Division of: **Ontario**
Division No.: **12- Ottawa**
Estate Number: **33-3405530**
Court Number: **33-3405530**

IN THE MATTER OF THE BANKRUPTCY OF GORDON B. MCMILLAN AND ASSOCIATES INC. O.A. MCMILLAN, S3M - CANADA, S3 MCMILLAN - CANADA, S3 MCMILLAN AND S3MCM, OF THE CITY OF OTTAWA, IN THE PROVINCE OF ONTARIO

REPORT OF THE TRUSTEE'S PRELIMINARY ADMINISTRATION

Introduction

1. **Gordon B. McMillan and Associates Inc.** (the "**Debtor**") operated an Ottawa based creative, advertising and artwork services agency.

2. On July 31, 2026, the Debtor was assigned into bankruptcy ("**Date of Bankruptcy**") and Dodick Landau Inc. (the "**Trustee**") was appointed as Trustee in Bankruptcy of the estate.

Background

3. The Debtor carried on business from virtual office premises located at 150 Elgin St., 8th Floor, Ottawa, Ontario, and the employees worked remotely.

4. The Debtor was acquired by New Jersey-based S3 Agency LLC in July 2024. Following the acquisition, the Debtor experienced financial and operational challenges due to a volatile economy, budget cuts, loss of key contacts and artificial intelligence, resulting in insufficient revenues to sustain the operation and be profitable. As a result, the Board of Directors had no choice but to assign the corporation into bankruptcy.

Insolvency Proceeding

5. Following its appointment, as required, the Trustee distributed a Notice of Bankruptcy, a copy of the Statement of Affairs and a Proof of Claim form with instructions to approximately eighteen known creditors on July 31, 2026, as well as placed a Notice of Bankruptcy ad in The Ottawa Sun on August 6, 2026.

Assets

6. The Debtor maintained bank accounts with TD Bank ("TD") with combined cash on deposit totaling approximately $107,056.58. The Trustee provided instructions to TD to transfer the funds on deposit to the estate trust bank account.

7. In addition, books and records indicate accounts receivable of approximately $20,000 from the Debtor's parent company.

8. The Debtor provided access to various digital marketing assets, the value of which is currently unknown.

Liabilities

9. The Debtor's liabilities as set out in the Statement of Affairs, total $181,146 and include preferred or secured liabilities of $15,504 and unsecured liabilities of $165,541.

Provable Claims

10. At the date of this report, the Trustee has received: 6 Secured creditor claims totalling $12,000.00, and 7 Unsecured creditor claims totalling a total of $132,012.69

Employees

11. The Debtor had 10 employees on the date it ceased operations and the Trustee has been advised that there are amounts owing to the employees. The Trustee is assisting the former employees to access the Wage Earner Protection Program ("**WEPP**") by making WEPP submissions on their behalf and providing them with information to assist them in preparing their proofs of claim.

Books and Records

12. The Trustee has received certain books and records, and the Trustee reviewed a portion of them.

Conservatory and Protective Measures

13. The Trustee contacted the TD bank to arrange for closure of the Debtor's bank account and requested that all cash on hand be transferred to the Estate bank account. This process remains ongoing.

Anticipated Realizations and Projected Distribution

14. Based on the information currently available, the Trustee will realize the funds on hand in the bank accounts and anticipates there will be a distribution to unsecured creditors. However, the amount to be distributed is unknown at this time.

Transfers at Undervalue and Preferential Payments

15. To date, the Trustee has not commenced a review of the Debtor's records in the Trustee`s possession to determine if there are any potential transfers at undervalue or preferential transactions.

Third-Party Deposit

16. Prior to the commencement of the proceeding, the Trustee obtained a retainer deposit totalling $14,400 from The S3 Agency LLC.

Dated at Toronto, Ontario, this 20th day of August 2026.

DODICK LANDAU INC.
Acting solely as Trustee in Bankruptcy
of the Estate of Gordon B. McMillan and Associates Inc.
and not in its personal or corporate capacity.

Per:

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Rahn Dodick CPA, CA, CIRP, LIT
President