



**The Corporation of the City of Sault Ste. Marie
Budget Meeting of City Council
Agenda**

Monday, October 30, 2017

4:30 pm

Council Chambers

Civic Centre

Pages

1. Approve Agenda as Presented

Mover Councillor L. Turco

Seconder Councillor J. Hupponen

That the Agenda for 2017 10 30 Budget Meeting as presented be approved.

2. Declaration of Pecuniary Interest

3. Levy Boards

Levy Boards have the legislative ability to provide an amount to a municipality to be added to the municipal tax levy.

3.1 Algoma Public Health

4 - 5

Public health units are governed by the *Health Protection and Promotion Act*. Section 72(1)(a) states the obligating municipality must pay for the expenses incurred by the health unit in its performance of its functions and duties set out by the Act. Section 72(8) states that obligating municipalities will pay the amounts set out in the notice from the health unit at the times specified.

3.2 Sault Ste. Marie & Region Conservation Authority

6 - 19

Conservation Authorities are governed by the *Conservation Authorities Act*. Section 27 sets out the apportionment of costs based upon the benefit derived by each participating municipality. The ability to enforce

the payment is set out in section 27(7). A municipality may appeal the levy to the Mining and Lands Commissioner appointed under the *Ministry of Natural Resources Act*. The appeal must commence within 30 days after the notice of the levy is received from the authority.

Rhonda Bateman, General Manager

3.3 Sault Ste. Marie District Social Services Administration Board

The Sault Ste. Marie District Social Services Administration Board (SSMDSSAB) is governed by the *District Social Services Administration Board Act*. Section 6 states the "municipality shall pay the amounts required to be provided by it for its share of the costs of social services to the board for its district, on demand." The Act allows for penalties to be imposed for non-payment.

4. Local Boards

Local Boards have the legislative ability to set their budgets to be added to the municipal tax levy; however, the municipality may have a greater say in the service level that the board provides.

4.1 Police Services Board

20 - 26

The Police Service is governed by the *Police Services Act*. Section 39(5) of the Act states that the board can appeal to the Ontario Civilian Police Commission who will determine if the proposed estimates provide for adequate and effective police services that meet the needs of the community for the fiscal year in question. The budget submitted by the Police Service is based upon meeting their requirements under the Act.

Chief R. Keetch

4.2 Public Library Board

27 - 43

A public library board is governed by the *Public Libraries Act*. The Act requires the library board to submit to Council annually an estimate required by the board for the fiscal year. Under the Act, Council can approve or amend and approve the estimates.

Roxanne Rissanen, CEO/Director of Public Libraries

5. Outside Agency Grants

The following outside agency grants are approved by Council through funding agreements.

All other requests from outside agencies are governed by the Sustaining and Other Grants Policy.

- | | | |
|------------|--|-----------|
| 5.1 | Algoma University

Asima Vezina, President; Sean Dwyer, VP Finance and Administration | 44 - 52 |
| 5.2 | Sault Ste. Marie Museum

Julia Victoria Piskiewicz, Director / Curator, Sault Ste. Marie Museum | 53 - 63 |
| 5.3 | Safe Communities Partnership

Kristy Harper, Vice President Board of Directors and Manager, Algoma Public Health Unit; Adam Carpenter, Treasurer Board of Directors and Controller, Essar Steel | 64 - 72 |
| 5.4 | Art Gallery of Algoma

Mark Lepore, President and Jasmina Jovanovic, Executive Director | 73 - 118 |
| 5.5 | Physician Recruitment

Christine Pagnucco, Manager | 119 - 141 |
| 5.6 | Soo Arena Association

Lorne Jarrett, Treasurer; Chad Bouchard, Manager | 142 - 159 |
| 5.7 | Canadian Bushplane Heritage Centre

Mike Delfre, Executive Director, Kim Park, President and Richard Walker, Treasurer | 160 - 178 |

6. Adjournment

Mover Councillor R. Niro
Seconder Councillor M. Shoemaker

That this Council shall now adjourn.



October 16, 2017

Mayor and Council
City of Sault Ste. Marie
99 Foster Dr.
Sault Ste. Marie, ON P6A 5X6

Dear Mayor and Council:

Algoma Public Health (APH) would like to thank the City of Sault Ste. Marie (the City) and City Council (Council) for the invitation to make a presentation to Council with regards to APH's 2018 Operating Budget. Last year APH made a similar presentation to Council providing a brief summary as to:

- what Public Health is
- the programs and services offered by APH
- the legislative and funding framework for Public Health in Ontario
- APH's budget processes
- Municipal Levy analysis

As such, APH felt it would be more efficient to provide a letter to council with respect to its 2018 Budget deliberations.

As you are aware, APH is an autonomous Board of Health, separate from any municipal organization but with multi-municipal representation, including citizen representatives appointed by municipalities and with the potential for provincial appointees.

Mandatory cost-shared programs are funded through provincial and municipal dollars, with municipal dollars currently amounting to at least 25% of the cost-shared formula.

Section 72.1 of the Health Protection and Promotion Act (HPPA) states that obligated municipalities in a health unit shall pay,

- a) The expenses incurred by or on behalf of the board of health of the health unit in the performance of its functions and duties under the HPPA or any other Act;
- b) The expenses incurred by or on behalf of the MOH of the board of health in the performance of his or her functions and duties under the HPPA or any other Act

Section 76 of the HPPA further states;

The Minister may make discretionary grants for the purpose of the HPPA as he or she considers appropriate.

Blind River
P.O. Box 194
9B Lawton Street
Blind River, ON P0R 1B0
Tel: 705-356-2551
TF: 1 (888) 356-2551
Fax: 705-356-2494

Elliot Lake
ELNOS Building
302-31 Nova Scotia Walk
Elliot Lake, ON P5A 1Y9
Tel: 705-848-2314
TF: 1 (877) 748-2314
Fax: 705-848-1911

Sault Ste. Marie
294 Willow Avenue
Sault Ste. Marie, ON P6B 0A9
Tel: 705-942-4646
TF: 1 (866) 892-0172
Fax: 705-759-1534

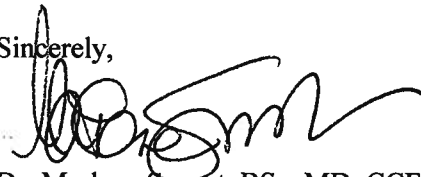
Wawa
18 Ganley Street
Wawa, ON P0S 1K0
Tel: 705-856-7208
TF: 1 (888) 211-8074
Fax: 705-856-1752

The Ministry of Health and Long-Term Care continues to advise Boards of Health to plan for no growth funding for the foreseeable future with respect to mandatory cost-shared programs. In addition to this negative funding pressure, Management and the Board of APH are very mindful of the financial constraints many of the obligated Municipalities within the District of Algoma are facing. As such, APH is committed to pursuing improved efficiencies in its operations and continually looking for the best value for each dollar the Board spends. With that in mind, Management is forecasting a minimal levy increase for the 2018 Operating year.

The Management of APH is in the process of preparing APH's 2018 Operating Budget for review by the Board's Finance & Audit Committee with Board deliberations and approval scheduled to occur in November. Written notice of the assessed levy will then be provided to obligated Municipalities in early December. This timeline is very deliberate in that it is meant to be helpful to Municipalities within the District of Algoma prior to their own budget deliberations being finalized.

We trust that this update is helpful in council. Should you have any further questions, please do hesitate to contact me.

Sincerely,



Dr. Marlene Spruyt, BSc, MD, CCFP, FCFP, MSc-PH
Medical Officer of Health

cc: Algoma Public Health Board of Health



Sault Ste. Marie Region Conservation Authority

Sault Ste. Marie City Council Presentation

October 30, 2017



Mandate

Conservation Authorities, created in 1946 by an Act of the Provincial Legislature, are mandated to ensure the conservation, restoration and responsible management of Ontario's water, land and natural habitats through programs that balance human, environmental and economic needs.

Vision

Healthy watersheds existing in a balance between the natural environment and human needs.

Mission Statement

To protect, improve and promote local watersheds through the delivery of resource management services and programs in cooperation with community partners.



SSMRCA Regulations

Conservation Authorities Act

O. Reg. 176/06 - Regulation of Development, Interference with Wetlands and Alterations to Shorelines and Watercourses

O. Reg. 134/90 – Conservation Areas – Sault Ste. Marie Region



Flood Prevention and Maintenance

Flood Control Channel Maintenance

debris removal
brush/tree cutting
grass cutting

Flood Forecasting

Daily Planning Cycle
Evaluation of current conditions
Monitoring of streamflow gauges
Analysis of forecasts
Determination of flood threat

Dam Operations and Maintenance

dam safety and security
reservoir level maintenance
dam maintenance

Flood Messaging

Inform appropriate ER agencies
Watershed Conditions Statement
Flood Watch – flooding is possible
Flood Warning – flooding is imminent
or occurring



SSMRCA Infrastructure and Property

Flood Control Infrastructure

Ward 1 – Clark Creek

Ward 4 – Fort Creek (portion)

Ward 5 – East Davignon Channel

Fort Creek Dam and Reservoir

Fort Creek (portion)

Ward 6 – Central Creek

Bennett-West Davignon Channel

Total length of channels – 12.26 km

Conservation Areas

Ward 2 – Waterfront – 0.5 ha (1.2 ac)

Ward 3 – Hiawatha Highlands - 893 ha (2207 ac)

Ward 5 – Fort Creek – 77 ha (190 ac)

Ward 6 – Shore Ridges – 374 ha (924 ac)

Mark's Bay – 108 ha (267 ac)

Other Property

Ward 6 – 2 parcels forestry – 251 ha (620 ac)

Prince Township – 255 ha (629 ac)



Flood Control Structures





Programs and Benefits

Integrated Watershed Management

Drinking Water Source Protection

Education and Outreach

Forest Management

Conservation Areas

Watershed Science



Parade of Paddles



CANADA 150

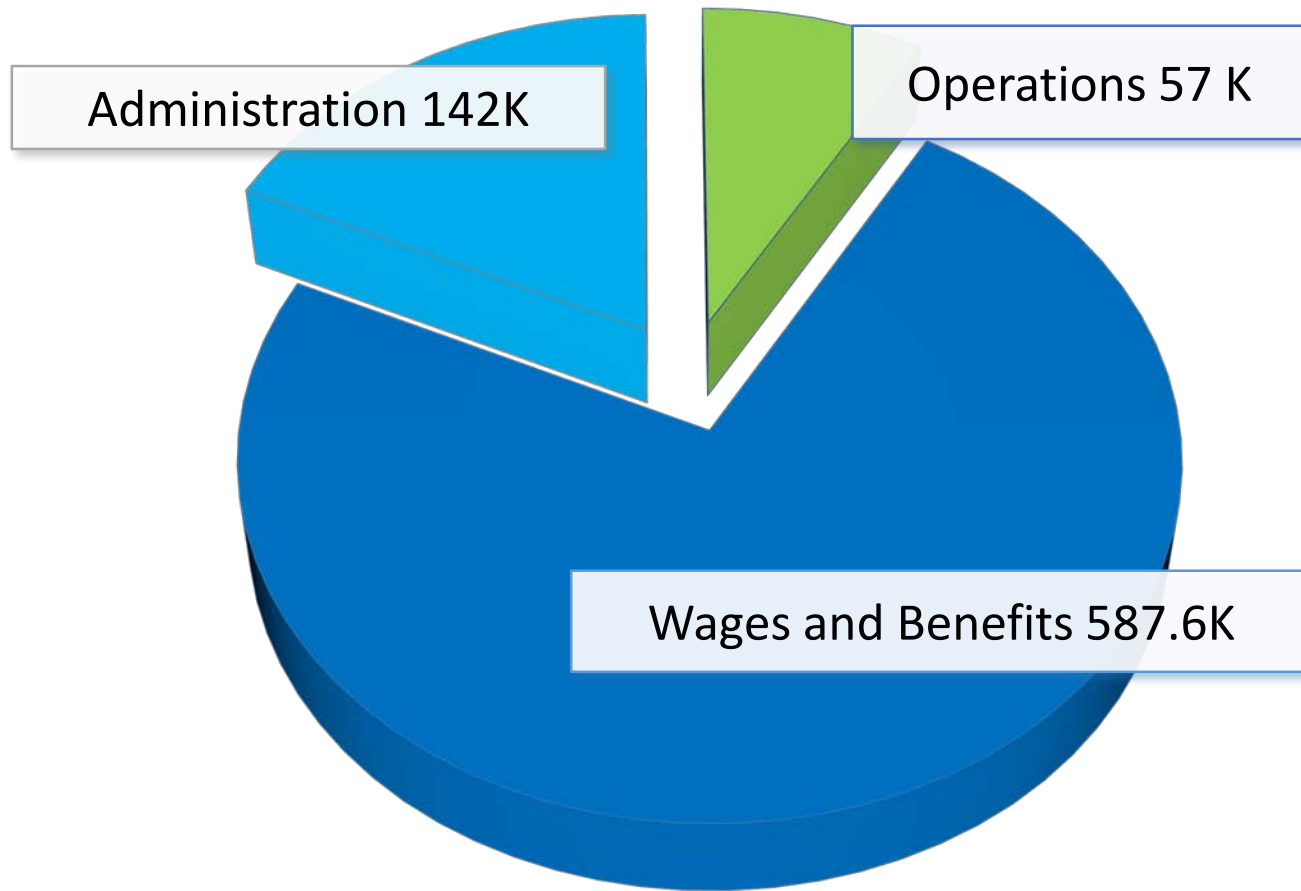


Conservation Areas





Expenditures



Wages and Benefits

8 staff members

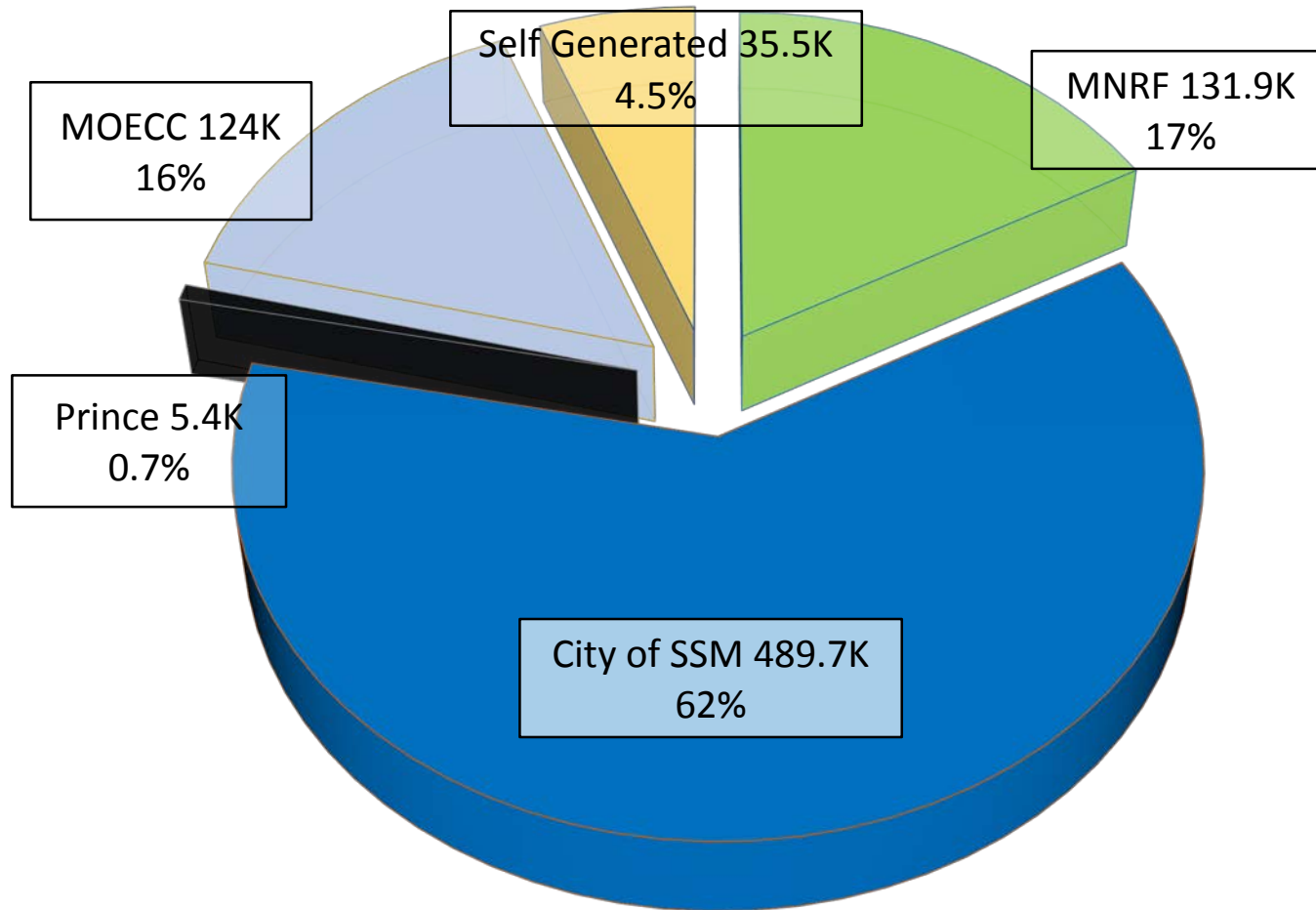
Administration

Taxes, fees, utilities, licenses, travel, training, committees, insurance, education and outreach, partnership development, trails

Operations

Flood forecasting and warning, channel maintenance, dam maintenance, repairs

Revenues



MNRF – flood forecasting and warning, flood maintenance and operations, administration, wages and benefits

MOECC – Drinking Water Source Protection, wages and administration

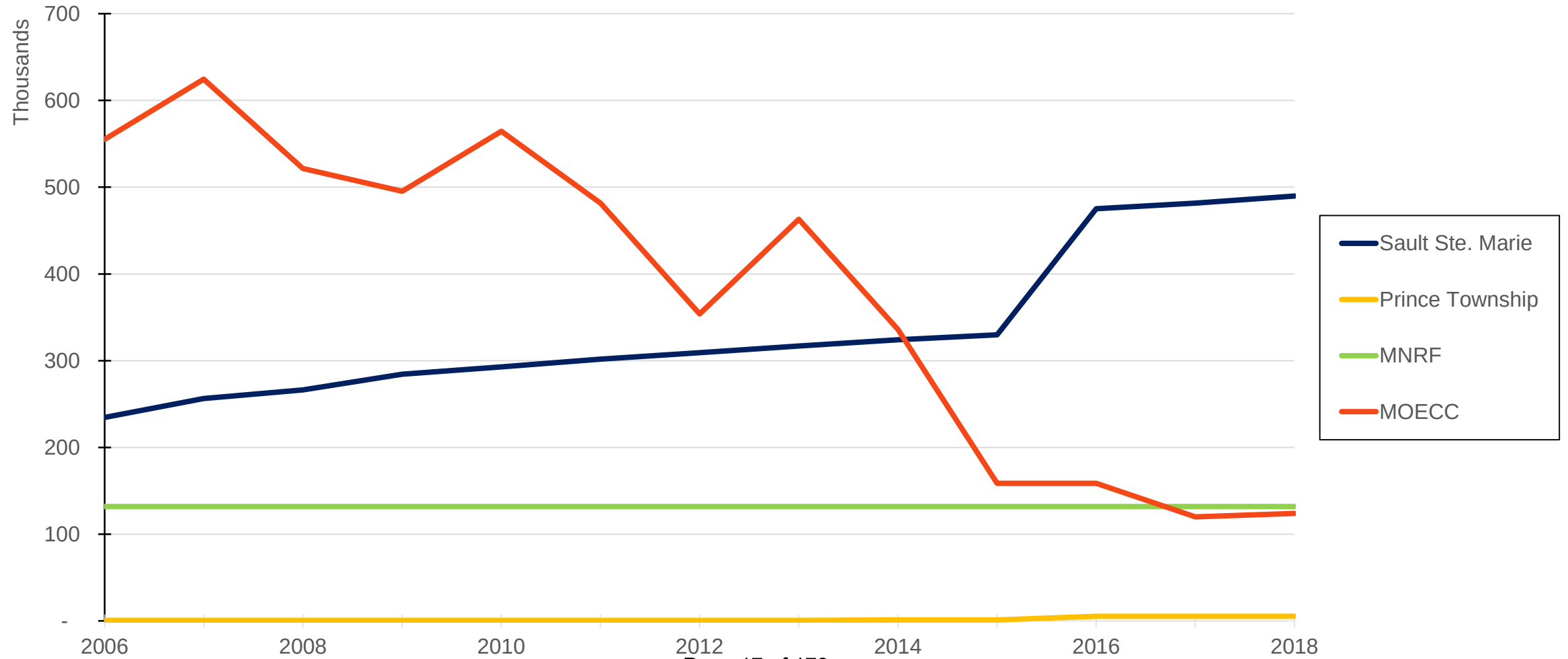
Self-Generated – development regulation fees, donations, rentals

City of SSM – flood forecasting and warning, flood maintenance and operations, administration, wages and benefits, education and outreach, trails, regulations

Prince - flood forecasting and warning, administration, wages and benefits, education and outreach, regulations



SSMRCA Funding





Water and Erosion Control Infrastructure Funding

Capital Funding Levy for 2018

Fort Creek Dam Safety Review

Projects for 2018

1) Geotechnical Study	\$50,000
2) Upgrade ladder within Drop Inlet	\$10,000
3) Safety Fence Around Dam	<u>\$30,000</u>
Total	\$90,000

WECl application \$45,000

City of SSM	\$45,000
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Efficiencies

Yearly increase in regulatory fees

Decrease in use/cost of rental equipment

Opportunities for revenue generation

Partnerships



2018 Police Services Budget

Presentation to City Council

Factors Impacting Policing Costs

- ▶ Aging Infrastructure (Building/Radio Upgrade)
- ▶ Contractual Obligations
- ▶ Downloading of Services – i.e. Mental Health
- ▶ PTSD and Accommodated Officers
- ▶ Adequacy Standards/Regulations
- ▶ Sick Time/Compliment/Vacation Selection
- ▶ Specialty Units



Background

Considerable discussions surrounding the perceived increased costs of policing

Police Services - 5 Year Comparison

	2014	2015	2016	2017	2018
Budget	24,085,859	23,716,705	23,852,153	24,276,502	25,096,639
% increase/(decrease)	2.60%	-1.53%	0.06%	1.80%	3.30%
Net Actual	24,746,280	23,624,420	23,305,107	23,984,000	n/a
Savings/(Overage)	(661,421)	708,256	547,046	292,502	n/a



2016 Budget (\$900,000 Under Budget) How Was This Accomplished?

- Strategic plan for transformational change undertaken through KPMG
- Effective management of overtime
- Contracting out services i.e. Court Security
- Effective civilianization of non-core responsibilities
- Accessed provincial grants – seconded officer agreements



2018 Budget Components

Salaries & Benefits - \$23,525,229

1.1% decrease (85% of budget)

Operating Expenditures - \$3,520,905

4.1% increase

Capital Expenditures - \$597,800

11.4% increase

OVERALL IMPACT – Decrease 0.8%



Strategies for the Future

- Strategic scheduling of resources
- Civilianization/Privatization of certain non-operational positions
- Continued multi-sectoral collaboration
- Provincial grants and secondment agreements



Questions?



Sault Ste. Marie Public Library

2018 Budget Presentation



Sault Ste. Marie Public Library

"One stop...endless possibilities"

REVENUE FOR CENTENNIAL, KORAH AND NORTHERN LIBRARIES

REVENUE	2017	2018	\$ Change	% Change
Municipal Grant	\$2,532,209.00	\$2,632,209.00	\$100,000.00	3.9%
Operating Grants	\$368,069.00	\$368,069.00	\$0	0%
Summer Experience Grant	\$0	\$2,875.00	\$0	0%
Contracting Communities	\$22,965.00	\$22,965.00	\$0	0%
Other Grants	\$70,000.00	\$70,000.00	\$0	0%
Library Fines	\$29,050.00	\$32,000.00	\$2,950.00	10%
Sales	\$3,650.00	\$3,650.00	\$0	0%
Book Sales	\$29,805.00	\$35,000.00	\$5,195.00	17%
Photocopy Prints	\$7,425.00	\$7,425.00	\$0	0%
Non-Resident Library Memberships	\$1,625.00	\$1,625.00	\$0	0%
Program Room Rentals	\$1,250.00	\$1,500.00	\$250.00	20%
Donations	\$14,000.00	\$20,000	\$6,000.00	42%
Total	\$3,082,923.00	\$3,197,218.00	\$101,250.00	3.6%



Sault Ste. Marie Public Library

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EXPENDITURES FOR CENTENNIAL, KORAH AND NORTHERN LIBRARIES

EXPENDITURES	2017	2018	\$ Change	% Change
Salaries	\$2,079,453.34	\$2,008,554.96	\$70,898.38	(3%)
Benefits	\$483,264.82	\$434,664.44	(\$48,600.38)	(10%)
Library Materials	\$121,435.39	\$123,505.14	\$32,414.75	12%
Electronic Resources	\$30,000.00	\$46,610.00		
Total	\$151,435.39	\$170,115.14		
Office Expenses	\$138,379.10	\$138,590.44	\$211.44	.1%
Operating Expenses – Includes lease for Northern Branch	\$140,000.00	\$154,776.76	\$14,776.76	17%
Equipment Purchases	\$55,000.00	\$64,528.86	\$9,528.86	17%
Utilities – Centennial Library (THIS AMOUNT WAS INCLUDED UNDER OPERATING EXPENSES IN 2017)		\$97,000.00	\$97,000.00	100%
Travel and Training	\$20,260.00	\$20,260.00	\$0	0%
Centennial Library Repair/Maintenance		\$95,337.40	\$95,337.40	100%
Total	\$3,082,923.00	\$3,197,218.00	(\$206,944.83)	3.6%



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EXPENDITURES ADMINISTRATION

EXPENDITURES	2017	2018	\$ Change	% Change
Salaries	\$622,715.93	\$562,066.10	(\$60,649.83)	(10%)
Benefits	\$175,101.49	\$160,101.49	(\$15,000.00)	(9%)
Office Expenses	\$82,071.75	\$82,071.75	\$0	0%
Operating Expenses	\$24,557.50	\$24,557.50	\$0	0%
Equipment Purchases	\$50,000.00	\$12,000.00	(\$38,000.00)	(76%)
Travel and Training	\$20,260.00	\$20,260.00	\$0	0%
Total	\$974,446.67	\$861,056.84	(\$113,389.83)	(11%)



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REVENUE CENTENNIAL LIBRARY

	2017	2018	\$ Change	% Change
REVENUE				
Library Fines	\$25,750.00	\$25,750.00	\$0	0%
Library Bag Sales	\$400.00	\$400.00	\$0	0%
Books Sales	\$4,805.00	\$4,805.00	\$0	0%
Photocopy Sales	\$5,250.00	\$5,250.00	\$0	0%
Non-Resident Library Memberships	\$1,625.00	\$1,625.00	\$0	0%
Program Room Rentals	\$1,175.00	\$1,200.00	\$25.00	2.1%
Total	\$39,005.00	\$39,030.00	\$25.00	.06%



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EXPENDITURES CENTENNIAL LIBRARY

	2017	2018	\$ Change	% Change
EXPENDITURES				
Salaries	\$1,227,830.71	\$1,236,488.86	\$8,658.15	1%
Benefits	\$231,912.00	\$224,245.15	(\$7,666.85)	(3.3%)
Library Materials	\$161,422.14	\$138,994.14	(\$22,428.00)	(13.8%)
Office Expenses	\$52,545.60	\$52,794.44	\$248.84	.4%
Operating Expenses	\$125,760.25	\$64,334.26	(\$61,425.99)	(48.8%)
Utilities (THIS AMOUNT WAS INCLUDED UNDER OPERATING EXPENSES IN 2017)		\$97,000.00	\$97,000.00	100%
Equipment Purchases	\$50,100.00	\$50,028.86	\$71.14	(.1%)
Centennial Library Repair/Maintenance		\$95,337.40	\$95,337.40	100%
Total	\$1,849,570.70	\$1,959,223.11	\$109,652.41)	



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REVENUE KORAH BRANCH LIBRARY

REVENUE	2017	2018	\$ Change	% Change
Library Fines	\$2,300.00	\$2,300.00	\$0	0%
Library Bag Sales	\$50.00	\$50.00	\$0	0%
Books Sales	\$155.00	\$155.00	\$0	0%
Photocopy Sales	\$875.00	\$875.00	\$0	0%
Program Room Rentals	1,264.00	\$0	(\$1,264.00)	100%
Total	\$4,644.00	\$3,380.00	\$0	0%



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EXPENDITURES KORAH BRANCH LIBRARY

EXPENDITURES	2017	2018	\$ Change	% Change
Salaries	\$185,500.00	\$150,000.00	(\$35,500.00)	(18.9%)
Benefits	\$37,040.00	\$37,780.80	\$740.80	1.9%
Library Materials	\$22,428.00	\$22,428.00	\$0	0%
Office Expenses	\$2,224.25	\$2,224.25	\$0	0%
Operating Expenses	\$15,766.55	\$7,885.00	(\$7,881.55)	(50%)
Equipment Purchases	\$2,500.00	\$2,500.00	\$0	0%
Total	\$265,458.80	\$222,818.05	(\$42,640.75)	(16.1%)



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REVENUE NORTHERN BRANCH LIBRARY

REVENUE *	2018
Library Fines	\$1,000.00
Library Bag Sales	\$100.00
Books Sales	\$300.00
Photocopy Sales	\$600.00
Room Rental	\$300.00
Programming	\$350.00
Total	\$3,550.00



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EXPENDITURES NORTHERN BRANCH LIBRARY

EXPENDITURES *	2018
Salaries	\$60,000.00
Benefits	\$12,537.00
Library Materials	\$22,428.00
Office Expenses	\$1,500.00
Operating Expenses	\$58,000.00
Equipment Purchases	\$0
Total	\$154,465.00

*** The current anticipated opening date for the Northern Branch Library is September 2018. The figures represented in the charts above reflect the projected operations of 4 months in the 2018 budget. The Operating Expenses line includes rent for the 10,000 square foot space.**



Sault Ste. Marie Public Library

"One stop...endless possibilities"

LIBRARY BOARD 2015 – 2018 STRATEGIC PLAN

Our Mission

One stop....endless possibilities

Our Vision

Our Library enriches lives as a community hub that provides access to information and technology. Supports and encourages personal growth and creativity and community development

Our Values

Respect	Acceptance
Hospitality	Stewardship
Sharing	Communication



Sault Ste. Marie Public Library

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VALUE SAULT STE. MARIE PUBLIC LIBRARY PROVIDES

CHILDREN'S PROGRAMMING

Staffing includes 2 licensed ECE graduates

- **BABYTIME** - 6 week program for children birth to 12 months
 - 92% INCREASE ENJOYMENT OF BOOKS
 - 96% INCREASE IN SOCIAL SKILLS
 - 88% INCREASE IN COMMUNICATION SKILLS
 - 76% INCREASE IN GROSS MOTOR SKILLS
- **TODDLER TIME** - 6 week program for children ages 13 to 29 months
 - 73% INCREASE ENJOYMENT OF BOOKS
 - 77% INCREASE IN SOCIAL SKILLS
 - 77% INCREASE IN COMMUNICATION SKILLS
 - 95% INCREASE IN THE DEVELOPMENT OF NEW SKILLS
- **PRESCHOOL STORYTIME** - 10 week program for children ages 30 to 48 months
 - 75% INCREASE ENJOYMENT OF BOOKS
 - 75% INCREASE IN LETTER RECOGNITION
 - 71% INCREASE IN NUMERACY ENJOYMENT
 - 66% INCREASE IN DEVELOPMENT OF NEW WORDS USED



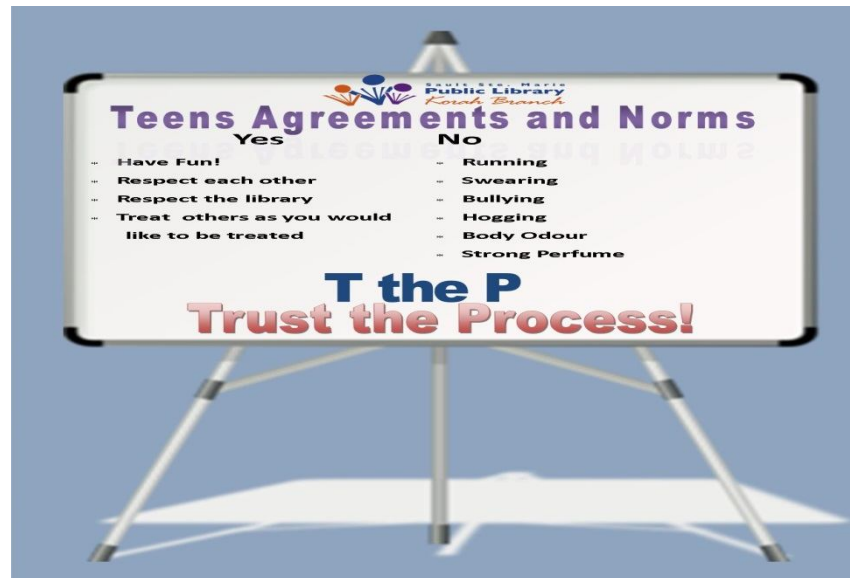
Sault Ste. Marie Public Library

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VALUE SAULT STE. MARIE PUBLIC LIBRARY PROVIDES

TEEN PROGRAMMING

- STAFF TRAINING ON TEEN BRAIN DEVELOPMENT
- TEEN LED PROGRAMMING
- TEEN DEVELOPED AGREEMENT OF NORMS



Sault Ste. Marie Public Library

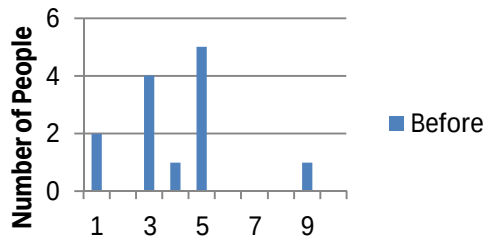
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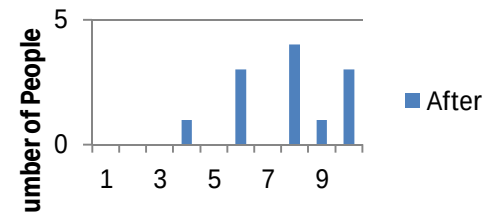
ADULTS

BASIC COMPUTER SKILLS TRAINING

Before

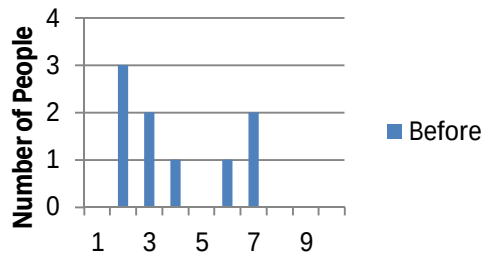


After

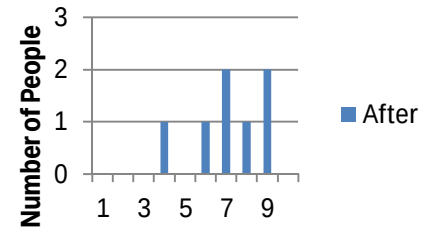


SOCIAL MEDIA SKILLS TRAINING

Before



After



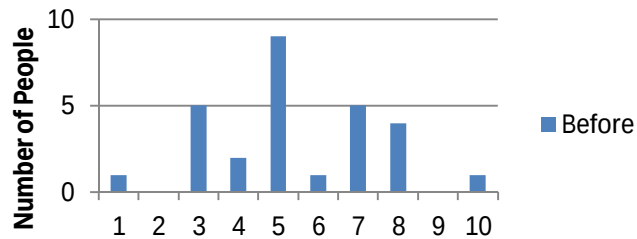
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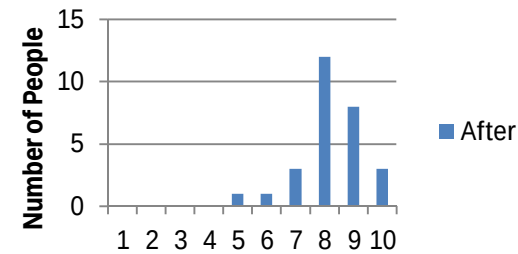
ADULTS

iPAD SKILLS TRAINING

Before

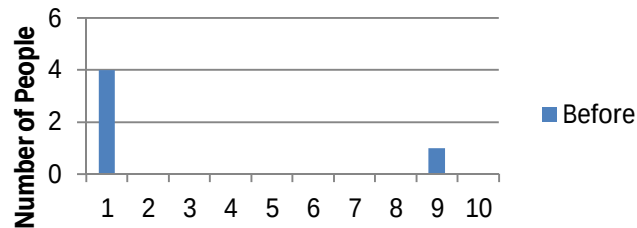


After

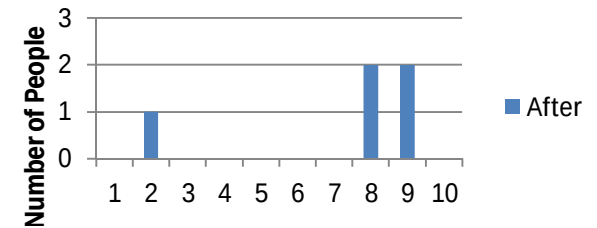


3-D DESIGN SKILLS TRAINING

Before



After



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VALUE SAULT STE. MARIE PUBLIC LIBRARY PROVIDES

55 PLUS PROGRAMMING

- BOOMERS AND BEYOND
- PARTNERSHIP WITH VON
- BOOK CLUBS
- WINTER DRIVING SEMINARS



Sault Ste. Marie Public Library

"One stop...endless possibilities"

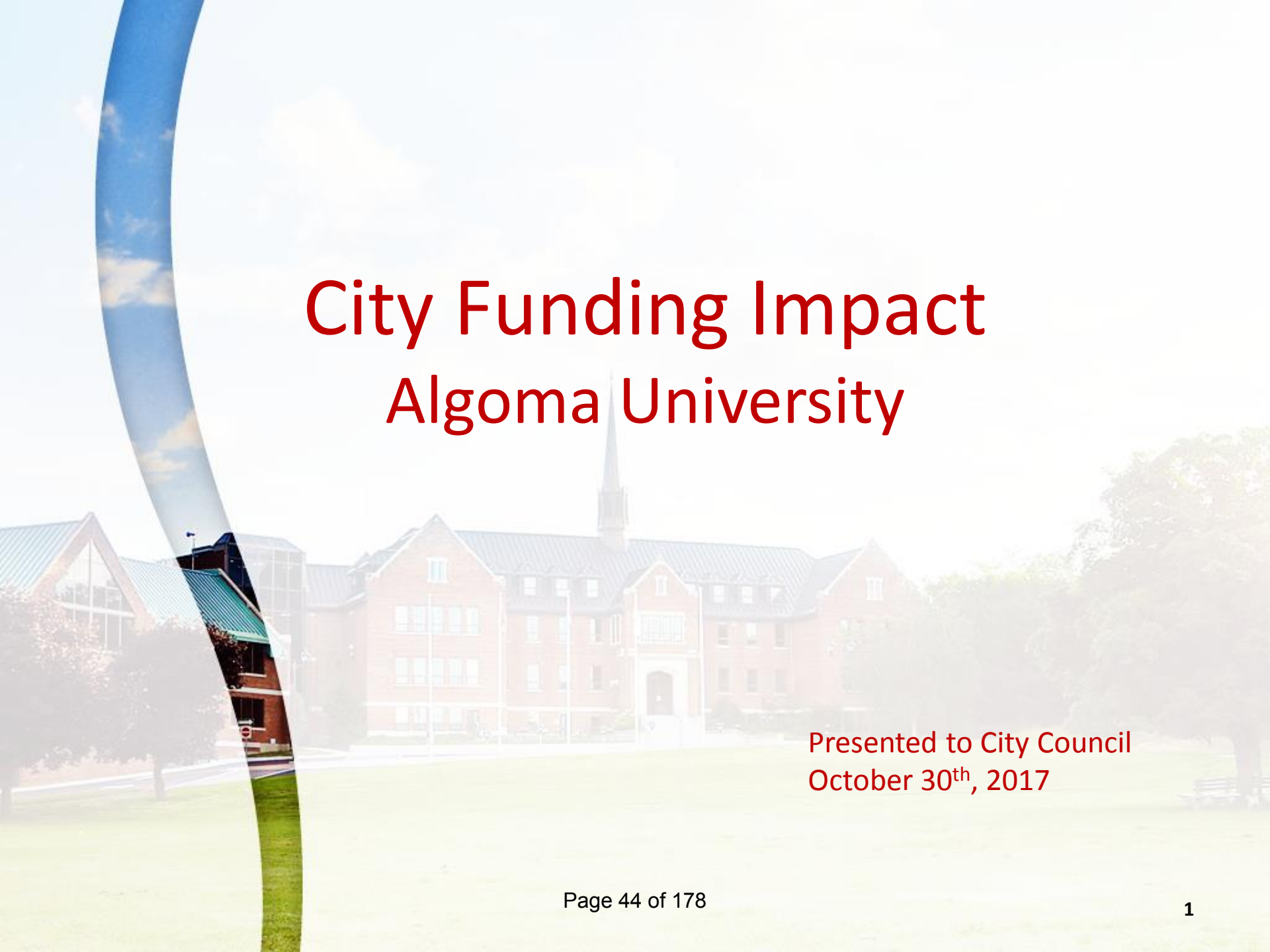
VALUE SAULT STE. MARIE PUBLIC LIBRARY PROVIDED IN 2016

- **412,221** NUMBER OF ITEMS LOANED OUT
- **357,158** NUMBER OF PHYSICAL VISITS TO LIBRARY LOCATIONS
- **38,744** NUMBER OF REFERENCE QUESTIONS ANSWERED
- **28,708** NUMBER OF PUBLIC INTERNET STATIONS BOOKED
- **20,356** TOTAL PROGRAM ATTENDANCE
- **18,587** NUMBER OF LIBRARY MEMBERSHIPS
- **1,187** NUMBER OF TIMES LENDING LAPTOPS LOANED OUT
- **71** NUMBER OF 3-D PRINTER REQUESTS PROCESSED



Sault Ste. Marie Public Library

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The background of the slide features a photograph of a large, multi-story brick university building with a prominent central steeple. The building is set against a bright, slightly hazy sky. In the foreground, there is a green lawn and some trees. A thick, curved blue arc with a white border is positioned on the left side of the slide, partially obscuring the building and sky.

City Funding Impact Algoma University

Presented to City Council
October 30th, 2017

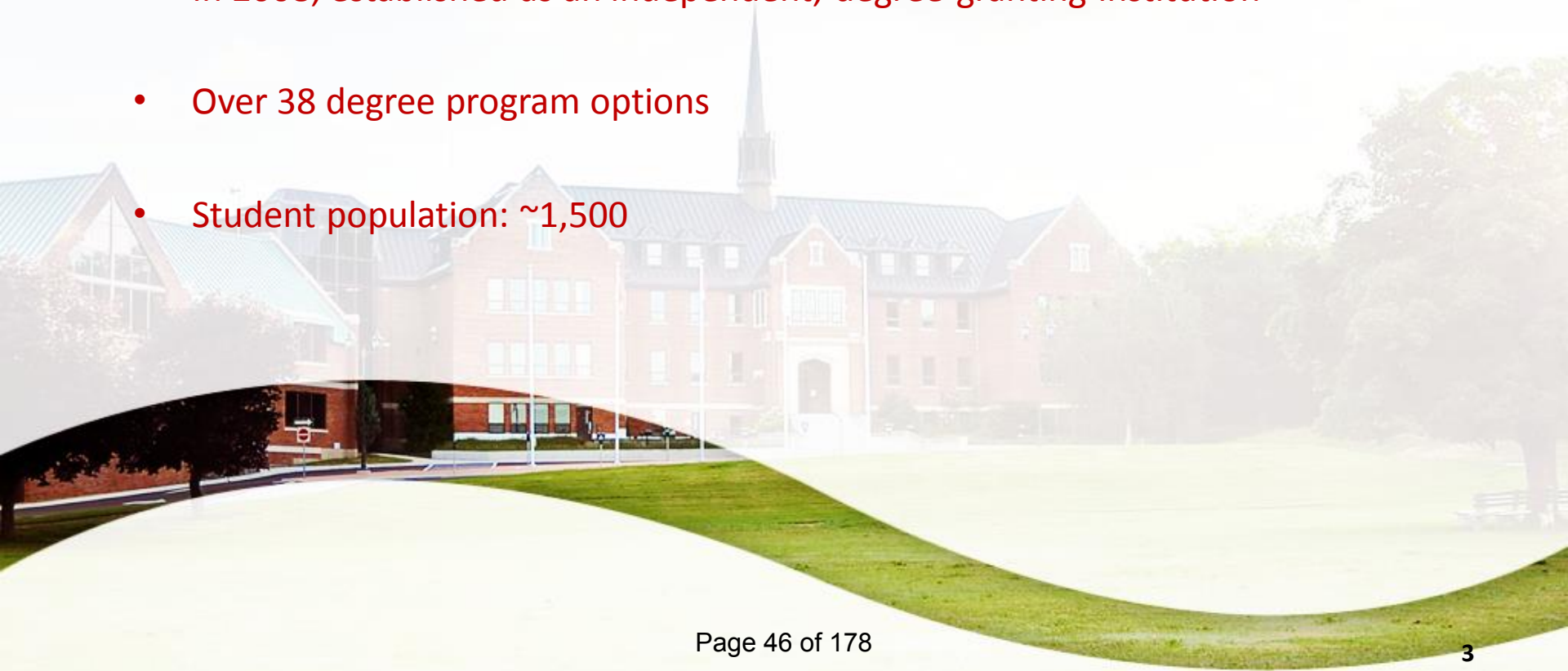
Presentation:

- Algoma University – Quick Backgrounder
- City Funding impact on mandate:
 - Scholarships
 - Library resources



Algoma University - Background

- Established in 1965 – 52nd year in operation!
- Originally an affiliate (campus) of Laurentian University
- In 2008, established as an independent, degree-granting institution
- Over 38 degree program options
- Student population: ~1,500



Algoma University - Background

Within the June 2008 University Charter:

It is the special mission of the University to,

- a) Be a teaching-oriented university that provides programs in liberal arts and sciences and professional programs, primarily at the undergraduate level, with a particular focus on the needs of Northern Ontario; and
- b) Cultivate cross-cultural learning between Aboriginal communities and other communities, in keeping with the history of Algoma University College and its geographic site.

Algoma University - Background

Recently launched 2016-21 Strategic Plan:

VISION

- Algoma University offers a transformative education through a student-centred approach to teaching and learning.

MISSION

- Algoma University provides a first-class university education in Northern Ontario.

City Funding impact on mandate

- Algoma University currently receives \$40,000 of City Funding.
 - \$20,000 is directed towards scholarships for local students
 - \$20,000 is directed towards library resources



City Funding impact on mandate

- **Scholarships**

1. **The Corporation of the City of Sault Ste. Marie Admission Scholarship I**

\$2,000 renewable for up to three additional years, to the top graduates from each secondary school in Sault Ste. Marie

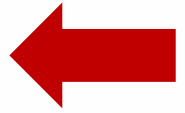
2. **The Corporation of the City of Sault Ste. Marie Admission Scholarship II**

- **Historically**: \$2,000 renewable for up to three additional years, to an eligible dependent of a municipal employee
- **Changed to**: \$2,000 renewable for up to three additional years, to a resident of Sault Ste. Marie

City Funding impact on mandate

- **Library Funding – directly benefits the community of Sault Ste. Marie.**

- Staff provide information literacy / research instruction to 1,000+ secondary school students annually.
- Parents and students see the value of taking post-secondary education at home.
- All library resources available to the community while on campus.
- Community members can obtain library cards, which give access to other university libraries.



Q&A



690 QUEEN STREET EAST SAULT STE. MARIE, ONTARIO P6A 2A4

p. 705-759-7278

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The Sault Ste. Marie Museum

As the Sault Ste. Marie Museum, we hold an extensive repository of the City's history and culture, drawing in thousands of visitors through our doors who strive to learn more about our city. The Museum provides our community and tourists with a look at the vibrant history of Sault Ste. Marie through outreach displays, rotating exhibitions, and rich curatorial and archival collection.

Value Proposition: Our Value to the Community

The Sault Ste. Marie Museum provides a year-round resource of knowledge of the City and its citizens:

- The Sault Ste. Marie Museum houses an extensive Archive of over 200,000 digital archival items that are utilized by researchers, organizations, and students to expand their understanding of Sault Ste. Marie history;
- We coordinate travelling exhibitions, i.e. Vimy: Battle. Memorial. Icon.;
- We provide curriculum-based tours and interactive learning activities to the students of both the Huron-Superior Catholic District School Board and the Algoma District School Board, as well as various Home Schooling groups;
- We provide interactive tours to various groups and organizations in Sault Ste. Marie and its surrounding area, i.e. Girl Guides, Sault Ste. Marie Police Service, 2310 Royal Canadian Army Cadets, Batchawana Bay First Nation, Garden River First Nation, Metis Nation, etc.;
- We continue to partner with community organizations to help digitize their records, and in turn grow the Museum's archival repository, i.e. 155 Royal Canadian Air Cadets, etc.
- We provide an informative and interesting stop for tourists.



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w. www.saultmuseum.ca

Looking Forward

As the Sault Ste. Marie Museum continues to move along its new path of existence, the Museum looks forward to growing its presence throughout the community by providing:

- Monthly educational workshops that engage an array of demographics within our community;
- Curated community exhibitions featuring important community history and culture, i.e. Rotary Club's 100th Anniversary Exhibition, etc.;
- Curated outreach exhibitions that will allow the Museum to reach a larger part of our community, i.e. utilizing public spaces, appearing at special events, and travelling to organizations throughout the city;
- A continued effort to bring in travelling exhibitions, host cultural events, and provide a space for our community members to gather and utilize, i.e. the Algoma Weavers' Guild, etc.

Your Assistance

The Sault Ste. Marie Museum has been fortunate to receive support from the City for over 30 years. Annual funding allows the Sault Ste. Marie Museum to fulfill its mandate to collect, preserve, study, and exhibit the history of Sault Ste. Marie and its immediate surrounding area through curatorial care, exhibitions, and workshops. Annual funding also allows the Museum to fulfill its mandate to help relate local history to provincial and national history through travelling exhibitions, and feature outreach displays and workshops. As the Museum continues to move forward in its new phase of existence, focuses on growing its community outreach efforts and expanding community value, we respectfully ask for the City's consideration of a funding increase.

Sincerely,

Julia Victoria Piskiewicz, Director/Curator
on behalf of the Sault Ste. Marie Museum Board of Directors

Sault Ste. Marie Museum Operating Budget
Sault Ste. Marie & 49th Field Regiment Historical Society
Fiscal Year Ending December 31, 2017

Comparative Income Statement

Revenue	2017 Budget	September '17	YTD
Federal Grants Total <i>(YCW, Serv. Canada, Canadian Heritage)</i>	\$ -	\$ -	\$ -
Provincial Grants Total <i>(CMOG, Trillium, NOHFC, Other)</i>	\$ 24,963.00	\$ -	\$ 5,979.00
<i>CMOG</i>		\$ -	\$ -
<i>SEP</i>		\$ -	\$ 2,979.00
<i>Ontario150</i>		\$ -	\$ 3,000.00
Municipal Grants	\$ 181,091.00	\$ -	\$ 135,818.25
Membership	\$ 1,200.00	\$ -	\$ 586.00
Donations <i>(Brds. Of Educ., Donation Box, In-Kind, etc.)</i>	\$ 15,000.00	\$ 110.00	\$ 10,402.44
Admissions <i>(Admission Fees, 4Culture Marketshare)</i>	\$ 10,500.00	\$ 926.00	\$ 7,765.12
Rentals & Services <i>(Gallery, Photography)</i>	\$ 300.00	\$ -	\$ 350.00
Events & Activities <i>In-House (Lunch-Ins, Paint Nights)</i>	\$ 2,000.00	\$ -	\$ 36.00
Fundraising <i>(Auctions, Dinners, Wine & Cheese, etc.)</i>	\$ 2,000.00	\$ 1,321.49	\$ 1,667.49
Interpretation & Education <i>(Tours, Programming, etc.)</i>	\$ 1,500.00	\$ -	\$ 745.00
Archival <i>(Research & Reproduction Fees)</i>	\$ 800.00	\$ 10.00	\$ 602.00
Gift Shop	\$ 800.00	\$ 49.25	\$ 476.50
Misc. <i>(Other income)</i>	\$ -	\$ -	\$ -
TOTAL REVENUE :	\$ 240,154.00	\$ 2,416.74	\$ 164,427.80

Museum Trust Fund <i>(Interest & Deposits)</i>		\$ 1.80	\$ 2,014.06
Museum Trust Fund - Account Balance			\$ 21,871.48
Museum Trust Fund Investment			\$ 80,000.00

Expenses	2017 Budget	September '17	YTD
Building	\$ 80,000.00	\$ 6,912.17	\$ 58,338.22
Wages & Benefits	\$ 107,000.00	\$ 7,816.72	\$ 75,058.69
Conservation & Curatorial	\$ 1,500.00	\$ 116.83	\$ 811.88
Archival <i>(Photo Reproduction)</i>	\$ 500.00	\$ -	\$ -
Exhibits <i>(In-House, Travelling)</i>	\$ 6,500.00	\$ -	\$ 2,640.87
Events & Activities <i>(Supplies, Fees, Catering, Permits)</i>	\$ 1,000.00	\$ -	\$ 771.36
Interpretation & Education <i>(Supplies, Artist Fees, etc.)</i>	\$ 800.00	\$ -	\$ 114.11
Fundraising <i>(Catering, Permits, etc.)</i>	\$ 1,500.00	\$ 826.08	\$ 1,215.31
Office <i>(Supplies, Equip. & Furniture, Postage, Admin.)</i>	\$ 13,000.00	\$ 706.13	\$ 6,620.44
Marketing & Advertising	\$ 8,000.00	\$ 500.00	\$ 1,989.10
Audit	\$ 2,700.00	\$ -	\$ 3,000.00
Grant Leveraging <i>(Grant Contributions)</i>	\$ 8,000.00	\$ -	\$ -
Gift Shop	\$ 2,000.00	\$ -	\$ 1,745.02
Misc. <i>(Other expenses)</i>	\$ -	\$ 1.34	\$ 4,577.94
TOTAL EXPENSES :	\$ 232,500.00	\$ 16,879.27	\$ 156,882.94

SURPLUS/DEFICIT :	\$ 7,654.00	\$ (14,462.53)	\$ 7,544.86
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SAULT STE. MARIE AND 49TH FIELD REGIMENT
R.C.A. HISTORICAL SOCIETY
FINANCIAL STATEMENTS
DECEMBER 31, 2016

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Independent Auditor's Report	1
Statement of Financial Position	2
Statement of Operations and Changes in Unrestricted Net Assets	3
Statement of Internally Restricted Trust Fund	4
Statement of Cash Flows	5
Notes to Financial Statements	6 - 7

LAURA J. SZCZEPANIAK

CHARTERED ACCOUNTANT

631 QUEEN STREET EAST
SAULT STE. MARIE, ON P6A 2A6
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TELEPHONE (705) 759-0197
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FAX (705) 759-8603

INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of Sault Ste. Marie and 49th Field Regiment R.C.A. Historical Society

I have audited the accompanying financial statements of Sault Ste. Marie and 49th Field Regiment R.C.A. Historical Society, which comprise the statement of financial position as at December 31, 2016, and the statements of operations and changes in unrestricted net assets, internally restricted trust fund and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility 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.

Auditor's Responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my qualified audit opinion.

Basis for Qualified Opinion

In common with many charitable organizations, the organization derives revenue from donations, admissions, fundraising and membership fees, the completeness of which is not susceptible of satisfactory audit verification. Accordingly, my verification of these revenues was limited to amounts recorded in the records of the organization. Therefore I was not able to determine whether any adjustments might be necessary to revenue and excess of revenue over expenditures for the years ended December 31, 2016 and 2015, and assets and net assets as at December 31, 2016 and 2015. My audit opinion on the financial statements for the year ended December 31, 2015 was modified accordingly because of the possible effects of this limitation in scope.

Qualified Opinion

In my opinion, except for the possible effect of the matter described in the Basis for Qualified Opinion paragraph, these financial statements present fairly, in all material respects, the financial position of the organization as at December 31, 2016 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.

Sault Ste. Marie, Ontario
April 18, 2017

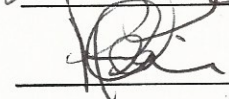

Chartered Professional Accountant
Licensed Public Accountant

SAULT STE. MARIE AND 49TH FIELD REGIMENT R.C.A
HISTORICAL SOCIETY
STATEMENT OF FINANCIAL POSITION
DECEMBER 31, 2016

	2016	2015
ASSETS		
CURRENT		
Cash	\$ 78,346	\$ 61,932
Accounts receivable	2,299	-
Government sales tax receivable	6,463	9,419
Prepaid expenses	<u>1,529</u>	<u>1,529</u>
	<u>88,637</u>	<u>72,880</u>
RESTRICTED		
Cash	18,080	15,017
Term deposits - note 3	<u>83,731</u>	<u>83,236</u>
	<u>101,811</u>	<u>98,253</u>
	<u>\$ 190,448</u>	<u>\$ 171,133</u>
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
Accounts payable	\$ 13,910	\$ 10,325
Government remittances payable	1,969	4,869
Deferred contributions	<u>5,100</u>	<u>5,100</u>
	<u>20,979</u>	<u>20,294</u>
NET ASSETS		
Unrestricted	67,658	52,586
Internally restricted trust fund - note 4	<u>101,811</u>	<u>98,253</u>
	<u>169,469</u>	<u>150,839</u>
	<u>\$ 190,448</u>	<u>\$ 171,133</u>

APPROVED BY THE BOARD:

 Director

 Director

SAULT STE. MARIE AND 49TH FIELD REGIMENT R.C.A
HISTORICAL SOCIETY
STATEMENT OF OPERATIONS AND CHANGES IN UNRESTRICTED NET ASSETS
YEAR ENDED DECEMBER 31, 2016

	2016	2015
REVENUE		
Government contributions		
Provincial	\$ 24,963	\$ 24,963
Municipal	177,540	191,904
Admissions	9,728	9,474
Memberships	1,413	1,041
Donations	14,887	14,645
Programs, events and activities	482	430
	<u>229,013</u>	<u>242,457</u>
EXPENDITURES		
Wages and benefits	126,777	135,158
Exhibits and curatorial supplies	1,870	2,860
Events and activities	213	847
Utilities	50,865	46,036
Repairs and maintenance	17,154	45,254
Insurance and security	2,559	2,208
Telephone and internet	2,861	2,943
Advertising and promotion	2,417	4,517
Office	5,253	4,806
Audit	2,806	2,702
Interest and bank charges	404	340
Miscellaneous	762	1,432
	<u>213,941</u>	<u>249,103</u>
Excess (Deficiency) of Revenue over Expenditures	15,072	(6,646)
UNRESTRICTED NET ASSETS, beginning of year	<u>52,586</u>	<u>51,732</u>
	67,658	45,086
Transfer From Restricted Trust Fund	<u>-</u>	<u>7,500</u>
UNRESTRICTED NET ASSETS, end of year	<u>\$ 67,658</u>	<u>\$ 52,586</u>

SAULT STE. MARIE AND 49TH FIELD REGIMENT R.C.A
HISTORICAL SOCIETY
STATEMENT OF INTERNALLY RESTRICTED TRUST FUND
YEAR ENDED DECEMBER 31, 2016

	2016	2015
FUND BALANCE, beginning of year	\$ 98,253	\$ 104,035
Donations	1,100	-
Interest	<u>2,458</u>	<u>1,718</u>
	101,811	105,753
Transfer To Unrestricted Net Assets	<u>-</u>	<u>7,500</u>
FUND BALANCE, end of year	<u><u>\$ 101,811</u></u>	<u><u>\$ 98,253</u></u>

SAULT STE. MARIE AND 49TH FIELD REGIMENT R.C.A
HISTORICAL SOCIETY
STATEMENT OF CASH FLOWS
YEAR ENDED DECEMBER 31, 2016

	2016	2015
CASH PROVIDED BY (USED FOR)		
OPERATING ACTIVITIES		
Excess (Deficiency) of revenue over expenditures	\$ 15,072	\$ (6,646)
Changes in non-cash working capital		
Accounts receivable	(2,299)	-
Government sales tax receivable	2,956	490
Prepaid expenses	-	(20)
Accounts payable	3,585	(5,035)
Government remittances payable	<u>(2,900)</u>	<u>1,226</u>
	16,414	(9,985)
OTHER ACTIVITIES		
Transfer from restricted trust fund	<u>-</u>	<u>7,500</u>
INCREASE (DECREASE) IN CASH	16,414	(2,485)
UNRESTRICTED CASH, beginning of year	<u>61,932</u>	<u>64,417</u>
UNRESTRICTED CASH, end of year	<u>\$ 78,346</u>	<u>\$ 61,932</u>

SAULT STE. MARIE AND 49TH FIELD REGIMENT R.C.A.
HISTORICAL SOCIETY
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2016

1. PURPOSE OF THE ORGANIZATION

The organization is incorporated under the Corporations Act of Ontario as a corporation without share capital and is also an affiliated member of the Ontario Historical Society pursuant to The Ontario Historical Society Act of 1899. Its primary purpose is to acquire, restore and maintain artifacts and exhibits to preserve the history of Ontario and Canada. The organization is a registered charity and exempt from income taxes under the Income Tax Act of Canada.

2. SIGNIFICANT ACCOUNTING POLICIES

Basis of Presentation

The financial statements were prepared in accordance with Canadian Accounting Standards for Not-for-Profit Organizations and include the following significant accounting policies:

Financial Instruments

The organization initially measures its financial assets and financial liabilities at fair value and subsequently measures all its financial assets and financial liabilities at amortized cost. Financial assets measured at amortized cost include cash, term deposits and accounts receivable. Financial liabilities measured at amortized cost include accounts payable.

Cash

Cash consists of cash on hand and bank deposits.

Capital Assets

Capital assets are expensed on acquisition. Capital assets held include leasehold improvements, furniture, office equipment and computers.

Collection

The collection of historical artifacts is not capitalized in the statement of financial position. Expenditures on artifacts and exhibits are reported on the statement of operations in the year of acquisition.

Revenue Recognition

The organization follows the deferral method of accounting for contributions which include government grants. Unrestricted contributions are recognized as revenue when received or receivable except for contributions relating to approved expenditures not yet incurred which are credited to deferred contributions. Restricted trust fund contributions are recognized as revenue when received or receivable.

Contributed Services

The organization would not be able to carry out its activities without the services of many volunteers who donate a considerable number of hours. Because of the difficulty of determining their fair value, contributed services are not recognized in the financial statements.

SAULT STE. MARIE AND 49TH FIELD REGIMENT R.C.A.
HISTORICAL SOCIETY
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2016

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

Use of Estimates

The preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires the organization's management and directors 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 expenditures during the reporting period. These estimates and assumptions are reviewed periodically and adjustments are reported in the year in which they become known.

3. TERM DEPOSITS

Term deposits comprise non-redeemable guaranteed investment certificates with interest rates of .75% to 2.15% maturing at various times until July 29, 2019.

4. INTERNALLY RESTRICTED TRUST FUND

The organization established a trust fund in 2006 to assist with educational programs, exhibits and preservation and interpretation of the collection. Use of the fund is restricted to 5% of the principal plus any income earned on the fund annually. The fund is administered by the board of directors.

5. FINANCIAL INSTRUMENTS

Interest Rate Risk

Interest rate risk is the risk of potential financial loss caused by fluctuations in fair value of future cash flow of financial instruments due to changes in market interest rates. The organization is exposed to this risk through its interest bearing deposits. The organization manages this risk through investing in fixed-rate deposits of short to medium term maturity.

Liquidity Risk

Liquidity risk is the risk that the organization will not be able to meet its obligations as they become due. The organization manages this risk by establishing budgets and funding plans sufficient to fund its operating expenses. Cash is held in an interest bearing account which provides a rate of return as well as liquidity. Term deposits are arranged with varying maturities in order to meet future cash flow requirements.

6. ECONOMIC DEPENDENCE

Approximately 75% of the organization's revenue is received from the City of Sault Ste. Marie. The continuation of the organization is dependent on this funding.

Sault Ste. Marie Safe Communities Partnership



Safe Communities Partnership



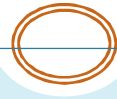
Since 1999 the Sault Ste. Marie Safe Communities Partnership has pursued its mission of making Sault Ste. Marie the safest place in the world in which to live, learn, work, and play, creating a culture instilled with safety, education and commitment to injury prevention.

The City of Sault Ste. Marie is currently designated as a safe community by Parachute, a national, charitable organization dedicated to preventing injuries and saving lives and Safe Communities Partnership serves to maintain this designation.

Based on our historical funding relationship with the City of Sault Ste. Marie, Safe Communities Partnership considers this as our primary source of funding. As designated by city council in November 2002, Safe Communities Partnership is the umbrella organization for injury prevention initiatives in the community.

Our organization operates as a not-for-profit and is directed by a volunteer Board of Directors composed of community members from the private, public and education sectors.

Safe Communities Partnership



- Safe Communities Partnership achieves its mission by working with its contingent of sub-committees.
- There are currently thirteen (13) sub-committees that assess, plan, coordinate and deliver programs and initiatives to promote safety and injury prevention.
- Safe Communities Partnership offers support for the sub-committees and initiatives in the areas of planning, marketing, organization and scheduling.
- Safe Communities also provides support by researching and completing grant applications on behalf of the sub-committees to secure funding to support the initiatives.

Safety and Injury Prevention



SCP Sub-Committees:

- Senior's Rights Protection Council
- Social Development Committee
- Stay On Your Feet Committee
- Operation all Dressed Up
- Sault Ste. Marie Rising Stars
- Sault and Area Drug Strategy Committee
- Crime Stoppers Board of Directors

- Brain Waves Committee
- Concussion Awareness and Prevention Committee
- Road Safety Working Group
- Health Opportunities Preventing Exploitation (HOPE)
- Algoma Council on Domestic Violence
- Kidz Safety Summer Festival

Some Events & Outcomes in 2017

- Seniors Active Fair 2017 - 100 + attendees
- Alcohol Drugs Info Booth at Sault College/Algoma University - 300+ Students
- Sweet Life Road Show – 400+ Students
- Sault Rising Stars – Safety Skits presented to all ages – over 300+ attendees
- Addictions Information Fair - 200+
- Operation All Dressed up – 200+
- Emergency Preparedness Showcase – 200+
- Police Week Station Mall – 600+
- Medication Clean Up Station Mall – 100+
- Bike Rodeo – Pumper Track – 50+
- National Teen Driver Safety Week – 500 + attendees

- Road Safety Week – 200+ attendees
- Brain Waves –neuroscience presentation for grades 4 to 6 students – over 300 students a year
- Senior's In the Know Seminar – over 95 attendees
- Seniors Active Health Fair – over 100+ attendees
- Play Safe Program
- Kidz Annual Summer Safety Festival – 800+ attendees
- Engaging with Aging Conference – 75+ attendees

Safe Communities Partnership Funding



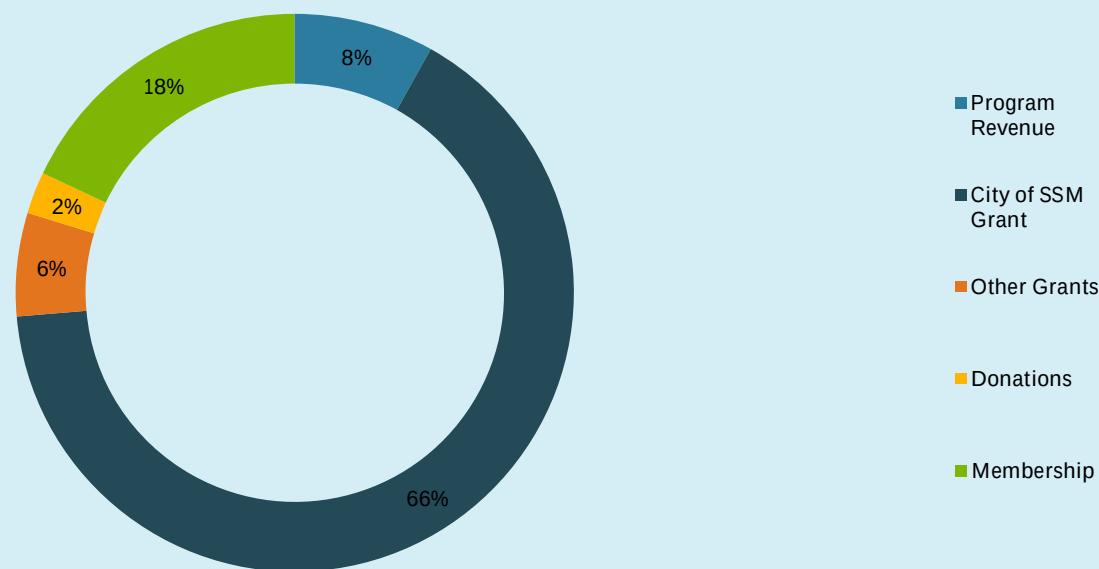
- Since 1999 the City of Sault Ste. Marie has supported Safe Communities Partnership's mission and mandate through annual financial assistance of \$40,000.00. This contribution is essential to ensure the sustainability of this not-for-profit organization, which is composed of one full-time staff member, approximately 250 volunteers, and 15 voluntary Board of Directors.
- Funding support is used to cover the shortfall between projected revenue and projected expenses.
- The annual funding provides support for Safe Communities Partnership and the sub-committees to attain their goals in increasing awareness and educating the community on safety and injury prevention.
- Funding is used to cover office space, internet access and to cover administrative costs and sustain employment for one (1) full time employee to support the work of various committees.

Safe Communities Revenue Breakdown



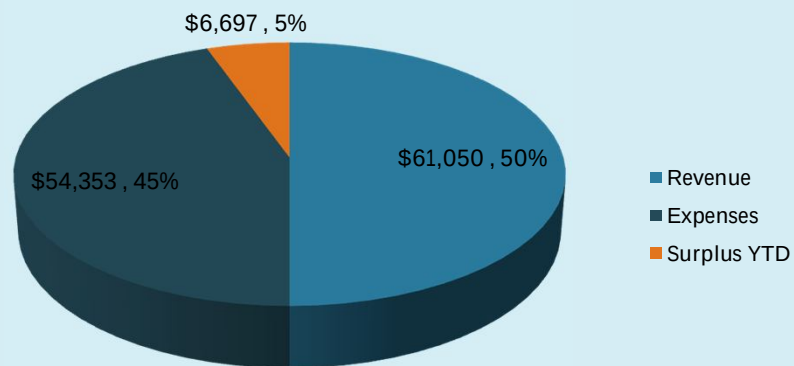
Summary of 2017:

- \$10,950 in member sponsorship
- \$4,950 in program revenue (Standardized Safety Training Course)
- \$1,500 in donations for specific events
- \$43,650 in grants awarded from the City of Sault Ste. Marie, Ministry of Transportation, Ontario Secretariat Seniors Grant, Electrical Safety Grant and Cross Safe Rail Safety Grant from Parachute



Financial Position at September 30, 2017

Breakdown of Income YTD September 30, 2017



- Year to date income of \$6,697.
- Typical for this time of year as there are three months left in calendar year.
- December 31, 2017 income expected to be zero.



We would like to thank the
City of Sault Ste. Marie
for continued support





Art Gallery of Algoma

Presentation to the City Council of Sault Ste. Marie

October 30, 2017

Presentation Overview

- * Vision, Mission, Mandate
- * The AGA in 2017 - 2018
- * AGA Building Issues
- * AGA Permanent Collection
- * AGA Programming
- * AGA Priorities for 2018
- * AGA 2017 and 2018 in a Glance
- * AGA Challenges to Move Forward
- * Financial Audit 2016-2017 included



Our Vision

To be a premiere visual arts institution in northern Ontario, gaining national recognition and international partnerships.

Our Mission

Celebrating culture, educating visitors and enriching lives through the visual arts

Our Mandate

- ❖ To ensure the highest standards for the presentation, collection, preservation and interpretation of art;
- ❖ To deliver exhilarating intellectual experiences, entertaining artistic synergies, and expressive art education through interpretation and classes;
- ❖ To coordinate a fusion of arts, education and entertainment activities through AGA's exhibition schedule and expanding collection;
- ❖ To nurture relationships and partnerships with outstanding people in the region.

AGA in 2017- 2018

- * The Art Gallery of Algoma was incorporated in 1975 as a not-for-profit organization
- * As the AGA enters the 43 year of operation, the Board of Directors with the Executive Director
Annually review where we are at &
Where we would like to go as an organization serving the community of Sault Ste. Marie and District

AGA in 2017 - 2018

Governance – AGA Board of Directors

- * A Board retreat was held in 2012 to determine the appropriate board structure for a not-for-profit organization; standing committees of the Board include:
 - * Governance and Nominations Committee
 - * Financial Committee
 - * Fundraising and Marketing Committee
 - * Works of Art Committee
 - * Other committees as needed

AGA 2017 - 2018

- * The AGA Board of Directors with the Executive Director are working together to ensure that museological standards are in place for the AGA
- * A “business model” approach is being utilized in all aspects of the gallery operations
- * Ongoing reviewing, updating, and identifying gaps in policies and procedures necessary for an effective and efficient gallery operation

AGA in 2017-2018

New Policies approved by the AGA Board of Directors since 2014:

- * Preservation Policy
- * Collections Management Policy
- * Disaster Response Policy
- * Accessible Visitor Services Policy
- * Works of Art Policy
- * Procurement Policy (2016)
- * HR Policy - in development (2017 – 2018)

AGA in 2017 -2018

Sources of Funding for the AGA in 2016-2017:

- * City of Sault Ste. Marie City – application approved in the amount of \$280,785 and the amount of \$244,958 received
- * Huron-Superior Catholic District School Board - on-going funding in the amount of \$4,000 received
- * Algoma District School Board - on-going) funding in the amount of \$6,000 received

AGA in 2017 - 2018

Sources of Funding for the AGA in 2016-17 continued:

- * **Department of Canadian Heritage, Museum Assistance Program (MAP)** – application approved in the amount of \$82,300; in 2016-17 \$73,595 received for the exhibition project ***Embodiment: 30 Years of Sculpture*** by Susan Low-Beer; touring exhibition (currently on tour in Ontario); bilingual publication to come out before March 31, 2018

AGA in 2017 -2018

Sources of Funding for the AGA in 2016-17 continued:

- * **Ontario Trillium Foundation** – application approved for capital project in the amount of \$150,000; in 2016-17 \$135,000 received; project almost completed (HVAC and roof replacement)
- * **Cultural Spaces Canada Fund** – application approved for capital project in the amount of \$165,550; in 2016-17 \$148,990 received; project almost completed (HVAC and roof replacement)
- * **Service Canada** – application approved for four 2017 summer students in the amount of \$16,824; funds to be received

AGA in 2017 - 2018

Sources of Funding for the AGA in 2016-17 continued:

- * **Service Ontario** – application approved for two 2017 summer students- funds in the amount of \$5,958 approved and received
- * **Northern Ontario Heritage Fund Corporation** – application approved in the amount of \$29,484 for Business Development Coordinator Internship; position to be filled and funds to be received in 2018

AGA in 2017 - 2018

Art Gallery of Algoma - Gallery Designation “A”

- * Canadian Cultural Property Export Review Board (CCPERB) reapproved the AGA as Designation “A” in 2015
- * This is the top category amongst art galleries on a national level
- * This designation aligns with the Vision and Mission of the AGA

AGA Building Issues

Building Issues in 2016-2017

- * HVAC system repairs are necessary to sustain Designation “A”
- * Roof repairs/replacement is necessary to sustain Designation “A”
Funding was obtained for these two projects and projects are near completion

Outstanding Building Projects:

- * Collection *storage* is below museological standards and *is not enabling further collection growth*
- * Gallery pays for off-site storage for the Animation Collection for many years. In spring of 2017 the AGA had to move Animation Collection again to a new storage facility which is below museological standards. Additional costs were incurred for the collection move.

AGA Building Issues

Building Issues in 2016-2017 continued:

- * Additional exhibition spaces are necessary to be able to present significant “blockbuster” exhibitions
- * Existing exhibition spaces need improvement to meet necessary standards (lighting, temporary walls, security)
- * Loading dock needs improvement to enable delivery of high importance exhibitions/loans
- * Washrooms need complete renovation
- * Kitchen needs complete renovation
- * Accessibility issues need to be addressed

AGA Permanent Collection

AGA Permanent Collection

- * Digitization and cataloguing of the Permanent Collection started in 2013 and close to about 3,000 artworks have been catalogued and digitized since then. Permanent Collection is approximately 5,000 artworks.
- * Digitization and cataloguing are necessary to allow the Gallery to achieve the necessary professional and museological standards
- * Digitization and cataloguing also provide access for student and/or general public to research of the Permanent Collection

AGA Programming

Partnerships

- * Existing partnership with Tourism Sault Ste. Marie regarding a Group of Seven Offering continues; in 2017 AGA hosted **12 groups** from USA and Ontario

Numerous partnerships with local organizations, events and festivals are ongoing in 2017 and 2018:

- * Art in Bloom exhibition and event was held in April 2017 (second time) in partnership with local florists and artists
- * Partnership with Autism Ontario included a series of art workshops and an exhibition of art by youth and children with Autism

AGA Ptogramming

Partnerships continued:

- * Light in the Land ~ the Nature of Canada by Dr. Roberta Bondar in partnership with The Roberta Bondar Foundation and the Algoma Fall Festival currently on display
- * AGA Bondar Challenge includes 165 grade 4 and 5 students from both School Boards; children's exhibition will be open on Dec. 7, 2017 by Dr. Roberta Bondar giving them the opportunity to meet with Dr. Bondar.
- * In partnership with the Quilt Guild exhibition of local talent celebrating the 25th Anniversary of the Guild will be on display – opening of the exhibition is on Dec. 15, 2017

AGA Programming

Partnerships continued:

- * In partnership with the Algoma Art Society exhibition of art by current and former members will be on display opening on January 19 2018; this exhibition celebrates 70th Anniversary of the Society
- * *Art in Bloom* will be held again in spring of 2018
- * Partnership with Algoma Fall Festival will continue with exhibitions and programming in 2018

AGA Programming

Partnerships continued:

- * Annual celebration of Multiculturalism Day in partnership with LIP and other local organizations
- * Partnership in activities for International Day for the Elimination of Racial Discrimination in partnership with LIP and Algoma University, Sault College, Library
- * Culture Days, annual opportunity in September to offer free activities to the community in partnership with other cultural organizations
- * Participation in Art Fairs organized by both ADSB & HSCDSB School Boards
- * Participation in Festival of Trees organized by the Library
- * Participation in art activities during Fringe Festival

AGA Programming

Some Exhibitions in 2016 – 2017 not mentioned elsewhere include:

- * *Celebrate Canada ~ Celebrate Art* from the permanent collection; starting with artwork dated 1967 to today in honour of 150th Anniversary of Confederation
- * *StoryLines* by local artist Karin Doleske
- * *Repositories* by Reva Stone recipient of Governor's General Award for Digital and Media Art
- * *Annual Winter Festival of Art* (in 2017 and again in 2018) open to all artists and aspiring artists

AGA Programming

Some Exhibitions in 2016 – 2017 not mentioned elsewhere include - continued:

- * *Stories and Traditions* Indigenous art from the permanent collection
- * *Canadian Icons: Group of Seven and Beyond* from the permanent collection
- * FINA, final exhibition of Algoma University Fine Arts Students
- * *Absence of Evidence* by local artist Michael Burtch
- * *Liminality: That Place in Between* by local artist Jackie Janisse

AGA Programming

Educational Programming

- * School tours - ongoing
- * Art classes for all age groups in various art disciplines
- * Workshops
- * Youth Programs
- * March Break Art Classes
- * Summer Art Classes for children
- * Family Days four – five times per year – free admission; art activities

AGA Priorities for 2018

Exhibitions

Retrospective exhibition of Ken Danby ***Beyond the Crease*** organized and circulated by the Art Gallery of Hamilton

Exhibition budget is \$60,000 which includes:

Expenditures

Exhibition fee \$10,000

Exhibition shipping and insurance \$15,000

Installation costs \$5,000

Security \$10,000

Fundraising and Marketing costs \$15,000

Administrative costs \$5,000

Revenue

Grants \$15,000

Donations, sponsorships, sale of products admission and membership \$25,000

Requesting City funding: \$20,000

AGA Priorities for 2018

Exhibitions continued

Group of Seven in Algoma: National Spirit is Born

- * Major exhibition of art by Group of Seven to mark 100 years of the first trip Lawren Harris, MacDonald and Johnston made to Algoma presented in partnership with the Algoma Fall Festival; includes hiring a guest curator and getting loans from a number of public and private collections; Group of Seven Festival; Commissioning of a Legacy Art to commemorate the Centennial.

Projected Exhibition budget is \$65,000 which includes:

Expenditures

Guest Curator \$10,000

Loan fees and shipping \$20,000

Insurance \$5,000

Installation costs \$5,000

Marketing and fundraising costs \$ 10,000

Travel \$5,000

Security \$10,000

Revenue

Fundraising (sponsorships, donations, sales of products) \$20,000

Grants \$15,000

Marketing support from Algoma Fall Festival \$5,000

Admission and membership \$10,000

Requesting City funding: \$15,000

AGA Priorities for 2018

Programming

Group of Seven Festival

Seven day festival in September or October 2018 which includes: art classes in the style of each Group of seven artist; outdoor film projections – films about Group of Seven artists; visits to places where Group of Seven artists painted – travel with a guide and have art lessons and art activities outdoors along shores of Lake Superior; art activities for all age groups in the park by the AGA; invite family members of Group of Seven artists and Group of Seven art experts for an event;

Partnership with Algoma Fall festival, Porter Airlines, Tourism Sault Ste. Marie and local hotels.

Projects costs are to be covered with sales of tour packages and attendance to events.

AGA Priorities for 2018

Programming continued

Group of Seven Legacy Artwork

- * Place national call to artist to submit their concept for a project that will mark this anniversary – 100 years of the first trip of Group of Seven artists to Algoma;
- * Jury will select a winning project and the artist will be commissioned to produce a Legacy piece for the permanent collection of the AGA;
- * Preferably we will acquire an outdoor piece accessible to all.
- * Part of the project will be creation of a community art project. Community project will involve different demographics such as school children, seniors, youth.
- * Unveiling event of the new artwork to be part of the project in the fall 2018.

AGA Priorities for 2018

Impact of these two major exhibitions on the community:

Economic

- ❖ Increase tourism to Sault Ste. Marie and Algoma: individual travelers through partnership with Porter Airlines and tour groups through Tourism Sault Ste. Marie and Algoma Kinniwabi;
- ❖ Increase hotel stays;
- ❖ Increase sales in restaurants, retail, opportunities for local tourism operators;
- ❖ Increase visits to other local attractions.

Social

- ❖ Position Sault Ste. Marie as a place of natural beauty and culture;
- ❖ Determine Algoma as a birth place of Group of Seven and emphasise the importance of that for development of Canadian national identity;
- ❖ Promote SSM as a great place to visit;
- ❖ Promote SSM as a great place to live in;
- ❖ Expose children and youth to Canadian art and history;
- ❖ Enhance creative opportunities to community at large.

AGA Priorities for 2018

- * **Maintain current Designation “A”**
- * Increase membership
- * Significantly increase self-generated revenue:
 - * Art educational programming
 - * Exhibition and programming sponsorship
 - * Individual and Corporate donations
 - * Increase Gallery Gift Shop sales
 - * Increase Fundraising events revenue
 - * Continue and further develop collaboration with tourism sector
- * Continue with building repairs
- * Further develop partnerships and collaboration in producing exhibitions with art galleries across the country
- * Addition of professional staffing
- * **Determine feasibility of the building expansion**

AGA 2017 and 2018 in a Glance

Funding 2017

- * With additional funding received from the City (\$244,958) AGA was able to greatly reduce deficit.
- * Staffing 50% of funding received was used to maintain current staff levels (it does not cover total cost).
- * Current staff includes:
 - * Executive Director and Chief Curator;
 - * Education Officer;
 - * Collections Manager;
 - * Administrative Assistant;
 - * part-time Bookkeeper and Cleaner
- * No increase in staffing or wages were possible

Funding 2018

- * Requesting \$350,000 from the City
- * Staffing 50% would be \$175,000. This amount does not cover salaries and benefits for existing staff. Goals are to:
 - * Maintain current staff
 - * Hire additional staff Marketing/Business Development Coordinator (Internship)
- * Increase wages for current staff after a number of years would be appropriate; some increase will be mandatory as the minimum wage will be \$15 per hour
- * Hiring a Curator would not be possible

AGA 2017 and 2018 in a Glance

Project Funding

50% of received funding was used for exhibitions such as:

- * Exhibitions by nationally recognized artists Roberta Bondar and Reva Stone;
- * Participation in a number of local partnerships providing art education and activities for all age groups;
- * AGA maintained level of service

Future Projects

50% received in the amount of \$175,000 would enable:

- * Presentation of exhibitions: such as Ken Danby and Group of Seven from national collections;
- * Enhance level of service to the community and therefore enhance the quality of living in SSM;
- * Better contribute to the success of tourism in SSM;
- * Remain sustainable

AGA 2017 and 2018 in a Glance

Art is a contributor to the economy in many communities across the country, including Sault Ste. Marie.

The AGA is important component of tourism offerings which are one of the economic drivers in the community.

There is huge potential to further develop art offerings and attract more tourists to the region.

There is potential to significantly increase this economic impact in the future. Expanding and improving existing building would enable presentation of exhibitions from AGA permanent collection and from other significant public and private collections that would attract more visitors to the city.

AGA Challenges to Move Forward

1. The AGA is constantly focused on *raising funds for basic operation*. Current vision is to move forward in providing more important exhibitions, art publications, art programming and to put the AGA and Sault Ste. Marie on a national map. This goal is not achievable with the current level of funding.
2. The AGA's vision to be a premier "visual arts institution in Northern Ontario, getting national recognition and international partnerships" would be attained with hiring additional professional staff.
3. The AGA building is aging and has many issues that are compromising museological and conservation standards - some have been addressed in 2017 but there are more building issues that require immediate attention.
4. In order to bring blockbusters to the Sault the AGA must expand current building and add spaces to accommodate necessary requirements for that kind of exhibitions.

Q & A

Thank you!

ART GALLERY OF ALGOMA
FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2017

DRAFT

ART GALLERY OF ALGOMA
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YEAR ENDED MARCH 31, 2017

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DRAFT



Accounting
Tax
Consulting

Independent Auditor's Report

To the members of the Art Gallery of Algoma

I have audited the accompanying financial statements of Art Gallery of Algoma, which comprise the statement of financial position as at March 31, 2017 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.

Management's Responsibility 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.

Auditor's Responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for my qualified audit opinion.

Basis for Qualified Opinion

The organization derives a portion of its revenue from donations and funding, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, my examination of certain revenue was confined principally to a comparison of recorded income to duplicate receipts and deposit books.

Qualified Opinion

In my opinion, except for the effects of the matter described in the Basis for Qualified Opinion paragraph, these financial statements present fairly, in all material respects, the financial position of Art Gallery of Algoma as at March 31, 2017 and its results from operations, changes in net assets, and cash flows for the year then ended in accordance with Canadian accounting standards for not for profit organizations.

Suraci CPA Professional Corporation

Sault Ste. Marie, ON
September 28, 2017

ART GALLERY OF ALGOMA
STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2017

	2017	2016
ASSETS		
CURRENT		
Cash (note 6)	\$ 252,939	\$ 184,833
Investments (note 4)	55,063	54,653
Accounts receivable	75,508	5,446
Inventory	5,117	3,973
Government remittances receivable	3,982	1,768
	<u>\$ 392,609</u>	<u>\$ 250,673</u>
LIABILITIES		
CURRENT		
Accounts payable and accrued liabilities	\$ 38,976	\$ 22,086
Deferred contributions (note 10)	167,293	29,422
	<u>206,269</u>	<u>51,508</u>
NET ASSETS		
UNRESTRICTED NET ASSETS	141,099	154,334
CAPITAL FUND (note 9)	<u>45,241</u>	<u>44,831</u>
	<u>186,340</u>	<u>199,165</u>
	<u>\$ 392,609</u>	<u>\$ 250,673</u>

APPROVED ON BEHALF OF THE BOARD:

_____ Director

ART GALLERY OF ALGOMA
STATEMENT OF CHANGES IN NET ASSETS
FOR THE YEAR ENDED MARCH 31, 2017

	Unrestricted Net Assets	Capital Fund (note 2(a),9)	2017 Total	2016 Total
BALANCE, beginning of year	\$ 154,334	\$ 44,831	\$ 199,165	\$ 318,140
SURPLUS (DEFICIT) for year	<u>(13,235)</u>	<u>410</u>	<u>(12,825)</u>	<u>(118,975)</u>
BALANCE, end of year	<u>\$ 141,099</u>	<u>\$ 45,241</u>	<u>\$ 186,340</u>	<u>\$ 199,165</u>

ART GALLERY OF ALGOMA
STATEMENT OF OPERATIONS
FOR THE YEAR ENDED MARCH 31, 2017

	2017	2016
REVENUE (page 11)		
Granting agencies	\$ 306,663	\$ 240,457
Programs, sponsorships and tours	31,001	28,950
Public support	12,828	10,948
Events	8,915	7,067
Gallery shop	38,216	29,393
Other revenue	14,378	13,661
Investment income	6,981	6,919
	<u>418,982</u>	<u>337,395</u>
EXPENDITURES (note 8)		
Administration	129,557	115,979
Building, facility and occupancy	91,775	77,230
Curatorial and exhibition	98,822	103,886
Development	57,159	98,660
Education and public programs	31,944	42,682
Gallery shop	22,550	17,933
	<u>431,807</u>	<u>456,370</u>
NET DEFICIT for the year	<u>\$ (12,825)</u>	<u>\$ (118,975)</u>

ART GALLERY OF ALGOMA
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED MARCH 31, 2017

	2017	2016
CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES		
Net deficit for the year	\$ (12,825)	\$ (118,975)
Changes in non-cash working capital		
Accounts receivable	(70,062)	13,113
Inventory	(1,144)	896
Prepaid expenses	0	550
Government remittances receivable	(2,214)	2,459
Accounts payable and accrued liabilities	16,890	(9,695)
Deferred contributions	<u>137,871</u>	<u>29,422</u>
	<u>68,516</u>	<u>(82,230)</u>
CASH PROVIDED BY (USED IN) INVESTING ACTIVITIES		
Decrease (increase) in investments	<u>(410)</u>	<u>248,352</u>
NET INCREASE IN CASH	68,106	166,122
CASH, BEGINNING OF YEAR	<u>184,833</u>	<u>18,711</u>
CASH, END OF YEAR	<u><u>\$ 252,939</u></u>	<u><u>\$ 184,833</u></u>

ART GALLERY OF ALGOMA
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2017

1. NATURE OF BUSINESS

Art Gallery of Algoma is a not for profit organization incorporated under the laws of Ontario without share capital and is a registered charity under the Income Tax Act. Art Gallery of Algoma is exempt from income tax. Its purpose is to provide a public program comprising exhibitions and activities promoting the understanding, appreciation and enjoyment of the visual arts in the community as well as establishing a permanent collection of resources in the visual arts.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations and include the following significant accounting policies:

(a) FUND ACCOUNTING

Capital fund

The capital fund reports resources available for the organization's future investment in land, building, and equipment and other capital related projects as deemed by the board of directors.

(b) REVENUE RECOGNITION

The organization follows the deferral method of accounting for contributions. Externally restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when they are received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Endowment contributions are recognized as direct increases in net assets in the year.

Other revenue is recognized when earned and collection is reasonably certain.

(c) PERMANENT COLLECTION

Donated artwork and acquisitions for the permanent collection are not recorded in these financial statements. Acquisition costs related to the permanent collection are expensed as incurred.

(d) FINANCIAL INSTRUMENTS

Measurement of financial instruments

The organization initially measures its financial assets and liabilities at fair value, except for certain non-arm's length transactions.

The organization subsequently measures all its financial assets and financial liabilities at amortized cost, except for investments in equity instruments that are quoted in an active market, which are measured at fair value. Changes in fair value are recognized in net surplus.

Financial assets measured at amortized cost include cash and accounts receivable.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities.

ART GALLERY OF ALGOMA
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2017

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

The organization's financial assets measured at fair value include investments, which are fixed income term deposits.

Impairment

Financial assets measured at amortized cost are tested for impairment when there are indicators of impairment. If an impairment has occurred, the carrying amount of financial assets measured at amortized cost is reduced to the greater of the discounted future cash flows expected or the proceeds that could be realized from the sale of the financial asset. The amount of the write-down is recognized in net surplus. The previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account, provided it is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in net surplus.

Transaction costs

The organization recognizes its transaction costs in net income in the period incurred. However, financial instruments that will not be subsequently measured at fair value are adjusted by the transaction costs that are directly attributable to their origination, issuance or assumption.

(e) **USE OF ESTIMATES**

The preparation of financial statements in conformity with Canadian generally accepted accounting principles for not for profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the year. Actual results could differ from those estimates.

(f) **CAPITAL ASSETS EXPENSED**

As revenues are less than \$500,000, the organization expenses capital assets in the year of purchase.

(g) **ALLOCATED EXPENSES**

The organization allocates its salary, benefits, and certain other costs by percentage to various departments. The costs of each program include the costs of personnel and other expenses that are directly related to providing the programs.

(h) **CONTRIBUTED MATERIALS AND SERVICES**

During the year, a number of organizations and individuals donate materials to the organization and a number of volunteers contribute a significant amount of time. Because of the difficulty in determining their fair value, contributed materials and services are not recorded in the financial statements.

ART GALLERY OF ALGOMA
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2017

3. FINANCIAL INSTRUMENTS

The organization's financial instruments consist of cash, investments, accounts receivable, and accounts payable and accrued liabilities. Unless otherwise noted, it is management's opinion that the organization is not exposed to significant interest, credit, currency, liquidity, or other price risks arising from these financial instruments.

The extent of the organization's exposure to these risks did not change in 2017 compared to the previous period.

The organization does not have a significant exposure to any individual customer or counterpart.

4. INVESTMENTS

Investments of \$55,063 (2016 - \$54,652) are comprised of cash held in an investment savings account. Interest is earned at 0.4% (2016: 0.4%).

5. ENDOWMENTS WITH THE ONTARIO ARTS FOUNDATION

In 1999, the Province of Ontario established the Arts Endowment Program with the Ontario Arts Foundation ("OAF"). For each participating arts organization, a separate trust fund is established and maintained by the OAF. Each year, when available, these organizations receive income from the funds held for their benefit and this income is to be used for operating purposes.

Income is earned on the funds and paid out annually at the discretion of the OAF board of directors and included in investment income on the statement of operations. Investment income of \$6,431 (2016: \$6,627) was received in the year. At March 31, 2017 the fair value of the funds the OAF is holding for the benefit of the Gallery is \$144,887 (2016 - \$134,926). The funds held in trust are not reflected in these financial statements.

6. BANK INDEBTEDNESS

The organization has utilized \$0 (2016 - \$0) of an authorized operating line of credit with a limit up to a maximum of \$45,000. The line of credit bears interest at prime plus 1.25%.

7. CAPITAL ASSETS EXPENSED

The Art Gallery of Algoma's building and equipment are located on land leased from the City of Sault Ste. Marie. The value of the fixed assets are expensed as incurred. The aggregate historical cost of building and furnishings to March 31, 2017 amounted to \$1,545,355 (2016: \$1,545,355).

8. ALLOCATED EXPENSES

Wages and benefits expense of \$219,175 (2016 - \$250,705) have been allocated based on management's estimate of the time and effort spent on the organization's functions as follows:

	2017	2016
Administration	\$ 87,998	\$ 75,213
Building, facility and occupancy	21,597	12,535
Curatorial and exhibition	40,471	61,423
Development	43,193	71,452
Education and public programs	25,916	30,085
	<u>\$ 219,175</u>	<u>\$ 250,708</u>

ART GALLERY OF ALGOMA
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2017

9. CAPITAL FUND

Activities of the capital fund are as follows:

	2017	2016
Opening balance	\$ 44,831	\$ 53,553
Investment income	410	293
Expenditures	<u>0</u>	<u>(9,015)</u>
Closing balance	<u><u>45,241</u></u>	<u><u>44,831</u></u>

10. DEFERRED CONTRIBUTIONS

Deferred contributions, which consist of the unexpended portion of restricted government grant revenue received or receivable that relates to future periods, is as follows:

	2017	2016
Balance, beginning of the year	\$ 29,422	\$ 0
Less amount recognized as revenue in the year	(29,422)	0
Plus amount received related to the following year	<u>167,293</u>	<u>29,422</u>
Balance, end of year	<u><u>\$ 167,293</u></u>	<u><u>\$ 29,422</u></u>

11. PERMANENT COLLECTION

The value of the permanent collection, based on management's estimate is as follows:

	2017	2016
Balance, beginning of year	\$16,428,624	\$16,375,912
Acquisitions	<u>99,500</u>	<u>52,712</u>
	<u><u>\$16,528,124</u></u>	<u><u>\$16,428,624</u></u>

Acquisition value is based on the appraisal obtained on the works received in the year they are received. A current valuation of the entire portfolio is not done on an annual basis. The permanent collection is insured for \$11,000,000 (2016: \$11,000,000).

12. COMPARATIVE FIGURES

Certain figures presented for comparative purposes have been reclassified to conform to the current year's presentation.

ART GALLERY OF ALGOMA
SCHEDULE OF REVENUE
FOR THE YEAR ENDED MARCH 31, 2017

	2017	2016
Granting agencies		
City of Sault Ste. Marie	\$ 244,958	\$ 177,311
City of Sault Ste. Marie - School board levy	10,000	10,912
Heritage Canada - Museum Assistance Grant	25,000	0
Government of Canada - Job grants	6,923	2,942
Province of Ontario - Job grants	2,875	2,875
Northern Ontario Heritage Fund Corporation	0	7,207
Ontario Arts Council	0	22,893
Ontario Trillium Foundation	16,302	0
Other agencies and foundations	605	16,317
	<u>306,663</u>	<u>240,457</u>
Programs, sponsorships and tours		
Sponsorships	0	555
Classes and workshops	19,158	18,136
Tours	11,843	10,259
	<u>31,001</u>	<u>28,950</u>
Public support		
Corporate memberships	418	418
Individual memberships	7,453	5,724
Donations	4,957	4,806
	<u>12,828</u>	<u>10,948</u>
Events	8,915	7,067
Gallery shop	38,216	29,393
Other revenue	14,378	13,661
Investment income	<u>6,981</u>	<u>6,919</u>
	<u>\$ 418,982</u>	<u>\$ 337,395</u>

Report to City Council
October 30, 2017
Physicians Recruited to Sault Ste. Marie
 October 18, 2016 - October 30, 2017

Service	Practice Location	Start Date
Family Medicine	Group Health Centre	January 2017
Family Medicine	Group Health Centre	July 2017
Neurology	Sault Area Hospital	April 2017
Family Medicine	Superior Family Health Team	March 2017
Infectious Diseases	Sault Area Hospital	October 2017
Emergency Medicine	Sault Area Hospital	July 2017
Emergency Medicine	Sault Area Hospital	December 2018
Family Medicine	Group Health Centre	August 1, 2017
Gastroenterology	Private Practice	October 2017
Family Medicine	Group Health Centre	November 2017
Urology	Private Practice	October 2017
Geriatric Medicine	Sault Area Hospital	November 2017
Family Medicine	Group Health Centre	February 2018
Family Medicine	Superior Family Health Team	April 2018
General Internal Medicine	Sault Area Hospital	June 2018

Recruitment Activities

Since November of 2016, we have hosted a number of physicians and their families in Sault Ste. Marie. Among this group there have been specialists in General Internal Medicine, Psychiatry, and Obstetrics & Gynecology.

A list of these site visits and recruitment events attended is attached for information.

Recruitment Priorities

Consulting with our partners, the following recruitment priorities have been identified:

- General Internal Medicine
- Cardiology
- Obstetrics & Gynecology
- Psychiatry
- Respiriology
- Family Medicine
- Rheumatology
- Dermatology
- Plastic Surgery

Retention Events

The Annual Physician Family Ski Day was held on Sunday, March 5th, 2017 at Searchmont Resort. A large number of physicians and their families attended this year. Everyone enjoyed a full day of both, downhill and cross-country skiing as well as a guided snowshoe trek.

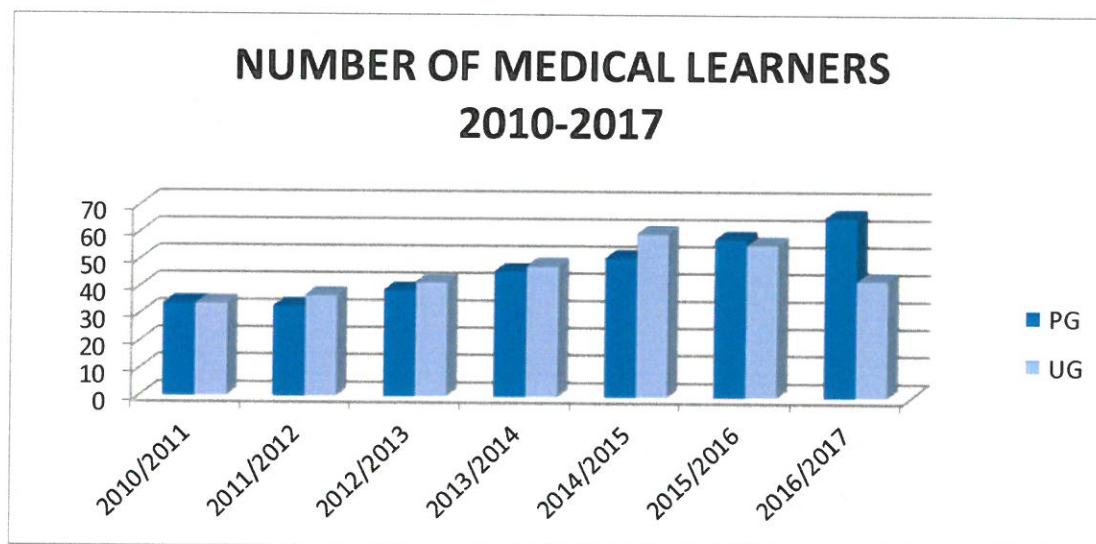
The Mayor's Reception was once again held on December 28th. This event provided an opportunity for local physicians, medical students and residents to meet, mingle and catch up with colleagues and friends. It was, as always a successful event.

The Annual Physician Golf Day took place on September 6th, 2017 at Crimson Ridge Golf Club. Close to 100 people enjoyed a beautiful fall afternoon of golfing followed by dinner under the tent. This event provides us the opportunity to introduce our new physicians to their colleagues.

NOSM at Work in Our Community

Medical Learners

During this past year, we had 109 placements for medical students and residents. The number of resident placements continues to increase as we add core opportunities and accept additional full time positions for NOSM post-graduate programs. Learners spent time in our community being trained by our local family and specialist physicians. Many of the learners are from the Northern Ontario School of Medicine however we have had learners from University of Toronto, McMaster University, University of Western Ontario, and University of Ottawa as well as learners from outside Ontario and Canada.



Summer Studentship Program (SSP)

The Summer Studentship Program continues to be a popular program for medical students from Sault Ste. Marie currently enrolled in a medical school in Canada. The one month paid placement takes place in the month of June each year. The students learn the basics of suturing and casting and have opportunities to be placed in family physician offices as well as the many medical specialties offices, clinics and ORs. This program has been running in Sault Ste. Marie since 2000 and is operated in partnership with NOSM.

We had six participants this year from Northern Ontario School of Medicine and University of Western Ontario.

Medical Learners

On November 9, 2017, NOSM will hold interviews in Sault Ste. Marie for the Family Medicine third year training in Anaesthesia. Candidates will be interviewed for the two spots available in the NOSM program. This specialty has one dedicated Anaesthesia resident in Sault Ste. Marie for the additional one year training. The other available spot is in Sudbury.

Seven Comprehensive Community Clerkship (CCC) students have been in Sault Ste. Marie since August completing their eight month training. These NOSM students will primarily be with Family Medicine receptors but will also have many opportunities to learn with specialists as well as community healthcare partners. Five of the seven students are originally from Sault Ste. Marie and the surrounding area.

Canadian Residency Matching Service (CaRMS) - Sault Ste. Marie trains four Family Medicine physicians each year for their two year residency program through the Family Medicine Program at NOSM. We attend the interviews held in Thunder Bay and Sudbury early in the year. We currently have twelve family medicine residents training in Sault Ste. Marie.

Sault Area Hospital and our local Psychiatry teaching group will be hosting the NOSM interviews for the Royal College Psychiatry training program early in 2018. The program accepts two residents each year. We will be providing facility tours, attending a meet and greet with local faculty and on hand to provide information to candidates about our community.

SSM Academic Medical Association

The Sault Ste. Marie Academic Medical Association (SSM AMA) is a local education group established in 2012 and funded directly by the Physician Clinical Teacher's Association (PCTA) who receives its funding from the Northern Ontario Academic Medicine Association (NOAMA). NOAMA manages, distributes and administers the Alternate Funding Plan (AFP) funding on behalf of the Ministry of Health and Long-Term Care to Northern Ontario School of Medicine Physician Clinical Faculty.

SSMAMA is responsible for supporting faculty development, research, academic programming and clinical teaching in the Algoma District. At 103 members, SSM AMA is the largest local education group in Northern Ontario. SSM AMA has been successful in starting a research office in partnership with Algoma University. The Research Director has been tasked with developing a strategic plan for physician research in Sault Ste. Marie, building partnerships and data sharing agreements with all healthcare organizations, assisting in existing research projects, hiring research assistants, reviewing and enhancing our research guidelines and application process, and promoting and educating research opportunities for notice researchers.

Recruitment Statistics

Statistical information for the Recruitment & Retention Program is included in the package for your information. One hundred and forty physicians have been recruited since the inception of this program in 2002.

Respectfully submitted,

A handwritten signature in cursive script, reading "Christine Pagnucco".

Christine Pagnucco

Community Assessment Visits Reports		
November 2016 to date		
Service	Date of Visit	Results
Psychiatry	November 3 - 5	Recruited
Infectious Diseases	December 2 - 5	Recruited
Family Medicine/EM	February 2 - 5	Not recruitable at this time
Respirology	February 2 - 5	Continue to discuss recruitment
Critical Care	February 9 - 13	Recruited
Gastroenterology	February 14 - 16	Practice elsewhere
Obstetrics/Gynecology	February 16 - 19	Practice elsewhere
Respirology	February 24 - 26	Fellowship in Toronto
Gastroenterology	April 7 - 8	Fellowship in Toronto
Gastroenterology	April 9 - 11	Practice elsewhere
Geriatrics	May 5 - 7	Recruited
	September 15 - 16	
Family Medicine	May 7 - 13	Recruited
General Internal Medicine	May 19 - 21	Recruited
	August 13 - 16	
Gastroenterology	May 25 - 27	Recruited
	July 5 - 7	
Family Medicine	May 25 - 27	Recruited
	July 5 - 7	
Family Medicine	July 7 - 9	Continue to discuss recruitment
Obstetrics & Gynecology	October 10 - 13	In progress

RECRUITMENT & RETENTION EVENTS 2017/2018

<i>DATES</i>	<i>LOCATION</i>	<i>EVENT</i>	<i>TARGET GROUP</i>
November 1 - 4, 2017	Toronto	Canadian Society of Internal Medicine	Practicing Physicians & Residents
November 8 - 11, 2017	Montreal	Family Medicine Forum	Practicing Physicians & Residents
November 9, 2017	Sault Ste. Marie	CaRMS Interviews - Anaesthesi	Residents - Family Medicine
January 2018	Thunder Bay	CaRMS Interviews - Family Medicine	Residents - Family Medicine and Specialty & NOSM Medical Students
January 2018	Sault Ste. Marie	CaRMS Interviews - Psychiatry	Residents - Family Medicine and Specialty & NOSM Medical Students
January 2018	Sudbury	CaRMS Interviews - Family Medicine	Residents - Family Medicine and Specialty & NOSM Medical Students
February 2018	Montreal	Federation of Medical Residents of Quebec	Family Medicine & Specialty Residents
March 21 - 23, 2018	Hamilton	McMaster Internal Medicine Review	Practicing Physicians & Residents

Retention Initiatives
Christmas Cards for Local Physicians and Locums Physician Appreciation Golf Day - September Mayor's Reception - December Family Ski Day - February

**Summary of Cost Centres - Physician Recruitment & Retention
at October 18, 2017
for the fiscal reporting period April 1, 2017 - March 31, 2018**

			2017/2018	Year to Date Expenditures	Balance
35010	3501000	Salaries and Benefits	\$ 140,000.00	\$ 74,551.57	\$ 65,448.43
49500	4950010	Office Supplies	\$ 2,000.00	\$ 1,115.17	\$ 884.83
61030	6103000	Professional Conferences	\$ 2,500.00	\$ -	\$ 2,500.00
65050	6505000	Professional Services - Recruitment	\$ 2,000.00	\$ 1,000.00	\$ 1,000.00
65090	6509000	Professional Fees	\$ 175.00	\$ 175.00	\$ -
67000	6700000	Advertising/Journals & Website Management	\$ 3,000.00	\$ 1,542.20	\$ 1,457.80
67012	6959901	Recruitment support **	\$ 80,000.00	\$ 14,816.30	\$ 65,183.70
67011	6959902	Learners Conference and Activities	\$ 4,000.00	\$ 2,462.15	\$ 1,537.85
67013	6959903	Showcasing SSM/Site Visits	\$ 12,000.00	\$ 7,296.04	\$ 4,703.96
67016	6959905	Retention Activities/Initiatives	\$ 12,825.00	\$ 6,520.95	\$ 6,304.05
67018	6959906	Participation in Recruitment Events	\$ 14,000.00	\$ 5,260.13	\$ 8,739.87
67017	6959907	Summer Studentship Program	\$ 4,000.00	\$ 1,846.37	\$ 2,153.63
67020	6700010	Display & Promotional Materials	\$ 2,000.00	\$ 1,221.13	\$ 778.87
76500	7650000	Minor Equipment Purchases (Furniture & Office Equip)	\$ 1,500.00	\$ -	\$ 1,500.00
		TOTAL	\$ 200,000.00	\$ 102,990.71	\$ 97,009.29
		Sault Area Hospital Contribution	\$ 60,000.00		
		Group Health Centre Contribution	\$ 60,000.00		
		City of Sault Ste. Marie Contribution	\$ 80,000.00		
		TOTAL	\$ 200,000.00		
		** not included in calculations			

Proposed Budget
Sault Ste. Marie Physician Recruitment & Retention Program
for the period
April 1, 2018 - March 31, 2019

			2017/2018
35010	3501000	Salaries and Benefits	\$ 146,000.00
49500	4950010	Office Supplies	\$ 2,200.00
61030	6103000	Professional Conferences	\$ 2,000.00
65050	6505000	Professional Services - Recruitment	\$ 2,000.00
65090	6509000	Professional Fees	\$ 175.00
67000	6700000	Advertising/Journals & Website Management	\$ 1,000.00
67012	6959901	Recruitment support **	\$ 80,000.00
67011	6959902	Learners Conference and Activities	\$ 3,000.00
67013	6959903	Showcasing SSM/Site Visits	\$ 12,000.00
67016	6959905	Retention Activities/Initiatives	\$ 14,000.00
67018	6959906	Participation in Recruitment Events	\$ 11,375.00
67017	6959907	Summer Studentship Program	\$ 4,000.00
67020	6700010	Display & Promotional Materials	\$ 1,500.00
76500	7650000	Minor Equipment Purchases (Furniture & Office Equip)	\$ 750.00
		TOTAL	\$ 200,000.00
		Sault Area Hospital Contribution	\$ 60,000.00
		Group Health Centre Contribution	\$ 60,000.00
		City of Sault Ste. Marie Contribution	\$ 80,000.00
		TOTAL	\$ 200,000.00
		** not included in calculations	

Summary of Physicians Recruited and Departed 2002 to October 30, 2017

	#	PHYSICIANS RECRUITED	PRACTICE LOCATION	#	PHYSICIANS DEPARTED
2002/03	4	Medical Oncology Family Medicine Emergency Medicine (2)	SAH 3 GHC 1	2	Emergency Medicine Family Medicine
2003/04	5	Family Medicine Emergency Medicine (2) Anaesthesiology Psychiatry	SAH 4 GHC 1	4	Family Medicine Radiology (2) Internal Medicine
2004/05	5	Nephrology Psychiatry GP-Anesthesia/Emerg Family Medicine (2)	SAH 4 GHC 1	7	Family Medicine Internal Medicine Anesthesiology (2) Obstetrics/Gynecology General Surgery Pediatrics
2005/06	5	Medical Oncology GP Hospitalist Anaesthesiology General Surgery GP Anesthesia/Emerg	SAH 4 GHC 1	3	Family Medicine (3)
2006/07	4	Radiology Anaesthesiology Orthopedics Family Medicine	SAH 2 GHC 1 OTH 1	9	Family Medicine (2) Emergency Medicine (2) Pediatrics Orthopedics (2) Medical Oncology* Anaesthesiology
2007/08	8	Bariatric Medicine Emergency Medicine (2) Anaesthesiology Child Psychiatry Family Medicine (2) Nephrology	SAH 7 OTH 1		
2008/09	10	Orthopedics Family Medicine (3) Emergency Medicine (2) Obstetrics/Gynecology Psychiatry Hospitalist Medicine (2)	SAH 4 GHC 4 OTH 2	7	Family Medicine (5) Psychiatry Nephrology

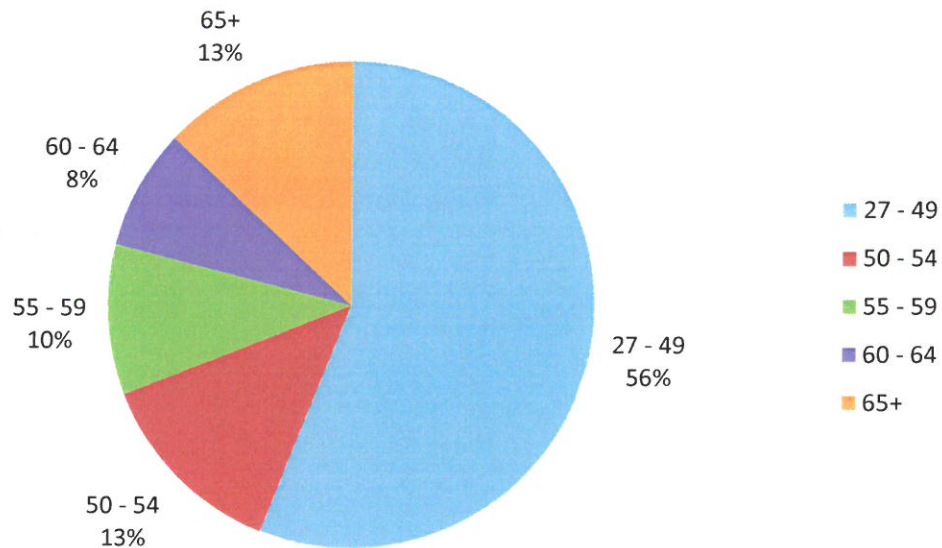
Summary of Physicians Recruited and Departed 2002 to October 30, 2017

	#	PHYSICIANS RECRUITED	PRACTICE LOCATION	#	PHYSICIANS DEPARTED
2009/10	12	Medical Oncology Diagnostic Radiology Otolaryngology Urology (2) Family Medicine (2) Ophthalmology Pediatrics Obstetrics/Gynecology Cardiology GP Anaesthesia/Emerg	SAH 3 GHC 5 OTH 4	3	Family Medicine Diagnostic Radiology* Obstetrics/Gynecology
2010/11	14	Family Medicine (10) Anesthesiology Orthopedics GP Anesthesia/ER Diagnostic Radiology	SAH 6 GHC 4 OTH 4	7	Family Medicine Pediatrics Orthopedics Child Psychiatry* GP/Psychiatry Medical Oncology
2011/12	5	Family Medicine Emergency Medicine Diagnostic Radiology Critical Care Pediatrics	SAH 3 GHC 2	4	Emergency Medicine* Internal Medicine Family Medicine Anaesthesia
2012/13	12	Family Medicine (5) Emergency Medicine (2) Hematology/Oncology Pathology Obstetrics/Gynecology (2) Psychiatry	SAH 7 GHC 4 OTH 1	5	Medical Oncology* Cardiology (2) Pediatrics Orthopedics
2013/14	13	Psychiatry (3) Neurology Gastroenterology Medical Oncology (2) Ophthalmology Family Medicine Hospitalist (2) Otolaryngology GP/Emergency Medicine	SAH 8 GHC 2 OTH 3	3	Emergency Medicine Ophthalmology Endocrinology
2014/15	11	GP/Anesthesia Family Medicine (7) GP/Emergency Medicine Anaesthesia Orthopedic Surgery	SAH 3 GHC 6 OTH 2	10	Family Medicine (4) GP/Emergency Medicine (3) Internal Medicine Ob/Gyn Hospitalist

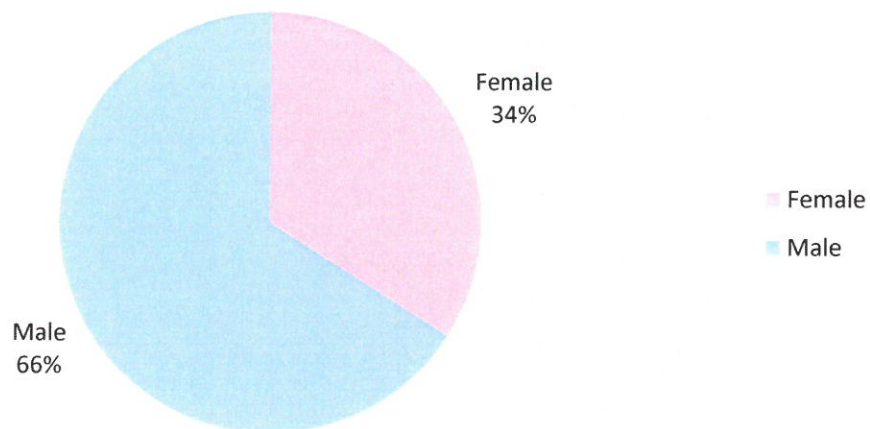
Summary of Physicians Recruited and Departed 2002 to October 30, 2017

	#	PHYSICIANS RECRUITED	PRACTICE LOCATION	#	PHYSICIANS DEPARTED
2015/16	11	Family Medicine (2) General Surgery Orthopedic Surgery Endocrinology FM/Psychiatry Pathology Critical Care/IM Hospitalist Psychiatry FM/Palliative	SAH 5 GHC 3 OTH 3	6	General Surgery Family Medicine (2) FM/Dermatology Orthopedics Urology FM/Psychiatry
2016/17	13	General Internal Medicine GP/Emergency Medicine (3) Obstetrics/Gynecology Family Medicine (3) Critical Care/IM Psychiatry General Internal Medicine Neurology Infectious Disease	SAH 9 GHC 3 OTH 1	8	Family Medicine (8)
2017/18	8	Family Medicine (4) Gastroenterology Urology Geriatrics General Internal Medicine	SAH 3 GHC 2 OTH 3	4	Cardiology Obstetrics/Gynecology General Internal Medicine Psychiatry
	140			82	
		Summary			
		Number of physicians recruited	140		
		Number of physicians departed	82 * 12 physicians departed prior to the completion o		
		Reasons for departure			
		Deceased (D)	4		
		Retired (R)	42		
		Practice elsewhere (PE)	29		
		Other (O)	7		
			82		
Recruited to:		Sault Area Hospital (SAH)	74		
		Group Health Centre (GHC)	41		
		Other (OTH)	25		
			140		

Sault Ste Marie Physician Age Statistics July 2017



Sault Ste. Marie Physicians by Gender July 2017



Jones, Carrie

From: Dominique Boyd <dboyd@nosm.ca>
Sent: Tuesday, January 31, 2017 10:28 AM
To: Dr. Primeau; Dr. R. Veluri; Adebawale, Akinade; Peter Dr.; Dr. D. Whitney; Dr. Shivakumar; Dr. K. Anderson; Elbohy, Manar; Dr. E. Okoronkwo; Bhagavatula Subramanya Sastry; Desouky, Hesham; Hillary Bohler; Dr. S. Dama; Dr. V. Nguyen; Dr. R. Vachon; Priatharshy Thavanathan; jmorris@nosm.ca; Rogers, Anna; Marshall, Emmalee; Dinter, Wanda; Dawson, Andrea; Nott, Flora
Cc: J. McColeman; Leeya Bobrowski-Vogt; D. Boyd; cathy.cervin@nosm.ca; J. Fawcett; Jones, Carrie; Pagnucco, Christine; NOSM Psychiatry
Subject: Thank you!!

Dear NOSM Psychiatry Team,

I just wanted to take a moment and send my sincere thanks to each and every one of you. You all made our event in SSM a complete success! Everything from the OSCEs, to our fabulous dinner at the Iron Club – to the interviews. None of it would have been possible without your commitment to our program. A special thank-you to our faculty and residents... your expertise and patience were greatly appreciated.

The support and catering staff were amazing and a dream to work with. You made my and Jen's job easy and for that we are grateful ☺

Thank you so much!

Dominique D. Boyd, B.A. (Hons)

Postgraduate Coordinator

Psychiatry Program

Northern Ontario School of Medicine

935 Ramsey Lake Road

Sudbury, ON P3E 2C6

Tel: 705.662.7174

Fax: 705.662.7143

Email: dboyd@nosm.ca

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Jones, Carrie

From: Joel Leduc <jleduc@nosm.ca>
Sent: Tuesday, March 07, 2017 12:04 PM
To: Joel Leduc
Cc: Kristy Cote; Ashley Kaattari; Leeya Bobrowski-Vogt
Subject: Thank you for a Successful 2017-18 CaRMS Match!

Hello,

The NOSM Family Medicine Program would like to sincerely thank everyone who helped in the Family Medicine CaRMS Matching Process from Dossier Reviewers, CaRMS Interviewers, Resident Volunteers, Community Representatives, Administrative Tasks, and/ or being part of the CaRMS Interview Day!

NOSM Family Medicine matched every stream position (i.e., North Bay, Rural, Sault Ste Marie, Sudbury, Thunder Bay and Timmins). The only stream that is will be headed to 2nd iteration match is our new Remote First Nations Stream.

It an extremely successful Match with 39 out of 40 residency positions and we couldn't have done it without all of your help!

Thank you from all of the Family Medicine Program!

Best,
Joel

--
Joël Leduc, M. Sc.
Family Medicine Program Coordinator (East)
Postgraduate Education
Northern Ontario School of Medicine

Mailing Address:
935 Ramsey Lake Road
Sudbury, ON, CA, P3E 2C6

Phone: 705.662.7155; Fax: 705.662.7143
Email: jleduc@nosm.ca

Carrie + Christine,

With special wishes
for peace and joy
at this special
time of year.

Thank you for everything you've
done over the past few years to
help me as a medical student
and resident. Your hard work
never went unnoticed or unappreciated.
Merry Christmas + Happy New Year!

Marianne

Carrie,

Warmest wishes for
the happiest of Holidays!

Happy Holidays! Thank you for
all the work you have done to ensure
we are having a successful placement.
I have felt very welcomed to Saint Pie.
Mama, and very supported!
I hope you enjoy some time also
with your family!

See you in the new year!
Sam Nordlund.

Dear Carrie & Christine

Thank you for all
your support
during my time
spent in the suit.

You really made
my experience so
enjoyable!

I look forward to
hopefully spending
more time in your
neck of the woods!

take good
care!
and stay warm!
Kathryn

Christine -

Thank you for all you do for
the learners & medical community!
It does not go un-noticed
or un-appreciated. You have
made my year here wonderful!

Until the next time.

Cheers,

Jeff

Dear Christine,

My family and I just
wanted to thank you, we really
appreciate all your help and
hard work to make our move
and settle went smooth!

Karam, Layla &
Sarah ☺

Jones, Carrie

From:
Sent: Thursday, January 19, 2017 1:34 PM
To: Jones, Carrie
Subject: thank you

Good afternoon Ms. Jones

I want to say thank you for the warm reception, the orientation and for your time. you made us feel immediately comfortable. thank you so much, and i look forward to joining you if the opportunity comes my way.

P.S I would like to send an email to the program director whom I had the privilege to meet. I am not sure I have her full names and email address. would it be ok if I ask you for this information?

Regards

Jones, Carrie

From:
Sent: Wednesday, March 01, 2017 6:55 PM
To: Jones, Carrie
Subject: CaRMS

Carrie!!!! I got McMaster radiology!!!!!!!!!!!!!! I'm so excited :D Thank you for making third year such an incredible experience for me. I really appreciate all the time you put in to making my schedule match my interests. It let me realize that radiology was the right choice for me. Have a great night,

Jones, Carrie

From:
Sent: Wednesday, November 16, 2016 3:06 PM
To: Jones, Carrie
Subject: Re: Sault Ste. Marie Anesthesia Rotation

Hey Carrie,

I just wanted to say thank you on behalf of Kristen and I with regards to the Greyhounds tickets and all of the help you provided us during our stay in the Sault. It was a great experience and was made even better by all of your help. Wishing you all the best and hopefully we will get to see you next year!

Cheers,
Chris

Stewart, Carrie

From:
Sent: Sunday, July 09, 2017 12:43 PM
To: Stewart, Carrie
Subject: Thank you!

Hi Carrie,

I just wanted to thank you for all the work you put into the summer studentship! It was such a fantastic experience for us and I'm sorry I didn't get a chance to thank you in person. I hope you have a great summer!

Stewart, Carrie

From:
Sent: Friday, June 30, 2017 12:22 PM
To: Stewart, Carrie
Subject:
Attachments:

Thank you Carrie!

Also, just wanted to say thank you for everything this month and all your hard work. It truly was a great month and am so grateful for all the wonderful experiences and learning opportunities. It would not be possible without everything you do for us! Looking forward to continuing all these opportunities in September and hearing more information about Clerkship!

Enjoy the rest of your summer!

Stewart, Carrie

From:
Sent: Wednesday, July 05, 2017 12:48 PM
To: Stewart, Carrie; Pagnucco, Christine
Subject: Thank you

Dear Carrie and Christine,

Thank you for hosting a wonderful retreat. It was very relaxing, and a good opportunity to meet the incoming residents.

Stewart, Carrie

From:
Sent: Thursday, September 07, 2017 10:21 AM
To: Stewart, Carrie
Subject: Re: Golf Day Reminider - September 6, 2017 - Please RSVP

Great job arranging the golf day and dinner. I really enjoyed it.

Thanks and warm regards,

David

Dear Christine / Carrie

A huge (but late) thank-you to both of you for your generosity and time spent organizing Ryan's baby shower. It was a lovely and unexpected surprise! He's worn some of the clothes already and will shortly be into the others and we have already been enjoying the books.

Thanks again, Jeanne & Ryan

Jones, Carrie

From:
Sent: Tuesday, December 13, 2016 9:09 PM
To: Pagnucco, Christine; Jones, Carrie
Subject: Thank you!

Dear Carrie and Christine,

Thank you for hosting such a lovely evening! I had a wonderful time!

My parents enjoyed the treats, and my mom is looking forward to seeing you at the Mayor's reception. I didn't have to ask her twice!

Take good care, and thanks again.

Sincerely,



**Presentation to City Council
Soo Arena Association
October 30, 2017**

Request

- **Continue practice of refunding annual city taxes (past year totalling \$11,554.00)**
- **This money is used to purchase equipment that reduces operating costs**
- **Examples: Dehumidification, energy efficient lighting, boiler, water recycling system to name a few**

Benefits to Our City

- **1000 children of the SPWHL and their families enjoy and depend on the arena for a place to play hockey**
- **Eliminate the need for our city to operate another community arena**
- **Employs five full-time and 17 part-time**
- **Brings tourism dollars to our city (e.g. tournaments with out of town teams, CARHA, Little NHL, MNR)**
- **A commitment to maintain the Arena to last another 50 years**

Commitment to Self-Sufficiency

- **Run as a separate legal entity (not for profit charity) from any league**
- **Private donations**
- **Corporate Donations**
- **50/50 draws (past)**
- **Fall Fair (past)**
- **Annual Campbell's Midway**
- **Apply for own government grants**
- **Memorial/Benefactor Wall**
- **Annual Pub on Arena Floor "Drink in the Rink" (four years)**
- **Building Naming Rights**



History

- **Part of our community for 50 years,**
- **Since 1967 has been home to over forty thousand children playing minor hockey.**
- **The construction of the Pee Wee Arena in the mid-1960s was a significant community undertaking.**
- **Countless volunteers and donors contributed their time, money and sweat to ensure that the arena was built.**

History

- **Since the building opened, operations have been directed by a volunteer Board**
- **Generations of Sault kids have learned to skate and play hockey at the Pee Wee Arena**
- **Some like Ron Francis, Marty Turco went on to star in the NHL.**
- **Safe to say most families in Sault Ste. Marie have fond memories of the Pee Wee Arena**

Financials

- **Latest financials attached**

Financial Summary

Soo Arena Association

O/A Soo Pee Wee

	2017	2016
Excess of revenues over expenditures	(8092)	(8,078)
Less:		
One time anonymous donations	<u>(24,588)</u>	<u>(57,275)</u>
Excess of expenditures over revenues after one time donations	<u>(32,680)</u>	<u>(65,353)</u>

Board of Directors

- **Colin Kirkwood: Chair**
- **George Parsons: Vice Chair**
- **Jim McMillan: Secretary**
- **Lorne Jarrett: Treasurer**
- **Emerson Bentley (50 years)**
- **Dave Watson**
- **Travis King**
- **Kevin Thibeault**
- **Robert Paciocco**
- **Trevor Rising**

Summary

- **Continue practice of refunding a portion of annual city taxes**
- **Past year totalling \$11,554.00**
- **1052 children and their families enjoy and depend on the arena for a place to play hockey**
- **A commitment to maintain the Arena to last another 50 years**



SOO ARENA ASSOCIATION
FINANCIAL STATEMENTS
MAY 31, 2017

	Page
Independent Auditor's Report	1
Statement of Financial Position	2
Statement of Operations and Net Assets	3
Statement of Cash Flows	4
Notes to Financial Statements	5 - 6

LAURA J. SZCZEPANIAK

CHARTERED ACCOUNTANT

631 QUEEN STREET EAST
SAULT STE. MARIE, ON P6A 2A6
E-MAIL szczepaniak@on.aibn.com

TELEPHONE (705) 759-0197
TOLL FREE (877) 361-0011
FAX (705) 759-8603

INDEPENDENT AUDITOR'S REPORT

To The Board of Directors of the Soo Arena Association

I have audited the accompanying financial statements of Soo Arena Association, which comprise the statement of financial position as at May 31, 2017, and the statements of operations and net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility 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 (ASNPO) 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.

Auditor's Responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my qualified audit opinion.

Basis for Qualified Opinion

In common with many not-for-profit organizations, the Soo Arena Association derives revenues from donations, fundraising and other sources, the completeness of which is not susceptible of satisfactory audit evidence. Accordingly, my verification of these revenues was limited to the amounts recorded in the records of the organization. Therefore I was not able to determine whether any adjustments might be necessary to revenues and deficiency of revenues over expenses for the year ended May 31, 2017 and assets and net assets at May 31, 2017.

Qualified Opinion

In my opinion, except for the possible effect of the matter described in the Basis for Qualified Opinion paragraph, these financial statements present fairly, in all material respects, the financial position of the organization as at May 31, 2017 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.

Sault Ste. Marie, Ontario

Chartered Professional Accountant
Licensed Public Accountant

SOO ARENA ASSOCIATION
STATEMENT OF FINANCIAL POSITION
May 31, 2017

	2017	2016
ASSETS		
CURRENT		
Cash	\$ 178,073	\$ 158,590
Receivable from City of Sault Ste. Marie	5,768	6,212
Accounts receivable	-	2,460
Prepaid expenses and deposits	8,475	9,780
	<u>192,316</u>	<u>177,042</u>
PROPERTY, PLANT AND EQUIPMENT - note 3		
Cost	2,123,567	2,123,567
Less: Accumulated amortization	1,422,493	1,362,832
	<u>701,074</u>	<u>760,735</u>
	<u>\$ 893,390</u>	<u>\$ 937,777</u>
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
Accounts payable and accrued liabilities	\$ 30,944	\$ 35,374
Government remittances payable	-	4,990
Deferred revenue	6,000	9,000
Payable to Soo Pee Wee Hockey League	23,695	47,570
	<u>60,639</u>	<u>96,934</u>
NET ASSETS	<u>832,751</u>	<u>840,843</u>
	<u>\$ 893,390</u>	<u>\$ 937,777</u>

On Behalf Of The Board:

_____ Director

_____ Director

SOO ARENA ASSOCIATION
STATEMENT OF OPERATIONS AND NET ASSETS
YEAR ENDED MAY 31, 2017

	2017	2016
REVENUES		
Ice rentals	\$ 428,321	\$ 423,617
Rent	68,895	65,346
Municipal tax grant	11,554	12,439
Advertising	18,250	21,530
Shows and attractions	49,599	45,917
Donations and fundraising	24,588	68,655
Miscellaneous	41,220	7,544
	<u>642,427</u>	<u>645,048</u>
EXPENSES		
Administrative		
Salaries and benefits	79,209	85,707
Office supplies	4,506	2,569
Telephone and internet	3,001	2,525
Professional fees	8,337	15,085
Interest and bank charges	6,532	8,498
Advertising	5,281	2,058
General	39,015	17,289
Building Operations		
Wages and benefits	116,683	130,281
Utilities	143,873	122,973
Repairs and maintenance	129,006	138,270
Zamboni operation expense	8,175	13,769
Municipal taxes	15,352	14,568
Insurance	24,017	22,090
Amortization	59,661	69,578
Canteen	-	2,262
Shows and attractions	7,871	5,604
	<u>650,519</u>	<u>653,126</u>
DEFICIENCY OF REVENUES OVER EXPENSES	(8,092)	(8,078)
NET ASSETS, beginning of year	<u>840,843</u>	<u>848,921</u>
NET ASSETS, end of year	<u>\$ 832,751</u>	<u>\$ 840,843</u>

SOO ARENA ASSOCIATION
STATEMENT OF CASH FLOWS
YEAR ENDED MAY 31, 2017

	2017	2016
CASH PROVIDED BY (USED FOR)		
OPERATING ACTIVITIES		
Deficiency of revenues over expenses	\$ (8,092)	\$ (8,078)
Item not involving cash		
Amortization	<u>59,661</u>	<u>69,578</u>
	51,569	61,500
Changes in non-cash working capital		
Receivable from City of Sault Ste. Marie	444	-
Accounts receivable	2,460	64,141
Prepaid expenses and deposits	1,305	-
Accounts payable and accrued liabilities	(4,430)	5,483
Government remittances payable	(4,990)	(3,457)
Deferred revenue	(3,000)	(3,000)
Payable to Soo Pee Wee Hockey League	<u>(23,875)</u>	<u>(18,312)</u>
	19,483	106,355
INVESTING ACTIVITIES		
Purchase of property, plant and equipment	<u>-</u>	<u>(31,096)</u>
FINANCING ACTIVITIES		
Demand loan payable	<u>-</u>	<u>(87,214)</u>
INCREASE (DECREASE) IN CASH	19,483	(11,955)
CASH, beginning of year	<u>158,590</u>	<u>170,545</u>
CASH, end of year	<u>\$ 178,073</u>	<u>\$ 158,590</u>

SOO ARENA ASSOCIATION
NOTES TO FINANCIAL STATEMENTS
MAY 31, 2017

1. NATURE OF OPERATIONS

The association is incorporated without share capital under the laws of Ontario and is a registered charity under the Income Tax Act of Canada. The principal purpose of the association is to manage and maintain the operation of a public ice arena.

2. SIGNIFICANT ACCOUNTING POLICIES

The financial statements were prepared in accordance with Canadian Accounting Standards for Not-for-Profit Organizations and include the following significant accounting policies:

Cash

Cash and cash equivalents consist of cash on hand and bank balances.

Financial Instruments

The association initially measures its financial assets and financial liabilities at fair value and subsequently measures all its financial assets and financial liabilities at amortized cost.

Financial assets measured at amortized cost include cash and receivables.

Financial liabilities measured at amortized cost include accounts payable and payable to Soo Pee Wee Hockey League.

Use of Estimates

The preparation of financial statements in conformity 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.

Property, Plant and Equipment

Property, plant and equipment are recorded at cost less related government assistance. Amortization is based on the estimated useful life of the asset using the declining balance basis at the following annual rates:

Parking lot and fence	- 8%
Building	- 4%
Equipment	- 20%

Property, plant and equipment are amortized at one-half the annual rates in the year of acquisition.

SOO ARENA ASSOCIATION
NOTES TO FINANCIAL STATEMENTS
MAY 31, 2017

2. SIGNIFICANT ACCOUNTING POLICIES (continued)

Revenue Recognition

The association records revenue from ice rentals at the time of rental. Revenue from other sources is recognized at the time of delivery of goods or services. Donations are recorded when received.

3. PROPERTY, PLANT AND EQUIPMENT

	Cost	2017 Accumulated Amortization	Cost	2016 Accumulated Amortization
Land	\$ 134,077	\$ -	\$ 134,077	\$ -
Parking lot and fence	77,903	71,654	77,903	71,111
Building	1,145,543	756,412	1,145,543	740,198
Equipment – arena	726,971	555,354	726,971	512,450
Furnishings and equipment	39,073	39,073	39,073	39,073
	<u>\$2,123,567</u>	<u>\$1,422,493</u>	<u>\$2,123,567</u>	<u>\$1,362,832</u>
Net book value		<u>\$ 701,074</u>		<u>\$ 760,735</u>

4. FINANCIAL INSTRUMENTS

Liquidity risk

Liquidity risk is the risk that the association will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The association manages its liquidity risk by monitoring its operating requirements. The association prepares budget and cash forecasts to ensure it has sufficient funds to fulfill its obligations. There has been no change to the risk exposures from 2016.

5. OTHER INFORMATION

The 2016 comparative figures were audited by another firm of chartered professional accountants.

Canadian Bushplane Heritage Centre

2017 Update

Presented to City Council

30 October 2017

Use of Funds from City

- General operating revenue (unrestricted)
- Maintained 7.5 FTE jobs
- Paid realty taxes of \$75,000
- Helped achieve a balanced budget

Admissions Continue Upward

<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>
14,878	15,123	16,721	17,680	19,200

Total Visitor Numbers Upward

29,210	32,390	34,248	35,781	43,500
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Kiwanis Korner of Environmental and Ecology Exhibits



New 6,000 sq. ft Exhibit



Supports the Science Festival





FoxMoth Restoration Complete



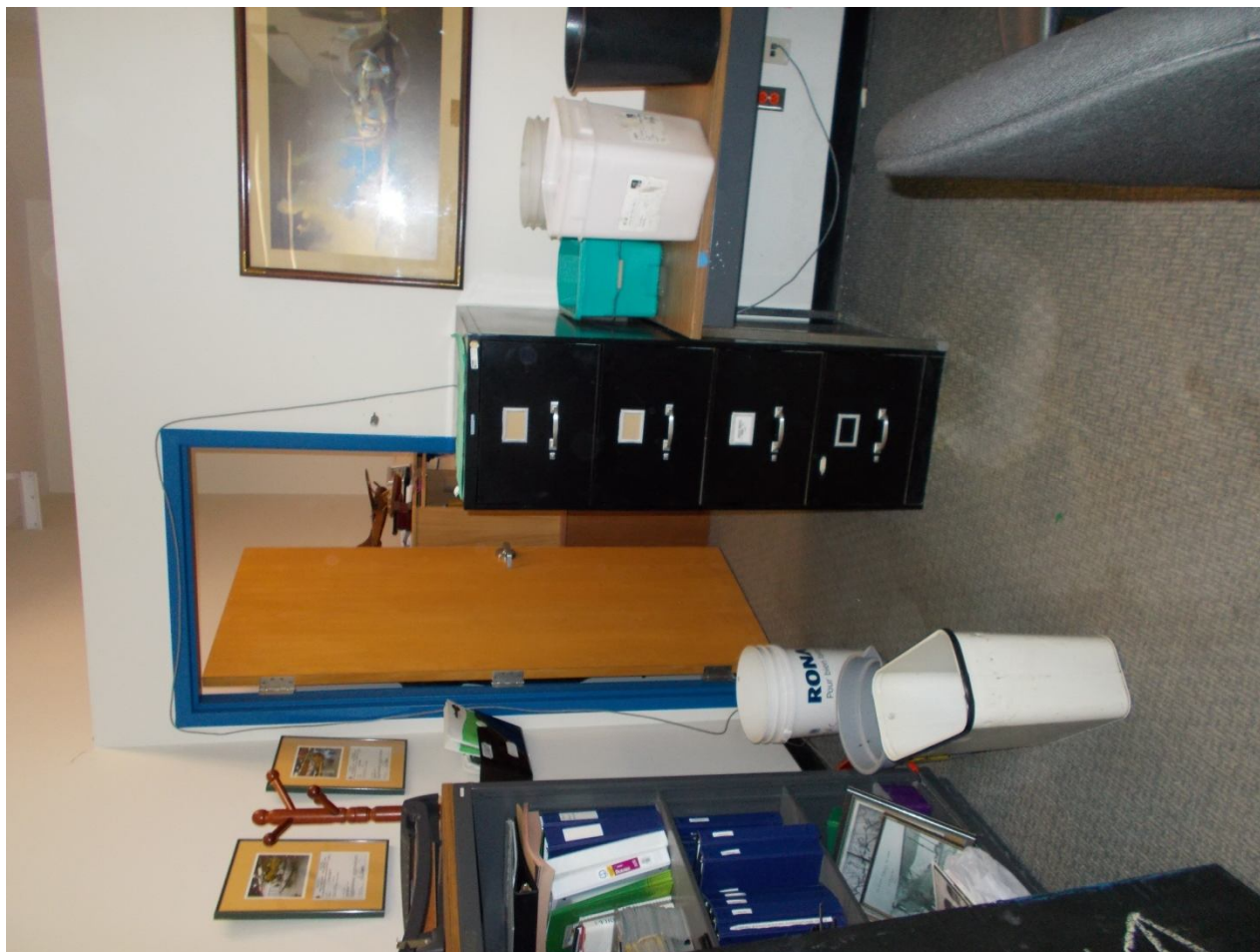


Challenges Still Exist









Our Request

- \$175,000 annual funding
- Additional operating costs (utilities, minimum wage increases)
- Building and equipment deficiencies (roof, computers and vehicle)
- Need additional staff to grow our business
- No increase in last 5 years

	Accounting Description	Ledger Account Number	Annual Budget																									Previous Year End	
				January		February		March		April		May		June		July		August		September		October		November		December		2016	2015
				ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	ACTUAL
1	REVENUE																												
2	FUNDRAISING REVENUE																												
3	Miscellaneous Events	4010	19,038		1,638	2,633	1,638	2,633	4,238	2,633	4,238	2,633	4,238	2,633	4,238	2,736	4,238	2,736	4,238		4,238		4,238		19,038		19,038	17,051	16,686
4	Bushplane Days	4015	15,848			0						0									15,848		15,848		15,848		15,848	19,455	
5	Raffle Sales	4020	10,000	10,000		0								350		900		900			10,000		10,000		10,000		10,000	0	9,842
6	Nevada Tickets	4030	2,700		0	447	0	896	450	1,345	450	1,345	450	1,345	450	1,793	1,800	1,793	1,800		1,800		2,250		2,700		2,700	2,687	2,239
7	Campaign Donations	4060	25,500		0	0	0	0	0		0		0		5,000		10,000	0	15,000		17,500		22,500		25,000		25,500	500	550
8	TOTAL FUNDRAISING		73,086	10,000	1,638	3,080	1,638	3,528	4,688	3,978	4,688	3,978	4,688	4,328	9,688	5,429	16,038	5,429	21,038		49,386	0	54,836	0	72,586	0	73,086	36,086	48,772
9																													
10	SALES REVENUE																												
11	Gift Shop	4310	101,677		1,158	4,608	3,221	9,715	7,153	14,501	10,210	19,494	16,565	32,942	27,169	55,368	48,280	79,457	69,583		87,448		94,932		98,266		101,677	96,837	74,308
12	Admissions	4320	166,300		1,845	7,476	7,696	13,518	12,792	17,485	16,718	23,985	22,216	41,048	39,515	72,633	72,100	111,184	111,151		137,803		153,285		156,825		166,300	151,811	124,076
13	Rentals - External Activities	4325	9,557		0	4,525	1,575	750	2,363	(2,525)	6,038	954	6,038	2,297	6,327	2,322	6,590	2,372	6,931		7,719		7,719		9,032		9,557	13,625	6,655
14	Rentals- Indoor Activities	4330	33,388		1,573	12,803	2,673	12,932	4,657	23,827	14,180	26,824	14,980	30,876	17,105	35,696	19,105	45,452	27,385		30,998		32,060		32,060		33,388	65,194	55,598
15	Services to Others	4333	0		0	11,015	0	1,265	0	1,265	0	1,265	0	1,265	0	1,265	0	1,265	0		0		0		0		0	3,955	22,734
16	Library Revenue	4335	0		0		0		0		0		0	1,539	0		0		0		0		0		0		0	0	262
17	Donations - Special	4337	27,892		0		10,000		20,050	1,428	22,650	1,428	22,650		22,650	4,785	22,650	6,585	22,650		27,442		27,442		27,442		27,892	36,792	4,500
18	Donations - General	4340	31,469		306	434	900	1,091	1,278	7,867	7,278	8,288	7,862	8,764	8,558	9,295	8,803	10,045	9,841		12,795		13,168		31,125		31,469	26,049	34,457
19	TOTAL SALES		370,283	0	4,882	40,861	26,065	39,270	48,293	63,848	77,074	82,238	90,311	118,730	121,324	181,362	177,528	256,360	247,541	0	304,205	0	328,606	0	354,750	0	370,283	394,263	322,590
20																													
21	GOVERNMENT REVENUE																												
22	Federal (HRDC Human Resources)	4422	0		0		0		0		0		0		0		0		0		0		0		0		0	6,992	6,427
23	Employ Pr and Min of Training	4226	0		0		0		0		0		0		0		0		0		0		0		0		0	0	6,116
24	MNO Training initiative/	4429	0		0		0		0		0		0		0	2,675	0	5,403	0		0		0		0		0	9,750	4,436
25	MUSEUM OP GRANT (Ont)	4430	46,542		0		0		0		0		0		0		0		0				46,542		46,542		46,542	46,542	46,542
26	Special Assistance Op Grant SSM	4437	110,000		55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	110,000	110,000	110,000	110,000	110,000	110,000		110,000		110,000		110,000		110,000	110,000	110,000
27	TOTAL GOVERNMENT REVENUE		156,542	0	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	110,000	110,000	112,675	110,000	115,403	110,000	0	110,000	0	156,542	0	156,542	0	156,542	173,284	173,521
28																													
29	OTHER REVENUE																												
30	Membership Dues	4520	11,773		950	1,487	2,040	3,005	3,560	4,532	4,755	5,885	5,780	7,692	6,785	8,572	7,170	9,202	7,890		8,715		8,975		10,270		11,773	11,773	9,225
31	Municipal Tax Rebate - Charity	4645	32,296		0	0	0		0		0		0		0		16,148	15,452	16,148		16,148		32,296		32,296		32,296	30,905	30,373
32	School Tours	4650	2,730		0	230	100	418	460	418	460	418	580	1,425	1,130	1,425	1,130	1,425	1,130		1,130		2,730		2,730		2,730	2,488	2,611
33	Ontario March of Dimes	4656	0		0	4,224	0	4223.70	0	6,618	0	8,533	0	9,867	0	12,192	0	12,192	0		0		0		0		0	3,288	18,946
34	Ontario Works	4657	10,000		833	54,729	1,667	59,318	2,500	64,374	3,333	69,480	4,167	76,849	5,000	77,097	5,833	123,882	6,667		7,500		8,333		9,167		10,000	221,580	140,805
35	GRFN Training	4658	0		0		0		0		0		0		0		0		0		0		0		0		0	0	4,330
36	Superior Brewery Lease	4659	31,404		2,617	7,509	5,234	10,385	7,851	12,554	10,468	15,691	13,085	18,808	15,702	21,482	18,319	23,368	20,936		23,553		26,170		28,787		31,404	32,406	11,483
37	Miscellaneous Revenue	4660	4,000		0	245	300	4,335	600	10,246	1,600	10,551	1,900	13,079	2,200	15													

	Accounting Description	Ledger Account Number	Annual Budget																									Previous Year End	
				January		February		March		April		May		June		July		August		September		October		November		December		2016	2015
				ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	ACTUAL
54	Nevada (License/Tickets/ Admin)	5120	1,796		342	209	342	209	551	894	551	894	760	894	760	1,102	1,177	1,102	1,177		1,386		1,386		1,796		1,796	1,795	1,035
55	Consultant Fee	5140	0			0																				0	0	0	
56	Event Expense	5160	2,376		12	2,260	12	2,335	124	4,159	576	4,237	576	4,420	802	4,527	1,028	4,593	1,728		2,233		2,301		2,301		2,376	5,945	7,393
57	Bushplane Days Expense	5170	13,143		0	0	0		0		0	0	0	50	0	5,771	0	5,917	0		13,143		13,143		13,143		13,143	13,143	11,860
58	Campaign Expense	5190	0		0	0	0		0		0	0	0		0		0		0		0		0		0		0		
59	TOTAL FUNDRAISING EXPENSE		17,315	0	354	2,469	354	2,544	675	5,123	1,127	5,420	1,336	5,653	1,562	11,690	2,205	11,901	2,905	0	16,762	0	16,830	0	17,240	0	17,315	20,883	24,215
60																													
61	SALES EXPENSE																												
62	Gift Shop	5220	59,853		2,073	19,611	13,036	22,385	19,439	34,706	26,023	45,663	41,644	47,454	43,099	53,445	50,630	59,847	53,323		56,513		57,305		59,005		59,853	48,470	38,944
63	Store Supplies	5270	550		0	396	0	416	0	416	150	416	150	416	150	507	150	507	400		400		550		550		550	523	484
64	Store Equipment	5275	1,896		158	314	316	314	474	630	632	938	790	1,154	948	1,312	1,106	1,470	1,264		1,422		1,580		1,738		1,896	1,897	2,047
65	School Bus Tours/Education	5280	0		0	0	0		0		0	0	0	0	0		0		0		0		0		0		0	0	0
66	Interior Rental Expense	5290	2,376		12	(610)	12		124	0	576	152	576	440	802	616	1,028	1,038	1,781		2,233		2,301		2,301		2,376	4,443	8,419
67	Services to Others	5295	0		0	480	0	480	0	546	0	546	0	546	0	546	0	546	0		0		0		0		0	1,920	5,113
68	TOTAL SALES EXPENSE		64,675	0	2,243	20,192	13,364	23,596	20,037	36,298	27,381	47,716	43,160	50,010	44,999	56,426	52,914	63,409	56,768	0	60,568	0	61,736	0	63,594	0	64,675	57,253	55,007
69																													
70	PAY ROLL																												
71	Wages_	5310	236,256		18,174	50,368	36,347	60,444	54,521	81,131	72,694	99,353	90,868	119,564	109,041	141,082	127,215	176,645	154,475		172,648		190,822		208,995		236,256	259,582	258,795
72	EI Expense	5320	5,670		473	1,216	945	1,682	1,418	2,164	1,890	2,630	2,363	3,090	2,835	3,610	3,308	4,420	3,780		4,253		4,725		5,198		5,670	6,501	6,681
73	CPP Expense	5330	6,237		520	1,538	1,040	2,152	1,559	2,792	2,079	3,419	2,599	4,097	3,119	4,784	3,638	5,772	4,158		4,678		5,198		5,717		6,237	7,173	7,204
74	WSIB Expense	5340	807		67	175	135	245	202	317	269	387	336	456	404	535	471	656	538		605		673		740		807	933	1,095
75	TOTAL PAYROLL EXPENSE		248,970	0	19,234	53,296	38,466	64,524	57,700	86,404	76,932	105,788	96,166	127,208	115,398	150,010	134,632	187,492	162,951	0	182,184	0	201,417	0	220,650	0	248,970	274,189	273,775
76																													
77	MARKETING EXPENSE																												
78	Marketing	5410	25,000		3,928	6,072	8,052	7,102	11,464	9,308	12,268	10,707	14,200	12,285	15,275	14,684	19,055	15,932	20,376		21,953		23,684		24,947		25,000	20,695	25,272
79	Marketing - Web Site	5415	380		380	0	380	700	380	700	380	700	380	700	380	700	380	700	380		380		380		380		380	380	813
80	Brochures	5420	2,000		167		333		500	1,892	0	1,929	0	1,929	2,000	1,929	2,000	1,929	2,000		2,000		2,000		2,000		2,000	0	1,770
81	TOTAL MARKETING EXPENSE		27,380	0	4,475	6,072	8,765	7,802	12,344	11,900	12,648	13,336	14,580	14,914	17,655	17,313	21,435	18,561	22,756	0	24,333	0	26,064	0	27,327	0	27,380	21,075	27,855
82																													
83	GENERAL ADMIN EXPENSE																												
84	Professional Fees	5510	5,000		0	0	0	5,500	0	5,500	5,000	5,500	5,000	5,500	5,000	5,500	5,000	5,500	5,000		5,000		5,000		5,000		5,000	5,000	7,100
85	Membership Fees	5520	2,405		670	769	945	769	1,045	1,129	1,045	1,129	1,545	1,129	1,885	1,304	2,305	1,729	2,305		2,305		2,305		2,305		2,405	2,398	2,003
86	Insurance	5530	20,952		20,952	20,952	20,952	20,953	20,952	20,953	20,952	20,953	20,952	20,953	20,952	20,953	20,952	20,953	20,952		20,952		20,952		20,952		20,952	20,194	19,227
87	Bank Charges	5540	450		45	50	90	59	135	124	180	274	225	314	270	349	270	374	315		360		405		405		450	410	390
88	Interest Expense/Service Charges	5550	127		11	122	21	122	32	259	42	339	53	389	64	409	74	413	85		95		106		116		127	127	136
89	Credit Card Charges	5560	4,058		338	315	676	353	1,015	803	1,353	1,079	1,691	1,481	2,029	2,353	2,367	3,473	2,705		3,044		3,382		3,720		4,058	4,058	3

	Accounting Description	Ledger Account Number	Annual Budget																									Previous Year End	
				January		February		March		April		May		June		July		August		September		October		November		December		2016	2015
				ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	BUDGET	ACTUAL	ACTUAL
105	TOTAL ADMIN EXPENSE		47,131	0	22,801	27,912	24,355	33,962	26,735	41,654	33,014	42,555	35,693	46,804	37,312	51,741	38,866	53,703	40,645	0	42,025	0	44,054	0	45,188	0	47,131	49,765	51,437
106																													
107	BUILDINGS & GROUNDS																												
108	Taxes	5805	80,739		0	0	0	19,315	20,185	19,315	20,185	38,631	40,370	38,631	40,370	59,634	60,554	59,634	60,554		80,739		80,739		80,739		80,739	77,262	75,933
109	Utilities - Landlord	5810	73,300		5,500	7,962	12,000	14,494	18,000	22,620	24,000	31,040	30,000	35,594	36,000	40,708	42,000	47,069	48,000		54,000		60,000		66,000		73,300	80,863	58,362
110	Utilities - Gas	5820	41,800		6,000	8,481	11,500	16,306	17,100	22,354	21,600	26,291	24,200	27,868	24,450	28,235	24,750	28,618	25,000		25,300		28,300		33,800		41,800	32,912	39,160
111	Snow Removal	5830	4,800		1,500	935	2,500	2,550	3,100	2,550	3,100	2,550	3,100	2,550	3,100	2,550	3,100	2,550	3,100		3,100		3,100		3,600		4,800	3,565	2,730
112	Grounds Maintenance	5840	500		42	0	83		125		167	0	208	20	250	32	292	32	333		375		417		458		500	270	175
113	Equipment safety expense	5845	2,000		0	88	0	178	0	1,723	0	1,723	500	1,723	500	1,943	1,000	1,943	1,000		1,500		1,500		2,000		2,000	1,926	2,376
114	Repair & Maintenance	5850	9,500		250	173	3,000	1,303	4,250	7,439	7,000	7,785	7,750	8,597	8,000	9,571	8,250	10,004	8,500		8,750		9,000		9,250		9,500	10,187	8,829
115	Cleaning & Janitorial Supplies	5860	8,996		833	2,181	1,666	2,759	2,249	3,022	2,832	3,358	3,415	4,695	4,248	4,924	5,081	5,206	5,914		6,497		7,330		8,163		8,996	8,689	9,895
116	Ontario Works	5865	0			54,873		59,462		62,017		67,124		71,849		72,097		117,214								0	211,581	130,805	
117	Brewery Sub-Lease	5867	0		0		0		0		0	0	0		0	0	0	0	0		0		0		0		0	0	0
118	Lease Cost - Annual	5868	1		0		0		0		0	0	0		1		1	0	1		1		1		1		1	23	0
119	Leasehold Improvements	5870	0		0		0		0		0	0	0		0		0	0	0		0		0		0		0	0	0
120	TOTAL BUILDING & GROUNDS EXPENSE		221,636	0	14,125	74,693	30,749	116,366	65,009	141,041	78,883	178,501	109,543	191,526	116,918	219,694	145,028	272,270	152,402	0	180,262	0	190,387	0	204,011	0	221,636	427,278	328,265
121																													
122	TOTAL EXPENSE		691,757	0	63,231	190,816	116,054	252,614	196,374	327,669	243,860	398,786	314,352	441,585	368,594	515,883	429,829	616,346	473,178	0	557,808	0	592,162	0	629,685	0	691,757	872,599	789,581
123																													
124	CASH INCOME (LOSS)		357	10,000	2,689	(23,451)	(24,010)	(73,130)	(73,422)	(106,100)	(86,482)	(147,012)	(138,842)	(80,809)	(96,765)	(80,052)	(75,163)	(37,651)	(39,028)	0	(34,071)	0	29,726	0	41,143	0	357	72,483	(21,796)

19 October, 2017

MEMORANDUM

TO: CBHC Board of Directors

RE: Project updates

1. Makers Space

CBHC has been discussing the installation of a Makers Space with the Sault Ste Marie Innovation Centre. SSMIC has agreed to develop a concept document and a feasibility plan for a public/private Makers Space that would be located in the east hangar. Maker North, a privately held manufacturing company would make up the private sector partner. We expect start up and initial operating funding to come from the SSMIC. A business plan would also be required. CBHC is interested in the membership development and program potential of a Makers Space. Initially, our Makers Space could include access to carpentry, welding, audio visual and pottery equipment and facilities along with 3D printing and laser cutting technology from Maker North.

Target Date for installation: dependent on negotiations with Purvis Marine for rent and space and Humphrey Aviation services move to the airport.

2. Specialist High Skills Major in Aviation and Aerospace High Skills Major

Algoma District School Board is investigating the viability of offering a Specialist High Skills Major in Aviation and Aerospace in association with CBHC (similar to our association with the White Pines Field School). The board intends to operate the program in the east hangar. Several local aviation sector companies (JD Aero, Springer Aerospace, Air Dale, White River Air Service and OMNR-Aviation Services) have supported the program and offered equipment, tools, aircraft and aircraft parts and expertise. CBHC is interested in having students on-site to work on aircraft restoration as well as increasing our linkage with the school board.

Target Date for commencement: September 2018 depending on negotiations with Purvis Marie for rent and space and Humphrey Aviation Services move to the airport.

3. Entomica

CBHC and Entomica has partnered for the past 2 years at the Science Festival and as an exhibitor at bushplane days. Entomica approached CBHC with a request to locate their entire operation to the bushplane centre from their current location at the Mill Market. Discussions are ongoing regarding Entomica's requirements (space, access, utilities etc), costs of locating at CBHC (rent, share of common area charges), revenue generation, liability (insurance etc) and marketing/promotion. Entomica has shared several documents that were produced for them (strategic plan, business plan etc) with CBHC. An MOU will probably be required to confirm the details of the relationship between the two organizations.

CBHC is interested in partnering with Entomica to:

- add an exciting and popular exhibit to our offerings;
- support our new environment and forest ecology exhibit;
- take advantage of Entomica's existing outreach program to schools and seniors homes;
- add new education program opportunities;
- generate additional admissions and new events.

Target Date for Implementation: Entomica has asked to expedite the development of the partnership and their move to the CBHC to be completed by year end.

Respectfully Submitted,

M. Delfre

Executive Director