

## **AFS Strategic Plan 2016 – 2021**

### **Our Vision**

*Inspiring hope and well-being*

### **Our Mission**

*Together we will improve access to extraordinary services*

### **Our Values**

- Active listening •
- The potential of every individual •
- Diverse people and perspectives •
  - Dynamic teamwork •
  - Tenacious resolve •
- Breakthrough innovation •

### **Strategic Priorities**

- Awesome Team •
- Extraordinary Services •
  - Busting Barriers •
  - Inspiring Outreach •

## **Plan stratégique SFA 2016 – 2021**

### **Notre Vision**

*Inspirez l'espoir et le bien-être*

### **Notre Mission**





*Ensemble, nous améliorerons l'accès à des services extraordinaires*

### **Nos Valeurs**

- L'écoute active •
- Le potentiel de chacun •
- Des personnes et des perspectives diverses •
  - Du travail d'équipe dynamique •
  - De la fermeté dans les résolutions •
- Une innovation révolutionnaire •

### **Strategic Priorities**

- Équipe impressionnante •
- Services extraordinaires •
- Élimination des obstacles •
- Sensibilisation inspirante •

#	AGENDA ITEM	Action												
1	<p> <b>20<sup>th</sup> Annual General Meeting of Algoma Family Services</b></p> <p> CALL TO ORDER at 7:11 PM by AFS Board Chair</p> <p> OPENING WELCOME and General Introductions</p> <p style="text-align: center;"><b>AFS General Members</b></p> <p style="text-align: center;"><b>Fellow AFS Board Directors</b></p> <p style="text-align: center;"><b>AFS CEO, Ali Juma</b></p> <p style="text-align: center;"><b>AFS Staff in attendance</b></p>													
	 Declaration of Conflict of Interest	○ <b>As required</b>												
2	<p><b>AFS GENERAL MEMBERSHIP (2020-21 term)</b></p> <ul style="list-style-type: none"> <li>• 2020-21 Proposed General memberships, as follows:</li> </ul> <table border="1"> <tbody> <tr> <td>Bernard, Megan</td><td>Boudreau, Amber-Dawn</td><td>Ficociello, Pamela</td></tr> <tr> <td>Halliday, Sean</td><td>Nicholas, Marsha</td><td>Paciocco, John Paul</td></tr> <tr> <td>Silvano, Lil</td><td>Tetreault, Jana</td><td>William Johnson</td></tr> <tr> <td>Lucas Buffone</td><td>Patricia Ricard Loftstrom</td><td>Vacancy</td></tr> </tbody> </table> <ul style="list-style-type: none"> <li>• Additional General Memberships applications will be accepted at the September 24, 2020 AGM for the 2020-21 term</li> </ul>	Bernard, Megan	Boudreau, Amber-Dawn	Ficociello, Pamela	Halliday, Sean	Nicholas, Marsha	Paciocco, John Paul	Silvano, Lil	Tetreault, Jana	William Johnson	Lucas Buffone	Patricia Ricard Loftstrom	Vacancy	<p><b><u>PROPOSED MOTION:</u></b></p> <p>BIRT the AFS General Membership for term 2020-2021 is approved, as presented:</p> <p>Moved by: Megan Bernard</p> <p>Seconded: Sean Halliday</p> <p>MOTION CARRIED</p> <p>YES <input checked="" type="checkbox"/> NO <input type="checkbox"/></p>
Bernard, Megan	Boudreau, Amber-Dawn	Ficociello, Pamela												
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3	<p><b>REVIEW OF AGENDA</b></p> <ul style="list-style-type: none"> <li>• September 24, 2020 Annual General Meeting</li> </ul>	<p><b><u>PROPOSED MOTION:</u></b></p> <p>BIRT the AFS General Membership approves the September 24, 2020 AGM agenda, as presented:</p>												

#	AGENDA ITEM	Action
		<p>Moved by: Sean Halliday</p> <p>Seconded: Patricia Lofstrom</p> <p>MOTION CARRIED</p> <p>YES <input checked="" type="checkbox"/> NO <input type="checkbox"/></p>
4	<p><b>REVIEW OF MINUTES of Previous Annual General Meeting</b></p> <ul style="list-style-type: none"> <li>October 3<sup>rd</sup>, 2019 AGM Minutes (copy provided in advance to AFS General Members)</li> </ul>	<p><b><u>PROPOSED MOTION:</u></b></p> <p>BIRT the AFS General Membership approves the October 3<sup>rd</sup>, 2019 AGM minutes, as presented.</p> <p>Moved by: JP Paciocco</p> <p>Seconded: Bill Johnson</p> <p>MOTION CARRIED</p> <p>YES <input checked="" type="checkbox"/> NO <input type="checkbox"/></p>
5	<p><b>TREASURER'S REPORT</b></p> <p>A. BDO LLP Chartered Accountants AGM presentation</p> <ul style="list-style-type: none"> <li>Provided by Jennifer Archambault, Partner, BDO LLP Chartered Accountants</li> </ul> <p>B. Presentation of AFS Audited Financial Statements for fiscal 2019-20 (copies of Audited F.S. provided to General Members; copies also available at meeting)</p> <p>C. Ref. <b>MOTION #0768</b> from June 25, 2020 AFS Public Board meeting</p> <div> <p>BIRT the AFS Board receives the 2019-20 Audited Financial Statements as at March 31, 2020, as presented by BDO Auditors to the AFS Board Finance and Operations Committee on June 23, 2020, and as per the presentation provided at the June 25, 2020 AFS Board meeting by Lil Silvano (Board Treasurer) to be brought to the AFS Annual General Meeting on September 24, 2020 for review and approval by the AFS General Membership.</p> <p>MOVED BY: SECONDED <u>Motion carried</u></p> </div>	<p><b><u>PROPOSED MOTION:</u></b></p> <p>BIRT the AFS General Membership receives and approves the Audited Financial Statements, as presented by BDO LLP Chartered Accountants, for the fiscal year ended March 31, 2020.</p> <p>Moved by: Sean Halliday</p> <p>Seconded: Lil Silvano</p> <p>MOTION CARRIED</p> <p>YES <input checked="" type="checkbox"/> NO <input type="checkbox"/></p>

#	AGENDA ITEM	Action															
6	<p>TREASURER'S REPORT (continued)</p> <ul style="list-style-type: none"> <li><b><u>APPOINTMENT OF AUDITORS</u></b> for Fiscal 2019-20</li> </ul>	<p><b><u>PROPOSED MOTION:</u></b></p> <p>BIRT the AFS Corporate General Membership appoints the auditing firm BDO LLP Chartered Accountants to represent Algoma Family Services as the Corporation's Auditors for fiscal 2020-21 as presented.</p> <p>Moved by: Lil Silvano</p> <p>Seconded: Amber Boudreau</p> <p>MOTION CARRIED</p> <p>YES <input checked="" type="checkbox"/> NO <input type="checkbox"/></p>															
7	<p>ROTATION OF AFS DIRECTORS for 2019-20 term</p> <ul style="list-style-type: none"> <li>As at September 24, 2020</li> <li>As presented by Sean Halliday, Chair of AFS Board Governance Committee</li> </ul> <table border="1"> <thead> <tr> <th>Board member</th><th>Area Served</th><th>Proposed Term</th></tr> </thead> <tbody> <tr> <td><b>VACANCY</b> ➤ L. Naccarato vacancy eff. May 2020</td><td>City or District</td><td><b>2019-22</b></td></tr> <tr> <td>J.P. PACIOCCO (2013-05-16 to present)</td><td>City</td><td><b>2019-22</b></td></tr> <tr> <td>JANA TETREAULT (2014-09-25 to present)</td><td>City &amp; District</td><td><b>2019-22</b></td></tr> <tr> <td>SEAN HALLIDAY (2016-01-28 to present)</td><td>City</td><td><b>2019-22</b></td></tr> </tbody> </table>	Board member	Area Served	Proposed Term	<b>VACANCY</b> ➤ L. Naccarato vacancy eff. May 2020	City or District	<b>2019-22</b>	J.P. PACIOCCO (2013-05-16 to present)	City	<b>2019-22</b>	JANA TETREAULT (2014-09-25 to present)	City & District	<b>2019-22</b>	SEAN HALLIDAY (2016-01-28 to present)	City	<b>2019-22</b>	<p><b><u>PROPOSED MOTION:</u></b></p> <p>BIRT the AFS Corporate General Membership receives the proposed rotation of Directors, as presented by Sean Halliday Chair of the AFS Governance Committee, for fiscal period 2020-2021.</p> <p>Moved by: Patricia Lofstrom</p> <p>Seconded: Bill Johnson</p> <p>MOTION CARRIED</p> <p>YES <input checked="" type="checkbox"/> NO <input type="checkbox"/></p>
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8	<p>ADOPTION OF SLATE OF AFS DIRECTORS for the 2020-21 term</p> <ul style="list-style-type: none"> <li><b>Reference Appendix “A” of this agenda</b></li> <li>Julie Gardiner – retired teacher – Special Ed teacher</li> <li>Confirm candidate recommending to Board - Motion put forward Sean seconded by JP – welcoming Julie to the Board has approved application to be member of the Board</li> </ul>	<p><b><u>PROPOSED MOTION:</u></b></p> <p>BIRT the AFS Corporate General Membership adopts the Slate of AFS Directors for 2020-21 term, as presented in <b>Appendix “A”</b>.</p> <p>Moved by: Sean Halliday</p> <p>Seconded: JP Paciocco</p> <p>MOTION CARRIED</p> <p>YES <input checked="" type="checkbox"/> NO <input type="checkbox"/></p>															

#	AGENDA ITEM	Action										
9	<div>ELECTION OF AFS BOARD OFFICERS for 2019-20</div> <table><tr><th>AFS Board Officers Board Calendar Term 2018-19</th><th>AFS Board Officers Board Calendar Term 2019-20</th></tr><tr><td>Sherrill Dewar – currently President/Chair<ul style="list-style-type: none"><li>Continuing ...</li></ul>YES <input type="checkbox"/> NO <input checked="" type="checkbox"/></td><td>1. <b>VACANCY</b> – President/Chair <u>Pamela Ficociello</u> – Interim nominated</td></tr><tr><td>Pamela Ficociello – currently Vice President/Vice Chair<ul style="list-style-type: none"><li>Continuing ..</li></ul>YES <input type="checkbox"/> NO <input checked="" type="checkbox"/></td><td>2. <b>VACANCY</b> – Vice-President/Vice-Chair <u>Lil Silvano</u> – Interim nominated</td></tr><tr><td>Geraldine (Gigi) Dumont – (resign Treasurer<ul style="list-style-type: none"><li>Continuing ...</li></ul>YES <input type="checkbox"/> NO <input checked="" type="checkbox"/></td><td>3. <b>VACANCY</b> – Board Treasurer <u>Lil Silvano</u> nominated</td></tr><tr><td>John-Paul Paciocco – currently Secretary<ul style="list-style-type: none"><li>Continuing ...</li></ul>YES <input checked="" type="checkbox"/> NO <input type="checkbox"/></td><td>4. <b>VACANCY</b> – Board Secretary <u>John Paul Paciocco</u> nominated</td></tr></table>	AFS Board Officers Board Calendar Term 2018-19	AFS Board Officers Board Calendar Term 2019-20	Sherrill Dewar – currently President/Chair <ul style="list-style-type: none"><li>Continuing ...</li></ul> YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>	1. <b>VACANCY</b> – President/Chair <u>Pamela Ficociello</u> – Interim nominated	Pamela Ficociello – currently Vice President/Vice Chair <ul style="list-style-type: none"><li>Continuing ..</li></ul> YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>	2. <b>VACANCY</b> – Vice-President/Vice-Chair <u>Lil Silvano</u> – Interim nominated	Geraldine (Gigi) Dumont – (resign Treasurer <ul style="list-style-type: none"><li>Continuing ...</li></ul> YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>	3. <b>VACANCY</b> – Board Treasurer <u>Lil Silvano</u> nominated	John-Paul Paciocco – currently Secretary <ul style="list-style-type: none"><li>Continuing ...</li></ul> YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>	4. <b>VACANCY</b> – Board Secretary <u>John Paul Paciocco</u> nominated	<div><b><u>PROPOSED MOTION:</u></b></div> <div>BIRT the AFS Corporate General Membership approves the following as AFS Board Officers for 2020-21:</div> <div><ul style="list-style-type: none"><li><b><u>Jana Tetreault</u></b> - President/Chair</li><li><b><u>Pam Ficociello</u></b> - Vice President/Vice Chair</li><li><b><u>Lil Silvano</u></b> – Treasurer</li><li><b><u>JP Paciocco</u></b> - Secretary</li></ul></div> <div>Moved by: Sean Halliday</div> <div>Seconded: Bill Johnson</div> <div>MOTION CARRIED</div> <div>YES <input checked="" type="checkbox"/> NO <input type="checkbox"/></div>
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10	<div><b>ANNUAL REPORT for fiscal ending March 31<sup>st</sup>, 2020</b></div> <div>1) AFS Board President’s Annual Report</div> <div>2) AFS Chief Executive Officer’s Annual Report</div>	<div><ul style="list-style-type: none"><li>Copies of Annual Report available at the AGM; and posted on the AFS Website</li></ul></div>										
11	<div><b>OTHER BUSINESS</b></div> <div><ul style="list-style-type: none"><li>Closing comments</li><li></li></ul></div>	<div><ul style="list-style-type: none"><li>AFS Board Chair and CEO</li></ul></div>										
12	<div><b>MOTION TO ADJOURN</b></div>	<div><b><u>PROPOSED MOTION:</u></b></div> <div>BIRT the September 24/20 Annual General Meeting be adjourned at <u>8:12 PM</u>.</div> <div>Moved by: Patricia Lofstrom</div> <div>Seconded: Bill Johnson</div> <div>MOTION CARRIED</div> <div>YES <input checked="" type="checkbox"/> NO <input type="checkbox"/></div>										

## APPENDIX “A”

### AFS BOARD MEMBERSHIP: As at September 24, 2020 for Board Calendar 2020-21

Board Member	City or District	Current 3-year Term	# of completed Elected Terms (as at Sept 24/20 AGM)
<b>VACANCY</b> ➤ L. Naccarato vacancy eff. May 2020	<b>C</b>	<b>2020-23</b>	<b>0 terms</b>
<b>J.P. PACIOCCO</b> (2013-05-16 to present)	<b>C</b>	<b>2020-23</b>	<b>2 terms</b>
<b>JANA TETREAU</b> (2014-09-25 to present)	<b>D</b>	<b>2020-23</b>	<b>2 terms</b>
<b>SEAN HALLIDAY</b> (2016-01-28 to present)	<b>C</b>	<b>2020-23</b>	<b>1 term</b>
<b>WILLIAM S. JOHNSON</b> (2019-11-28 to present)	<b>C</b>	<b>2019-22</b>	<b>0 terms</b>
<b>LUCAS BUFFONE</b> (2019-11-28 to present)	<b>C</b>	<b>2019-22</b>	<b>0 terms</b>
<b>PAMELA FICOCIELLO</b> (2014-09-25 to present) ▪ Board Vice-Chair Oct. 23/14 to present	<b>C / D</b>	<b>2019-22</b>	<b>1 term</b>
<b>LIL SILVANO</b> (2019-01-24 to present)	<b>C</b>	<b>2019-22</b>	<b>0 terms</b>
<b>AMBER-DAWN BOUDREAU</b> (2018-11-22 to present)	<b>C</b>	<b>2018-21</b>	<b>0 terms</b>
<b>MARSHA NICHOLAS</b> (2018-11-22 to present)	<b>C</b>	<b>2018-21</b>	<b>0 terms</b>
<b>PATRICIA RICARD LOFSTROM</b> (2019-11-28 to present)	<b>C</b>	<b>2018-21</b>	<b>0 terms</b>
<b>MEGAN BERNARD</b> (2018-11-22 to present)	<b>C</b>	<b>2018-21</b>	<b>0 terms</b>

Excerpt from AFS By-Law No. 1 ...

**Section 6.03 Composition of Board.** The Board of Directors of the Corporation shall use its best efforts to be composed as follows:

- (a) Six (6) persons who are ordinarily resident in the City of Sault Ste. Marie, Ontario; and
- (b) Six (6) persons who are ordinarily resident in the District of Algoma, excluding the City of Sault Ste. Marie, Ontario.

- (c) At least one member of the Board of Directors shall be a person whose first language is French.
- (d) At least one member of the Board of Directors shall be a person who is a member of a First Nation found within the boundaries of the District of Algoma.

Subject to the foregoing, the members of the Corporation shall use every reasonable effort to attract persons to serve as Directors who (i) reside in North, Central and East Algoma, (ii) bring a variety of perspectives and abilities to the Board and (iii) represent other Child and Family Services Act (CFSA) service clusters.

# AFS Board Member Terms and Rotations

for approval at AGM September 24, 2020)

Board Member	City or District (C or D)	Term(s) served on AFS Board	SPECIAL POPULATION Aboriginal (A) Consumer (C) Francophone (F)	Current 3-year Term	# of completed <u>Elected Terms</u> (as at Sept 24/20 AGM)
<b>VACANCY</b> ➤ L. Naccarato vacancy eff. May 2020	<b>C</b>	<b>2017-20</b> (*) Appointed Dec 13/18		2020-23	0 terms
<b>J.P. PACIOCCO</b> (2013-05-16 to present)	<b>C</b>	<b>2011-14</b> (*) Appointed May 16/13 2014-17 (1) 2017-2020 (2)		2020-23	2 terms
<b>JANA TETREAU</b> (2014-09-25 to present)	<b>D</b>	2014-17 (1) 2017-2020 (2)		2020-23	2 terms
<b>SEAN HALLIDAY</b> (2016-01-28 to present)	<b>C</b>	<b>2014-17</b> (*) Appointed Jan 28/16 2017-2020 (1)		2020-23	1 term
<b>WILLIAM S. JOHNSON</b> (2019-11-28 to present)	<b>C</b>	<b>2019-22</b> (*) Appointed Nov 28/19		2019-22	0 terms
<b>LUCAS BUFFONE</b> (2019-11-28 to present)	<b>C</b>	<b>2019-22</b> (*) Appointed Nov 28/19		2019-22	0 terms
<b>PAMELA FICOCIELLO</b> (2014-09-25 to present) ▪ Board Vice-Chair Oct. 23/14 to present	<b>C / D</b>	<b>2013-16</b> (*) Appointed Sept 25/14 2016-19 (1)		2019-22	1 term
<b>LIL SILVANO</b> (2019-01-24 to present)	<b>C</b>	<b>2016-19</b> (*) Appointed Jan 14/19		2019-22	0 terms

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<b>AMBER-DAWN BOUDREAU</b> (2018-11-22 to present) ➤ Rico Iacoe Vacancy eff. Sept 2018	<b>C</b>	<b>2018-21</b> <b>(*) Appointed Nov 22/18</b>	<b>(A)</b>	<b>2018-21</b>	<b>0 terms</b>
<b>MARSHA NICHOLAS</b> (2018-11-22 to present) ▪ C. Slyzys vacancy eff. Sept 2018	<b>C</b>	<b>2018-21</b> <b>(*) Appointed Nov 22/18</b>		<b>2018-21</b>	<b>0 terms</b>
<b>PATRICIA RICARD LOFSTROM</b> (2019-11-28 to present)	<b>C</b>	<b>2019-21</b> <b>(*) Appointed Nov 28/19</b>		<b>2018-21</b>	<b>0 terms</b>
<b>MEGAN BOUCHIE</b> (2018-11-22 to present) ➤ F. Cavaliere Vacancy eff. Jan 2018	<b>C</b>	<b>2018-21</b> <b>(*) Appointed Nov 22/18</b>		<b>2018-21</b>	<b>0 terms</b>



## ***AFS Strategic Plan 2016 – 2021***

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*Inspiring hope and well-being*

### **Our Mission**

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to extraordinary services*

### **Our Values**

- Active listening •
- The potential of every individual •
- Diverse people and perspectives •
  - Dynamic teamwork •
  - Tenacious resolve •
- Breakthrough innovation •

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- Extraordinary Services •
  - Busting Barriers •
  - Inspiring Outreach •

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*Ensemble, nous améliorerons l'accès à  
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### **Nos Valeurs**

- L'écoute active •
- Le potentiel de chacun •
- Des personnes et des perspectives diverses •
  - Du travail d'équipe dynamique •
  - De la fermeté dans les résolutions •
- Une innovation révolutionnaire •

### **Strategic Priorities**

- Équipe impressionnante •
- Services extraordinaires •
- Élimination des obstacles •
- Sensibilisation inspirante •

#	AGENDA ITEM	Action												
1	<p>20<sup>th</sup> Annual General Meeting of Algoma Family Services</p> <p><b>CALL TO ORDER at 6:45 PM by AFS Board Chair</b></p> <p><b>Opening Welcome</b> – Valerie Burns</p> <p><b>Presentation</b> – Youth &amp; Family Engagement – Valerie Burns and Casey Bergevin</p>	<ul style="list-style-type: none"> <li>• OPENING WELCOME</li> <li>• General introductions</li> </ul>												
	<p>Declaration of Conflict of Interest</p>	<p>○ <b>As required</b></p>												
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Bernard, Megan	Boudreau, Amber-Dawn	Ficociello, Pamela												
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		Seconded: _____ MOTION CARRIED YES <input type="checkbox"/> NO <input type="checkbox"/>
4	<b>REVIEW OF MINUTES of Previous Annual General Meeting</b> <ul style="list-style-type: none"> <li>October 3<sup>rd</sup>, 2019 AGM Minutes (copy provided in advance to AFS General Members)</li> </ul>	<b><u>PROPOSED MOTION:</u></b>  BIRT the AFS General Membership approves the October 3 <sup>rd</sup> , 2019 AGM minutes, as presented.  Moved by: _____ Seconded: _____ MOTION CARRIED YES <input type="checkbox"/> NO <input type="checkbox"/>
5	<b>TREASURER'S REPORT</b> <ul style="list-style-type: none"> <li>A. BDO LLP Chartered Accountants AGM presentation               <ul style="list-style-type: none"> <li>Provided by Jennifer Archambault, Partner, BDO LLP Chartered Accountants</li> </ul> </li> <li>B. Presentation of AFS Audited Financial Statements for fiscal 2019-20 (copies of Audited F.S. provided to General Members; copies also available at meeting)</li> <li>C. Ref. <b>MOTION #0768</b> from June 25, 2020 AFS Public Board meeting</li> </ul> <div> <div> <p>BIRT the AFS Board receives the 2019-20 Audited Financial Statements as at March 31, 2020, as presented by BDO Auditors to the AFS Board Finance and Operations Committee on June 23, 2020, and as per the presentation provided at the June 25, 2020 AFS Board meeting by Lil Silvano (Board Treasurer) to be brought to the AFS Annual General Meeting on September 24, 2020 for review and approval by the AFS General Membership.</p> </div> <div> <p>MOVED BY: J. Tetreault            SECONDED JP Paciocco  <u>Motion carried</u></p> </div> </div>	<b><u>PROPOSED MOTION:</u></b>  BIRT the AFS General Membership receives and approves the Audited Financial Statements, as presented by BDO LLP Chartered Accountants, for the fiscal year ended March 31, 2020.  Moved by: _____ Seconded: _____ MOTION CARRIED YES <input type="checkbox"/> NO <input type="checkbox"/>

#	AGENDA ITEM	Action															
6	<p>TREASURER'S REPORT (continued)</p> <ul style="list-style-type: none"> <li><b><u>APPOINTMENT OF AUDITORS</u></b> for Fiscal 2020-21</li> </ul>	<p><b><u>PROPOSED MOTION:</u></b></p> <p>BIRT the AFS Corporate General Membership appoints the auditing firm BDO LLP Chartered Accountants to represent Algoma Family Services as the Corporation's Auditors for fiscal 2020-21 as proposed by _____</p> <p>Moved by: _____</p> <p>Seconded: _____</p> <p>MOTION CARRIED</p> <p>YES <input type="checkbox"/> NO <input type="checkbox"/></p>															
7	<p>ROTATION OF AFS DIRECTORS for 2020-2021 term</p> <ul style="list-style-type: none"> <li>As at September 24, 2020</li> <li>As presented by Sean Halliday Chair of AFS Board Governance Committee</li> </ul> <table border="1"> <thead> <tr> <th>Board member</th><th>Area Served</th><th>Proposed Term</th></tr> </thead> <tbody> <tr> <td><b>VACANCY</b> ➤ L. Naccarato vacancy eff. May 2020</td><td>City or District</td><td><b>2019-22</b></td></tr> <tr> <td>J.P. PACIOCCO (2013-05-16 to present)</td><td>City</td><td><b>2019-22</b></td></tr> <tr> <td>JANA TETREULT (2014-09-25 to present)</td><td>City &amp; District</td><td><b>2019-22</b></td></tr> <tr> <td>SEAN HALLIDAY (2016-01-28 to present)</td><td>City</td><td><b>2019-22</b></td></tr> </tbody> </table>	Board member	Area Served	Proposed Term	<b>VACANCY</b> ➤ L. Naccarato vacancy eff. May 2020	City or District	<b>2019-22</b>	J.P. PACIOCCO (2013-05-16 to present)	City	<b>2019-22</b>	JANA TETREULT (2014-09-25 to present)	City & District	<b>2019-22</b>	SEAN HALLIDAY (2016-01-28 to present)	City	<b>2019-22</b>	<p><b><u>PROPOSED MOTION:</u></b></p> <p>BIRT the AFS Corporate General Membership receives the proposed rotation of Directors, as presented by Sean Halliday Chair of the AFS Governance Committee, for fiscal period 2020-2021.</p> <p>Moved by: _____</p> <p>Seconded: _____</p> <p>MOTION CARRIED</p> <p>YES <input type="checkbox"/> NO <input type="checkbox"/></p>
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8	<p>ADOPTION OF SLATE OF AFS DIRECTORS for the 2020-21 term</p> <ul style="list-style-type: none"> <li><b>Reference Appendix "A" of this agenda</b></li> </ul>	<p><b><u>PROPOSED MOTION:</u></b></p> <p>BIRT the AFS Corporate General Membership adopts the Slate of AFS Directors for 2019-20 term, as presented in <b>Appendix "A"</b>.</p> <p>Moved by: _____</p> <p>Seconded: _____</p> <p>MOTION CARRIED</p> <p>YES <input type="checkbox"/> NO <input type="checkbox"/></p>															

#	AGENDA ITEM	Action										
9	<div>ELECTION OF AFS BOARD OFFICERS for 2020-21</div> <table><tr><th>AFS Board Officers Board Calendar Term 2018-19</th><th>AFS Board Officers Board Calendar Term 2019-20</th></tr><tr><td>Sherrill Dewar – currently President/Chair<ul style="list-style-type: none"><li>Continuing ...</li></ul>YES <input type="checkbox"/> NO <input checked="" type="checkbox"/></td><td>1. <b>VACANCY</b> – President/Chair <u>Pamela Ficociello – Interim</u> nominated</td></tr><tr><td>Pamela Ficociello – currently Vice President/Vice Chair<ul style="list-style-type: none"><li>Continuing ..</li></ul>YES <input type="checkbox"/> NO <input checked="" type="checkbox"/></td><td>2. <b>VACANCY</b> – Vice-President/Vice-Chair <u>Lil Silvano – Interim</u> nominated</td></tr><tr><td>Geraldine (Gigi) Dumont – (resign Treasurer<ul style="list-style-type: none"><li>Continuing ...</li></ul>YES <input type="checkbox"/> NO <input checked="" type="checkbox"/></td><td>3. <b>VACANCY</b> – Board Treasurer <u>Lil Silvano</u> nominated</td></tr><tr><td>John-Paul Paciocco – currently Secretary<ul style="list-style-type: none"><li>Continuing ...</li></ul>YES <input checked="" type="checkbox"/> NO <input type="checkbox"/></td><td>4. <b>VACANCY</b> – Board Secretary <u>John Paul Paciocco</u> nominated</td></tr></table>	AFS Board Officers Board Calendar Term 2018-19	AFS Board Officers Board Calendar Term 2019-20	Sherrill Dewar – currently President/Chair <ul style="list-style-type: none"><li>Continuing ...</li></ul> YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>	1. <b>VACANCY</b> – President/Chair <u>Pamela Ficociello – Interim</u> nominated	Pamela Ficociello – currently Vice President/Vice Chair <ul style="list-style-type: none"><li>Continuing ..</li></ul> YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>	2. <b>VACANCY</b> – Vice-President/Vice-Chair <u>Lil Silvano – Interim</u> nominated	Geraldine (Gigi) Dumont – (resign Treasurer <ul style="list-style-type: none"><li>Continuing ...</li></ul> YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>	3. <b>VACANCY</b> – Board Treasurer <u>Lil Silvano</u> nominated	John-Paul Paciocco – currently Secretary <ul style="list-style-type: none"><li>Continuing ...</li></ul> YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>	4. <b>VACANCY</b> – Board Secretary <u>John Paul Paciocco</u> nominated	<div><b><u>PROPOSED MOTION:</u></b></div> <div>BIRT the AFS Corporate General Membership approves the following as AFS Board Officers for 2020-21:</div> <ul style="list-style-type: none"><li><u>                    </u> – President/Chair</li><li><u>                    </u> – Vice President/Vice Chair</li><li><u>                    </u> – Treasurer</li><li><u>                    </u> – Secretary</li></ul> <div>Moved by: <u>                                    </u></div> <div>Seconded: <u>                                    </u></div> <div>MOTION CARRIED</div> <div>YES <input type="checkbox"/> NO <input type="checkbox"/></div>
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10	<div>ANNUAL REPORT for fiscal ending March 31<sup>st</sup>, 2020</div> <div>1) AFS Board President’s Annual Report</div> <div>2) AFS Chief Executive Officer’s Annual Report</div>	<ul style="list-style-type: none"><li>Copies of Annual Report available at the AGM; and posted on the AFS Website</li></ul>										
11	<div>OTHER BUSINESS</div> <ul style="list-style-type: none"><li>Closing comments</li></ul>	<ul style="list-style-type: none"><li>AFS Board Chair and CEO</li></ul>										
12	<div>MOTION TO ADJOURN</div>	<div><b><u>PROPOSED MOTION:</u></b></div> <div>BIRT the September 24/20 Annual General Meeting be adjourned at <u>            </u> PM.</div> <div>Moved by: <u>                                    </u></div> <div>Seconded: <u>                                    </u></div> <div>MOTION CARRIED</div> <div>YES <input type="checkbox"/> NO <input type="checkbox"/></div>										

## APPENDIX “A”

### AFS BOARD MEMBERSHIP: As at September 24, 2020 for Board Calendar 2020-21

Board Member	City or District	Current 3-year Term	# of completed Elected Terms (as at Sept 24/20 AGM)
<b>VACANCY</b> ➤ L. Naccarato vacancy eff. May 2020	<b>C</b>	<b>2020-23</b>	<b>0 terms</b>
<b>J.P. PACIOCCO</b> (2013-05-16 to present)	<b>C</b>	<b>2020-23</b>	<b>2 terms</b>
<b>JANA TETREAU</b> (2014-09-25 to present)	<b>D</b>	<b>2020-23</b>	<b>2 terms</b>
<b>SEAN HALLIDAY</b> (2016-01-28 to present)	<b>C</b>	<b>2020-23</b>	<b>1 term</b>
<b>WILLIAM S. JOHNSON</b> (2019-11-28 to present)	<b>C</b>	<b>2019-22</b>	<b>0 terms</b>
<b>LUCAS BUFFONE</b> (2019-11-28 to present)	<b>C</b>	<b>2019-22</b>	<b>0 terms</b>
<b>PAMELA FICOCIELLO</b> (2014-09-25 to present) ▪ Board Vice-Chair Oct. 23/14 to present	<b>C / D</b>	<b>2019-22</b>	<b>1 term</b>
<b>LIL SILVANO</b> (2019-01-24 to present)	<b>C</b>	<b>2019-22</b>	<b>0 terms</b>
<b>AMBER-DAWN BOUDREAU</b> (2018-11-22 to present)	<b>C</b>	<b>2018-21</b>	<b>0 terms</b>
<b>MARSHA NICHOLAS</b> (2018-11-22 to present)	<b>C</b>	<b>2018-21</b>	<b>0 terms</b>
<b>PATRICIA RICARD LOFSTROM</b> (2019-11-28 to present)	<b>C</b>	<b>2018-21</b>	<b>0 terms</b>
<b>MEGAN BERNARD</b> (2018-11-22 to present)	<b>C</b>	<b>2018-21</b>	<b>0 terms</b>

Excerpt from AFS By-Law No. 1 ...

**Section 6.03 Composition of Board.** The Board of Directors of the Corporation shall use its best efforts to be composed as follows:

- (a) Six (6) persons who are ordinarily resident in the City of Sault Ste. Marie, Ontario; and
- (b) Six (6) persons who are ordinarily resident in the District of Algoma, excluding the City of Sault Ste. Marie, Ontario.

- (c) At least one member of the Board of Directors shall be a person whose first language is French.
- (d) At least one member of the Board of Directors shall be a person who is a member of a First Nation found within the boundaries of the District of Algoma.

Subject to the foregoing, the members of the Corporation shall use every reasonable effort to attract persons to serve as Directors who (i) reside in North, Central and East Algoma, (ii) bring a variety of perspectives and abilities to the Board and (iii) represent other Child and Family Services Act (CFSA) service clusters.

**AFS Strategic Plan 2016 – 2021**

**Our Vision**

*Inspiring hope and well-being*

**Our Mission**

*Together we will improve access  
to extraordinary services*

**Our Values**

- Active listening •
- The potential of every individual •
- Diverse people and perspectives •
  - Dynamic teamwork •
  - Tenacious resolve •
- Breakthrough innovation •

**Strategic Priorities**

- Awesome Team •
- Extraordinary Services •
  - Busting Barriers •
  - Inspiring Outreach •

**Plan stratégique SFA 2016 – 2021**

**Notre Vision**

*Inspirez l'espoir et le bien-être*

**Notre Mission**





*Ensemble, nous améliorerons l'accès à  
des services extraordinaires*

**Nos Valeurs**

- L'écoute active •
- Le potentiel de chacun •
- Des personnes et des perspectives diverses •
  - Du travail d'équipe dynamique •
  - De la fermeté dans les résolutions •
- Une innovation révolutionnaire •

**Strategic Priorities**

- Équipe impressionnante •
- Services extraordinaires •
- Élimination des obstacles •
- Sensibilisation inspirante •

#	AGENDA ITEM	Action												
1	<p> <b>19<sup>th</sup> Annual General Meeting of Algoma Family Services</b></p> <p> CALL TO ORDER at 6:45 PM by AFS Board Chair</p> <p> OPENING WELCOME and General Introductions</p> <p style="text-align: center;"><b>AFS General Members</b> <b>Fellow AFS Board Directors</b> <b>AFS CEO, Ali Juma</b> <b>AFS Staff in attendance</b></p>													
	 Declaration of Conflict of Interest	○ <b>As required</b>												
2	<p><b>AFS GENERAL MEMBERSHIP (2020-21 term)</b></p> <ul style="list-style-type: none"> <li>• 2019-20 Proposed General memberships, as follows:</li> </ul> <table border="1"> <tr> <td>Bouchie, Megan</td><td>Boudreau, Amber-Dawn</td><td>Ficociello, Pamela</td></tr> <tr> <td>Halliday, Sean</td><td>Mangone, John</td><td>Naccarato, Lori</td></tr> <tr> <td>Nicolas, Marsha</td><td>Paciocco, John Paul</td><td>Silvano, Lil</td></tr> <tr> <td>Tetreault, Jana</td><td></td><td></td></tr> </table> <ul style="list-style-type: none"> <li>• Additional General Memberships applications will be accepted at the October 3<sup>rd</sup>, 2019 AGM for the 2019-20 term</li> </ul>	Bouchie, Megan	Boudreau, Amber-Dawn	Ficociello, Pamela	Halliday, Sean	Mangone, John	Naccarato, Lori	Nicolas, Marsha	Paciocco, John Paul	Silvano, Lil	Tetreault, Jana			<p><b><u>PROPOSED MOTION:</u></b></p> <p>BIRT the AFS General Membership for term 2019-2020 is approved, as presented:</p> <p>Moved by: L. Silvano</p> <p>Seconded: J. Tetreault</p> <p>MOTION CARRIED</p> <p>YES <input checked="" type="checkbox"/> NO <input type="checkbox"/></p>
Bouchie, Megan	Boudreau, Amber-Dawn	Ficociello, Pamela												
Halliday, Sean	Mangone, John	Naccarato, Lori												
Nicolas, Marsha	Paciocco, John Paul	Silvano, Lil												
Tetreault, Jana														
3	<p><b>REVIEW OF AGENDA</b></p> <ul style="list-style-type: none"> <li>• October 3, 2019 Annual General Meeting</li> </ul>	<p><b><u>PROPOSED MOTION:</u></b></p> <p>BIRT the AFS General Membership approves the October 3, 2019 AGM agenda, as presented:</p>												



#	AGENDA ITEM	Action
		<p>Moved by: J.P. Paciocco</p> <p>Seconded: L. Silvano</p> <p>MOTION CARRIED</p> <p>YES <input checked="" type="checkbox"/> NO <input type="checkbox"/></p>
4	<p><b>REVIEW OF MINUTES of Previous Annual General Meeting</b></p> <ul style="list-style-type: none"> <li>September 27, 2018 AGM Minutes (copy provided in advance to AFS General Members)</li> </ul>	<p><b><u>PROPOSED MOTION:</u></b></p> <p>BIRT the AFS General Membership approves the October 3<sup>rd</sup>, 2019 AGM minutes, as presented.</p> <p>Moved by: J.P. Paciocco</p> <p>Seconded: J. Tetreault</p> <p>MOTION CARRIED</p> <p>YES <input checked="" type="checkbox"/> NO <input type="checkbox"/></p>
5	<p><b>TREASURER'S REPORT</b></p> <p>A. Nancy Evans, AFS Director of Finance and Administration presenting on behalf of BDO LLP Chartered Accountants AGM presentation</p> <ul style="list-style-type: none"> <li>Provided by Jennifer Archambault, Partner, BDO LLP Chartered Accountants</li> </ul> <p>B. Presentation of AFS Audited Financial Statements for fiscal 2019-20 (copies of Audited F.S. provided to General Members; copies also available at meeting)</p> <p>C. Ref. <b>MOTION #0768</b> from June 25, 2020 AFS Public Board meeting</p>	<p><b><u>PROPOSED MOTION:</u></b></p> <p>BIRT the AFS General Membership receives and approves the Audited Financial Statements, as presented by BDO LLP Chartered Accountants, for the fiscal year ended March 31, 2019.</p> <p>Moved by: M. Nicholas</p> <p>Seconded: L. Silvano</p> <p>MOTION CARRIED</p> <p>YES <input checked="" type="checkbox"/> NO <input type="checkbox"/></p>
	<div> <div> <p>BIRT the AFS Board receives the 2018-19 Audited Financial Statements as at March 31, 2019, as presented by BDO Auditors to the AFS Board Finance and Operations Committee on June 27, 2019, and as per the presentation provided at the June 25, 2020 AFS Board meeting by Jennifer Archambault, BDO (AFS Auditors) to be brought to the AFS Annual General Meeting on September 26, 2019 for *review and approval by the AFS General Membership.</p> </div> <div> <p>MOVED BY: L. Silvano</p> <p>SECONDED JP Paciocco</p> <p><u>Motion carried</u></p> <p><i>*August 7/19 Update to AGM ..new date October 3<sup>rd</sup>, 2019</i></p> </div> </div>	



#	AGENDA ITEM	Action															
6	<p>TREASURER'S REPORT (continued)</p> <ul style="list-style-type: none"> <li>• <b><u>APPOINTMENT OF AUDITORS</u></b> for Fiscal 2019-20</li> <li>• <b>As presented by Pamela Ficociello, on behalf of the AFS Board Finance &amp; Operations Committee</b></li> </ul>	<p><b><u>PROPOSED MOTION:</u></b></p> <p>BIRT the AFS Corporate General Membership appoints the auditing firm BDO LLP Chartered Accountants to represent Algoma Family Services as the Corporation's Auditors for fiscal 2019-20 as proposed by P. Ficociello</p> <p>Moved by: M. Bouchie</p> <p>Seconded: L. Silvano</p> <p>MOTION CARRIED</p> <p>YES <input checked="" type="checkbox"/> NO <input type="checkbox"/></p>															
7	<p>ROTATION OF AFS DIRECTORS for 2019-20 term</p> <ul style="list-style-type: none"> <li>• As at October 3, 2019</li> <li>• <b>As presented by Pamela Ficociello, on behalf of Sean Halliday, Chair of AFS Board Governance Committee</b></li> </ul> <table border="1"> <thead> <tr> <th>Board member</th><th>Area Served</th><th>Proposed Term</th></tr> </thead> <tbody> <tr> <td><b>VACANCY</b> ➤ M. Agawa eff. Mar. 28/19</td><td>City or District</td><td><b>2019-22</b></td></tr> <tr> <td><b>VACANCY</b> ➤ S. Dewar eff. Oct. 3/19</td><td>City or District</td><td><b>2019-22</b></td></tr> <tr> <td><b>PAMELA FICOCIELLO</b> (2014-09-25 to present / Board Vice-Chair Oct. 23/14 to present)</td><td>City &amp; District</td><td><b>2019-22</b></td></tr> <tr> <td><b>LIL SILVANO</b> (2019-01-24 to present)</td><td>City</td><td><b>2019-22</b></td></tr> </tbody> </table>	Board member	Area Served	Proposed Term	<b>VACANCY</b> ➤ M. Agawa eff. Mar. 28/19	City or District	<b>2019-22</b>	<b>VACANCY</b> ➤ S. Dewar eff. Oct. 3/19	City or District	<b>2019-22</b>	<b>PAMELA FICOCIELLO</b> (2014-09-25 to present / Board Vice-Chair Oct. 23/14 to present)	City & District	<b>2019-22</b>	<b>LIL SILVANO</b> (2019-01-24 to present)	City	<b>2019-22</b>	<p><b><u>PROPOSED MOTION:</u></b></p> <p>BIRT the AFS Corporate General Membership receives the proposed rotation of Directors, as presented by Rico Iacoe, Chair of the AFS Governance Committee, for fiscal period 2019-2020.</p> <p>Moved by: J. Tetreault</p> <p>Seconded: L. Silvano</p> <p>MOTION CARRIED</p> <p>YES <input checked="" type="checkbox"/> NO <input type="checkbox"/></p>
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8	<p>ADOPTION OF SLATE OF AFS DIRECTORS for the 2019-20 term</p> <ul style="list-style-type: none"> <li>• <b>As presented by Pamela Ficociello, on behalf of Sean Halliday, Chair of AFS Board Governance Committee</b></li> <li>• <b>Reference Appendix "A" of this agenda</b></li> </ul>	<p><b><u>PROPOSED MOTION:</u></b></p> <p>BIRT the AFS Corporate General Membership adopts the Slate of AFS Directors for 2019-20 term, as presented in <b>Appendix "A"</b>.</p> <p>Moved by: J.P. Paciocco</p> <p>Seconded: J. Tetreault</p> <p>MOTION CARRIED</p> <p>YES <input checked="" type="checkbox"/> NO <input type="checkbox"/></p>															

#	AGENDA ITEM	Action										
9	<div>ELECTION OF AFS BOARD OFFICERS for 2019-20</div> <table><tr><th>AFS Board Officers Board Calendar Term 2018-19</th><th>AFS Board Officers Board Calendar Term 2019-20</th></tr><tr><td>Sherrill Dewar – currently President/Chair<ul style="list-style-type: none"><li>Continuing ...</li></ul>YES <input type="checkbox"/> NO <input checked="" type="checkbox"/></td><td>1. <b>VACANCY</b> – President/Chair <u>Pam Ficociello</u> nominated</td></tr><tr><td>Pamela Ficociello – currently Vice President/Vice Chair<ul style="list-style-type: none"><li>Continuing ...</li></ul>YES <input type="checkbox"/> NO <input checked="" type="checkbox"/></td><td>2. <b>VACANCY</b> – Vice-President/Vice-Chair <u>Lil Silvano</u> nominated</td></tr><tr><td>Geraldine (Gigi) Dumont – (resign Treasurer<ul style="list-style-type: none"><li>Continuing ...</li></ul>YES <input type="checkbox"/> NO <input checked="" type="checkbox"/></td><td>3. <b>VACANCY</b> – Board Treasurer <u>VACANCY</u> nominated</td></tr><tr><td>John-Paul Paciocco – currently Secretary<ul style="list-style-type: none"><li>Continuing ...</li></ul>YES <input checked="" type="checkbox"/> NO <input type="checkbox"/></td><td>4. <b>VACANCY</b> – Board Secretary <u>J.P. Paciocco</u> nominated</td></tr></table>	AFS Board Officers Board Calendar Term 2018-19	AFS Board Officers Board Calendar Term 2019-20	Sherrill Dewar – currently President/Chair <ul style="list-style-type: none"><li>Continuing ...</li></ul> YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>	1. <b>VACANCY</b> – President/Chair <u>Pam Ficociello</u> nominated	Pamela Ficociello – currently Vice President/Vice Chair <ul style="list-style-type: none"><li>Continuing ...</li></ul> YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>	2. <b>VACANCY</b> – Vice-President/Vice-Chair <u>Lil Silvano</u> nominated	Geraldine (Gigi) Dumont – (resign Treasurer <ul style="list-style-type: none"><li>Continuing ...</li></ul> YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>	3. <b>VACANCY</b> – Board Treasurer <u>VACANCY</u> nominated	John-Paul Paciocco – currently Secretary <ul style="list-style-type: none"><li>Continuing ...</li></ul> YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>	4. <b>VACANCY</b> – Board Secretary <u>J.P. Paciocco</u> nominated	<div><b><u>PROPOSED MOTION:</u></b></div> <div>BIRT the AFS Corporate General Membership approves the following as AFS Board Officers for 2019-20:</div> <ul style="list-style-type: none"><li>Pam Ficociello – President/Chair</li><li>Lil Silvano – Vice President/Vice Chair</li><li>VACANCY – Treasurer</li><li>J.P. Paciocco – Secretary</li></ul> <div>Moved by: M. Nicholas</div> <div>Seconded: J. Tetreault</div> <div>MOTION CARRIED</div> <div>YES <input checked="" type="checkbox"/> NO <input type="checkbox"/></div>
AFS Board Officers Board Calendar Term 2018-19	AFS Board Officers Board Calendar Term 2019-20											
Sherrill Dewar – currently President/Chair <ul style="list-style-type: none"><li>Continuing ...</li></ul> YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>	1. <b>VACANCY</b> – President/Chair <u>Pam Ficociello</u> nominated											
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John-Paul Paciocco – currently Secretary <ul style="list-style-type: none"><li>Continuing ...</li></ul> YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>	4. <b>VACANCY</b> – Board Secretary <u>J.P. Paciocco</u> nominated											
10	<div><b>ANNUAL REPORT for fiscal ending March 31<sup>st</sup>, 2019</b></div> <div>1) AFS Board President’s Annual Report</div> <div>2) AFS Chief Executive Officer’s Annual Report</div>	<ul style="list-style-type: none"><li>Copies of Annual Report available at the AGM; and posted on the AFS Website</li></ul>										
11	<div><b>OTHER BUSINESS</b></div> <ul style="list-style-type: none"><li>Closing comments<ul style="list-style-type: none"><li>Tough year for staff but still a banner year for the agency</li><li>KUDOS to Leadership and KUDOS to the Board for their continued support.</li></ul></li></ul>	<ul style="list-style-type: none"><li>AFS Board Chair and CEO</li></ul>										

## MINUTES – 2019 ANNUAL GENERAL MEETING

Thursday, October 3, 2019

AFS 1st Flr Boardroom

205 McNabb Street, Sault Ste. Marie, ON

#	AGENDA ITEM	Action
12	MOTION TO ADJOURN	<p><b><u>PROPOSED MOTION:</u></b></p> <p>BIRT the October 3<sup>rd</sup>, 2019 Annual General Meeting be adjourned at <b>8:27 PM</b>.</p> <p>Moved by: L. Silvano</p> <p>Seconded: M. Nicholas</p> <p>MOTION CARRIED</p> <p>YES <input checked="" type="checkbox"/> NO <input type="checkbox"/></p>
❖ Light Refreshments to follow AGM		

## APPENDIX “A”

### AFS BOARD MEMBERSHIP: As at October 3<sup>rd</sup>, 2019 for Calendar 2019-20

AFS Board member name	Area Served	Remaining Term
1. Halliday, Sean	City	1 year / 2017-20
2. Naccarato, Lori	City	1 year / 2017-20
3. Paciocco, John Paul	City	1 year / 2017-20
4. Tetreault, Jana	District	1 year / 2017-20
1. Bouchie, Megan	City	2 years / 2018-21
2. Boudreau, Amber-Dawn	City	2 years / 2018-21
3. <b>VACANCY (*)</b>	District	2 years / 2018-21
4. Nicholas, Marsha	City	2 years / 2018-21
<b>PLUS: Proposed rotation of AFS Directors for</b>		
1. FICOCIELLO, PAM	City <u>AND</u> District	3 years / 2019-22
2. SILVANO, LIL	City	3 years / 2019-22
3. <b>VACANCY (**)</b>	City or District	3 years / 2019-22
4. <b>VACANCY (***)</b>	City or District	3 years / 2019-22

Excerpt from AFS By-Law No. 1 ...

**Section 6.03 Composition of Board.** The Board of Directors of the Corporation shall use its best efforts to be composed as follows:

- (a) Six (6) persons who are ordinarily resident in the City of Sault Ste. Marie, Ontario; and
- (b) Six (6) persons who are ordinarily resident in the District of Algoma, excluding the City of Sault Ste. Marie, Ontario.
- (c) At least one member of the Board of Directors shall be a person whose first language is French.
- (d) At least one member of the Board of Directors shall be a person who is a member of a First Nation found within the boundaries of the District of Algoma.

Subject to the foregoing, the members of the Corporation shall use every reasonable effort to attract persons to serve as Directors who (i) reside in North, Central and East Algoma, (ii) bring a variety of perspectives and abilities to the Board and (iii) represent other Child and Family Services Act (CFSA) service clusters.

AFS BOARD MEMBERSHIP: As at September 23, 2021 for  
Board Calendar 2021-22

Board Member	City or District	Current 3-year Term	# of completed <u>Elected Terms</u> (as at Sept 24/20 AGM)
<b>JULIE GARDINER</b> ➤ L. Naccarato vacancy eff. May 2020	<b>C</b>	<b>2020-23</b>	<b>0 terms</b>
<b>J.P. PACIOCCO</b> (2013-05-16 to present)	<b>C</b>	<b>2020-23</b>	<b>2 terms</b>
<b>JANA TETREULT</b> (2014-09-25 to present)	<b>D</b>	<b>2020-23</b>	<b>2 terms</b>
<b>SEAN HALLIDAY</b> (2016-01-28 to present)	<b>C</b>	<b>2020-23</b>	<b>1 term</b>
<b>WILLIAM S. JOHNSON</b> (2019-11-28 to present)	<b>C</b>	<b>2019-22</b>	<b>0 terms</b>
<b>LUCAS BUFFONE</b> (2019-11-28 to present)	<b>C</b>	<b>2019-22</b>	<b>0 terms</b>
<b>PAMELA FICOCIELLO</b> (2014-09-25 to present) ▪ Board Vice-Chair Oct. 23/14 to present	<b>C / D</b>	<b>2019-22</b>	<b>1 term</b>
<b>LIL SILVANO</b> (2019-01-24 to present)	<b>C</b>	<b>2019-22</b>	<b>0 terms</b>
<b>AMBER-DAWN BOUDREAU</b> (2018-11-22 to present)	<b>C</b>	<b>2018-21</b>	<b>0 terms</b>
<b>MARSHA NICHOLAS</b> (2018-11-22 to present)	<b>C</b>	<b>2018-21</b>	<b>0 terms</b>
<b>PATRICIA RICARD LOFSTROM</b> (2019-11-28 to present)	<b>C</b>	<b>2018-21</b>	<b>0 terms</b>
<b>MEGAN BERNARD</b> (2018-11-22 to present)	<b>C</b>	<b>2018-21</b>	<b>0 terms</b>

**Algoma Family Services**  
**Financial Statements**  
**For the year ended March 31, 2020**

**Algoma Family Services**  
**Financial Statements**  
**For the year ended March 31, 2020**

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<b>Financial Statements</b>	
Statement of Financial Position	4
Statement of Operations	5
Statement of Changes in Net Assets	6
Statement of Cash Flows	7
Notes to Financial Statements	8





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## Independent Auditor's Report

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To the Members of Algoma Family Services

### **Opinion**

We have audited the accompanying financial statements of Algoma Family Services (the Organization), which comprise the statement of financial position as at March 31, 2020 and the statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

In our opinion, the financial statements present fairly, in all material respects, the financial position of Algoma Family Services as at March 31, 2020 and the results of its operations and cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### **Basis for Opinion**

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Responsibilities of Management and Those Charged with Governance for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

### **Auditor's Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.



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## Independent Auditor's Report (continued)

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As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

BDO Canada LLP

Chartered Professional Accountants, Licensed Public Accountants  
Sault Ste. Marie, Ontario  
June 25, 2020


**Algoma Family Services**  
**Statement of Financial Position**


March 31	2020	2019
<b>Assets</b>		
<b>Current</b>		
Cash	\$ 1,173,066	\$ 1,237,131
Receivables	296,110	255,774
	<u>1,469,176</u>	<u>1,492,905</u>
<b>Capital assets (Note 2)</b>	1,935,824	2,024,622
<b>Restricted cash (Note 3)</b>	62,831	62,831
	<u>\$ 3,467,831</u>	<u>\$ 3,580,358</u>

**Liabilities and Net Assets**

<b>Current</b>		
Accounts payable and accrued liabilities	\$ 824,636	\$ 649,680
Grants repayable (Note 6)	51,658	51,658
Deferred revenue (Note 7)	22,399	179,794
Current portion of long-term debt (Note 8)	87,798	85,932
	<u>986,491</u>	<u>967,064</u>
<b>Long-term debt (Note 8)</b>	127,070	214,846
<b>Deferred capital contributions (Note 9)</b>	298,423	338,757
	<u>1,411,984</u>	<u>1,520,667</u>
<b>Net assets</b>		
Reserves (Note 10)	195,566	196,353
Investment in capital assets	1,422,533	1,385,087
Unrestricted net assets	374,917	415,420
Restricted	62,831	62,831
	<u>2,055,847</u>	<u>2,059,691</u>
	<u>\$ 3,467,831</u>	<u>\$ 3,580,358</u>

On behalf of the Board:

 Director

 Director

## Algoma Family Services Statement of Operations

For the year ended March 31	2020	2019
<b>Revenue</b>		
Government grants	\$ 9,664,794	\$ 9,308,633
Operational revenue - other	812,530	554,443
Rental income	12,476	7,824
Donations from Algoma Family Services Foundation (Note 13)	78,008	131,992
Fees	41,287	16,974
Amortization of deferred capital contributions (Note 9)	42,614	65,538
Other	458,038	455,293
	<u>11,109,747</u>	<u>10,540,697</u>
<b>Expenses</b>		
Advertising and promotion	19,550	27,935
Amortization	148,259	173,416
Contracted services	661,038	620,842
Insurance	29,777	25,783
Interest on long-term debt	5,645	7,435
Memberships	23,479	26,284
Occupancy costs	351,476	375,843
Office	144,844	136,743
Professional fees	173,326	249,827
Program costs	855,564	953,200
Salaries, wages and employee benefits	8,390,318	7,610,314
Travel and training	310,315	324,295
	<u>11,113,591</u>	<u>10,531,917</u>
<b>Excess (deficiency) of revenue over expenses</b>	<b>\$ (3,844)</b>	<b>\$ 8,780</b>

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

**Algoma Family Services**  
**Statement of Changes in Net Assets**

	Reserves	Invested in Capital Assets	Unrestricted Net Assets	Restricted Assets	Total
<b>Balance at March 31, 2018</b>	<b>\$ 155,593</b>	<b>\$ 1,435,877</b>	<b>\$ 396,610</b>	<b>\$ 62,831</b>	<b>\$ 2,050,911</b>
<b>2019</b>					
Excess (deficiency) of revenues over expenses	-	(173,416)	182,196	-	8,780
Capital assets disposed	-	(29,312)	29,312	-	-
Deferred contribution of capital assets	-	67,818	(67,818)	-	-
Principal payments on debt	-	84,120	(84,120)	-	-
Transfer to reserve	45,887	-	(45,887)	-	-
Transfer from reserve	(5,127)	-	5,127	-	-
<b>Balance at March 31, 2019</b>	<b>196,353</b>	<b>1,385,087</b>	<b>415,420</b>	<b>62,831</b>	<b>2,059,691</b>
<b>2020</b>					
Excess (deficiency) of revenues over expenses	-	(148,259)	144,415	-	(3,844)
Capital assets acquired	-	59,460	(59,460)	-	-
Deferred contribution of capital assets	-	40,335	(40,335)	-	-
Principal payments on debt	-	85,910	(85,910)	-	-
Transfer from reserve	(787)	-	787	-	-
<b>Balance at March 31, 2020</b>	<b>\$ 195,566</b>	<b>\$ 1,422,533</b>	<b>\$ 374,917</b>	<b>\$ 62,831</b>	<b>\$ 2,055,847</b>

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

## Algoma Family Services Statement of Cash Flows

For the year ended March 31	2020	2019
<b>Cash flows from operating activities</b>		
Excess (deficiency) of revenue over expenses	\$ (3,844)	\$ 8,780
Items not involving cash		
Amortization of capital assets	148,259	173,416
Amortization of deferred contributions	(42,614)	(65,538)
Disposal of capital assets	-	29,312
	<u>101,801</u>	<u>145,970</u>
Changes in non-cash working capital balances		
Receivables	(40,336)	30,034
Prepaid expenses	-	14,308
Accounts payable and accrued liabilities	174,955	(145,009)
Grants repayable	-	519
Deferred revenue	(157,395)	102,032
Deferred capital contributions	<u>2,280</u>	<u>(2,280)</u>
	81,305	145,574
<b>Cash flows from investing activities</b>		
Purchase of capital assets	(59,460)	-
<b>Cash flows from financing activities</b>		
Principal payments on long-term debt	<u>(85,910)</u>	<u>(84,120)</u>
<b>Increase (decrease) in cash and equivalents</b>	(64,065)	61,454
<b>Cash, beginning of year</b>	<u>1,237,131</u>	<u>1,175,677</u>
<b>Cash, end of year</b>	<u>\$ 1,173,066</u>	<u>\$ 1,237,131</u>

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

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## Algoma Family Services Notes to Financial Statements

March 31, 2020

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### 1. Summary of significant accounting policies

<b>Nature of Operations</b>	Algoma Family Services was incorporated under the Ontario Business Corporations Act on April 1, 2001. The Organization is principally involved in providing children's mental health, treatment and crisis response, adult and family counselling, employee assistance programs, family support services, substance abuse counselling and young offender's services to the District of Algoma. The Organization is a registered charity under the Income Tax Act and accordingly is exempt from income taxes under section 149(1)(f) of the Act.												
<b>Basis of Accounting</b>	These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations.												
<b>Revenue Recognition</b>	<p>The Organization follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.</p> <p>Contributions restricted for the purchase of capital assets are deferred and amortized into revenue at a rate corresponding with the amortization rate for the related capital assets.</p>												
<b>Restricted assets</b>	Certain amounts, as approved by the Board of Directors, are set aside as restricted net assets for future operating expenditures.												
<b>Capital Assets</b>	<p>Capital assets are recorded at cost less accumulated amortization. Amortization, based on the estimated useful life of the asset, is provided by the declining balance basis using the following rates:</p> <table><tr><td>Land improvements</td><td>- 5%</td></tr><tr><td>Buildings</td><td>- 5%</td></tr><tr><td>Furniture and equipment</td><td>- 10% - 30%</td></tr><tr><td>Computer equipment</td><td>- 30%</td></tr><tr><td>Computer software</td><td>- 50%</td></tr><tr><td>Automotive</td><td>- 30%</td></tr></table>	Land improvements	- 5%	Buildings	- 5%	Furniture and equipment	- 10% - 30%	Computer equipment	- 30%	Computer software	- 50%	Automotive	- 30%
Land improvements	- 5%												
Buildings	- 5%												
Furniture and equipment	- 10% - 30%												
Computer equipment	- 30%												
Computer software	- 50%												
Automotive	- 30%												
<b>Financial Instruments</b>	Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, they are reported at cost or amortized cost less impairment, if applicable. Financial assets are tested for impairment when changes in circumstances indicate the asset could be impaired.												
<b>Use of Estimates</b>	The preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from management's best estimates as additional information becomes available in the future.												

## Algoma Family Services Notes to Financial Statements

**March 31, 2020**

### 2. Capital assets

	<b>2020</b>		<b>2019</b>	
	<b>Cost</b>	<b>Accumulated Amortization</b>	<b>Cost</b>	<b>Accumulated Amortization</b>
Land	\$ 165,726	\$ -	\$ 165,726	\$ -
Land improvements	24,151	10,344	24,151	9,848
Buildings	3,688,710	2,184,484	3,688,710	2,105,314
Furniture and equipment	604,348	464,822	604,348	449,320
Computer equipment	710,290	651,012	680,142	632,075
Computer software	212,871	167,402	183,560	136,589
Automotive	75,727	67,935	75,727	64,596
	<b>\$ 5,481,823</b>	<b>\$ 3,545,999</b>	<b>\$ 5,422,364</b>	<b>\$ 3,397,742</b>
Net book value		<b>\$ 1,935,824</b>		<b>\$ 2,024,622</b>

### 3. Restricted cash

The Organization holds cash which has been either internally or externally restricted for specific purposes. The funds on hand from the sale of the Residential Treatment Unit have been externally restricted by the funder. The other restricted cash has been internally restricted by the Board of the Organization.

The restricted cash balances include the following:

	<b>2020</b>	<b>2019</b>
Residual funds from sale of Clarica shares	\$ 18,106	\$ 18,106
Residual funds from sale of MacKenzie shares	681	681
Residual funds from sale of Residential Treatment Unit	44,044	44,044
	<b>\$ 62,831</b>	<b>\$ 62,831</b>

### 4. Line of credit

The Organization has an authorized line of credit of \$500,000 at a rate of prime plus 0.5%. At March 31, 2020, the credit is unused.

### 5. Accounts payable and accrued liabilities

Included in accounts payable and accrued liabilities are government remittances of nil (March 31, 2019 - \$11,386).

# Algoma Family Services

## Notes to Financial Statements

**March 31, 2020**

### 6. Grants repayable

	2020	2019
Ministry of Children and Youth Services	\$ 40,939	\$ 40,939
Ministry of Community and Social Services	10,719	10,719
	<u>\$ 51,658</u>	<u>\$ 51,658</u>

### 7. Deferred revenue

	2020	2019
Balance, beginning of year	\$ 179,794	\$ 77,762
Grants deferred in the year	-	171,690
Amounts included in revenue	<u>(157,395)</u>	<u>(69,658)</u>
Balance, end of year	<u>\$ 22,399</u>	<u>\$ 179,794</u>

### 8. Long-term debt

	2020	2019
Loan payable \$7,630 monthly which includes interest at 2.15% per annum, secured by specific buildings and a general security agreement, maturing July 2021	\$ 214,868	\$ 300,778
Less current portion	<u>87,798</u>	<u>85,932</u>
	<u>\$ 127,070</u>	<u>\$ 214,846</u>

Principal payments required on long term debt for the next three years, assuming similar refinancing, are due as follows:

Year	Amount
2121	\$ 87,798
2122	87,798
2123	<u>39,272</u>
	<u>\$ 214,868</u>



## Algoma Family Services Notes to Financial Statements

**March 31, 2020**

### 9. Deferred capital contributions

Government grants were received to finance the purchase of certain capital assets. Deferred grants related to capital assets represent the unamortized amount of grants received.

	2020	2019
Balance, beginning of year	\$ 338,757	\$ 406,575
Amortization of deferred capital contributions	(42,614)	(65,538)
Deferred capital contribution adjustment	2,280	(2,280)
Balance, end of year	<u>\$ 298,423</u>	<u>\$ 338,757</u>

### 10. Reserves

	2020	2019
Energy break	\$ 28,687	\$ 28,687
EAP / Fee for service	34,784	34,784
Triple P	85,118	85,905
Supervised Access Program	4,263	4,263
Miscellaneous	42,714	42,714
	<u>\$ 195,566</u>	<u>\$ 196,353</u>

### 11. Commitments

The Organization is committed under operating leases of rental properties, a vehicle and computer equipment extending for various periods to 2025. Future minimum annual payments required over the next five years are as follows:

2021	\$ 35,894
2022	\$ 23,710
2023	\$ 13,110
2024	\$ 5,539
2025	\$ 1,819

### 12. Economic dependence

The Organization has a number of agreements with the Provincial Government. As a result of the amount of funding received under these agreements, the Organization was financially dependent on the Provincial Government.

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## Algoma Family Services Notes to Financial Statements

**March 31, 2020**

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### 13. Algoma Family Services Foundation

The Organization has an economic interest in the Algoma Family Services Foundation as the purpose of the Foundation is to receive and maintain funds to enhance or supplement the children's mental health programs and services available through the Organization.

During the year \$60,000 (2019 - \$150,000) was donated from the Foundation.

During the year the Foundation utilized office space of the Organization at no cost.

Donations from the Algoma Family Services Foundation recorded on the Statement of Operations are as follows:

	2020	2019
Funding received	\$ 60,000	\$ 150,000
Deferred revenue, beginning of year	18,011	3
Deferred revenue, end of year	(3)	(18,011)
	<u>\$ 78,008</u>	<u>\$ 131,992</u>

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### 14. Financial instrument risk

The Organization's management monitors, evaluates and manages the principal risks assumed with financial instruments on a daily basis. The risks that arise from transacting financial instruments include liquidity risk, credit risk and interest rate risk.

#### ***Liquidity risk***

Liquidity risk arises from the organization's management of accounts payable and other current liabilities. It is the risk that the organization will encounter difficulty in meeting its financial obligations as they fall due. The organization's policy to minimize this risk is to ensure an adequate line of credit exists for the organization.

#### ***Credit risk***

Credit risk arises principally from the organization's cash and receivables. The cash is exposed to concentration risk as it is held with one institution and is in excess of the Canadian Deposit Insurance Corporation limits, however the cash is held at a reputable institution from which management believes the risk of loss to be remote. The organization is also exposed to credit risk resulting from the possibility that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation.

#### ***Interest rate risk***

Interest rate risk arises principally from the organization's credit facility. It is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The credit facility has a variable interest rate. Changes in the bank's prime lending rate can cause fluctuations in interest payments and cash flows. The organization does not use derivative financial instruments to alter the effect of this risk.

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## **Algoma Family Services**

### **Notes to Financial Statements**

**March 31, 2020**

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#### **15. COVID-19 considerations**

Subsequent to year end, the impact of COVID-19 in Canada and on the global economy increased significantly. As the impacts of COVID-19 continue, there could be further impacts to the organization and its funders. Management is actively monitoring the effect on its financial condition, liquidity, operations, suppliers, industry and workforce. As a result, management anticipates a temporary decline in donations from Algoma Family Services Foundation and potentially some one-time funding. Given the daily evolution of the COVID-19 outbreak and the global response to curb its spread, the Organization is not able to fully estimate the effects of the COVID-19 outbreak on its results of operations, financial condition, or liquidity at this time. These financial statements reflect costs in relation to COVID-19 in the amount of \$47,758.

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#### **16. Comparative figures**

Comparative figures have been reclassified to conform to the financial statement presentation adopted in the current year.



**Algoma Family Services**  
SERVICES AUX FAMILLES D'ALGOMA

March 31, 2020 Audit  
Annual General Meeting  
September 24, 2020

# Independent Auditor's Report

To the Members of Algoma Family Services

## **Opinion**

We have audited the accompanying financial statements of Algoma Family Services (the Organization), which comprise the statement of financial position as at March 31, 2020 and the statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

In our opinion, the financial statements present fairly, in all material respects, the financial position of Algoma Family Services as at March 31, 2020 and the results of its operations and cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

## **Basis for Opinion**

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## **Responsibilities of Management and Those Charged with Governance for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

## **Auditor's Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

# Independent Auditor's Report - continued

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

 BDO Canada LLP

Chartered Professional Accountants, Licensed Public Accountants  
Sault Ste. Marie, Ontario  
June 25, 2020



# Condensed Statement of Financial Position

	2020	2019
Assets	\$3,467,831	\$3,580,358
Liabilities	\$1,411,984	\$1,520,667
Net Assets	\$2,055,847	\$2,059,691

Overall the 2020 year was consistent with the 2019 year.

Change in Assets is due to:

- \$64,000 decrease in cash, which will vary year to year depending on timing
- \$89,000 decrease in capital assets due to the purchase of \$59,000 in capital which is offset by \$148,000 in amortization for the year

Change in Liabilities is due to:

- \$175,000 increase in accounts payable as there was a restructuring liability
- \$86,000 decrease in long term debt as the loan is being paid off
- \$197,000 decrease in deferred revenue and deferred capital contributions due to timing of funds received and progression of projects at year end

# Condensed Statement of Operations

	2020	2019
Revenue	\$11,109,747	\$10,540,697
Expenses	\$11,113,591	\$10,531,917

Revenue increased due to:

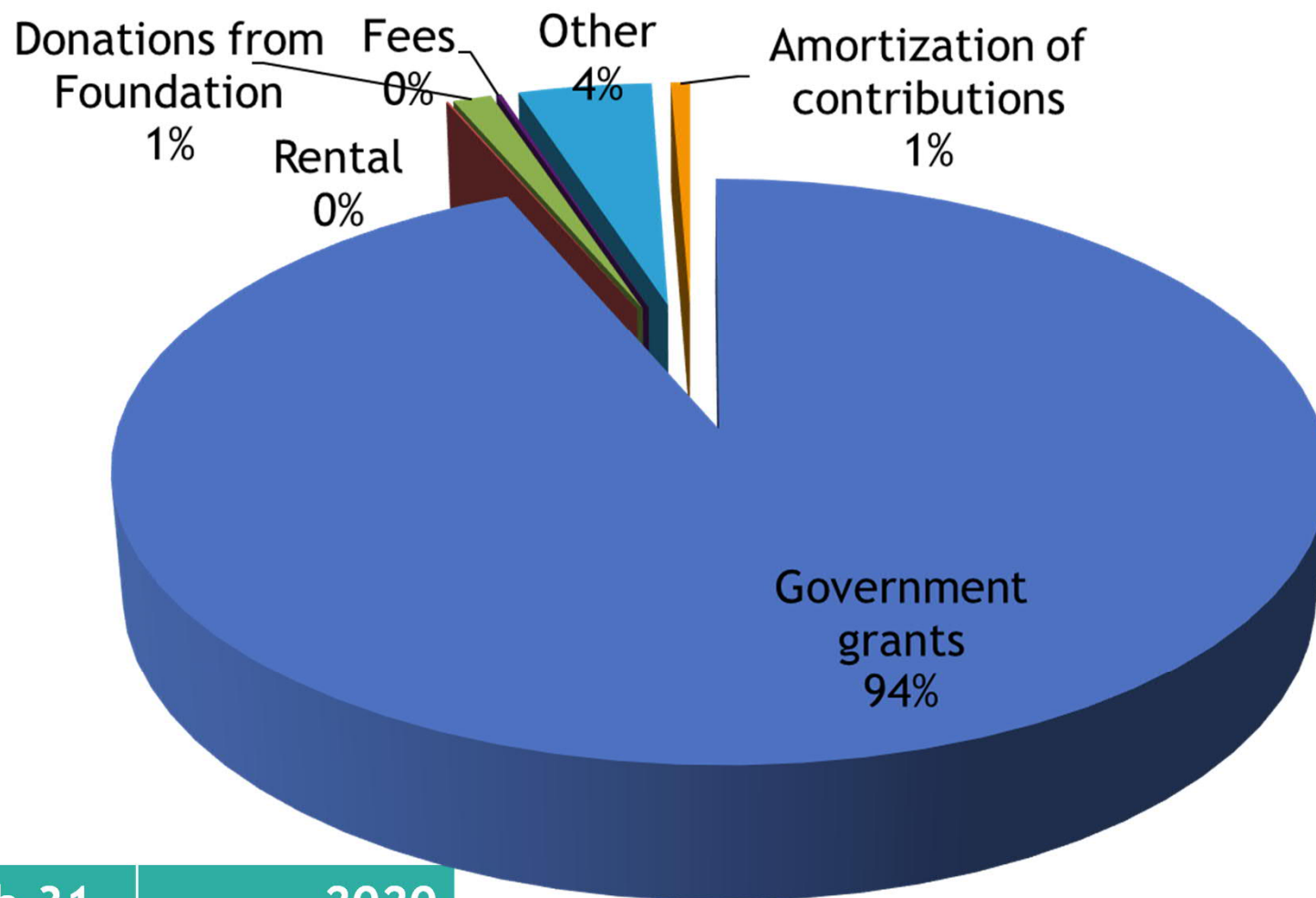
- Increased government funding of \$614,000 → Garden River Wellness Centre agreement increased by \$142,000, Ministry of Health and Long Term care saw an increase of \$290,000 and there was an additional \$50,000 with the School Board funding
- Decrease in donations from AFS Foundation (\$54,000)

Expenses increased due to:

- Increase in wages of \$743,000 and benefits of \$37,000 due to restructuring costs and fulfilling requirements of additional services
- Decrease in professional service of \$76,000 primarily due to a one time payment made to CAS in the prior year
- Decrease in program costs of \$100,000 due to there not being a Triple P conference in the current year and less equipment costs



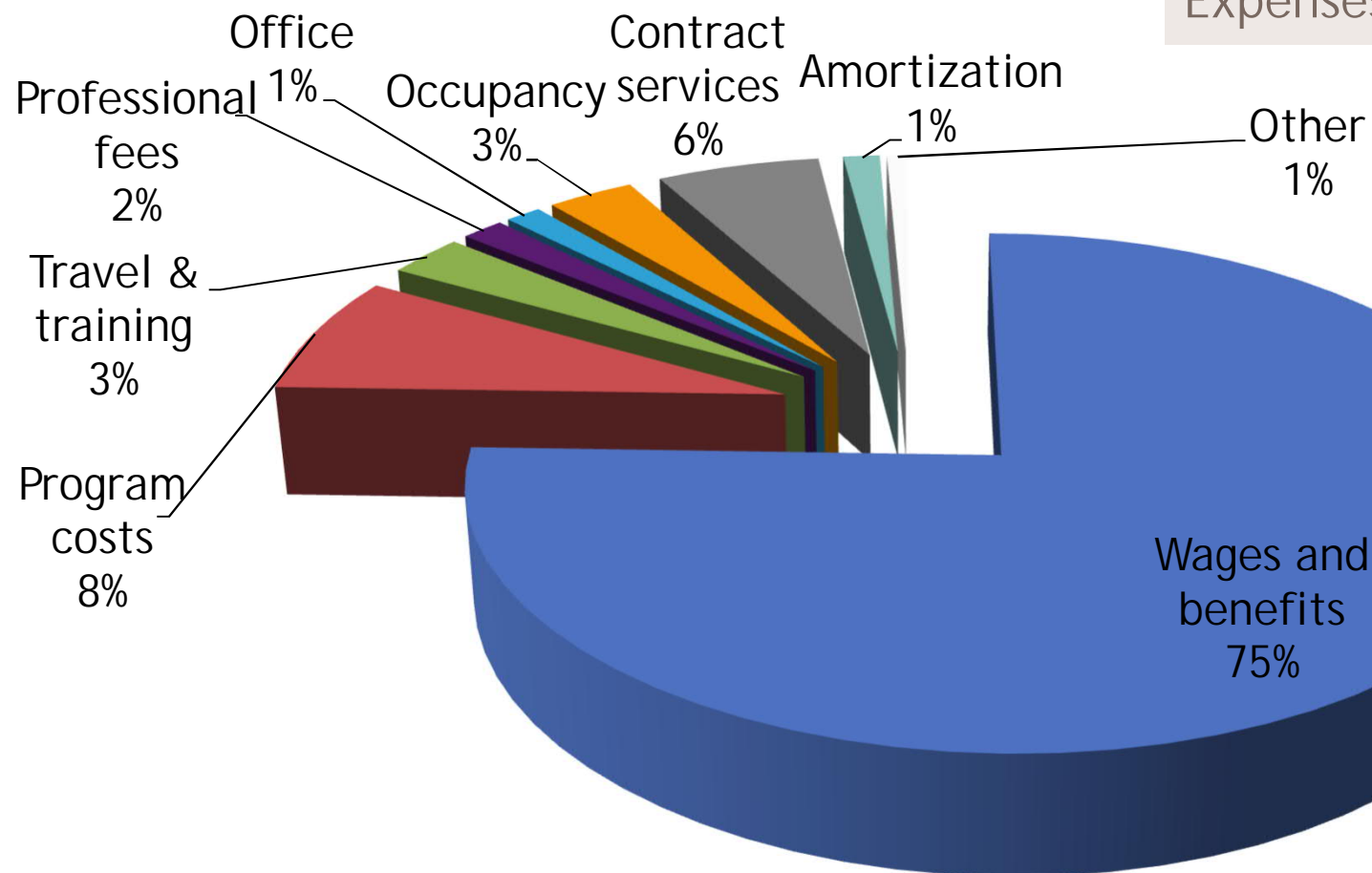
## Condensed Statement of Operations - Revenue



March 31	2020
Revenue	\$11,109,747

# Condensed Statement of Operations - Expenses

March 31	2020
Expenses	\$11,113,591



## Condensed Statement of Operations

	2020	2019
Revenue	\$11,109,747	\$10,540,697
Expenses	\$11,113,591	\$10,531,917
Excess (deficiency) of revenue over expenses	(\$3,844)	\$8,780

Overall, there is a deficit for the year of \$3,844. Which indicates that all the funds received were spent in order to provide services with a small deficit remaining.



Questions?