Directors. The committee ensures that candidates are representative of our communities and have the skills, knowledge, and experience required to

support the Board in achieving its objectives. This committee is responsible for recommending governance policies and procedures to the board and ensuring compliance.

**Program Support Committee** supports, guides and monitors activities related to development of current and new programs and services.

A special thank you to the following non-board members for their contributions as Program Support Committee members: Jason Adolph (Canadian Red Cross), Eric Cheung (ACSA), and Adrienne Scott (Grace Pascoe Care Centre).



# External recognition for Daily Bread Food Bank

## Charity Intelligence and Top 5 Impact Charity: Toronto



Daily Bread Food Bank is a Charity Intelligence A-rated, five-star charity. Last September, Daily Bread was also named a Top 5 Impact Charity: Toronto.

Charity Intelligence’s overall ratings are based on an assessment of five objective aspects:

- 1. Donor reporting
- 2. Financial transparency
- 3. Funding need
- 4. Cents to the cause
- 5. Demonstrated impact

## Greater Toronto’s Top Employers



Daily Bread Food Bank has been named one of Greater Toronto’s Top Employers 2024, which recognizes employers with exceptional human resources programs and forward-thinking workplace policies. Employers are reviewed on the following criteria:

- 1. Workplace
- 2. Work atmosphere and social
- 3. Health, financial and family benefits
- 4. Vacation and time off
- 5. Employee communications
- 6. Performance management
- 7. Training and skills development
- 8. Community involvement

## Canada’s Most Admired Corporate Cultures



Daily Bread Food Bank is ranked as one of Canada’s Most Admired Corporate Cultures by Waterstone Human Capital. All organizations are evaluated through six categories:

- 1. Vision and leadership
- 2. Recruitment and hiring for fit
- 3. Cultural alignment and measurement
- 4. Retention, rewards and recognition
- 5. Organizational performance
- 6. Corporate social responsibility

## Ontario Living Wage Employer



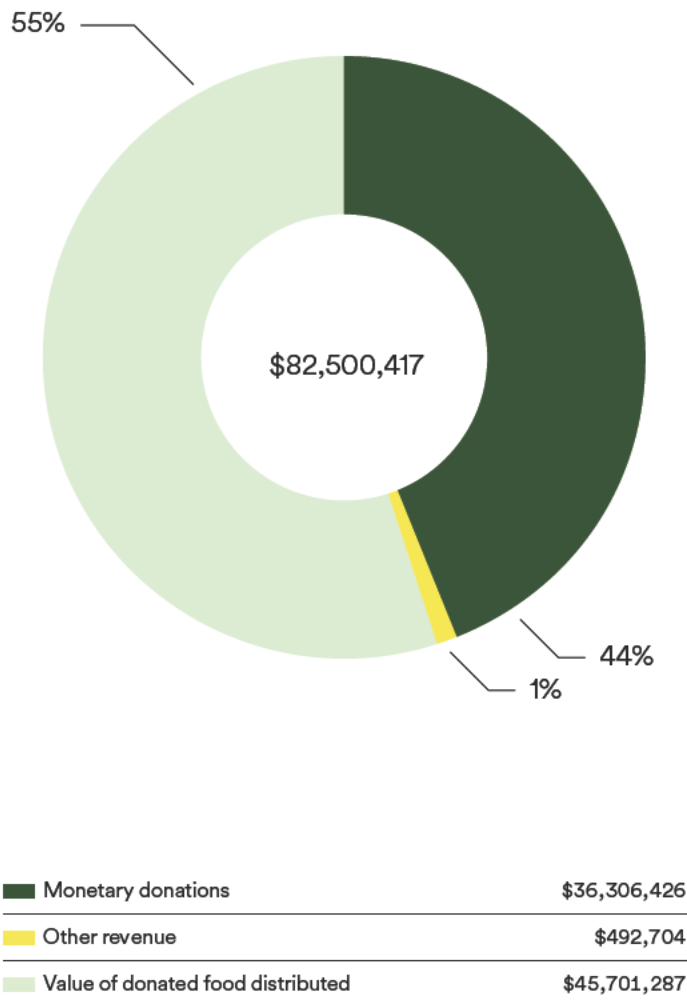
Daily Bread Food Bank is a certified Ontario Living Wage Employer.

The Ontario Living Wage Network consists of employers, employees, non-profits, researchers, and proponents of decent work standards for all Ontario workers. The network champions and showcases the growing wave of living wage initiatives in Ontario.

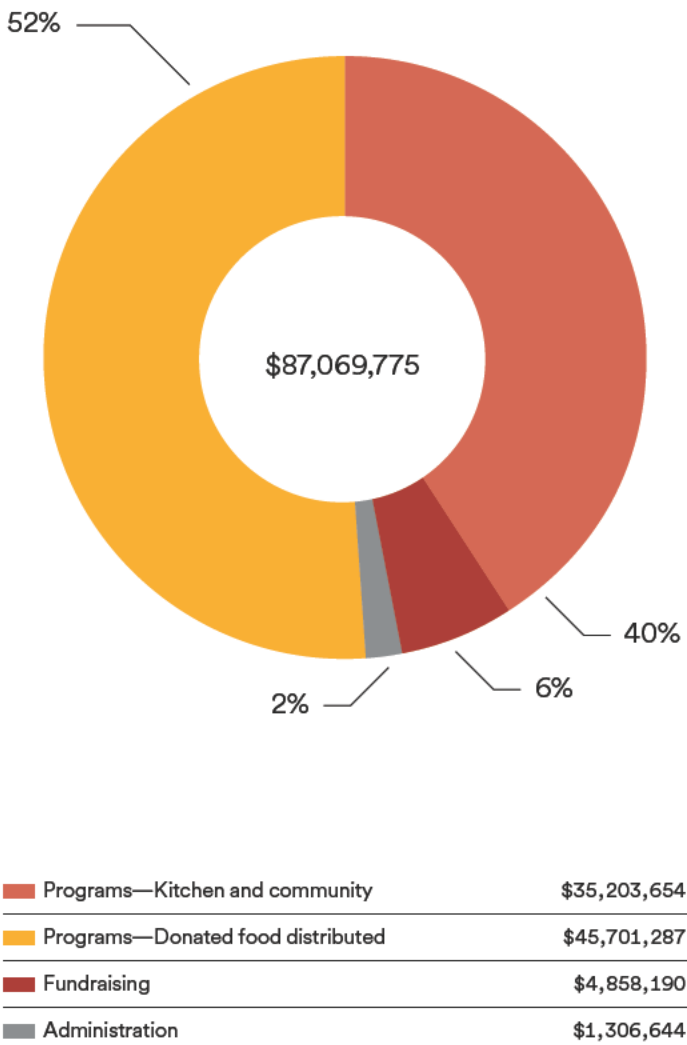
The living wage reflects what people need to earn to cover the actual costs of living in their community. Living wage employers voluntarily decide to pay a living wage and maintain their certification as new rates are calculated for their area.

# Financials

## Revenues



## Expenses



\*Revenue and Expenses illustrated before Other Items, which includes investment income of \$1.8M and an unrealized fair value gain on investments of \$0.3M.

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