

**MANITOULIN-SUDBURY
DISTRICT SERVICES BOARD**

Financial Statements

Year Ended December 31, 2019

MANAGEMENT'S RESPONSIBILITY FOR THE CONSOLIDATED FINANCIAL STATEMENTS

The accompanying financial statements of Manitoulin-Sudbury District Services Board ("Board") are the responsibility of the Board's management and have been prepared in compliance with legislation, and in accordance with Canadian public sector accounting standards established by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada. A summary of the significant accounting policies are described in Note 1 to these financial statements. The preparation of the financial statements necessarily involves the use of estimates based on management's judgement, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

The Board's management maintains a system of internal controls designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements and reliable financial information is available on a timely basis for preparation of the financial statements. These systems are monitored and evaluated by management.

The Board members meets with management and the external auditors to review the financial statements and discuss any significant financial reporting or internal control matters prior to their approval of the financial statements.

The financial statements have been audited by Freelandt Caldwell Reilly LLP, independent external auditors appointed by the Board. The accompanying Independent Auditors' Report outlines their responsibilities, the scope of their examination and their opinion on the Board's financial statements.



Chief Administrator Officer



Director of Finance

May 28, 2020
Date

INDEPENDENT AUDITORS' REPORT

To the Members of Manitoulin-Sudbury District Services Board and Members of Councils, Inhabitants and Ratepayers of Municipalities listed in Note 2

Opinion

We have audited the financial statements of Manitoulin-Sudbury District Services Board, which comprise the financial position as at December 31, 2019, and the statements of operations and changes in accumulated surplus, changes in net assets, and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of Manitoulin-Sudbury District Services Board as at December 31, 2019, and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

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

Other Matter

Our examination was made for the purpose of forming an opinion on the basic financial statements taken as a whole. The supplementary information included in Schedules 1 through 7 is presented for purposes of management analysis, budgeting and funding provider analysis and is not a required part of the basic financial statements. The supplementary schedules have not been and are not intended to be prepared in accordance with Canadian generally accepted accounting principles. The supplementary schedules have been subjected to the auditing procedures applied in the examination of the basic financial statements and, in our opinion, are fairly stated in all material respects in relation to the basic financial statements taken as a whole.

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

Management is responsible for the preparation and fair presentation of the 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.

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

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

INDEPENDENT AUDITORS' REPORT (continued)

Auditors' Responsibilities for the Audit of the Financial Statements

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

We also:

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

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

FREELANDT CALDWELL REILLY LLP

Freelandt Caldwell Reilly LLP

Chartered Professional Accountants
Licensed Public Accountants

Espanola, Ontario
May 28, 2020

MANITOULIN-SUDBURY DISTRICT SERVICES BOARD**Statement of Financial Position****Year ended December 31, 2019 with comparative figures for 2018**

| | 2019 | 2018 |
|--|-------------------|-------------------|
| | \$ | \$ |
| Financial Assets | | |
| Cash and cash equivalents | 10,753,113 | 10,149,782 |
| Accounts receivable | 448,225 | 396,528 |
| | 11,201,338 | 10,546,310 |
| Liabilities | | |
| Accounts payable and accrued liabilities | 5,745,973 | 5,872,250 |
| Deferred contributions (note 4) | 1,093,763 | 816,456 |
| Capital lease obligation (note 6) | 420,163 | 560,218 |
| | 7,259,899 | 7,248,924 |
| Net assets (note 7) | 3,941,439 | 3,297,386 |
| Non-financial Assets (note 8) | | |
| Tangible capital assets (note 9) | 16,282,508 | 17,463,724 |
| Prepaid expenses | 201,803 | 178,086 |
| Prepaid assistance | 378,000 | 372,117 |
| | 16,862,311 | 18,013,927 |
| Accumulated Surplus | 20,803,750 | 21,311,313 |

Contingent liabilities (note 10)

Approved by the Board of Directors:

The accompanying notes are an integral part of the financial statements

MANITOULIN-SUDBURY DISTRICT SERVICES BOARD**Statement of Operations and Changes in Accumulated Surplus****Year ended December 31, 2019 with comparative figures for 2018**

| | 2019 | 2019 | 2018 |
|--|-------------------|-------------------|-------------------|
| | Budget | Actual | Actual |
| | \$ | \$ | \$ |
| Revenue | | | |
| Ontario Works Administration Programs | 8,846,687 | 7,652,370 | 8,047,528 |
| Land ambulance / EMS Services | 16,541,402 | 16,845,719 | 17,006,255 |
| Social Housing | 4,814,887 | 5,098,792 | 4,839,125 |
| Child Care Programs | 7,242,560 | 9,269,631 | 9,269,921 |
| Homelessness Programs | 682,831 | 518,158 | 635,857 |
| Other revenue | 229,741 | 396,403 | 405,191 |
| Total revenue | 38,358,108 | 39,781,073 | 40,203,877 |
| Expenditures | | | |
| Ontario Works Administration Programs | 8,846,687 | 7,619,259 | 8,035,564 |
| Land ambulance / EMS Services | 15,731,131 | 17,154,370 | 17,560,876 |
| Social Housing | 4,807,437 | 5,447,651 | 4,901,646 |
| Child Care Programs | 7,563,210 | 9,269,631 | 9,269,921 |
| Homelessness Programs | 682,831 | 518,158 | 635,857 |
| Other expenditures | 287,392 | 279,567 | 278,372 |
| Total expenditures | 37,918,688 | 40,288,636 | 40,682,236 |
| Annual surplus (deficit) before undernoted item | 439,420 | (507,563) | (478,359) |
| Refund of prior years' Municipal Apportionment | | | (139,090) |
| Annual surplus (deficit) | 439,420 | (507,563) | (617,449) |
| Accumulated surplus, beginning of year | 21,311,313 | 21,311,313 | 21,928,762 |
| Accumulated surplus, end of year | 21,750,733 | 20,803,750 | 21,311,313 |

The accompanying notes are an integral part of the financial statements

MANITOULIN-SUDBURY DISTRICT SERVICES BOARD**Statement of Changes in Net Assets****Year ended December 31, 2019 with comparative figures for 2018**

| | 2019 | 2019 | 2018 |
|---|---------------|---------------|---------------|
| | Budget | Actual | Actual |
| | \$ | \$ | \$ |
| Annual surplus (deficit) | 439,420 | (507,563) | (617,449) |
| Acquisition of tangible capital assets | - | (467,957) | (1,064,070) |
| Amortization of tangible capital assets | - | 1,584,719 | 1,598,237 |
| Gain on disposal of tangible capital assets | - | (117,893) | (15,491) |
| Proceeds on disposal of tangible capital assets | - | 182,347 | 30,713 |
| Change in prepaid expenses | - | (23,717) | 3,542 |
| Change in prepaid assistance | - | (5,883) | (15,534) |
| Change in net assets | 439,420 | 644,053 | (80,052) |
| Net assets, beginning of year | 3,297,386 | 3,297,386 | 3,377,438 |
| Net assets, end of year | 3,736,806 | 3,941,439 | 3,297,386 |

The accompanying notes are an integral part of the financial statements

MANITOULIN-SUDBURY DISTRICT SERVICES BOARD**Statement of Cash Flows****Year ended December 31, 2019 with comparative figures for 2018**

| | 2019 | 2018 |
|---|-------------|-------------|
| | \$ | \$ |
| Cash flows from operations | | |
| Annual surplus (deficit) | (507,563) | (617,449) |
| Non-cash items including amortization | | |
| Amortization of tangible capital assets | 1,584,719 | 1,598,237 |
| Gain on disposal of tangible capital assets | (117,893) | (15,491) |
| Changes in non-cash assets and liabilities | | |
| Accounts receivable | (51,697) | 266,709 |
| Accounts payable and accrued liabilities | (126,277) | 1,004,132 |
| Deferred contributions | 277,307 | 42,430 |
| Prepaid expenses | (23,717) | 3,542 |
| Prepaid assistance | (5,883) | (15,534) |
| | 1,028,996 | 2,266,576 |
| Capital transactions | | |
| Proceeds on disposal of tangible capital assets | 182,347 | 30,713 |
| Cash used to acquire tangible capital assets | (467,957) | (1,064,070) |
| | (285,610) | (1,033,357) |
| Financing transactions | | |
| Repayment of capital lease obligation | (140,055) | (140,055) |
| Repayment of mortgage payable | - | (15,751) |
| | (140,055) | (155,806) |
| Increase in cash | 603,331 | 1,077,413 |
| Cash and cash equivalents, beginning of year | 10,149,782 | 9,072,369 |
| Cash and cash equivalents, end of year | 10,753,113 | 10,149,782 |

The accompanying notes are an integral part of the financial statements

MANITOULIN-SUDBURY DISTRICT SERVICES BOARD

Notes to the Financial Statements

Year ended December 31, 2019

1. SIGNIFICANT ACCOUNTING POLICIES

The financial statements of the Board are the representation of management. The financial statements are prepared using Canadian public sector accounting standards as recommended by the Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Accountants.

a) Basis of accounting

The accrual basis of accounting recognizes revenues as they become available and measurable; expenditures are recognized as they are incurred and measurable as a result of receipt of goods or services and the creation of a legal obligation to pay.

b) Cash and cash equivalents

Cash and cash equivalents consist of cash on hand and balances held by major financial institutions and short-term investments which are readily convertible into a known amount of cash and are subject to an insignificant risk to changes in fair value.

c) Leases

Leases are classified as either capital or operating leases. Leases that transfer substantially all of the benefits and inherent risks of ownership of property to the company are accounted for as capital leases. At the time a capital lease is entered into, an asset is recorded together with its related long-term obligation to reflect the acquisition and financing. Equipment recorded under capital leases is amortized on the same basis as described below. Payments under operating leases are expensed as incurred.

d) Tangible capital assets

Tangible capital assets are recorded at cost. The Board provides for the amortization using the straight-line method designed to amortize the cost, less any residual value, of the tangible capital asset over the estimated useful life of the asset. The annual amortization rates are follows:

| Assets | Basis | Rate % |
|--|---------------|-------------------|
| Buildings | Straight-line | 4 |
| Computer equipment | Straight-line | 30 |
| Vehicles, machinery and equipment | Straight-line | 30 |
| Furniture, fixtures, and other equipment | Straight-line | 20 |
| Software | Straight-line | 100 |

Additions are amortized at the full annual rate in the year of acquisition. No amortization is recorded in the year of disposal.

MANITOULIN-SUDBURY DISTRICT SERVICES BOARD

Notes to the Financial Statements

Year ended December 31, 2019

1. SIGNIFICANT ACCOUNTING POLICIES (continued)

e) Revenue recognition and deferred contributions

Revenue from government grants and contributions are recognized in the period that the events giving rise to the government transfer have occurred as long as: the transfer is authorized; the eligibility criteria, if any, have been met; and the amount can reasonably be estimated. Government contributions received before these criteria have been met are recorded in the accounts as deferred contributions in the year of receipt and are recognized as revenue in the period in which all the recognition criteria have been met.

Other revenues including certain user fees, rents and interest are recorded on the accrual basis, when earned, if the amount to be received can be reasonably estimated and collection is reasonably assured.

Provincial Ministries subsidize the operations of the Manitoulin-Sudbury District Services Board. Since the operations are reviewed by the Ministries in the subsequent fiscal period, subsidy adjustments, if any, are recorded in the year in which the adjustments are determined.

f) Forgivable loans

Forgivable loans issued under the Investment in Affordable Housing (IAH) program are treated initially as a grant and expensed when issued. If the recipient meets all the conditions under the IAH program this loan is forgiven and no amount is recovered. If they fail to meet the conditions, the loan is recovered and recorded as a gain which is offset against the current year expense.

g) Financial instruments

Measurement of financial instruments

The Board initially measures its financial assets and financial liabilities at fair value adjusted by, in the case of a financial instrument that will not be measured subsequently at fair value, the amount of transaction costs directly attributable to the instrument.

The Board subsequently measures its financial assets and financial liabilities at amortized cost, except for investments in equity securities that are quoted in an active market, which are subsequently measured at fair value. Changes in fair value are recognized in annual surplus in the period they occur.

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

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

MANITOULIN-SUDBURY DISTRICT SERVICES BOARD**Notes to the Financial Statements****Year ended December 31, 2019**

1. SIGNIFICANT ACCOUNTING POLICIES (continued)**g) Financial instruments (continued)***Impairment*

Financial assets measured at other than fair value are tested for impairment when there are indicators of possible impairments. When a significant adverse change has occurred during the period in the expected timing or amount of future cash flows from the financial asset or group of assets, a write-down is recognized in the annual surplus.

When events occurring after the impairment confirm that a reversal is necessary, the reversal is recognized in the annual surplus, in the period it is identified and measurable up to the amount of the previously recognized impairment.

h) Use of estimates

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of certain assets and liabilities at the date of the financial statements and reported amounts of certain revenues and expenditures during the reporting period. By their nature, these estimates are subject to measurement uncertainty. The effect of changes in such estimates on the financial statements in future periods could be significant. Estimates used in the preparation of the accompanying financial statements include certain accounts receivable, allowances for accounts receivable, certain deferred contributions, amounts repayable to certain funders and the estimated useful lives of tangible capital assets.

MANITOULIN-SUDBURY DISTRICT SERVICES BOARD**Notes to the Financial Statements****Year ended December 31, 2019**

2. MUNICIPAL APPORTIONMENT

Municipal apportionment is allocated to programs as follows:

| | 2019 | 2018 |
|----------------|-------------------|-------------------|
| | \$ | \$ |
| Ontario Works | 1,049,200 | 1,035,400 |
| Land Ambulance | 6,626,619 | 6,533,090 |
| Social Housing | 2,251,734 | 2,242,459 |
| Child Care | 626,038 | 626,038 |
| Administration | (99,163) | (99,163) |
| | 10,454,428 | 10,337,824 |

| | 2019 | 2018 |
|--|-------------|-------------|
| | % | % |
| Municipal Percentage Share | | |
| Town of Espanola | 11.360 | 11.460 |
| Township of Sables-Spanish Rivers | 6.320 | 6.270 |
| Township of Baldwin | 1.120 | 1.100 |
| Township of Nairn and Hyman | 1.460 | 1.470 |
| Municipality of Markstay - Warren | 5.490 | 5.430 |
| Municipality of St. Charles | 3.680 | 3.700 |
| Municipality of French River | 11.210 | 11.210 |
| Town of Chapleau | 1.850 | 1.830 |
| Township of Cockburn Island | 0.220 | 0.220 |
| Township of Gordon and Barrie Island | 2.670 | 2.630 |
| Township of Burpee and Mills | 1.380 | 1.350 |
| Town of Gore Bay | 1.350 | 1.370 |
| Township of Billings | 3.310 | 3.330 |
| Township of Central Manitoulin | 7.450 | 7.420 |
| Township of Tehkummah | 1.460 | 1.440 |
| Township of Northeastern Manitoulin and the Islands | 10.060 | 10.190 |
| Township of Assiginack | 3.530 | 3.530 |
| Municipality of Killarney | 6.180 | 6.170 |
| Other unorganized areas within the Manitoulin-Sudbury Districts | 19.900 | 19.900 |

MANITOULIN-SUDBURY DISTRICT SERVICES BOARD**Notes to the Financial Statements****Year ended December 31, 2019**

3. PENSION AGREEMENTS

The Board makes contributions to the Ontario Municipal Employees Retirement Fund (OMERS), which is a multi-employer plan, on behalf of the members of its staff. The plan is a defined benefit plan which specifies the amount of the retirement benefit to be received by the employees based on the length of service and rates of pay.

The amount contributed to OMERS for 2019 was \$1,081,634 (2018 - \$1,057,582) for current service and is included on the statement of operations and changes in accumulated surplus.

At December 31, 2019, the OMERS pension plan had total assets of \$122.5 billion (2018 - \$111.8 billion) and an accumulated deficit of \$3.397 billion (2018 - \$4.191 billion deficit).

4. DEFERRED CONTRIBUTIONS

Deferred contributions consist of unspent provincial subsidies for the following programs:

| | 2019 | 2018 |
|----------------|------------------|----------------|
| | \$ | \$ |
| Ontario Works | 26,873 | 20,264 |
| Land Ambulance | 514,570 | 320,262 |
| Social Housing | 362,150 | 430,796 |
| Child Care | 87,567 | 42,086 |
| Homelessness | 102,603 | 3,048 |
| | 1,093,763 | 816,456 |

5. COMMITMENTS

The Board rents office and EMS service space under leases with terms as follows:

| | Annual Rent | Expiry date |
|---------------------|--------------------|--------------------|
| | \$ | |
| Noelville - EMS | 46,319 | 2029 |
| Little Current - OW | 26,105 | 2029 |
| Warren - OW | 14,861 | 2021 |
| Killarney - EMS | 38,731 | 2029 |

In addition, the Board rents office and EMS space in several locations under month to month leases with no specific term.

MANITOULIN-SUDBURY DISTRICT SERVICES BOARD**Notes to the Financial Statements****Year ended December 31, 2019**

6. CAPITAL LEASE OBLIGATION

The capital lease is recorded at an amount equal to the present value of the minimum lease payments using the lower of the company's incremental borrowing rate and the interest rate implicit in the lease. The interest rate on this obligation is 2%. The following is a schedule of future minimum lease payments under capital leases:

| | \$ |
|------|----------------|
| 2020 | 140,055 |
| 2021 | 140,054 |
| 2022 | 140,055 |
| | <u>420,164</u> |

The capital lease is secured by equipment with a net book value of \$420,164 (2018 - \$560,218) which is included in furniture, fixtures and other equipment (see tangible capital assets note 9).

Interest charges to the accounts of the company on the lease during the year amounted to \$8,182.

7. NET ASSETS

The balance on the statement of financial position of net assets at the end of the year is comprised of the following:

| | 2019 | 2018 |
|--|------------------|------------------|
| | \$ | \$ |
| To be used: | | |
| for the general increase in (reduction of) annual operations | (1,010,117) | (1,042,359) |
| for reserves and reserve funds (schedule 7) | 4,951,556 | 4,339,745 |
| Total net assets | <u>3,941,439</u> | <u>3,297,386</u> |

8. NON-FINANCIAL ASSETS

Tangible capital assets, prepaid expenses and prepaid assistance are accounted for as assets by the Board, because they can be used to provide services in future periods. These assets do not normally provide resources to discharge liabilities of the Board unless they are sold.

MANITOULIN-SUDBURY DISTRICT SERVICES BOARD

Notes to the Financial Statements

Year ended December 31, 2019

9. TANGIBLE CAPITAL ASSETS

| | Capital Work in Progress \$ | Land \$ | Buildings \$ | Furniture, fixtures, and other equipment \$ | Computer Equipment \$ | Vehicles, Machinery & Equipment \$ | 2019 Total \$ |
|---------------------------------|-----------------------------------|------------|-----------------|---|-----------------------------|---|---------------------|
| Cost | | | | | | | |
| Balance, beginning of year | - | 4,744,410 | 23,005,083 | 2,560,408 | 334,728 | 4,056,646 | 34,701,275 |
| Additions | | | | 21,131 | | 446,826 | 467,957 |
| Disposals | | (22,527) | (90,109) | | | (918,736) | (1,031,372) |
| Balance, end of year | - | 4,721,883 | 22,914,974 | 2,581,539 | 334,728 | 3,584,736 | 34,137,860 |
| Accumulated Amortization | | | | | | | |
| Balance, beginning of year | - | - | 12,751,475 | 1,479,379 | 269,463 | 2,737,234 | 17,237,551 |
| Disposals | | | (54,066) | | | (912,852) | (966,918) |
| Amortization expense | | | 794,618 | 323,450 | 23,119 | 443,532 | 1,584,719 |
| Balance, end of year | - | - | 13,492,027 | 1,802,829 | 292,582 | 2,267,914 | 17,855,352 |
| Net book value | - | 4,721,883 | 9,422,947 | 778,710 | 42,146 | 1,316,822 | 16,282,508 |
| | Capital Work in Progress \$ | Land \$ | Buildings \$ | Furniture, fixtures, and other equipment \$ | Computer Equipment \$ | Vehicles, Machinery & Equipment \$ | 2018 Total \$ |
| Cost | | | | | | | |
| Balance, beginning of year | - | 4,744,410 | 22,930,961 | 2,097,911 | 264,485 | 3,893,655 | 33,931,422 |
| Additions | - | - | 74,122 | 462,497 | 70,243 | 457,208 | 1,064,070 |
| Disposals | - | - | - | - | - | (294,217) | (294,217) |
| Balance, end of year | - | 4,744,410 | 23,005,083 | 2,560,408 | 334,728 | 4,056,646 | 34,701,275 |
| Accumulated Amortization | | | | | | | |
| Balance, beginning of year | - | - | 11,953,853 | 1,146,870 | 243,837 | 2,573,749 | 15,918,309 |
| Disposals | - | - | - | - | - | (278,995) | (278,995) |
| Amortization expense | - | - | 797,622 | 332,509 | 25,626 | 442,480 | 1,598,237 |
| Balance, end of year | - | - | 12,751,475 | 1,479,379 | 269,463 | 2,737,234 | 17,237,551 |
| Net book value | - | 4,744,410 | 10,253,608 | 1,081,029 | 65,265 | 1,319,412 | 17,463,724 |

MANITOULIN-SUDBURY DISTRICT SERVICES BOARD**Notes to the Financial Statements****Year ended December 31, 2019**

9. TANGIBLE CAPITAL ASSETS (continued)

Included in furniture, fixtures and other equipment are assets under capital lease with cost and accumulated amortization of \$980,381 (2018 - \$980,381) and \$560,216 (2018 - \$420,163), respectively.

10. CONTINGENT LIABILITIES

The Board is contingently liable for accumulated sick leave in the amount of \$148,030 (2018 - \$160,798) for EMS employees. Accumulated sick leave is only payable to cover illness related absences and there is no liability to pay any amounts to employees on change or termination of employment.

No liability is reflected in these financial statements for the accumulated sick leave to EMS employees.

Provincial Ministries subsidize the operations of the Manitoulin-Sudbury District Services Board. Since the operations are reviewed by the Ministries in the subsequent fiscal period, subsidy adjustments, if any, are recorded in the year in which the adjustments are determined.

11. FORGIVABLE LOANS

Included in the Social Housing Program expenditures is \$339,675 (2018 - \$255,864) in grants with forgivable conditions. These grants are issued to low income home owners as forgivable loans. The loans are to be written off over 10 years. However, if the house is sold before the 10-year forgiveness period, the home owner must repay a pro-rated amount back to the Board. If the Board receives funds because of a homeowner selling their property, the amount is used by the Board to grant a new loan to another low income home owner.

During the year, funds received back from homeowners under this program amounted to \$106,753 (2018 - \$70,565) which have been offset with the current year expense.

12. EXPENDITURES BY OBJECT

As required by Section 1201.086 of the Public Sector Accounting Board reporting requirements, these financial statements report on the Board's expenditures by function. The Board's expenditures by object are as follows:

| | 2019 | 2018 |
|---|-------------------|-------------------|
| | \$ | \$ |
| Salaries, wages and benefits | 16,560,782 | 16,656,324 |
| Contracted services | 12,363,962 | 12,156,733 |
| Materials | 2,630,768 | 2,719,018 |
| Rents and financial items | 489,772 | 436,533 |
| Interest on mortgage payable | - | 269 |
| External transfers | 6,658,633 | 7,115,122 |
| Amortization of tangible capital assets | 1,584,719 | 1,598,237 |
| | 40,288,636 | 40,682,236 |

MANITOULIN-SUDBURY DISTRICT SERVICES BOARD**Notes to the Financial Statements****Year ended December 31, 2019**

13. BUDGET AND OPERATING RESULTS

The Budget adopted by the Board was not prepared on a basis consistent with that used to report actual results in the financial statements. The budget was prepared on a modified accrual basis while public sector accounting standards require the full accrual basis. The budget figures expense all tangible capital acquisitions and does not include a provision for amortization expense. As a result, the budget figures presented in the statements of operations and changes in net assets represent the budget adopted by the Board adjusted as follows:

| | 2019 |
|--|-------------|
| | \$ |
| Budget surplus approved by the Board | 439,420 |
| Add: Net budgeted transfers (to)/from reserves and reserve funds | (439,420) |
| | - |

Similarly, the actual operating results for the year are presented using public sector accounting standards which require the full accrual basis. Thus, the actual operating results presented in the statements of operations and changes in net assets represent actual results adjusted as follows:

| | 2019 |
|--|------------------|
| | \$ |
| Excess (deficiency) of revenue over expenditures before undernoted items per schedules/programs: | |
| Ontario Works Administration Programs - Schedule 1 | (69,307) |
| Land Ambulance / EMS Services - Schedule 2 | 46,919 |
| Social Housing Programs - Schedule 3 | (170,161) |
| Child Care Programs - Schedule 4 | - |
| Homelessness Programs - Schedule 5 | - |
| Other Revenue and Expenditures - Schedule 6 | 114,336 |
| | (78,213) |
| Add: Net transfers (to)/from reserves and reserve funds - prior | 71,036 |
| Deficiency of revenues over expenditures before adjustments below | (7,177) |
| Adjustment to Canadian Public Sector Accounting Standards: | |
| Add: Net transfers (to)/from reserves and reserve funds - current | 540,776 |
| Less: Net tangible capital acquisitions, proceeds and amortization | (1,041,162) |
| Annual surplus (deficit) before refund of prior year Municipal Apportionment | (507,563) |

MANITOULIN-SUDBURY DISTRICT SERVICES BOARD

Notes to the Financial Statements

Year ended December 31, 2019

14. SUBSEQUENT EVENT

Subsequent to year end, the COVID-19 global outbreak was declared a pandemic by the World Health Organization in March 2020. The negative impact of COVID-19 in Canada and on the global economy has been significant. The global pandemic has disrupted economic activities and supply chains resulting in governments worldwide, and in Canada, enacting emergency measures to combat the spread of the virus and protect the economy.

These financial statements have been prepared based upon conditions existing at December 31, 2019 and considering those events occurring subsequent to that date, that provide evidence of conditions that existed at that date. As the outbreak of COVID-19 occurred after December 31, 2019, its impact is considered an event that is indicative of conditions that arose after the reporting period and accordingly, no adjustments have been made to these financial statements for the impacts of COVID-19.

Although the disruption from the pandemic is expected to be temporary, given the dynamic nature of these circumstances, the duration and severity of the disruption and related financial impact cannot be reasonably estimated at this time. The Board's ability to continue to service debt and meet obligations as they come due is dependent on its continued ability to generate cash flows. At this time, the full potential impact of COVID-19 on the Board is not known.

15. FINANCIAL INSTRUMENTS

Transactions in financial instruments may result in an entity assuming or transferring financial instruments to or from another party. The Board is exposed to the following risks associated with financial instruments and transactions it is a party to:

(a) Credit risk

Credit risk is the risk that one party to a financial transaction will fail to discharge a financial obligation and cause the other party to incur a financial loss. The Board is exposed to this risk relating to its cash and cash equivalents and accounts receivable.

The Board minimizes risk associated with cash and cash equivalents by ensuring these financial assets are placed with large reputable financial institutions with high credit ratings.

The Board incurs receivable transactions, in the normal course of operations, and is exposed to credit risk associated with its accounts receivable balances of \$448,225 (2018 - \$396,528). The Board minimizes this risk through management's on-going monitoring of amounts due to the organization and collections. Valuations of amounts due to the organization are performed on a regular basis and adjustments for amounts determined to be uncollectable are recorded when applicable.

MANITOULIN-SUDBURY DISTRICT SERVICES BOARD**Notes to the Financial Statements****Year ended December 31, 2019**

15. FINANCIAL INSTRUMENTS (continued)**(b) Concentration risk**

Concentration risk is the risk that an entity's balance due to the Board has a value of more than ten percent of the total accounts receivable and thus there is a higher risk to the Board in the event of a default by one of these entities. At December 31, 2019 receivables from two organization comprised approximately 36% of the total outstanding receivables. The Board reduces this risk by regularly assessing the credit risk associated with these accounts and closely monitors any overdue balances.

(c) Liquidity risk

Liquidity risk is the risk that an organization cannot repay its obligations when they become due to its creditors. The Board is exposed to this risk associated with its accounts payable and accrued liabilities balances of \$5,745,973 (2018 - \$5,872,250). The Board reduces its exposure to liquidity risk by ensuring that it documents when authorized payments become due, and maintains adequate cash resources to repay creditors, mortgage interest and principal and capital lease obligation principal and interest as those liabilities become due.

(d) Interest rate risk

Interest rate risk is the potential for financial loss caused by fluctuations in fair value or future cash flows of financial instruments because of changes in market interest rates. The Board is exposed to this risk through its interest-bearing cash balances, the interest rates of which change over time due to a variety of financial market factors and may cause changes in interest earnings in future periods.

MANITOULIN-SUDBURY DISTRICT SERVICES BOARD
ONTARIO WORKS ADMINISTRATION PROGRAMS
Schedule of Revenue and Expenditures
Year ended December 31, 2019 with comparative figures for 2018

| | 2019 | 2019 | 2018 |
|---|------------------|------------------|------------------|
| | Budget | Actual | Actual |
| | \$ | \$ | \$ |
| Revenue | | | |
| Provincial Subsidy | | | |
| OW General | 5,889,449 | 4,865,586 | 5,134,694 |
| OW Administration and Employment programs | 1,394,900 | 1,414,300 | 1,394,900 |
| Employment Ontario | 247,211 | 190,136 | 271,067 |
| Youth Job Connection | 230,927 | 122,224 | 197,904 |
| Canada Ontario Job Grant | 35,000 | 4,204 | 6,654 |
| Other subsidy | - | 2,605 | 2,612 |
| Municipal apportionment | 1,049,200 | 1,049,200 | 1,035,400 |
| Total revenue | 8,846,687 | 7,648,255 | 8,043,231 |
| Expenditures | | | |
| OW General | 5,889,449 | 4,865,586 | 5,123,348 |
| Administration and Employment Expenses (Schedule 1A) | 2,323,700 | 2,291,518 | 2,306,589 |
| Employment Ontario | 247,211 | 190,136 | 271,067 |
| Youth Job Connection | 230,927 | 122,224 | 197,904 |
| National Child Benefit | 120,400 | 120,386 | 120,400 |
| Canada Ontario Job Grant expense | 35,000 | 4,204 | 6,654 |
| Other subsidy expense | - | 2,605 | 2,580 |
| Total expenditures | 8,846,687 | 7,596,659 | 8,028,542 |
| Excess of revenue over expenditures before net transfers to reserves | - | 51,596 | 14,689 |
| Transfer to reserves - current | - | (32,393) | (17,111) |
| Transfer to reserves - prior | - | (88,510) | (1,318) |
| Net transfer to reserves | - | (120,903) | (18,429) |
| Excess (deficiency) of revenue over expenditures before undernoted items | - | (69,307) | (3,740) |
| Capital assets included in expenditures | - | 25,875 | 50,218 |
| Proceeds on disposition included in expenditures | - | (10,000) | (19,519) |
| Gain on disposition of capital assets | - | 4,115 | 4,297 |
| Amortization of capital assets | - | (38,475) | (37,721) |
| Excess (deficiency) of revenue over expenditures | - | (87,792) | (6,465) |

MANITOULIN-SUDBURY DISTRICT SERVICES BOARD
Analysis of Ontario Works Administration Expenditures
Year ended December 31, 2019 with comparative figures for 2018

| | 2019 | 2019 | 2018 |
|---|------------------|------------------|------------------|
| | Budget | Actual | Actual |
| | \$ | \$ | \$ |
| Administration and Employment Expenses | | | |
| Salaries and benefits | 1,502,723 | 1,457,558 | 1,252,710 |
| Purchased services | 359,700 | 363,067 | 655,727 |
| Travel and training | 77,926 | 103,247 | 100,225 |
| Employment funded expenses - CPE and ERE training | 145,000 | 141,633 | 79,441 |
| Computer software and hardware | 73,712 | 72,094 | 68,668 |
| Accommodation costs | 71,094 | 65,440 | 66,364 |
| Office supplies and postage | 32,794 | 25,517 | 25,067 |
| Insurance | 21,582 | 19,537 | 22,317 |
| Board travel, meetings | 19,088 | 18,480 | 13,714 |
| Telephone and communications | 10,585 | 14,593 | 12,488 |
| Audit and accounting fee | 6,938 | 7,868 | 8,491 |
| Advertising | 984 | 1,344 | 950 |
| Legal and consulting fee | 1,574 | 1,140 | 427 |
| | 2,323,700 | 2,291,518 | 2,306,589 |

MANITOULIN-SUDBURY DISTRICT SERVICES BOARD
LAND AMBULANCE / EMS SERVICES
Schedule of Revenue and Expenditures
Year ended December 31, 2019 with comparative figures for 2018

| | 2019 | 2019 | 2018 |
|---|-------------------|-------------------|-------------------|
| | Budget | Actual | Actual |
| | \$ | \$ | \$ |
| Revenue | | | |
| Provincial Subsidy | | | |
| Operating | 7,873,080 | 7,824,537 | 7,813,368 |
| Wikwemikong (Schedule 2A) | 2,013,703 | 1,949,942 | 2,082,591 |
| Patient Transfer Service | - | 351,976 | 478,655 |
| Community Paramedicine | 28,000 | 58,967 | 87,067 |
| Other | - | 2,121 | 290 |
| Municipal apportionment | 6,626,619 | 6,626,619 | 6,533,090 |
| Total revenue | 16,541,402 | 16,814,162 | 16,995,061 |
| Expenditures | | | |
| Salaries and benefits | 11,861,072 | 12,096,434 | 12,258,771 |
| Wikwemikong expenses (Schedule 2A) | 2,013,703 | 1,949,940 | 2,082,591 |
| Capital expenditures | - | 600,580 | 887,781 |
| Vehicle expenses | 522,871 | 576,389 | 640,276 |
| Patient transfer services | - | 349,555 | 478,655 |
| Building expenses | 355,558 | 346,831 | 399,585 |
| Transportation and communication | 449,595 | 316,318 | 246,402 |
| Administrative expenses | 273,868 | 262,314 | 238,836 |
| Medical supplies and equipment | 166,774 | 189,179 | 159,978 |
| Other supplies and equipment | 35,644 | 92,665 | 139,265 |
| Community Paramedicine expenses | - | 58,967 | 87,067 |
| Interest expense | 52,046 | 52,046 | 55,084 |
| Total expenditures | 15,731,131 | 16,891,218 | 17,674,291 |
| Excess (deficiency) of revenue over expenditures before net transfers (to) from reserves | 810,271 | (77,056) | (679,230) |
| Transfer from reserves - current | | 672,528 | 998,072 |
| Transfer to reserves - current | (810,271) | (1,014,815) | (785,104) |
| Transfer from reserves - prior | - | 466,262 | 38,684 |
| Net transfer (to) from reserves | (810,271) | 123,975 | 251,652 |
| Excess (deficiency) of revenue over expenditures before undernoted items | - | 46,919 | (427,578) |
| Capital assets included in expenditures | - | 442,083 | 804,498 |
| Capital lease expenditures | - | 140,054 | 140,054 |
| Proceeds on disposition included in expenditures | - | (31,557) | (11,194) |
| Gain on disposition of capital assets | - | 31,557 | 11,194 |
| Amortization of capital assets | - | (813,732) | (819,943) |
| Excess (deficiency) of revenue over expenditures | - | (184,676) | (302,969) |

MANITOULIN-SUDBURY DISTRICT SERVICES BOARD
Analysis of Wikwemikong Ambulance Expenditures
Year ended December 31, 2019 with comparative figures for 2018

| | 2019 Budget | January to March (3 months) | April to December (9 months) | 2019 Total | 2018 Total |
|-------------------------------------|--------------------|--|---|-----------------------|-----------------------|
| | \$ | \$ | \$ | \$ | \$ |
| Revenue | | | | | |
| Provincial subsidy | 2,013,703 | 826,322 | 1,123,620 | 1,949,942 | 2,082,591 |
| Expenditures | | | | | |
| Salaries and benefits | 1,705,216 | 542,523 | 1,127,694 | 1,670,217 | 1,684,085 |
| Vehicle expenses | 67,900 | 29,405 | 72,881 | 102,286 | 110,028 |
| Administration costs | 109,460 | 196,856 | (153,084) | 43,772 | (4,245) |
| Transportation and communication | 25,097 | 10,814 | 22,928 | 33,742 | 33,703 |
| Building expenses | 33,018 | 6,673 | 21,511 | 28,184 | 36,088 |
| Medical supplies and equipment | 33,078 | 6,303 | 14,132 | 20,435 | 30,088 |
| Other services | 18,940 | 6,775 | 13,106 | 19,881 | 12,915 |
| One time expenses | - | 24,832 | (8,940) | 15,892 | 101,142 |
| Other supplies | 20,994 | 2,140 | 13,391 | 15,531 | 20,221 |
| Vehicle purchases | - | - | - | - | 58,566 |
| Total expenditures | 2,013,703 | 826,321 | 1,123,619 | 1,949,940 | 2,082,591 |

MANITOULIN-SUDBURY DISTRICT SERVICES BOARD
SOCIAL HOUSING PROGRAMS
Schedule of Revenue and Expenditures
Year ended December 31, 2019 with comparative figures for 2018

| | 2019 | 2019 | 2018 |
|--|------------------|------------------|------------------|
| | Budget | Actual | Actual |
| | \$ | \$ | \$ |
| Revenue | | | |
| Rental income | 1,271,484 | 1,373,115 | 1,250,646 |
| Federal subsidy | 899,759 | 945,537 | 981,708 |
| Provincial Subsidy | | | |
| IAH program | 297,518 | 284,669 | 230,957 |
| SIF program | 94,392 | 94,676 | 130,875 |
| IEC program | - | 66,840 | 2,480 |
| Municipal apportionment | 2,251,734 | 2,251,734 | 2,242,459 |
| Total revenue | 4,814,887 | 5,016,571 | 4,839,125 |
| Expenditures | | | |
| Wages and benefits | 993,393 | 818,436 | 802,037 |
| Utilities | 613,676 | 621,783 | 607,609 |
| Maintenance materials and services | 442,937 | 527,401 | 453,736 |
| Transfer to Non-Profit Housing | 477,312 | 478,156 | 450,410 |
| Capital expenditures | 417,091 | 343,891 | 422,674 |
| Urban native rent supplement | 297,623 | 300,121 | 306,903 |
| Housing mortgage costs | 302,850 | 302,850 | 302,850 |
| IAH program | 297,518 | 284,669 | 230,957 |
| Municipal taxes | 220,741 | 211,860 | 209,871 |
| Rent allowance agreement | 309,083 | 309,083 | 149,083 |
| SIF expenses | 94,392 | 94,676 | 130,875 |
| Administration | 83,891 | 76,660 | 93,403 |
| Insurance | 81,336 | 79,191 | 76,121 |
| IEC expenses | - | 66,840 | 2,480 |
| Transportation and equipment | 67,244 | 53,198 | 68,411 |
| Office rent | 31,261 | 28,501 | 26,770 |
| Housing rent supplement | 35,584 | 26,700 | 23,109 |
| Bad debts - rental | 24,931 | 20,407 | 15,050 |
| Professional fees | 9,074 | 10,698 | 8,865 |
| Other | 7,500 | 1,610 | 3,592 |
| Interest on long-term debt | - | - | 269 |
| Total expenditures | 4,807,437 | 4,656,731 | 4,385,075 |
| Excess of revenue over expenditures before net transfers (to) from reserves | | | |
| | 7,450 | 359,840 | 454,050 |
| Transfer from reserves - current | 417,091 | 484,683 | 422,674 |
| Transfer to reserves - current | (424,541) | (565,896) | (412,185) |
| Transfer to reserves - prior | - | (448,788) | (71,919) |
| Net transfer from (to) reserves | (7,450) | (530,001) | (61,430) |
| Excess (deficiency) revenue over expenditures before undernoted items | | | |
| | - | (170,161) | 392,620 |
| Capital assets included in expenditures | - | - | 139,111 |
| Amortization of capital assets | - | (650,128) | (639,931) |
| Proceeds on disposition included in expenditures | - | (140,792) | - |
| Gain on disposition of capital assets | - | 82,221 | - |
| Repayment of mortgage payable | - | - | (15,751) |
| Excess (deficiency) of revenue over expenditures | - | (878,860) | (123,951) |

MANITOULIN-SUDBURY DISTRICT SERVICES BOARD
CHILD CARE PROGRAMS
Schedule of Revenue and Expenditures
Year ended December 31, 2019 with comparative figures for 2018

| | 2019 | 2019 | 2018 |
|--|------------------|------------------|------------------|
| | Budget | Actual | Actual |
| | \$ | \$ | \$ |
| Revenue | | | |
| Provincial Subsidy | | | |
| MEDU operating subsidy | 4,532,058 | 6,589,955 | 6,636,714 |
| Resource Centre | 1,391,615 | 1,338,556 | 1,317,064 |
| Indigenous Led Child and Family Programs | 320,650 | 320,650 | 364,650 |
| Administration | 242,946 | 291,180 | 222,202 |
| Data Analysis Coordinator | 99,153 | 73,152 | 73,153 |
| Planning subsidy | 30,100 | 30,100 | 30,100 |
| Municipal apportionment | 626,038 | 626,038 | 626,038 |
| Total revenue | 7,242,560 | 9,269,631 | 9,269,921 |
| Expenditures | | | |
| Child care | | | |
| Operating grant expenses | 1,324,125 | 2,629,603 | 2,310,452 |
| Expansion expenses | 976,541 | 1,389,800 | 1,586,361 |
| Special needs resources | 550,000 | 633,459 | 569,244 |
| Purchase of service | 566,367 | 598,311 | 568,538 |
| ELCC expenses | 420,859 | 462,915 | 483,988 |
| Wage enhancement | 337,023 | 432,834 | 323,969 |
| Indigenous Led Child and Family Programs | 320,650 | 320,650 | 364,650 |
| Capacity building | 298,000 | 298,000 | 253,100 |
| Salaries and benefits | 497,007 | 238,283 | 465,649 |
| Repairs and maintenance | 145,000 | 171,912 | 168,195 |
| Play based materials and equipment | 170,780 | 170,782 | 305,856 |
| Ontario works | 121,424 | 121,424 | 121,423 |
| Expansion admin expenses | 105,000 | 104,415 | - |
| Administration costs | 96,262 | 97,982 | 106,875 |
| Home child care expenses | 25,875 | 27,600 | 25,875 |
| Fee stabilization | 87,429 | 21,852 | 87,429 |
| | 6,042,342 | 7,719,822 | 7,741,604 |
| Family support program | | | |
| Resource Centres | 1,391,615 | 1,446,556 | 1,425,064 |
| Data analysis coordinator | 99,153 | 73,153 | 73,153 |
| Planning expenses | 30,100 | 30,100 | 30,100 |
| | 1,520,868 | 1,549,809 | 1,528,317 |
| Total expenditures | 7,563,210 | 9,269,631 | 9,269,921 |
| Excess (deficiency) of revenue over expenditures before net transfers to reserves | | | |
| | (320,650) | - | - |
| Transfer to reserves - current | - | - | - |
| Transfer to reserves - prior | - | - | - |
| Net transfer to reserves | - | - | - |
| Excess (deficiency) of revenue over expenditures | (320,650) | - | - |

MANITOULIN-SUDBURY DISTRICT SERVICES BOARD
HOMELESSNESS PROGRAMS
Schedule of Revenue and Expenditures
Year ended December 31, 2019 with comparative figures for 2018

| | 2019 Budget \$ | January to March (3 months) \$ | April to December (9 months) \$ | 2019 Total \$ | 2018 Total \$ |
|--|-------------------------------|---|--|------------------------------|------------------------------|
| Revenue | | | | | |
| Provincial subsidy - CHPI | 682,831 | 169,353 | 345,217 | 514,570 | 632,507 |
| Provincial subsidy - OESP | - | 2,813 | 775 | 3,588 | 3,350 |
| | 682,831 | 172,166 | 345,992 | 518,158 | 635,857 |
| Expenditures | | | | | |
| Program expense | | | | | |
| - Housing with Related Supports | 440,831 | 15,709 | 243,389 | 259,098 | 319,636 |
| Program expense | | | | | |
| - Emergency Shelter Solutions | 155,000 | 128,763 | 27,000 | 155,763 | 165,938 |
| Program expense | | | | | |
| - Homelessness Prevention | 80,000 | 27,192 | 50,375 | 77,567 | 88,689 |
| Program expense | | | | | |
| - CHPI Administration Expenses | - | - | 20,131 | 20,131 | 60,039 |
| Program expense | | | | | |
| - OESP Expenses | - | - | 3,588 | 3,588 | - |
| Program expense | | | | | |
| - Other Services and Support | 7,000 | 502 | 1,509 | 2,011 | 1,555 |
| Total expenditures | 682,831 | 172,166 | 345,992 | 518,158 | 635,857 |
| Excess of revenue over expenditures | - | - | - | - | - |

MANITOULIN-SUDBURY DISTRICT SERVICES BOARD
OTHER REVENUE AND EXPENDITURES
Schedule of Revenue and Expenditures
Year ended December 31, 2019 with comparative figures for 2018

| | 2019 | 2019 | 2018 |
|---|-----------------|----------------|----------------|
| | Budget | Actual | Actual |
| | \$ | \$ | \$ |
| Revenue | | | |
| Interest income | 99,163 | 265,545 | 245,179 |
| NOSDA | - | 280 | 5,539 |
| TWOMO Subsidy | - | - | 26,895 |
| Other | 130,578 | 130,578 | 127,578 |
| Total revenue | 229,741 | 396,403 | 405,191 |
| Expenditures | | | |
| IT expenses | 188,229 | 97,741 | 132,127 |
| Municipal apportionment | 99,163 | 99,163 | 99,163 |
| NOSDA expenses | - | 280 | 5,539 |
| Election expenses | - | - | 26,895 |
| Total expenditures | 287,392 | 197,184 | 263,724 |
| Excess (deficiency) of revenue over expenditures before net transfers (to) from reserves | (57,651) | 199,219 | 141,467 |
| Transfer from reserves - current | 188,229 | 97,741 | 132,127 |
| Transfer to reserves - current | (130,578) | (182,624) | (182,662) |
| Net transfer to reserves | 57,651 | (84,883) | (50,535) |
| Excess (deficiency) of revenue over expenditures before undernoted items | - | 114,336 | 90,932 |
| Capital assets included in expenditures | - | - | 70,243 |
| Amortization of capital assets | - | (82,383) | (84,891) |
| Excess of revenue over expenditures | - | 31,953 | 76,284 |

MANITOULIN-SUDBURY DISTRICT SERVICES BOARD
OTHER REVENUE AND EXPENDITURES
Schedule of Continuity of Reserves
Year ended December 31, 2019

SCHEDULE 7

| | Working Funds | Tech Refresh | Benefits Reserve | Vehicle and Equipment Replacement Reserve | Social Housing Capital Funds | Total |
|----------------------------------|----------------------|---------------------|-------------------------|--|-------------------------------------|--------------|
| | \$ | \$ | \$ | \$ | \$ | \$ |
| RESERVES | | | | | | |
| Balance, beginning of year | 1,517,082 | 213,773 | 518,606 | 492,327 | 1,597,957 | 4,339,745 |
| Transfers: | | | | | | |
| Appropriations from (to) current | 173,442 | 27,837 | 188,116 | 94,541 | 127,875 | 611,811 |
| Balance, end of year | 1,690,524 | 241,610 | 706,722 | 586,868 | 1,725,832 | 4,951,556 |