

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> 21st Annual General Meeting of Algoma Family Services</p> <p> CALL TO ORDER at 7:03 PM by AFS Board Chair</p> <p> OPENING WELCOME by Ali Juma</p> <p> General Introductions</p> <p>AFS General Members</p> <p>Fellow AFS Board Directors</p> <p>AFS CEO, Ali Juma</p> <p>AFS Staff in attendance</p> <p>Presentation –Key note speaker Ms. Provenzano</p>													
	<p> Declaration of Conflict of Interest</p>	<p>○ As required</p>												
2	<p>AFS GENERAL MEMBERSHIP (2021-22 term)</p> <ul style="list-style-type: none"> • 2019-20 Proposed General memberships, as follows: <table border="1"> <tr> <td>Bernard, Megan</td><td>Ficociello, Pamela</td><td>Halliday, Sean</td></tr> <tr> <td>Halliday, Sean</td><td>Paciocco, John Paul</td><td>Silvano, Lil</td></tr> <tr> <td>Tetreault, Jana</td><td>William Johnson</td><td>Lucas Buffone</td></tr> <tr> <td>Patricia Ricard Loftstrom</td><td>Vacancy</td><td>Vacancy</td></tr> </table> <ul style="list-style-type: none"> • Additional General Memberships applications will be accepted at the September 23, 2021 AGM for the 2021-22 term 	Bernard, Megan	Ficociello, Pamela	Halliday, Sean	Halliday, Sean	Paciocco, John Paul	Silvano, Lil	Tetreault, Jana	William Johnson	Lucas Buffone	Patricia Ricard Loftstrom	Vacancy	Vacancy	<p><u>PROPOSED MOTION:</u></p> <p>BIRT the AFS General Membership for term 2021-2022 is approved, as presented:</p> <p>Moved by: P. Lofstrom</p> <p>Seconded: P. Ficociello</p> <p>MOTION CARRIED</p> <p>YES <input checked="" type="checkbox"/> NO <input type="checkbox"/></p>
Bernard, Megan	Ficociello, Pamela	Halliday, Sean												
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#	AGENDA ITEM	Action
3	REVIEW OF AGENDA <ul style="list-style-type: none"> September 23, 2021 Annual General Meeting 	<u>PROPOSED MOTION:</u> BIRT the AFS General Membership approves the September 23, 2021 AGM agenda, as presented: Moved by: P. Lofstrom Seconded: J.P. Paciocco MOTION CARRIED YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
4	REVIEW OF MINUTES of Previous Annual General Meeting <ul style="list-style-type: none"> September 24, 2020 AGM Minutes (copy provided in advance to AFS General Members) 	<u>PROPOSED MOTION:</u> BIRT the AFS General Membership approves the September 24, 2020 AGM minutes, as presented. Moved by: J.P. Paciocco Seconded: B. Johnson MOTION CARRIED YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
5	By-Law Amendment The Board of Directors of the Corporation use its best efforts to represent the communities served and to this end and extent will strive to achieve a board of directors composed as follows: <ul style="list-style-type: none"> ○ Six (6) persons who are ordinarily resident in the City of Sault Ste. Marie, Ontario; and ○ Six (6) persons who are ordinarily resident in the District of Algoma, excluding the City of Sault Ste. Marie, Ontario; ○ One or more members of the Board of Directors being a person whose first language is French and who is a resident of the District of Algoma; ○ One or more members of the Board of Directors being a person of Indigenous descent who is a resident of the District of Algoma 	<u>PROPOSED MOTION:</u> BIRT the AFS General Membership approves the proposed revision to By-Law #1 Clause 6.03 Board Composition, as presented. Moved by: P. Lofstrom Seconded: L. Buffone MOTION CARRIED YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>

#	AGENDA ITEM		Action
	BIRT the AFS Board adopts the amended language of By-Law #1 Clause 6.03 Board Composition as presented by AFS Board Governance Committee on September 23, 2021, for review and approval by the AFS General Membership.	<p>MOVED BY: L. Buffone</p> <p>SECONDED: J.P. Paciocco</p> <p><u>Motion carried</u></p>	
6	TREASURER'S REPORT		<u>PROPOSED MOTION:</u>
	<p>A. BDO LLP Chartered Accountants AGM presentation</p> <ul style="list-style-type: none"> ○ Provided by Jennifer Archambault, Partner, BDO LLP Chartered Accountants <p>B. Presentation of AFS Audited Financial Statements for fiscal 2020-21 (copies of Audited F.S. provided to General Members; copies also available at meeting)</p> <p>C. Ref. MOTION #0768 from June 25, 2020 AFS Public Board meeting</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, 2021.</p> <p>Moved by: P. Lofstrom</p> <p>Seconded: B. Johnson</p> <p>MOTION CARRIED</p> <p>YES <input checked="" type="checkbox"/> NO <input type="checkbox"/></p>
	BIRT the AFS Board receives the 2020-21 Audited Financial Statements as at March 31, 2021, as presented by BDO Auditors to the AFS Board Finance and Operations Committee on June 17 202, and received by the AFS Board of Directors at the September 23, 2021 AFS Board meeting and brought forward to the AFS Annual General Meeting on September 23, 2021 for review by the AFS General Membership.	<p>MOVED BY: JP Paciocco</p> <p>SECONDED Bill Johnson</p> <p><u>Motion carried</u></p>	

#	AGENDA ITEM	Action															
6	<p>TREASURER'S REPORT (continued)</p> <ul style="list-style-type: none"> • APPOINTMENT OF AUDITORS for Fiscal 2021-22 • As presented by Jana Tetreault, on behalf of the AFS Board Finance & Operations Committee 	<p><u>PROPOSED MOTION:</u></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 2021-22 as proposed by J. Tetreault</p> <p>Moved by: P. Lofstrom</p> <p>Seconded: P. Ficociello</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"> • As at September 23, 2021 • As presented by Sean Halliday Chair of AFS Board Governance Committee <table border="1"> <thead> <tr> <th>Board member</th><th>Area Served</th><th>Proposed Term</th></tr> </thead> <tbody> <tr> <td>MEGAN BERNARD (2018-11-22 to present)</td><td>City</td><td>2018-21</td></tr> <tr> <td>PATRICIA RICARD LOFSTROM (2019-11-28 to present)</td><td>City & District</td><td>2018-21</td></tr> <tr> <td>VACANCY - deferred ➤ A. Boudreau Vacancy eff. Sept 2021</td><td>City</td><td>2021-24</td></tr> <tr> <td>VACANCY - deferred ➤ M. Nicholas vacancy eff. Sept 2021</td><td>City</td><td>2021-24</td></tr> </tbody> </table>	Board member	Area Served	Proposed Term	MEGAN BERNARD (2018-11-22 to present)	City	2018-21	PATRICIA RICARD LOFSTROM (2019-11-28 to present)	City & District	2018-21	VACANCY - deferred ➤ A. Boudreau Vacancy eff. Sept 2021	City	2021-24	VACANCY - deferred ➤ M. Nicholas vacancy eff. Sept 2021	City	2021-24	<p><u>PROPOSED MOTION:</u></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 2021-2022</p> <p>Moved by: JP Paciocco</p> <p>Seconded: S. Halliday</p> <p>MOTION CARRIED</p> <p>YES <input checked="" type="checkbox"/> NO <input type="checkbox"/></p>
Board member	Area Served	Proposed Term															
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8	<p>ADOPTION OF SLATE OF AFS DIRECTORS for the 2021-22 term</p> <ul style="list-style-type: none"> • As presented by Jana Tetreault, on behalf of Sean Halliday, Chair of AFS Board Governance Committee • Reference Appendix "A" of this agenda 	<p><u>PROPOSED MOTION:</u></p> <p>BIRT the AFS Corporate General Membership adopts the Slate of AFS Directors for 2021-22 term, as presented in Appendix "A".</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 2021-22</div> <table><tr><th>AFS Board Officers Board Calendar Term 2020-21</th><th>AFS Board Officers Board Calendar Term 2021-22</th></tr><tr><td>Jana Tetreault – currently President/Chair<ul style="list-style-type: none">Continuing ...YES <input checked="" type="checkbox"/> NO <input type="checkbox"/></td><td>1. VACANCY – President/Chair <u>Jana Tetreault</u> nominated</td></tr><tr><td>Pamela Ficociello – currently Vice President/Vice Chair<ul style="list-style-type: none">Continuing ...YES <input checked="" type="checkbox"/> NO <input type="checkbox"/></td><td>2. VACANCY – Vice-President/Vice-Chair <u>Pam Ficociello</u> nominated</td></tr><tr><td>Geraldine (Gigi) Dumont – (resign Treasurer<ul style="list-style-type: none">Continuing ...YES <input checked="" type="checkbox"/> NO <input type="checkbox"/></td><td>3. VACANCY – Board Treasurer <u>Lil Silvano</u> nominated</td></tr><tr><td>John-Paul Paciocco – currently Secretary<ul style="list-style-type: none">Continuing ...YES <input checked="" type="checkbox"/> NO <input type="checkbox"/></td><td>4. VACANCY – Board Secretary <u>J.P. Paciocco</u> nominated</td></tr></table>	AFS Board Officers Board Calendar Term 2020-21	AFS Board Officers Board Calendar Term 2021-22	Jana Tetreault – currently President/Chair <ul style="list-style-type: none">Continuing ... YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>	1. VACANCY – President/Chair <u>Jana Tetreault</u> nominated	Pamela Ficociello – currently Vice President/Vice Chair <ul style="list-style-type: none">Continuing ... YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>	2. VACANCY – Vice-President/Vice-Chair <u>Pam Ficociello</u> nominated	Geraldine (Gigi) Dumont – (resign Treasurer <ul style="list-style-type: none">Continuing ... YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>	3. VACANCY – Board Treasurer <u>Lil Silvano</u> nominated	John-Paul Paciocco – currently Secretary <ul style="list-style-type: none">Continuing ... YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>	4. VACANCY – Board Secretary <u>J.P. Paciocco</u> nominated	<div><u>PROPOSED MOTION:</u></div> <div>BIRT the AFS Corporate General Membership approves the following as AFS Board Officers for 2021-22:</div> <ul style="list-style-type: none">Jana Tetreault – President/ChairPam Ficociello – Vice President/Vice ChairLil Silvano – TreasurerJ.P. Paciocco – Secretary <div>Moved by: B. Johnson</div> <div>Seconded: L. Buffone</div> <div>MOTION CARRIED</div> YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>
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10	<div>ANNUAL REPORT for fiscal ending March 31st, 2019</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">Copies of Annual Report available at the AGM; and posted on the AFS Website										
11	<div>OTHER BUSINESS</div> <ul style="list-style-type: none">Closing comments<ul style="list-style-type: none">Extend applause to the staff at AFS for their tremendous work during this unprecedented time, they are the glue that keeps this agency movingExpress gratitude to the Leadership Team for their efforts in keeping the morale high with the staff during this time	<ul style="list-style-type: none">AFS Board Chair and CEO										

#	AGENDA ITEM	Action
12	MOTION TO ADJOURN	<p><u>PROPOSED MOTION:</u></p> <p>BIRT the September 23/21 Annual General Meeting be adjourned at 7:56 PM.</p> <p>Moved by: P. Lofstrom</p> <p>Seconded: B. Johnson</p> <p>MOTION CARRIED</p> <p>YES <input checked="" type="checkbox"/> NO <input type="checkbox"/></p>

APPENDIX “A”

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

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

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

Section 6.03 Composition of Board. The Board of Directors of the Corporation use its best efforts to represent the communities served and to this end and extent will strive to achieve a board of directors composed as follows:

- Six (6) persons who are ordinarily resident in the City of Sault Ste. Marie, Ontario; and
- Six (6) persons who are ordinarily resident in the District of Algoma, excluding the City of Sault Ste. Marie, Ontario;
- One or more members of the Board of Directors being a person whose first language is French and who is a resident of the District of Algoma;
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1	<p>🚩 21st Annual General Meeting of Algoma Family Services</p> <p>🚩 CALL TO ORDER at 6:45 PM by AFS Board Chair</p> <p>🚩 Opening Welcome – Ali Juma</p> <p>🚩 Presentation – Key note speaker Ms. Provenzano</p>	<ul style="list-style-type: none"> • OPENING WELCOME • General introductions 												
	🚩 Declaration of Conflict of Interest	○ As required												
2	<p>AFS GENERAL MEMBERSHIP (2021-22 term)</p> <ul style="list-style-type: none"> • 2021-22 Proposed General memberships, as follows: <table border="1"> <tr> <td>Bernard, Megan</td><td>Ficociello, Pamela</td><td>Halliday, Sean</td></tr> <tr> <td>Halliday, Sean</td><td>Paciocco, John Paul</td><td>Silvano, Lil</td></tr> <tr> <td>Tetreault, Jana</td><td>William Johnson</td><td>Lucas Buffone</td></tr> <tr> <td>Patricia Ricard Loftstrom</td><td>Vacancy</td><td>Vacancy</td></tr> </table> <ul style="list-style-type: none"> • Additional General Memberships applications will be accepted at the September 23, 2021 AGM for the 2021-22 term 	Bernard, Megan	Ficociello, Pamela	Halliday, Sean	Halliday, Sean	Paciocco, John Paul	Silvano, Lil	Tetreault, Jana	William Johnson	Lucas Buffone	Patricia Ricard Loftstrom	Vacancy	Vacancy	<p><u>PROPOSED MOTION:</u></p> <p>BIRT the AFS General Membership for term 2021-2022 is approved, as presented:</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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#	AGENDA ITEM	Action
		YES <input type="checkbox"/> NO <input type="checkbox"/>
4	REVIEW OF MINUTES of Previous Annual General Meeting <ul style="list-style-type: none"> September 24, 2020 AGM Minutes (copy provided in advance to AFS General Members) 	<u>PROPOSED MOTION:</u> BIRT the AFS General Membership approves the September 24, 2020 AGM minutes, as presented. Moved by: _____ Seconded: _____ MOTION CARRIED YES <input type="checkbox"/> NO <input type="checkbox"/>
5	By-Law Amendment The Board of Directors of the Corporation use its best efforts to represent the communities served and to this end and extent will strive to achieve a board of directors composed as follows: <ul style="list-style-type: none"> Six (6) persons who are ordinarily resident in the City of Sault Ste. Marie, Ontario; and Six (6) persons who are ordinarily resident in the District of Algoma, excluding the City of Sault Ste. Marie, Ontario; One or more members of the Board of Directors being a person whose first language is French and who is a resident of the District of Algoma; One or more members of the Board of Directors being a person of Indigenous descent who is a resident of the District of Algoma 	<u>PROPOSED MOTION:</u> BIRT the AFS General Membership approves the proposed revision to By-Law #1 Clause 6.03 Board Composition, as presented. Moved by: _____ Seconded: _____ MOTION CARRIED YES <input type="checkbox"/> NO <input type="checkbox"/>
	<div> <div> BIRT the AFS Board adopts the amended language of By-Law #1 Clause 6.03 Board Composition as presented by AFS Board Governance Committee on September 23, 2021, for review and approval by the AFS General Membership. </div> <div> MOVED BY: SECONDED: <u>Motion carried</u> </div> </div>	

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7	<p>TREASURER'S REPORT (continued)</p> <ul style="list-style-type: none"> • <u>APPOINTMENT OF AUDITORS</u> for Fiscal 2021-22 	<p><u>PROPOSED MOTION:</u></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 2021-22 as proposed by _____</p> <p>Moved by: _____</p> <p>Seconded: _____</p> <p>MOTION CARRIED YES <input type="checkbox"/> NO <input type="checkbox"/></p>

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9	<p>ADOPTION OF SLATE OF AFS DIRECTORS for the 2021-22 term</p> <ul style="list-style-type: none"> Reference Appendix “A” of this agenda 	<p><u>PROPOSED MOTION:</u></p> <p>BIRT the AFS Corporate General Membership adopts the Slate of AFS Directors for 2021-22 term, as presented in Appendix “A”.</p> <p>Moved by: _____</p> <p>Seconded: _____</p> <p>MOTION CARRIED YES <input type="checkbox"/> NO <input type="checkbox"/></p>															

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10	<div>ELECTION OF AFS BOARD OFFICERS for 2020-21</div> <table><tr><th colspan="2">AFS Board Officers Board Calendar Term 2021-22</th></tr><tr><td>Jana Tetreault – currently President/Chair</td><td><div>• Continuing ...</div><div>YES <input type="checkbox"/> NO <input type="checkbox"/></div></td></tr><tr><td>Pamela Ficociello – currently Vice President/Vice Chair</td><td><div>• Continuing ...</div><div>YES <input type="checkbox"/> NO <input type="checkbox"/></div></td></tr><tr><td>Lil Silvano – currently Treasurer</td><td><div>• Continuing ...</div><div>YES <input type="checkbox"/> NO <input type="checkbox"/></div></td></tr><tr><td>John-Paul Paciocco – currently Secretary</td><td><div>• Continuing ...</div><div>YES <input type="checkbox"/> NO <input type="checkbox"/></div></td></tr></table>	AFS Board Officers Board Calendar Term 2021-22		Jana Tetreault – currently President/Chair	<div>• Continuing ...</div> <div>YES <input type="checkbox"/> NO <input type="checkbox"/></div>	Pamela Ficociello – currently Vice President/Vice Chair	<div>• Continuing ...</div> <div>YES <input type="checkbox"/> NO <input type="checkbox"/></div>	Lil Silvano – currently Treasurer	<div>• Continuing ...</div> <div>YES <input type="checkbox"/> NO <input type="checkbox"/></div>	John-Paul Paciocco – currently Secretary	<div>• Continuing ...</div> <div>YES <input type="checkbox"/> NO <input type="checkbox"/></div>	<div><u>PROPOSED MOTION:</u></div> <div>BIRT the AFS Corporate General Membership approves the following as AFS Board Officers for 2021-22:</div> <div><div>• _____ – President/Chair</div><div>• _____ – Vice President/Vice Chair</div><div>• _____ – Treasurer</div><div>• _____ – Secretary</div></div> <div>Moved by: _____</div> <div>Seconded: _____</div> <div>MOTION CARRIED</div> <div>YES <input type="checkbox"/> NO <input type="checkbox"/></div>
AFS Board Officers Board Calendar Term 2021-22												
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11	<div>ANNUAL REPORT for fiscal ending March 31st, 2021</div> <div><div>1) AFS Board President’s Annual Report</div><div>2) AFS Chief Executive Officer’s Annual Report</div></div>	<div><div>• Copies of Annual Report available at the AGM; and posted on the AFS Website</div></div>										
12	<div>OTHER BUSINESS</div> <div><div>• Closing comments</div></div>	<div><div>• AFS Board Chair and CEO</div></div>										
13	<div>MOTION TO ADJOURN</div>	<div><u>PROPOSED MOTION:</u></div> <div>BIRT the September 23/21 Annual General Meeting be adjourned at _____ PM.</div> <div>Moved by: _____</div> <div>Seconded: _____</div> <div>MOTION CARRIED</div> <div>YES <input type="checkbox"/> NO <input type="checkbox"/></div>										

APPENDIX “A”

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

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

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> 20th Annual General Meeting of Algoma Family Services</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;">AFS General Members Fellow AFS Board Directors AFS CEO, Ali Juma AFS Staff in attendance</p>													
	 Declaration of Conflict of Interest	○ As required												
2	<p>AFS GENERAL MEMBERSHIP (2020-21 term)</p> <ul style="list-style-type: none"> • 2020-21 Proposed General memberships, as follows: <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"> • Additional General Memberships applications will be accepted at the September 24, 2020 AGM for the 2020-21 term 	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><u>PROPOSED MOTION:</u></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												
Halliday, Sean	Nicholas, Marsha	Paciocco, John Paul												
Silvano, Lil	Tetreault, Jana	William Johnson												
Lucas Buffone	Patricia Ricard Loftstrom	Vacancy												
3	<p>REVIEW OF AGENDA</p> <ul style="list-style-type: none"> • September 24, 2020 Annual General Meeting 	<p><u>PROPOSED MOTION:</u></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>REVIEW OF MINUTES of Previous Annual General Meeting</p> <ul style="list-style-type: none"> October 3rd, 2019 AGM Minutes (copy provided in advance to AFS General Members) 	<p><u>PROPOSED MOTION:</u></p> <p>BIRT the AFS General Membership approves the October 3rd, 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>TREASURER'S REPORT</p> <p>A. BDO LLP Chartered Accountants AGM presentation</p> <ul style="list-style-type: none"> Provided by Jennifer Archambault, Partner, BDO LLP Chartered Accountants <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. MOTION #0768 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><u>PROPOSED MOTION:</u></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"> <u>APPOINTMENT OF AUDITORS</u> for Fiscal 2019-20 	<p><u>PROPOSED MOTION:</u></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"> As at September 24, 2020 As presented by Sean Halliday, Chair of AFS Board Governance Committee <table border="1"> <thead> <tr> <th>Board member</th><th>Area Served</th><th>Proposed Term</th></tr> </thead> <tbody> <tr> <td>VACANCY ➤ L. Naccarato vacancy eff. May 2020</td><td>City or District</td><td>2019-22</td></tr> <tr> <td>J.P. PACIOCCO (2013-05-16 to present)</td><td>City</td><td>2019-22</td></tr> <tr> <td>JANA TETREAULT (2014-09-25 to present)</td><td>City & District</td><td>2019-22</td></tr> <tr> <td>SEAN HALLIDAY (2016-01-28 to present)</td><td>City</td><td>2019-22</td></tr> </tbody> </table>	Board member	Area Served	Proposed Term	VACANCY ➤ L. Naccarato vacancy eff. May 2020	City or District	2019-22	J.P. PACIOCCO (2013-05-16 to present)	City	2019-22	JANA TETREAULT (2014-09-25 to present)	City & District	2019-22	SEAN HALLIDAY (2016-01-28 to present)	City	2019-22	<p><u>PROPOSED MOTION:</u></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>
Board member	Area Served	Proposed Term															
VACANCY ➤ L. Naccarato vacancy eff. May 2020	City or District	2019-22															
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SEAN HALLIDAY (2016-01-28 to present)	City	2019-22															
8	<p>ADOPTION OF SLATE OF AFS DIRECTORS for the 2020-21 term</p> <ul style="list-style-type: none"> Reference Appendix "A" of this agenda Julie Gardiner – retired teacher – Special Ed teacher 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 	<p><u>PROPOSED MOTION:</u></p> <p>BIRT the AFS Corporate General Membership adopts the Slate of AFS Directors for 2020-21 term, as presented in Appendix "A".</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>															

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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">Continuing ...YES <input type="checkbox"/> NO <input checked="" type="checkbox"/></td><td>1. VACANCY – 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">Continuing ..YES <input type="checkbox"/> NO <input checked="" type="checkbox"/></td><td>2. VACANCY – 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">Continuing ...YES <input type="checkbox"/> NO <input checked="" type="checkbox"/></td><td>3. VACANCY – Board Treasurer <u>Lil Silvano</u> nominated</td></tr><tr><td>John-Paul Paciocco – currently Secretary<ul style="list-style-type: none">Continuing ...YES <input checked="" type="checkbox"/> NO <input type="checkbox"/></td><td>4. VACANCY – 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">Continuing ... YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>	1. VACANCY – President/Chair <u>Pamela Ficociello</u> – Interim nominated	Pamela Ficociello – currently Vice President/Vice Chair <ul style="list-style-type: none">Continuing .. YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>	2. VACANCY – Vice-President/Vice-Chair <u>Lil Silvano</u> – Interim nominated	Geraldine (Gigi) Dumont – (resign Treasurer <ul style="list-style-type: none">Continuing ... YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>	3. VACANCY – Board Treasurer <u>Lil Silvano</u> nominated	John-Paul Paciocco – currently Secretary <ul style="list-style-type: none">Continuing ... YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>	4. VACANCY – Board Secretary <u>John Paul Paciocco</u> nominated	<div><u>PROPOSED MOTION:</u></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"><u>Jana Tetreault</u> - President/Chair<u>Pam Ficociello</u> - Vice President/Vice Chair<u>Lil Silvano</u> – Treasurer<u>JP Paciocco</u> - Secretary <div>Moved by: Sean Halliday Seconded: Bill Johnson MOTION CARRIED 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											
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10	<div>ANNUAL REPORT for fiscal ending March 31st, 2020</div> <div>1) AFS Board President’s Annual Report 2) AFS Chief Executive Officer’s Annual Report</div>	<ul style="list-style-type: none">Copies of Annual Report available at the AGM; and posted on the AFS Website										
11	<div>OTHER BUSINESS</div> <ul style="list-style-type: none">Closing comments	<ul style="list-style-type: none">AFS Board Chair and CEO										
12	<div>MOTION TO ADJOURN</div>	<div><u>PROPOSED MOTION:</u></div> <div>BIRT the September 24/20 Annual General Meeting be adjourned at <u>8:12 PM</u>.</div> <div>Moved by: Patricia Lofstrom Seconded: Bill Johnson MOTION CARRIED 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)
VACANCY ➤ L. Naccarato vacancy eff. May 2020	C	2020-23	0 terms
J.P. PACIOCCO (2013-05-16 to present)	C	2020-23	2 terms
JANA TETREAU (2014-09-25 to present)	D	2020-23	2 terms
SEAN HALLIDAY (2016-01-28 to present)	C	2020-23	1 term
WILLIAM S. JOHNSON (2019-11-28 to present)	C	2019-22	0 terms
LUCAS BUFFONE (2019-11-28 to present)	C	2019-22	0 terms
PAMELA FICOCIELLO (2014-09-25 to present) ▪ Board Vice-Chair Oct. 23/14 to present	C / D	2019-22	1 term
LIL SILVANO (2019-01-24 to present)	C	2019-22	0 terms
AMBER-DAWN BOUDREAU (2018-11-22 to present)	C	2018-21	0 terms
MARSHA NICHOLAS (2018-11-22 to present)	C	2018-21	0 terms
PATRICIA RICARD LOFSTROM (2019-11-28 to present)	C	2018-21	0 terms
MEGAN BERNARD (2018-11-22 to present)	C	2018-21	0 terms

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.



March 31, 2021 Audit
Annual General Meeting
September 23, 2021

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, 2021 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, 2021 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

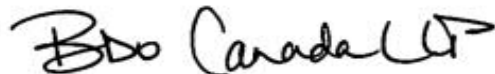
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee 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.



Chartered Professional Accountants, Licensed Public Accountants
Sault Ste. Marie, Ontario
June 24, 2021

Algoma Family Services
Statement of Financial Position

March 31	2021	2020
Assets		
Current		
Cash	→ \$ 2,364,803	\$ 1,173,066
Receivables	343,369	296,110
	<u>2,708,172</u>	<u>1,469,176</u>
Capital assets (Note 2)	2,273,390	1,935,824
Restricted cash (Note 3)	62,831	62,831
	<u>\$ 5,044,393</u>	<u>\$ 3,467,831</u>
Liabilities and Net Assets		
Current		
Accounts payable and accrued liabilities	→ \$ 1,422,719	\$ 824,636
Grants repayable (Note 6)	52,063	51,658
Deferred revenue (Note 7)	→ 699,400	22,399
Current portion of long-term debt (Note 8)	127,081	87,798
	<u>2,301,263</u>	<u>986,491</u>
Long-term debt (Note 8)	-	127,070
Deferred capital contributions (Note 9)	280,124	298,423
	<u>2,581,387</u>	<u>1,411,984</u>
Net assets		
Reserves (Note 10)	195,566	195,566
Investment in capital assets	1,866,185	1,422,533
Unrestricted net assets	338,424	374,917
Restricted	62,831	62,831
	<u>2,463,006</u>	<u>2,055,847</u>
	<u>\$ 5,044,393</u>	<u>\$ 3,467,831</u>

Condensed Statement of Operations

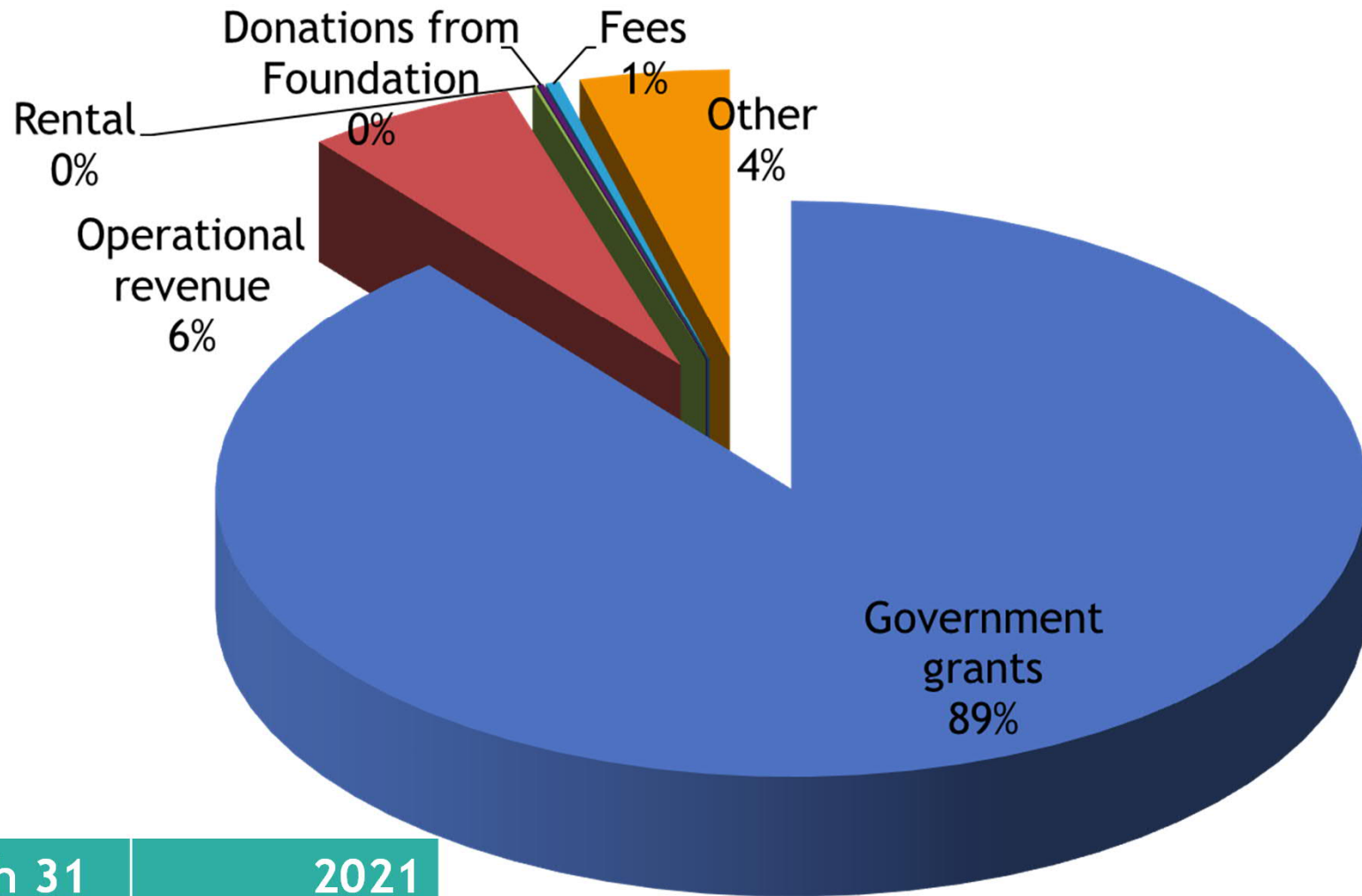
	2021	2020
Revenue	\$11,564,332	\$11,109,747
Expenses	\$11,157,173	\$11,113,591

Revenue increased due to:

- Increased government funding of \$545,900 regarding COVID initiatives

Expenses were very comparable to the prior year

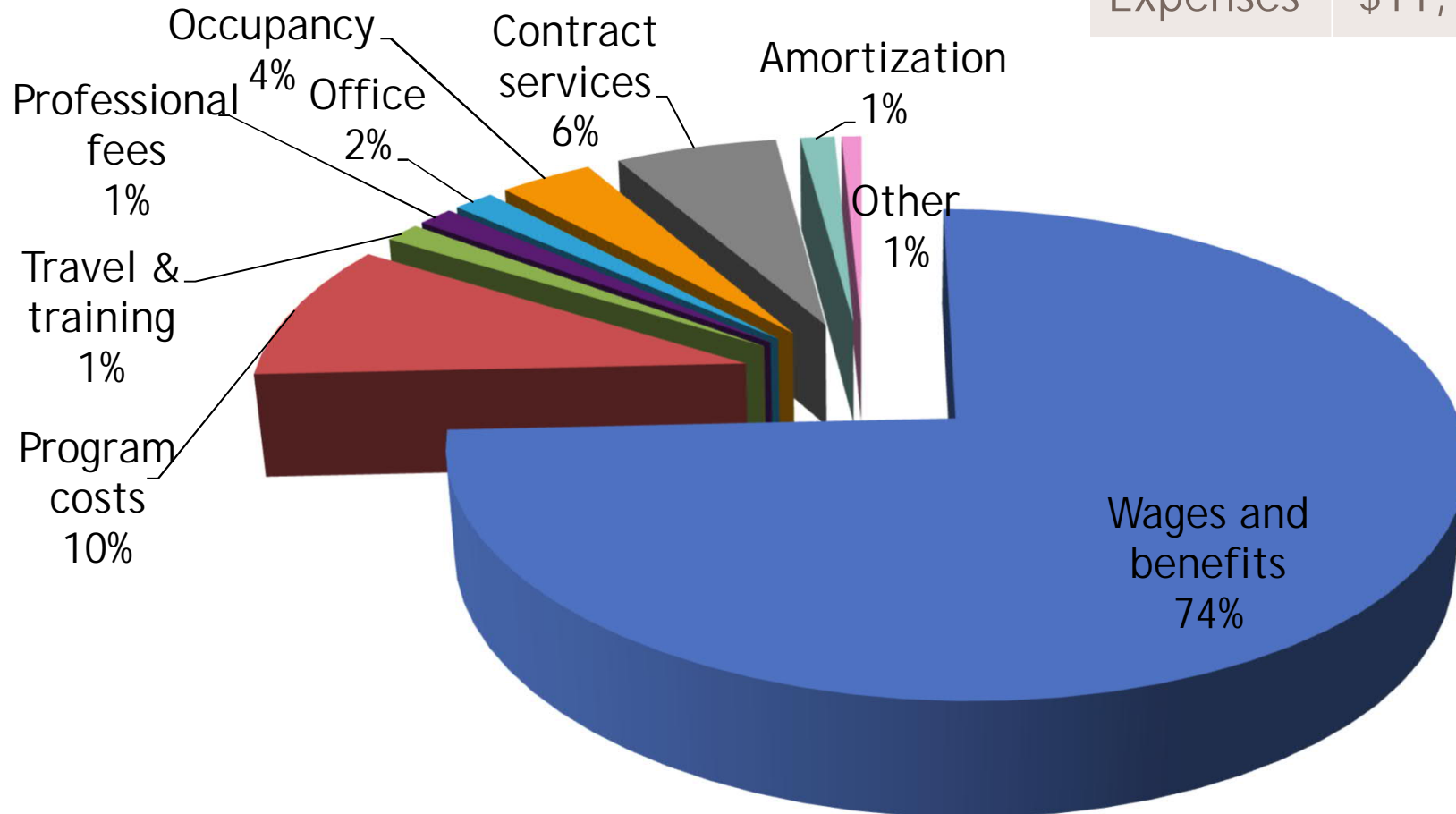
Condensed Statement of Operations - Revenue



March 31	2021
Revenue	\$11,564,332

Condensed Statement of Operations - Expenses

March 31	2021
Expenses	\$11,157,173



Condensed Statement of Operations

	2020	2020
Revenue	\$11,564,332	\$11,109,747
Expenses	\$11,157,173	\$11,113,591
Excess (deficiency) of revenue over expenses	\$407,159	(\$3,844)

Excess (deficiency) of revenue over expenses ACCOUNTING \$ 407,159

Add back amortization	\$147,666
Less capital assets purchased	(\$485,232)
Add back change in Vac Pay	\$36,497
Less Deferred Capital Contrib	(\$18,299)
Less principal mortgage pmts	(\$87,787)
Excess for FUNDING	\$4



Algoma Family Services
Financial Statements
For the year ended March 31, 2021

Algoma Family Services
Financial Statements
For the year ended March 31, 2021

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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, 2021 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, 2021 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.

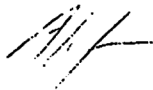


Chartered Professional Accountants, Licensed Public Accountants
Sault Ste. Marie, Ontario
June 24, 2021

Algoma Family Services
Statement of Financial Position

March 31	2021	2020
Assets		
Current		
Cash	\$ 2,364,803	\$ 1,173,066
Receivables	343,369	296,110
	<u>2,708,172</u>	<u>1,469,176</u>
Capital assets (Note 2)	2,273,390	1,935,824
Restricted cash (Note 3)	62,831	62,831
	<u>\$ 5,044,393</u>	<u>\$ 3,467,831</u>
Liabilities and Net Assets		
Current		
Accounts payable and accrued liabilities	\$ 1,422,719	\$ 824,636
Grants repayable (Note 6)	52,063	51,658
Deferred revenue (Note 7)	699,400	22,399
Current portion of long-term debt (Note 8)	127,081	87,798
	<u>2,301,263</u>	<u>986,491</u>
Long-term debt (Note 8)	-	127,070
Deferred capital contributions (Note 9)	280,124	298,423
	<u>2,581,387</u>	<u>1,411,984</u>
Net assets		
Reserves (Note 10)	195,566	195,566
Investment in capital assets	1,866,185	1,422,533
Unrestricted net assets	338,424	374,917
Restricted	62,831	62,831
	<u>2,463,006</u>	<u>2,055,847</u>
	<u>\$ 5,044,393</u>	<u>\$ 3,467,831</u>

On behalf of the Board:



Ali, Juma - CEO

Director



J. Tetreault

Jana Tetreault - Board President

Director

Algoma Family Services Statement of Operations

For the year ended March 31	2021	2020
Revenue		
Government grants	\$ 10,311,617	\$ 9,664,794
Operational revenue - other	688,920	812,530
Rental income	11,728	12,476
Donations from Algoma Family Services Foundation (Note 13)	20,000	78,008
Fees	45,235	41,287
Amortization of deferred capital contributions (Note 9)	18,299	42,614
Cost recoveries	229,454	268,125
Other	239,079	189,913
	<u>11,564,332</u>	<u>11,109,747</u>
Expenses		
Advertising and promotion	27,275	19,550
Amortization	147,666	148,259
Contracted services	695,790	661,038
Insurance	32,794	29,777
Interest on long-term debt	3,768	5,645
Memberships	21,767	23,479
Occupancy costs	400,629	351,476
Office	174,924	144,844
Professional fees	151,477	173,326
Program costs	1,064,249	855,564
Salaries, wages and employee benefits	8,284,476	8,390,318
Travel and training	152,358	310,315
	<u>11,157,173</u>	<u>11,113,591</u>
Excess (deficiency) of revenue over expenses	<u>\$ 407,159</u>	<u>\$ (3,844)</u>

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
Balance at March 31, 2019	\$ 196,353	\$ 1,385,087	\$ 415,420	\$ 62,831	\$ 2,059,691
2020					
Excess (deficiency) of revenues over expenses	-	(148,259)	144,415	-	(3,844)
Capital assets disposed	-	59,460	(59,460)	-	-
Deferred contribution of capital assets	-	40,335	(40,335)	-	-
Principal payments on debt	-	85,910	(85,910)	-	-
Transfer to reserve	(787)	-	787	-	-
Balance at March 31, 2020	195,566	1,422,533	374,917	62,831	2,055,847
2021					
Excess (deficiency) of revenues over expenses	-	(147,666)	554,825	-	407,159
Capital assets acquired	-	485,232	(485,232)	-	-
Deferred contribution of capital assets	-	18,299	(18,299)	-	-
Principal payments on debt	-	87,787	(87,787)	-	-
Balance at March 31, 2021	\$ 195,566	\$ 1,866,185	\$ 338,424	\$ 62,831	\$ 2,463,006

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

Algoma Family Services Statement of Cash Flows

For the year ended March 31	2021	2020
Cash flows from operating activities		
Excess (deficiency) of revenue over expenses	\$ 407,159	\$ (3,844)
Items not involving cash		
Amortization of capital assets	147,666	148,259
Amortization of deferred contributions	(18,299)	(42,614)
	<u>536,526</u>	<u>101,801</u>
 Changes in non-cash working capital balances		
Receivables	(47,259)	(40,336)
Accounts payable and accrued liabilities	598,083	174,955
Grants repayable	405	-
Deferred revenue	677,001	(157,395)
Deferred capital contributions	-	2,280
	<u>1,764,756</u>	<u>81,305</u>
 Cash flows from investing activities		
Purchase of capital assets	(485,232)	(59,460)
 Cash flows from financing activities		
Principal payments on long-term debt	(87,787)	(85,910)
 Increase (decrease) in cash and equivalents	<u>1,191,737</u>	<u>(64,065)</u>
 Cash, beginning of year	<u>1,173,066</u>	<u>1,237,131</u>
 Cash, end of year	<u>\$ 2,364,803</u>	<u>\$ 1,173,066</u>

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

Algoma Family Services Notes to Financial Statements

March 31, 2021

1. Summary of significant accounting policies

- Nature of Operations** 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.
- Basis of Accounting** These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations.
- Revenue Recognition** 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.
- 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.
- Restricted assets** Certain amounts, as approved by the Board of Directors, are set aside as restricted net assets for future operating expenditures.
- Capital Assets** 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:
- | | |
|-------------------------|-------------|
| Land improvements | - 5% |
| Buildings | - 5% |
| Furniture and equipment | - 10% - 30% |
| Computer equipment | - 30% |
| Computer software | - 50% |
| Automotive | - 30% |
- Financial Instruments** 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.
- Use of Estimates** 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, 2021

2. Capital assets

	2021		2020	
	Cost	Accumulated Amortization	Cost	Accumulated Amortization
Land	\$ 165,726	\$ -	\$ 165,726	\$ -
Land improvements	31,219	10,991	24,151	10,344
Buildings	3,822,422	2,263,039	3,688,710	2,184,484
Furniture and equipment	604,348	478,775	604,348	464,822
Computer equipment	885,935	680,452	710,290	651,012
Computer software	212,871	190,136	212,871	167,402
Automotive	75,727	70,273	75,727	67,935
Work in progress	168,808	-	-	-
	\$ 5,967,056	\$ 3,693,666	\$ 5,481,823	\$ 3,545,999
Net book value		\$ 2,273,390		\$ 1,935,824

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:

	2021	2020
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
	\$ 62,831	\$ 62,831

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, 2021, the credit is unused.

5. Accounts payable and accrued liabilities

Included in accounts payable and accrued liabilities are government remittances of nil (March 31, 2020 -nil).

Algoma Family Services Notes to Financial Statements

March 31, 2021

6. Grants repayable

	2021	2020
Ministry of Children and Youth Services	\$ 40,939	\$ 40,939
Ministry of Community and Social Services	11,124	10,719
	<u>\$ 52,063</u>	<u>\$ 51,658</u>

7. Deferred revenue

	2021	2020
Balance, beginning of year	\$ 22,399	\$ 179,794
Grants deferred in the year	691,152	-
Amounts included in revenue	(14,151)	(157,395)
	<u>\$ 699,400</u>	<u>\$ 22,399</u>

8. Long-term debt

	2021	2020
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	\$ 127,081	\$ 214,868
Less current portion	<u>127,081</u>	<u>87,798</u>
	<u>\$ -</u>	<u>\$ 127,070</u>

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.

	2021	2020
Balance, beginning of year	\$ 298,423	\$ 338,757
Amortization of deferred capital contributions	(18,299)	(42,614)
Deferred capital contribution adjustment	-	2,280
	<u>\$ 280,124</u>	<u>\$ 298,423</u>

Algoma Family Services

Notes to Financial Statements

March 31, 2021

10. Reserves

	2021	2020
Energy break	\$ 28,687	\$ 28,687
EAP / Fee for service	34,784	34,784
Triple P	85,118	85,118
Supervised Access Program	4,263	4,263
Miscellaneous	42,714	42,714
	<u>\$ 195,566</u>	<u>\$ 195,566</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 four years are as follows:

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.

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 \$20,000 (2020 - \$60,000) 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:

	2021	2020
Funding received	\$ 20,000	\$ 60,000
Deferred revenue, beginning of year	3	18,011
Deferred revenue, end of year	(3)	(3)
	<u>\$ 20,000</u>	<u>\$ 78,008</u>

Algoma Family Services

Notes to Financial Statements

March 31, 2021

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.

15. COVID-19 considerations

The global pandemic has disrupted economic activities. As the impacts of COVID-19 continue, there could be further impacts to the organization and its funders. Although the disruption from the virus is expected to be temporary, given the dynamic nature of these circumstances, the full potential on the organization is not known. Management is actively monitoring the effect on its financial condition, liquidity, operations, suppliers, industry and workforce. 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 funding and costs in relation to COVID-19 in the amount of \$515,623.

16. Comparative figures

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

Algoma Family Services
Statements of Operations
For the year ended March 31, 2021
(Unaudited - see Notice to Reader)

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Algoma Family Services
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For the year ended March 31, 2021
(Unaudited - see Notice to Reader)

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Notice to Reader

On the basis of information provided by management, we have compiled the statements of operations for Algoma Family Services for the year ended March 31, 2021.

We have not performed an audit or a review engagement in respect of these financial statements and, accordingly, we express no assurance thereon.

Readers are cautioned that these statements may not be appropriate for their purposes.

A handwritten signature in black ink that reads 'BDO Canada LLP'. The signature is written in a cursive, flowing style.

Chartered Professional Accountants, Licensed Public Accountants

Sault Ste. Marie, Ontario
July 9, 2021

Algoma Family Services
BSS Administration
Schedule of Revenue and Expenses
(Unaudited - see Notice to Reader)

For the year ended March 31, 2021

	Budget	Actual
Interest and other revenue	\$ 11,117	\$ 11,604
Expenses		
Advertising	5,873	19,690
Contracted services	7,861	59,667
Equipment	-	18,645
Expense recoveries	(971,650)	(981,171)
Home office stipend	-	8,379
Information technology and communication	33,421	33,421
Insurance	2,835	3,548
Memberships	1,231	810
Occupancy costs	40,471	40,556
Office	3,151	8,147
Professional fees	67,400	30,120
Program costs	2,056	1,139
Salaries, wages and employee benefits	784,428	739,617
Travel and training	34,040	29,036
	<u>11,117</u>	<u>11,604</u>
Excess of revenue over expenses before the undernoted	\$ -	-
Unfunded expenses and adjustments		
Change in vacation pay accrual		(803)
Capital acquisitions		<u>39,183</u>
Excess of revenue over expenses		\$ 38,380

**Algoma Family Services
System Management (A357)
Schedule of Revenue and Expenses
(Unaudited - see Notice to Reader)**

For the year ended March 31, 2021

	Budget	Actual
Revenue		
Operations	\$ 242,825	\$ 242,825
Expenses		
Advertising	500	53
Allocated central administration	25,497	25,497
Contracted services - non client related	3,562	1,180
Home office stipend	-	2,072
Information technology and communication	7,523	7,523
Infrastructure	4,402	4,402
Program costs	551	1,850
Salaries, wages and employee benefits	195,286	194,968
Travel and training	5,504	5,280
	<u>242,825</u>	<u>242,825</u>
Excess of revenue over expenses before the undernoted	<u>\$ -</u>	-
Unfunded expenses and adjustments		
Change in vacation pay accrual		<u>(1,485)</u>
Deficiency of revenue over expenses		<u>\$ (1,485)</u>

Algoma Family Services
CENO
Schedule of Revenue and Expenses
(Unaudited - see Notice to Reader)

For the year ended March 31, 2021

	Budget	Actual
Revenue		
Operations	\$ 44,695	\$ 17,661
Expenses		
Allocated central administration	4,772	4,239
Information technology and communication	1,881	1,411
Infrastructure	1,559	1,169
Insurance	100	130
Office	239	-
Program costs	371	-
Salaries, wages and employee benefits	34,767	10,712
Travel and training	1,006	-
	<u>44,695</u>	<u>17,661</u>
Excess of revenue over expenses before the undernoted	<u>\$ -</u>	\$ -
Unfunded expenses and adjustments		
Change in vacation pay accrual		<u>219</u>
Excess of revenue over expenses		<u>\$ 219</u>

Algoma Family Services
Property
Schedule of Revenue and Expenses
(Unaudited - see Notice to Reader)

For the year ended March 31, 2021

	Budget	Actual
Revenue	\$ -	\$ -
Expenses		
Advertising	200	78
Contracted services	10,600	95,507
Equipment	-	12,924
Expense recoveries	(357,235)	(435,345)
Home office stipend	-	207
Insurance	1,000	1,040
Occupancy costs	323,691	303,582
Office	6,000	1,109
Salaries and wages	15,244	15,823
Program costs	-	5,047
Travel and training	500	28
	-	-
Excess of revenue over expenses before the undernoted	\$ -	-
Unfunded expenses and adjustments		
Change in vacation pay accrual		(62)
Mortgage payment adjustment		179,597
Excess of revenue over expenses	\$	179,535

**Algoma Family Services
MCCSS - One Time Funding
Schedule of Revenue and Expenses
(Unaudited - see Notice to Reader)**

For the year ended March 31, 2021

	Budget	Actual
Revenue		
Operations	\$ 12,800	\$ 12,800
Expenses		
Occupancy costs	12,800	12,395
Excess of revenue over expenses before the undernoted	<u>\$ -</u>	405
Unfunded expenses and adjustments		
Amounts repayable to funder, current and prior years		<u>(405)</u>
Excess of revenue over expenses	<u>\$</u>	<u>-</u>

Algoma Family Services
Information Technology
Schedule of Revenue and Expenses
(Unaudited - see Notice to Reader)

For the year ended March 31, 2021

	<u>Budget</u>	<u>Actual</u>
Expenses		
Advertising	\$ 200	\$ 79
Contracted services	55,806	55,907
Equipment	-	119,366
Expense recoveries	(362,145)	(473,148)
Home office stipend	-	1,864
Information technology and communication	61,110	33,337
Insurance	1,000	1,054
Occupancy costs	10,677	18,809
Office	76,840	111,936
Program costs	200	1,326
Salaries, wages and employee benefits	152,312	128,494
Travel and training	4,000	976
	<u>-</u>	<u>-</u>
Excess of revenue over expenses before the undernoted	<u>\$ -</u>	<u>-</u>
Unfunded expenses and adjustments		
Change in vacation pay accrual		(834)
Capital acquisitions		<u>69,459</u>
Excess of revenue over expenses		\$ 68,625

Algoma Family Services
Service Infrastructure
Schedule of Revenue and Expenses
(Unaudited - see Notice to Reader)

For the year ended March 31, 2021

	Budget	Actual
Revenue		
Cost recovery	\$ 38,334	\$ 16,998
Expenses		
Advertising	800	146
Contracted services	30,000	23,372
Expense recoveries	(668,096)	(669,506)
Home office stipend	-	7,610
Information technology & communication	36,299	36,298
Insurance	2,100	1,695
Memberships	5,200	-
Occupancy costs	32,582	32,494
Office	2,000	1,727
Program costs	806	423
Salaries, wages and employee benefits	592,956	581,798
Travel and training	3,687	941
	<u>38,334</u>	<u>16,998</u>
Excess of revenue over expenses before the undernoted	<u>\$ -</u>	-
Unfunded expenses and adjustments		
Change in vacation pay accrual		<u>(3,546)</u>
Deficiency of revenue over expenses		<u>\$ (3,546)</u>

**Algoma Family Services
Garden River Wellness Centre
Schedule of Revenue and Expenses
(Unaudited - see Notice to Reader)**

For the year ended March 31, 2021

	Budget	Actual
Revenue		
Operations	\$ 332,636	\$ 336,129
Expenses		
Allocated central administration	34,927	34,927
Contracted services	-	150
Home office stipend	-	4,126
Insurance	1,616	1,671
Office	-	46
Program costs	1,325	7
Salaries, wages and employee benefits	288,268	292,373
Travel and training	6,500	2,829
	<u>332,636</u>	<u>336,129</u>
Excess of revenue over expenses before the undernoted	<u>\$ -</u>	-
Unfunded expenses and adjustments		
Change in vacation pay accrual		<u>(1,454)</u>
Deficiency of revenue over expenses		<u>\$ (1,454)</u>

Algoma Family Services
Brief Services (A348)
Schedule of Revenue and Expenses
(Unaudited - see Notice to Reader)

For the year ended March 31, 2021

	Budget	Actual
Revenue		
Operations	\$ 175,097	\$ 175,104
Other	-	14,614
	<u>175,097</u>	<u>189,718</u>
Expenses		
Allocated administration	18,385	18,385
Home office stipend	-	1,574
Information technology and communication	6,018	9,656
Infrastructure	7,739	7,739
Insurance	546	510
Memberships	656	846
Occupancy costs	7,269	12,099
Office	-	978
Program costs	4,400	-
Salaries, wages and employee benefits	123,284	125,553
Travel and training	6,800	167
	<u>175,097</u>	<u>177,507</u>
Excess of revenue over expenses before the undernoted	<u>\$ -</u>	12,211
Unfunded expenses and adjustments		
Change in vacation pay accrual		<u>231</u>
Excess of revenue over expenses		<u>\$ 12,442</u>

Algoma Family Services
Counselling, Therapy Services (F265)
Schedule of Revenue and Expenses
(Unaudited - see Notice to Reader)

For the year ended March 31, 2021

	Budget	Actual
Revenue		
Operations	\$ 1,575,295	\$ 1,595,394
Other	4,374	17,659
	<u>1,579,669</u>	<u>1,613,053</u>
Expenses		
Advertising	774	204
Allocated administration	165,406	165,406
Contracted services	173	2,462
Contracted services - non client related	548	4,518
Equipment - start-up	-	6,423
Home office stipend	-	17,529
Information technology and communication	49,426	56,702
Infrastructure	99,039	99,039
Insurance	3,645	4,063
Memberships	1,731	2,827
Occupancy costs	71,182	121,725
Office	6,410	6,540
Program costs	6,574	5,669
Salaries, wages and employee benefits	1,134,892	1,123,769
Travel and training	39,869	18,459
	<u>1,579,669</u>	<u>1,635,335</u>
Deficiency of revenue over expenses before the undernoted	<u>\$ -</u>	<u>(22,282)</u>
Unfunded expenses and adjustments		
Capital additions		16,854
Change in vacation pay accrual		(5,317)
Mortgage adjustment		<u>757</u>
Deficiency of revenue over expenses	<u>\$</u>	<u>(9,988)</u>

Algoma Family Services
Northern Data Group
Schedule of Revenue and Expenses

For the year ended March 31, 2021

	Budget		Actual	
Revenue				
Operations	\$	5,000	\$	4,342
Expenses				
Contracted services		5,000		4,342
Excess of revenue over expenses	\$	-	\$	-

Algoma Family Services
Family, Caregiver Skills Building and Support (F243)
Schedule of Revenue and Expenses
(Unaudited - see Notice to Reader)

For the year ended March 31, 2021

	Budget	Actual
Revenue		
Operations	\$ 291,110	\$ 291,110
Other	-	3,211
	<u>291,110</u>	<u>294,321</u>
Expenses		
Advertising	2,885	59
Allocated central administration	20,067	20,066
Contracted services - non client related	31,071	31,927
Equipment	-	1,220
Home office stipend	-	3,721
Information technology and communication	5,444	5,444
Infrastructure	16,457	16,457
Insurance	531	203
Memberships	808	558
Occupancy costs	7,824	9,297
Office	3,638	284
Program costs	55,212	47,038
Salaries, wages and employee benefits	142,830	147,333
Travel and training	4,343	10,714
	<u>291,110</u>	<u>294,321</u>
Excess of revenue over expenses before the undernoted	<u>\$ -</u>	-
Unfunded expenses and adjustments		
Change in vacation pay accrual		<u>(951)</u>
Deficiency of revenue over expenses		<u>\$ (951)</u>

Algoma Family Services
Access Intake Service Planning (F262)
Schedule of Revenue and Expenses
(Unaudited - see Notice to Reader)

For the year ended March 31, 2021

	Budget	Actual
Revenue		
Operations	\$ 264,229	\$ 264,229
Other	124	1,996
	<u>264,353</u>	<u>266,225</u>
Expenses		
Advertising	106	41
Allocated administration	27,744	27,744
Contracted services - client related	-	325
Contracted services - non client related	585	1,167
Equipment	-	741
Home office stipend	-	2,551
Information technology and communication	9,412	9,412
Infrastructure	26,220	26,220
Insurance	711	769
Memberships	743	667
Occupancy costs	11,389	23,287
Office	991	869
Program costs	1,060	179
Salaries, wages and employee benefits	181,423	169,718
Travel and training	3,969	1,239
	<u>264,353</u>	<u>264,929</u>
Excess of revenue over expenses before the undernoted	<u>\$ -</u>	1,296
Unfunded expenses and adjustments		
Mortgage payment adjustment		100
Change in vacation pay accrual		(4,164)
Capital acquisitions		<u>2,226</u>
Deficiency of revenue over expenses	<u>\$</u>	<u>(542)</u>

**Algoma Family Services
Intensive Treatment Services (F244)
Schedule of Revenue and Expenses
(Unaudited - see Notice to Reader)**

For the year ended March 31, 2021

	Budget	Actual
Revenue		
Operations	\$ 1,825,854	\$ 1,826,391
Other	-	140,616
	<u>1,825,854</u>	<u>1,967,007</u>
Expenses		
Advertising	1,040	351
Allocated administration	168,762	168,762
Contracted services - client related	218,600	178,497
Contracted services - non client related	-	579
Equipment - start-up	-	18,255
Expense recoveries	(132,640)	-
Home office stipend	-	14,200
Information technology and communication	59,371	63,008
Infrastructure	179,427	179,427
Insurance	4,602	4,115
Memberships	5,552	4,962
Occupancy costs	89,193	136,725
Office	8,385	6,564
Professional fees	-	14,807
Program costs	27,282	37,400
Salaries, wages and employee benefits	1,146,713	1,097,877
Travel and training	49,567	34,416
	<u>1,825,854</u>	<u>1,959,945</u>
Excess of revenue over expenses before the undernoted	<u>\$ -</u>	7,062
Unfunded expenses and adjustments		
Capital additions purchased		41,706
Change in vacation pay accrual		(2,900)
Mortgage payment adjustment		<u>3,691</u>
Excess of revenue over expenses		<u>\$ 49,559</u>

Algoma Family Services
Service Coordination Process (F263)
Schedule of Revenue and Expenses
(Unaudited - see Notice to Reader)

For the year ended March 31, 2021

	Budget	Actual
Revenue		
Operations	\$ 1,010,103	\$ 1,015,252
Other	42,260	42,436
	<u>1,052,363</u>	<u>1,057,688</u>
Expenses		
Advertising	613	183
Allocated central administration	106,060	106,060
Contracted services - client related	390	1,117
Contracted services - non client related	100	1,460
Equipment - start-up	-	5,919
Expense recoveries	-	(8,055)
Home office stipend	-	9,465
Information technology and communication	34,612	38,250
Infrastructure	86,249	86,248
Insurance	2,515	2,715
Memberships	2,760	2,763
Occupancy costs	49,684	79,419
Office	4,104	3,869
Professional fees	11,827	16,892
Program costs	10,773	11,652
Salaries, wages and employee benefits	716,580	689,689
Travel and training	26,096	9,006
	<u>1,052,363</u>	<u>1,056,652</u>
Excess of revenue over expenses before the undernoted	<u>\$ -</u>	1,036
Unfunded expenses and adjustments		
Mortgage payment adjustment		1,073
Capital additions purchased		13,763
Change in vacation pay accrual		<u>(6,904)</u>
Excess of revenue over expenses	<u>\$</u>	<u>8,968</u>

Algoma Family Services
Specialized Consultation, Assessment Services (F245)
Schedule of Revenue and Expenses
(Unaudited - see Notice to Reader)

For the year ended March 31, 2021

	Budget	Actual
Revenue		
Operations	\$ 533,993	\$ 533,993
Other	-	2,918
	<u>533,993</u>	<u>536,911</u>
Expenses		
Advertising	400	92
Allocated central administration	56,069	56,069
Contracted services	-	2,995
Contracted services - non client related	-	956
Equipment	-	2,060
Expense recoveries	(32,401)	(32,220)
Home office stipend	-	4,067
Information technology and communication	13,601	13,601
Infrastructure	41,378	41,378
Insurance	1,118	1,554
Memberships	1,604	1,690
Occupancy costs	18,379	23,991
Office	1,838	1,555
Professional fees	47,135	67,567
Program costs	6,167	11,211
Salaries, wages and employee benefits	362,226	336,329
Travel and training	16,479	2,720
	<u>533,993</u>	<u>535,615</u>
Excess of revenue over expenses before the undernoted	<u>\$ -</u>	1,296
Unfunded expenses and adjustments		
Capital additions		3,254
Change in vacation pay accrual		(8,382)
Mortgage payment adjustment		<u>146</u>
Deficiency of revenue over expenses	<u>\$</u>	<u>(3,686)</u>

Algoma Family Services
Targeted Prevention (E750)
Schedule of Revenue and Expenses
(Unaudited - see Notice to Reader)

For the year ended March 31, 2021

	Budget	Actual
Revenue		
Operations	\$ 58,300	\$ 58,300
Expenses		
Advertising	20	11
Allocated central administration	6,122	6,122
Home office stipend	-	948
Information technology and communication	1,317	1,317
Infrastructure	7,977	7,977
Insurance	170	153
Memberships	164	136
Occupancy costs	1,627	1,621
Office	751	534
Program costs	1,865	1,017
Salaries, wages and employee benefits	36,341	38,379
Travel and training	1,946	85
	<u>58,300</u>	<u>58,300</u>
Excess of revenue over expenses before the undernoted	<u>\$ -</u>	-
Unfunded expenses and adjustments		
Change in vacation pay accrual		<u>(117)</u>
Deficiency of revenue over expenses		<u>\$ (117)</u>

Algoma Family Services
Medical, Psychological Reports (E830)
Schedule of Revenue and Expenses
(Unaudited - see Notice to Reader)

For the year ended March 31, 2021

	Budget	Actual
Revenue		
Operations	\$ 45,000	\$ 45,000
Expenses		
Allocated central administration	4,725	4,725
Professional fees	40,275	40,275
	45,000	45,000
Excess of revenue over expenses	\$ -	\$ -

**Algoma Family Services
Native Services on Reserve (E761)
Schedule of Revenue and Expenses
(Unaudited - see Notice to Reader)**

For the year ended March 31, 2021

	Budget	Actual
Revenue		
Operations	\$ 52,866	\$ 52,866
Expenses		
Advertising	66	11
Allocated central administration	5,551	5,551
Home office stipend	-	2,202
Information technology and communication	1,314	4,032
Infrastructure	4,221	4,221
Insurance	165	154
Memberships	165	138
Occupancy costs	1,726	3,918
Office	500	98
Program costs	1,250	-
Salaries, wages and employee benefits	31,951	31,417
Travel and training	5,957	1,124
	<u>52,866</u>	<u>52,866</u>
Excess of revenue over expenses before the undernoted	<u>\$ -</u>	-
Unfunded expenses and adjustments		
Change in vacation pay accrual		<u>357</u>
Excess of revenue over expenses		<u>\$ 357</u>

Algoma Family Services
Alternatives for Youth
Schedule of Revenue and Expenses
(Unaudited - see Notice to Reader)

For the year ended March 31, 2021

	Budget	Actual
Revenue		
Operations	\$ 335,811	\$ 366,725
Expenses		
Advertising	50	73
Allocated central administration	35,260	35,260
Home office stipend	-	3,022
Information technology and communication	11,736	29,677
Infrastructure	16,738	16,738
Insurance	880	977
Memberships	781	807
Occupancy costs	14,187	27,892
Office	726	1,417
Professional fees - client related	6,644	6,644
Professional fees - non-client related	100	-
Program costs	1,400	4,184
Salaries, wages and employee benefits	243,029	238,334
Travel and training	4,280	1,700
	<u>335,811</u>	<u>366,725</u>
Excess of revenue over expenses before the undernoted	<u>\$ -</u>	-
Unfunded expenses and adjustments		
Change in vacation pay accrual		<u>(1,297)</u>
Deficiency of revenue over expenses		<u>\$ (1,297)</u>

Algoma Family Services
COVID-19 One Time Funding
Schedule of Revenue and Expenses
(Unaudited - see Notice to Reader)

For the year ended March 31, 2021

	Budget	Actual
Revenue		
Operations	\$ 545,852	\$ 394,995
Expenses		
Contracted services	47,946	49,463
Contracted services - client related	19,427	5,000
Equipment	387,889	259,686
Home office stipend	-	245
Occupancy costs	20,090	9,742
Office	-	12,191
Program costs	15,000	15,000
Salaries, wages and employee benefits	53,500	43,200
Travel and training	2,000	468
	<u>545,852</u>	<u>394,995</u>
Excess of revenue over expenses	<u>\$ -</u>	\$ -
Unfunded expenses and adjustments		
Capital acquisitions		<u>204,979</u>
Excess of revenue over expenses		<u>\$ 204,979</u>

**Algoma Family Services
Violence Against Women (F872)
Schedule of Revenue and Expenses
(Unaudited - see Notice to Reader)**

For the year ended March 31, 2021

	Budget	Actual
Revenue		
Operations	\$ 371,298	\$ 381,474
Other	-	33,283
	<u>371,298</u>	<u>414,757</u>
Expenses		
Advertising	300	72
Allocated central administration	36,876	36,876
Contracted services	1,442	8,716
Contracted services - non client related	-	130
Equipment	-	3,405
Home office stipend	-	3,183
Information technology and communication	12,460	39,586
Infrastructure	35,164	35,164
Insurance	1,121	964
Memberships	1,000	1,047
Occupancy costs	13,936	20,858
Office	800	1,526
Program costs	4,946	7,121
Salaries, wages and employee benefits	242,544	245,393
Travel and training	20,709	10,716
	<u>371,298</u>	<u>414,757</u>
Excess of revenue over expenses before the undernoted	<u>\$ -</u>	-
Unfunded expenses and adjustments		
Change in vacation pay accrual		<u>11</u>
Excess of revenue over expenses		<u>\$ 11</u>

**Algoma Family Services
BPS Other Adult Services (F887)
Schedule of Revenue and Expenses
(Unaudited - see Notice to Reader)**

For the year ended March 31, 2021

	Budget	Actual
Revenue		
Operations	\$ 6,777	\$ 6,777
Expenses		
Allocated central administration	712	712
Home office stipend	-	55
Infrastructure	92	92
Memberships	-	20
Salaries, wages and employee benefits	5,973	5,766
Travel and training	-	132
	<u>6,777</u>	<u>6,777</u>
Excess of revenue over expenses	\$ -	\$ -

**Algoma Family Services
BPS Other Children's Services (F120)
Schedule of Revenue and Expenses
(Unaudited - see Notice to Reader)**

For the year ended March 31, 2021

	Budget	Actual
Revenue		
Operations	\$ 7,011	\$ 7,011
Expenses		
Allocated central administration	736	736
Home office stipend	-	57
Infrastructure	100	100
Salaries, wages and employee benefits	6,175	5,982
Travel and training	-	136
	<u>7,011</u>	<u>7,011</u>
Excess of revenue over expenses	\$ -	\$ -

Algoma Family Services
Safer Families
Schedule of Revenue and Expenses
(Unaudited - see Notice to Reader)

For the year ended March 31, 2021

	Budget	Actual
Revenue		
Operations	\$ 44,092	\$ 44,092
Expenses		
Allocated central administration	4,630	4,630
Home office stipend	-	698
Information technology and communication	1,848	1,848
Insurance	214	128
Office	-	113
Program costs	445	-
Salaries, wages and employee benefits	35,637	36,569
Travel and training	1,318	106
	<u>44,092</u>	<u>44,092</u>
Excess of revenue over expenses before the undernoted	<u>\$ -</u>	-
Unfunded expenses and adjustments		
Change in vacation pay accrual		<u>1,123</u>
Excess of revenue over expenses	<u>\$</u>	<u>1,123</u>

Algoma Family Services
Children Who Witness Violence (F875)
Schedule of Revenue and Expenses
(Unaudited - see Notice to Reader)

For the year ended March 31, 2021

	Budget	Actual
Revenue		
Operations	\$ 131,411	\$ 131,411
Expenses		
Advertising	97	27
Allocated central administration	13,798	13,798
Contracted services	10,930	6,218
Home office stipend	-	963
Information technology and communication	3,498	3,498
Infrastructure	12,807	12,807
Insurance	343	364
Memberships	751	416
Occupancy costs	4,271	4,284
Office	651	462
Program costs	8,500	5,736
Salaries, wages and employee benefits	73,482	82,350
Travel and training	2,283	488
	<u>131,411</u>	<u>131,411</u>
Excess of revenue over expenses before the undernoted	<u>\$ -</u>	-
Unfunded expenses and adjustments		
Change in vacation pay accrual		<u>(579)</u>
Deficiency of revenue over expenses		<u>\$ (579)</u>

**Algoma Family Services
Partner Assault Response
Schedule of Revenue and Expenses
(Unaudited - see Notice to Reader)**

For the year ended March 31, 2021

	Budget	Actual
Revenue		
Operations	\$ 128,894	\$ 147,851
User fees	4,456	941
	<u>133,350</u>	<u>148,792</u>
Expenses		
Allocated central administration	14,002	14,002
Home office stipend	-	1,153
Information technology and communication	3,829	11,829
Infrastructure	8,099	8,099
Insurance	400	388
Memberships	790	401
Occupancy costs	4,712	13,684
Office	169	256
Program costs	1,804	54
Salaries, wages and employee benefits	98,184	98,524
Travel and training	1,361	402
	<u>133,350</u>	<u>148,792</u>
Excess of revenue over expenses before the undernoted	<u>\$ -</u>	-
Unfunded expenses and adjustments		
Change in vacation pay accrual		<u>117</u>
Excess of revenue over expenses		<u>\$ 117</u>

Algoma Family Services
Ministry of Community Safety
Schedule of Revenue and Expenses
(Unaudited - see Notice to Reader)

For the year ended March 31, 2021

	Budget	Actual
Revenue		
Operations	\$ 27,308	\$ 27,309
Expenses		
Advertising	60	6
Allocated administration	2,867	2,867
Home office stipend	-	362
Information technology and communication	997	997
Insurance	65	79
Memberships	164	82
Occupancy costs	1,205	1,208
Office	212	65
Professional fees - non client related	45	-
Program costs	160	27
Salaries, wages and employee benefits	20,941	21,444
Travel and training	592	172
	<u>27,308</u>	<u>27,309</u>
Excess of revenue over expenses before the undernoted	<u>\$ -</u>	-
Unfunded expenses and adjustments		
Change in vacation pay accrual		<u>15</u>
Excess of revenue over expenses		<u>\$ 15</u>

Algoma Family Services
Fee for Service (Incl. Male Survivors)
Schedule of Revenue and Expenses
(Unaudited - see Notice to Reader)

For the year ended March 31, 2021

	Budget	Actual
Revenue		
Fee for service	\$ 46,000	\$ 46,316
Expenses		
Advertising	-	62
Allocated central administration	5,018	5,018
Home office stipend	-	1,053
Information technology and communication	1,448	1,426
Infrastructure	4,804	4,804
Insurance	14	16
Memberships	100	4
Occupancy costs	2,391	2,423
Office	169	37
Program costs	-	187
Salaries, wages and employee benefits	31,987	31,231
Travel and training	69	55
	<u>46,000</u>	<u>46,316</u>
Excess of revenue over expenses before the undernoted	<u>\$ -</u>	-
Unfunded expenses and adjustments		
Change in vacation pay accrual		<u>181</u>
Excess of revenue over expenses		<u>\$ 181</u>

**Algoma Family Services
Crisis Services (F242)
Schedule of Revenue and Expenses
(Unaudited - see Notice to Reader)**

For the year ended March 31, 2021

	Budget	Actual
Revenue		
Operations	\$ 282,104	\$ 282,104
Expenses		
Advertising	210	-
Allocated administration	29,621	29,621
Home office stipend	-	2,267
Information technology and communication	8,812	8,812
Infrastructure	42,590	42,590
Insurance	775	821
Memberships	880	654
Occupancy costs	10,738	10,742
Office	1,154	798
Program costs	700	1
Salaries, wages and employee benefits	177,703	182,220
Travel and training	8,921	4,197
	<u>282,104</u>	<u>282,723</u>
Excess (deficiency) of revenue over expenses before the undernoted	<u>\$ -</u>	(619)
Unfunded expenses and adjustments		
Change in vacation pay accrual		<u>6,095</u>
Excess of revenue over expenses		<u>\$ 5,476</u>

**Algoma Family Services
Community Support Team (E834)
Schedule of Revenue and Expenses
(Unaudited - see Notice to Reader)**

For the year ended March 31, 2021

	Budget	Actual
Revenue		
Operations	\$ 484,229	\$ 484,229
Expenses		
Advertising	341	106
Allocated central administration	50,844	50,844
Equipment	-	416
Home office stipend	-	4,320
Information technology and communication	15,723	29,924
Infrastructure	42,130	42,130
Insurance	1,478	1,409
Memberships	1,650	1,259
Occupancy costs	19,130	26,197
Office	3,540	3,255
Program costs	3,252	1,644
Salaries, wages and employee benefits	328,344	321,574
Travel and training	17,797	1,151
	<u>484,229</u>	<u>484,229</u>
Excess of revenue over expenses before the undernoted	<u>\$ -</u>	-
Unfunded expenses and adjustments		
Change in vacation pay accrual		<u>1,313</u>
Excess of revenue over expenses		<u>\$ 1,313</u>

Algoma Family Services
LHIN - Rebound
Schedule of Revenue and Expenses
(Unaudited - see Notice to Reader)

For the year ended March 31, 2021

	Budget	Actual
Revenue		
Operations	\$ 127,551	\$ 127,551
Expenses		
Advertising	100	28
Allocated central administration	10,204	10,204
Expense recoveries	-	(982)
Home office stipend	-	1,687
Information technology and communication	6,018	6,018
Infrastructure	3,174	3,174
Insurance	356	371
Memberships	-	1,000
Occupancy costs	3,400	2,673
Office	417	331
Program costs	3,432	7,084
Salaries, wages and employee benefits	97,306	95,439
Travel and training	3,144	524
	<u>127,551</u>	<u>127,551</u>
Excess of revenue over expenses before the undernoted	<u>\$ -</u>	-
Unfunded expenses and adjustments		
Change in vacation pay accrual		<u>(567)</u>
Deficiency of revenue over expenses		<u>\$ (567)</u>

**Algoma Family Services
Tele-Mental Health SCA (A358)
Schedule of Revenue and Expenses
(Unaudited - see Notice to Reader)**

For the year ended March 31, 2021

	Budget	Actual
Revenue		
Operations	\$ 110,000	\$ 123,500
Expenses		
Advertising	565	24
Allocated central administration	11,550	11,550
Contracted services - non client related	-	4,424
Information technology and communication	5,349	6,143
Insurance	250	320
Memberships	264	287
Occupancy costs	6,261	6,261
Office	201	5,780
Other	-	1,473
Program costs	53	-
Salaries, wages and employee benefits	84,856	87,045
Travel and training	651	193
	<u>110,000</u>	<u>123,500</u>
Excess of revenue over expenses before the undernoted	<u>\$ -</u>	-
Unfunded expenses and adjustments		
Change in vacation pay accrual		<u>(192)</u>
Deficiency of revenue over expenses		<u>\$ (192)</u>

Algoma Family Services
CAPC
Schedule of Revenue and Expenses
(Unaudited - see Notice to Reader)

For the year ended March 31, 2021

	Budget	Actual
Revenue		
Public Health Agency of Canada	\$ 340,300	\$ 344,800
Expenses		
Advertising	-	700
Allocated central administration	17,219	17,219
Home office stipend	-	660
Information technology and communication	2,257	2,257
Insurance	220	219
Occupancy costs	8,684	15,098
Office	91	148
Professional fees	-	386
Program costs	20,934	27,940
Salaries, wages and employee benefits	277,874	272,281
Travel and training	13,021	7,892
	<u>340,300</u>	<u>344,800</u>
Excess of revenue over expenses before the undernoted	<u>\$ -</u>	-
Unfunded expenses and adjustments		
Change in vacation pay accrual		<u>(688)</u>
Deficiency of revenue over expenses		<u>\$ (688)</u>

Algoma Family Services
CPNP
Schedule of Revenue and Expenses
(Unaudited - see Notice to Reader)

For the year ended March 31, 2021

	Budget	Actual
Revenue		
Public Health Agency of Canada	\$ 92,690	\$ 103,280
Expenses		
Advertising	-	5,000
Allocated central administration	5,297	5,298
Home office stipend	-	206
Information technology and communication	301	301
Occupancy costs	763	1,896
Office	109	30
Professional fees	-	61
Program costs	62,928	56,429
Salaries, wages and employee benefits	22,772	33,530
Travel and training	520	529
	<u>92,690</u>	<u>103,280</u>
Excess of revenue over expenses before the undernoted	<u>\$ -</u>	-
Unfunded expenses and adjustments		
Change in vacation pay accrual		<u>(92)</u>
Deficiency of revenue over expenses	<u>\$</u>	<u>(92)</u>

**Algoma Family Services
Children's Nutrition Program (F136)
Schedule of Revenue and Expenses
(Unaudited - see Notice to Reader)**

For the year ended March 31, 2021

	Budget	Actual
Revenue		
Operations	\$ 654,250	\$ 654,250
Other	90,550	191,520
	<u>744,800</u>	<u>845,770</u>
Expenses		
Advertising	1,200	138
Allocated central administration	39,255	39,255
Contracted services	24,515	13,550
Contracted services - non client related	-	319
Information technology and communication	11,473	11,473
Insurance	1,808	1,839
Occupancy costs	14,164	14,387
Office	1,556	706
Other	-	3,320
Program costs	468,406	578,231
Salaries, wages and employee benefits	167,856	181,868
Travel and training	14,567	684
	<u>744,800</u>	<u>845,770</u>
Excess of revenue over expenses before the undernoted	<u>\$ -</u>	-
Unfunded expenses and adjustments		
Change in vacation pay accrual		<u>(942)</u>
Deficiency of revenue over expenses		<u>\$ (942)</u>

**Algoma Family Services
Community Kitchen, LEAP
Schedule of Revenue and Expenses
(Unaudited - see Notice to Reader)**

For the year ended March 31, 2021

	Budget	Actual
Revenue		
Operations	\$ 87,160	\$ 68,190
Other	-	85
	<u>87,160</u>	<u>68,275</u>
Expenses		
Allocated central administration	9,152	9,152
Home office stipend	-	544
Information technology and communication	3,761	3,762
Infrastructure	12,404	12,404
Occupancy costs	4,403	4,403
Office	1,000	132
Program costs	18,291	14,434
Salaries, wages and employee benefits	36,549	23,389
Travel and training	1,600	55
	<u>87,160</u>	<u>68,275</u>
Excess of revenue over expenses before the undernoted	<u>\$ -</u>	-
Unfunded expenses and adjustments		
Change in vacation pay accrual		<u>(87)</u>
Deficiency of revenue over expenses		<u>\$ (87)</u>

Algoma Family Services
Supervised Access Program
Schedule of Revenue and Expenses
(Unaudited - see Notice to Reader)

For the year ended March 31, 2021

	Budget	Actual
Revenue		
Ministry of the Attorney General	\$ 177,565	\$ 191,486
Other	3,000	836
	<u>180,565</u>	<u>192,322</u>
Expenses		
Advertising	250	39
Allocated central administration	19,176	19,176
Contracted services	-	493
Contracted services - non client related	440	-
Home office stipend	-	3,427
Information technology and communication	3,762	11,762
Infrastructure	7,067	7,067
Insurance	550	517
Memberships	220	220
Occupancy costs	4,697	13,093
Office	400	1,092
Program costs	623	13,338
Salaries, wages and employee benefits	140,205	120,916
Travel and training	3,175	1,182
	<u>180,565</u>	<u>192,322</u>
Excess of revenue over expenses before the undernoted	<u>\$ -</u>	-
Unfunded expenses and adjustments		
Change in vacation pay accrual		<u>(305)</u>
Deficiency of revenue over expenses		<u>\$ (305)</u>

**Algoma Family Services
AFS Foundation
Schedule of Revenue and Expenses
(Unaudited - see Notice to Reader)**

For the year ended March 31, 2021

	Budget	Actual
Revenue		
Donations from Algoma Family Services Foundation	\$ 50,500	\$ 20,000
Expenses		
Contracted services	-	5,000
Professional fees	25,500	15,000
Program costs	25,000	-
	<u>50,500</u>	<u>20,000</u>
Excess of revenue over expenses	\$ -	\$ -

Algoma Family Services
Child and Family Intervention - Operating - NonResidential
Schedule of Revenue and Expenses
(Unaudited - see Notice to Reader)

For the year ended March 31, 2021

	Budget	Actual
Revenue		
Operations	\$ 71,400	\$ 71,400
Expenses		
Home office stipend	-	1,071
Information technology and communication	3,762	3,762
Insurance	55	208
Occupancy costs	4,503	4,511
Office	-	220
Program costs	32	-
Salaries, wages and employee benefits	62,877	61,495
Travel and training	171	133
	<u>71,400</u>	<u>71,400</u>
Excess of revenue over expenses before the undernoted	<u>\$ -</u>	-
Unfunded expenses and adjustments		
Change in vacation pay accrual		<u>(969)</u>
Deficiency of revenue over expenses		<u>\$ (969)</u>

**Algoma Family Services
Complex Special Needs (F240)
Schedule of Revenue and Expenses
(Unaudited - see Notice to Reader)**

For the year ended March 31, 2021

	Budget	Actual
Revenue		
Operations	\$ 271,055	\$ 271,055
Expenses		
Contracted services - client related	269,919	269,919
Travel and training	1,136	1,136
	<u>271,055</u>	<u>271,055</u>
Excess of revenue over expenses	\$ -	\$ -

**Algoma Family Services
School Boards Contract
Schedule of Revenue and Expenses
(Unaudited - see Notice to Reader)**

For the year ended March 31, 2021

	Budget	Actual
Revenue		
Operations	\$ 217,622	\$ 215,595
Expenses		
Allocated central administration	22,850	22,850
Home office stipend	-	1,888
Information technology	7,523	7,523
Infrastructure	10,062	10,062
Insurance	806	633
Program costs	825	356
Salaries, wages and employee benefits	168,669	171,102
Travel and training	6,887	1,181
	<u>217,622</u>	<u>215,595</u>
Excess of revenue over expenses before the undernoted	<u>\$ -</u>	-
Unfunded expenses and adjustments		
Change in vacation pay accrual		<u>(1,766)</u>
Deficiency of revenue over expenses		<u>\$ (1,766)</u>

**Algoma Family Services
Transitional Youth Counselling
Schedule of Revenue and Expenses**

For the year ended March 31, 2021

	Budget	Actual
Revenue		
Operations	\$ 127,492	\$ 45,533
Expenses		
Allocated central administration	11,333	4,553
Information technology and communication	4,389	1,550
Insurance	471	166
Home office stipend	-	280
Occupancy costs	5,246	1,856
Office	-	80
Program costs	884	182
Salaries, wages and employee benefits	103,302	36,207
Travel and training	1,867	659
	<u>127,492</u>	<u>45,533</u>
Excess of revenue over expenses before the undernoted	<u>\$ -</u>	<u>\$ -</u>
Unfunded expenses and adjustments		
Change in vacation pay accrual		<u>(872)</u>
Deficiency of revenue over expenses		<u>\$ (872)</u>

Algoma Family Services
Triple P
Schedule of Revenue and Expenses
(Unaudited - see Notice to Reader)

For the year ended March 31, 2021

	Budget	Actual
Revenue		
Other	\$ 1,500	\$ 1,560
Expenses		
Salaries, wages and employee benefits	<u>1,500</u>	<u>1,560</u>
Excess of revenue over expenses before the undernoted	<u>\$ -</u>	-
Unfunded expenses and adjustments		
Change in vacation pay accrual		<u>(783)</u>
Deficiency of revenue over expenses		<u>\$ (783)</u>

Algoma Family Services
Training Events
Schedule of Revenue and Expenses
(Unaudited - see Notice to Reader)

For the year ended March 31, 2021

	Budget	Actual
Revenue		
Revenue operations	\$ 2,950	\$ 2,950
Expenses		
Memberships	175	175
Other recoveries	(1,724)	(1,724)
Salaries, wages and employee benefits	1,526	1,526
Travel and training	2,973	2,973
	2,950	2,950
Excess of revenue over expenses	\$ -	\$ -

Algoma Family Services
Mind Fuel
Schedule of Revenue and Expenses
(Unaudited - see Notice to Reader)

For the year ended March 31, 2021

	Budget	Actual
Revenue		
Revenue operations	\$ 1,920	\$ 1,921
Expenses		
Salaries, wages and employee benefits	1,920	1,921
Excess of revenue over expenses	\$ -	\$ -

Algoma Family Services
Anti-Human Trafficking Community Supports
Schedule of Revenue and Expenses

For the year ended March 31, 2021

	Budget	Actual
Revenue		
Operations	\$ 32,992	\$ 32,992
Expenses		
Allocated central administration	4,000	4,000
Information technology and communication	10,925	10,925
Occupancy costs	3,000	3,000
Office	2,029	2,029
Program costs	2,000	2,000
Salaries, wages and employee benefits	10,838	10,838
Travel and training	200	200
	<u>32,992</u>	<u>32,992</u>
Excess of revenue over expenses before the undernoted	<u>\$ -</u>	-
Unfunded expenses and adjustments		
Change in vacation pay accrual		<u>(103)</u>
Deficiency of revenue over expenses	\$	(103)

Algoma Family Services
Consolidated Adjustments
Schedule of Revenue and Expenses
(Unaudited - see Notice to Reader)

For the year ended March 31, 2021

	Budget	Actual
Revenue	\$ -	\$ -
Expenses	<u>-</u>	<u>-</u>
Excess of revenue over expenses before the undernoted	<u>\$ -</u>	<u>-</u>
Unfunded expenses and adjustments		
Amortization of deferred capital contribution		18,299
Amortization expense		(147,666)
Interest on long-term debt		<u>(3,768)</u>
Deficiency of revenue over expenses		\$ (133,135)

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)
JULIE GARDINER ➤ L. Naccarato vacancy eff. May 2020	C	2020-23	0 terms
J.P. PACIOCCO (2013-05-16 to present)	C	2020-23	2 terms
JANA TETREULT (2014-09-25 to present)	D	2020-23	2 terms
SEAN HALLIDAY (2016-01-28 to present)	C	2020-23	1 term
WILLIAM S. JOHNSON (2019-11-28 to present)	C	2019-22	0 terms
LUCAS BUFFONE (2019-11-28 to present)	C	2019-22	0 terms
PAMELA FICOCIELLO (2014-09-25 to present) ▪ Board Vice-Chair Oct. 23/14 to present	C / D	2019-22	1 term
LIL SILVANO (2019-01-24 to present)	C	2019-22	0 terms
AMBER-DAWN BOUDREAU (2018-11-22 to present)	C	2018-21	0 terms
MARSHA NICHOLAS (2018-11-22 to present)	C	2018-21	0 terms
PATRICIA RICARD LOFSTROM (2019-11-28 to present)	C	2018-21	0 terms
MEGAN BERNARD (2018-11-22 to present)	C	2018-21	0 terms

AFS Board Member Terms and Rotations

for approval at AGM September 23, 2021

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 23/21 AGM)
VACANCY (2018-11-22 to present) ➤ A. Boudreau Vacancy eff. Sept 2021	C	2021-24 (*) Appointed		2021-24	0 terms
VACANCY (2018-11-22 to present) ➤ M. Nicholas vacancy eff. Sept 2021	C	2021-24 (*) Appointed		2021-24	0 terms
Julie Gardiner (2020-09-24 to present) ➤ L. Naccarato vacancy eff. May 2020	C	2020-23 (*) Appointed Sept 09/20		2020-23	0 terms
J.P. PACIOCCO (2013-05-16 to present)	C	2011-14 (*) Appointed May 16/13 2014-17 (1) 2017-20 (2) 2020-23 (3)		2020-23	2 terms
JANA TETREAULT (2014-09-25 to present)	D	2014-17 2014-17 (1) 2017-20 (2) 2020-23 (3)		2020-23	2 terms
SEAN HALLIDAY (2016-01-28 to present)	C	2014-17 (*) Appointed Jan 28/16 2017-20 (1) 2020-23 (2)		2020-23	1 terms

AFS Board Member Terms and Rotations

for approval at AGM September 23, 2021

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 23/21 AGM)
WILLIAM S. JOHNSON (2019-11-28 to present)	C	2019-22 (*) Appointed Nov 28/19 2019-22(1)		2019-22	0 terms
LUCAS BUFFONE (2019-11-28 to present)	C	2019-22 (*) Appointed Nov 28/19 2019-22(1)		2019-22	0 terms
PAMELA FICOCIELLO (2014-09-25 to present) ➤ Board Vice-Chair Oct. 23/14 to present	C / D	2013-16 (*) Appointed Sept 25/14 2013-16 (1) 2016-19 (2) 2019-22 (3)		2019-22	2 terms
LIL SILVANO (2019-01-24 to present)	C	2016-19 (*) Appointed Jan 14/19 2019-22(1)		2019-22	0 terms
MEGAN (BOUCHIE) BERNARD (2018-11-22 to present) ➤ F. Cavaliere Vacancy eff. Jan 2018	C	2018-21 (*) Appointed Nov 22/18 2018-21 (1)		2018-21	1 term
PATRICIA RICARD LOFSTROM (2019-11-28 to present) ➤ G. Dumont vacancy eff. Sept 2019	C/D	2018-21 (*) Appointed Nov 28/19 2018-21 (1)		2018-21	1 term

AFS Board Member Terms and Rotations

for approval at AGM September 23, 2021