

AFS BOARD OF DIRECTORS ANNUAL GENERAL MEETING – MINUTES

Wednesday, September 28, 2022

5:00 pm

Virtual – Zoom



ATTENDANCE

AFS Board of Directors:

| | | |
|---|--|---|
| <input checked="" type="checkbox"/> Jana Tetreault, Chair | <input checked="" type="checkbox"/> William Johnson | <input checked="" type="checkbox"/> Pamela Ficociello |
| <input type="checkbox"/> Patricia Ricard Lofstrom | <input checked="" type="checkbox"/> John Paul Paciocco | <input checked="" type="checkbox"/> Dania Kuzbari |
| <input checked="" type="checkbox"/> Lil Silvano | <input checked="" type="checkbox"/> Megan Bernard | <input type="checkbox"/> Julie Gardiner |
| <input checked="" type="checkbox"/> Lucia O'Connor | <input checked="" type="checkbox"/> Lucas Buffone | <input type="checkbox"/> Sean Halliday |

Regrets: Patricia Ricard Lofstrom Julie Gardiner Sean Halliday

MINUTES

1.0 Constitute Meeting

1.1 Call to Order

The Board Chair calls the meeting to order at 5:10 pm.

1.2 General Welcome

The Board Chair welcomes everyone to the meeting.

1.3 Land Acknowledgement

The Board Chair provides the land acknowledgement.

2.0 Keynote Speaker

Mr. Douglas Elliott delivers the keynote speech.

3.0 Declaration of Conflict of Interest

No conflicts declared.

4.0 AFS General Membership

The Board Chair reviews the general membership.

MOTION BIRT, the board approves the AFS general membership for the 2022/23 term, as presented.

Moved by: William Johnson
Seconded by: Lil Silvano All in favour. CARRIED.

5.0 Agenda & Minutes

5.1 Approval of Agenda

MOTION BIRT, the board approves the September 28, 2022, Annual General Meeting agenda, as presented.

Moved by: Dania Kuzbari
Seconded by: John Paul Paciocco All in favour. CARRIED.

5.2 Approval of Minutes

MOTION BIRT, the board approves the September 23, 2021, Annual General Meeting minutes as amended.

Moved by: Megan Bernard
Seconded by: John Paul Paciocco All in favour. CARRIED.

6.0 Treasurer's Report

6.1 BDO LLP Chartered Accountants – Presentation of Audited Financial Statements

Alicia Burgoyne, Senior Manager at BDO Canada presents the audited financial statements. Discussion ensues and questions are answered satisfactorily.

MOTION BIRT, the board receives and approves the 2021/22 Audited Financial Statements as presented by BDO auditors.

Moved by: John Paul Paciocco
Seconded by: Lil Silvano All in favour. CARRIED.

6.2 Appointment of Auditors

MOTION BIRT, the board appoints the auditing firm BDO LLP Chartered Accountants to represent Algoma Family Services as the Corporation's Auditors for 2022/23.

Moved by: Lil Silvano
Seconded by: Megan Bernard All in favour. CARRIED.

7.0 Rotation of AFS Directors for 2022/23

The Board Chair reviews the rotation of directors as presented in item 7.0.

MOTION BIRT, the board receives and approves the proposed rotation of directors as presented.

Moved by: William Johnson
Seconded by: Dania Kuzbari All in favour. CARRIED.

8.0 Adoption of 2022/23 Slate of AFS Directors

The Board Chair reviews the rotation of directors as presented in item 8.0.

MOTION BIRT, the board adopts the rotation of directors for 2022/23 as presented.

Moved by: Megan Bernard
Seconded by: Lil Silvano All in favour. CARRIED.

9.0 Election of 2022/23 AFS Board Officers

No nominations presented.

The following board directors wish to continue in their role:

- Secretary, John Paul Paciocco
- Treasurer, Lil Silvano
- Vice-Chair, Pamela Ficociello
- Chair, Jana Tetreault

MOTION BIRT, the board approves the AFS Board Officers as elected for 2022/23.

Moved by: William Johnson
Seconded by: Megan Bernard All in favour. CARRIED.

10.0 Annual Report

10.1 AFS Board Chair Annual Report

The Board Chair presents the report.

10.2 AFS Chief Executive Officer's Annual Report

The CEO presents the report.

11.0 Other Business

Attendees are invited to participate in the Every Breakfast Counts 50/50 draw.

12.0 Adjournment

MOTION BIRT, the board adjourns the annual general meeting at 6:23 pm.

Moved by: Lil Silvano
Seconded by: Megan Bernard All in favour. CARRIED.

Submitted by: Ashlee Gerard, Executive Assistant

2022/23 AFS General Membership

SEPTEMBER 28, 2022

2022/23 proposed general memberships, as follows:

| | | |
|-----------------|---------------------|---|
| Bernard, Megan | Buffone, Lucas | Ficociello, Pamela |
| Gardiner, Julie | Johnson, William | Kuzbari, Dania |
| O'Connor, Lucia | Paciocco, John Paul | Ricard Lofstrom, Patricia |
| Silvano, Lil | Tetreault, Jana | <i>Leave of Absence: Halliday, Sean</i> |

Additional general membership applications will be accepted at the September 28, 2022, AGM for the 2022/23 term.

2022 ANNUAL GENERAL MEETING – AGENDA

Wednesday, September 28, 2022

5:00 pm

Zoom – Virtual



| # | Agenda Item | Time | Lead |
|-----|---|------|-----------------------------|
| 1.0 | Opening & Welcome 1.1 Call to Order 1.2 General Welcome 1.3 Land Acknowledgement | 15 | Jana Tetreault, Chair |
| 2.0 | Keynote Speaker: Douglas Elliott | 15 | Introduction: Ali Juma, CEO |
| 3.0 | Declaration of Conflict of Interest | 2 | Jana Tetreault, Chair |
| 4.0 | AFS General Membership* MOTION to approve AFS general membership for the 2022/23 term, as presented. | 2 | Jana Tetreault, Chair |
| 5.0 | Agenda & Minutes* 5.1 Approval of Agenda MOTION to approve the September 28, 2022, Annual General Meeting agenda, as presented. 5.2 Approval of Minutes MOTION to approve the September 23, 2021, Annual General Meeting minutes as amended. | 5 | Jana Tetreault, Chair |
| 6.0 | Treasurer's Report 6.1 BDO LLP Chartered Accountants – AGM Presentation 6.2 Presentation of 2021/22 Audited Financial Statements* MOTION to receive and approve the 2021/22 Audited Financial Statements as presented by BDO auditors. 6.3 Appointment of Auditors MOTION to appoint the auditing firm BDO LLP Chartered Accountants to represent Algoma Family Services as the Corporation's Auditors for 2022/23. | 20 | Alicia Burgoyne, BDO |
| 8.0 | Rotation of AFS Directors for 2022/23* MOTION to receive and approve the proposed rotation of directors as presented. | 5 | Jana Tetreault, Chair |

| | | | |
|------|---|----|--|
| 9.0 | Adoption of 2022/23 Slate of AFS Directors* MOTION to adopt the Slate of Directors for 2022/23 as presented. | 5 | Jana Tetreault, Chair |
| 10.0 | Election of AFS Board Officers for 2022/23 MOTION to approve the AFS Board Officers as elected for 2022/23. | 5 | Jana Tetreault, Chair |
| 11.0 | Annual Report 11.1 AFS Board President Annual Report 11.2 AFS Chief Executive Officer's Annual Report | 30 | Jana Tetreault, Chair Ali Juma, CEO |
| 12.0 | Other Business | 5 | |
| 13.0 | Adjournment MOTION to adjourn the annual general meeting at--- pm. | | Jana Tetreault, Chair |

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 | | | | | | | | | | | | |
| Halliday, Sean | Paciocco, John Paul | Silvano, Lil | | | | | | | | | | | | |
| Tetreault, Jana | William Johnson | Lucas Buffone | | | | | | | | | | | | |
| Patricia Ricard Loftstrom | Vacancy | Vacancy | | | | | | | | | | | | |

| # | 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 | | | | | | | | | | | | | | | |
| 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 | | | | | | | | | | | | | | | |
| 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"/> |
| 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 | | | | | | | | | | | |
| 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;
- One or more members of the Board of Directors being a person of Indigenous descent who is a resident of the District of Algoma



March 31, 2022 Audit
Annual General Meeting
September 28, 2022

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, 2022 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, 2022 and the results of its operations and cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

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

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

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

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

Independent Auditor's Report (continued)

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

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

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

BDO Canada LLP

Chartered Professional Accountants, Licensed Public Accountants
Sault Ste. Marie, Ontario
June 30, 2022

Algoma Family Services Statement of Financial Position

| March 31 | 2022 | 2021 |
|--|---------------------|---------------------|
| Assets | | |
| Current | | |
| Cash | \$ 1,338,516 | \$ 2,364,803 |
| Receivables | 239,811 | 343,369 |
| Prepaid expenses | 22,262 | - |
| | <u>1,600,589</u> | <u>2,708,172</u> |
| Capital assets (Note 2) | 3,010,349 | 2,273,390 |
| Restricted cash (Note 3) | 62,831 | 62,831 |
| | <u>\$ 4,673,769</u> | <u>\$ 5,044,393</u> |
| Liabilities and Net Assets | | |
| Current | | |
| Accounts payable and accrued liabilities | \$ 848,674 | \$ 1,422,719 |
| Grants repayable (Note 6) | 88,631 | 52,063 |
| Deferred revenue (Note 7) | 140,973 | 699,400 |
| Current portion of long-term debt (Note 8) | 37,724 | 127,081 |
| | <u>1,116,002</u> | <u>2,301,263</u> |
| Deferred capital contributions (Note 9) | 604,979 | 280,124 |
| | <u>1,720,981</u> | <u>2,581,387</u> |
| Net assets | | |
| Reserves (Note 10) | 154,093 | 195,566 |
| Investment in capital assets | 2,367,646 | 1,866,185 |
| Unrestricted net assets | 368,218 | 338,424 |
| Restricted | 62,831 | 62,831 |
| | <u>2,952,788</u> | <u>2,463,006</u> |
| | <u>\$ 4,673,769</u> | <u>\$ 5,044,393</u> |

Condensed Statement of Operations

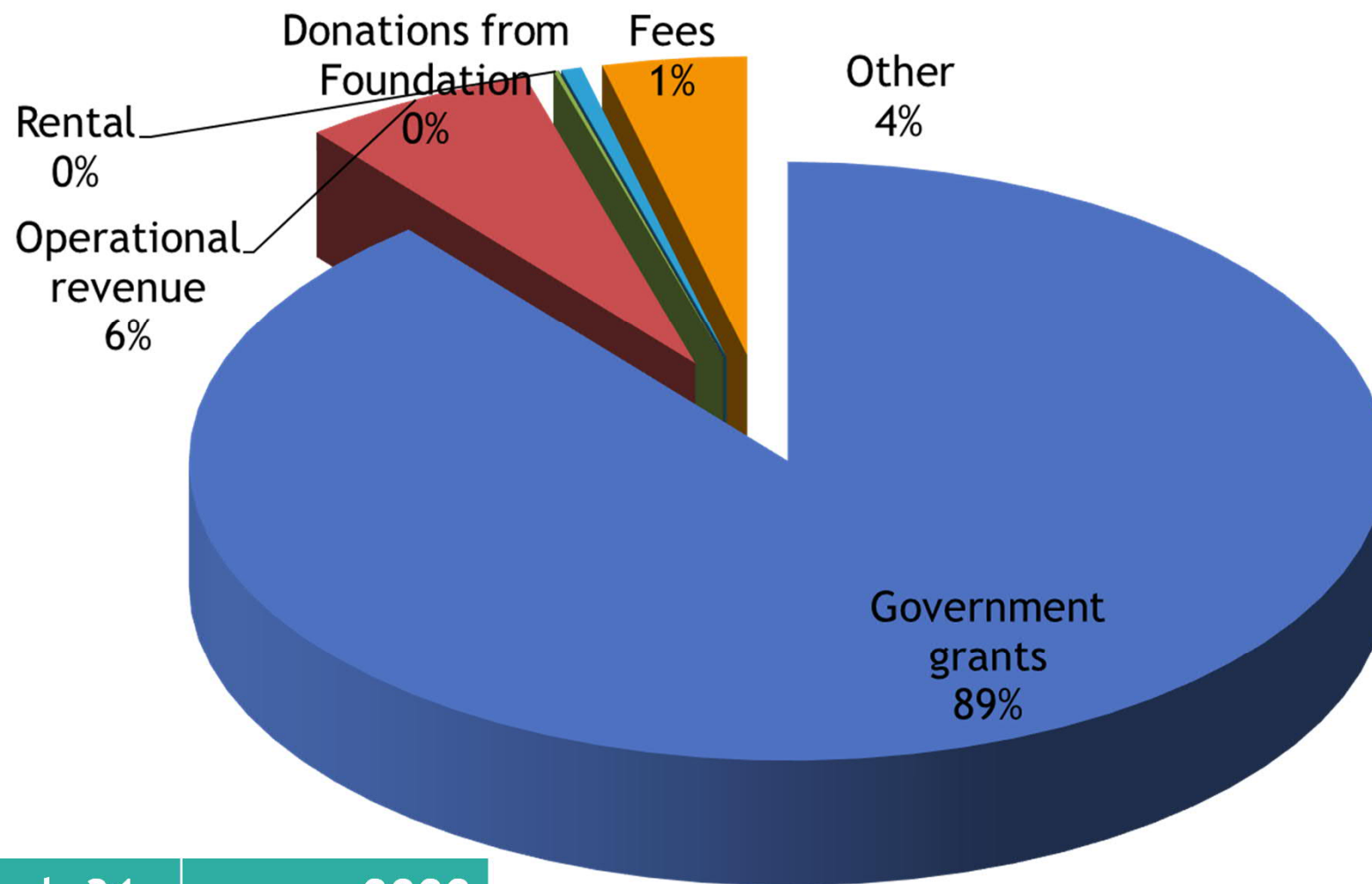
| | 2022 | 2021 |
|----------|--------------|--------------|
| Revenue | \$12,433,429 | \$11,564,332 |
| Expenses | \$11,943,647 | \$11,157,173 |

Revenue increased due to:

- Increased government funding for various areas, specifically counselling, trafficking and ITS

Expenses were increased slightly which would be expected with an increase in revenue. The main increase relates to an increase in payroll.

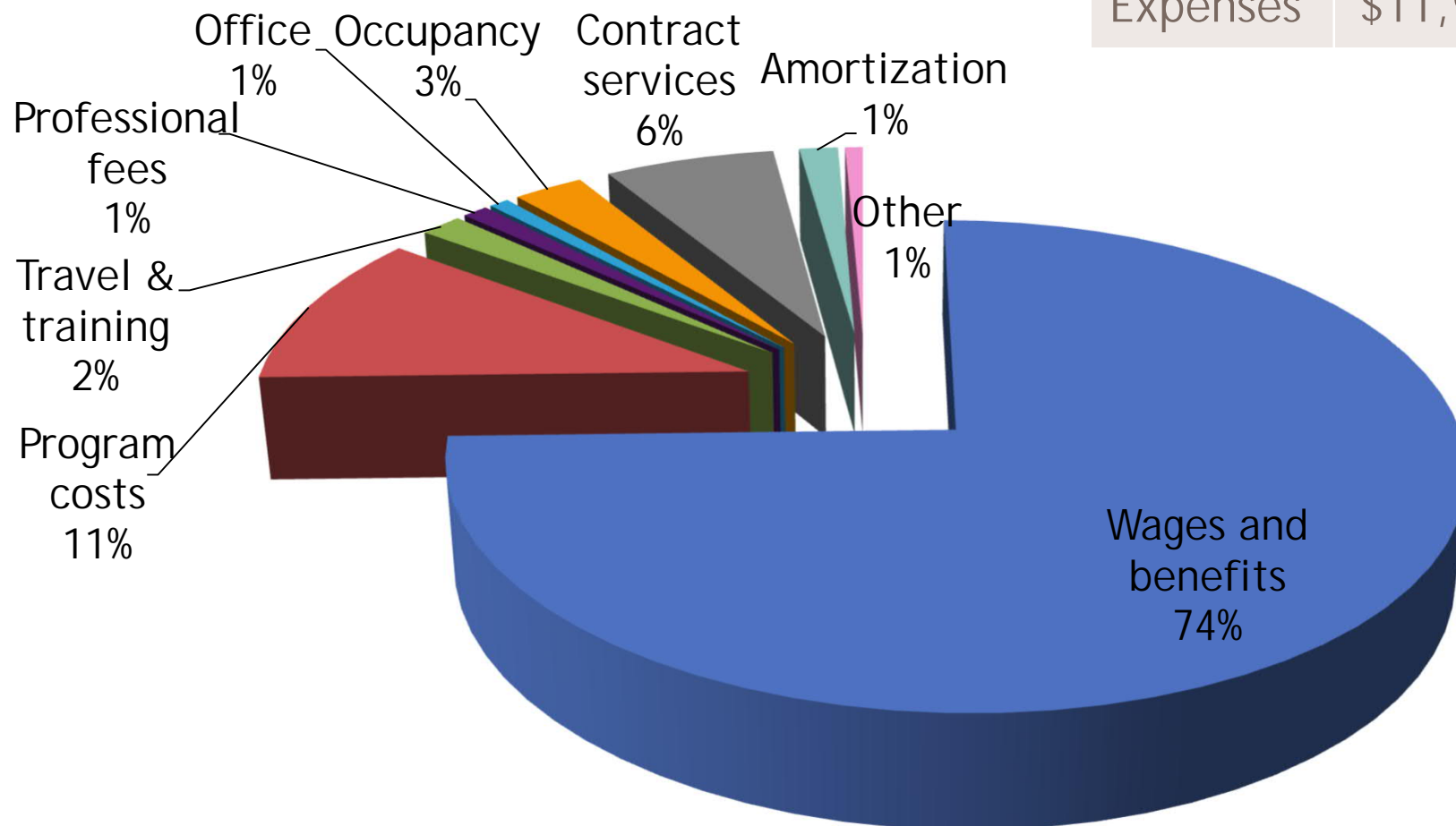
Condensed Statement of Operations - Revenue



| March 31 | 2022 |
|----------|--------------|
| Revenue | \$12,433,429 |

Condensed Statement of Operations - Expenses

| March 31 | 2022 |
|----------|--------------|
| Expenses | \$11,943,647 |



Condensed Statement of Operations

| | 2022 | 2021 |
|---|--------------|--------------|
| Revenue | \$12,433,429 | \$11,564,332 |
| Expenses | \$11,943,647 | \$11,157,173 |
| Excess (deficiency) of revenue over expenses | \$489,782 | \$407,159 |

Excess of revenue over expenses ACCOUNTING \$ 489,782 \$ 407,159

| | |
|-------------------------------|-----------------|
| Add back amortization | \$178,381 |
| Less capital assets purchased | (\$915,340) |
| Less decrease in Vac Pay | (\$29,791) |
| Less deferred capital contrib | (\$38,157) |
| Add deferred capital grants | \$363,012 |
| Less principal mortgage pmts | (\$89,357) |
| Add reserve transfers | <u>\$41,472</u> |
| Excess for FUNDING | 2 |



Algoma Family Services
Financial Statements
For the year ended March 31, 2022

Algoma Family Services
Financial Statements
For the year ended March 31, 2022

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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, 2022 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, 2022 and the results of its operations and cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

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

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

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

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

Independent Auditor's Report (continued)

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

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

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

BDO Canada LLP

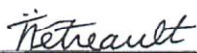
Chartered Professional Accountants, Licensed Public Accountants
Sault Ste. Marie, Ontario
June 30, 2022


Algoma Family Services

Statement of Financial Position

| March 31 | 2022 | 2021 |
|--|---------------------|---------------------|
| Assets | | |
| Current | | |
| Cash | \$ 1,338,516 | \$ 2,364,803 |
| Receivables | 239,811 | 343,369 |
| Prepaid expenses | 22,262 | - |
| | <u>1,600,589</u> | <u>2,708,172</u> |
| Capital assets (Note 2) | 3,010,349 | 2,273,390 |
| Restricted cash (Note 3) | 62,831 | 62,831 |
| | <u>\$ 4,673,769</u> | <u>\$ 5,044,393</u> |
| Liabilities and Net Assets | | |
| Current | | |
| Accounts payable and accrued liabilities | \$ 848,674 | \$ 1,422,719 |
| Grants repayable (Note 6) | 88,631 | 52,063 |
| Deferred revenue (Note 7) | 140,973 | 699,400 |
| Current portion of long-term debt (Note 8) | 37,724 | 127,081 |
| | <u>1,116,002</u> | <u>2,301,263</u> |
| Deferred capital contributions (Note 9) | 604,979 | 280,124 |
| | <u>1,720,981</u> | <u>2,581,387</u> |
| Net assets | | |
| Reserves (Note 10) | 154,093 | 195,566 |
| Investment in capital assets | 2,367,646 | 1,866,185 |
| Unrestricted net assets | 368,218 | 338,424 |
| Restricted | 62,831 | 62,831 |
| | <u>2,952,788</u> | <u>2,463,006</u> |
| | <u>\$ 4,673,769</u> | <u>\$ 5,044,393</u> |

On behalf of the Board:


 J. Tetreault Director


 Director

Algoma Family Services Statement of Operations

| For the year ended March 31 | 2022 | 2021 |
|--|-------------------|-------------------|
| Revenue | | |
| Government grants | \$ 11,075,815 | \$ 10,311,617 |
| Operational revenue - other | 786,871 | 688,920 |
| Rental income | 15,746 | 11,728 |
| Donations from Algoma Family Services Foundation (Note 13) | - | 20,000 |
| Fees | 69,830 | 45,235 |
| Amortization of deferred capital contributions (Note 9) | 38,157 | 18,299 |
| Cost recoveries | 203,906 | 229,454 |
| Other | 243,104 | 239,079 |
| | <u>12,433,429</u> | <u>11,564,332</u> |
| Expenses | | |
| Advertising and promotion | 17,697 | 27,275 |
| Amortization | 178,381 | 147,666 |
| Contracted services | 781,309 | 695,790 |
| Insurance | 34,505 | 32,794 |
| Interest on long-term debt | 1,824 | 3,768 |
| Memberships | 27,239 | 21,768 |
| Occupancy costs | 321,954 | 400,628 |
| Office | 91,326 | 174,924 |
| Professional fees | 117,505 | 151,477 |
| Program costs | 1,269,411 | 1,064,249 |
| Salaries, wages and employee benefits | 8,909,078 | 8,284,476 |
| Travel and training | 193,418 | 152,358 |
| | <u>11,943,647</u> | <u>11,157,173</u> |
| Excess of revenue over expenses | <u>\$ 489,782</u> | <u>\$ 407,159</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, 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 |
| 2022 | | | | | |
| Excess (deficiency) of revenues over expenses | - | (178,381) | 668,163 | - | 489,782 |
| Capital assets acquired | - | 915,340 | (915,340) | - | - |
| Deferred capital grants | - | (363,012) | 363,012 | - | - |
| Deferred contribution of capital assets | - | 38,157 | (38,157) | - | - |
| Principal payments on debt | - | 89,357 | (89,357) | - | - |
| Transfer from reserve | (41,473) | - | 41,473 | - | - |
| Balance at March 31, 2022 | \$ 154,093 | \$ 2,367,646 | \$ 368,218 | \$ 62,831 | \$ 2,952,788 |

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

Algoma Family Services Statement of Cash Flows

| For the year ended March 31 | 2022 | 2021 |
|--|---------------------|---------------------|
| Cash flows from operating activities | | |
| Excess of revenue over expenses | \$ 489,782 | \$ 407,159 |
| Items not involving cash | | |
| Amortization of capital assets | 178,381 | 147,666 |
| Amortization of deferred contributions | <u>(38,157)</u> | <u>(18,299)</u> |
| | 630,006 | 536,526 |
| Changes in non-cash working capital balances | | |
| Receivables | 103,558 | (47,259) |
| Prepaid expenses | (22,262) | - |
| Accounts payable and accrued liabilities | (574,045) | 598,083 |
| Grants repayable | 36,568 | 405 |
| Deferred revenue | <u>(558,427)</u> | <u>677,001</u> |
| | <u>(384,602)</u> | 1,764,756 |
| Cash flows from investing activities | | |
| Purchase of capital assets | (915,340) | (485,232) |
| Deferred capital contributions | <u>363,012</u> | <u>-</u> |
| | <u>(552,328)</u> | (485,232) |
| Cash flows from financing activities | | |
| Principal payments on long-term debt | <u>(89,357)</u> | (87,787) |
| Increase (decrease) in cash and equivalents | (1,026,287) | 1,191,737 |
| Cash, beginning of year | <u>2,364,803</u> | <u>1,173,066</u> |
| Cash, end of year | <u>\$ 1,338,516</u> | <u>\$ 2,364,803</u> |

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

Algoma Family Services Notes to Financial Statements

March 31, 2022

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 | <p>The Organization follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.</p> <p>Contributions restricted for the purchase of capital assets are deferred and amortized into revenue at a rate corresponding with the amortization rate for the related capital assets.</p> | | | | | | | | | | | | |
| Restricted assets | Certain amounts, as approved by the Board of Directors, are set aside as restricted net assets for future operating expenditures. | | | | | | | | | | | | |
| Capital Assets | <p>Capital assets are recorded at cost less accumulated amortization. Amortization, based on the estimated useful life of the asset, is provided by the declining balance basis using the following rates:</p> <table><tr><td>Land improvements</td><td>- 5%</td></tr><tr><td>Buildings</td><td>- 5%</td></tr><tr><td>Furniture and equipment</td><td>- 10% - 30%</td></tr><tr><td>Computer equipment</td><td>- 30%</td></tr><tr><td>Computer software</td><td>- 50%</td></tr><tr><td>Automotive</td><td>- 30%</td></tr></table> | Land improvements | - 5% | Buildings | - 5% | Furniture and equipment | - 10% - 30% | Computer equipment | - 30% | Computer software | - 50% | Automotive | - 30% |
| Land improvements | - 5% | | | | | | | | | | | | |
| Buildings | - 5% | | | | | | | | | | | | |
| Furniture and equipment | - 10% - 30% | | | | | | | | | | | | |
| Computer equipment | - 30% | | | | | | | | | | | | |
| Computer software | - 50% | | | | | | | | | | | | |
| Automotive | - 30% | | | | | | | | | | | | |
| 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, 2022

2. Capital assets

| | 2022 | | 2021 | |
|-------------------------|---------------------|-------------------------------------|---------------------|-------------------------------------|
| | Cost | Accumulated Amortization | Cost | Accumulated Amortization |
| Land | \$ 165,726 | \$ - | \$ 165,726 | \$ - |
| Land improvements | 31,219 | 11,783 | 31,219 | 10,991 |
| Buildings | 4,906,571 | 2,368,112 | 3,822,422 | 2,263,039 |
| Furniture and equipment | 604,348 | 491,332 | 604,348 | 478,775 |
| Computer equipment | 885,935 | 727,408 | 885,935 | 680,452 |
| Computer software | 212,871 | 201,504 | 212,871 | 190,136 |
| Automotive | 75,727 | 71,909 | 75,727 | 70,273 |
| Work in progress | - | - | 168,808 | - |
| | \$ 6,882,397 | \$ 3,872,048 | \$ 5,967,056 | \$ 3,693,666 |
| Net book value | | \$ 3,010,349 | | \$ 2,273,390 |

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:

| | 2022 | 2021 |
|--|------------------|------------------|
| 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, 2022, the credit is unused.

5. Accounts payable and accrued liabilities

Included in accounts payable and accrued liabilities are government remittances of \$18,679 (March 31, 2021 -nil).

Algoma Family Services

Notes to Financial Statements

March 31, 2022

6. Grants repayable

| | 2022 | 2021 |
|---|------------------|------------------|
| Ministry of Children and Youth Services | \$ 40,939 | \$ 40,939 |
| Ministry of Community and Social Services | 47,692 | 11,124 |
| | \$ 88,631 | \$ 52,063 |

7. Deferred revenue

| | 2022 | 2021 |
|-------------------------------------|-------------------|-------------------|
| Balance, beginning of year | \$ 699,400 | \$ 22,399 |
| Capital grants deferred in the year | 74,454 | 691,152 |
| Amounts included in revenue | (632,881) | (14,151) |
| Balance, end of year | \$ 140,973 | \$ 699,400 |

8. Long-term debt

| | 2022 | 2021 |
|---|-------------|-------------|
| Loan payable \$7,583 monthly which includes interest at 2.06% per annum, secured by specific buildings and a general security agreement, maturing August 2022 | \$ 37,724 | \$ 127,081 |
| Less current portion | 37,724 | 127,081 |
| | \$ - | \$ - |

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.

| | 2022 | 2021 |
|--|-------------------|-------------------|
| Balance, beginning of year | \$ 280,124 | \$ 298,423 |
| Grants deferred in the year | 363,012 | - |
| Amortization of deferred capital contributions | (38,157) | (18,299) |
| Balance, end of year | \$ 604,979 | \$ 280,124 |

Algoma Family Services Notes to Financial Statements

March 31, 2022

10. Reserves

| | 2022 | 2021 |
|---------------------------|-------------------|-------------------|
| Energy break | \$ 25,758 | \$ 28,687 |
| EAP / Fee for service | 34,784 | 34,784 |
| Triple P | 40,018 | 85,118 |
| Supervised Access Program | 4,263 | 4,263 |
| Miscellaneous | 49,270 | 42,714 |
| | \$ 154,093 | \$ 195,566 |

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 three years are as follows:

| | | |
|------|----|--------|
| 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 \$- (2021 - \$20,000) 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:

| | 2022 | 2021 |
|-------------------------------------|-------------|------------------|
| Funding received | \$ - | \$ 20,000 |
| Deferred revenue, beginning of year | - | 3 |
| Deferred revenue, end of year | - | (3) |
| | \$ - | \$ 20,000 |

Algoma Family Services

Notes to Financial Statements

March 31, 2022

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.

2022/23 AFS Director Rotation

SEPTEMBER 28, 2022

To fulfil term requirements the 2022/23 rotation of AFS Directors is as follows:

| Board Member | Area Served | Proposed Term |
|---------------------------|-------------|---------------|
| Buffone, Lucas | City | 2022-25 |
| Ficociello, Pamela | City | 2022-25 |
| Johnson, William | City | 2022-25 |
| Silvano, Lil | City | 2022-25 |

The following directors have assumed vacancies from 2021/22:

| Board Member | Area Served | Proposed Term |
|------------------------|-------------|---------------|
| Kuzbari, Dania | City | 2021-24 |
| O'Connor, Lucia | City | 2021-24 |

2022/23 AFS Slate of Directors

SEPTEMBER 28, 2022

The 2022/23 slate of directors is proposed as follows:

| Last Name | First Name | Start Date | Present Term Start | Present Term End | Present Term # | Completed # of Terms |
|------------------------|------------|--------------------|--------------------|------------------|----------------|----------------------|
| Paciocco | John Paul | May 16, 2013 | 2020 | 2023 | 3 | 2 |
| Tetreault | Jana | September 25, 2014 | 2020 | 2023 | 3 | 2 |
| Halliday | Sean | January 28, 2016 | 2020 | 2023 | 2 | 1 |
| Gardiner | Julie | September 24, 2020 | 2020 | 2023 | 1 | 0 |
| Bernard | Megan | November 22, 2018 | 2021 | 2024 | 1 | 0 |
| Ricard Lofstrom | Patricia | November 28, 2019 | 2021 | 2024 | 1 | 0 |
| Kuzbari | Dania | February 23, 2022 | 2021 | 2024 | Filled Vacancy | 0 |
| O'Connor | Lucia | May 26, 2022 | 2021 | 2024 | Filled Vacancy | 0 |
| Ficociello | Pamela | September 25, 2014 | 2022 | 2025 | 3 | 2 |
| Silvano | Lil | January 24, 2019 | 2022 | 2025 | 2 | 1 |
| Lucas | Buffone | November 28, 2019 | 2022 | 2025 | 1 | 0 |
| Johnson | William | November 28, 2019 | 2022 | 2025 | 1 | 0 |

PRESIDENT'S MESSAGE

2021-2022: With Change Comes Opportunity

Jana Tetreault

**PRESIDENT OF THE BOARD,
ALGOMA FAMILY SERVICES**



**“THERE IS ALWAYS SOMETHING VALUABLE THAT CAN BE DERIVED OUT OF DIFFICULTY, ADVERSITY, OR CHANGE. WE JUST HAVE TO LOOK FOR IT WITH OPEN MINDS.”
- BARRY FARBER**

There is little doubt that a second year of navigating the pandemic brought its share of difficulty, adversity, and change for families in Algoma! Our staff and the community also shared those challenges to accommodate the ever-increasing service demand. I believe the Board would agree that our staff at Algoma Family Services regularly approached difficulties with open minds, fresh ideas, and determination! The organization as a team endeavoured to use these challenges as opportunities to make positive changes, seek and strengthen partnerships, and expand services – particularly for the youth of our community. The Board continues to be proud and appreciative of the ongoing dedication of the CEO and the staff at AFS! What an awesome team!

Changes also came to our Board of Director membership this past year. Two Directors, Marsha Nicholas and Amber Boudreau left to pursue new professional opportunities. We greatly appreciate their many contributions to the Board and know they will continue to make positive changes in their new professional roles! Their vacancies provided the opportunity to welcome two new Directors to the Board; Director Dania Kuzbari has strong ties with immigration and employment services, and Director Lucia O'Connor brings new insights and vast experience as an Indigenous Arts Educator. We have endeavoured to recruit members with diverse skill sets and experience. Through active Director involvement and regular sharing with the CEO and Leadership Team, the Board is well informed and positioned well for effective governance.

We are hopeful that we can look forward to a more normalized upcoming year and remain open to the opportunities that await us!

BOARD OF DIRECTORS

**“COMING TOGETHER IS A BEGINNING; KEEPING TOGETHER IS PROGRESS;
WORKING TOGETHER IS SUCCESS.” -EDWARD EVERETT HALE**

JANA TETREULT - PRESIDENT/CHAIR
PAMELA FICOCIELLO - VICE-CHAIR
LIL SILVANO - TREASURER
JOHN PAUL PACIOCCO - SECRETARY

MEGAN BERNARD
LUCAS BUFFONE
JULIE GARDINER
DANIA KUZBARI

SEAN HALLIDAY
WILLIAM JOHNSON
PATRICIA RICARD LOFTSTROM

MESSAGE FROM THE CEO

Ali Juma

CEO,
ALGOMA FAMILY SERVICES



Any ship can sail if the seas are calm, but few can do so when the waters are turbulent. In a year when many organizations were doing their best to navigate the shutdowns, return to in-person services, deal with pandemic fatigue, staffing shortages, and burnout, the team at AFS was there in force when our clients needed us the most. It is with tremendous gratitude to the AFS staff and leadership for their tenacious resolve in making services available when and where our clients needed it. Rather than scaling back our services at a time when the demand for service surged, we expanded our services, adeptly pivoted to a hybrid service model, and gradually expanded our in-person services when it was safe to do so. In fact, we were one of the first community-based agencies to return to in-person services.

Thanks to the investments by our funders, we had the PPE and renovated space, including a better air filtration system at our McNabb office to ensure a safe return for both staff and clients. We also had the pandemic pay necessary to ensure those clients deemed high risk or high need received in-person service during shutdowns and office closures. Lastly, the enhanced investments also ensured children, youth, and their families did not go without food through our Student Nutrition Program and the Every Breakfast Counts Program. In this regard, we thank our funders for their support; it made all the difference in expanding our service capacity and returning to in-person services.



Where we continue to need more investment is in base funding to ensure we can recruit and retain staff. The sprinkling of mental health and addiction funding to other sectors has the impact of eroding service capacity at community-based agencies like AFS. When our staff leave to take higher-paying jobs with the Boards of Education and the hospital, we lose desperately needed expertise and resources. The irony is many of the staff that leave refer clients back to AFS which has the impact of exacerbating our waitlists, while we recruit to fill the vacant position. Bill 124 also serves as a recruitment and retention handicap. Our moderation period will expire in 2024. We cannot afford to be a training ground for other sectors and lose our most experienced counsellors. We urge the Government to increase base funding for community service agencies, rather than make funding available only for new services.

MESSAGE FROM THE CEO



With that being said, I am proud to share our incredible achievements despite a second pandemic year that brought multiple shutdowns, the introduction of vaccines, and the lifting of many restrictions. While all that was going on, we succeeded in becoming designated as an Ontario Structured Psychotherapy delivery site (\$181,000 new revenue), achieving our accreditation, and also winning the Sault Chamber of Commerce Non-Profit Business of the Year Award. What a testament to the awesome team, innovation, and business practices at AFS!

A few service highlights include:

- 22.3% increase in single therapy sessions
- 14.4% increase in Intake and STS referrals
- 9.8% increase in counselling and therapy referrals
- 121% increase for our virtual walk-in single session clinic

All this while we recorded one of the lowest staff absentee rates at 3% in comparison to our provincial partners that experienced a 20% to 30% rate.

AFS is at its best when we are learning and being challenged! We certainly were at our best as we tackled more severe client mental health and substance use challenges! Through a multi-children service agency initiative, AFS, CAS, THRIVE, and CLA in collaboration with the CAP unit at SAH were able to provide emergency housing and support to three youth that otherwise would have been sent out of our community to get the care they needed. Perhaps of all our accomplishments, this has to be the capstone! It demonstrated our best as a system to come together quickly to support these youth in a way we have been challenged to do before.

Algoma children and youth deserve to receive the care they need in their community, connected to their families. We call on the Government to make base funding available to community agencies like AFS so children do not have to be apprehended by CAS to have the care they need paid for. We also ask for the elimination of grant-based funding in the form of complex special need applications that are bureaucratic in nature and take resources away from caring for the child in order to complete forms that can only be initiated and approved when the child is in crisis. Without base funding for boarding costs and live-in care services, AFS must take the risk of paying for live-in care services without knowing at the time of application whether the cost of care will be covered by the Government. In some instances, the full cost is not covered resulting in resources being used that would otherwise support lower-risk clients. The reduction of service results in these clients becoming at higher risk of requiring a higher level of care!

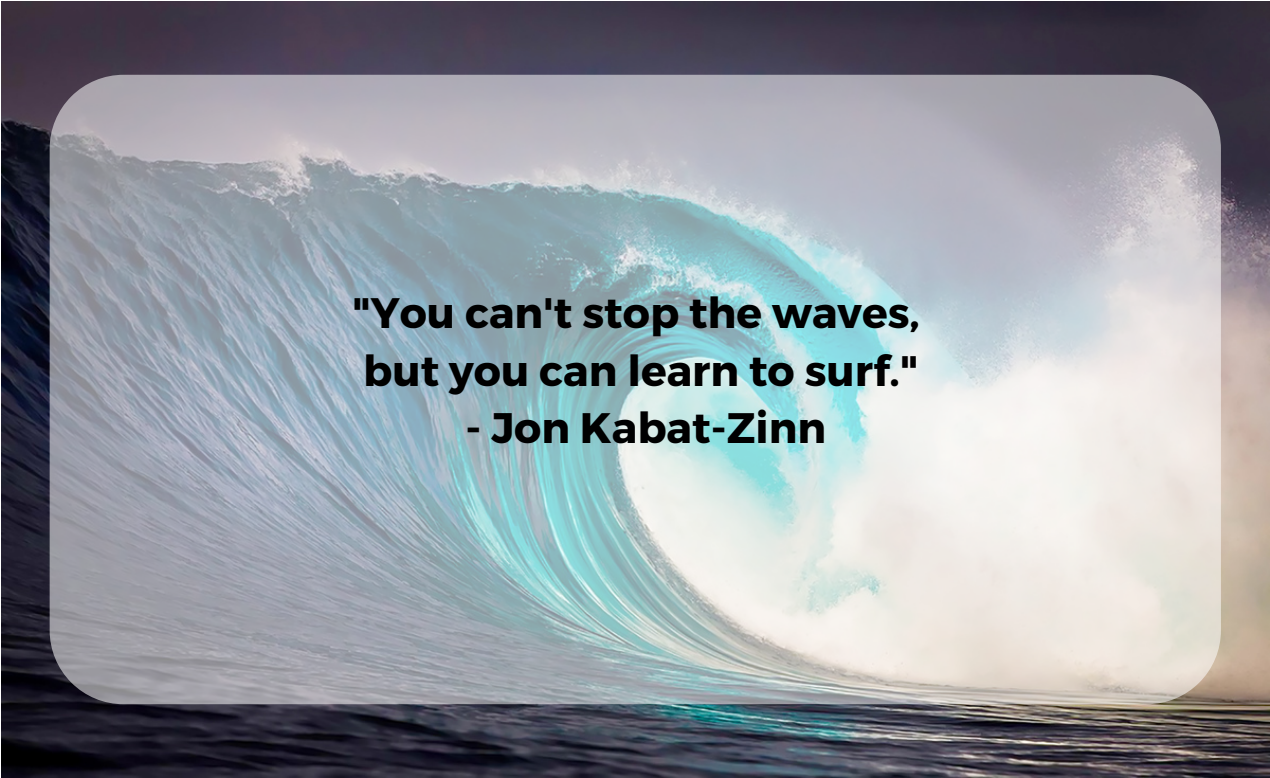
MESSAGE FROM THE CEO



Lastly, with regard to asks of the Government, we request the immediate approval of our multi-children services agency proposal submitted over a year ago to repurpose the closed open custody facility in Sault Ste. Marie to a live-in treatment program. Housing children and youth in hotels or worse having to send kids out of our community to get the care they need is totally unacceptable when we have a facility here sitting vacant.

With regard to the future, our focus is on expanding support and live-in care options for our most complex needs children and youth. We will continue our collaboration with our community partners and the Algoma Ontario Health Team as a multi-service or an amalgamated agency. Despite the economic and HHR challenges we are facing, the future is bright!

We thank the AFS Board of Directors for their steadfast support during another challenging year, our community partners for the collaboration on our most complex cases, and our funders for ensuring we had the resources necessary to meet the most immediate needs of our clients during the greatest crisis we have faced. As we have presented in previous years, find an account of our extraordinary results under each of our strategic priorities outlined in this report.



**"You can't stop the waves,
but you can learn to surf."
- Jon Kabat-Zinn**