

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

Thursday, November 3, 2016

4:30 pm

Council Chambers

Civic Centre

Pages

1. Approve Agenda as Presented

Mover Councillor F. Fata

Seconder Councillor S. Myers

Resolved that the Agenda for 2016 11 03 as presented be approved.

2. Levy Boards

2.1 Algoma Public Health 3 - 22

2.2 Social Services Administration Board 23 - 29

2.3 Sault Ste. Marie Region Conservation Authority 30 - 58

3. Local Boards

3.1 Sault Ste. Marie Police Service 59 - 66

3.2 Public Library

3.2.1 *2017 Draft Library Budget* 67 - 71

4. Outside Agency Grants

4.1 Sault Ste. Marie Economic Development Corporation 72 - 100

4.2 Sault Ste. Marie Innovation Centre

4.2.1	<i>Presentation</i>	101 - 113
4.2.2	<i>2015 Financial Statements</i>	114 - 121
4.3	Algoma University	122 - 129
4.4	Sault Ste. Marie Museum	130 - 140
4.5	Safe Communities Partnership	141 - 163
4.6	Art Gallery of Algoma	164 - 205
4.7	Physician Recruitment	206 - 242
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4.9	Canadian Bushplane Heritage Centre	262 - 289

5. Adjournment

Mover Councillor M. Bruni

Seconder Councillor S. Hollingsworth

Resolved that this Council shall now adjourn.



Algoma
PUBLIC HEALTH
Santé publique Algoma

Algoma Public Health

Nov 3, 2016

Presentation to

The City of Sault Ste. Marie Council

**Tony Hanlon Ph.D.
C.E.O**

**Justin Pino CPA CMA
C.F.O.**

What is Public Health?

Public health promotes and protects the health of populations and communities, rather than individual patients. Public health programs and services promote healthy living, protect the health of populations and prevent illness and disease.

Public health complements the broader health care system that tends to focus on treating illness and injury in individuals. Public health services can reduce the need for other healthcare services and have the potential to limit the consequences of poor health by addressing the determinants of health and reducing health risks to the population.

Public health practitioners include physicians, nurses, inspectors, dietitians, dentists, dental hygienists, health promoters, epidemiologists and analysts.

Algoma Public Health

- Deliver programs and services from White River, Dubreuilville to Spanish
- Offices in Blind River, Elliot Lake, Sault Ste. Marie and Wawa
- 191 employees
- \$22m budget

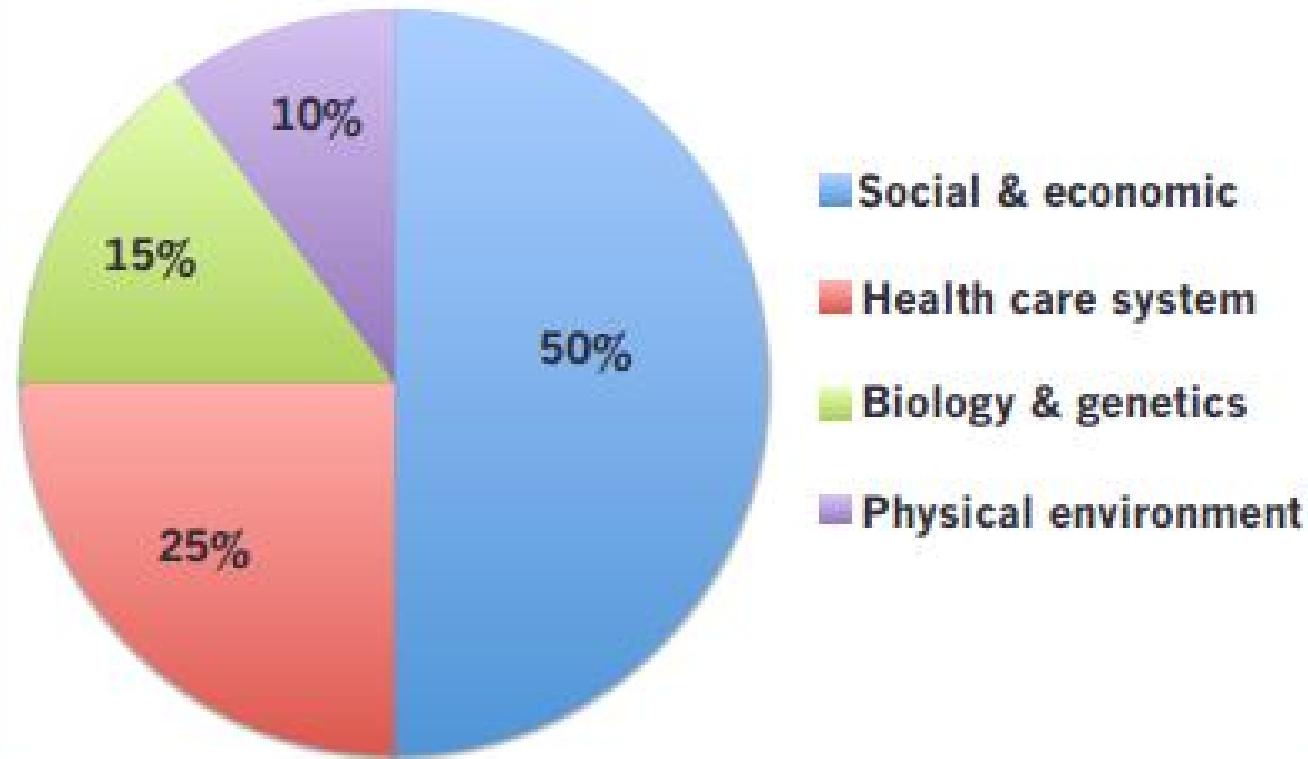


Algoma Public Health...cont'd

- Board of Directors
- MOHLTC
- Other Ministries
- LHIN
- Accountability Agreements
- Organizational and Program Standards



50% of health outcomes are related to social and economic conditions



Algoma
PUBLIC HEALTH
Santé publique Algoma

Programs and Services

- Communication Development Services
- Community Alcohol/Drug Assessment
- Community Mental Health
- Oral Health Services
- Environmental Health
- Nutrition Services



Programs and Services...cont'd

- Parent Child Services
- Genetic Counselling
- Sexual Health
- Immunization Records and Services
- Injury Prevention
- Chronic Disease Prevention Program
- Infection Disease



Autonomous Board of Health - APH

- APH is an Autonomous Board of Health
- The Ontario Public Health Organizational Standards define an autonomous Board of Health as:

Separate from any municipal organization but with multi-municipal representation, including citizen representatives appointed by municipalities; potential for provincial appointees.

- Regulation 559 of the *Health Protection and Promotion Act* (HPPA) states three (3) members are to be appointed by the Municipal Council of the City of Sault Ste. Marie



Legislative/Funding Framework

HPPA (72.1) states that the 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; and
- (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

Legislative/Funding Framework ... cont'd

HPPA (76) Grants states;

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



Algoma
PUBLIC HEALTH
Santé publique Algoma

APH Budget

APH Budget Cycle

October – December

- **November**
 - BOH Budget approved
- **December**
 - Written notice of assessed levy provided to obligated Municipalities

January – March

- **January**
 - Start of BOH operating year
- **March**
 - BOH Approved Budget submitted to MOHLTC

July – September

- **Summer**
 - BOH budgets approved by MOHLTC

April – June

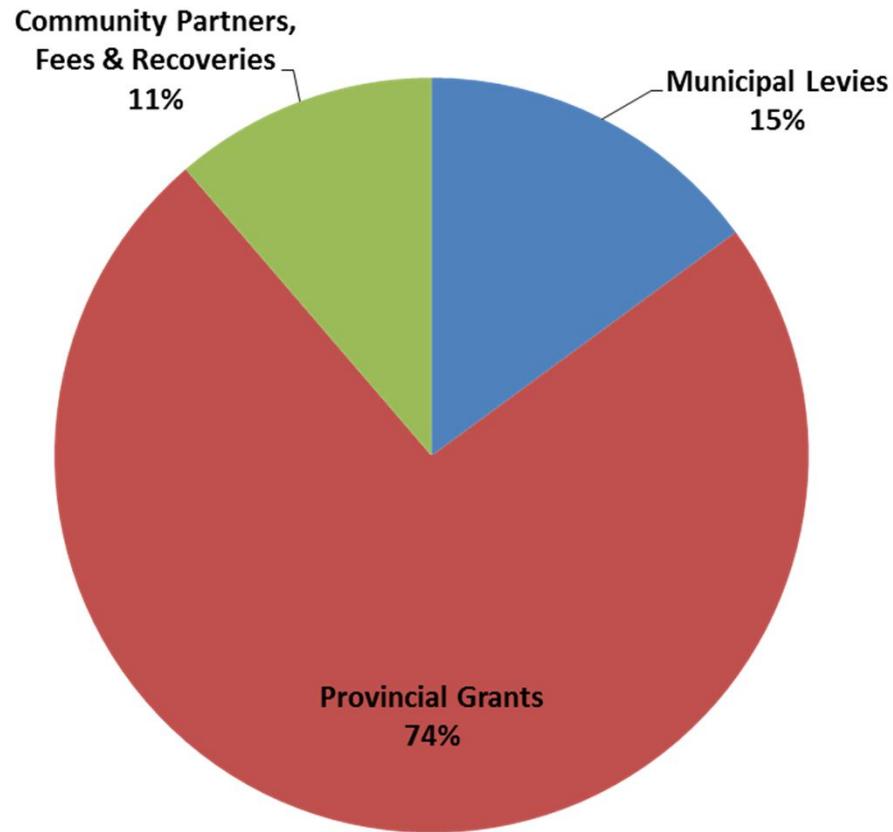
- **Spring**
 - Ontario Budget approved
- **April**
 - Annual Reconciliation Due to MOHLTC

Budget Breakdown

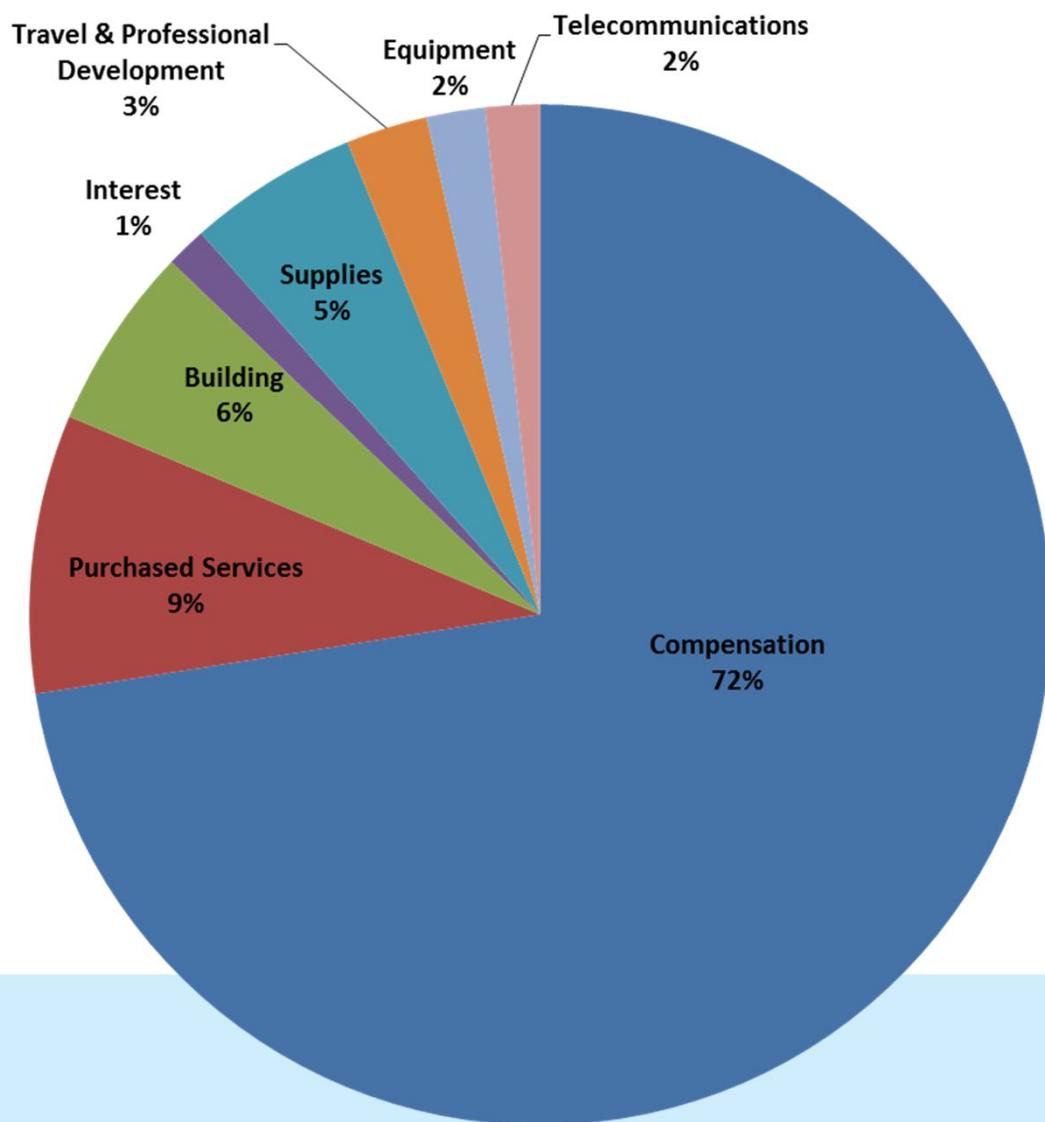
- APH annual operating budget of \$21.8M
 - Public Health Programs (\$14M)
 - Community Health Programs
 - Calendar (\$1.3M)
 - Fiscal (\$6.5M)

APH Revenue Breakdown

Public Health & Community Health Programs



APH Expenditure Breakdown



NOTE: Purchased Services includes outsourcing of IT Services

New Provincial Funding Formula

In 2015:

- The MOHLTC implemented a new equity-adjusted population public health funding model for mandatory programs
- In 2016, 10 out of 36 public health units in Ontario were below their model-based share
- APH is one of 26 Public Health Units above their model-based share and as a result did not receive any growth provincial funding for mandatory programs
- The MOHLTC continues to advise public health units to plan for no growth funding

Action Plan to Mitigate Flat-lined Provincial Funding

- Ensure budget is aligned with APH's strategic directions and MOHTLC Accountability Agreement
- Continue to submit one-time funding requests to the MOHLTC
- Control spending by ensuring APH is receiving "value for dollars" spent
- Identification of process improvement opportunities
- Utilization of additional funding opportunities (i.e. Northern Ontario Heritage Fund)

APH Municipalities

- Levy Assessment Relative to Peers

In 2015:

- At least 14 of the 36 Public Health Units in Ontario assessed their respective municipalities at 30% or higher of the total Public Health Cost Shared Program Funding
- Of the 14 Public Health units noted, the highest municipal portion was 40%
- APH assessed their respective municipalities at 27% of the total Public Health Cost Shared Program Funding



Municipal Levy Analysis

- In 2015 the municipal cost per person for public health services within the district of Algoma was \$30.63 or less than \$0.09 cents per day
- Compared to 2015, the 2016 municipal levy increased 4.5% as a result of MOHLTC formula change
- APH's 2016 operating budget reflected only a 0.8% increase relative to 2015 and reflects no changes in the current service offerings to the clients within the District of Algoma
- The total 2016 levy amount for the Corporation of the City of Sault Ste. Marie was \$2.4M



Thank you!



Social Services | Services Sociaux

Ashangewinini Danakamigad

Sault Ste. Marie District

Here to help.



Social Services

Community Child Care



CHILD CARE SERVICES PROFILE OCTOBER, 2016		
Reason for Service		Percentage
Employed		68.89
Attending School/Training		20.28
Therapeutic Referral		6.94
Other		3.89
Total		100
Licensed Spaces in System		
	Non-Profit	Profit
Infants	48	20
Toddler	235	50
Preschool	441	68
JK/SK	240	
School Age	372	
Licensed Home Care	175	
Total	1511	138
Subsidized Children (As of October 11, 2016)		% Non-profit Subsidized
Infants	31	64.58
Toddler	91	38.72
Preschool	131	29.71
JK/SK	65	27.08
School Age	68	18.28
Total	386	
Number of Individual Children Service YTD - unduplicated		
	Total	568
		(as of September 2016)
Waitlist		
	Total	590
	Requesting Subsidy	233
Average wait time YTD 2016	163	(days)
Average wait time 2015	196	(days)



Social Services

Ontario Works



Ontario Works Demographic Report

July 2016

# of adults	Number of children 0 – 6	Number of children 7-12	Number of children 13-17	Average months on assistance
2985	710	440	214	31.59

August 2016

# of adults	Number of children 0-6	Number of children 7-12	Number of children 13-17	Average months on assistance
3003	717	438	209	31.92

September 2016

# of adults	Number of children 0 – 6	Number of children 7-12	Number of children 13-17	Average months on assistance
3013	693	431	220	31.89



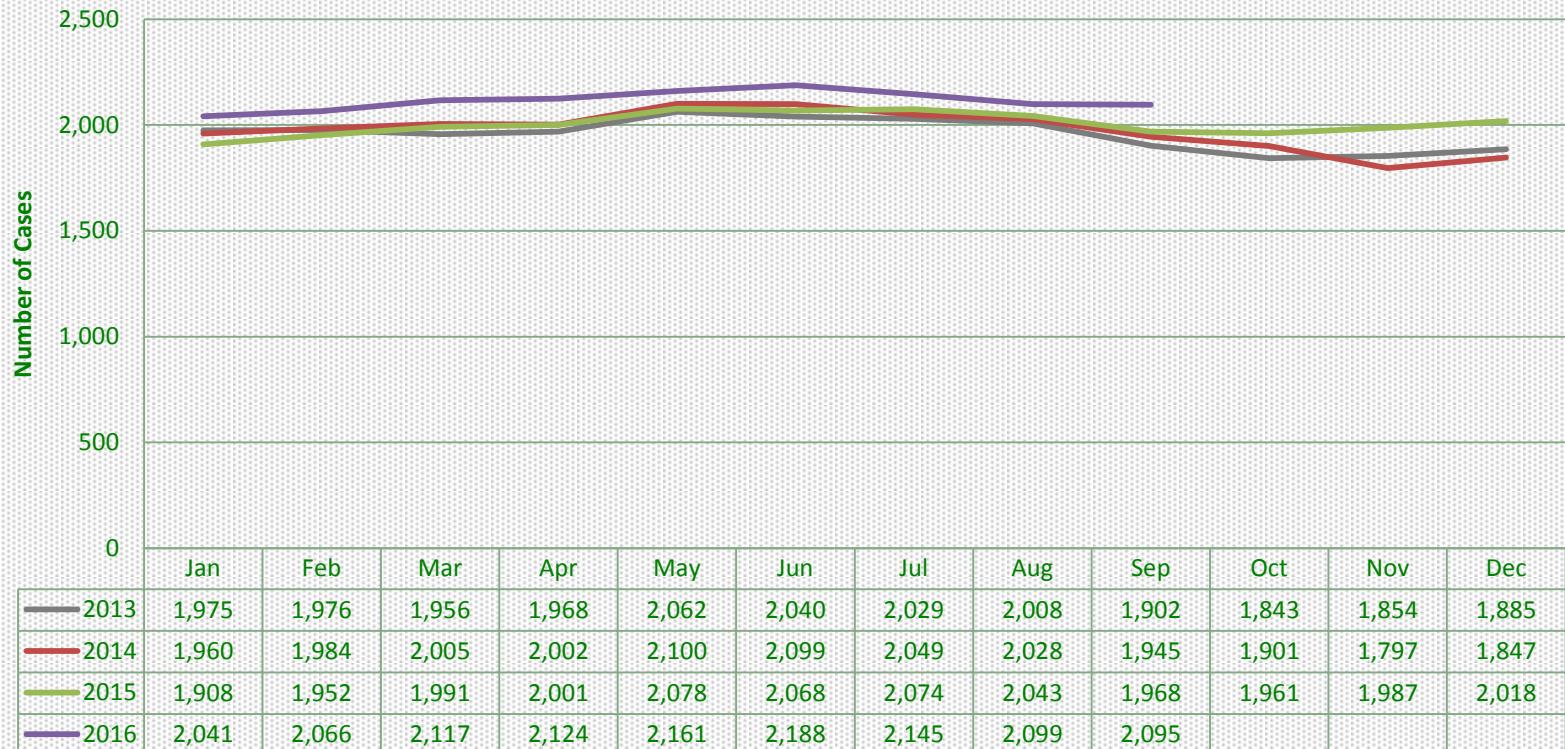
Social Services

Ontario Works



Ontario Works ~ Number of Case Per Month Per Year

Case Tracking





Social Services

Housing Services

2016 WAITLIST STATS - ALL HOUSING PROVIDERS

Month	Bachelor	1 Bedroom	2 Bedroom	3 Bedroom	4 Bedroom	5 Bedroom	Total	Unique Applicants
JAN	147	918	226	48	22	10	1371	N/A
FEB	144	924	225	55	21	9	1378	1172
MAR	145	929	216	54	21	9	1374	1182
APR	142	948	204	58	21	9	1382	1190
MAY	140	950	198	65	22	9	1384	1205
JUN	139	966	216	65	21	8	1415	1228
JUL	138	981	210	63	19	9	1420	1244
AUG	137	1009	211	58	22	10	1447	1267
SEP	137	1031	209	62	23	12	1474	1286
OCT								
NOV								
DEC								
Average	141	962	213	59	21	9	1405	1222



Social Services

Housing Services

Special Status

Month	S.P.P	Modified	Senior	Homeless
JAN	15	65	289	9
FEB	15	66	289	6
MAR	12	62	285	5
APR	17	66	320	7
MAY	18	66	300	4
JUN	17	61	303	4
JUL	19	64	297	1
AUG	15	65	303	4
SEP	11	67	307	3
OCT				
NOV				
DEC				
Total	139	582	2693	43
Average	15	65	299	5

AVERAGE WAIT TIME UNTIL HOUSED

S.P.P.	103 days
Social Housing	525 days



Social Services

Finance

August 31, 2016						
Program	Budget Summary - Approved March 17, 2016				YTD Summary	
	Gross Expenditures	Provincial/Federal Share	Municipal Share	Reserve	Gross Expenditures	% Rem.
Ontario Works						
Clients Programs	19,008,000	17,832,978	1,175,022	-	11,246,580	40.83%
Program Delivery	6,783,703	3,507,945	3,275,758	-	4,150,903	38.81%
Employment Assistance	2,188,000	1,651,364	536,636	-	1,260,840	42.37%
Addictions Services Program	297,327	284,200	13,127	-	179,120	39.76%
Social Assistance Restructuring	196,800	-	196,800	-	91,927	53.29%
Other	99,000	8,478	90,522	-	29,266	70.44%
	28,572,830	23,284,965	5,287,865	-	16,958,636	40.65%
Housing Programs						
Client Programs	8,036,878	3,135,383	4,901,495	-	5,279,928	34.30%
Rent Supplement & Strong Communities	3,001,000	165,000	2,836,000	-	2,021,948	32.62%
Program Delivery	1,414,604	-	1,414,604	-	748,251	47.11%
CHPI program	1,320,200	1,320,200	-	-	774,299	41.35%
Other	106,225	74,045	32,180	-	12,263	88.46%
	13,878,907	4,694,628	9,184,279	-	8,836,688	36.33%
Community Childcare						
Core Funding	7,132,142	5,949,164	1,182,978	-	4,549,144	36.22%
Program Delivery	706,396	371,333	335,063	-	395,222	44.05%
Family Support Programs	80,617	70,774	9,843	-	32,811	59.30%
Out of District	-	-	-	-	1,339	#DIV/0!
	7,919,155	6,391,271	1,527,884	-	4,978,516	37.13%
EMS						
Land Ambulance	5,658,856	2,194,779	2,814,077	650,000	3,688,313	34.82%
Garden River	1,322,179	1,287,136	35,043	-	668,041	49.47%
	6,981,035	3,481,915	2,849,120	650,000	4,356,354	37.60%
DSSAB Board Executive						
Annual Operation Costs	240,000	-	240,000	-	159,119	33.70%
Transition: DSSAB Administration	246,122	-	-	246,122	-	100.00%
One Time Transition	279,338	-	-	279,338	287,779	-3.02%
Other	(88,600)	-	(88,600)	-	(48,585)	45.16%
	676,860	-	151,400	525,460	398,313	41.15%
Sault Ste. Marie Housing Corporation						
Public Housing	604,243	604,243	-	-	402,832	33.33%
Program Delivery	1,133,153	-	933,153	200,000	747,309	34.05%
	1,737,396	604,243	933,153	200,000	1,150,141	33.80%
Totals	59,766,183	38,457,022	19,933,701	1,375,460	36,280,336	39.30%



Sault Ste. Marie Region Conservation Authority

Sault Ste. Marie City Council Presentation

November 3, 2016



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 Forecasting and Maintenance

Flood Control Channel Maintenance

debris removal
brush/tree cutting
grass cutting

Dam Operations and Maintenance

dam safety and security
reservoir level maintenance
dam maintenance

Flood Forecasting

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

Flood Messaging

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



Flood Control Structures



Wellington and John Street
Circa 1940



Wellington and John Street
1945





East Davignon Diversion Channel

September 10, 2013





Locations of 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)



Programs and Benefits

Integrated Watershed Management



Drinking Water Source Protection



Education and Outreach



Forest Management



Conservation Areas

Watershed Science

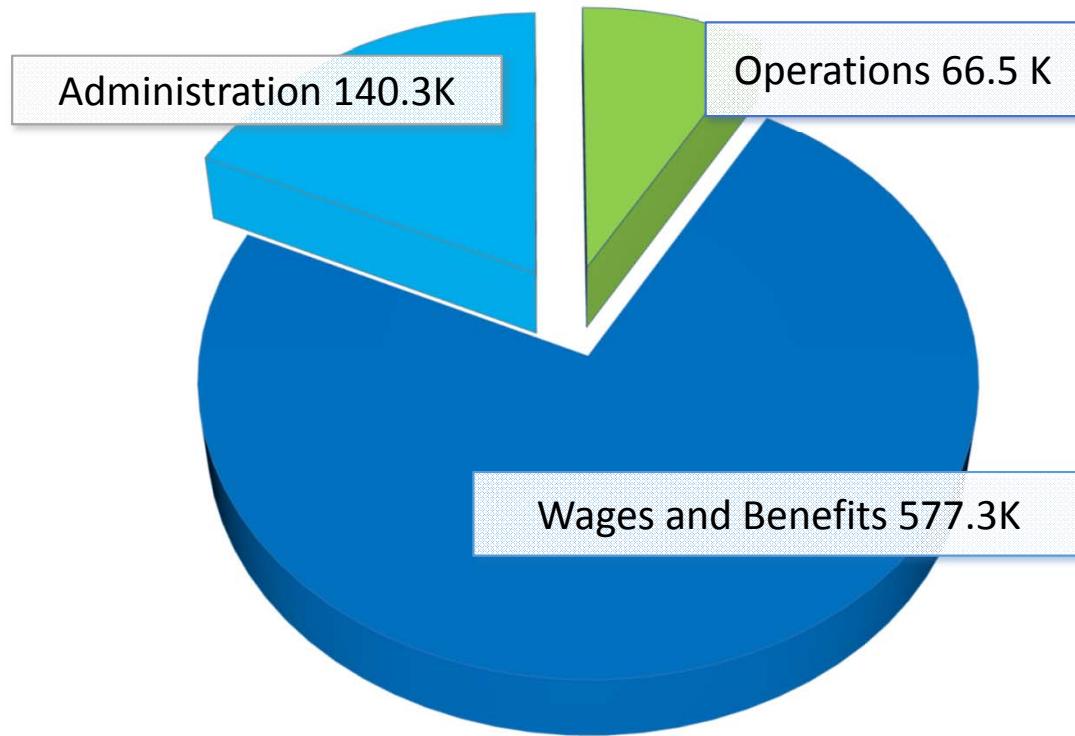


Conservation Areas





Expenditures



Wages and Benefits

8 staff members

Administration

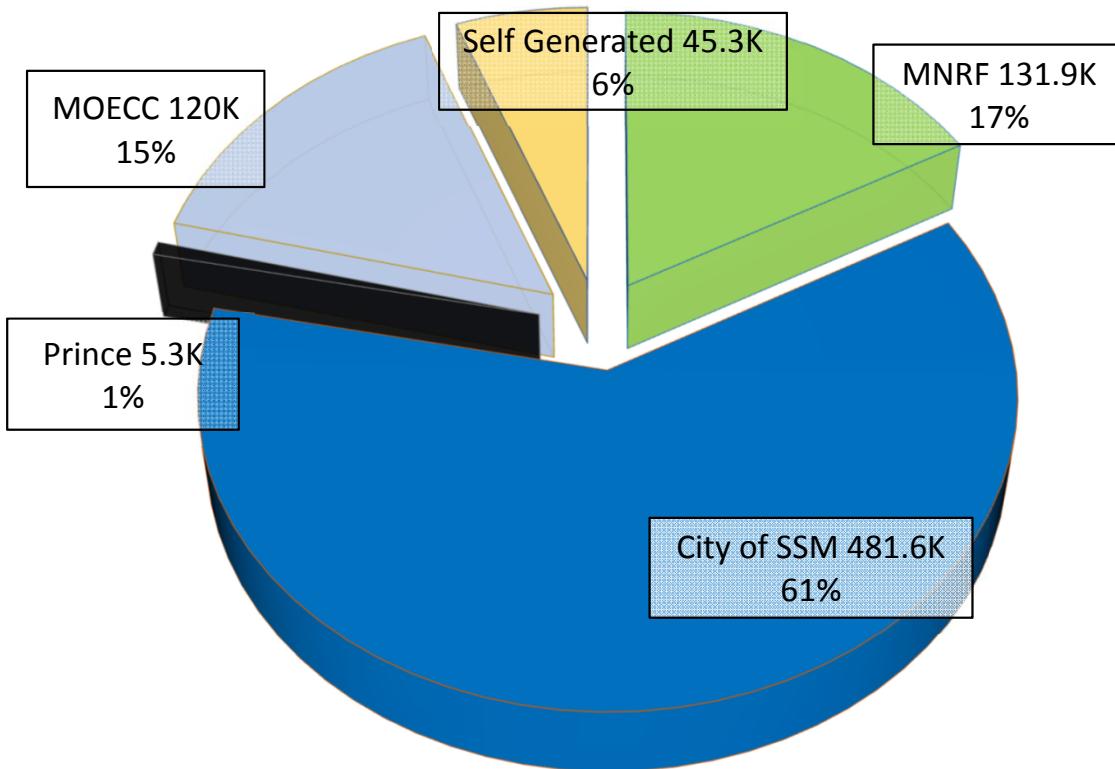
Taxes, fees, utilities, licenses, travel, training, committees, insurance, education and outreach, partnership development, trails

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

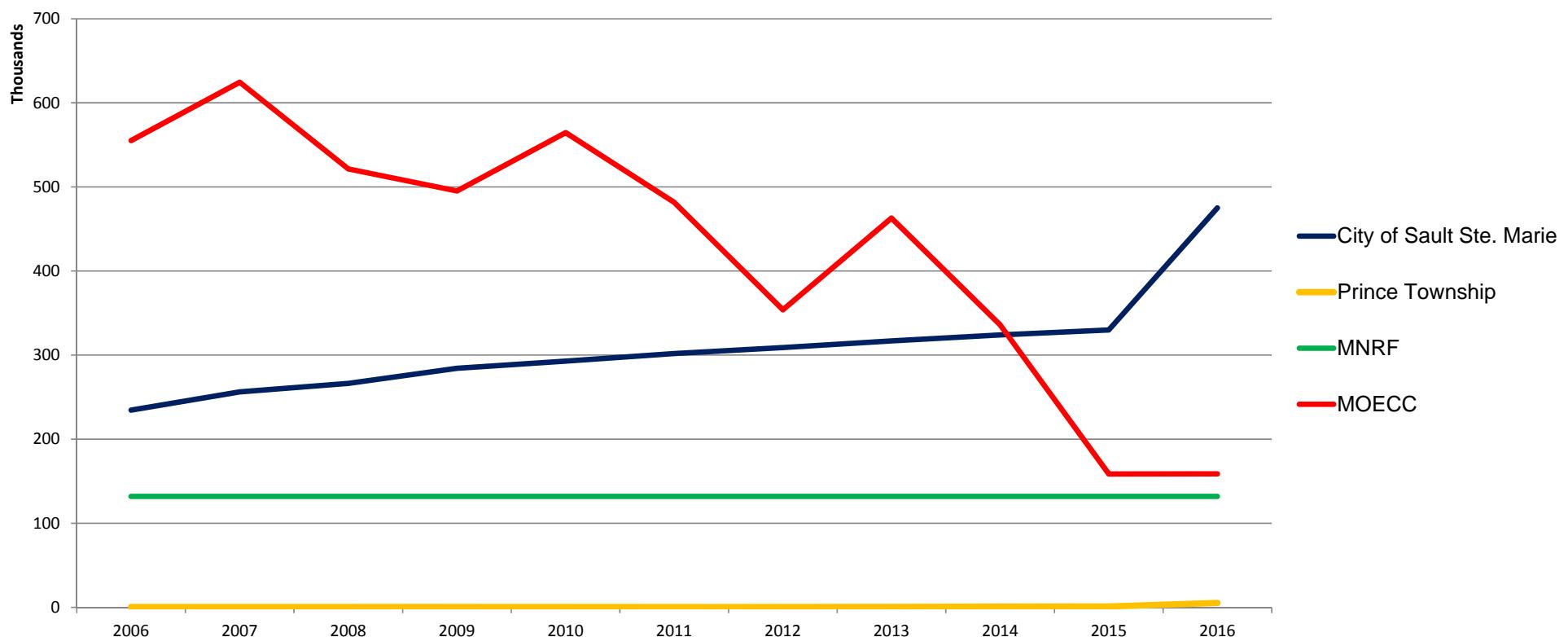
Self-Generated – development regulation fees, donations, rentals

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





Efficiencies

Yearly increase in regulatory fees

Decrease in use/cost of rental equipment

Opportunities for revenue generation

Partnerships



1100 Fifth Line East
Sault Ste. Marie, ON P6A 6J8
Tel: (705) 946-8530
Fax: (705) 946-8533
Email: nature@ssmrca.ca
www.ssmrca.ca

October 21, 2016

Malcolm White
Deputy CAO/City Clerk
The Corporation of the City of Sault Ste. Marie
99 Foster Drive
Sault Ste. Marie, ON P6A 5N1

Re: Sault Ste. Marie Region Conservation Authority 2017 Levy

Dear Mr. White,

The Sault Ste. Marie Region Conservation Authority Board (SSMRCA) approved the 2017 Budget on Tuesday September 18, 2016.

Resolution # 93/16, moved by Judy Hupponen, seconded by Joe Krmpotich,

"Resolved that the proposed budget for 2017 be approved and that the levy for the City of Sault Ste. Marie be approved at \$481,563.48 and the levy for Prince Township be approved at \$5,283.80 be approved,"

was CARRIED.

I, Rhonda Bateman, General Manager/Secretary-Treasurer of the SSMRCA certify that the levy to be collected from the City of Sault Ste. Marie is \$481,563.48.

Respectfully,

Rhonda Bateman,
General Manager/Secretary-Treasurer
SSMRCA

c.c. Shelley Schell, Commissioner of Finance & Treasurer
Marchy Bruni, Chair, SSMRCA

Sault Ste. Marie Region Conservation Authority
Financial Statements
For the year ended December 31, 2015

Contents

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Independent Auditor's Report

To the Board of Directors of the Sault Ste. Marie Region Conservation Authority

We have audited the accompanying financial statements of the Sault Ste. Marie Region Conservation Authority, which comprise the statement of financial position as at December 31, 2015 and the statements of operations and accumulated surplus, change in net financial 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 public sector accounting standards, 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

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we 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.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Sault Ste. Marie Region Conservation Authority as at December 31, 2015 and the results of its operations, change in net financial assets and cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Chartered Professional Accountants, Licensed Public Accountants

Sault Ste. Marie, Ontario
March 15, 2016

Sault Ste. Marie Region Conservation Authority
Statement of Financial Position

December 31	2015	2014
Financial assets		
Cash (Note 2)	\$ 418,294	\$ 497,837
Accounts receivable	<u>27,138</u>	<u>6,414</u>
	<u><u>445,432</u></u>	<u><u>504,251</u></u>
Liabilities		
Demand loan (Note 3)	21,250	-
Accounts payable and accrued liabilities	12,996	16,190
Deferred revenue (Note 4)	72,826	70,958
Deferred government contributions (Note 5)	<u>153,012</u>	<u>173,858</u>
	<u><u>260,084</u></u>	<u><u>261,006</u></u>
Net financial assets	<u>185,348</u>	<u>243,245</u>
Non-financial assets		
Tangible capital assets (Schedule 1)	6,304,954	6,600,119
Prepaid expenses	<u>1,063</u>	<u>5,954</u>
	<u><u>6,306,017</u></u>	<u><u>6,606,073</u></u>
Accumulated surplus (Note 6)	<u>\$ 6,491,365</u>	<u>\$ 6,849,318</u>

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

Sault Ste. Marie Region Conservation Authority
Statement of Operations and Accumulated Surplus

<u>For the year ended December 31</u>	Budget 2015	2015	2014
Revenue			
Government contributions			
Provincial	\$ 318,408	\$ 311,171	\$ 508,805
Municipal	325,195	331,023	325,095
Rental income	4,700	8,392	6,527
Other	26,500	60,560	96,377
	<hr/>	<hr/>	<hr/>
	674,803	711,146	936,804
Expenses			
Administrative (Schedule 3)	439,746	393,071	433,605
Conservation land taxes and insurance	15,500	15,808	15,235
Consulting and studies	-	6,355	105,086
Water control (Schedule 3)	194,200	251,047	203,224
Trails and recreation	29,000	57,793	47,063
Legal fees	-	-	4,322
Other	10,275	3,637	16,720
Amortization of tangible capital assets	327,000	341,388	327,365
	<hr/>	<hr/>	<hr/>
	1,015,721	1,069,099	1,152,620
Annual deficit	(340,918)	(357,953)	(215,816)
Accumulated surplus, beginning of year	<hr/>	<hr/>	<hr/>
	6,849,318	6,849,318	7,065,134
Accumulated surplus, end of year	<hr/>	<hr/>	<hr/>
	\$ 6,508,400	\$ 6,491,365	\$ 6,849,318

Sault Ste. Marie Region Conservation Authority
Statement of Changes in Net Financial Assets

	Budget 2015	2015	2014
Annual deficit	\$ (340,918)	\$ (357,953)	\$ (215,816)
Amortization of tangible capital assets	-	341,388	327,365
Increase (decrease) in prepaid expenses	-	4,891	(4,902)
Acquisition of tangible capital assets	-	(46,223)	(57,344)
Increase (decrease) in net financial assets	(340,918)	(57,897)	49,303
Net financial assets, beginning of year	243,245	243,245	193,942
Net financial assets (deficit), end of year	\$ (97,673)	\$ 185,348	\$ 243,245

Sault Ste. Marie Region Conservation Authority
Statement of Cash Flows

For the year ended December 31	2015	2014
Operating transactions		
Annual deficit	\$ (357,953)	\$ (215,816)
Item not involving cash		
Amortization of tangible capital assets	<u>341,388</u>	<u>327,365</u>
	(16,565)	111,549
Changes in non-cash working capital balances		
Accounts receivable	(20,724)	2,386
Prepaid expenses	4,891	(4,902)
Accounts payable and accrued liabilities	(3,194)	(29,651)
Deferred revenue	1,868	1,970
Deferred government contributions	<u>(20,846)</u>	<u>76,106</u>
	(54,570)	157,458
Capital transactions		
Acquisition of tangible capital assets	<u>(46,223)</u>	<u>(57,344)</u>
Cash flows from financing activities		
Proceeds from demand loan	25,000	-
Principal payments on demand loan	<u>(3,750)</u>	<u>-</u>
	21,250	-
Increase (decrease) in cash	(79,543)	100,114
Cash, beginning of year	<u>497,837</u>	<u>397,723</u>
Cash, end of year	<u>\$ 418,294</u>	<u>\$ 497,837</u>

Sault Ste. Marie Region Conservation Authority

Notes to Financial Statements

December 31, 2015

1. Significant accounting policies

a) Nature of operations

The Conservation Authority was established in 1963 by an Order in Council and operates under the Conservation Authorities Act of Ontario. Pursuant to the Conservation Authorities Act, the objectives of an authority are to establish and undertake, in the area over which it has jurisdiction, a program designed to further the conservation, restoration, development and management of natural resources other than gas, oil, coal and minerals. The Sault Ste. Marie Region Conservation Authority in particular was established to address flooding concerns within the watershed.

b) Basis of accounting

These financial statements have been prepared in accordance with Canadian public sector accounting standards, as recommended by the Public Sector Accounting Board.

c) Tangible capital assets

Tangible capital assets are recorded at cost which includes all amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, if any, of tangible capital assets is amortized on a straight-line basis, over the expected useful life of the asset, as follows:

Buildings	50 years
Flood control infrastructure	50 years
Vehicles and equipment	5 years
Computer equipment	5 years

d) Revenue recognition

Revenue is recognized in the period in which the transactions or events occurred that gave rise to the revenue. All revenue is recorded on an accrual basis.

Government transfers are recognized as revenues when the transfer is authorized and any eligibility criteria are met, except to the extent that transfer stipulations give rise to an obligation that meets the definition of a liability. Transfers are recognized as deferred revenue when transfer stipulations give rise to a liability. Transfer revenue is recognized in the statement of operations as the stipulation liabilities are settled.

Contributions, other than government transfers, are deferred when restrictions are placed on their use by the external contributor, and are recognized as revenue when used for the specific purpose.

e) Financial instruments

Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, they are reported at cost or amortized cost less impairment, if applicable. Financial assets are tested for impairment when changes in circumstances indicate the asset could be impaired.

f) Employee future benefits

The Authority provides pension benefits to specified employees through the Ontario Municipal Employees Retirement Fund (OMERS), a multi-employer plan. The Authority's contributions due during the period are expensed as incurred.

g) Use of estimates

The preparation of financial statements in accordance with Canadian public sector accounting standards 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.

Sault Ste. Marie Region Conservation Authority

Notes to Financial Statements

December 31, 2015

2. Cash

	2015	2014
General operating accounts	\$ 345,468	\$ 426,879
Restricted land sale proceeds	<u>72,826</u>	<u>70,958</u>
	<u>\$ 418,294</u>	<u>\$ 497,837</u>

3. Demand loan

The demand loan is repayable in monthly instalments of \$417 plus interest at prime plus 1.5%.

4. Deferred revenue

Deferred revenue represents restricted land sale proceeds and accumulated interest to be used for future land acquisitions, subject to approval by the Ontario Ministry of Natural Resources.

5. Deferred government contributions

	2015	2014
Province of Ontario - Drinking Water Source Protection	\$ 151,695	\$ 172,920
Other	<u>1,317</u>	<u>938</u>
	<u>\$ 153,012</u>	<u>\$ 173,858</u>

6. Accumulated surplus

	2015	2014
General surplus	\$ 125,154	\$ 187,156
Reserve for forest management	39,817	39,817
Reserve for Outreach and Education - Water	<u>21,440</u>	<u>22,226</u>
	<u>186,411</u>	<u>249,199</u>
Investment in tangible capital assets	<u>6,304,954</u>	<u>6,600,119</u>
	<u>\$ 6,491,365</u>	<u>\$ 6,849,318</u>

Allocation of annual surplus (deficit):

General surplus	\$ (62,002)	\$ 55,820
Reserve for Outreach and Education - Water	(786)	(1,615)
Investment in tangible capital assets	<u>(295,165)</u>	<u>(270,021)</u>
	<u>\$ (357,953)</u>	<u>\$ (215,816)</u>

Sault Ste. Marie Region Conservation Authority

Notes to Financial Statements

December 31, 2015

7. Contingent liabilities

The Authority is involved with two legal claims and management has indicated that these claims have been referred to the Authority's insurer. Due to these claims, the Authority is subject to ongoing litigation, the outcomes of which can not be reasonably determined. Any loss as a result of this litigation will be recorded in the period that the loss is probable and measurable.

8. Pension agreements

The Authority makes contributions to the Ontario Municipal Employees Retirement Fund (OMERS), which is a multi-employer plan, on behalf of all permanent, full-time members of its staff. This plan is a defined benefit plan that specifies the amount of the retirement benefit to be received by the employees based on length of service and rates of pay. Employees and employers contribute jointly to the plan.

Because OMERS is a multi-employer pension plan, the Authority does not recognize any share of the pension plan deficit, as this is a joint responsibility of all Ontario municipal organizations and their employees. Employer's contributions for current and past service are included as an expense on the statement of operations. The amount contributed to OMERS for 2015 was \$35,847 (2014 - \$35,282).

9. Budget

The Authority's budget was not prepared on a basis consistent with that used to report actual results (Public Sector Accounting Standards). The budget was prepared on a modified accrual basis while Public Sector Accounting Standards now require a full accrual basis. The budget figures may anticipate use of reserves and/or surpluses accumulated in previous years to reduce current year expenditures. In addition, the budget expenses tangible capital expenditures rather than including amortization expense, and expenses principal payments of long term debt. As a result, the budget figures presented in the statements of operations and change in net financial assets represent the Financial Plan adopted by the Authority with adjustments as follows:

Budget deficit for the year	\$ (16,918)
Add:	
Capital expenditures	
Principal portion of loan payment	
	3,000
Less:	
Amortization	<u>(327,000)</u>
Budget deficit per statement of operations	\$ <u>(340,918)</u>

Sault Ste. Marie Region Conservation Authority

Notes to Financial Statements

December 31, 2015

10. Segmented disclosure

The Authority provides a range of services to residents in its region. For management reporting purposes, operations and activities are organized by Fund. Funds were created for the purpose of recording specific activities to attain certain objectives in accordance with special regulations, restrictions or limitations.

Services are provided by departments and their activities are reported in these funds. Certain departments that have been separately disclosed in the segmented information, along with the services they provide, are as follows:

General

This department oversees the delivery of all government services. The department is responsible for ensuring that there are adequate policies and procedures in place to safeguard assets and to properly report financial activities.

Drinking Water Source Protection

The Ontario Ministry of the Environment, in partnership with the Ministry of Natural Resources and Conservation Ontario have developed legislation and regulations to implement Source Water Protection Plans to ensure clean drinking water for all Ontarians. Conservation authorities, with funding from the province, are coordinating scientific research, facilitating data gathering and analysis, developing computer models, bringing local residents and stakeholders together as well as providing opportunities for public involvement and comment on a local watershed basis.

For each reported segment, revenue and expenses include amounts that are directly attributable to the segment and amounts that are allocated on a reasonable basis. The Authority allocates certain wages and benefits to General operations and the Drinking Water Source Protection program based on the hours worked for each program. Occupancy costs and administrative expenses are allocated based on the floor area occupied and estimated resources used by each program.

The accounting policies used in these segments are consistent with those followed in the preparation of the consolidated financial statements as disclosed in the summary of significant accounting policies. For additional information see Schedule 2 - Segment Disclosure.

Sault Ste. Marie Region Conservation Authority
Schedule 1 - Tangible Capital Assets

December 31, 2015

	Land	Buildings	Vehicles and Equipment	Computer Equipment	Flood Control	2015 Total
Cost						
Balance, beginning of year	\$ 1,655,173	\$ 304,350	\$ 210,114	\$ 26,122	\$ 15,454,493	\$ 17,650,252
Additions	-	-	46,223	-	-	46,223
Balance, end of year	1,655,173	304,350	256,337	26,122	15,454,493	17,696,475
<hr/>						
Accumulated amortization						
Balance, beginning of year			151,142	23,442	10,716,516	11,050,133
Amortization		6,087	24,872	1,340	309,089	341,388
Balance, end of year		165,120	176,014	24,782	11,025,605	11,391,521
<hr/>						
Net book value						
Net book value, 2014	\$ 1,655,173	\$ 139,230	\$ 80,323	\$ 1,340	\$ 4,428,888	\$ 6,304,954
<hr/>						

Sault Ste. Marie Region Conservation Authority
Schedule 2 - Segment Disclosure

For the year ended December 31, 2015

	General	Source Protection	Total	2014 Total
Revenue				
Government contributions				
Provincial	\$ 137,202	\$ 173,969	\$ 311,171	\$ 508,805
Municipal	331,023	-	331,023	325,095
Rental income	8,392	-	8,392	6,527
Other	60,560	-	60,560	96,377
	<hr/>	<hr/>	<hr/>	<hr/>
	537,177	173,969	711,146	936,804
Expenses				
Salaries and benefits	454,112	104,078	558,190	551,366
Materials and supplies	53,908	32,390	86,298	80,165
Contracted services	67,537	-	67,537	178,309
Rents and financial	15,686	-	15,686	15,415
Administration and rent transfers	(37,500)	37,500	-	-
Amortization	340,048	1,340	341,388	327,365
	<hr/>	<hr/>	<hr/>	<hr/>
	893,791	175,308	1,069,099	1,152,620
Deficiency of revenue over expenses	\$ (356,614)	\$ (1,339)	\$ (357,953)	\$ (215,816)

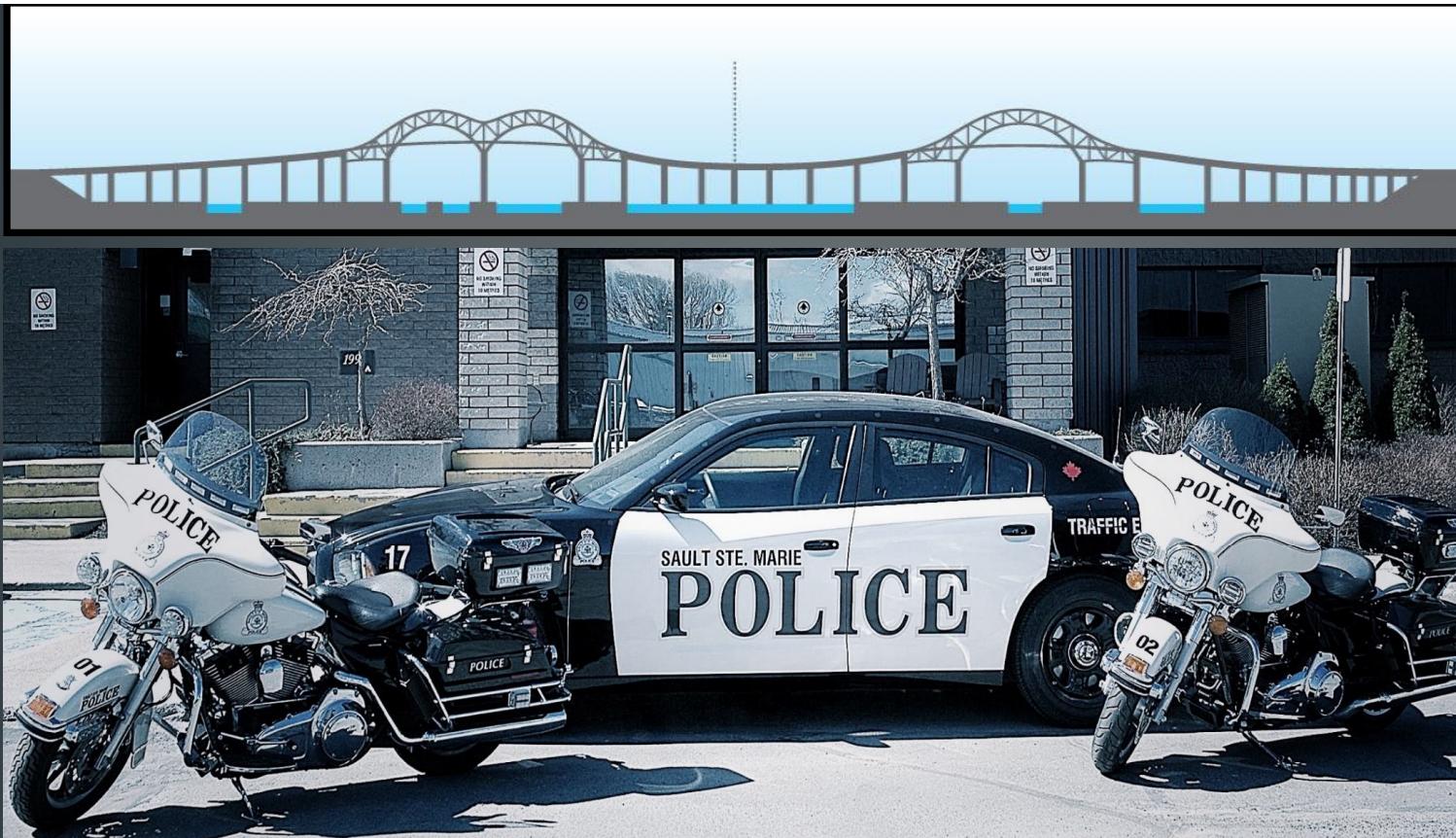
Sault Ste. Marie Region Conservation Authority
Schedule 3 - Administrative and Water Control Expenses

For the year ended December 31, 2015

	Drinking Water			2014 Total
	General	Source Protection	Total	
Administrative				
Materials	\$ 3,071	\$ -	\$ 3,071	\$ 3,688
Other	17,790	30,304	48,094	59,834
Rent and utilities	5,973	-	5,973	5,992
Staff training	2,676	-	2,676	1,356
Travel and allowance	6,261	2,087	8,348	4,875
Wages and benefits	220,831	104,078	324,909	357,860
Administration and rent transfers	(37,500)	37,500	-	-
	\$ 219,102	\$ 173,969	\$ 393,071	\$ 433,605
Water control				
Flood warning	\$ 14,911	\$ -	\$ 14,911	\$ 10,317
Maintenance of control structures	44,724	-	44,724	36,920
Taxes, insurance and utilities	29,910	-	29,910	32,248
Wages and benefits	186,105	-	186,105	147,633
Vehicle & maintenance expense/recovery	(24,603)	-	(24,603)	(23,894)
	\$ 251,047	\$ -	\$ 251,047	\$ 203,224

2017 APPROVED SSMRCA BUDGET

EXPENSES	
Staff Wages	\$ 456,678.35
Benefits	\$ 120,597.39
Members Allowance	\$ 480.00
Conservation ON Levy	\$ 16,300.00
Office Equipment Purchase	\$ 2,500.00
Uniforms	\$ 400.00
Postage	\$ 750.00
Office Supplies	\$ 2,000.00
Alarm system maintenance	\$ 500.00
Office Equipment Maintenance	\$ 400.00
Computer/Software/Hardware Maintenance	\$ 7,200.00
General Printing	\$ 500.00
Telephone	\$ 2,400.00
Public Utilities	\$ 4,000.00
Heat	\$ 1,200.00
Office Cleaning Supplies	\$ 100.00
Audit Fees, Bank Service Fee	\$ 7,000.00
Memberships	\$ 425.00
General	\$ 2,000.00
Staff Training	\$ 1,200.00
Staff Travel and Mileage	\$ 14,000.00
Insurance (property, vehicle, liability)	\$ 36,100.00
Property Tax	\$ 22,000.00
Vehicle Licensing	\$ 500.00
Signage/trail equipment	\$ 2,000.00
Truck Loan Payment = \$416.67/mth	\$ 5,800.00
Vehicle Repair, Maintenance and Licensing	\$ 6,000.00
Regulation Expense	\$ 2,000.00
Flood Control Operation - expenses	\$ 2,300.00
Operations - Utilities	\$ 5,610.00
Routine Maintenance - expenses	\$ 35,000.00
Data Collection - expenses	\$ 1,200.00
Communications - expenses	\$ 4,750.00
Operations Centre - expenses	\$ 5,660.00
Plan Input Services	\$ 10,000.00
Miscellaneous N/G Expenses	\$ 4,500.00
TOTAL EXPENDITURES	\$ 784,050.75
REVENUES	
MNRF	\$ 131,940.00
City of SSM	\$ 481,563.48
Prince	\$ 5,283.80
Grass Cutting - City/Bd of Ed.	\$ 2,000.00
Development Regulations	\$ 23,000.00
MOECC - DWSP (estimate)	\$ 120,000.00
Miscellaneous N/G Revenue	\$ 20,263.47
TOTAL REVENUES	\$ 784,050.75



2017 Police Services Budget

Presentation to City Council



Factors Impacting Policing Costs

- ▶ Technology
- ▶ Aging Infrastructure (Radio Upgrade)
- ▶ Contractual Obligations
- ▶ Downloading of Services - ex. Mental Health (+33.%)
- ▶ Court Requirements (Charter and Case Law)
- ▶ Adequacy Standards/Regulations
- ▶ Training
- ▶ Crime Down but Demands Increasing



Background

Considerable discussions surrounding the perceived increased costs of policing

- 2012 Police Budget was 13.3% of total city budget
- 2013 Police Budget was 13.6% of total city budget
- 2014 Police Budget was 13.9% of total city budget
- 2015 Police Budget was 13.7% of total city budget
- 2016 Police Budget was 14.3% of total city budget



2015 Budget (1 Million Under Budget)

Cost Saving Initiatives

- Overall Overtime reduced by \$363,000 from 2014
- Minimum Manpower Overtime (included above) reduced by \$199,000 from 2014
- Legal Fees reduced by \$129,000
- Senior Staff reduced from 5 Inspectors to 3 Inspectors (civilianization)
- Vehicles not replaced as early as previously (6 months)
- Delayed hiring
- Provincial Grants – Seconded Officer Agreements
- Hiring experienced officers



2017 Budget Components

Salaries & Benefits - \$22,468,821

2.9% increase

Operating Expenditures - \$3,150,810

3.4% decrease

Capital Expenditures - \$491,520

27.6% decrease

OVERALL IMPACT - Increase 1.3%



2017 Budget Factors

- 83 % of annual police budget is salaries/benefits
- Collective agreement 2015 - 2017 still outstanding and will increase budget
- Reportable Calls Down 11.3%
- Non-reportable Calls Up 11.6 %
- No Overall Increase in Calls for Service



Strategies for the Future

- Management of Overtime
- Scheduling of resources
- Civilianization or Privatization of certain non-operational positions
- Vacation Scheduling Process
- Continued Multi-sectoral Collaboration
- Retirement Allowance
- Provincial Grants and Secondment Agreements



Questions?



PUBLIC LIBRARY

2017 OPERATING BUDGET

2017 BUDGET FOR MAYOR AND COUNCIL

Complete Revenue for Centennial Library, Korah Branch

REVENUE	2016	2017	\$ Change	% Change
Municipal Grant	\$2,811,035.00	\$2,856,011.56	\$44,976.56	1.6%
Operating Grants	\$368,069.00	\$368,069.00	\$0	0%
Summer Experience Grant	\$2,875.00	\$2,875.00	\$0	0%
Contracting Communities	\$22,965.00	\$22,965.00	\$0	0%
Other Grants	\$3,104.00	\$56,000.00	\$52,896.00	1,704%
Library Fines	\$32,050.00	\$29,050.00	(\$3,000.00)	(9.36%)
Sales	\$3,239.66	\$3,650.00	\$410.34	12.68%
Book Sales	\$27,805.00	\$29,805.00	\$2,000.00	7.19%
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	\$1,250.00	\$0	0%
Donations	\$10,200.00	\$14,000.00	\$3,800.00	37%
Total	\$3,291,642.66	\$3,392,725.56	\$101,082.90	3.06%

Complete Expenditures for Centennial Library and Korah Branch

EXPENDITURES	2016	2017	\$ Change	% Change
Salaries	\$2,069,108.93	\$2,042,515.49	(\$26,593.84)	(1.3%)
Benefits	\$473,325.00	\$483,264.82	\$9,939.82	2.1%
Library Materials	\$128,257.00	\$130,822.14	\$17,565.14	11.09%
Electronic Resources	\$30,000.00	\$45,000.00		
Total	\$158,257.00	\$175,822.14		
Office Expenses	\$135,004.00	\$138,379.10	\$3,375.10	2.5%
Operating Expenses	\$310,550.00	\$215,731.61	(\$94,818.39)	(30.5%)
Equipment Purchases	\$40,450.00	\$92,950.00	\$50,000.00	123.60%
Travel and Training	\$20,000.00	\$20,260.00	\$260.00	1.3%
Centennial Library Repair/Maintenance	\$0.00	\$223,802.40	\$223,802.40	2280%
Total	\$3,206,694.93	\$3,392,725.56	\$86,030.63	5.8%



Sault Ste. Marie Public Library

"One stop....endless possibilities"

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**PUBLIC LIBRARY
2017 OPERATING BUDGET
2017 BUDGET FOR MAYOR AND COUNCIL**

Expenditure for Administration

EXPENDITURES	2016	2017	\$ Change	% Change
Salaries	\$612,524.93	\$622,715.93	\$13,191.00	1.6%
Benefits	\$171,500.00	\$175,101.49	\$3,601.49	2.1%
Office Expenses	\$80,070.00	\$82,071.75	\$2,001.75	2.5%
Operating Expenses	\$23,750.00	\$24,557.50	\$807.50	2.5%
Equipment Purchases	\$35,500.00	\$50,000.00	\$14,500.00	40.84%
Travel and Training	\$20,000.00	\$20,260.00	\$0	1.3%
Total	\$943,344.93	\$977,706.67	\$34,101.74	3.5%



Sault Ste. Marie Public Library
"One stop....endless possibilities"

PUBLIC LIBRARY
2017 OPERATING BUDGET
2017 BUDGET FOR MAYOR AND COUNCIL

Revenue for Centennial

	2016	2017	\$ Change	% Change
REVENUE				
Library Fines	\$25,750.00	\$25,750.00	\$0	0%
Library Bag Sales	\$225.00	\$400.00	\$175.00	77.77%
Books Sales	\$4,500.00	\$4,805.00	\$305.00	6.77%
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	\$625.00	\$1,175.00	\$550.00	88%
Total	\$37,975.00	\$39,005.00	\$1,030.00	2.7%

Expenditure for Centennial

	2016	2017	\$ Change	% Change
EXPENDITURES				
Salaries	\$1,093,084.00	\$1,227,830.71	\$134,746.71	1.87%
Benefits	\$227,100.00	\$231,912.00	\$4,812.00	2.1%
Library Materials	\$158,257.00	\$161,422.14	\$3,165.14	2.0%
Office Expenses	\$51,264.00	\$52,545.60	\$1,281.60	2.5%
Operating Expenses	\$121,625.00	\$125,760.25	\$4,135.25	3.4%
Equipment Purchases	\$8,750.00	\$50,100.00	\$41,350.00	472%
Centennial Library Repair/Maintenance	\$0.00	\$223,802.40	\$223,802.40	2280%
Total	\$1,660,080.00	\$2,073,373.10	\$413,293.10	24%



Sault Ste. Marie Public Library

"One stop....endless possibilities"

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PUBLIC LIBRARY
2017 OPERATING BUDGET
2017 BUDGET FOR MAYOR AND COUNCIL

Revenue for Korah Branch

	2016	2017	\$ Change	% Change
REVENUE				
Library Fines	\$2,300.00	\$2,300.00	\$0	0%
Library Bag Sales	\$25.00	\$50.00	\$25.00	100%
Books Sales	\$155.00	\$155.00	\$0	0%
Photocopy Sales	\$875.00	\$875.00	\$0	0%
Program Room Rentals	\$250.00	\$0	(\$250.00)	(100%)
Total	\$3,605.00	\$3,380.00	(\$225.00)	(6.2%)

Expenditures for Korah Branch

	2016	2017	\$ Change	% Change
EXPENDITURES				
Salaries	\$185,500.00	\$188,968.85	\$3,468.85	1.87%
Benefits	\$37,040.00	\$37,780.80	\$740.80	2.1%
Library Materials	\$22,428.00	\$22,876.56	\$448.56	2.0%
Office Expenses	\$2,170.00	\$2,224.25	\$54.25	2.5%
Operating Expenses	\$15,382.00	\$15,766.55	\$384.55	2.5%
Equipment Purchases	\$0	\$2,500.00	\$2,500.00	250000%
Total	\$262,520.00	\$270,117.01	\$7,597.01	2.9%



Sault Ste. Marie Public Library
"One stop....endless possibilities"

PUBLIC LIBRARY
2017 OPERATING BUDGET
2017 BUDGET FOR MAYOR AND COUNCIL

Revenue for Churchill Branch

	2016	2017	\$ Change	% Change
REVENUE				
Library Fines	\$4,000.00	\$0	(\$4,000.00)	
Library Bag Sales	\$25.00	\$0	(\$25)	
Books Sales	\$150.00	\$0	(\$150.00)	
Photocopy Sales	\$1,300.00	\$0	(\$1,300.00)	
Total				

Expenditures for Churchill Branch

	2016	2017	\$ Change	% Change
EXPENDITURES				
Salaries	\$178,000.00	\$0	(\$178,000.00)	
Benefits	\$37,610.00	\$0	(\$37,610.00)	
Library Materials	\$22,428.00	\$0	(\$22,428.00)	
Office Expenses	\$1,500.00	\$0	(\$1,500.00)	
Operating Expenses – Moving and Storage costs.	\$138,677.12	\$33,847.31	(\$104,829.81)	
Equipment Purchases	\$1,200.00	\$0	\$0	
Total	\$379,415.12	\$33,847.31	\$345,567.81	



SSMEDC 2017 Budget Presentation to Sault Ste. Marie City Council



Sault Ste. Marie
**ECONOMIC
DEVELOPMENT
CORPORATION**

November 3, 2016





To Be Covered:

- Budget Framework/Considerations
- SSMEDC Budget Request
- Activity/Interim Results
- Going Forward



Budget Framework/Considerations

- Immediate, Medium & Long-term Economic Realities & Opportunities
- Key Considerations
- City/SSMEDC Memorandum of Understanding

Budget Framework/Considerations

Sault Ste. Marie Reality



Personal Income/Capita: \$43,877
Growing
below national avg.



Labour Force Population: 67,200
Shrinking

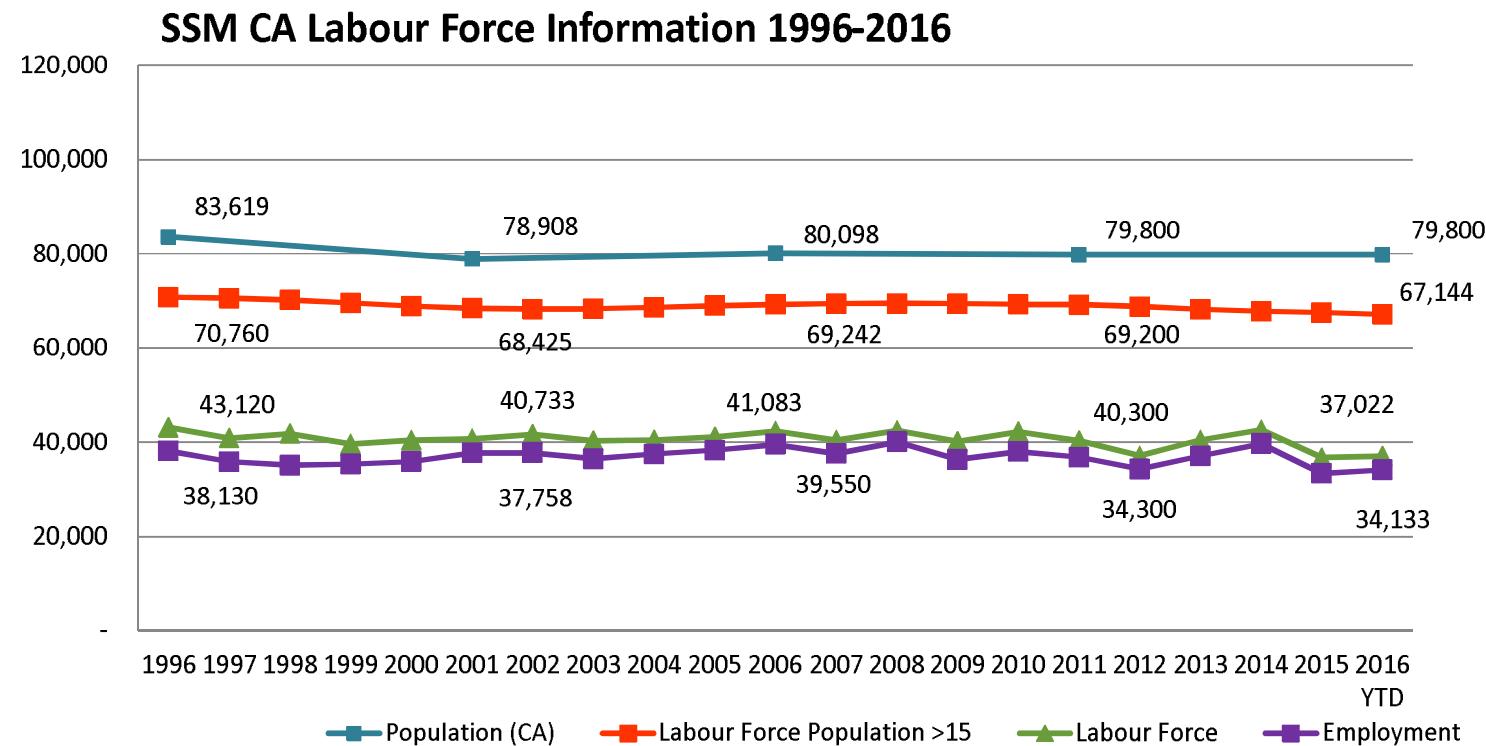


COMMUNITY





Budget Framework/Considerations



City of Sault Ste. Marie Census

YEAR	1986	1991	1996	2001	2006	2011
SSM (City Only) CY	80,905	81,746	80,054	74,566	74,948	75,141
SSM Census Agglomeration (CA)	84,617	85,008	83,619	78,908	80,098	79,800

Budget Framework/Considerations

Near Term Uncertainties:

- Restructuring of Algoma Steel
 - City's largest private sector employer
 - largest single generator of GDP
- Very low employment rates: 2016 close to 2015 levels

Near Term Opportunities:

- City Economic Development Review
- Community Adjustment Committee Activity
- Community Consultation & Engagement
- Application of SSMEDC & SSMIC knowledge, expertise & capacity
- SSMEDC Community Strategic Economic Development & Business Planning

Budget Framework/Considerations

Medium Term Uncertainties 2-5 years:

- Shrinking Labour Force Population
 - Low immigration levels
 - Youth out-migration
 - Aging demographics

Medium Term Opportunities:

- Refocus economic development on attracting **People, Businesses & Investment** in City
 - Community Talent Development, Attraction & Recruitment Strategy
 - Integrated Education Institution Development Strategy
 - Enhanced Business and Investment Attraction Strategy (e.g. Invest SSM)
- Accelerate Transition from “Old Economy” to “New Economy”
Jobs/Business

Budget Framework/Considerations

Long Term Uncertainties 5 years – 20 years:

- Shrinking labour force, flat population & low GDP growth
 - Unsustainable over long-term
- Future of an Integrated Steel Mill in SSM in its present form???
 - Over capacity in steelmaking worldwide
 - In 2000, former Algoma Steel CEO advised the community to plan for a local economy without a steel mill

Long Term Opportunities:

- “Step Change” approach to community economic growth
 - Set population growth target at 90K⁺ by 2036
- United, Collaborative & Cooperative Municipal, Stakeholder & Community Leadership necessary to drive this fundamental change



City/SSMEDC MOU Highlights

In accordance with the MOU, the City shall unless otherwise directed by City Council:

- Go to the SSMEDC as **its lead agency on economic development**, strategic advice, policy, implementation of projects, economic development fund recommendations, etc. pertaining to economic development and private sector relations.
- **Provide to the SSMEDC moral support and recognition** for its efforts based upon positive strategic outcomes and success stories.
- **Provide continued financial support for the operations of the SSMEDC** as approved in the City's annual budget. The City of Sault Ste. Marie would also consider special financial requests above and beyond the existing agreement as a result of significant events or opportunities.
- **Work in lead role with SSMEDC as a partner on City infrastructure, regulations, and special projects** that would support priority economic development initiatives.



2015 Budget

Municipal: \$1,648,820

EDF Projects: \$117,990

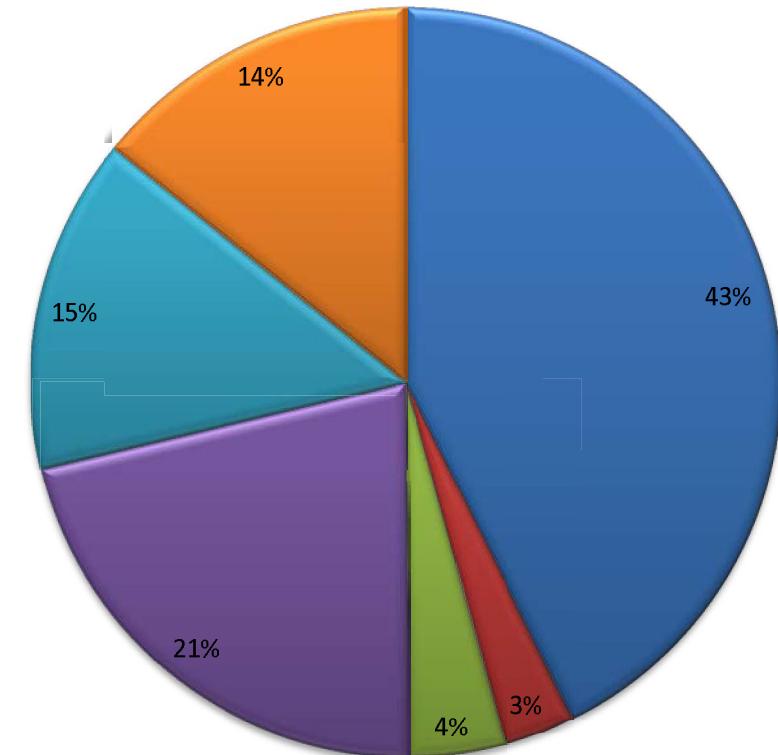
Federal: \$159,655

Provincial: \$826,990

Other: \$557,703

***DCC:** \$550,916

TOTAL \$3,862,074



*Deferred Capital Contribution (from Government Sources)



2016 Budget

Municipal: \$1,648,820

EDF Projects: \$169,883

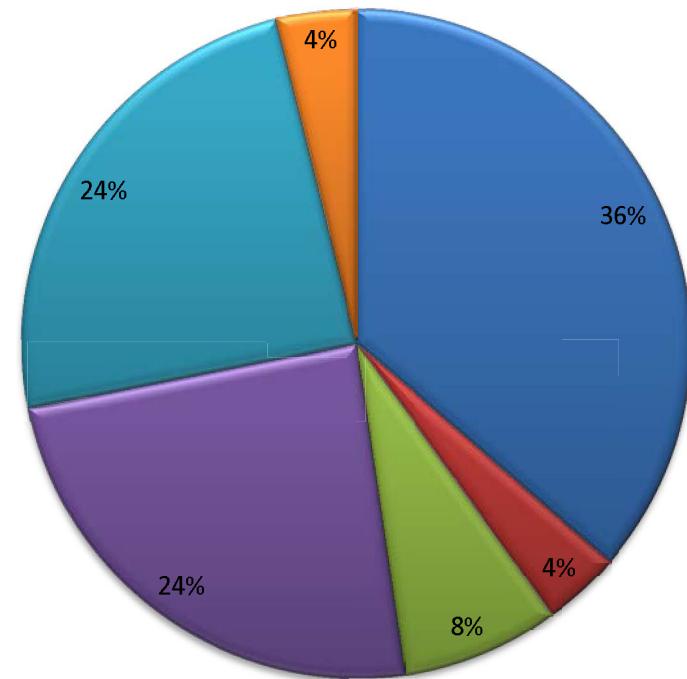
Federal: \$345,777

Provincial: \$1,097,818

Other: 1,099,414

***DCC:** \$175,546

TOTAL \$4,537,258



*Deferred Capital Contribution (from Government Sources)



2017 Budget Request

- SSMEDC's 2017 budget request is **\$1,648,820**.
- Last year's annual budget request **was unilaterally frozen by the SSMEDC**.
- Corporation is operating at 2015 levels.
 - Ongoing salary freeze for 2017.
 - SSMEDC maintains a cost efficiencies program to find savings while delivering services, programs and projects within existing budgets.
 - This cost efficiencies program has realized savings of approximately \$2,382,780 over the past 8 years (including 2016).
 - In 2016, for every 40 cents the City contributed to the SSMEDC secured 60 cents from other public and private sources.



2016 Activity Results To Date

Business SSM

- **1,484** general inquiries
- **400+** formal business consultations
- **30** seminars and workshops
- **16,141** web traffic visitors
- **24** startups in the Starter & Summer Company Program
- **59** site visits
- **\$79.3** million total value of applications for Business Retention & Expansion Program
- **179** individuals assisted in business startups & expansions
- **200+** created/retained jobs



2016 Activity Results To Date

Business SSM – Major Projects

- **Millworks - Centre for Entrepreneurship**
 - The new Business Incubator had the Grand Opening on May 20th. There are currently 6 clients occupying office space.
- **Invest SSM**
 - KPMG Competitive Analysis is completed
 - Industry by industry analysis of local economy being undertaken by McSweeney and Associates. (leading national economic development consulting firm)
 - Objective: Identify specific business development opportunities in industrial sectors where the city is competitive
 - The Enhanced Business Profile is complete and video has been released
 - The branding and marketing is underway



2016 Activity Results To Date

Business SSM – Major Projects

- **Airport Partnership**
 - SSMEDC to market facility, identity, business development opportunities and attract investment
- **Ontario Works Partnership** (in addition to other business start-up programs)
 - 7 Ontario Works clients received basic business training
 - 5 proceeded to the loan approval stage of \$5,000
- **Customer Relationship Management**
 - CRM software allows documentation of client interactions.
 - Updated an integrated SSMEDC Business Directory of all businesses in City



2017 Projects, Programs & Initiatives

Business SSM

- **Entrepreneurship Strategy**
 - Millworks and Partnership Program
 - Events (With SSMCOC, CDC of SSM & Area, and SSMIC)
 - High School Entrepreneurship Boot Camp
 - Post-Secondary
- **Platforms & Programs**
 - Enterprise Services
 - Summer Company
 - Starter Company (Age redefined)
 - Business Retention and Expansion
 - DSSABSSM Strategy – small business creation



2017 Projects, Programs & Initiatives

Business SSM

- **Engagement and Outreach**

- Community-based partnerships – Chamber of Commerce, Sault Ste. Marie Innovation Centre, Career Centre, StartUp Sault, AWIC, Local Immigration Partnership, Transportation Task Force, Sault College, Lake Superior State University, Algoma University
- Regional connectivity (rural events in Algoma District)
- Provincial/National Associations– EDCO, EDAC, ONEDC, MEDI, NELHIN, IEDC
- Engaging Federal and Provincial partners – Consulates, SEOs

- **Projects and Special Initiatives**

- Paper Mill District
- Port Development



2017 Projects, Programs & Initiatives

Business SSM

- **Leadership/Learning and Talent Development**

- Bridges (B2BB) - Competition
- CPSA Sales Program Accreditation
- EMC Lean Manufacturing Project
- Export Program
- Entrepreneurial Training
- Coaching
- Mentoring
- MAGNET – Talent management portal
- Immigration
- Succession
- Target Group Events – Women, Youth, Aboriginal and Francophone



2017 Projects, Programs & Initiatives

Business SSM

- **SSMADC Partnership**
 - Business case and opportunity development
 - Attraction of firms
 - Marketing
 - Other commercial developments
- **Tech Park**
- **Manufacturing Council with the SSMCOC**
- **Invest Sault Ste. Marie**
- **Sector strategies**
 - Defense
 - Mining Supply and Services
 - Advanced Manufacturing
 - Resources
 - Aviation
 - Gaming and Digital Economy



2017 Projects, Programs & Initiatives

Business SSM

- **SSM/Sister City Agreement/ Joint International Relations and Economic Growth Committee**
- **Communications Strategy and Collateral Development**
- **Trade Shows & Outreach**
 - PDAC
 - CANSEC
 - GLEF
 - NBAA
 - G2E
- **Industrial Land Mapping and Inventory and Portal**
- **ONEDC**
 - Strategic Export Marketing Program (SEMP)
 - Export Marketing Assistance Program (EMA)
 - Immigration Project
 - Mining Procurement Gap Analysis Project



2016 Activity Results To Date

Tourism SSM

- **TSSM Strategic Plan developed**
 - Main focus:
 - Attraction/Accommodation Packages
 - Conventions/Sports Tourism
 - SSM as “Gateway” to world class outdoors



2016 Activity Results To Date

Tourism SSM

2016 was a very successful year:

- Agawa Canyon Tour Train rider level increased to over 32,000 riders (**11% increase**)
- 176 group tour visits, 10,184 passengers (**26% increase**)
- 20 visits by cruise ships (**over 4,000 passengers**).
Best season ever!



Activity Results To Date

Tourism SSM

- Hosted 25 conventions/sports events to date, 8,075 delegates, **\$4.1 million direct spend**
- Over 5,000 2/3 day consumer packages sold, almost 10,000 visitor days, **\$1.5 million direct spend**
- Hosted 25 conventions/sports events to date, 8,075 delegates, **\$4.1 million direct spend**
- Over 5,000 2/3 day consumer packages sold, almost 10,000 visitor days, **\$1.5 million direct spend**



Activity Results To Date

Tourism SSM

Key areas of focus for 2017:

- Continue to grow traffic on Agawa Canyon Tour Train
- Continue to generate increased traffic to smaller attractions
- Continue to build on success of Group of 7 investments and developments
- Continue to bid on Conventions and Sports Tournaments
- Help build local Festivals and Events, while developing new “Signature” events for community



Activity Results To Date

Corporate

Communications: (*available on SSMEDC website)

- **Social Media 1,920 followers** – set to reach well over 2,000 by year-end
- **5 bimonthly newsletters** sent to more than **1,500 recipients**.
- **43 press releases**, all of which generated media coverage.*
- **8 formal media advisories**, all of which attracted the news media to various events.
- **4 in-house stories** appearing in external publications.*
- **44 weekly activity reports**.
- **70 website homepage news stories**.*
- Three SSMEDC-assisted produced videos for Shaw TV.*
- MOU Report (released May 13).*
- **5 Press Conferences/Announcements**



Activity Results 2016

For additional information and activity results up to 2016, you can visit our website and view the Memorandum of Understanding @ www.sault-canada.com > About Us > Research Reports & Publications



Going Forward

Short Term – One Year:

- Economic Review
- SSMEDC Economic Development Strategy for Council's Consideration (December 2016)
- 2017 Business Plan
- Community Adjustment Committee Outcomes
- Focus on entrepreneurship/innovation/small business – “Too Big to Ignore”
- Alignment with Community Development Organizations

Medium Term (1-3 Years):

- Implement New and Updated Sector Strategies
- Community Talent Development, Attraction & Recruitment Strategy
- Integrated Education Institution Development Strategy
- Enhanced Business and Investment Attraction Strategy (e.g. Invest SSM)

Long Term:

- Focus on “Step Change” Economic and Population Growth Action Plan



10/31/2016

TO: Mayor and Council
City of Sault Ste. Marie

FROM: Tom Dodds, CEO
Sault Ste. Marie Economic Development Corporation

Re: **2017 SSMEDC Municipal Funding Request**

Thank you for providing an opportunity for the Corporation to make a public presentation to City Council as part of the 2017 Sault Ste. Marie municipal budget planning process.

Please find enclosed the following information:

- SSMEDC 2017 Budget Presentation to City Council (PowerPoint) including:
 - An Overview of Key Performance Indicators (KPI) in 2016 to date;
 - An Overview of Planned 2017 Activities

The Sault Ste. Marie Economic Development Corporation (SSMEDC) is respectfully submitting a funding request of **\$1,648,820** as part of its estimated \$4.0 million budget for 2017. This request is the same funding amount requested by the SSMEDC for the 2016 fiscal year. It represents less than 0.9% in total municipal expenditures.

In late 2015, recognizing the economic challenges the city encountered that year (e.g. lowest employment levels in 20 years and ESAI CCAA action) and in anticipation that further fiscal challenges would be faced by all community stakeholders going forward - in particular by the Municipality, the SSMEDC Board unilaterally froze its 2016 budget request at the 2015 municipal contribution level. This represents a savings of \$25,330.00 for a total of \$50,466 over 2 years (2016-2017).

The Corporation has managed and will continue to manage this core budget constraint by continuing the salary freeze at 2015 levels and will maintain a vigilant focus on its continuous cost efficiency/containment program that its business and economic development services, programs and projects are maintained for 2017. However, going forward some programs, initiatives and resource requirements may be affected due to financial limitations.

The Corporation uses the City's contribution to lever additional financial resources from public and private sources. In other words this year, for every 40 cents that the City provides to the SSMEDC, the Corporation is able to secure 60 cents from other sources. It must be noted that

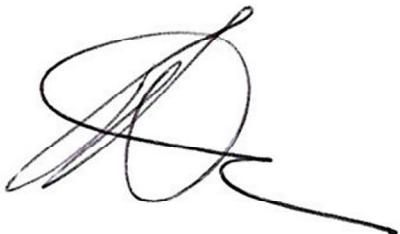


the entire municipal contribution to the SSMEDC supports almost all of the SSMEDC employee salaries and benefits costs.

Consistent with the City/SSMEDC MOU, the Corporation is preparing a 20-year community economic development strategic plan and a 2017 business plan, which recognizes the community's short, medium and long term economic development requirements. This includes a thoughtful consideration on how best economic development can be undertaken in Sault Ste. Marie by all stakeholders with the resources it is able to secure. These planning efforts are intended to compliment and align with City efforts in this regard.

The SSMEDC would be pleased to respond to any questions or clarification Council members may require in advance and during of Thursday's Budget meeting.

Sincerely,



Tom

CC: Sault Ste. Marie Economic Development Corporation Board of Directors and Staff



Sault Ste. Marie Innovation Centre

*The Sault's Science & Tech Hub –
Helping Local Businesses Since 1999*

City Council Budget Presentation

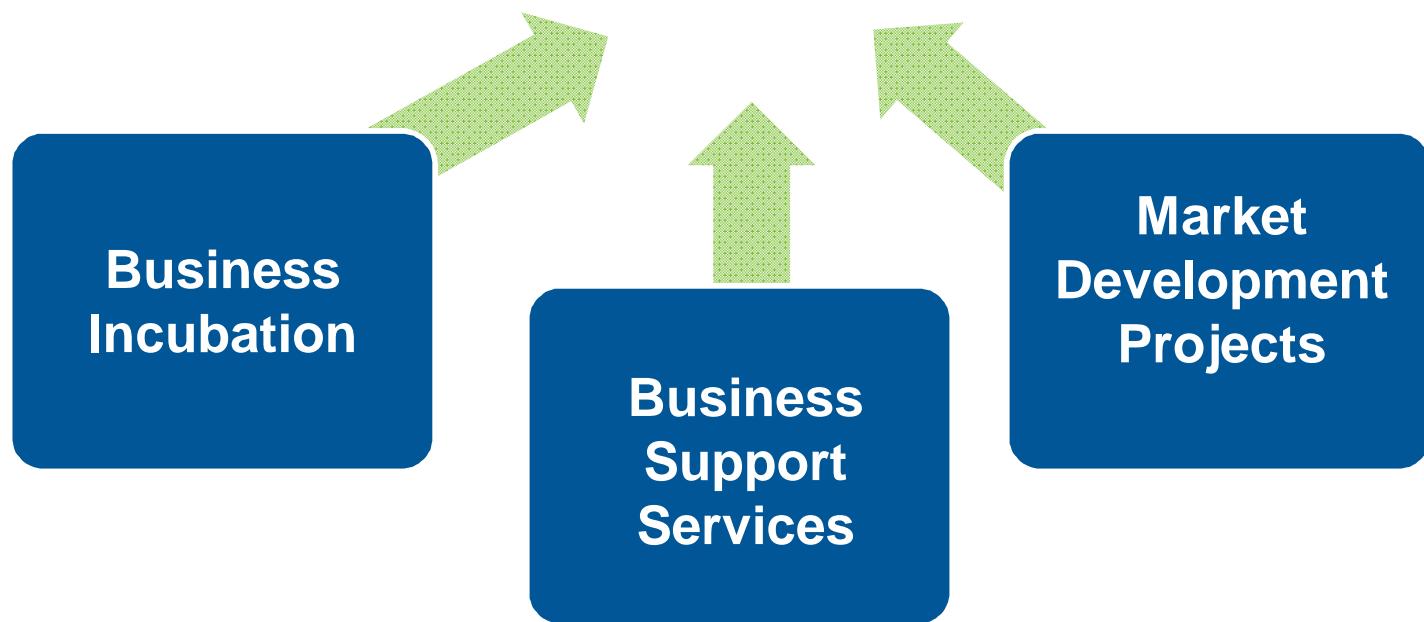
November 3, 2016

Don MacLennan
Acting, Executive Director
dmaclennan@ssmic.com
705-942-7927 ext. 3131



SAULT STE. MARIE
INNOVATION
CENTRE

A non-profit organization driving growth
in the science and technology sectors
in the Algoma region.



Board of Directors

- **Chris Wray**; CAO / Clerk-Treasurer, Municipality of Wawa – Chair
- **Kirsten Corrigal**; Manager, Forest Legislation and Planning Section; Ontario Ministry of Natural Resources - Vice-Chair
- **Theresa Cassan**; Director of Credit and Risk Services at Northern Credit Union– Treasurer
- **Stephanie Bifano**; Employee Relations Manager; Agero
- **Karen Bird**; RBC Dominion Securities
- **Nevin Buconjic**; Manager of Trade, Investment & Community Marketing; Sault Ste. Marie Economic Development Corporation
- **Dr. Craig Chamberlin**; President; Algoma University
- **Dr. Ron Common**; President, Sault College
- **Jim Harmar**; Senior Partner, Shelby Environmental Services
- **Dr. Michael Biocchi**; Algoma University Faculty
- **Ross Romano**; City Councillor
- Ex-Officio – Mayor Christian Provenzano



Mission Statement

To drive business growth, facilitate research and commercialize innovation in globally significant areas of science and technology through partnerships, expert advice, community development, business incubation, youth outreach and sector development activities.

Vision Statement

Build and actively develop an innovative science and technology hub: a perpetual generator of knowledge and prosperity.

High Level Goals

- Operate an innovative, efficient and effective organization that makes a significant, positive impact on our region
- Provide high-value business services to grow the Science and Technology sectors in Sault Ste. Marie and Region
- Develop and nurture the science and technology sectors of Sault Ste. Marie
- Develop and grow internal profit centres



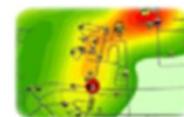
Our Divisions



Provides services to science and technology focused businesses through direct assistance (one-on-one services, advisory services, business incubation) and through general venture support activities (knowledge transfer and networking events, collaborative projects).

SSMIC, in partnership with the City of Sault Ste. Marie and PUC, has implemented one of the most comprehensive municipal GIS solutions in the world. GIS is a specific type of information system in which information is geographically referenced to a specific place or coordinates on earth.

Community
Geomatics
Centre



Established for the delivery of projects and services that will benefit agricultural and agri-forestry related stakeholders including businesses located in Algoma District and in some cases outside Algoma.



Our Divisions

Enables aspiring young entrepreneurs to start or grow successful businesses by providing connections to business development resources, mentors, networking events, funding opportunities and other support services in Sault Ste. Marie and the Algoma District.



SSMIC has established a Smart Energy Strategy for the community, positioning it as a viable jurisdiction for investment and growth in energy projects, community education and job growth.

Fueling a vibrant lottery & gaming environment in Sault Ste. Marie by building opportunities and delivering targeted talent, market breakthroughs, research collaborations, funding opportunities and educational partnerships.

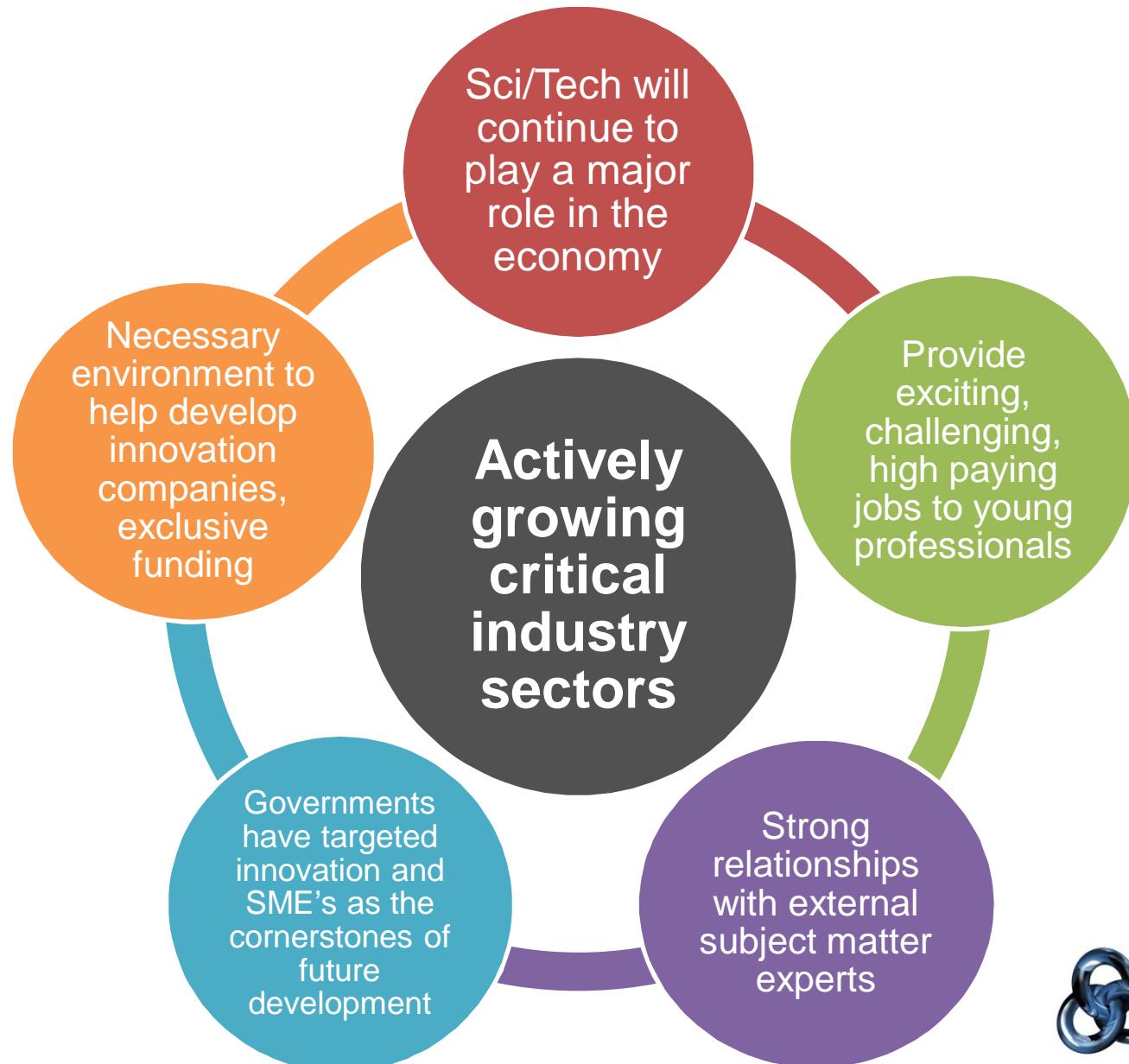


Lottery &
Gaming

The Accelerator Hub is a 6000 square foot office space in downtown Sault Ste. Marie dedicated to collaboration and innovation. The Hub takes the vision of SSMIC Incubation and expands it allowing for future growth.

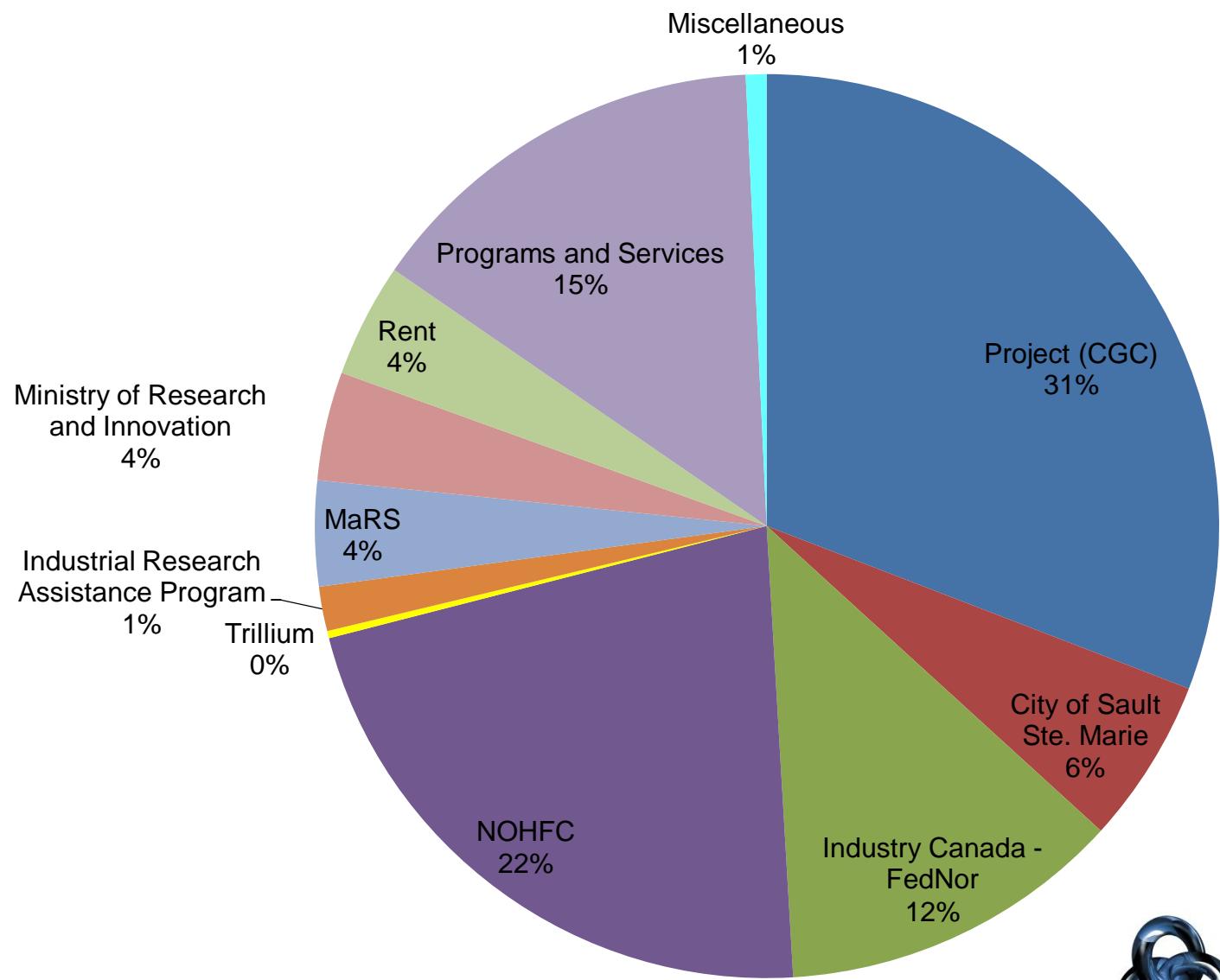


Innovation Centre Strengths



SAULT STE. MARIE
INNOVATION
CENTRE

2015 SSMIC Financial Revenue

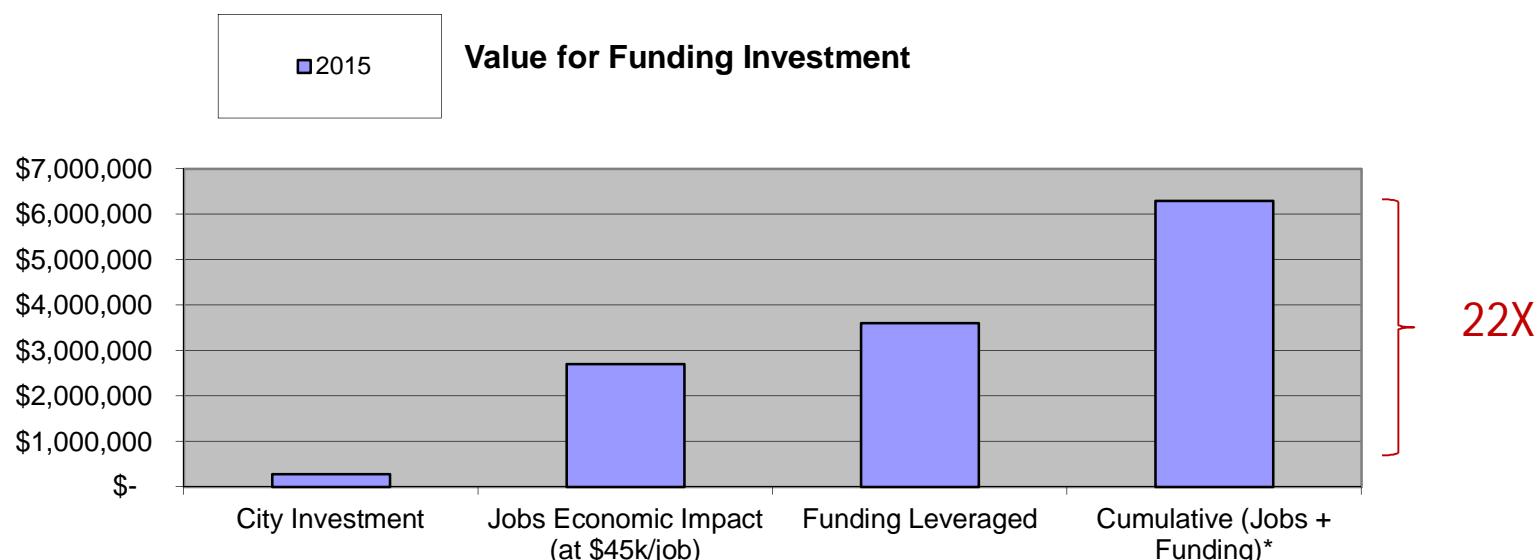


Total Revenue in 2015: \$4,679,896

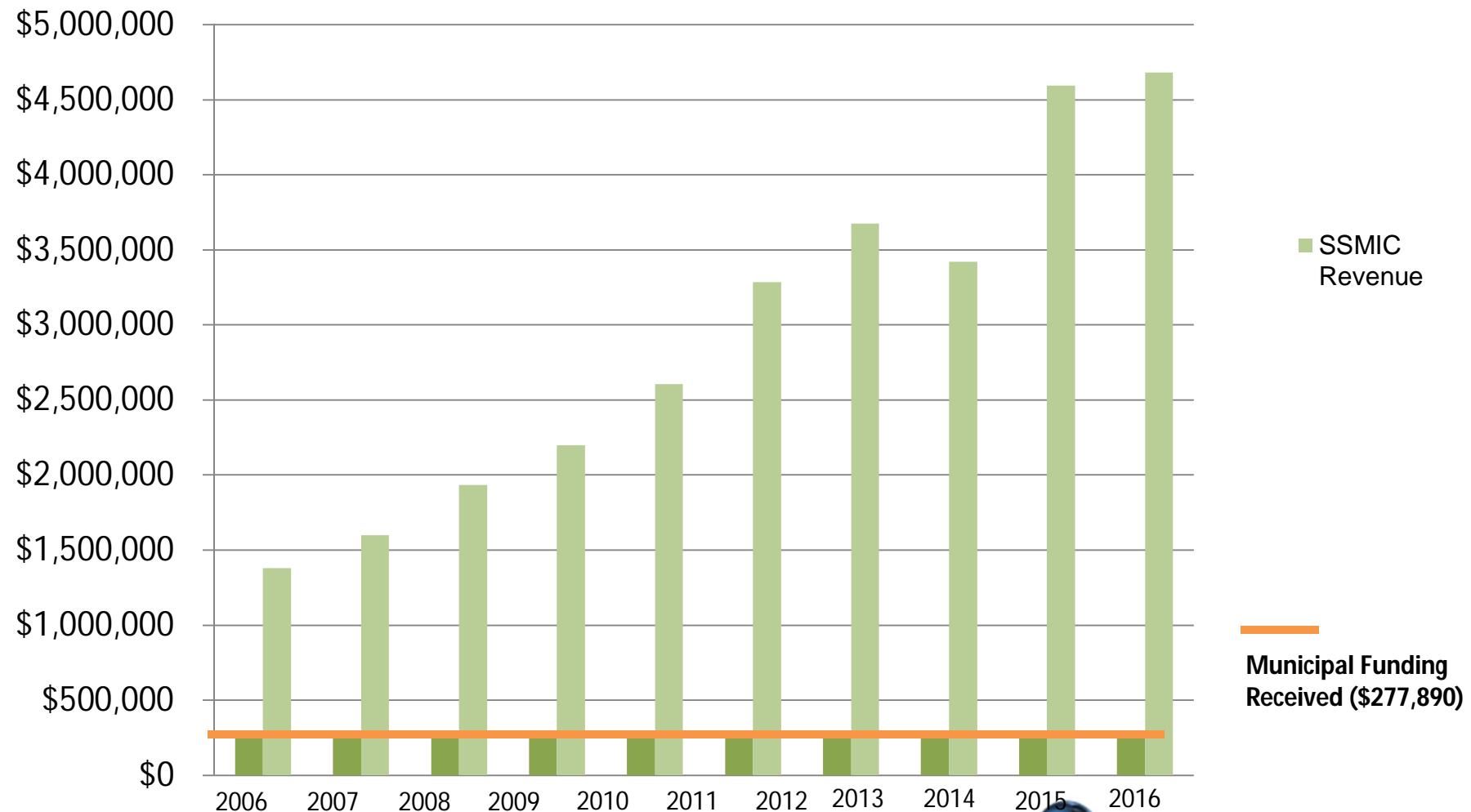


Proven Value for Investment

- City provides \$277,890 for SSMIC core operating budget essential to perform economic development activities.
- SSMIC's overall operating budget is ~\$4.6M 2016
- SSMIC helped drive \$6.3M jobs and funding impact in 2015



SSMIC Revenue & City Funding since 2006



Current Challenges & Situation

- Office Space – additional unplanned expense of \$32,000 annually
- Loss of EHT Exemption \$8,775 because municipal representation on Board
- Executive Director recruitment
- SSM Economic Review – currently underway



Budget Request 2017

Normal base funding from the City	\$277,890
Additional funding for operating costs	<u>\$40,775</u>
Base funding requested	\$318,615
Contribution to one time moving expenses	\$50,000
Contribution to one time ED search expenses	<u>\$30,000</u>
Total Funding request for 2017	\$398,665



Thank you

Don MacLennan
Acting, Executive Director
dmaclennan@ssmic.com
705-942-7927 ext. 3131



**Sault Ste. Marie Innovation Centre
Financial Statements
For the year ended December 31, 2015**

Contents

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Statement of Operations and Net Assets	4
Statement of Cash Flows	5
Notes to Financial Statements	6



Tel: 705 945 0990
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Toll-Free: 800 520 3005
www.bdo.ca

BDO Canada LLP
747 Queen Street E
PO Box 1109
Sault Ste. Marie ON P6A 5N7 Canada

Independent Auditor's Report

To the Board of Directors of Sault Ste. Marie Innovation Centre

We have audited the accompanying financial statements of Sault Ste. Marie Innovation Centre, which comprise the statement of financial position as at December 31, 2015 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, 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

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we 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.

We believe that the audit evidence we have obtained in our audit is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Sault Ste. Marie Innovation Centre as at December 31, 2015 and the results of its operations, net assets and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

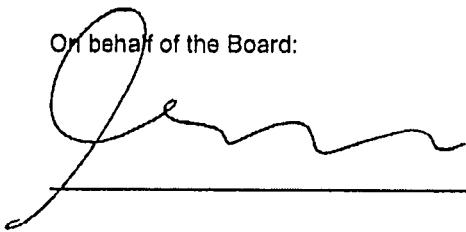
BDO Canada LLP

Chartered Professional Accountants, Licensed Public Accountants
Sault Ste. Marie, Ontario
May 27, 2016

Sault Ste. Marie Innovation Centre
Statement of Financial Position

<u>December 31</u>	<u>2015</u>	<u>2014</u>
Assets		
Current		
Cash	\$ 362,697	\$ 545,464
Accounts receivable	1,033,948	936,480
Prepaid expenses	<u>50,743</u>	<u>63,903</u>
	1,447,388	1,545,847
Investment (Note 2)	5,000	5,000
Capital assets (Note 3)	<u>437,052</u>	<u>144,134</u>
	\$ 1,889,440	\$ 1,694,981
Liabilities and Net Assets		
Current		
Accounts payable and accrued liabilities (Note 6)	\$ 229,477	\$ 205,406
Unearned revenue	<u>533,259</u>	<u>474,207</u>
	762,736	679,613
Deferred contributions related to capital assets (Note 4)	<u>101,180</u>	-
	863,916	679,613
Net assets		
Contributed surplus	6,000	5,000
Net assets	<u>1,020,524</u>	<u>1,010,368</u>
	1,025,524	1,015,368
	\$ 1,889,440	\$ 1,694,981

On behalf of the Board:



Board Chair

Theresa Cusack Treasurer

Sault Ste. Marie Innovation Centre
Statement of Operations and Net Assets

For the year ended December 31	2015	2014
Revenue		
Project	\$ 1,443,641	\$ 1,357,412
Grants and contributions		
City of Sault Ste. Marie	277,890	277,890
Industry Canada - FedNor	575,005	760,039
Northern Ontario Heritage Fund Corporation (NOHFC)	1,026,982	778,044
Trillium	11,650	48,527
Industrial Research Assistance Program	74,441	128,140
MaRS	176,421	134,750
Ministry of Research and Innovation	182,000	182,000
Rent	190,988	192,089
Program and services	685,526	699,498
Miscellaneous	<u>35,352</u>	<u>35,226</u>
	<u>4,679,896</u>	<u>4,593,615</u>
Expenses		
Administration and overhead	1,471,843	1,554,348
Amortization	117,187	95,970
Computer and software	197,191	142,965
Rent	167,655	152,992
Provision for doubtful accounts	18,891	945
Travel	26,161	21,128
Wages and benefits	<u>2,670,812</u>	<u>2,638,383</u>
	<u>4,669,740</u>	<u>4,606,731</u>
Excess (deficiency) of revenue over expenses	<u>10,156</u>	<u>(13,116)</u>
Net assets, beginning of year	<u>1,010,368</u>	<u>1,023,484</u>
Net assets, end of year	<u>\$ 1,020,524</u>	<u>\$ 1,010,368</u>

Sault Ste. Marie Innovation Centre
Statement of Cash Flows

For the year ended December 31	2015	2014
Cash flows from operating activities		
Excess (deficiency) of revenue over expenses	\$ 10,156	\$ (13,116)
Items not involving cash		
Amortization of capital assets	117,187	95,970
Amortization of deferred contributions	<u>(21,070)</u>	-
	106,273	82,854
Changes in non-cash working capital balances		
Accounts receivable	(97,468)	(336,256)
Prepaid expenses	13,160	(22,271)
Accounts payable and accrued liabilities	24,071	67,170
Unearned revenue	<u>59,052</u>	257,395
	105,088	48,892
Cash flows from investing activities		
Purchase of capital assets	<u>(410,105)</u>	(74,988)
Cash flows from financing activities		
Capital grants	<u>122,250</u>	-
Net decrease in cash	(182,767)	(26,096)
Cash, beginning of year	545,464	571,560
Cash, end of year	\$ 362,697	\$ 545,464

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

Sault Ste. Marie Innovation Centre

Notes to Financial Statements

December 31, 2015

1. Summary of significant accounting policies

- Nature of Operations** The Sault Ste. Marie Innovation Centre was incorporated without share capital in 1999 under the laws of Ontario as a not-for-profit to function as a catalyst for economic development and diversification in the information technology and knowledge-based sectors. The Centre's purpose is to encourage the community to work together in innovative ways to use technology and enhance and improve Sault Ste. Marie's competitiveness by developing advanced applications and infrastructure and to promote economic development in the knowledge based industry.
- Basis of Accounting** These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations.
- Revenue Recognition** The Centre follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Contributions restricted for the purchase of capital assets are deferred and amortized into revenue at a rate corresponding to the amortization rate for the related capital assets.
- Capital Assets** Capital assets are recorded at cost. Amortization, based on the estimated useful life of the asset, is provided on a straight-line basis as follows:
- | | |
|---------------------------|--------------------------------------|
| Computer hardware | 3 - 5 years |
| Computer software | 3 years |
| Furniture and equipment | 3 years |
| NOHFC funded equipment | 3 years |
| Trillium funded equipment | 3 years |
| Leasehold improvements | Over the term of the lease agreement |
- Contributed services** Volunteers contribute time to assist the Centre in carrying out its service delivery activities. Because of the difficulty determining their fair value, contributed services are not recognized in the financial statements.
- Financial Instruments** Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, they are reported at cost or amortized cost less impairment, if applicable. Financial assets are tested for impairment when changes in circumstances indicate the asset could be impaired.
- Use of Estimates** The preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from management's best estimates as additional information becomes available in the future.

Sault Ste. Marie Innovation Centre Notes to Financial Statements

December 31, 2015

2. Investment

The Innovation Centre developed intellectual property that was contributed to Infonaut Inc. in exchange for 5,000 common shares of the capital stock of that corporation. Infonaut Inc. had valued the intangible asset received and the common shares issued at \$160,000. The intellectual property was comprised of the Innovation Centre's materials and labour hours to develop a prototype system for disease tracking for hospitals. Funding was provided in the past to Infonaut Inc. and to the Innovation Centre to develop this project. The receipt of the 5,000 common shares resulted in a 4% ownership interest in Infonaut Inc. and the Innovation Centre was provided with a first right of refusal on any consulting work coming out of the sales of the technology.

This non-monetary transaction resulted in a contributed surplus equal to the value of the shares that were provided without any cash consideration. The investment in Infonaut Inc. in the Centre's financial statements was valued using the net asset or equity value of Infonaut Inc. As there were no sales yet in Infonaut, valuing the company on a capitalized earnings or cash flow basis would not be an acceptable methodology. The computed value was \$1 per share or \$5,000 for the investment. Contributed surplus was recorded at \$5,000 in the net assets of the Centre.

3. Capital assets

	2015		2014	
	Cost	Accumulated Amortization	Cost	Accumulated Amortization
Computer hardware	\$ 408,646	\$ 156,281	\$ 876,845	\$ 794,153
Computer software	-	-	388,100	388,100
Furniture and equipment	-	-	88,806	88,806
NOHFC funded equipment	-	-	311,158	311,158
Trillium funded equipment	-	-	14,479	14,479
Leasehold improvements	<u>236,250</u>	<u>51,563</u>	88,481	27,039
	<u>\$ 644,896</u>	<u>\$ 207,844</u>	\$ 1,767,869	\$ 1,623,735
Net book value		<u>\$ 437,052</u>		\$ 144,134

The Centre entered into an agreement with the City of Sault Ste. Marie indicating that should the Centre cease operations, any assets obtained as a result of funding from FedNor or Northern Ontario Heritage Fund Corporation shall be transferred to the City of Sault Ste. Marie.

4. Deferred capital contributions

	2015	2014
Opening balance	\$ -	\$ -
Add: Funding received during year for capital assets	122,250	-
Less: Current year's amortization of deferred revenue	(21,070)	-
	<u>\$ 101,180</u>	\$ -

Sault Ste. Marie Innovation Centre Notes to Financial Statements

December 31, 2015

5. Commitments

The Centre has entered into a lease with Algoma University College to lease 4,287 sq. ft. for its operations, and 6,013 sq ft. for the Geomatics Centre for a total of 10,300 sq. ft. The term of the lease expires March 31, 2016. The annual lease payments are based on an annual space and operational fee of \$8.34 per sq. ft for the Innovation Centre and \$9.34 per sq. ft. for the Geomatics Centre. Amounts are reviewed annually and are based on cost plus rent. A new lease agreement has yet to be signed.

Starting April 1, 2014, the centre entered into a lease with McRain Developments Inc. to lease 6,070 sq. ft. for the Innovation Accelerator Program. The term of the lease expires on March 31, 2019. The lease payments are \$8,003 per month. In exchange for improvements made to the leased space, 21 lease payments starting October 2015 are being forgiven.

6. Government remittances

Included in accounts payable and accrued liabilities are the following government remittances payable.

	2015	2014
HST payable	\$ 53,652	\$ 20,881

7. Economic dependence

The Centre is dependant on funding provided by the City of Sault Ste. Marie and other senior levels of government for funding its economic development initiatives.

8. Financial instrument risk

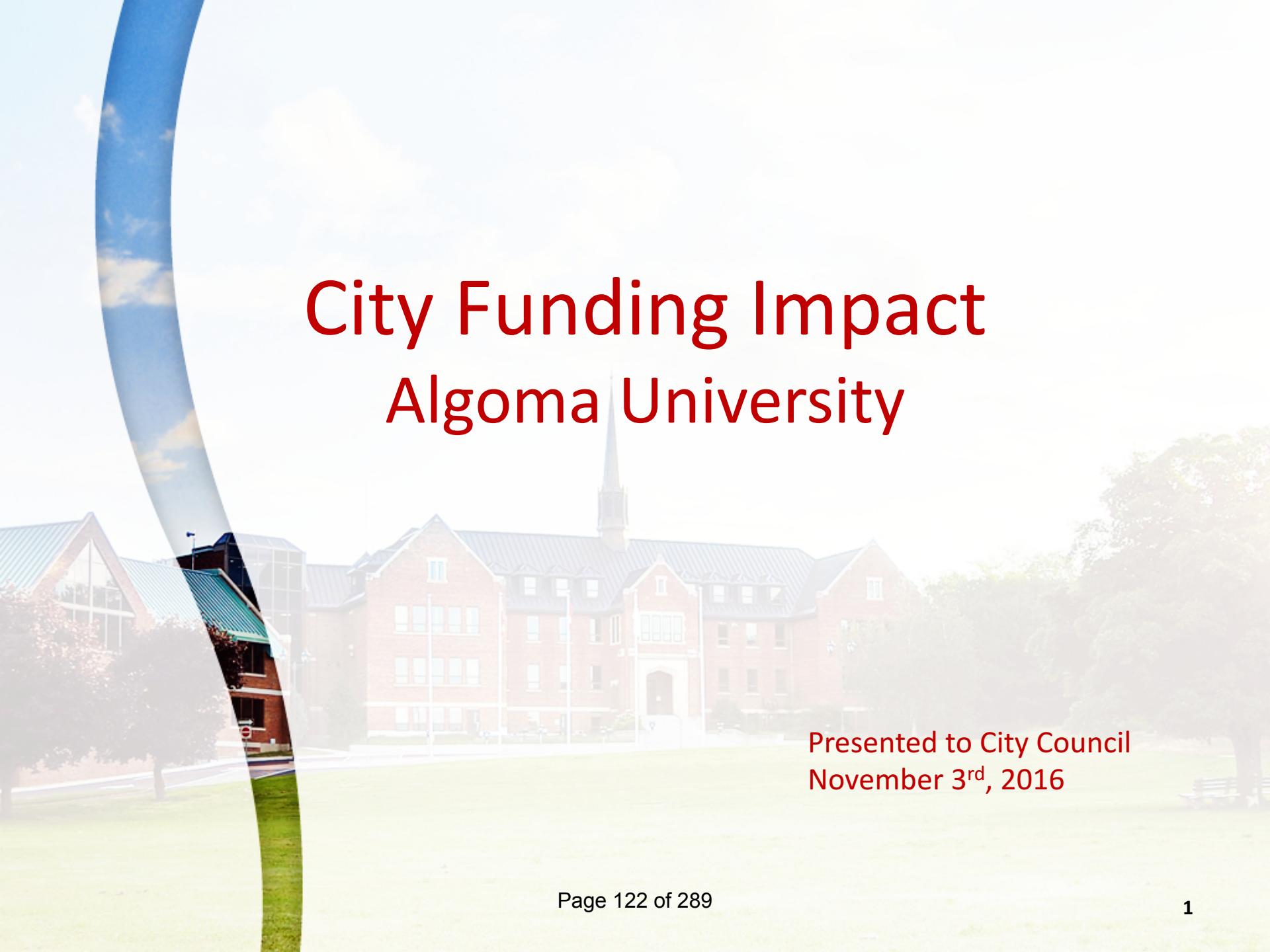
The Centre's management monitors, evaluates and manages the principal risks assumed with financial instruments on a daily basis. The risks that arise from transacting financial instruments include liquidity risk and credit risk.

Liquidity risk

Liquidity risk arises from the Centre's management of accounts payable. It is the risk that the Centre will encounter difficulty in meeting its financial obligations as they fall due. It is management's opinion that the Centre is not exposed to significant liquidity risk arising from its financial instruments.

Credit risk

Credit risk arises principally from the Centre's accounts receivable. The Centre is exposed to credit risk resulting from the possibility that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The majority of the Centre's receivables are from government sources and the Centre works to ensure they meet all eligibility criteria in order to qualify to receive the funding.



City Funding Impact

Algoma University

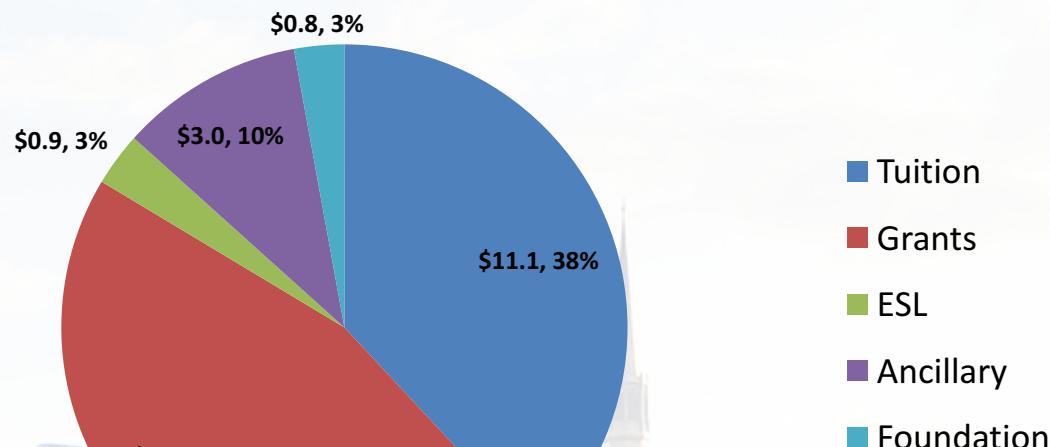
**Presented to City Council
November 3rd, 2016**

Presentation:

- Full Financial Picture – Algoma University's funding:
 - Revenues
 - Expenses
- City Funding impact on mandate:
 - Scholarships
 - Library resources

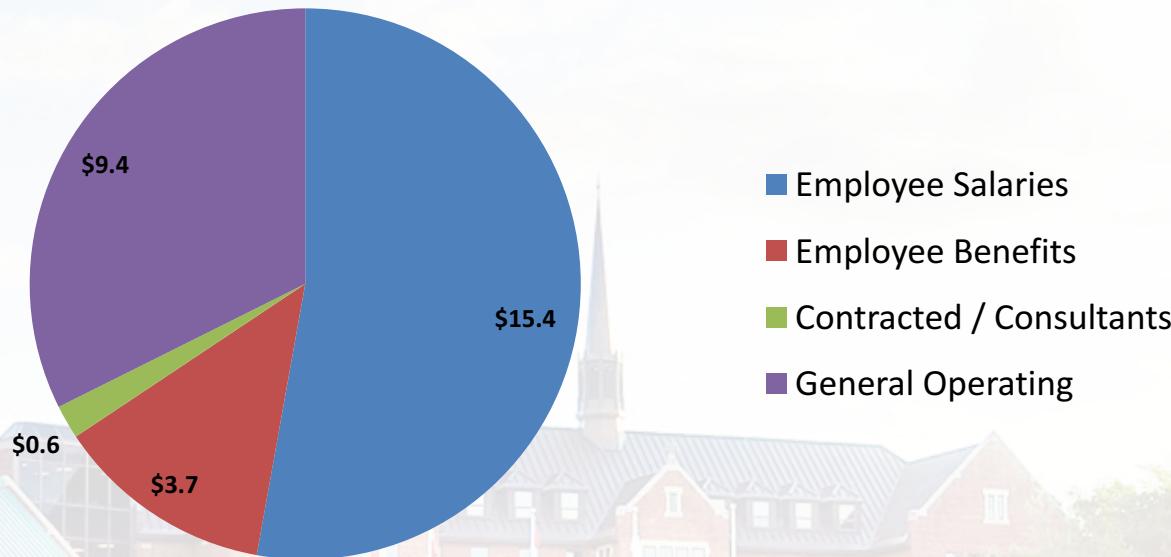
Full Financial Picture – Operating \$29.1m

2016-17 Revenues (\$m)



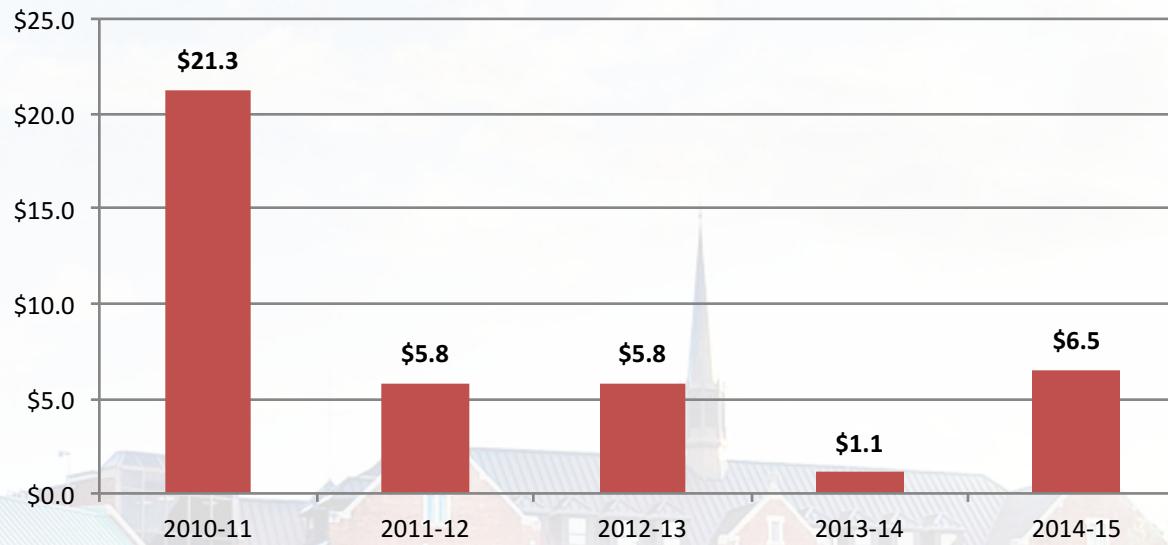
Full Financial Picture – Operating \$29.1m

2016-17 Expenses (\$m)



Full Financial Picture – Capital Budgets

AU Capital Spending (\$m)



City Funding impact on mandate

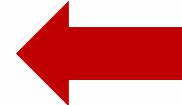
- Algoma University currently receives \$40,000 of City Funding.
 - \$20,000 is directed towards scholarships for local students
 - \$20,000 is directed towards library resources

City Funding impact on mandate

- Scholarships

- 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



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

\$2,000 renewable for up to three additional years, to an eligible dependent of a municipal employee

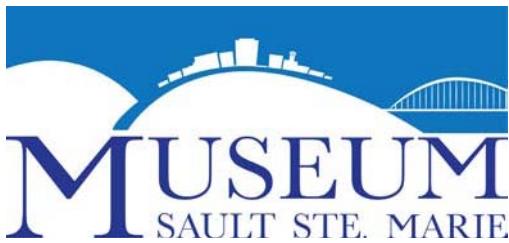


City Funding impact on mandate

- **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.





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

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The Sault Ste. Marie Museum - A Synopsis

As the Sault Ste. Marie Museum, we represent the City and draw in thousands of tourists through our doors who wish to learn more about the city they have come to visit. The Museum's efforts to encompass and effectively present the large and vibrant history of Sault Ste. Marie is evident in the large amount of great feedback the Museum receives from patrons and tourists.

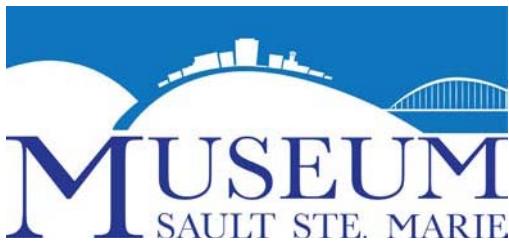
"Awesome to see the historic culture of SSM exhibited."

"Local history is well presented."

Value Proposition: Our Value to the Community

The Sault Ste. Marie Museum provides an invaluable resource of knowledge of the City and its people:

- A number of researchers and post-secondary students utilize our archives and exhibition content to expand their understanding of Sault Ste. Marie history;
- We provide curriculum-based tours and activities for students from both the Huron-Superior Catholic District School Board and the Algoma District School Board;
- We have partnered with over 15 organizations to help digitize their records, and in turn have added those records to our archives, i.e. Sault Ste. Marie Library, The Sault Star, etc.;
- We have partnered with a number of organizations on various critically important projects, i.e. The City's 100th anniversary, the Bridge Authority, The Marconi Society, etc.;
- We are a very popular tourist stop;



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Looking Forward

As The Sault Ste. Marie Museum moves into a new phase of its existence, with the help of its new Curator/Director, the Museum foresees a renewed and growing presence throughout the community by providing:

- A travelling exhibition in April 2017 from the Canadian War Museum in celebration of the 100th anniversary of The Battle of Vimy Ridge;
- Educational workshops that teach historic and cultural skills, i.e. bead-working, basket-making, quilting, etc.;
- Establishing new partnerships with community partners, i.e. Algoma University, Ontario Indian Residential School Support Services, Soo Greyhounds, etc.;
- A continued effort to bring in travelling exhibits, host cultural events, and provide educational workshops to help better the community and the people of Sault Ste. Marie.

Your Assistance

The Sault Ste. Marie Museum has been fortunate to receive support from the City for over 30 years. As the Museum moves to its next phase expanding community value, we respectfully ask for the City's consideration of a modest increase in our funding.

Sincerely,

Sault Ste. Marie Museum Board of Directors

SAULT STE. MARIE MUSEUM BUDGET as of September 30, 2016				
	BUDGET	September	ACTUAL	
	2016	2016	YTD	
REVENUE				
Federal Grants (<i>YCW, Service Canada, Canadian Heritage, CDC (FedNor)</i>)			0	0
Provincial Grants (<i>CMOG, Trillium, MTCU</i>)	24,963		0	0
Municipal Grants (<i>Municipal, Cultural Advisory, Municipal Heritage</i>)	177,540		0	132,591
Memberships	1,200		110	897
Donations (<i>Donations, Donations in Kind, Donation Box, Corporate, Brds. of Ed.</i>)	15,000		160	9,763
Admissions (<i>Admission Fees, 4 Culture Marketshare</i>)	11,000		2,164	6,394
Rental (<i>Gallery Rental</i>)	-		0	0
Fundraising (<i>Plaques, Coasters</i>)	100		0	10
Programs, Events and Activities (<i>Workshops, Birthday Parties</i>)	500		0	0
Misc.			0	67
Transfer from Trust Fund				
TOTAL REVENUE (Museum Operating)	230,303	2,434	149,722	
Museum Trust Fund	-		1	3,135
Museum Trust Fund - Account Balance				18,075
Museum Trust Fund Investment				80,000
EXPENSES				
Building (<i>Bldg. Repairs & Maintenance, Grounds, Equipment Maintenance, Elevator, Janitorial & Kitchen; Utilities (PUC, Union Gas, Water & Sewer); Security & Insurance - D&O Liability, City Taxes & Parkina</i>)	82,000	4,137		45,730
Wages & Benefits (<i>Staff Wages & Benefits (EI, CPP, WSIB, Vac.Pay), Staff Training</i>)	135,000	8,141		98,282
Conservation / Curatorial	1,000		13	13
Exhibits & Events (<i>In House and Travelling; Events & Activities (Volunteers, In-House, Community Gift, Plaques)</i>)	500	326		789
Education (<i>Supplies for Birthday Parties and Programming</i>)	500	0		0
Acquisitions	-		0	0
Audit	2,700	0		2,700
Office (<i>Office Equipment & Furniture, Office Supplies, Postage & Courier); Administration (Telephone, Internet & Website, Bank S/C & O/D Interest, Advertising & Promotion, Computer Expenses: Memberships, Subscriptions & Sponsorships</i>)	13,000	474		7,626
Fundraising (<i>Advertising, Printing, Catering, etc.</i>)	100	0		0
MTCU Job Creation			0	0
Misc.			55	381
TOTAL EXPENSES (Museum Operating)	234,800	13,146	155,521	
SURPLUS / DEFICIT			-10,711	-5,799

SAULT STE. MARIE AND 49TH FIELD REGIMENT
R.C.A. HISTORICAL SOCIETY
FINANCIAL STATEMENTS
DECEMBER 31, 2015

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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
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 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, 2015, 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 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, 2015 and 2014, and assets and net assets as at December 31, 2015 and 2014. My audit opinion on the financial statements for the year ended December 31, 2014 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, 2015 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
March 24, 2016


Chartered Professional Accountant
Licensed Public Accountant

SAULT STE. MARIE AND 49TH FIELD REGIMENT R.C.A
HISTORICAL SOCIETY
STATEMENT OF FINANCIAL POSITION
YEAR ENDED DECEMBER 31, 2015

	2015	2014
ASSETS		
CURRENT		
Unrestricted cash	\$ 61,932	\$ 64,417
Government sales tax receivable	9,419	9,909
Prepaid expenses	<u>1,529</u>	<u>1,509</u>
	<u>72,880</u>	<u>75,835</u>
RESTRICTED		
Cash	15,017	21,160
Term deposits - note 3	<u>83,236</u>	<u>82,875</u>
	<u>98,253</u>	<u>104,035</u>
	<u>\$ 171,133</u>	<u>\$ 179,870</u>
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
Accounts payable	\$ 10,325	\$ 15,360
Government remittances payable	4,869	3,643
Deferred contributions	<u>5,100</u>	<u>5,100</u>
	<u>20,294</u>	<u>24,103</u>
NET ASSETS		
Unrestricted	52,586	51,732
Internally restricted trust fund - note 4	<u>98,253</u>	<u>104,035</u>
	<u>150,839</u>	<u>155,767</u>
	<u>\$ 171,133</u>	<u>\$ 179,870</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, 2015

	2015	2014
REVENUE		
Government contributions		
Provincial	\$ 24,963	\$ 46,447
Municipal	191,904	175,752
Admissions	9,474	7,278
Memberships	1,041	1,388
Donations	14,645	14,842
Programs, events and activities	<u>430</u>	<u>1,689</u>
	<u>242,457</u>	<u>247,396</u>
EXPENDITURES		
Wages and benefits	135,158	127,538
Exhibits	1,024	873
Conservation and curatorial supplies	1,836	511
Events and activities	847	1,587
Utilities	46,036	46,746
Repairs and maintenance	45,254	37,587
Insurance and security	2,208	2,042
Telephone and internet	2,943	2,715
Advertising and promotion	4,517	3,579
Office	4,806	6,289
Audit	2,702	2,602
Interest and bank charges	340	521
Equipment	-	20,156
Miscellaneous	<u>1,432</u>	<u>1,887</u>
	<u>249,103</u>	<u>254,633</u>
Deficiency of Revenue over Expenditures	(6,646)	(7,237)
UNRESTRICTED NET ASSETS, beginning of year	<u>51,732</u>	<u>58,969</u>
	<u>45,086</u>	<u>51,732</u>
Transfer From Restricted Trust Fund	<u>7,500</u>	<u>-</u>
UNRESTRICTED NET ASSETS, end of year	<u>\$ 52,586</u>	<u>\$ 51,732</u>

SAULT STE. MARIE AND 49TH FIELD REGIMENT R.C.A
HISTORICAL SOCIETY
STATEMENT OF INTERNALLY RESTRICTED TRUST FUND
YEAR ENDED DECEMBER 31, 2015

	2015	2014
FUND BALANCE, beginning of year	\$ 104,035	\$ 99,658
Donations	-	2,400
Interest	<u>1,718</u>	<u>1,977</u>
	<u>105,753</u>	<u>104,035</u>
Transfer To Unrestricted Net Assets	<u>7,500</u>	<u>-</u>
FUND BALANCE, end of year	<u>\$ 98,253</u>	<u>\$ 104,035</u>

SAULT STE. MARIE AND 49TH FIELD REGIMENT R.C.A
HISTORICAL SOCIETY
STATEMENT OF CASH FLOWS
YEAR ENDED DECEMBER 31, 2015

	2015	2014
CASH PROVIDED BY (USED FOR)		
OPERATING ACTIVITIES		
Deficiency of revenue over expenditures	\$ (6,646)	\$ (7,237)
Changes in non-cash working capital		
Government sales tax receivable	490	(1,322)
Prepaid expenses	(20)	(18)
Accounts payable	(5,035)	4,156
Government remittances payable	<u>1,226</u>	<u>558</u>
	<u>(9,985)</u>	<u>(3,863)</u>
OTHER ACTIVITIES		
Transfer from restricted trust fund	<u>7,500</u>	<u>-</u>
DECREASE IN CASH	(2,485)	(3,863)
UNRESTRICTED CASH, beginning of year	<u>64,417</u>	<u>68,280</u>
UNRESTRICTED CASH, end of year	<u>\$ 61,932</u>	<u>\$ 64,417</u>

SAULT STE. MARIE AND 49TH FIELD REGIMENT R.C.A.

HISTORICAL SOCIETY

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 2015

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 and term deposits. 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 as an expenditure 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, 2015

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 of .75% to 3.4% maturing at various times until July 23, 2018.

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



Our Mission



The Safe Communities Partnership is the umbrella organization for injury prevention interests and initiatives in Sault Ste. Marie.

Mission

To make Sault Ste. Marie the safest place in the world in which to live, learn, work, and play, by creating a culture instilled with safety, education and commitment to injury prevention.

Vision, Mission of Parachute

Our parent organization, Parachute, is involved at many levels of Safety:

- ATV / off-road
 - Concussion*
 - Distracted Driving
 - Road Safety
 - Drowning prevention
 - Fall prevention
 - Helmets
 - Holiday safety e.g. Halloween Safety
 - Motor vehicle collisions
 - Home safety
 - Wheeled activities e.g. Bicycle safety
 - Product safety

- Radon gas
 - Car seats
 - Pedestrian safety
 - Playground safety
 - Poison prevention
 - Scalds and burns
 - Sports safety
 - Snow sports
 - Smart Soccer
 - Senior's safety
 - Workplace safety



Overview of Safe Communities Partnership



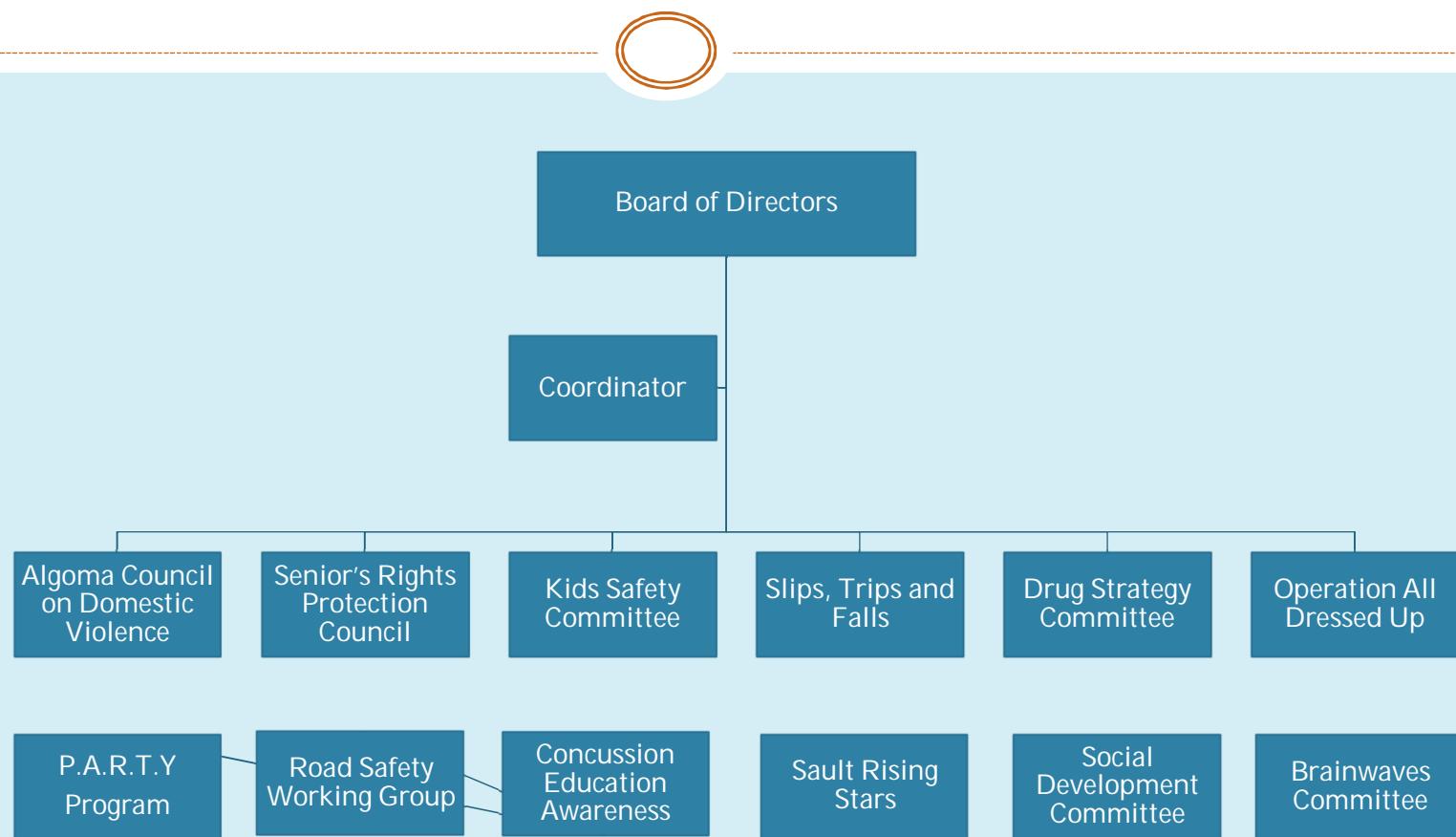
- 2002 - By city Council resolution, Safe Communities Partnership became the umbrella organization for injury prevention initiatives in Sault Ste. Marie
 - Governed by a Board of Directors
- 2003 - Designated as a Safe Community by the World Health Organization in
- 2004 - Implementation of the Standardized Safety Orientation
- 2002-2010 Recipient of Safe Communities Canada Awards of Excellence
- 2008, 2010, 2014 - Recipient of CN award
- 2009 - Re-designated as an international Safe Community by World Health Organization
- 2016 – in the process of being predesignated

Our current Board of Director's

- Cathy Denomme – Associate Professor, Algoma University
- Jenn Flood – Acting Manager, Algoma Public Health
- Adam Carpenter – Acting Controller, Algoma Central Properties Inc.
- Matt Casola – Manager, Health & Safety – Sault College
- Al Tourigny – Director, Health & Safety – PUC Services, Inc.
- Jennifer Rose – Corporate Manager, Health Safety & Environment – Algoma Power

- Kristy Harper – Manager, Algoma Public Health
- Chris Alfano – Health & Safety Officer – Algoma District School Board
- Judy Rizza – Curriculum Coordinator – Huron Superior Catholic School Board
- Mike Fortin – Health & Safety – Essar Steel
- Mike Kenopic – Inspector, Sault Ste Marie Police Services
- Rick St. Onge – Senior Inspector – Electrical Safety Authority
- Don Jones – Occupational health and Safety Inspector – Ministry of Labour
- Dan Fraser – Fire Prevention Officer – Sault Ste Marie Fire Services

Organizational Chart



Some Events & Outcomes for 2016

- 
- Kidz 11th Annual Safety Festival held Roberta Bondar June 2016– Over 700+ attendees
 - Sault Rising Stars – Safety Skits presented to all ages – over 300+ attendees
 - P.A.R.T.Y Program – Prevent Alcohol Related Trauma in Youth – over 450 grade 10 students a year
 - National Teen Driver Safety Week – October 2016 – Educate over 500 attendees
 - Road Safety Week – May 2016 – Educate over 200 attendees
 - Operation All Dressed Up – Provides formal attire for graduating girls by donation – over 400 dresses donated – 120+ received
 - Brain Waves – Informative fun neuroscience presentation for grades 4 to 6 students – over 300 students a year
 - Senior's In the Know Seminar June 2016 – Educate senior's on scams, frauds and online shopping scams – over 75 attendees
 - Seniors Active Health Fair – Promote healthy living, eating, home hazards – over 100+ attendees

Results



EDUCATION



Information



Performances



Training



Presentations



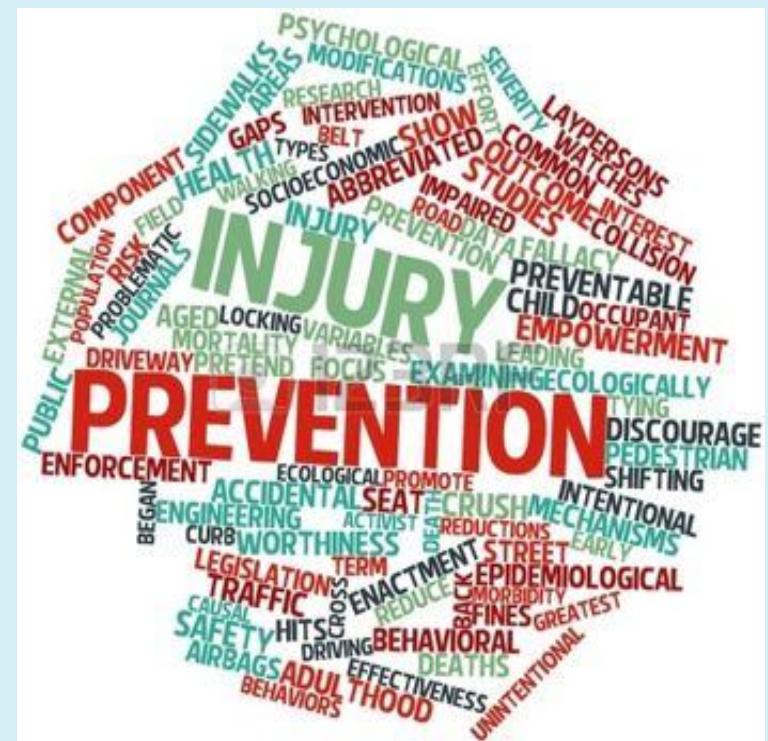
Community Safety and Injury Prevention



- Disconnect between community and business safety trends
 - Businesses take preventative action to ensure their employees are safe
 - The Canada Safety Council estimates that over 90% of injuries happen to people off the job
- Injury is the fourth leading cause of death for all Canadians under 40 years of age
- Injury costs the Canadian Economy at least \$26.8 (Billion) per year
- <http://www.parachutecanada.org/corporate/topic/C260>
- Need to make safety a community value

Target Areas

- Accidental falls
- Sports and recreation
- Traffic safety
- Schools/education
- Violence prevention
- Youth
- Workplace



The Value of a Safe Community



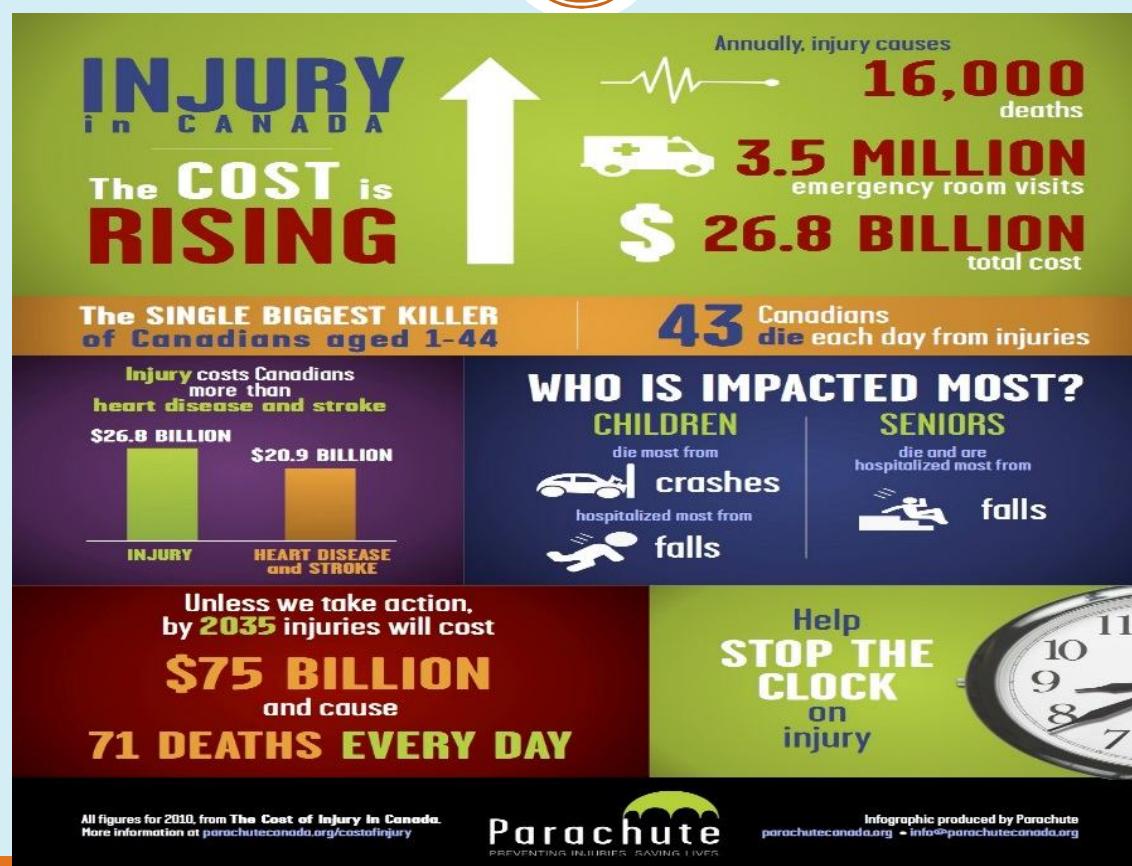
- A proactive statement of community values
- Personal pain and suffering reduced
- Savings in health care
- Cost efficiencies among agencies
- Opportunities for economic development & tourism
- An investment to attract new residents & businesses
- An enhanced quality of life for everyone
- Loyalty, morale, & retention among employees
- Community Pride as a "Designated Safe Community"

Impact



- According to the World Health Organization Collaborating Centre on Community Safety Promotion, every dollar that a community invests in being a Safe Community will return at least forty dollars in savings.
 - Think about our hospitals and the waiting time issue
 - A reduction in injury rates will have a profound and instantaneous impact on this problem
- In fact, investing in safety makes real economic sense
 - Companies who have invested in a managed safety system have indicated that their cost-benefit ratio ranges from \$1.50 to \$6.15 for every dollar invested (Burton 2008).

The Cost of a Preventable Injury



Standardized Safety Orientation



- Since 2015 over 8000 people have participated in the Standardized Safety Orientation
- Investing in Your Safety Program Makes Good Business Sense
- Reduces the risk of workplace injury
- Brings all employees to a common level of safety knowledge
- Offering businesses affordable employee safety training to comply with legislation
- Provides training to Supervisors, Contractors, Employees, summer students on safety basics
- Commercial membership in the Safe Communities Partnership includes registration in the Standard Safety Orientation program
- Has generated \$25,961.00 in revenue over the past 3 years.



Attributes of a Safe Community



Safe Communities Goals



1. Provide tangible community safety coordination, education and counsel
2. Promote the well-being of the community beyond the workplace
3. Collaborate with and engage community partners to achieve all of our goals
4. Mobilize and promote access to community resources
5. Provide skill-building opportunities to educate and empower the public
6. Share best practices for the prevention of injury

Value to the Community



- The Safe Communities Partnership strives to make safety a **value** in Sault Ste. Marie
- We are a charitable organization whose goal is to:
 - Assist communities
 - Mobilize their citizens and organizations
 - Address and reduce the rates and severity of injuries wherever and however they occur
- Our leadership, priority setting and community engagement initiatives raises the awareness of community safety
- We are a valuable resource for safety and injury prevention initiatives, and we work toward making Sault Ste. Marie the safest community in the world

Value to the Community



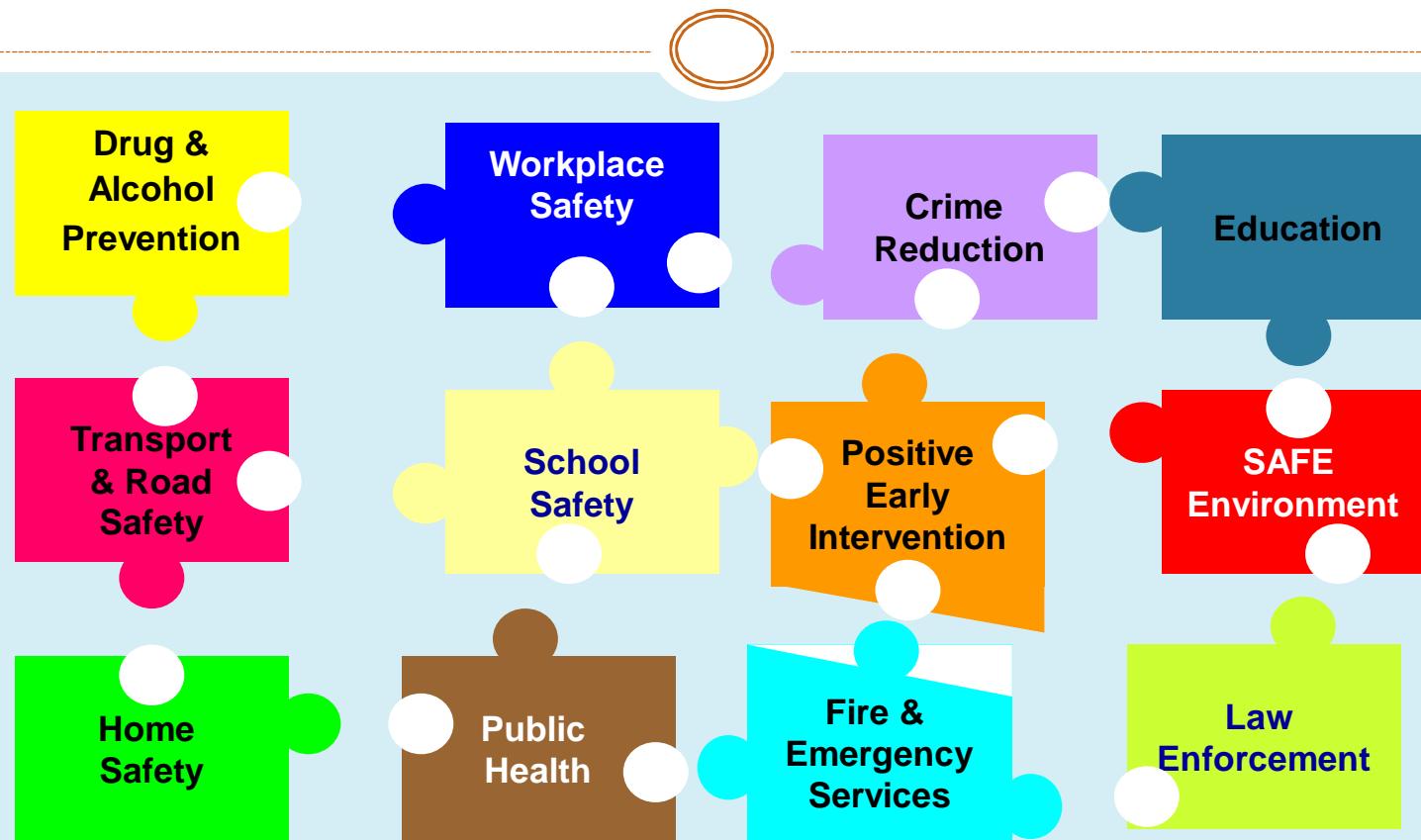
- We collaborate with and engage community partners to achieve a common goal
- We mobilize and promote access to community resources to increase reach and delivery of safety related messaging
- We provide skill-building opportunities to educate and empower the public in taking control of their own safety
- We share best practices for the prevention of injury and substance misuse through local health communication strategies

Some of our Partners in Safety



Sault Ste. Marie Airport
DEVELOPMENT CORPORATION

Safe Community Targets



Safe Community

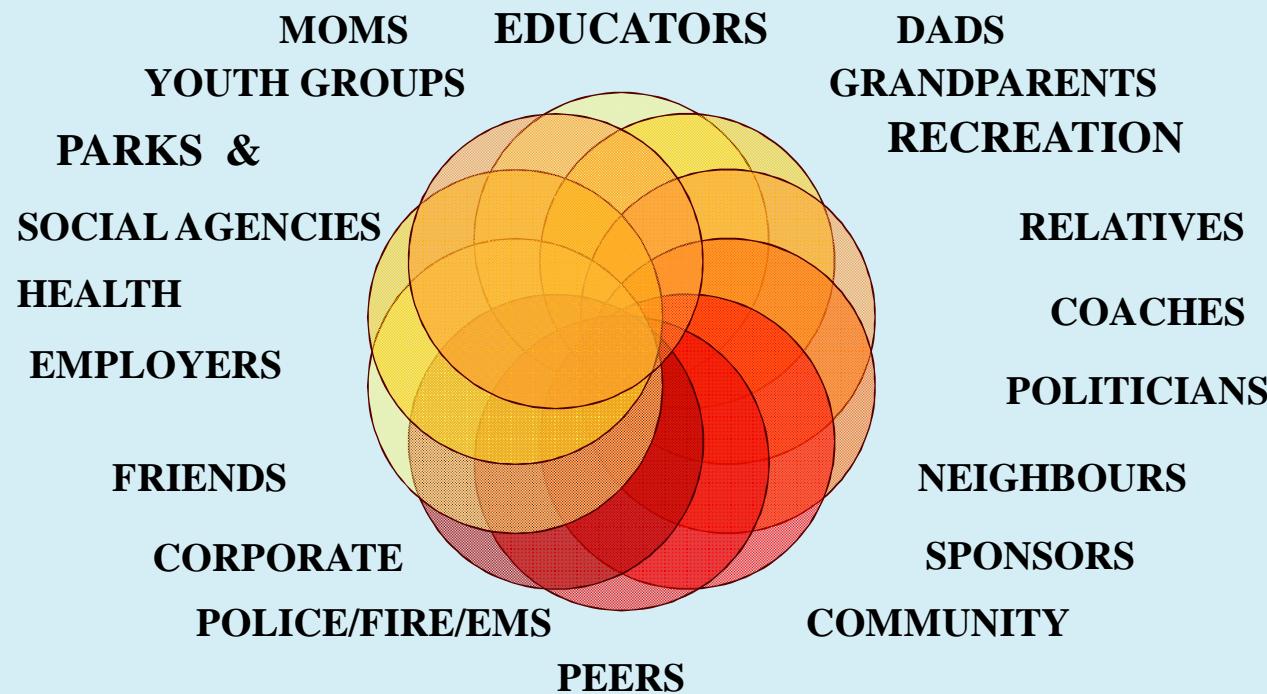


COLLABORATIVE PARTNERSHIPS

- Lead
- Plan
- Prioritize
- Advocate
- Engage
- Results
- Leave a Legacy



Circles of Influence



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





Art Gallery of Algoma

Presentation to the City Council of Sault Ste. Marie

November 3, 2016

Presentation Overview

- * Vision, Mission, Mandate
- * The AGA Today
- * AGA Operations
- * Aga Permanent Collection
- * AGA Programming
- * AGA Building Issues
- * AGA Priorities for 2016-2017
- * Financial Audit 2015-2016



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 Today

- * The Art Gallery of Algoma was incorporated in 1975 as a not-for-profit organization
- * As the AGA enters the 40+ year of operation, the Board of Directors with the Executive Director
 - * Reviewing where we are at
 - * Where we would like to go as an organization serving the community of Sault Ste. Marie and District

AGA Today...

Governance – AGA Board of Directors

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

AGA Today...

- * 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
 - * Reviewing, updating, and identifying gaps in policies and procedures necessary for an effective and efficient gallery operation

AGA Today...

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

AGA Today...

Sources of Funding for the AGA in the last five years:

- * City of Sault Ste. Marie City (on-going)
- * Huron-Superior Catholic District School Board (on-going)
- * Algoma District School Board (on-going)
- * Ontario Arts Foundation (application)
- * Department of Heritage, Legacy Fund (application)
- * Ontario Ministry of Tourism, Culture and Sport (application)
- * The Ontario Arts Council Arts Investment Fund (application)

AGA Today...

- * **Sources of Funding for the AGA in the last five years continued:**
 - * Ontario Arts Council Operating Grant (application)
 - * Department of Canadian Heritage (application)
 - * Ontario Trillium Foundation (application)
 - * Cultural Spaces Canada Fund (application)
 - * Department of Canadian Heritage, Museum Assistance Program (MAP) – received for first time (application)
 - * Service Canada (application)
 - * Northern Ontario Heritage Fund Corporation (application)

AGA Today...

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 Operations

Exhibitions in 2015-16

- * Total number of exhibitions – **21** (one co-produced with another Art Gallery and presented in Manitoba)
- * Artists exhibited from SSM - **71**
- * Artists exhibited from Ontario – **105**
- * Canadian Artists – **24**
- * International Artists - **8**
- * Total Community Arts Projects – **14** projects (12 locally and 2 out of the city)
- * Algoma University BFA Graduates 2015 – **2** graduates

AGA Operations...

Fundraising Events in 2015-16

- * 2 small events – “Drink and Draw”, in partnership with The Canadian Diabetes Association “From Test Tubes to Paint Tubes” event in November 2015, Members Presentation on Groups of Seven in October 2015, 1 large event – “A Night in India”

Fundraising Events in 2016-17 up-to-date

- * Art In Bloom - April 2016
- * French Café - June 2016
- * Mediterranean Night - September 2016

AGA Operations...

Partnerships

- * New partnership is formed with Tourism Sault Ste. Marie creating a Group of Seven Offering; in 2015 the AGA hosted **10 tour groups**; in 2016 **12 groups**
- * Numerous partnerships with local organizations, events and festivals are ongoing

Total Number of Public Activities in 2015-16

- * Number of public activities - **76**

AGA Operations...

Educational Programming

- * School tours
- * Art classes for all age groups in various art disciplines
- * Workshops
- * Youth Programs
- * March Break Art Classes
- * Summer Art Classes for children
- * Family Days

AGA Operations...

Family Days

- * Free admission for all families
- * Events held every year:
 - * February – Bon Soo
 - * April – Slow Art Day, global event
 - * July – Rotaryfest Community Day Summer Festival and art activities
 - * December – Holiday Art and Celebration

AGA Operations...

Total General Attendance for the year

- * Total attendance in 2015-2016 - **32,855** (increasing yearly)
- * Attendance at exhibitions at the AGA and outside – **23,500**
- * Attendance at Community Art Projects – **1,500**
- * Attendance at Educational Programming – **9,510**
- * Attendance at other art activities - **810**

AGA Operations...

Membership

- * Membership – about 500 for the year

Members are offered special discount at AGA events, art classes and in the shop including special sales for members only.

AGA is member of OAAG (Ontario Association of Art Galleries) which provides free access to the AGA members to almost all art galleries and museums throughout Ontario!

Community support is very important for the AGA and we thank our members for their ongoing support!

AGA Operations...

Donations

- * Public support including donations, in kind, memberships
 - * \$10,948 in 2015-2016
- * Programs, sponsorships and tours
 - * \$42,462 in 2015-2016

AGA Operations...

Two categories for donating to AGA

- * **1) Donation Levels**
 - * Gallery Supporter - \$50 - \$99
 - * Friend of the Gallery - \$100 - \$499
 - * Gallery Circle - \$500 - \$999
 - * Director's Circle - \$1000 - \$4999
 - * Lead Sponsor - More than \$5000
- * **2) Sponsorship for exhibitions, special events, arts programming, and fundraisers**
 - * Individual
 - * Corporate

AGA Permanent Collection

AGA Permanent Collection

- * Digitization and cataloguing of the Permanent Collection started in 2013 and about 2,500 artworks have been catalogued and digitized since then. Permanent Collection is approximately 5,000 artworks.
- * This is necessary to keep the museological standards at the professional level
- * This also provides access for student and/or general public research of the Permanent Collection

AGA Permanent Collection...

The Animation Collection

- * The status of the animation collection has been discussed many times and much time has been spent researching options
- * The decision made is that AGA does not have the capacity to properly store, catalogue, digitize, preserve, research and display this collection.

AGA Permanent Collection

Acquisitions of Art in 2015-2016

- * Aganetha and Richard Dyck donated 17 works after the exhibition
- * Paul Walde donated 5 works that are presently being processed by the Canadian Cultural Property Export Review Board
- * Ken MacDougall donated 2 drawings and 2 paintings
- * York Wilson Foundation donated 22 artworks and monetary funds for the care of the artwork

AGA Building Issues

Building Issues in 2015-2016

- * HVAC system repairs are necessary
- * Roof repairs/replacement is necessary
- * Washrooms need complete renovations
- * Kitchen needs renovations
- * Collection storage is below museological standards and *is not enabling further collection growth*
- * Gallery pays off-site storage for the Animation Collection for many years. This storage is not meeting museological standards.

AGA Priorities for 2016-2017

- * 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
- * Produce exhibition and collection publications
- * Further develop partnerships and collaboration in producing exhibitions with art galleries across the country
- * Determine feasibility of the building expansion

AGA Community Contributions

The AGA is providing valuable service to the community:

- exhibitions
- activities that are developing creativity in people,
- offering unique educational opportunities for all age groups
- and overall providing better quality of living in the community.

AGA Community Contributions

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.

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

There is potential to significantly increase this economic impact in the future.

AGA Challenges to Move Forward

1. The AGA currently has minimal staff complement for all activities that are offered.
2. The AGA building is aging and has many issues that are compromising museological and conservation standards if not fixed.
3. In order to bring blockbusters to the Sault the AGA must expand current building and add necessary spaces to accommodate requirements for that kind of exhibitions.

AGA Challenges to Move Forward...

4. 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.

5. The AGA is currently at the point of making decisions about future development and strategic direction the Gallery will move towards.

Q & A

Thank you!

**ART GALLERY OF ALGOMA
FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2016**

ART GALLERY OF ALGOMA
INDEX TO THE FINANCIAL STATEMENTS
YEAR ENDED MARCH 31, 2016

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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, 2016 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, 2016 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.

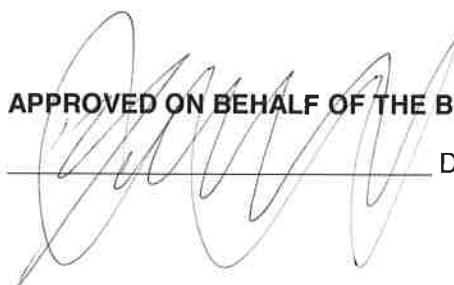
Suraci CPA Professional Corporation

Chartered Professional Accountant
Licensed Public Accountant

Sault Ste. Marie, ON
September 29, 2016

ART GALLERY OF ALGOMA
STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2016

	2016	2015
ASSETS		
CURRENT		
Cash (note 6)	\$ 184,833	\$ 18,711
Investments (note 4)	54,653	303,005
Accounts receivable	6,782	19,895
Inventory	3,973	4,869
Prepaid expenses	0	550
Government remittances receivable	432	2,891
	<u>\$ 250,673</u>	<u>\$ 349,921</u>
LIABILITIES		
CURRENT		
Accounts payable and accrued liabilities	\$ 22,086	\$ 31,781
Deferred income	<u>29,422</u>	<u>0</u>
	<u>51,508</u>	<u>31,781</u>
NET ASSETS		
UNRESTRICTED NET ASSETS	154,334	264,587
CAPITAL FUND (note 9)	<u>44,831</u>	<u>53,553</u>
	<u>199,165</u>	<u>318,140</u>
	<u>\$ 250,673</u>	<u>\$ 349,921</u>

APPROVED ON BEHALF OF THE BOARD:

 Director

ART GALLERY OF ALGOMA
STATEMENT OF CHANGES IN NET ASSETS
FOR THE YEAR ENDED MARCH 31, 2016

	Unrestricted Net Assets	Capital Fund (note 2(a),8)	2016 Total	2015 Total
BALANCE, beginning of year	\$ 264,587	\$ 53,553	\$ 318,140	\$ 460,533
SURPLUS (DEFICIT) for year	<u>(110,253)</u>	<u>(8,722)</u>	<u>(118,975)</u>	<u>(142,393)</u>
BALANCE, end of year	<u>\$ 154,334</u>	<u>\$ 44,831</u>	<u>\$ 199,165</u>	<u>\$ 318,140</u>

ART GALLERY OF ALGOMA
STATEMENT OF OPERATIONS
FOR THE YEAR ENDED MARCH 31, 2016

	2016	2015
REVENUE (page 11)		
Granting agencies	\$ 226,945	\$ 251,744
Programs, sponsorships and tours	42,462	27,462
Public support	10,948	14,074
Events	7,067	8,304
Gallery shop	29,393	39,947
Other revenue	13,661	28,613
Investment income	6,919	14,347
	337,395	384,491
EXPENDITURES (note 8)		
Administration	115,979	138,023
Building, facility and occupancy	77,230	81,695
Curatorial and exhibition	103,886	134,623
Development	98,660	102,982
Education and public programs	42,682	46,356
Gallery shop	17,933	23,205
	456,370	526,884
NET DEFICIT for the year	\$ (118,975)	\$ (142,393)

ART GALLERY OF ALGOMA
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED MARCH 31, 2016

	2016	2015
CASH PROVIDED BY (USED IN) OPERATING ACTIVITIES		
Net deficit for the year	\$ (118,975)	\$ (142,393)
Changes in non-cash working capital		
Accounts receivable	13,113	(11,844)
Inventory	896	4,375
Prepaid expenses	550	(322)
Government remittances receivable	2,459	2,823
Accounts payable and accrued liabilities	(9,695)	(1,094)
Deferred income	<u>29,422</u>	0
	<u>(82,230)</u>	<u>(148,455)</u>
CASH PROVIDED BY (USED IN) INVESTING ACTIVITIES		
Decrease (increase) in investments	<u>248,352</u>	<u>103,442</u>
NET INCREASE (DECREASE) IN CASH	166,122	(45,013)
NET CASH, BEGINNING OF YEAR	18,711	63,724
NET CASH, END OF YEAR	\$ 184,833	\$ 18,711

ART GALLERY OF ALGOMA
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2016

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, 2016

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, 2016

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 2016 compared to the previous period.

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

4. INVESTMENTS

Investments of \$54,652 (2015 - \$303,005) are comprised of cash held in an investment savings account. GICs matured in 2015 that were not reinvested and have been reclassified as cash. Interest is earned at 0.4% (2015: 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.

Interest is earned on the funds and interest payouts from the fund are included in investment income on the statement of operations. Investment income was received from the fund of \$6,627 for the year ended March 31, 2016 (2015: \$6,484) and allocated to operations. At March 31, 2016 the fair value of the funds the OAF is holding is \$134,926 (2015 - \$141,677) for the benefit of the Gallery. The funds held in trust are not reflected in these financial statements.

6. BANK INDEBTEDNESS

The organization has utilized \$0 (2015 - \$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, 2016 amounted to \$1,545,355 (2015: \$1,545,355).

8. ALLOCATED EXPENSES

Wages and benefits expense of \$250,708 (2015 - \$303,640) have been allocated to the organization's functions as follows:

	2016	2015
Administration	\$ 75,213	\$ 91,092
Building, facility and occupancy	12,535	15,182
Curatorial and exhibition	61,423	74,392
Development	71,452	86,537
Education and public programs	<u>30,085</u>	<u>36,437</u>
	<hr/>	<hr/>
	\$ 250,708	\$ 303,640

ART GALLERY OF ALGOMA
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2016

9. CAPITAL FUND

Activities of the capital fund are as follows:

	2016	2015
Opening balance	\$ 53,553	\$ 52,841
Investment income	293	712
Expenditures	<u>(9,015)</u>	0
Closing balance	<u><u>44,831</u></u>	<u><u>53,553</u></u>

10. PERMANENT COLLECTION

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

	2016	2015
Balance, beginning of year	\$16,375,912	\$16,240,832
Acquisitions	<u>52,712</u>	<u>135,080</u>
	<u><u>\$16,428,624</u></u>	<u><u>\$16,375,912</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 as of March 31, 2016 (2015: \$11,000,000).

11. 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, 2016

	2016	2015
Granting agencies		
Corporation of the City of Sault Ste. Marie	\$ 177,311	\$ 172,116
Ontario Arts Council	22,893	28,350
Service Canada - Job grants	2,942	12,483
Canadian Museum Association	2,806	0
School boards	10,912	10,774
Northern Ontario Heritage Fund Corporation	7,207	19,793
Province of Ontario - job grants	<u>2,874</u>	<u>8,228</u>
	<u>226,945</u>	<u>251,744</u>
Programs, sponsorships and tours		
Corporate sponsorships and other funding	14,067	8,500
Classes and workshops	18,136	18,962
Tours	<u>10,259</u>	<u>0</u>
	<u>42,462</u>	<u>27,462</u>
Public support		
Corporate memberships	418	400
Individual memberships	5,724	8,290
Individual donations	<u>4,806</u>	<u>5,384</u>
	<u>10,948</u>	<u>14,074</u>
Events	7,067	8,304
Gallery shop	29,393	39,947
Other revenue	13,661	28,613
Investment income	<u>6,919</u>	<u>14,347</u>
	<u>\$ 337,395</u>	<u>\$ 384,491</u>

Report to City Council

November 3, 2016

Physicians Recruited to Sault Ste. Marie

April 1, 2015 - October 18, 2016

Service	Practice Location	Practice Start Date
FM/Emergency	Sault Area Hospital	January 2016
Family Medicine	Superior Family Health	July 2016
General Surgery	Group Health Centre	September 2015
FM/Psychiatry	Group Health Centre	September 2015
Orthopedic Surgery	Private Practice	November 2015
Endocrinology	Private Practice	November 2015
Pathology	Sault Area Hospital	January 2016
Critical Care/Internal Medicine	Sault Area Hospital	January 2016
Hospitalist	Sault Area Hospital	January 2016
Psychiatry	Sault Area Hospital	September 2016
FM/Palliative	Sault Area Hospital	September 2016
General Internal Medicine	Sault Area Hospital	October 2016
GP/Emergency Medicine	Sault Area Hospital	Spring 2017
Obstetrics/Gynecology	Group Health Centre	September 2016
Family Medicine	Group Health Centre	January 2017
Critical Care/Internal Medicine	Sault Area Hospital	July 2017
Psychiatry	Sault Area Hospital	February 2017
General Internal Medicine	Sault Area Hospital	January 2017

Recruitment Activities

Since June of 2015 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. We are currently working with a variety of residents and physicians to arrange site visits in the very near future.

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
- Psychiatry
- Respirology
- Family Medicine
- Rheumatology
- Dermatology

Retention Events

The Annual Physician Family Ski Day was held on Sunday, February 28th, 2016 at Searchmont Resort. Despite a very cold and snowy day, we had a large number of physicians and their families participate 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 will once again be held in December. This event provides an opportunity for local physicians, medical students and residents to mingle and catch up with colleagues and friends. It is always a busy and successful event.

In partnership with Algoma West Academy of Medicine, the Annual Physician Golf Day took place on September 3rd, 2016 at the Sault Ste. Marie Golf Club. This year more than 110 people attended dinner and nearly 55 people enjoyed a beautiful fall afternoon of golfing.

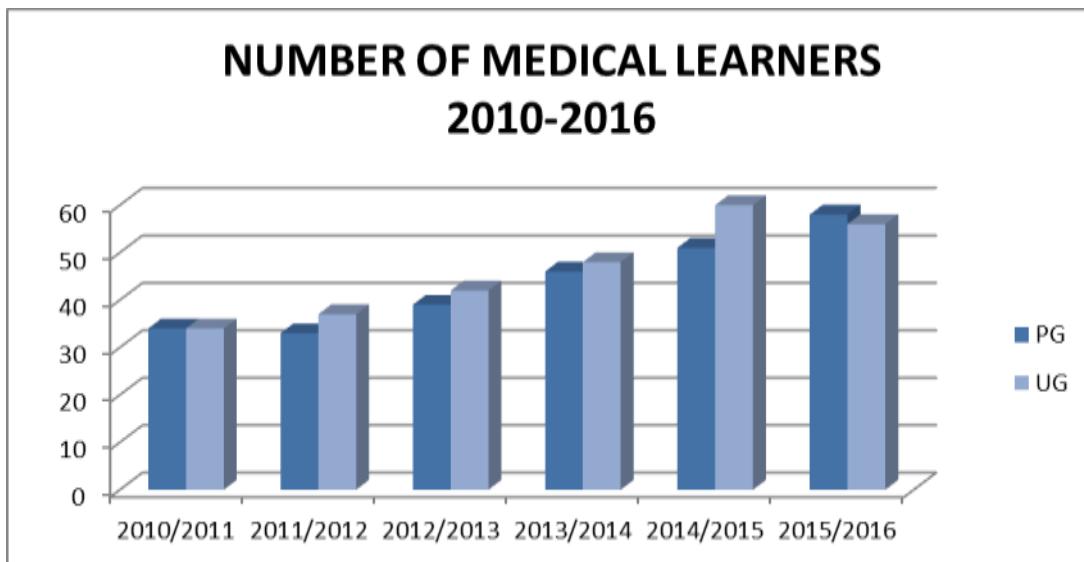
Social Media

As the preferred methods of communication, we continue to use Facebook and Twitter to inform our “friends” and “followers” of upcoming elective opportunities, social events and relevant conferences.

NOSM at Work in Our Community

Medical Learners

During this past year, we had 114 placements for medical students and residents. They 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, University of Ottawa as well as learners from countries such as Ireland, Italy and Poland.



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.

Medical Learners

On November 2, 2016, NOSM will hold interviews in Sault Ste. Marie for the Family Medicine third year training in Anaesthesia. Ten 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.

Eight 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. Three of the eight students are originally from Sault Ste. Marie.

Canadian Residency Matching Service (CaRMS) - Sault Ste. Marie trains Family Medicine physicians 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 2017. The program accepts two residents each year. This is the first time that these interviews will be held in Sault Ste. Marie. We expect to be busy providing facility tours, a meet and greet with local faculty and to be on hand to provide information to candidates about our community.

General Internal Medicine remains a top recruitment priority for Sault Ste. Marie. We recently recruited two internists to Sault Ste. Marie. All NOSM first year internal medicine residents are placed in Sault Ste. Marie for an Internal Medicine rotation. One of the recently recruited Internists completed a rotation in Sault Ste. Marie very early in his training which led to his successful recruitment.

SSM Academic Medical Association

The Sault Ste. Marie Academic Medical Association (SSMAMA) 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, SSMAMA is the largest local education group in Northern Ontario. This fiscal year, SSMAMA's main focus is the development of a new research office in partnership with Algoma University.

Recruitment Statistics

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

Respectfully submitted,



Christine Pagnucco

Community Assessment Visit Report

April 2015 to date

Service	Date of Visit	Results
General Surgery	June 19 - 22, 2015	Recruited to Sault Ste. Marie
Orthopedics	June 27 - 29, 2015	Recruited to Sault Ste. Marie
Pathology	September 3 - 6, 2015	Candidate accepted offer from another community
Pathology	September 30 - October 2, 2015	Recruited to Sault Ste. Marie
General Internal Medicine & Obstetrics/Gynecology	October 29 - 31, 2015	Continuing to work with this couple - training will be complete in 2017
Geriatric Psychiatry	October 28 - 30, 2015	Practicing elsewhere
Psychiatry	November 1 - 2, 2015 November 3 - 4, 2016	Recruited to Sault Ste. Marie Second site visit to look for housing, schools etc.
Psychiatry	October 31 - November 2, 2015 May 6 - 10, 2016	Recruited to Sault Ste. Marie Second site visit to look for housing, schools etc.
Obstetrics/Gynecology	November 18 - 20, 2015 August 2 - 6, 2016	Recruited to Sault Ste. Marie Second site visit to look for housing, schools etc.
General Internal Medicine	February 6 - 8, 2016	Recruited to Sault Ste. Marie

Community Assessment Visit Report

April 2015 to date

Family Medicine & Obstetrics/Gynecology	April 2 - 4, 2016	Practicing elsewhere
General Internal Medicine	May 8 - 10, 2016	Practicing elsewhere
Family Medicine/Palliative	May 19 - 22, 2016	Recruited to Sault Ste. Marie
Geriatric Medicine	August 17 - 20, 2016	Continuing to work with this physician
Family Medicine	September 6 - 11, 2016	Recruited to Sault Ste. Marie
Neurology	September 15 - 18, 2016	Continuing to work with this physician
General Internal Medicine	November 8 - 9, 2016	Recruited to Sault Ste. Marie

RECRUITMENT & RETENTION EVENTS
2016/2017

DATES	LOCATION	EVENT	TARGET GROUP
April 24 - 26, 2016	Vancouver	Canadian Association of Staff Physician Recruiters	Staff development
October 5, 2016	Kitchener	McMaster Family Medicine Recruitment Event	Medical Residents
October 26 - 29, 2016	Montreal	Canadian Society of Internal Medicine	Practicing Physicians & Residents
November 2, 2016	Sault Ste. Marie	CaRMS Interviews - Anaesthesia	Residents - Family Medicine
November 9 - 12, 2016	Vancouver	Family Medicine Forum	Practicing Physicians & Residents
January 14 - 15, 2017	Thunder Bay	CaRMS Interviews - Family Medicine	Residents - Family Medicine and Specialty & NOSM Medical Students
January 2017	Sault Ste. Marie	CaRMS Interviews - Psychiatry	Residents - Family Medicine and Specialty & NOSM Medical Students
January 28 - 29, 2017	Toronto	Internal Medicine Review Course	Specialty Residents
January 28 - 29, 2017	Sudbury	CaRMS Interviews - Family Medicine	Residents - Family Medicine and Specialty & NOSM Medical Students
February 2017	Montreal	Federation of Medical Residents of Quebec	Family Medicine & Specialty Residents
March 29 - 31, 2017	Hamilton	McMaster Internal Medicine Review	Practicing Physicians & Residents

Retention Initiatives

Birthday Recognition for Physicians & Locums

Christmas Cards for Local Physicians and Locums

Physician Appreciation Golf Day - September (shared cost with AWAM)

Mayor's Reception - December

Family Ski Day - February

**Summary of Cost Centres - Physician Recruitment & Retention
at October 18, 2016
for the fiscal reporting period April 1, 2016 - March 31, 2017**

			2016/2017	Year to Date Expenditures	Balance
35010	3501000	Salaries and Benefits	\$ 140,000.00	\$ 71,417.47	\$ 68,582.53
49500	4950010	Office Supplies	\$ 2,000.00	\$ 1,434.93	\$ 565.07
61030	6103000	Professional Conferences	\$ 2,500.00	\$ 1,286.16	\$ 1,213.84
65050	6505000	Professional Services - Recruitment	\$ 2,000.00	\$ -	\$ 2,000.00
65090	6509000	Professional Fees	\$ 175.00	\$ -	\$ 175.00
67000	6700000	Advertising/Journals & Website Management	\$ 3,000.00	\$ 2,788.75	\$ 211.25
67012	6959901	Recruitment support **	\$ 80,000.00	\$ 24,282.22	\$ 55,717.78
67011	6959902	Learners Conference and Activities	\$ 4,000.00	\$ 688.01	\$ 3,311.99
67013	6959903	Showcasing SSM/Site Visits	\$ 12,000.00	\$ 6,946.46	\$ 5,053.54
67016	6959905	Retention Activities/Initiatives	\$ 12,825.00	\$ 5,182.23	\$ 7,642.77
67018	6959906	Participation in Recruitment Events	\$ 14,000.00	\$ 3,814.83	\$ 10,185.17
67017	6959907	Summer Studentship Program	\$ 4,000.00	\$ 4,889.39	\$ 889.39
67020	6700010	Display & Promotional Materials	\$ 2,000.00	\$ 34.82	\$ 1,965.18
76500	7650000	Minor Equipment Purchases (Furniture & Office Equip)	\$ 1,500.00	\$ -	\$ 1,500.00
		TOTAL	\$ 200,000.00	\$ 98,483.05	\$ 101,516.95
		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

** not included in calculations

Proposed Budget - Physician Recruitment & Retention 2017 - 2018

		2017 - 2018
3501000	Salaries and Benefits	\$ 140,000.00
4950010	Office Supplies	\$ 2,000.00
6103000	Professional Conferences	\$ 2,500.00
6505000	Professional Services - Recruitment	\$ 2,000.00
6509000	Professional Fees	\$ 175.00
6700000	Advertising/Journals & Website Management	\$ 3,000.00
6959901	Recruitment support **	\$ 80,000.00
6959902	Learners Conference and Activities	\$ 4,000.00
6959903	Showcasing SSM/Site Visits	\$ 12,000.00
6959905	Retention Activities/Initiatives	\$ 12,825.00
6959906	Participation in Recruitment Events	\$ 14,000.00
6959907	Summer Studentship Program	\$ 4,000.00
6700010	Display & Promotional Materials	\$ 2,000.00
7650000	Minor Equipment Purchases (Furniture & Office Equip)	\$ 1,500.00
	TOTAL	\$ 200,000.00
	Group Health Centre Contribution	\$ 60,000.00
	Sault Area Hospital 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 18, 2016

	#	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

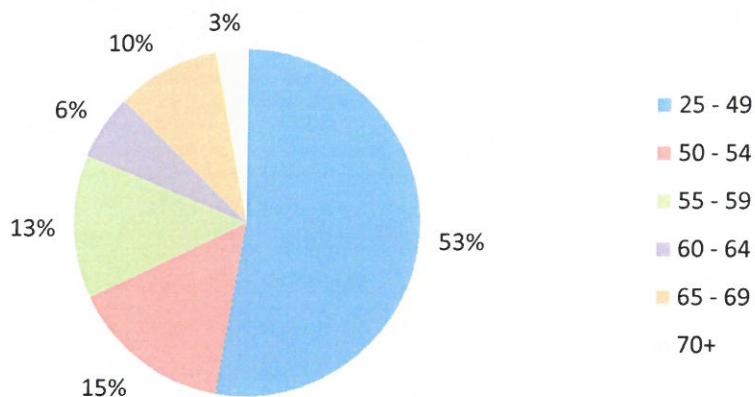
Summary of Physicians Recruited and Departed 2002 to October 18, 2016

	#	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*

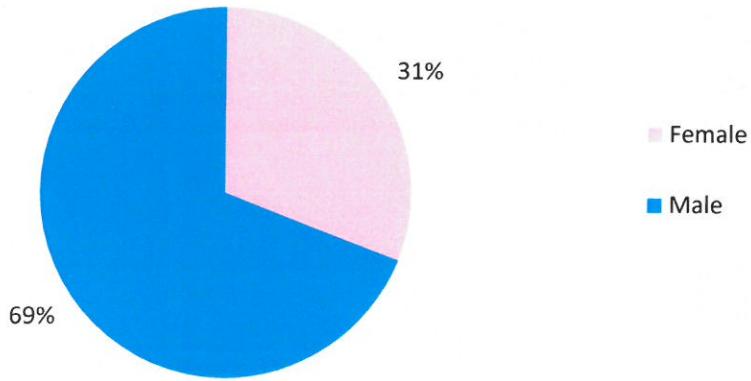
Summary of Physicians Recruited and Departed 2002 to October 18, 2016

	#	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	7	General Internal Medicine GP/Emergency Medicine Obstetrics/Gynecology Family Medicine Critical Care/IM Psychiatry General Internal Medicine	SAH 5 GHC 2	3	Family Medicine (3)
	126			73	
		Summary			
		Number of physicians recruited	126		
		Number of physicians departed	73		
		* 12 physicians departed prior to the completion of the return-of-service			
		Reasons for departure			
		Deceased (D)	4		
		Retired (R)	37		
		Practice elsewhere (PE)	26		
		Other (O)	6		
			73		
		Recruited to:			
		Sault Area Hospital (SAH)	68		
		Group Health Centre (GHC)	37		
		Other (OTH)	21		
			126		

Sault Ste. Marie Physician Age Statistics (Family Medicine & Specialties) May 2016



Sault Ste. Marie Physician Gender Statistics (Family Medicine & Specialties) May 2016



Jones, Carrie

From: >
Sent: Wednesday, March 25, 2015 7:05 PM
To: Jones, Carrie

Hi Carrie,

I'm sorry for my delayed email. I wanted to thank you for the lovely dinner with the other residents last Friday. It was great to be able to see them all before leaving.

I am going to miss the Soo a lot and am hoping that I might come back to complete electives during my residency.

Sincerely,

Jones, Carrie

From: n.ca>
Sent: Wednesday, March 25, 2015 3:20 PM
To: Jones, Carrie; Pagnucco, Christine
Subject: thanks!!

thanks for the birthday card and gift! it will definitely go to good use. :)

--

Assistant Professor, Clinical Sciences Division
Northern Ontario School of Medicine

Jones, Carrie

From:
Sent: Friday, March 06, 2015 12:15 AM
To: Jones, Carrie; Pagnucco, Christine
Subject: CaRMS Match Result!

Hello Carrie and Christine,

Just want to let you know that I matched to Plastics in Halifax!

More importantly I want to thank you and let you both know how much I appreciate all of the support and kindness that you have shown me over the last several years. From first welcoming me into the SAH setting, facilitating my introduction to various physicians and health care staff, and setting up electives, to most significantly, always being there for me and cheering me on along the way. I want you to know that I feel you have positively impacted my career trajectory.

Thank you. I hope all is well. I promise to visit if I make it back to Sault Ste Marie this summer.

Take care!

Jones, Carrie

From: Melissa.McCormick@sydneys.com>
Sent: Thursday, February 26, 2015 4:05 PM
To: Jones, Carrie
Subject: Re: Nanny

Carrie! We love Sheila!! Thanks so much for suggesting her to us!!
Melissa

Sent from my iPhone

Pagnucco, Christine

From: _____
Sent: Monday, February 23, 2015 3:04 PM
To: Jones, Carrie
Cc: Pagnucco, Christine
Subject: RE: Event Reminder: Physician Family Ski Day

Carrie and Christine,

Lovely event. Clearly a lot of work, so please allow me the opportunity to extend my sincere thanks.

Grace was really energized by her lesson and her instructor told us that she had progressed a great deal and would soon be ready for the MAIN!!! She was so proud.

Lucy, well Lucy had a rough day, but after a long nap on the way home and a good night sleep, she was up again at 5:30am and feeling much better...

Oliver, I think he would say thank you as well, but given his aversion to the spoken word, it is anyone's guess...

Thanks again, we haven't been out to Searchmount this year as it is just too hard with 3 little ones, but your event allowed us to get out there and enjoy the day. Mom and Dad even got in a few runs.

Sincerely,



Jones, Carrie

From: _____
Sent: Monday, September 07, 2015 6:34 PM
To: Pagnucco, Christine
Cc: Jones, Carrie
Subject: Sault Ste. Marie site visit
Attachments: IMG_5193.jpg; IMG_5195.jpg; IMG_5204.jpg; IMG_5208.jpg; IMG_5227.jpg; IMG_5230.jpg; IMG_5236.jpg; IMG_5245.jpg; IMG_5248.jpg

Hi Christine and Carrie,

Elena and I want to thank you and Carrie for everything you did for us during our stay in Sault Ste. Marie. In one word, we consider our visit to your place as a blast! Starting from the welcome basket that we found in our hotel room, and finishing with our departure from Sault airport, everything was very well calculated and organized. Andrew Ross from SSM EDC and Jamie Coccimiglio from Exit Realty Lake Superior did a great job showing us community and real estate market. Please pass our thank you over to them. Please also thank Dr. Nancy Kirkpatrick from LSSU, Ms. Fran Rose from Sault College and Dr. Brandon Schamp from Algoma University for their time spent with Elena (she will send them e-mails as well).

Special words for Ray. We felt mighty protection behind us on the Pancake Lookout Trail and saw a beam of light when we (finally ☺) reached the top of the trail (in German Ray means “counsel; mighty protection; guards wisely” and in English “a beam of light”). A sunset on the Lake Superior was really gorgeous (see attached photos)!

Stay in touch,

PS: one quick question for Christine – who can update us on benefits plan?, and another one for Carrie – where can we find more information on SSM medical association?

Jones, Carrie

From:
Sent: Tuesday, December 15, 2015 3:49 PM
To: Jones, Carrie
Cc: Kim Daynard
Subject: Re: NOSM Presentation

That's wonderful to hear, Carrie! Special thanks to you and Christine for being incredible NOSM ambassadors.

Have a wonderful afternoon,
Kim

On Tue, Dec 15, 2015 at 3:28 PM, Jones, Carrie <JonesC@sah.on.ca> wrote:

Just wanted to let you know that our NOSM presentation went well and the information you sent was amazing!!

Thanks so much for your help!

Carrie Jones | Physician Recruitment/NOSM Coordinator | Sault Area Hospital

T. [\(705\)759-3725](tel:(705)759-3725) | F. [\(705\)256-3466](tel:(705)256-3466) | jonesc@sah.on.ca | www.saultmed.com



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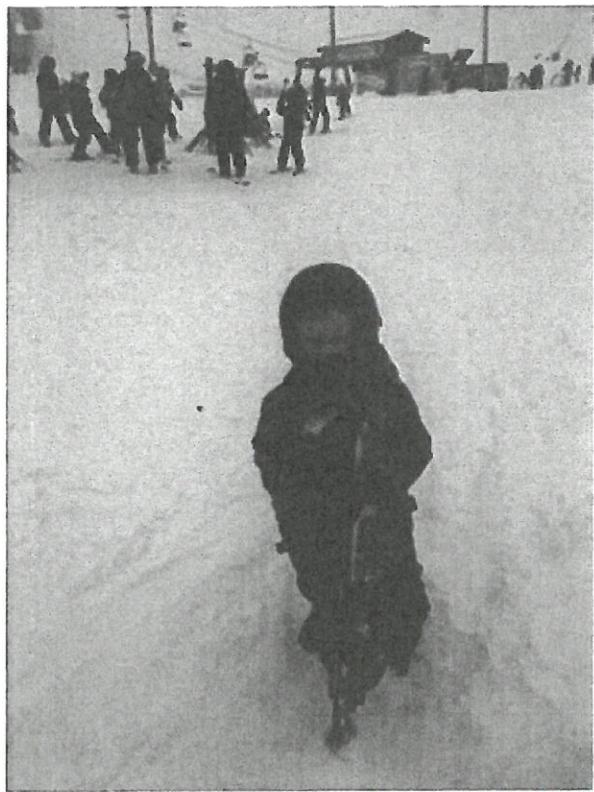
--



Laura Allison ▶ Sault Med

3 hrs ·

Thanks so much Christine and Carrie for organizing such a wonderful day.
Thanks to all the volunteers who helped out. This was such a lovely day.
You made a little boy's day!



Like

Comment

Share

You, Christine Pagnucco, Heather O'Brien and 6 others



Laura Allison This was the car ride home



ef=bookmarks

Reply · 3 · 3 hrs

Jones, Carrie

From:
Sent: Wednesday, March 02, 2016 2:47 PM
To: Jones, Carrie
Cc: Pagnucco, Christine
Subject: Re: Congratulations!

Dear Carrie and Christine,

Thank you so much for your support! I'm so happy to be coming back home to SSM for residency!

I look forward to seeing you soon!

Sincerely,

On Wed, Mar 2, 2016 at 1:27 PM, Jones, Carrie <JonesC@sah.on.ca> wrote:

We are so happy to have you back here for residency!!!

Your parents must be thrilled ☺

Talk to you soon!

Carrie Jones | Physician Recruitment/NOSM Coordinator | Sault Area Hospital

T. [\(705\)759-3725](tel:(705)759-3725) | F. [\(705\)256-3466](tel:(705)256-3466) | jonesc@sah.on.ca | www.saultmed.com



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Christine + Carrie,

Thank you to SSM
Physician Recruitment for
the baby gift! The monkey
+ bib are adorable + the
goodies were delicious!
Hope you are both well!

Thanks again.

Christine + Carrie,

Thank you so much for the
gift basket! The tees have
already come in handy. :)

Bee, Ryan, Mackenna
+ Grady.

Carrie, thank you so much
for everything you have done
for us. It has been such
an awesome year!
Kristen Zuhn

Dear Carrie - you are the
best! Thank you for all
the time spent organizing
the schedules and helping
us experience whatever
wanted. And also for
listening to me when I
came to talk about things.
:) It is very appreciated!
Hope you have a wonderful summer!

Carrie,
Thank you so
much for everything
this year! I really
appreciate the
time you took
to organize schedules
and accomodating
our requests.
Have a wonderful
summer! ☺

Amanda.

You went above and
beyond! Thanks so much

Bon Jorg

Thank you Carrie! Everything
this year ran so smoothly
and you were so good at
accomodating our requests and
needs throughout this whole
experience! You're the best.

Cody McMillan

Thank you Carrie.
You have made this year
possible. Without you
this we would have
descended into chaos. I
really eyed you letting
you come in to your
office to vent.
Have a great summer.
I'll be sure to keep in
touch.

Jenny

Carrie,
Thank you so much for
EVERYTHING! You've been
a rock this year. Being in a
new city & away from home
is hard, but you make it much
easier! Thank you for being
encouraging, + for all your help
& organization! I hope our paths
cross again! All the best,

Stacy

Dear Cam,

My family and I wanted to simply thank you for showing us the SSM community and all the hard work organizing our trip.

Karam, Laya
and Sarah :)

Dear Christie,

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

Karam, Laya &
Sarah :)

From: Thursday, May 12, 2016 11:31 AM
Sent:
To: Jones, Carrie
Subject: Thank you

Hi there,

We got back to Ireland safely. Thank you immensely for your support and assistance. Veronica sent her regards.

Regards

From: Wednesday, July 06, 2016 7:26 AM
Sent:
To: Jones, Carrie; Pagnucco, Christine
Subject: Thank you!

Dear Carrie and Christine,

Thank you so much for an awesome weekend! I look forward to the next adventure, and to working with you during residency.

Sincerely,

Sent from my iPad

From: Monday, May 16, 2016 9:36 AM
Sent:
To: Jones, Carrie
Subject: Dinner

Hi Carrie,

Just wanted to say thank you (to both you and Christine) for the lovely dinner at Giovanni's on Friday. It was so nice to get out and meet the new residents!

Thanks!

Marianne

--
BSc, MSc, MD
Family Medicine Resident
Northern Ontario School of Medicine

Thank you for your love and support.

Dear Christine,
thank you so much for the
beautiful blankets for Ryker -
that was very thoughtful of
you! Hope you get to meet
our little guy soon! will
likely be visiting the Salet
more once this licensing exam
is over (hopefully the last one
ever!)

Sincerely,

Carrie;
Thank you so much for putting
on this amazing program this
summer! We have had just
the best time.

Christine,

Thanks for all of your help putting
on the program and for your caring
and awesome attitude!

Yours truly, Shutterfly.
exclusively for shutterfly.com

Jones, Carrie

From: Jones, Carrie
Sent: Tuesday, May 19, 2015 9:27 PM
To: Jones, Carrie
Subject: Thank you

Hello Carrie,

I just wanted to thank you for all that you have done. You have really made this transition so much easier. The community tour was really great, feels like we already know the area, and we are looking forward to exploring it with the kids. It was also great to sit down with you and Jay and hear about the year and the program. We are really excited to get started now.

I was looking up information regarding the hockey league and see that registration is due at the end of the month. Can you give me that contact you had so I can make sure I am registering for the right league. This is the one I was registering for: <http://www.soopeewee.ca/pages/11>

Thanks,

Tricia

Jones, Carrie

From: Friday, March 27, 2015 4:59 PM
Sent: Jones, Carrie
To: Re: ADEC Thursday Afternoon
Subject:

Hi Carrie,

Thank you very much for coordinating my week with Dr. [redacted] and my afternoon at ADEC yesterday! I learned a lot, and it was lovely to be home! I am sorry I didn't make it in to the hospital, but I am sure I will see you when I am back in June on a NOSM elective.

Thanks again,

Jones, Carrie

From:
Sent: Friday, December 18, 2015 3:14 PM
To: Jones, Carrie
Subject: Thank you!

Hi Carrie!

It's just after 3:00 pm and I knocked on your office door but there's no answer... I wanted to come by and say goodbye and to thank you for all your help these past 4 weeks! You really made me feel welcome here at the hospital and to the Sault! :)

I submitted an evaluation form that my school requires to be filled out by my Attending (in this case, Dr. V.). It needs to be sent in by mail afterwards to my Dean's Office - Dr. V. said that you can help out in this matter. I would really appreciate this if it can be done!

Thanks again for everything and Merry Christmas & a Happy New Year!

Kind regards,

Poznan University of Medical Sciences
6/6 MD English Division

Jones, Carrie

From:
Sent: Monday, September 28, 2015 4:17 PM
To: Jones, Carrie
Subject: Re: Flat tire

Hi yes it was so amazing!! Best day yet of my clinical year :)
K

On Monday, September 28, 2015, Jones, Carrie <JonesC@sah.on.ca> wrote:

Perfect thanks, I heard you guys had an amazing time yesterday!

Carrie Jones | Physician Recruitment/NOSM Coordinator | Sault Area Hospital

T. (705)759-3725 | F. (705)256-3466 | jonesc@sah.on.ca | www.saultmed.com

Jones, Carrie

From: Saturday, August 08, 2015 1:37 PM
Sent:
To: Pagnucco, Christine; Jones, Carrie
Subject: Thank you!
Attachments: image1.JPG; ATT00001.txt

Thank you for the very cute and thoughtful baby gift. The bib is especially cute! Where can I get more?
I will pop in soon for a visit!

Jones, Carrie

From: Monday, August 10, 2015 5:38 PM
Sent:
To: Pagnucco, Christine; Jones, Carrie

Just got the gift basket... Thank you so much!!!

Sent from my iPhone

Jones, Carrie

From: Carrie Jones <ssmamaoffice@gmail.com>
Sent: Wednesday, September 16, 2015 4:37 PM
To: Jones, Carrie
Subject: Fwd: baby present

----- Forwarded message -----

From: _____
Date: Wed, Sep 16, 2015 at 1:48 PM
Subject: baby present
To: _____

Hi, Jen dropped off the Sweet Greetings present yesterday; thanks to you and Christine! Ryan and I are doing well!

Jones, Carrie

From: Friday, May 22, 2015 11:04 AM
Sent:
To: Pagnucco, Christine; Jones, Carrie
Subject: A Big Big Thank You!
Attachments: image1.JPG; ATT00001.txt

Hi Christine and Carrie,

First off, Geoff and I want to thank you for the beautiful edible arrangement you sent a few days ago. It was so wonderful and makes an amazing 3am snack! However, we really owe you a ton more thank yous for all of the birthday cards, house warming cards and gift certificates you have sent us over the past year. We have been so delinquent in our thank yous. You both have made us feel so welcome and the medical community in the Sault has really embraced us. Thank you so much.

Here is a picture of our little bundle of joy!

Jones, Carrie

From:
Sent: Wednesday, May 20, 2015 2:58 PM
To:
Subject: Pagnucco, Christine; Jones, Carrie
THANKS

Thanks so much for the fruit arrangement, you're very sweet. Can't wait for you to meet him too.
Thanks also for the movie gift card for my birthday. So you also offering to baby sit? hahaha

Jones, Carrie

From: Peter Istvan <pistvan@nosm.ca>
Sent: Wednesday, May 20, 2015 6:05 AM
To: Jones, Carrie
Cc: David Musson; Roger Strasser
Subject: Thanks for your work as SAC in SSM

Carrie,

Quick note of thanks from Roger, David, and myself, for your all your work as the SAC in SSM. Attention to detail, scheduling, logistics, and just being there for the students helps ensures a successful medical educational experience. Thank you.

Very much appreciated, have a great summer.

Peter

Peter Istvan, PhD, MBA
Phase 2 Coordinator/Assistant Professor
Northern Ontario School of Medicine
pistvan@nosm.ca
705-774-8560

Jones, Carrie

From: Peter Istvan <pistvan@nosm.ca>
Sent: Wednesday, May 20, 2015 2:17 PM
To: Jones, Carrie
Subject: Thanks

Thanks for the visit in SSM and all your help. I appreciate it and look forward to moving up in a short while.

Jones, Carrie

From:
Sent: Friday, April 10, 2015 10:20 PM
To: Jones, Carrie
Subject: Thank you!!!

Dear Carrie,

I hope this e-mail finds you well.

I wanted to say thank you so much for being such an amazing SAC. We were so lucky to have you as our SAC!

I really appreciated that you helped us to coordinate our schedules so that we had the opportunity to explore areas of interest. I also appreciated that you always took the time to chat with us, and to help us through our issues. I always felt very supported by you.

I look forward to seeing you in August. I will miss popping into your office to chat with you and Christine. I'm certain I'll have some stories for you in August!

Take good care, and thank you again.

Sincerely,

Jones, Carrie

From:
Sent: Sunday, January 10, 2016 3:51 PM
To: Jones, Carrie
Subject: Re: MD Student Interested in SAH

Happy new year and I hope you had a great holiday. I wanted to say thanks again for having us at the social the other day. It was great meeting all of the other medical learners from Northern Ontario and I hope to get the chance to see everyone again soon.

Best Regards,

From: Jones, Carrie <JonesC@sah.on.ca>

Sent: December 21, 2015 4:59 PM

To:

Subject: RE: MD Student Interested in SAH

Of course please feel free to bring your spouse.

See you then!

Pagnucco, Christine

From: _____
Sent: Friday, April 10, 2015 10:26 PM
To: Pagnucco, Christine
Subject: Thank you!

Dear Christine,

I hope this e-mail finds you well. I apologize that I did not have the opportunity to come in to say good-bye and thank you in person.

Thank you so much for all of your help this year. I always enjoyed chatting with you, and I appreciated your advice and perspective. Thank you for listening to all of my crazy stories. I will miss chatting with you and Carrie.

I look forward to seeing you in August when I'm back for electives. I'll be certain to drop by to say hello. Maybe I'll have a story or two to share. :)

Take good care.

Sincerely,

Pagnucco, Christine

From: _____
Sent: Saturday, April 11, 2015 10:30 PM
To: Jones, Carrie; Pagnucco, Christine
Subject: Thank you!

I got your guys card from my parents home today thank you so much!
That was very thoughtful of both of you! Jay and I went to the movies!
It was a lovely treat!

Thank you again!

Jones, Carrie

From:
Sent: Thursday, April 09, 2015 12:07 PM
To: Jones, Carrie
Subject: Thank-you

Carrie and Christine,

I would like to send you a quick thank-you for the wonderful welcome to Sault-Ste Marie and for allowing me to attend the CCC clerk dinner the other night.

Much appreciated,

Dec 2015

*Merry Christmas
and
Happy New Year!*

Carrie + Christine,

Thank you for EVERYTHING! Without you, adjusting to life in the Sault would have been much more difficult. The work you do is invaluable. You both are so kind + thoughtful. You ROCK!

Jones, Carrie

From: Tuesday, August 11, 2015 9:02 AM
Sent: Jones, Carrie; Pagnucco, Christine
To:
Subject: Thx

Hi Carrie and Christine

Thank you very much for the birthday wishes and CT card which will go to very good use.

Mike

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Any review or distribution by anyone other than the person for whom it was originally intended is strictly prohibited.
If you have received this e-mail in error, please contact the sender and delete all copies.
Opinions, conclusions or other information contained in this e-mail may not be that of the organization.

August 2015

Dear Carrie,

Thank you so much for all of your help! I thoroughly enjoyed my time in both pediatrics and family medicine. I wish you all the best with the incoming clerks.

Sincerely,

Jones, Carrie

From: _____
Sent: Tuesday, February 16, 2016 2:10 PM
To: Jones, Carrie; Pagnucco, Christine
Subject: Gift basket

Hi folks,

Thanks so much for the gift basket. It was very thoughtful.
You didn't have to drop and run though. Could have come in for a visit.
And you didn't have to pick the coldest day of the year to make the delivery.
The chocolate is definitely appreciated.....

Thanks,

Sent from my iPad

Jones, Carrie

From: _____
Sent: Monday, February 29, 2016 11:57 AM
To: Jones, Carrie; Pagnucco, Christine
Subject: thanks!!

Thanks for such an amazing day! I was really anxious about going after Jenna's crash last year and we almost cancelled but I'm so glad that we went. The girls had an amazing ski experience.

j

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Jones, Carrie

From: Jones, Carrie
Sent: Monday, July 25, 2016 8:25 AM
To: Jones, Carrie
Subject: Thank You!

Hi Carrie,

I hope this email is finding you well. I tried stopping by your office on Friday to say Thank You ! for everything and setting up the GI rotation. It was an amazing learning experience and I hope more residents can come and learn from Dr. Ben Musa and Dr. Bignell.

I hope you have a happy end to your summer and enjoy the warm weather!

Cheers,

--
M

PGY2, Internal Medicine
Northern Ontario School of Medicine (West Campus)
École de médecine du Nord de l'Ontario (campus de l'Ouest)

From: Jones, Carrie; Pagnucco, Christine
Sent: Tuesday, March 22, 2016 5:40 PM
To:
Subject: thanks!

for the thoughtful card and gift!

- jd.

Assistant Professor, Clinical Sciences Division
Northern Ontario School of Medicine

Carrie,

Thank you so much for everything you do! You are absolutely instrumental in making our year awesome! ☺

May the warmth of the season fill your home.

I hope you have a happy holiday season
and a relaxing break!



Presentation to City Council Soo Arena Association November 3, 2016

Request

- Continue practice of refunding annual city taxes (past year totalling \$12,439.44)
- 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

- **900 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



The image shows the exterior of a wooden building with a blue trim roofline. The words "COMMUNITY FIRST" are written above "Soo Pee Wee ARENA" in large, dark blue, sans-serif letters. Below the arena name, there is a small rectangular window and a tall, thin pipe or antenna extending from the roof. The building has a brick base and several small windows along the bottom edge.

COMMUNITY FIRST

Soo Pee Wee ARENA

History

- Part of our community for 49 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 and 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

	2016	2015
Excess of revenues over expenditures	(8,078)	80,577
Less:		
One time anonymous donations	<u>(57,275)</u>	<u>(132,000)</u>
Excess of expenditures over revenues after one time donations	<u>(65,353)</u>	<u>(51,423)</u>

Board of Directors

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

Summary

- Continue practice of refunding a portion of annual city taxes
- Past year totalling \$12,439.44
- 900 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**

Year ended May 31, 2016

INDEPENDENT AUDITOR'S REPORT	1
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INDEPENDENT AUDITOR'S REPORT

September 13, 2016

The Executive and Members of Soo Arena Association

Report on the Financial Statements

I have audited the accompanying financial statements of Soo Arena Association, which comprise the statement of financial position as at May 31, 2016 and the statements of operations and changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies.

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 organizations of this type, the association derives certain revenues in the form of cash receipts, the completeness and accuracy of which is not susceptible of satisfactory audit evidence. Accordingly, my verification of those revenues was limited to the amounts recorded in the records of the association and I was not able to determine whether any adjustments might be necessary to statement of operations, changes in net assets and cash flow statement balances.

Qualified Opinion

In my opinion, except for the possible effects of the matter described in the qualified opinion paragraph, the financial statements present fairly, in all material respects, the financial position of Soo Arena Association as at May 31, 2016 and its financial performance and its cash flows for the years then ended in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO).



Chartered Professional Accountant
Professional Corporation

Authorized to practice public accounting by The Chartered Professional Accountants of Ontario
Sault Ste. Marie, Ontario

SOO ARENA ASSOCIATION
STATEMENT OF FINANCIAL POSITION

AS AT MAY 31,	2016	2015
ASSETS		
Cash	\$ 158,590	\$ 170,545
Receivable from City of Sault Ste. Marie	6,212	6,212
Accounts receivable (note 3)	2,460	66,601
Prepays	9,780	9,780
	177,042	253,138
CAPITAL ASSETS (note 4)	760,735	799,217
	\$ 937,777	\$ 1,052,355
LIABILITIES AND UNRESTRICTED FUND BALANCE		
Accounts payable and accrued liabilities	\$ 35,374	\$ 29,891
Government remittances payable	4,990	8,447
Deferred revenue and other	9,000	12,000
Demand loan payable (note 5)	-	87,214
Due to Soo Pee Wee Hockey League	47,570	65,882
	96,934	203,434
NET ASSETS	840,843	848,921
	\$ 937,777	\$ 1,052,355

The accompanying notes are an integral part of these financial statements

SOO ARENA ASSOCIATION
STATEMENT OF OPERATIONS AND NET ASSETS

FOR THE YEAR ENDED MAY 31, **2016** **2015**

REVENUES			
Ice rentals	\$ 423,617	\$ 383,446	
Canteen sales	-	48,197	
Rent	65,346	59,352	
Municipal tax grant	12,439	12,974	
Advertising	21,530	13,239	
Shows and attractions	45,917	46,373	
Donations and fundraising	68,655	151,353	
Miscellaneous	7,544	6,661	
	<hr/>	<hr/>	
	645,048	721,595	
EXPENSES			
Administrative			
Wages and benefits	85,707	74,404	
Office supplies	2,569	1,976	
Telephone and internet	2,525	3,111	
Professional fees	15,085	8,300	
Interest and bank charges	8,498	9,288	
Advertising	2,058	-	
General	17,289	23,341	
Building Operations			
Wages and benefits	130,281	138,729	
Utilities	122,973	118,282	
Repairs and maintenance	138,270	131,090	
Zamboni operation expense	13,769	-	
Municipal taxes	14,568	15,588	
Insurance	22,090	20,420	
Amortization	69,578	46,007	
Canteen			
Canteen cost of sales	1,939	26,112	
Wages and benefits	323	19,080	
Shows and attractions	5,604	5,290	
	<hr/>	<hr/>	
	653,126	641,018	
Excess of revenues over expenditures	(8,078)	80,577	
Net assets, beginning of year	848,921	768,344	
Net assets, end of year	<hr/>	<hr/>	
	\$ 840,843	\$ 848,921	

The accompanying notes are an integral part of these financial statements

SOO ARENA ASSOCIATION
STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED MAY 31,

2016

2015

CASH FLOWS FROM OPERATING ACTIVITIES

Excess of revenues over (under) expenditures	\$ (8,078)	\$ 80,577
Add (deduct) changes to excess not involving cash:		
Amortization of capital assets	69,578	46,007
	<hr/>	<hr/>
	61,500	126,584
Change in non-cash working capital		
Receivable from City of Sault Ste. Marie	-	283
Accounts receivable	64,141	(62,441)
Prepaid expenses and deposits	-	(3)
Accounts payable and accrued liabilities	5,483	(1,886)
Payroll and sales tax payable	(3,457)	(3,399)
Deferred revenue	(3,000)	12,000
Due to Soo Pee Wee Hockey League	(18,312)	65,882
	<hr/>	<hr/>
	106,355	137,020

CASH FLOWS FROM FINANCING ACTIVITIES

Demand loan payable	(87,214)	(8,597)
---------------------	----------	---------

CASH FLOWS FROM INVESTING ACTIVITIES

Purchase of capital assets	(31,096)	(92,310)
----------------------------	----------	----------

INCREASE (DECREASE) IN CASH POSITION (11,955) 36,113

Cash, beginning of year 170,545 134,432

Cash, end of year

\$ 158,590 \$ 170,545

The accompanying notes are an integral part of these financial statements

SOO ARENA ASSOCIATION
NOTES TO FINANCIAL STATEMENTS

YEAR ENDED MAY 31, 2016

The Soo Arena Association (association) is incorporated without share capital under the Corporations Act of Ontario. The association's principal purpose is to manage and maintain the operations of a public ice arena. The association is a registered charity under the Income Tax Act and accordingly is exempt from income taxes, provided certain requirements of the Income Tax Act are met on an ongoing basis.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

These financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO).

a) Revenue recognition:

The association follows the deferral method of accounting for contributions. Revenue from goods and services are recorded at the time of delivery of goods or services. Donations are recorded when received.

b) Financial instruments:

Financial instruments are recorded at fair value on initial recognition. All financial instruments are subsequently recorded at cost or amortized cost, unless management has elected to carry the instruments at fair value. The Corporation has not elected to carry any such financial instruments at fair value.

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indicator of impairment, the Corporation determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount the Corporation expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial carrying value.

c) 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. Significant items that may be subject to such estimates include the valuation allowances for receivables, deferred revenue, and contingent liabilities. By their nature, these estimates are reviewed periodically, and, as adjustments become necessary they are reported in the statement of operations in the period in which they become known.

SOO ARENA ASSOCIATION
NOTES TO FINANCIAL STATEMENTS

YEAR ENDED MAY 31, 2016

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

d) Capital Assets:

Capital assets are recorded at cost less related government assistance. Amortization is based on the estimated useful life of the asset provided on the diminishing-balance-basis at the following annual rates:

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

Capital assets are amortized at one-half the annual rates in the year of acquisition.

2. FINANCIAL INSTRUMENTS

The Corporation's financial instruments consists of cash, receivables, accounts payable and accrued liabilities. Unless otherwise noted, it is managements' opinion that the association is not exposed to significant interest, currency or credit risk arising from these financial instruments. The fair value of the financial instruments approximates their carrying value, unless otherwise noted.

3. ACCOUNTS RECEIVABLE

	2016	2015
Ice rentals receivable	2,460	-
Rent receivable	-	1,516
Harmonized sales tax refunds	-	65,085
	2,460	66,601

4. CAPITAL ASSETS

			2016	2015
	Cost	Accumulated Amortization	Net Book Value	Net book Value
Land	\$ 134,077	\$ -	\$ 134,077	\$ 134,077
Parking lot and fence	77,903	71,111	6,792	7,383
Building	1,145,543	740,198	405,345	399,164
Equipment - arena	726,971	512,450	214,521	258,593
Equipment - canteen	16,869	16,869	-	-
Furniture and equipment	39,073	39,073	-	-
	\$2,140,436	\$1,379,701	\$ 760,735	\$ 799,217

SOO ARENA ASSOCIATION
NOTES TO FINANCIAL STATEMENTS

YEAR ENDED MAY 31, 2016

5. DEMAND LOAN PAYABLE

The loan is payable on demand at 5.5%, regular monthly payments of \$1,469 including interest with interest only payments from May to August maturing December 2018. Credit facility secured by land and building as well as a general security agreement over all assets. Demand note paid in full February 2016.

6. CONCENTRATION OF RISK

(a) Credit risk:

Credit risk refers to the risk that a counterparty may default on its contractual obligations resulting in a financial loss. The association deals with creditworthy counterparties to mitigate the risk of financial loss from defaults. The association performs continuous evaluation of its accounts receivable and records an allowance for impairment. No individual balance is significant to the association.

(b) 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 2015.

(c) Interest rate risk:

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The association is exposed to interest rate risk on its fixed interest rate financial instruments. Fixed rate instruments subject the association to a fair value risk.

Canadian Bushplane Heritage Centre

2016 Update

Presented to City Council

3 November 2016

2 New Airplanes



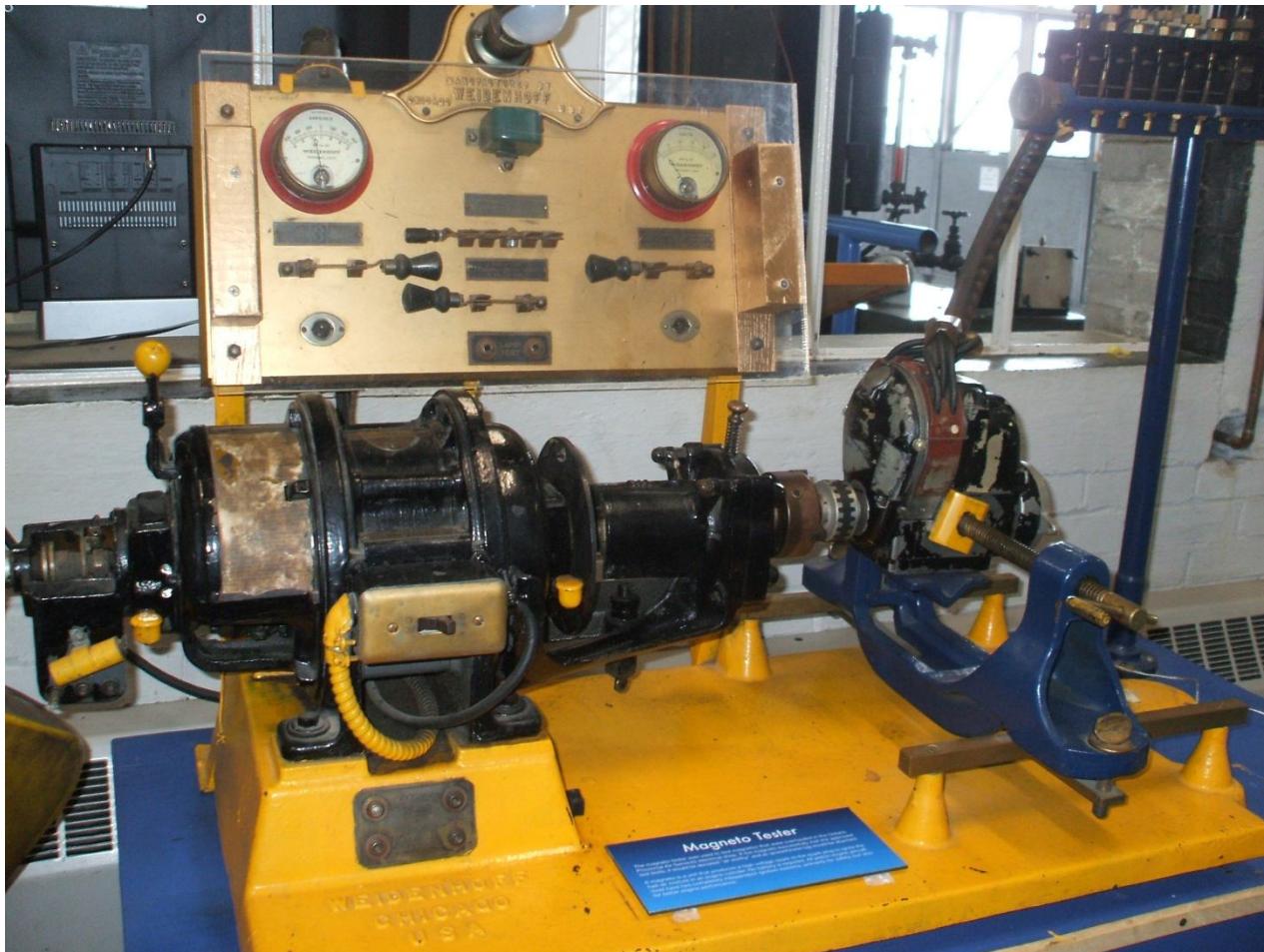


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14 Inter-active Touch Screens



New Exhibits





Northern Nature Trading Exchange



Dr. Roberta Bondar Air Cadet Training Program





Northern Superior Brewery





Admissions Continue Upward

2012

2013

2014

2015

2016

14,206

14,878

15,123

16,721

17,680

Additional Jobs Created

- 3 part time positions created in 2016
- 5 students hired in 2016
- 1 additional full time teacher hired in building maintenance and construction training program

What's Planned in 2017?

- Pending approval of \$1M from FedNor and NOHFC:
- Major facility renovations
- Relocation and expansion of event space
- Major technology upgrades
- Launch a new ecology education program

Ontario Bushplane Heritage Centre
Comparative Budget 2016

Budget 2016

REVENUE

FUNDRAISING REVENUE

Miscellaneous Events	14,436.00
Bushplane Days	20,500.00
Raffle Sales	9,843.00
Nevada Tickets	2,250.00
Campaign Donations	600.00
TOTAL FUNDRAISING	<u>47,629.00</u>

SALES REVENUE

Gift Shop	78,000.00
Admissions	130,500.00
Rentals - External Activities	8,155.00
Rentals- Indoor Activities	47,423.00
Library	0.00
Donations - Special	2,000.00
Donations - General	30,000.00
Services to others	1,840.00
NET SALES	<u>297,918.00</u>

GOVERNMENT REVENUE

Federal (Human Resources)	0.00
MINISTRY OF TRAINING	0.00
MNO TRAINING INITIATIVES - EmployPr	0.00
MUSEUM OP GRANT (PROVINCIAL)	46,542.00
NOHFC	0.00
Special Assistance Op Grant SSM	110,000.00
TOTAL GOVERNMENT REVENUE	<u>156,542.00</u>

OTHER REVENUE

Membership Dues	9,225.00
Interest_	0.00
Municipal Tax Rebate - Charity	31,891.00
School Tours	2,630.00
Ontario March of Dimes	0.00
Ontario Works Program	238,675.00
Miscellaneous Revenue_	25,900.00
Brewery Sub-lease	27,650.00
TOTAL OTHER REVENUE	<u>335,971.00</u>

TOTAL REVENUE	<u>838,060.00</u>
----------------------	--------------------------

Ontario Bushplane Heritage Centre
Comparative Budget 2016

Budget 2016

EXPENSE

DISPLAY EXPENSE

Acquistions & Restorations	15,250.00
Exhibits & Displays	10,000.00
Amortization expense	0.00
Archives/Library	1,500.00
Work shop	0.00
Miscellaneous	0.00
TOTAL DISPLAY EXPENSE	<u>26,750.00</u>

FUNDRAISING EXPENSE

Raffle Expense	3,927.00
Nevada Tickets	1,035.00
Event Expense	2,568.00
Bushplane Days Expense	11,000.00
Capaign Expense	0.00
TOTAL FUNDRAISING EXPENSE	<u>18,530.00</u>

SALES EXPENSE

Gift Shop	37,000.00
Store Supplies	500.00
Store Equipment	2,047.00
School Bus Tours/Education Expense	5,000.00
Rental Expense	2,894.00
Services to others	1,575.00
TOTAL SALES EXPENSE	<u>49,016.00</u>

PAY ROLL

Wages_	216,600.00
EI Expense	5,580.00
CPP Expense	6,000.00
WSIB Expense	912.00
TOTAL PAYROLL EXPENSE	<u>229,092.00</u>

MARKETING EXPENSE

Marketing	27,000.00
Marketing - Web Site	850.00
TOTAL MARKETING EXPENSE	<u>27,850.00</u>

GENERAL ADMINISTRATION EXPENSE

Professional Fees	6,000.00
-------------------	-----------------

Ontario Bushplane Heritage Centre

Comparative Budget 2016

	Budget 2016
Membership Fees	2,020.00
Insurance	19,140.00
Bank Charges	390.00
Interest Expense/Service Charges	136.00
Credit Card Charges	3,437.00
Cash O/S	0.00
US O/S	0.00
Office Equipment	600.00
Office Supplies	4,000.00
Postage/Courier	1,200.00
Telephone & Fax	4,000.00
Internet Expense	1,200.00
Vehicle	800.00
Professional Development Expense	2,000.00
Membership Activities	2,200.00
Safety/Training expense	1,000.00
Computer expense	200.00
Miscellaneous	1,000.00
TOTAL ADMINISTRATION EXPENSE	<u>49,323.00</u>

BUILDINGS & GROUNDS

Taxes	79,727.00
Utilities - Landlord	65,900.00
Utilities - Gas	40,275.00
Snow Removal	3,500.00
Ground Maintenance	1,600.00
Equipment safety expense	2,400.00
Repair & Maintenance	8,000.00
Cleaning & Janitoral Supplies	10,200.00
Ontario Works expense	228,675.00
Brewery Sub-Lease expense	0.00
Lease Cost - Annual	1.00
TOTAL BUILDING & GROUNDS EXPENSE	<u>440,278.00</u>

TOTAL EXPENSE **840,839.00**

NET INCOME **-2,779.00**

**THE ONTARIO BUSHPLANE HERITAGE
AND FOREST FIRE EDUCATIONAL CENTRE
(o/a CANADIAN BUSHPLANE HERITAGE CENTRE)**

FINANCIAL STATEMENTS

DECEMBER 31, 2015

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Independent Auditor's Report	1 - 2
Statement of Financial Position	3
Statement of Changes in Net Assets	4
Statement of Operations	5
Statement of Cash Flows	6
Notes to Financial Statements	7 - 10

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 Ontario Bushplane Heritage and Forest Fire Educational Centre
(o/a Canadian Bushplane Heritage Centre)

I have audited the accompanying financial statements of The Ontario Bushplane Heritage and Forest Fire Educational Centre (o/a Canadian Bushplane Heritage Centre), which comprise the statement of financial position as at December 31, 2015, 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 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 audit opinion.

Basis for Qualified Opinion

In common with many charitable organizations, the Centre 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 Centre. Therefore I was not able to determine whether any adjustments might be necessary to revenues and excess of revenues over expenditures for the years ended December 31, 2015 and 2014, and assets and net assets as at December 31, 2015 and 2014. My audit opinion on the financial statements for the year ended December 31, 2014 was modified accordingly because of the possible effects of this limitation in scope.

LAURA J. SZCZEPANIAK

CHARTERED ACCOUNTANT

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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 Centre as at December 31, 2015 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.

Going Concern Matter

Without modifying my opinion, I draw attention to note 2 to the financial statements which discloses that the financial statements have been prepared under the going concern assumption.

Sault Ste. Marie, Ontario
March 28, 2016



Chartered Professional Accountant
Licensed Public Accountant

CANADIAN BUSHPLANE HERITAGE CENTRE
STATEMENT OF FINANCIAL POSITION
DECEMBER 31, 2015

	2015	2014
CURRENT ASSETS		
Cash - note 4	\$ 172,737	\$ 153,883
Accounts receivable	21,523	11,107
Inventory	14,956	17,675
Prepaid expenses	2,389	4,838
	<u>211,605</u>	<u>187,503</u>
EXHIBITS - note 5	<u>325,084</u>	<u>380,813</u>
COLLECTION - note 6	<u>2,115,000</u>	<u>2,115,000</u>
CAPITAL ASSETS - note 7	<u>42,908</u>	<u>64,203</u>
	<u>\$ 2,694,597</u>	<u>\$ 2,747,519</u>
CURRENT LIABILITIES		
Accounts payable and accrued liabilities	\$ 54,012	\$ 41,113
Government remittances payable	4,053	4,031
Rental deposits	6,390	7,073
Deferred revenue	5,117	7,150
Deferred contributions	<u>35,695</u>	<u>-</u>
	<u>105,267</u>	<u>59,367</u>
DEFERRED CAPITAL CONTRIBUTIONS - note 8	<u>337,506</u>	<u>399,446</u>
NET ASSETS	<u>2,251,824</u>	<u>2,288,706</u>
	<u>\$ 2,694,597</u>	<u>\$ 2,747,519</u>
Commitment - note 9		

On behalf of the Board:

Director

Director

CANADIAN BUSHPLANE HERITAGE CENTRE
STATEMENT OF CHANGES IN NET ASSETS
YEAR ENDED DECEMBER 31, 2015

	2015	2014
BALANCE, beginning of year	\$ 2,288,706	\$ 2,316,376
Deficiency of revenue over expenditures	<u>(36,882)</u>	<u>(27,670)</u>
BALANCE, end of year	<u><u>\$ 2,251,824</u></u>	<u><u>\$ 2,288,706</u></u>

CANADIAN BUSHPLANE HERITAGE CENTRE
STATEMENT OF OPERATIONS
YEAR ENDED DECEMBER 31, 2015

	2015	2014
REVENUES		
Admissions	\$ 124,076	\$ 116,354
Deferred capital contributions amortized	61,940	61,940
Donations	40,307	25,923
Facility rentals	73,736	82,931
Federal government contributions	6,427	6,666
Fundraising events	48,222	55,352
Gift shop sales	74,308	81,978
Membership fees	9,225	10,004
Municipal contributions	110,000	110,000
Ontario Works Training Program	140,805	-
Other	58,448	37,259
Provincial government contributions	<u>51,858</u>	<u>56,350</u>
	<u>799,352</u>	<u>644,757</u>
EXPENDITURES		
Amortization	77,024	88,907
Archives and library	471	4,198
Artifacts and displays	28,558	4,331
Cost of gift shop sales	41,474	44,658
Facility rentals	8,419	10,040
Fundraising	24,215	25,411
Insurance	19,227	18,908
Interest and bank charges	3,963	4,255
Marketing	27,855	27,197
Municipal taxes	45,560	44,696
Office, general and travel	26,259	18,790
Ontario Works Training Program	130,805	-
Professional fees	7,100	5,000
Rent - note 9	1	1
Repairs and maintenance	24,006	24,501
Utilities	97,522	97,697
Wages and benefits	<u>273,775</u>	<u>253,837</u>
	<u>836,234</u>	<u>672,427</u>
DEFICIENCY OF REVENUES OVER EXPENDITURES	\$ (36,882)	\$ (27,670)

CANADIAN BUSHPLANE HERITAGE CENTRE
STATEMENT OF CASH FLOWS
YEAR ENDED DECEMBER 31, 2015

	2015	2014
CASH PROVIDED BY (USED FOR)		
OPERATING ACTIVITIES		
Deficiency of revenues over expenditures	\$ (36,882)	\$ (27,670)
Items not involving the use of cash		
Deferred capital contributions amortized	(61,940)	(61,940)
Amortization	<u>77,024</u>	<u>88,907</u>
	<u>(21,798)</u>	<u>(703)</u>
Changes in non-cash working capital		
Accounts receivable	(10,416)	917
Inventory	2,719	2,171
Prepaid expenses	2,449	(241)
Accounts payable and accrued liabilities	12,899	1,287
Government remittances payable	22	636
Rental deposits	(683)	(3,732)
Deferred revenue	(2,033)	200
Deferred contributions	<u>35,695</u>	<u>-</u>
	<u>18,854</u>	<u>535</u>
INVESTING ACTIVITIES		
Capital assets	<u>-</u>	<u>-</u>
INCREASE (DECREASE) IN CASH	18,854	535
CASH, beginning of year	<u>153,883</u>	<u>153,348</u>
CASH, end of year	<u>\$ 172,737</u>	<u>\$ 153,883</u>

CANADIAN BUSHPLANE HERITAGE CENTRE
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2015

1. PURPOSE OF THE ORGANIZATION

The Centre is incorporated under the laws of the Province of Ontario as The Ontario Bushplane Heritage and Forest Fire Educational Centre, a non-profit corporation without share capital. Its principal purpose is to enhance, promote and preserve the historic presence of the former Provincial Air Service on Sault Ste. Marie's waterfront and the more than one hundred years of forest fire fighting in Ontario. The Centre is a registered charity and is exempt from income taxes under the Income Tax Act of Canada.

2. GOING CONCERN

The financial statements have been prepared in accordance with Canadian Accounting Standards for Not-for-Profit Organizations that are applicable to a going concern, meaning that the Centre will be able to realize its assets and discharge its liabilities in the normal course of operations. However, the use of Canadian Accounting Standards for Not-for-Profit Organizations that are applicable to a going concern is potentially inappropriate because there is doubt about the appropriateness of the going concern assumption. Given the insufficiency of permanent funding and the projected loss for 2016, the Centre may be unable to continue as a going concern during 2016. Management is hopeful of obtaining other funding arrangements. The financial statements do not reflect adjustments that would be necessary if the going concern assumption were not appropriate, because management feels that the measures described above will mitigate the effect of the conditions and facts that raise doubt about the appropriateness of this assumption.

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

These 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 Centre 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 account receivable.

Financial liabilities measured at amortized cost include accounts payable.

Cash

Cash consists of cash on hand and bank deposits.

Inventory

Inventory of souvenirs is valued at the lower of cost and net realizable value. Cost is determined on a first-in, first-out basis.

Exhibits

Exhibits are recorded at historical cost and are amortized over their estimated useful life of 10 years.

CANADIAN BUSHPLANE HERITAGE CENTRE
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2015

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Collection

The Centre's collection is made up of items that are often rare or unique with cultural or historical significance. The Centre acts as custodian for the public interest with respect to these collections. Any proceeds on the sale of collection items are to be used to acquire additional items or for the direct care of the collection.

The Centre's collection includes aircraft, parts, archived documents and displays.

The collection of aircraft is capitalized in the statement of financial position at fair value. Acquisitions are recorded at cost or fair value in the case of donated aircraft.

The collection of parts, archived documents and displays are difficult to value and have not been capitalized in the statement of financial position. Acquisitions of items of this nature are expensed in the year of acquisition.

Contributed collection items are recorded at cost, which is considered the fair value of the item at the date of contribution. In the unusual circumstance where the fair value cannot be reasonably determined, the item is recorded at nominal value.

Due to their nature, collections are not being amortized. There were no collection items acquired or disposed of in the year.

Capital Assets

Capital assets are recorded at their historical cost. Amortization is applied to write off the cost of the assets over their estimated lives on a straight-line basis. The capital assets disclosed do not include fully amortized assets. Fully amortized assets include office equipment, certain computer equipment and certain exhibits.

Leasehold improvements have an estimated useful life of 15 years and exhibits have an estimated useful life of 10 years.

Equipment comprising computers and media equipment are amortized over their estimated useful life of 3 to 5 years.

Contributed capital assets are recorded at cost, which is considered the fair value of the asset at the date of contribution. In the unusual circumstance where the fair value cannot be reasonably determined, the capital asset is recorded at nominal value.

An impairment charge is recognized for long-lived assets when they no longer contribute to the Centre's ability to provide services. The impairment loss is computed as the difference between the residual value of the assets and the carrying value.

CANADIAN BUSHPLANE HERITAGE CENTRE
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2015

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

Revenue Recognition

The Centre follows the deferral method of accounting for contributions which include government grants and subsidies. 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. Contributions related to capital assets are credited to deferred capital contributions and recognized as revenue on the same basis as amortization on the related asset is charged against operations.

Donated Services and Supplies

Donated services and supplies are reflected in the financial statements as revenue and expenditures unless their fair value cannot be reasonably estimated. Volunteers contribute numerous hours annually primarily restoring and maintaining artifacts. Because of the difficulty of determining their fair value, these services are not recognized in the financial statements.

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 expenditures during the reporting period. Actual results could differ from management's best estimates as additional information becomes available in the future. Significant areas requiring the use of estimates relate to the assessment of impairment of long-lived assets such as exhibits and leasehold improvements and the useful lives of assets for amortization.

4. CASH

	2015	2014
Unrestricted	\$ 108,947	\$ 113,058
Restricted - Lottery	24,845	33,675
- Projects	<u>38,945</u>	<u>7,150</u>
	<u>\$ 172,737</u>	<u>\$ 153,883</u>

Restricted lottery cash requires approval by the lottery licensor prior to use for eligible expenditures.

5. EXHIBITS

	2015	2014
Wildfires Theatre	\$ 557,288	\$ 557,288
Accumulated amortization	232,204	176,475
Net book value	<u>\$ 325,084</u>	<u>\$ 380,813</u>

6. COLLECTION

	2015	2014
Aircraft collection	<u>\$2,115,000</u>	<u>\$2,115,000</u>

CANADIAN BUSHPLANE HERITAGE CENTRE
NOTES TO FINANCIAL STATEMENTS
DECEMBER 31, 2015

7. CAPITAL ASSETS

	2015	2014		
	Cost	Accumulated Amortization	Cost	Accumulated Amortization
Leasehold improvements	\$ 363,237	\$ 332,751	\$ 363,237	\$ 320,419
Equipment	<u>39,309</u>	<u>26,887</u>	<u>39,309</u>	<u>17,924</u>
	<u><u>\$ 402,546</u></u>	<u><u>\$ 359,638</u></u>	<u><u>\$ 402,546</u></u>	<u><u>\$ 338,343</u></u>
Net book value	<u><u>\$ 42,908</u></u>		<u><u>\$ 64,203</u></u>	

There were no write-downs or disposals of capital assets in the year.

8. DEFERRED CAPITAL CONTRIBUTIONS

	2015	2014
Balance, beginning of year	\$ 399,446	\$ 461,386
Amortized to revenue	(61,940)	(61,940)
Balance, end of year	<u><u>\$ 337,506</u></u>	<u><u>\$ 399,446</u></u>

9. COMMITMENT

The Centre has a lease agreement for premises expiring June, 2016 with three renewal terms of five years each. The basic annual rent is \$1 plus operating expenses and municipal taxes.

10. FINANCIAL INSTRUMENTS

Financial instruments comprise cash, accounts receivable, and accounts payable. It is management's opinion that there are no significant interest, liquidity or credit risks arising from these financial instruments.

11. ECONOMIC DEPENDENCE

The Centre relies on various government agencies to provide a significant portion of operational funding. The Centre's ability to continue viable operations is dependent upon maintaining current and securing other funding arrangements.