

ANNUAL REPORT

2010



40th Annual General Meeting
MAY 18, 2011

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President's Remarks

Welcome to Sage's fortieth Annual General Meeting. This special anniversary of Sage was marked by several celebrations in 2010 that recognized the talents, enthusiasm and dedication of the many people who were instrumental in building Sage over the last 40 years. It highlighted the prominence and high regard with which Sage is held in our community. Funds raised by these events speak to the value people see in the work done by Sage.

Sage is here to help seniors in need. We depend on our staff and volunteers to provide a caring community where seniors enjoy optimal physical, mental, social and spiritual wellbeing. We aim to offer them services they need, meaningful things for them to do and opportunities to nurture important personal relationships. Sage has always been about finding innovative ways to serve seniors. We will continue to offer programs that fill the gaps we see in services to seniors while not neglecting to nourish current programming.

In the coming decade, boomers will contribute to the increasing numbers who become seniors. They are healthier and more committed to bettering society than ever before. We hope this boomer generation will step up to where seniors have always been – volunteering as contributing members of society.

For as in the past, a greater percentage of seniors have volunteered than any other age group. Sage and the rest of our community appreciate the contribution made by our many volunteers.

Ageism and the public perception of seniors still provide challenges. There are changes to be made and Sage aims to be on the forefront of those changes. The Board, the Staff and our contingent of Volunteers all have a part to play. In our society, seniors are no longer on the backburner. They are not (and never have been) at home doing nothing. Seniors are more active than ever before and are changing our world to be more responsive to the needs of others. We are pleased by Sage's achievements in 2010 and excited to see what the future will bring.

DIANA MCINTYRE
President

Sage Programs at a Glance

- Community Relations
- Directory of Senior Services
- English as Another Language
- Food Services / Sage Savories
- Guardianship / Co-Decision Making
- Home Services
- Housing Services
- Income Tax Preparation
- Intake & Assessment
- Legal Clinic
- Life Enrichment
- Long Term Seniors Social Work
- Membership
- Multicultural Outreach
- Peer Support
- Planting Roots - Gardening
- Public Access Computers
- Sage Awards
- Seniors' Housing Forum
- Seniors Safe House
- Stand Strong Falls Prevention
- This Full House
- Volunteer Services



Executive Director's Remarks

This year saw some significant changes in programming at Sage. Home Services launched the Snow Busters project, which successfully tackled seniors' needs for snow shoveling. Equally significant is the beginning of the Sage partnership with the Better Business Bureau so that Home Services can utilize service providers from BBB. Seniors will benefit from their evaluation and complaint procedures. This past year we were also able to secure funding to continue offering This Full House. Sage took a bold step and successfully consolidated the Directory of Senior Services and the Housing Guide to publish a stronger product that continues to reach 50,000 people at no cost to the reader.

There were limited opportunities to secure new operational funding in 2010 so at Sage we focused on strengthening our internal operations. One improvement came from the work of a summer student who, with staff input, completed the documentation of the procedures for most of our programs at Sage. This has shown results already through an increase in our organizational learning capacity. Another internal operation is the use of the new ETO database, which allows us to better track outcomes and ensure that we are meeting our program mandates.

All our new work has not been confined to internal operations. Sage is very active in the important work for seniors in the Greater Edmonton Area. We took on the leadership role for the annual Seniors Housing Forum, in collaboration with the Forum Planning Committee members. We planned and hosted three Professional Information Sessions in 2010. These sessions have helped Sage become recognized as a vital resource for professional development in the senior service sector. Sage has also worked closely with the Edmonton Seniors Coordinating Council (ESCC) and our colleagues in other agencies to redesign how we do outreach. Other projects are being developed to improve how we serve seniors. We are very thankful to our Staff, Board, Volunteers and Funders. All of us work together as a wonderful team. We are really creative and we work hard on the ideas we come up with and even a few others that come our way. Thank you all for your ongoing support of Sage.

ROGER E. LAING
Executive Director

The Mission of Sage is to enhance the quality of life of older persons through service, innovation, advocacy and volunteerism.

Guiding Concepts

When making a significant decision at Sage, we must ensure that the end result is totally consistent with ALL THREE of the following statements:

We Are Passionate about:

Using a holistic approach to improving the lives of seniors in need.

We are Great At:

Leading in the creation and delivery of innovative services that meet evidence based needs.

Our Resource Engine is Driven By:

Being enabled to tell a story that motivates others to share their resources with us.



At Sage

Life Enrichment

2010 was a building year as we created a Life Enrichment Plan to bring significant changes here at Sage. The plan is based on two goals. First, the desire to serve a more diverse population by truly welcoming people from many cultures. Secondly, to look closely at the clients of our social services and find ways to make the Life Enrichment activities at Sage accessible to them. Part of the impetus for this change came from the tremendous growth in our technology classes including beginning computer and Brain Fit and in our multicultural programs including EAL classes and Outreach. We plan to make Sage known as a welcoming environment for everyone.

Intake & Assessment

This program is responsible for assessing client needs and for short term one-to-one counselling. It focuses on assisting seniors and their families who make contact with Sage, articulating and prioritizing their needs, dealing with issues they are facing and making informed referrals as necessary.



Food Services

Sage Savories

The Food Services Program had a very productive year with Sage Savories seeing the most development. We put nutritional fact labels on all of the Sage Savories meals, soups and desserts. We collaborated with the Heart & Stroke Foundation to include Sage Savories items in their “Health Check” program. We have 9 meals and 4 soups included and the nutritional information for the entire menu is available for our customers. We have received many letters thanking us for this program and some have expressed that the meal service makes it possible for them to stay in their own home. We held a media launch to announce the “Health Check” menu items with the Minister of Health & Wellness, Gene Zwozdesky and other health dignitaries attending. The Café and catering departments continue to satisfy the customer needs.

Long Term Seniors Social Work

“There is an expression, ‘People are the same wherever you go’. I sure wasn’t feeling the same. When my husband passed away, I was lost. At first, my family helped but then their lives got busier. They did call Sage to find out what help it offers to seniors like me. The Social Worker came to my home to meet me and helped me connect to services in the community like transportation, help with meals and home cleaning. She also attended doctor’s appointments with me and helped me understand health changes and what they would mean for my future. She still visits and I can call her whenever I need to. Sage was there when I needed them the most and I’m so grateful.”

Social Work Client

89% of seniors reported an increase in connections to community resources

Home Services

Sage Home Services provides referrals to seniors looking to hire people to assist them with home maintenance, shopping, transportation, and other needs. Registered service providers are pre-screened before addition to our referral list. Services are matched to seniors who have called our Home Services department. Volunteers are instrumental in the program. In 2010, seven volunteers worked 960 hours to assist seniors in connecting with services. A total of 1384 requests for service were placed, and 94% of the seniors contacted about the services they received reported that the service helped them remain in their home. In 2011, Home Services hopes to expand two exciting new initiatives: Snow-Busters (for snow removal) and connecting seniors to some of the services accredited by the Better Business Bureau.

“Thank you for all your assistance and support over the years. Please thank anyone else at Sage who helped my dad over the years. He relied heavily on your wonderful organization.”



Holistic Case Management

Holistic Case management is the process used by staff when working with clients in all of the Social Work programs. The process begins with the needs assessment tool being utilized by staff with the client. They are then directed to internal or external resources to meet their identified needs. The case management style used by staff is holistic in that it looks at every component of the client's life to see where they believe they need assistance. The tools used in this process are the Needs Assessment form, Eco Mapping, Abuse Screening, Risk Assessment, Hoarding Assessment and the Care Plan. This method of case management was developed by Sage for its use and has been utilized since in other social work programs.

This Full House

"While in hospital, I phoned Sage. I talked to a social worker there about my hoarding problem. When I got back home, I met the most caring and helpful people you could ever meet. They were with Sage's This Full House Program and helped me create a plan for dealing with my stuff and helped me bring back the joy I once had, living in my home when it was less cluttered. It wasn't easy. I still have lots of stuff to go through but now I am safer and healthier in my home. The Lunch Group I attend helps keep me connected to Sage and to other people who also live with hoarding. I learn so much from their experiences and I don't feel so alone."

Lunch Group Participant:

"When it comes to this group, I feel like I don't have to lower my eyes when I'm speaking. I realize that I have conquered a lot but I am still open to new ideas."

Income Tax Preparation

Sage partners with Canada Revenue Agency through their Community Volunteer Income Tax Program to provide income tax preparation for low-income seniors. Some of our clients have been coming to Sage for tax preparation for many years and greatly appreciate this service. In 2010, over 900 returns were prepared by 20 volunteers in March and April. A further 90 returns were completed throughout the rest of the year.



Multicultural Seniors Outreach Program

The diversity among immigrant seniors supported by the MSOP team has increased from the original 5 (Kurdish, Former Yugoslavian, Korean, Spanish-speaking and Eritrean/Ethiopian) to include Somali, Iraqi and other Eastern European seniors. Almost all of the 250 seniors served started out with no or limited awareness of services and support that exists. This was due to severe language barriers and a lack of confidence. By being involved in this program, 90% of the seniors surveyed indicated that they have gained knowledge and skills in accessing services and resources. Fifty percent proceeded to support other immigrant seniors in gaining similar knowledge and skills. Some Yugoslavian seniors helped other seniors make appointments in English. This year also marked greater interaction between MSOP seniors and other mainstream seniors, policy-makers and the public.

The Korean seniors participating in the GeriActors' project performed their play (based on a Korean folktale). One of the Korean seniors after performing their play said, "I wish we can perform again and again to bring joy to many others."

Legal Clinic

An 2010 initiative of the Guardianship Program was the development of the Sage Legal Clinic, a collaborative effort with the Edmonton Community Legal Center to provide free legal service to low-income seniors. Lawyers, who volunteer their time, prepare personal directives and enduring power of attorney documents. They also advise on landlord and tenancy issues, immigration, and small claims matters. The Legal Clinic is held at Sage once a month. Since its inception in April 2010, 23 seniors have received no-cost legal service.

In 10 years of operation, the Safe House has served 311 seniors. In 2010, 84% of Safe House residents moved to a safer environment.

Community Relations

“It truly is through recognition such as the **Sage Awards** that those of us in our senior years can be seen as strong, sensible, committed, and valuable members of society.” A past Award recipient eloquently articulated the objective of the **Sage Awards**: improving the perception of the role of older adults in our community by celebrating their contributions and achievements.

Community Relations works towards connecting seniors, resources, information and **Sage** programs. This is achieved through a variety of initiatives, such as major events like the **Sage Awards** and the Seniors’ Housing Forum, publications such as the Directory of Senior Services and Link Newsletter, and the development of community partnerships. Community Relations also coordinates fund development activities that support the delivery of **Sage** programs and services.

More than 350 seniors, caregivers and professionals participated in the 2010 Seniors Housing Forum.

Directory of Senior Services 2010: 50,000 copies published and distributed at no cost to readers, 80+ advertisers, 300+ organizations’ information listed, 600+ organizations that requested copies of the Directory

Peer Support

2010 was a year of learning in the Peer Support Program. We endeavored to learn more about the challenges and positive outcomes of volunteer led peer support. One of the most interesting things we discovered is that isolated seniors respond positively to peer supporters from a variety of age groups. For example, a 70 year old client would be fine with a 45 year old volunteer as long as there was some common ground and a willingness to learn about each other. This outcome will help to match more clients in the future.



Guardianship and Co-decision Making

We had another successful year under contract of the Office of the Public Guardian directed by the new Adult Guardianship and Trusteeship Act and the Personal Directives Act. We continue to provide personal directive, guardianship, co-decision making and trusteeship information through group sessions, individual consultation, and publications. 2010 began our collaborative information sessions with Gateway Association, St. Albert Seniors, and Family and Community Support Services in Parkland and Strathcona. Recently **Sage** became wireless and now we can demonstrate in the group how one can easily access the on-line application forms. We continue to provide advanced planning information and presentations about personal directives, powers of attorney and wills. **Sage** does not provide direct assistance in completing these documents, but has a referral list of lawyers who can assist.

In 2010, 26 Guardianship and Co-decision Making sessions were held resulting in 323 appointments where applicants received assistance, according to their needs, either through in-office or telephone consultations. There are a greater number of people opting for the teleconference – a testament to the success in a new way of doing things.

Planting Roots Gardening

The Planting Roots Program enabled approximately 14 seniors to grow their own vegetables at two different community gardens during the summer of 2010. The two gardens are W. P. Wagner / Millwoods Community Garden and The Queen Mary Community Garden. **Sage** has a partnership with each garden. The seniors are from various ethnic groups including: Chinese, Korean, Eritrean and Ukrainian. The program provides the garden space, water and assistance for the seniors to grow their own vegetables. The seniors are also encouraged to participate in the community gardens’ summer activities, which help them to reduce their isolation and to feel part of a community group.



Board Volunteers

The members of the Board have contributed over 1108 hours over the past year. The Board members receive no compensation for their activities and are volunteers at Sage. There is the expectation that each Board member will maintain a sixty percent attendance record, participate in Board and Committee activity and support other Sage activities. It is also expected that Board members will serve a three year term. They are eligible for a second three year term.



“What a fantastic resource. It is my black box it makes my job easy. People think I am great and all I am doing is looking in your book. Thank you.

Directory User Quote

Membership Statistics 2010

Total Memberships **1180**
Associate:**13**
Complimentary or
Honourary:**7**
Corporate –For Profit
Organization: **13**
Corporate – Non Profit
Organization: **5**
Lifetime: **322**
Multi-Year: **55**

Membership

Exciting things are happening in the Membership program. A survey has been developed in collaboration with an Occupational Therapy student at the University of Alberta. It will help us understand who our members are, what their needs and wants are, and what the future looks like to them. This proactive approach is an endeavour that Sage feels will benefit its members today and in the future. Another important step Sage has taken is extending Associate Memberships to those who are unable to financially contribute but require the membership services of Sage. This has allowed 22 individuals to access Sage programs and services that previously would not have been available to them.



English as Another Language

English as Another Language (EAL) at Sage provides free classes for seniors from other cultures to learn English from a certified EAL instructor. We have 5 different classes, each runs once per week all year. Some of the classes are in community settings. The program includes an assessment of the language skill level and placement in an appropriate class. The emphasis is on integration and friendship. There are no exams.

Stand Strong Falls Prevention

The 2010 Stand Strong Falls Prevention Pilot Project provided information to active and independent seniors to let them know what they can do to prevent falls. Research shows that a serious fall can greatly impact a senior's lifestyle and health, and can contribute to their having to leave their home for a more supported living situation. In the program, older adult volunteers were trained to do a 'Home Safety Check' in seniors' homes to identify potential fall 'risks' and give recommendations of changes to reduce the chance of slipping, tripping or falling. The ongoing learning on this project was to find a way to connect with seniors before they had a serious fall when most people do not recognize that they are at risk.

Housing Services

We received a call during one of the coldest winter months. The fellow was extremely distraught as he was about to lose his home. He had no idea what to do or where to go. He said he had no family or friends for support and was fearful that he would end up on the streets. He was living in what he described as a "less than ideal situation". He was under 65, receiving a disability pension, and managed to pay his rent by renting out part of his tiny space and couch to whomever he could. His last "roommate" left and he was having difficulty finding someone else. He had fallen behind in his rent and was being evicted. I told him about the seniors' subsidized apartments and connected him with one of the few buildings that would consider someone his age. I advocated on his behalf and he was able to secure a clean, safe, bachelor suite within a week. He was extremely grateful for the Sage Housing Program and the services we provide.



Sage Seniors Safe House


Laura moved to Edmonton to live with her son and daughter-in-law who were emotionally and financially abusive to her. After her admission to the Safe House, staff arranged for this amazing list of services: Home Care, Occupational Therapy assessment, orientation to public transit, nursing, footcare, medications review, mental health counseling, obtaining clothing items and donated furniture, getting income taxes done and finding a safe, affordable and wheelchair accessible apartment suite. They also accessed funding for new batteries for her wheelchair, moving expenses, and initial housing costs. Laura regularly attends the weekly support group for past and current residents of the Safe House. She is hopeful that one day soon she can become a Sage volunteer and “give back” to the program/agency that helped her in her time of need.

“I learned not to allow myself to be abused anymore. I learned to relax and not feel guilty about ‘taking’ what Safe House had to offer me. I feel like I’m getting in touch with the real me after 64 years of abuse from men”

Former Safe House Resident

Volunteer Services

A Sage volunteer said, “I go to Sage to volunteer in the administration department. It’s funny; when I started I thought I was doing Sage a favor by volunteering. As it turns out, Sage has helped me more than I can ever repay them. Sage for me is my community, my place to go when I need help, when I want to socialize, and when I want to learn. I have made really good friends. The staff members have supported me during tough times. I have learned so much about services for seniors. I like knowing what I know and that makes me feel powerful, independent and in control. Volunteering at Sage is good for my mind, body and soul.”



2011 Sage Award Recipients



David Barnet		Nguon Nguyen	
	Arts & Culture		Community Building
Tammy Irwin		Henry Mah	
	Education		Health & Wellness
Charan Khehra		Dr.Mark M. Fenton	
	Public & Non-Profit		Science & Technology
Hank Zyp		Zora Singh Jhaji	
	Social Justice & Peace		Sport & Leisure

Back Cover
Art

The art work on the back cover was created by one of our own in the senior-serving community. Terrie Shaw is the Assistant Director at Strathcona Place Senior Centre. The cover features current senior members of her Centre. This original artwork was commissioned by and will be displayed at Sage.

The total served people served by Sage in 2010 was 110,808. This includes 55,000 by our publications, 18,750 by the Sunshine Café, 16,800 by Sage Savories and 20,258 by all of our other programs.



“I am most proud of the many individuals we have the opportunity to meet and serve daily in our work at Sage”.

“I am most proud of the sense of family and community the volunteers create. They work hard to make every person who walks in the door feel welcome. The support they give each other is as strong as a family’s support of one another”.

“I’m very proud of the volunteer appreciation lunches we put on. They really go the extra several miles to show our volunteers how valued and appreciated they are”.

The Board of Directors normally consists of 12 Directors. Those serving for the period May 2010 to April 2011 and their committees are:

Diana McIntyre - **President**
Executive, Policy &
Ex officio member of all committees

Roger Laing - **Executive Director**
Ex officio member of all committees

Other Committee Members

John Schiel - **President-Elect**
Executive & Policy

- Tom Campbell..... Finance
- Michael Francon..... Advocacy
- Mary Masson..... Advocacy
- Peter Faid..... Advocacy
- Shirley Redmond..... Advocacy
- Jerry Moran..... Nominating

H.R. David Beckman - **Treasurer**
Nominating, Executive & Finance

Barb Burton - **Secretary**
Executive & Advocacy

Brent Abbott - **Past-President**
Executive, Nominating & Policy

Retired or Resigned in 2010

- Members-at-Large**
- Bauni Mackay.....Policy
 - Bill MacDonald.....Nominating
 - Don Junk.....Finance
 - Lily Simpson.....Advocacy
 - Lynn Skillen.....Advocacy
 - Mohamed Assaf..... Finance
 - Radhe Gupta.....Community Relations

- Bill Mailo
- Ken Hodgins

Organizations that have made Sage’s programs possible.

Groups and Foundations

Austin Nelson Foundation
Canadian Women’s Foundation
Cooking Lake Chapter IODE
Edmonton Community Adult Learning Association (ECALA)
Edmonton Community Foundation
Edmonton Community Foundation - Cable
Family Endowment Fund for Abused Seniors
Edmonton Community Foundation - Herman & Elly de Jongh Fund
Edmonton Realtors Foundation
Edmonton Seniors Coordinating Council
Grace Martin School
Muttart Foundation
Rasmussen Foundation
Realtors Community Foundation
Rotary Club of Edmonton
Royal Alexandra Employees’ Charitable Fund
Social Enterprise Fund
Trinity United Church
Union 52 Benevolent Society

Funders

Alberta Government - Culture and Community Sprit
Alberta Government - Employment and Immigration
Alberta Government - Foundation for the Arts
Alberta Government - Office of the Public Guardian
Alberta Government - Office of the Public Trustee
Alberta Government - Seniors and Community Supports
Alberta Government -Infrastructure
City of Edmonton
City of Edmonton – Community Services
Government of Canada – Community Access Program
Government of Canada – New Horizons for Seniors
United Way of the Alberta Capital Region

In Kind

Alberta Health Services - Mental Health
Alberta Seniors & Community Supports
Greater Edmonton Foundation
Bin 104
Bissell Centre
City of Edmonton
City of Edmonton Social Services
Convergint Technologies
Croatian Ethnic Library
Derrick Dodge
Edmonton Community Legal
Food Bank / Gleaners
IBM
John Howard Society-Family Violence Prevention Centre
Korean Seniors College
Lexus of Edmonton
Royal Glenora Club
TruCare Health Solutions
Ukrainian Dnipro Senior Citizens Home
United Protection Services
University of Alberta, Department of Occupational Therapy, Faculty of Rehabilitation Medicine

Corporate Donors and Sponsors

Alberta Association on Gerontology
Alberta Caregivers Association
Alberta Funeral Services Regulatory Board
Alberta Motor Association
Alberta Seniors and Community Supports
All Aces Tours
All Seniors Care
Angel Care of Northern Alberta
ATB Financial
ATCO I-Tek
ATCO Pipelines
Barb’s Home Transitions
Bayshore Home Health
Bishop McKenzie LLP
Canada Mortgage and Housing Corp.
Canadian Condominium Institute - N. Alta Chptr.
Canterbury Foundation
Canterbury Foundation
Challenge Insurance Group
Choice Office Personnel Ltd.
Christenson Developments Ltd.
The Churchill Retirement Community
Classic Caregivers
Corix Waterworks
Dignity Memorial
Edmonton Journal
Edmonton Seniors Coordinating Council
Excel Society
First Memorial Funeral Services
Flo Millwoods Guardian Drugs
Futuremed
Gettin’ Around To It Professional Organizing
Good Samaritan Society
Good Samaritan TeleCare
Grandma Plus at the Churchill
Greater Edmonton Foundation
Highlands Bridge Clubs
Humeniuk Insurance
Leduc Foundation
Lifestyle Options Retirement Communities
Linda Wolff Enterprises Inc.
Lions Village of Greater Edm. Soc.
MacKay LLP
Market Drugs Medical
Meadowcroft Seniors Residence

Meals on Wheels Edmonton
Michener Allen Auctioneering Ltd.
Mobility Moving
Nurse Next Door
Parker, Foster & Basket
PCL Constructors Inc.
Philips Lifeline
RBC Dominion Securities
Revera
Reynold Mirth Richards Farmer LLP
Rohit Group of Companies
Scotiabank
Senior Homecare By Angels
Senior Move Solutions
Shepherd’s Care Foundation
Summerwood Village Retirement Residence
Telus Corporation
Trucare Health Solutions
United Active Living
We Care Home Health Services
Wild Rose Caregivers
X Wrecks Restaurant

Corporate Volunteers

Alberta Association on Gerontology (Edmonton Chapter)
Alberta Health Services
Alberta Senior Citizens’ Housing Association
Alberta Seniors and Community Supports
Canada Mortgage and Housing Corporation
Christenson Developments Ltd.
City of Edmonton
Classic Caregivers
Corus Entertainment
Deloitte
Edmonton Community Legal Centre
Greater Edmonton Foundation; Housing for Seniors
Lifestyle Options
Michener Allen Auctioneering
Revera
Seniors Association of Greater Edmonton
Trucare Health Solutions
United Active Living
United Way (Edmonton Office Administration Team)

Seniors Association of Greater Edmonton
Financial Statements

Summarized Statement of Financial Position December 31, 2010

	2010	2009
Assets		
Current		
Cash	\$ 170,306	\$ 270,350
Accounts receivable	20,598	13,132
Inventory	11,694	10,491
Prepaid expenses	26,908	28,173
	229,506	322,146
Long-term portfolio investments, at market value	513,390	460,669
Equipment	223,160	197,908
	\$ 966,056	\$ 980,723
Liabilities		
Current		
Accounts payable	\$ 72,119	\$ 108,198
Deferred contributions	293,388	291,525
	365,507	399,723
Deferred contributions related to capital assets	160,384	166,801
	525,891	566,524
Net Assets		
Unrestricted	(136,000)	(77,577)
Capital assets	62,776	31,107
Contingency	110,879	110,605
Investment	402,510	350,064
	440,165	414,199
	\$ 966,056	\$ 980,723

Summarized Statement of Operations for the Year Ended December 31, 2010

	2010	2009
Revenue		
Government grants	\$ 1,263,043	\$ 1,238,593
Other grants	142,907	184,507
Self generated revenue	463,048	371,323
Donations and fundraising	172,933	160,312
Investment income (loss)	7,539	4,547
	2,049,470	1,959,282
Expenses		
Wages and benefits	1,214,120	1,147,799
Program expenses	415,083	405,804
Occupancy	156,130	148,370
Administration	164,603	163,176
Amortization	39,060	32,436
Other expenses	94,280	88,731
	2,083,276	1,986,316
Deficiency of revenue over expenses	\$ (33,806)	\$ (27,034)

Sage
has
implemented
Governance
Principles to
define the
relationship
between the
Executive
Director and the
Board. It has
established
processes to
assess the
effectiveness of
the Executive
Director, the
committees and
the Board. The
assessments are
conducted
annually.

Participation

The recruitment of Board members adheres to the concept of selecting members to satisfy the need for a wide variety of skills and attributes. All Board members are encouraged to participate in committee work, and decisions are taken at the Board level.

Direction & Strategic Vision

The Board annually reviews the strategic objectives of Sage and the activities proposed by the Executive Director to achieve the goals. The Policy document provides the Executive Director with scope and direction.

Transparency

Transparency is a key factor in accountability, as the free flow of enough information to provide understanding reinforces confidence and trust. Transparency is addressed through the extensive information provided in funding submissions that are available to all Board members. Information is available to stakeholders in the Annual Report, at the AGM, in the Sage Link and on the Sage website.

Fairness

The Bylaws and Policy documents are reviewed regularly to ensure they are current. These documents include processes available to all employees and stakeholders to seek redress. The policies include limitations to constrain conflicts of interest and other abuse of authority.

Legitimacy

The Board adheres to policies and bylaws that are passed at a full meeting of the Board and the AGM. The key aspects of Board decisions are published in the Sage Link and the Annual Report.

Accountability

The Finance Committee under the direction of the Treasurer, maintains oversight of the financial affairs of Sage and reports to the Board monthly. The Board and other decision-makers in the organization are accountable to members, the clientele, as well as stakeholders.

Performance Responsiveness

The major role of the Board relates to accountability. The Board has approved policies that call for periodic review of operations and programs. Social enterprise operations are subject to the development and approval of business plans.

