

# Agenda

## Audit Committee

4th Meeting of the Audit Committee

November 13, 2024, 12:00 PM

Council Chambers - Please check the City website for additional meeting detail information. Meetings can be viewed via live-streaming on YouTube and the City Website.

The City of London is situated on the traditional lands of the Anishinaabek (AUh-nish-in-ah-bek), Haudenosaunee (Ho-den-no-show-nee), Lūnaapéewak (Len-ah-pay-wuk) and Attawandaron (Add-a-won-da-run).

We honour and respect the history, languages and culture of the diverse Indigenous people who call this territory home. The City of London is currently home to many First Nations, Métis and Inuit today.

As representatives of the people of the City of London, we are grateful to have the opportunity to work and live in this territory.

Members

Councillors E. Pelozza (Chair), P. Cuddy, S. Stevenson, J. Pribil;, I. Cheema

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Pages

1. **Disclosures of Pecuniary Interest**
2. **Consent**
3. **Scheduled Items**
4. **Items for Direction**
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5. **Deferred Matters/Additional Business**
6. **Adjournment**



**MEMO TO** : City of London – Audit Committee  
**FROM** : MNP LLP  
**SUBJECT** : Briefing Note From Internal Audit  
**DATE** : November 13, 2024

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- MNP is at the end of the reporting stage of the Municipal Affordable Housing Development Value for Money audit. Given a critical component of new developments are projects that are directly sponsored by the City, and there is a plan to intensify and reuse underdeveloped properties to add to the City’s affordable housing supply, this audit will review these projects in order to understand root causes for any budget/cost changes, schedule delays, delivery effectiveness, and to better understand “Lessons Learned” from these projects to help guide future affordable housing development projects. MNP had previously targeted for this audit report to be presented at the Audit Committee meeting scheduled for November 13, 2024, however there were additional efforts needed to validate key pieces of information to ensure accuracy in our work. The report is now planned to be presented at the February 12, 2025 Audit Committee meeting.
- MNP is working with City staff to finalize the scope of the compliance audit focused on the programing related to Creating a Safe London for Women and Girls. The overall objective of the audit will focus on the City's progress towards the execution of its Creating a Safe London for Women and Girls initiative. An update on the progress of the audit will be provided at the next Audit Committee meeting scheduled for February 12, 2025.
- The original Internal Audit Plan for 2024 contained five (5) audits within the calendar year. Based on progress to date, MNP will only complete four (4) audits within 2024, specifically:
  - HRIS Readiness Assessment
  - Accessibility
  - Emergency Management
  - Municipal Affordable Housing Development

In order to address any backlog and ensure efficient delivery of audits in 2025, MNP will meet with City Management before the close of 2024 to revisit the Internal Audit Plan and coordinate efforts for audit execution. MNP will provide an update to the Audit Committee on planning and progress at the February 12, 2025 meeting.

**City of London**  
**Audit Committee Meeting**  
**November 13, 2024**  
**Internal Audit Follow Up Activities Dashboard**

**Internal Audit Follow Up Activities as of October 31, 2024**

A strong indicator of an effective internal control environment is the timeliness with which Management addresses reported control deficiencies. On a quarterly basis, MNP will conduct an audit follow-up process to ensure internal audit findings have been effectively remediated through the implementation of related Management action plans on a timely basis.

There were **eight (8)** recommendations from issued audit reports that were followed-up on during this quarter. **Zero (0)** Management action item was closed, **zero (0)** action items were retargeted, and **eight (4)** action items are on track to be completed by their respective due dates.

- **Neighbourhood Decision Making Program Value for Money (“VfM”) Audit** – Two (2) Medium Risk Observations.
- **Vendor Risk Management Audit** - One (1) High Risk and Four (4) Medium Risk Observations.
- **Cyber Security Review** – One (1) Medium Risk Observation.

**Remediation Status Legend**



## Open Management Action Plans

#	Management Action Plan	Risk Rating	Due Date	Remediation Status	Quarterly Update
<b>Neighbourhood Decision Making Program Value for Money (“VfM”) Audit</b>					
1	<p><b><u>Tracking the Effectiveness of Implemented Ideas/Projects</u></b></p> <p>The success of ideas post implementation should be measured, where practical. The frequency, type and nature of analysis can vary depending on the implemented idea.</p> <p>Both qualitative and quantitative analysis should be utilized to help determine if desired outcomes have been accomplished. As an example, to determine the effectiveness of an implemented idea, the City could utilize factors such as:</p> <ul style="list-style-type: none"> <li>• Measuring resident attendance or usage (i.e., for park playgrounds, benches, skate parks, community electric vehicle charging stations, etc.).</li> <li>• Tracking social media engagement (i.e., reviewing hashtags for locations/implemented ideas).</li> <li>• Performing resident surveys to obtain their opinions on the implemented idea.</li> <li>• Measuring community safety metrics (i.e., after installation of streetlights and traffic signs).</li> </ul>	Medium	March 2025	<b>On Track for Completion</b>	Management is on track to complete their action plan by the documented due date, pending the outcome of the 2025 Budget Update process.
2	<p><b><u>Service Level Agreements (“SLAs”) and Key Performance Indicators (“KPIs”)</u></b></p> <p>SLAs and related KPIs should be established for key processes of the Program. The development of the SLAs and KPIs should factor in the processing of ideas by type, volume, and frequency to help ensure any service standards created are realistic and represent an accurate reflection on performance.</p> <p>The following are examples of internal and external measures that could be implemented by the NDM Program team:</p> <ul style="list-style-type: none"> <li>• Feasibility Analysis (Internal Measure) <ul style="list-style-type: none"> <li>○ Average time taken for SMEs or relevant staff to provide idea feasibility notes and conclusion.</li> </ul> </li> <li>• Communications with idea submitters (External Measures) <ul style="list-style-type: none"> <li>○ Average time taken to communicate the idea feasibility result to an idea submitter.</li> <li>○ Average time taken to communicate the voting results to an idea submitter and next steps for idea implementation.</li> <li>○ Average time taken to provide status update/progress of implementation to an idea submitter.</li> </ul> </li> </ul>	Medium	December 2024 Revised to March 2025	<b>On Track for Completion</b>	This action is on hold pending the outcome of the 2025 Budget Update process.

#	Management Action Plan	Risk Rating	Due Date	Remediation Status	Quarterly Update
	Internal measures should be communicated within the City and external measures should be communicated to residents via the City's website to ensure performance expectations are clear and understood by each party.				
<b>Vendor Risk Management Audit</b>					
1	<p><b><u>Vendor Due Diligence and Formalization of the Vendor Risk Assessment Process</u></b>  Procurement Services has engaged a consultant to review and advise on adding vendor management tools including risk assessments, Performance evaluations, Performance rectification processes. A consulting project is underway with an estimated update of the Procurement of Goods and Services Policy targeted for June 2024. The degree to which additional due diligence is implemented, will be dependent upon the business case submitted requesting operating funds to take on the additional responsibilities of a full Vendor Performance Program/Office.</p>	<b>High</b>	Original – Q3 2024 Revised – Q1 2025	<b>On Track for Completion</b>	<p>Business Case #P-73 Vendor Performance Management was not adopted as part of the Multi-Year Budget so Administration will look to amend the scope of the procurement of goods and services policy to adjust the policy framework and tools to reflect what can be achieved given current state.</p> <p>Vendor Performance Management tools can be implemented on high-risk, high-visibility and high-value projects, exceeding a pre-determined threshold. This will include project specific performance evaluations, performance report cards, rectification processes and a debarment process.</p> <p>Currently on boarding a new Senior Manager, Procurement and Supply Services due to retirement.</p>
2	<p><b><u>Periodic Performance Evaluation of Vendors</u></b>  Procurement Services has engaged a consultant to review and advise on adding vendor management tools including risk assessments, performance evaluations, performance rectification processes and vendor debarment.</p>	<b>Medium</b>	Original – Q3 2024 Revised – Q1 2025	<b>On Track for Completion</b>	<p>Business Case #P-73 Vendor Performance Management was not adopted as part of the Multi-Year Budget so Administration will look to amend the scope of the procurement of goods and services policy to adjust the policy framework and tools to reflect what can be achieved given current state.</p> <p>Vendor Performance Management tools can be implemented on high-risk, high-visibility and high-value projects, exceeding a pre-determined</p>

#	Management Action Plan	Risk Rating	Due Date	Remediation Status	Quarterly Update
					threshold. This will include project specific performance evaluations, performance report cards, rectification processes and a debarment process.
3	<p><b><u>Vendor Contract</u></b>  Procurement Services has engaged a consultant to draft a standard City of London Master Contract document, Starting in 2024, for centralized procurements entered into, Procurement will require copies of signed agreements to be provided when complete. Procurement Services will establish the centralized repository to store these contracts along with procurement records.</p>	Medium	Original – Q3 2024  Revised – Q1 2025	On Track for Completion	<p>Business Case #P-73 Vendor Performance Management was not adopted as part of the Multi-Year Budget so Administration will look to amend the scope of the procurement of goods and services policy to adjust the policy framework and tools to reflect what can be achieved given current state.</p> <p>Currently on boarding a new Senior Manager, Procurement and Supply Services due to retirement.</p>
4	<p><b><u>Vendor Management Reporting</u></b>  A Vendor Performance Management (VPM) program will need to be implemented and included in new bidding templates. Reporting would begin after the VPM has been implemented for a year.</p>	Medium	Q3 2025	On Track for Completion	<p>Although Business Case #P-73 Vendor Performance Management was not adopted as part of the Multi-Year Budget, Civic Administration is working with a consultant to determine the scale and scope that can be implemented within existing resources.</p>
5	<p><b><u>Formalization of Key VRM Processes</u></b>  Procurement Services has engaged a consultant to review the City's Procurement of Goods and Services Policy, which will take into consideration vendor management. Approval of the VPM Business Case will affect the degree in which this is undertaken.</p>	Medium	Original – Q3 2024  Revised – Q1 2025	On Track for Completion	<p>Business Case #P-73 Vendor Performance Management was not adopted as part of the Multi-Year Budget. Civic Administration will look to amend the scope of the procurement of goods and services policy to adjust the policy framework and tools to reflect what can be achieved given current state.</p> <p>Vendor Performance Management tools can be implemented on high-risk, high-visibility and high-value projects, exceeding a pre-determined threshold.</p>

#	Management Action Plan	Risk Rating	Due Date	Remediation Status	Quarterly Update
					Currently on boarding a new Senior Manager, Procurement and Supply Services due to retirement.
<b>Cyber Security Review</b>					
1	<p><b>Alignment of cyber initiatives</b></p> <p>(a) To support funding for a GRC solution and to ensure all associated documentation connects to the appropriate cyclical activities, ITS will bring forward a business case for consideration through the annual budget update process.</p> <p>(b) Building on the identified ownership and ticketing process of each cyclical activity, ITS will review and update all cyclical activities through the RACI lens and continue to optimize ticketing through a single tool (Information Technology Service Management Application).</p> <p>(c) ITS will review each cyclical activity, determine where additional KPIs can add business value and implement those KPIs.</p> <p>(d) ITS will evaluate and implement Service Level Agreements for cyclical activities were beneficial.</p>	<b>Medium</b>	<p>(a) GRC Tool Funding Business Case</p> <p>(b) Review and Update of Cyclical Activities (June 30, 2024) <b>completed</b></p> <p>(c) Review and Update of Cyclical Activities (June 30, 2024) <b>completed</b></p> <p>(d) Review and Update of Cyclical Activities (September 30, 2024) <b>completed</b></p>	<b>On Track for Completion</b>	On track for targeted completion.

## Report to Audit Committee

**To:** Chair and Members – Audit Committee

**From:** Anna Lisa Barbon, Deputy City Manager, Finance Supports

**Subject:** 2023 Audited Board Financial Statements - Middlesex-London Health Unit and Argyle Business Improvement Association Board of Management

**Date:** November 13, 2024

## Recommendation

That, on the recommendation of the Deputy City Manager, Finance Supports, this report along with Appendix 'A' Financial Statements of the Middlesex-London Health Unit for the year ending December 31, 2023, and Appendix 'B' Financial Statements of Argyle Business Improvement Association Board of Management for the year ending December 31, 2023, **BE RECEIVED** for information.

## Executive Summary

In accordance with section 294.1 of the *Municipal Act, 2001*, municipalities are required to prepare annual audited financial statements. Section 296 (1) indicates that the auditor appointed should annually audit the municipality and its local boards. The submission of the annual City consolidated financial statement usually includes all the audited financial statements of the local boards. The Middlesex London Health Unit (MLHU) financial statements were not available at the time of the City's consolidated submission in June 2024.

In accordance with section 207(1) of the *Municipal Act, 2001*, Business Improvement Areas (BIAs) are required to submit to Council their annual audited financial statements. Typically, this is done through the annual City consolidated financial statement submission. The Argyle Business Improvement Association (ABIA) Board of Management's financial statements were not available at the time of the City's consolidated submission in June 2024.

The attached audited financial statements are for the year ended December 31, 2023, and were approved by their respective boards.

## Linkage to the Corporate Strategic Plan

Council's 2023-2027 Strategic Plan for the City of London identifies "Well-Run City" as a strategic area of focus, under this outcome "London's finances are maintained in a transparent, sustainable, and well-planned manner, incorporating intergenerational equity, affordability and environmental, social, and governance considerations."

## Analysis

### 1.0 Background Information

#### 1.1 Previous Reports Related to this Matter

Audit Committee, June 19, 2024, Item for Direction # 4.1, 2023 Financial Audit  
<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=109299>

Planning and Environment Committee, June 17, 2023, Consent Item # 2.3, Proposed Amendments to the Business Improvement Area By-laws  
<https://pub-london.escribemeetings.com/filestream.ashx?DocumentId=100671>



## 1.2 Reporting Requirements

In accordance with the *Municipal Act, 2001*, the municipality and its local boards have certain reporting requirements they must meet annually. Section 294.1 and 296 provides guidance on the annual reporting and audit requirement as follows:

### ***“Annual financial statements***

**294.1** *A municipality shall, for each fiscal year, prepare annual financial statements for the municipality in accordance with generally accepted accounting principles for local governments as recommended, from time to time, by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada. 2006, c. 32, Sched. A, s. 123; 2017, c. 10, Sched. 1, s. 38.”*

### ***“Auditor***

**296 (1)** *A municipality shall appoint an auditor licensed under the Public Accounting Act, 2004 who is responsible for,*  
*(a) annually auditing the accounts and transactions of the municipality and its local boards and expressing an opinion on the financial statements of these bodies based on the audit;”*

In accordance with the *Municipal Act, 2001*, Business Improvement Areas (BIAs) have certain reporting requirements they must meet annually. Section 207 provides guidance on the annual reporting and audit requirement as follows:

### ***“Annual report***

**207 (1)** *A board of management shall submit its annual report for the preceding year to council by the date and in the form required by the municipality and the report shall include audited financial statements. 2001, c. 25, s. 207 (1).*

### ***Auditor***

**207 (2)** *The municipal auditor is the auditor of each board of management and may inspect all records of the board. 2001, c. 25, s. 207 (2).”*

In addition, all five (5) City of London BIAs requested amendments to their by-laws to address unique administrative and financial needs of each improvement area. These amendments came into effect on July 25, 2023. Finance Supports concurred with the amendment to section 6.5 as City staff felt this would improve the year-end audit and financial reporting process deadlines, requiring the BIAs to submit finalized audited financial statements by May 15<sup>th</sup> each year:

### ***“Financial***

**6.5** *The Board of Management shall prepare and submit to the City:*  
*(a) draft annual financial statements for the preceding year, by March 31st; and*  
*(b) the annual report (including audited financial statements) for the preceding year, by May 15th (noting that the annual report will then be submitted to Council as part of the City’s financial statements)”*

## 2.0 Discussion and Considerations

### 2.1 Annual Reporting for the year ending December 31, 2023

The Middlesex-London Health Unit (MLHU) and the Argyle Business Improvement Association (ABIA) Board of Management are local boards of the City of London and included in the annual Audited Consolidated Financial Statements.

Although each board’s annual financial statements are approved by their board, it has been Civic Administration’s practice, each year, to include a copy of all the boards’ audited financial statements within the annual audit committee package when staff report to Committee in June each year, to provide a complete reporting of the consolidated entity.

By including the boards' audited financial statements within this annual package, City staff are meeting the various obligations under the *Municipal Act, 2001*.

## **2.2 MLHU Financial Statements for the year ending December 31, 2023**

The financial statements for the MLHU were not available for distribution in June 2024 when the City's financial statements were presented to Committee and Council. This set of financial statements was approved by their Board at their Board meeting on October 17, 2024, and the audit report was finalized and dated October 29, 2024.

Appendix 'A' of this report meets the financial statement requirements as prescribed under the *Municipal Act, 2001*. The auditor's report included with Appendix 'A' indicates that the financial statements, present fairly, in all material respects, the financial position of the Board as at December 31, 2023, and its results of operations, changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

## **2.3 ABIA Board of Management's Financial Statements for the year ending December 31, 2023**

The financial statements for the ABIA were not available for distribution in June 2024 when the City's financial statements were presented to Committee and Council. This set of financial statements was approved by their Board at their Board meeting on August 12, 2024, and the audit report was finalized and dated September 23, 2024.

Appendix 'B' of this report meets the financial statement requirements as prescribed under section 207(1) of the *Municipal Act, 2001*. The auditors' report included with Appendix 'B' indicates that the financial statements, present fairly, in all material respects, the financial position of the Board as at December 31, 2023, and its results of operations, changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

## **2.4 Old East Village Business Improvement Area (OEVBIA) Board of Management's Financial Statements for the year ending December 31, 2023**

The financial statements for the OEVBIA were not available for distribution in June 2024 when the City's financial statements were presented to Committee and Council.

To date, these financial statements remain outstanding. The Board is working towards having their remaining financial audit queries cleared by November and plan to seek approval by their Board shortly thereafter.

Civic Administration plans to bring these financial statements forward to the February 2025 audit committee meeting, if the financial statements have been finalized by the Board by that date.

## **3.0 Financial Impact/Considerations**

Draft financial results for all three (3) boards were shared with Civic Administration during the City's 2023 consolidation audit process. As the amounts were immaterial to the overall 2023 audit of the City's consolidated entity, the City's audit was completed under the regular timelines, including the inclusion of these board's draft results.

Any differences between the draft results and finalized 2023 audited results of these boards will be accounted for during the 2024 audit process.

The finalizing of the 2023 audit of the financial statements were delayed due to several issues:

- staff turnover and retirements in the accounting role
- scheduling conflicts for audit fieldwork

Planned changes for 2024 audit to address the above delays:

- recruitment of accounting professionals is underway.
- KPMG, City staff and board staff are reviewing the audit schedule, with hopes of moving up the timing of the audit fieldwork for some boards to assist in the timing of submission of financial statements to the City.
- Having the boards schedule additional hours onsite for their part-time accounting role, to provide timely responses to audit queries.

KPMG, City staff and board staff are working together to mitigate these delays going forward. However, we continue to emphasize to all agencies, boards and commissions staff, the importance of advance planning for meeting year end timelines, particularly in years where new accounting standard changes are implemented, to ensure that financial statements are completed on a timely basis.

## Conclusion

In accordance with the *Municipal Act, 2001*, this report represents the annual reporting for the year ending December 31, 2023, for MLHU and ABIA Board of Management. It is recommended that this report be received for information.

The next expected reporting under this section is anticipated to be in February of 2025 to report on the 2023 OEV BIA Board of Management financial statements.

In June of 2025, we anticipate reporting on the 2024 year-end audit and expect to have all local consolidated boards' financial statements included in that submission.

<b>Prepared by:</b>	<b>Sharon Swance, CPA, CGA, Manager, Accounting Services</b>
<b>Submitted by:</b>	<b>Ian Collins, CPA, CMA, Director, Financial Services</b>
<b>Recommended by:</b>	<b>Anna Lisa Barbon, CPA, CGA, Deputy City Manager, Finance Supports</b>

# Appendix A

Financial Statements of

## **MIDDLESEX-LONDON HEALTH UNIT**

And Independent Auditor's Report thereon

Year ended December 31, 2023



# MIDDLESEX-LONDON HEALTH UNIT

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Year ended December 31, 2023

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## Financial Statements

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# MIDDLESEX-LONDON HEALTH UNIT

Financial Statements

Year ended December 31, 2023

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## Management's Responsibility for the Financial Statements

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

The Health Unit'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 Finance & Facilities Committee 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 KPMG LLP, independent external auditors appointed by The Corporation of the City of London. The accompanying Independent Auditors' Report outlines their responsibilities, the scope of their examination and their opinion on the Health Unit's financial statements.

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Emily Williams, BScN, RN, MBA, CHE  
Chief Executive Officer

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David Jansseune, CPA, CMA  
Assistant Director, Finance

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Matthew Reid, Chair  
Board of Health



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## INDEPENDENT AUDITOR'S REPORT

To the Chair and Members, Middlesex-London Board of Health

### *Opinion*

We have audited the financial statements of Middlesex-London Health Unit (the "Health Unit"), which comprise:

- the statement of financial position as at December 31, 2023
- the statement of operations and accumulated surplus for the year then ended
- the statement of change in net debt for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Health Unit as at December 31, 2023, and its results of 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 "**Auditor's Responsibilities for the Audit of the Financial Statements**" section of our auditor's report.

We are independent of the Health Unit 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.



## ***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 Health Unit'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 Health Unit or to cease operations, or has no realistic alternative but to do so.

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

## ***Auditor's 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 the 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 Health Unit'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 Health Unit'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 Health Unit 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.
- 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.

*KPMG LLP*

Chartered Professional Accountants, Licensed Public Accountants

London, Canada

October 29, 2024

## MIDDLESEX-LONDON HEALTH UNIT

Statement of Financial Position

December 31, 2023, with comparative information for 2022

	2023	2022
<b>Financial Assets</b>		
Cash	\$ 1,465,039	\$ 4,181,797
Accounts receivable	868,690	1,195,023
Grants receivable	7,058,600	6,910,975
	<u>9,392,329</u>	<u>12,287,795</u>
<b>Financial Liabilities</b>		
Accounts payable and accrued liabilities	1,347,423	851,183
Deferred revenue	2,287,136	4,213,229
Demand loan (note 6)	3,147,799	3,840,625
Due to Province of Ontario	3,916,828	5,005,768
Due to The Corporation of the City of London	-	611,898
Due to The Corporation of the County of Middlesex	-	116,552
Accrued wages and benefits	1,379,858	1,329,494
Employee future benefits (note 2)	3,402,800	3,220,100
	<u>15,481,844</u>	<u>19,188,849</u>
Net debt	(6,089,515)	(6,901,054)
<b>Non-Financial Assets</b>		
Tangible capital assets (note 7)	7,271,823	6,996,281
Prepaid expenses	218,423	211,326
	<u>7,490,246</u>	<u>7,207,607</u>
Commitments (note 8)		
Contingencies (note 9)		
Accumulated surplus (note 10)	\$ 1,400,731	\$ 306,553

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

# MIDDLESEX-LONDON HEALTH UNIT

## Statement of Operations and Accumulated Surplus

Year ended December 31, 2023, with comparative information for 2022

	2023 Budget	2023	2022
<b>Revenue:</b>			
<b>Grants:</b>			
Ministry of Health	\$ 37,593,513	\$ 33,161,332	\$ 44,444,190
The Corporation of the City of London	7,344,798	7,768,346	7,344,798
Ministry of Children and Youth Services	2,483,313	2,483,313	2,536,257
The Corporation of the County of Middlesex	1,404,859	1,485,535	1,404,859
Government of Canada	268,224	312,265	291,223
	49,094,707	45,210,791	56,021,327
<b>Other:</b>			
Property search fees	3,500	451	1,916
Family planning	140,000	106,803	70,366
City of London Tobacco Reinforcement	188,894	110,035	296,975
Other Income (note 11)	407,140	1,230,173	454,627
	739,534	1,447,462	823,884
<b>Total Revenue</b>	<b>49,834,241</b>	<b>46,658,253</b>	<b>56,845,211</b>
<b>Expenditures:</b>			
<b>Salaries:</b>			
Public Health Nurses	12,115,339	9,663,561	13,324,247
Other salaries	9,377,794	10,211,189	10,006,491
Administrative staff	4,640,839	4,478,992	10,766,146
Public Health Inspectors	2,320,284	2,373,529	2,663,999
Dental staff	1,689,175	1,246,697	1,102,004
Medical Officers of Health	664,050	440,628	419,248
	30,807,481	28,414,596	38,282,135
<b>Other Operating:</b>			
Benefits	7,605,126	7,076,335	7,443,304
Professional services	3,482,803	3,117,322	2,905,417
Rent and maintenance	3,319,032	2,607,726	3,286,234
Other expenses (note 12)	1,577,856	1,310,560	1,007,827
Materials and supplies	2,780,464	1,952,440	3,264,552
Amortization expense	-	824,953	779,188
Travel	261,479	260,143	119,918
	19,026,760	17,149,479	18,806,440
<b>Total Expenditures</b>	<b>49,834,241</b>	<b>45,564,075</b>	<b>57,088,575</b>
Annual surplus (deficit)	-	1,094,178	(243,364)
Accumulated surplus, beginning of year	306,553	306,553	549,917
<b>Accumulated surplus, end of year</b>	<b>\$ 306,553</b>	<b>\$ 1,400,731</b>	<b>\$ 306,553</b>

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

## MIDDLESEX-LONDON HEALTH UNIT

### Statement of Change in Net Debt

Year ended December 31, 2023, with comparative information for 2022

	2023 Budget	2023	2022
Annual surplus (deficit)	\$ -	\$ 1,094,178	\$ (243,364)
Acquisition of tangible capital assets, net	-	(1,100,495)	(250,710)
Amortization of tangible capital assets	-	824,953	779,189
	-	818,636	285,115
Acquisition of prepaid expenses	-	(218,423)	(211,326)
Use of prepaid expenses	-	211,326	209,881
	-	(7,097)	(1,445)
Change in net debt	-	811,539	283,670
Net debt, beginning of year	(6,901,054)	(6,901,054)	(7,184,724)
Net debt, end of year	\$(6,901,054)	\$(6,089,515)	\$(6,901,054)

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

## MIDDLESEX-LONDON HEALTH UNIT

### Statement of Cash Flows

December 31, 2023, with comparative information for 2022

	2023	2022
Cash provided by (used in):		
Operating activities:		
Annual surplus (deficit)	\$ 1,094,178	\$ (243,364)
Items not involving cash:		
Amortization expense	824,953	779,189
Change in employee future benefits	182,700	162,300
Changes in non-cash assets and liabilities:		
Accounts receivable	326,333	(430,742)
Grants receivable	(147,626)	(4,430,369)
Prepaid expenses	(7,097)	(1,445)
Due to Province of Ontario	(1,088,940)	621,854
Due to The Corporation of the City of London	(611,898)	611,898
Due to The Corporation of the County of Middlesex	(116,552)	(5,397)
Accounts payable and accrued liabilities	496,240	(2,849,265)
Deferred revenue	(1,926,093)	1,308,093
Accrued wages and benefits	50,365	(1,385,205)
Net change in cash from operating activities	(923,437)	(5,862,453)
Financing activities:		
Repayment of demand loan	(692,828)	(186,118)
Net change in cash from financing activities	(692,828)	(186,118)
Capital activities:		
Acquisition of tangible capital assets	(1,100,495)	(250,710)
Net change in cash from capital activities	(1,100,495)	(250,710)
Net change in cash	(2,716,758)	(6,299,281)
Cash, beginning of year	4,181,797	10,481,078
Cash, end of year	\$ 1,465,039	\$ 4,181,797

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

# MIDDLESEX-LONDON HEALTH UNIT

Notes to Financial Statements

Year ended December 31, 2023

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The Middlesex-London Health Unit (the “Health Unit”) is a joint local board of the municipalities of The Corporation of the City of London and The Corporation of the County of Middlesex that was created on January 1, 1972. The Health Unit provides programs which promote healthy and active living throughout the participating municipalities.

## 1. Significant accounting policies:

The financial statements of the Health Unit are prepared by management in accordance with Canadian public sector accounting standards as recommended by the Public Sector Accounting Board (“PSAB”) of the Chartered Professional Accountants of Canada. Significant accounting policies adopted by the Middlesex-London Health Unit are as follows:

### (a) Basis of presentation:

The financial statements reflect the assets, liabilities, revenue and expenditures of the reporting entity. The reporting entity is comprised of all programs funded by the Government of Canada, the Province of Ontario, The Corporation of the City of London, and The Corporation of the County of Middlesex. It also includes other programs that the Board of Health may offer from time to time with special grants and/or donations from other sources.

Inter-departmental transactions and balances have been eliminated.

### (b) Basis of accounting:

Sources of financing and expenditures are reported on the accrual basis of accounting with the exception of donations, which are included in the statement of operations as received.

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 services and the creation of a legal obligation to pay.

The operations of the Health Unit are funded by government transfers from the Government of Canada, Province of Ontario, The Corporation of the City of London and The Corporation of the County of Middlesex. Government transfers are recognized in the financial statements as revenue in the period in which events giving rise to the transfer occur, providing the transfers are authorized, any eligibility criteria have been met and reasonable estimates of the amounts can be made. Government transfers not received at year end are recorded as grants receivable due from the related funding organization in the statement of financial position.

Funding amounts in excess of actual expenditures incurred during the year are repayable and are reflected as liabilities due to the related funding organization in the statement of financial position.

# MIDDLESEX-LONDON HEALTH UNIT

Notes to Financial Statements (continued)

Year ended December 31, 2023

## 1. Significant accounting policies (continued):

### (c) Employee future benefits:

- (i) The Health Unit provides certain employee benefits which will require funding in future periods. These benefits include sick leave, life insurance, extended health and dental benefits for early retirees.

The cost of sick leave, life insurance, extended health and dental benefits are actuarially determined using management's best estimate of salary escalation, accumulated sick days at retirement, insurance and health care cost trends, long term inflation rates and discount rates.

- (ii) The cost of multi-employer defined benefit pension plan, namely the Ontario Municipal Employees Retirement System (OMERS) pensions, are the employer's contributions due to the plan in the period. As this is a multi-employer plan, no liability is recorded on the Health Unit's financial statements.

### (d) Non-financial assets:

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives that extend beyond the current year and are not intended for sale in the ordinary course of operations.

#### (i) Tangible capital assets

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

<b>Asset</b>	<b>Useful Life - Years</b>
Leasehold Improvements	5 - 20
Computer Systems	4
Motor Vehicles	5
Furniture & Equipment	7

Assets under construction are not amortized until the asset is available for productive use.

#### (ii) Contributions of tangible capital assets

Tangible capital assets received as contributions are recorded at their fair market value at the date of receipt and are recorded as revenue.

#### (iii) Leased tangible capital assets

Leases which transfer substantially all the benefits and risks incidental to ownership of property are accounted for as leased tangible capital assets. All other leases are accounted for as operating leases and the related payment are charged to expense as incurred.

# MIDDLESEX-LONDON HEALTH UNIT

Notes to Financial Statements (continued)

Year ended December 31, 2023

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## 1. Significant accounting policies (continued):

### (e) Use of estimates:

The preparation of the Health Unit's financial statements requires management to make estimates and assumptions that affect the reporting 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 period. Significant estimates include assumptions used in estimating provisions for accrued liabilities, and in performing actuarial valuations of post-employment benefits.

In addition, the Health Unit's implementation of the Public Sector Accounting Handbook PS3150 has required management to make estimates of the useful lives of tangible capital assets.

Actual results could differ from these estimates.

### (f) Financial instruments:

#### Financial Instruments

Financial Instruments are classified into three categories: fair value, amortized cost or cost. The following chart shows the measurement method for each type of financial instrument.

Financial Instrument	Measurement Method
Cash	Cost
Accounts receivable	Cost
Accounts payable and accrued liabilities	Cost
Demand Loan	Amortized cost

Upon standard implementation, amortized cost will be measured using the effective interest rate method, as opposed to the straight-line method.

Fair value category: The Health Unit manages and reports performance for groups of financial assets on a fair-value basis. Investments traded in an active market are reflected at fair value as at the reporting date. Sales and purchases of investments are recorded on the trade date. Transaction costs related to the acquisition of investments are recorded as an expense. Unrealized gains and losses on financial assets are recognized in the Statement of Remeasurement Gains and Losses until such time that the financial asset is derecognized due to disposal or impairment. At the time of derecognition, the related realized gains and losses are recognized in the Statement of Operations and Accumulated Surplus and related balances reversed from the Statement of Remeasurement Gains and Losses. A Statement of Remeasurement Gains and Losses has not been included as there are no matters to report therein.

Amortized cost: Amounts are measured using the effective interest rate method. The effective interest method is a method of calculating the amortized cost of a financial asset or financial liability (or a group of financial assets or financial liabilities) and of allocating the interest income or interest expense over the relevant period, based on the effective interest rate. It is applied to financial assets or financial liabilities that are not in the fair value category.

Cost category: Amounts are measured at cost less any amount for valuation allowance. Valuation allowances are made when collection is in doubt.



# MIDDLESEX-LONDON HEALTH UNIT

Notes to Financial Statements (continued)

Year ended December 31, 2023

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## 1. Significant accounting policies (continued):

### (g) Change in accounting policy – adoption of new accounting standards:

The Health Unit adopted the following standards concurrently beginning January 1, 2023 prospectively: PS 1201 Financial Statement Presentation, PS 2601 Foreign Currency Translation, PS 3041 Portfolio Investments and PS 3450 Financial Instruments.

PS1201 Financial Statement Presentation replaces PS 1200 Financial Statement Presentation. This standard establishes general reporting principles and standards for the disclosure of information in government financial statements. The standard introduces the Statement of Remeasurement Gains and Losses separate from the Statement of Operations. Requirements in PS 2601 Foreign Currency Translation, PS 3450 Financial Instruments, and PS 3041 Portfolio Investments, which are required to be adopted at the same time, can give rise to the presentation of gains and losses as remeasurement gains and losses.

PS 2601 Foreign Currency Translation replaces PS 2600 Foreign Currency Translation. The standard requires monetary assets and liabilities denominated in a foreign currency and non-monetary items denominated in a foreign currency that are reported as fair value, to be adjusted to reflect the exchange rates in effect at the financial statement date. Unrealized gains and losses arising from foreign currency changes are presented in the new Statement of Remeasurement Gains and Losses.

PS 3041 Portfolio Investments replaces PS 3040 Portfolio Investments. The standard provides revised guidance on accounting for, and presentation and disclosure of, portfolio investments to conform to PS 3450 Financial Instruments. The distinction between temporary and portfolio investments has been removed in the new standard, and upon adoption, PS 3030 Temporary Investments no longer applies.

PS 3450 Financial Instruments establishes accounting and reporting requirements for all types of financial instruments including derivatives. The standard requires fair value measurement of derivatives and portfolio investments in equity instruments that are quoted in an active market. All other financial instruments will generally be measured at cost or amortized cost. Unrealized gains and losses arising from changes in fair value are presented in the Statement of Remeasurement Gains and Losses.

#### Fair value hierarchy

The following provides an analysis of financial instruments that are measured subsequent to initial recognition at fair value, grouped into Levels 1 to 3 based on the degree to which fair value is observable:

Level 1 – fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2 – fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e., as prices) or indirectly (i.e., derived from prices); and

Level 3 – fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs).

The fair value hierarchy requires the use of observable market inputs whenever such inputs exist. A financial instrument is classified to the lowest level of the hierarchy for which a significant input has been considered in measuring fair value.

# MIDDLESEX-LONDON HEALTH UNIT

Notes to Financial Statements (continued)

Year ended December 31, 2023

## 1. Significant accounting policies (continued):

(g) Change in accounting policy – adoption of new accounting standards (continued):

PS 3280 Asset Retirement Obligations (ARO) establishes the accounting and reporting requirements for legal obligations associated with the retirement of tangible capital assets controlled by a government or government organization. A liability for a retirement obligation can apply to tangible capital assets either in productive use or no longer in productive use. This standard was adopted on January 1, 2023. There was no impact to the financial statements as a result of the adoption of this standard.

## 2. Employee future benefits:

The Health Unit pays certain life insurance benefits on behalf of the retired employees as well as extended health and dental benefits for early retirees to age sixty-five. The Health Unit recognizes these post-retirement costs in the period in which the employees render services. The most recent actuarial valuation was performed as at December 31, 2023.

	2023	2022
Accrued employee future benefit obligations	\$ 3,247,700	\$ 3,394,800
Unamortized net actuarial gain (loss)	155,100	(174,700)
<b>Employee future benefits liability as of December 31</b>	<b>\$ 3,402,800</b>	<b>\$ 3,220,100</b>

Retirement and other employee future benefit expenses included in the benefits in the statement of operations consist of the following:

	2023	2022
Current year benefit cost	\$ 230,500	\$ 223,800
Interest on accrued benefit obligation	105,800	101,900
Amortization of net actuarial loss	43,500	44,500
<b>Total benefit cost</b>	<b>\$ 379,800</b>	<b>\$ 370,200</b>

Benefits paid during the year were \$197,100 (2022 - \$207,900).

# MIDDLESEX-LONDON HEALTH UNIT

Notes to Financial Statements (continued)

Year ended December 31, 2023

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## 2. Employee future benefits (continued):

The main actuarial assumptions employed for the valuation are as follows:

(i) Discount rate:

The obligation as at December 31, 2023, of the present value of future liabilities and the expense for the year ended December 31, 2023, are determined using a discount rate of 3.50% and 3.00% respectively (2022 – 3.00%).

(ii) Medical costs:

Prescription drug costs are assumed to increase at the rate of 4.7% per year (2022 – 4.5%) varying over 19 years to an ultimate rate of 4.0%. Other Medical costs are assumed to increase at a rate of 4.8% per year (2022 - 4.6%), varying over 19 years to an ultimate rate of 4.0%. Vision costs are assumed to increase at a rate of 0% per year.

(iii) Dental costs:

Dental costs are assumed to increase at the rate of 5.1% per year (2022 – 4.9%), varying over 19 years to an ultimate rate of 4.0%.

## 3. Pension agreement:

The Health Unit contributes to the OMERS which is a multi-employer plan, on behalf of 313 members. 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.

During 2023, the plan required employers to contribute 9.0% of employee earnings up to the year's maximum pensionable earnings and 14.6% thereafter. The Health Unit contributed \$2,534,673 (2022 - \$2,257,274) to the OMERS pension plan on behalf of its employees during the year ended December 31, 2023.

The last available report for the OMERS plan was on December 31, 2023. At that time, the plan reported a \$4.2 billion actuarial deficit (2022 - \$6.7 billion), based on actuarial liabilities for \$134.6 billion (2022 - \$128.7 billion) and actuarial assets for \$130.4 billion (2022 - \$122.8 billion). If actuarial surpluses are not available to offset the existing deficit and subsidize future contributions, increases in contributions will be required in the future.

## 4. Bank indebtedness:

In 2021, to better manage daily cash flows, the Health Unit entered into a \$8 million demand revolving line of credit, available by way of overdraft. Interest on amounts drawn is calculated at prime rate less 0.75% per annum. No amount was outstanding under the line of credit as at year end or as at the previous year end.

# MIDDLESEX-LONDON HEALTH UNIT

Notes to Financial Statements (continued)

Year ended December 31, 2023

## 5. Financial risks:

As the valuation of all financial instruments held by the Health Unit at fair value are derived from quoted prices in active markets, all would be in Level 1 of the fair value hierarchy.

Risks arising from financial instruments and risk management.

The Health Unit is exposed to a variety of financial risks including credit risk, liquidity risk and market risk. The Health Unit's overall risk management program focuses on the unpredictability of financial markets and seeks to minimize potential adverse effects on the Health Unit's financial performance.

### Credit risk

The Health Unit's principal financial assets are cash, and accounts receivable, which are subject to credit risk. The carrying amounts of financial assets on the Statement of Financial Position represent the Health Unit's maximum credit exposure as at the Statement of Financial Position date.

### Market risk

The Health Unit is exposed to interest rate risk and price risk with regard to interest rate risk on its demand loan, which is regularly monitored.

The Health Unit's financial instruments consist of cash, accounts receivable, accounts payable and accrued liabilities, and demand loan. It is the Health Unit's opinion that the Health Unit is not exposed to significant interest rate or currency risks arising from these financial instruments except as otherwise disclosed.

### Liquidity risk

The Health Unit mitigates liquidity risk by monitoring cash activities and expected outflows through extensive budgeting. Accounts payable and accrued liabilities are all current and the terms of the demand loan are disclosed in note 6. There have been no significant changes from the previous year in the Health Unit's exposure to liquidity risk or policies, procedures and methods used to measure the risk. The following table sets out the contractual maturities (representing undiscounted contractual cash flows) of financial liabilities:

	<b>Within 6 months \$</b>	<b>6-12 months \$</b>	<b>1-4 years \$</b>	<b>4+ years \$</b>
As at December 31, 2023				
Accounts payable	1,055,423	-	-	-
Demand loan	95,248	95,888	2,956,663	-
	<b>Within 6 months \$</b>	<b>6-12 months \$</b>	<b>1-4 years \$</b>	<b>4+ years \$</b>
As at December 31, 2022				
Accounts payable	851,182	-	-	-
Demand loan	98,779	94,615	3,647,231	-

# MIDDLESEX-LONDON HEALTH UNIT

Notes to Financial Statements (continued)

Year ended December 31, 2023

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## 6. Demand loan:

In 2020, the Health Unit entered a loan agreement for a \$4.2 million demand instalment loan with an amortization period of 20 years to finance the fit-up and relocation costs related to the move to Citi Plaza. The loan was subsequently converted into two non-revolving amortizing instalment loans, with \$3,050,000 established as a fixed rate instalment loan, and the remaining \$1,150,000 established as a floating rate instalment loan. The fixed rate of interest on the first loan is 1.915% per annum over a term of 5 years and is being repaid by monthly blended payments of principal and interest of \$15,307. The interest rate on the second loan is calculated at prime rate less 0.75% per annum and shall be repaid by monthly principal payments of \$4,792. All amounts under the demand loans are repayable immediately on demand by the bank.

Principal payments are due as follows:

2024	\$ 191,134
2025	2,956,663
	<hr/>
	<u>\$3,147,797</u>

# MIDDLESEX-LONDON HEALTH UNIT

Notes to Financial Statements (continued)

Year ended December 31, 2023

## 7. Tangible capital assets:

Cost	Balance at December 31, 2022	Additions	Disposals / Transfers	Balance at December 31, 2023
Leasehold Improvements – 20 years	\$6,756,703	\$ 530,745	\$ -	\$ 7,287,448
Computer Systems	1,747,952	102,005	-	1,849,957
Furniture & Equipment	1,262,967	467,745	-	1,730,712
<b>Total</b>	<b>\$ 9,767,622</b>	<b>\$ 1,100,495</b>	<b>\$ -</b>	<b>\$ 10,868,117</b>

Accumulated amortization	Balance at December 31, 2022	Amortization expense	Disposals / Transfers	Balance at December 31, 2023
Leasehold Improvements – 20 years	\$ 806,103	347,450	\$ -	\$ 1,153,553
Computer Systems	1,221,574	298,250	-	1,519,824
Furniture & Equipment	743,664	179,253	-	922,917
<b>Total</b>	<b>\$ 2,771,341</b>	<b>\$ 824,953</b>	<b>\$ -</b>	<b>\$ 3,596,294</b>

	Net book value December 31, 2022	Net book value December 31, 2023
Leasehold Improvements – 20 years	\$ 5,950,600	\$ 6,133,895
Computer Systems	526,378	330,133
Furniture & Equipment	519,303	807,795
<b>Total</b>	<b>\$ 6,996,281</b>	<b>\$ 7,271,823</b>

## MIDDLESEX-LONDON HEALTH UNIT

Notes to Financial Statements (continued)

Year ended December 31, 2023

### 7. Tangible capital assets (continued):

Cost	Balance at December 31, 2021	Additions	Disposals / Transfers	Balance at December 31, 2022
Leasehold Improvements – 20 years	\$6,756,703	\$ -	\$ -	\$ 6,756,703
Computer Systems	1,555,619	192,333	-	1,747,952
Furniture & Equipment	1,204,590	58,377	-	1,262,967
<b>Total</b>	<b>\$ 9,516,912</b>	<b>\$ 250,710</b>	<b>\$ -</b>	<b>\$ 9,767,622</b>

Accumulated amortization	Balance at December 31, 2021	Amortization expense	Disposals / Transfers	Balance at December 31, 2022
Leasehold Improvements – 20 years	\$ 471,922	334,181	\$ -	\$ 806,103
Computer Systems	920,867	300,707	-	1,221,574
Furniture & Equipment	599,363	144,301	-	743,664
<b>Total</b>	<b>\$ 1,992,152</b>	<b>\$ 779,189</b>	<b>\$ -</b>	<b>\$ 2,771,341</b>

	Net book value December 31, 2021	Net book value December 31, 2022
Leasehold Improvements – 20 years	\$ 6,284,781	\$ 5,950,600
Computer Systems	634,751	526,378
Furniture & Equipment	605,226	519,303
<b>Total</b>	<b>\$ 7,524,758</b>	<b>\$ 6,996,281</b>

# MIDDLESEX-LONDON HEALTH UNIT

Notes to Financial Statements (continued)

Year ended December 31, 2023

## 8. Commitments:

The Health Unit is committed under operating leases for office equipment and rental property.

Future minimum payments to expiry are as follows:

2024	\$ 830,499
2025	804,869
2026	730,658
2027	730,658
2028	730,658
Thereafter (Remaining term of Lease)	9,408,945

## 9. Contingencies:

From time to time, the Health Unit is subject to claims and other lawsuits that arise in the ordinary course of business, some of which may seek damages in substantial amounts. These claims may be covered by the Health Unit's insurance. Liability for these claims and lawsuits are recorded to the extent that the probability of a loss is likely, and it is estimable.

## 10. Accumulated surplus:

Accumulated surplus consists of individual fund surplus and reserves as follows:

	2023	2022
Surpluses:		
Invested in tangible capital assets	\$ 7,271,823	\$ 6,996,281
Net transfer to surplus	569,726	194,920
Unfunded:		
Demand loan	(3,147,799)	(3,840,625)
Post-employment benefits	(3,402,800)	(3,220,100)
Total surplus	1,290,950	130,476
Reserves set aside by the Board:		
Employment costs	109,781	176,077
Total reserves	109,781	176,077
Accumulated surplus	\$ 1,400,731	\$ 306,553



# MIDDLESEX-LONDON HEALTH UNIT

Notes to Financial Statements (continued)

Year ended December 31, 2023

## 11. Other income:

The following revenues are presented as other income in the statement of operations and accumulated surplus:

	2023 Budget	2023	2022
Charitable donations	\$147,000	\$ 277,348	\$ 234,635
OHIP billings	130,000	124,976	147,060
Miscellaneous	38,640	479,796	67,852
Food handler training	-	75	4,770
Interest Revenue	-	161,867	-
Vaccines	91,500	186,111	310
	\$ 407,140	\$ 1,230,173	\$ 454,627

## 12. Other expenses:

The following expenditures are presented as other expenses in the statement of operations and accumulated surplus:

	2023 Budget	2023	2022
Communications	\$ 176,700	\$ 178,838	\$ 229,813
Health promotion/advertising	246,959	169,086	214,952
Miscellaneous	351,546	350,829	45,791
Postage and courier	21,828	54,145	97,495
Printing	60,739	59,046	75,274
Staff development	166,000	190,809	201,447
Interest expense	383,684	111,217	-
Insurance	170,400	196,590	143,055
	\$ 1,577,856	\$ 1,310,560	\$ 1,007,827

# APPENDIX B

Financial Statements of

## **ARGYLE BUSINESS IMPROVEMENT ASSOCIATION BOARD OF MANAGEMENT**

And Independent Auditor's Report thereon.

Year ended December 31, 2023



## **KPMG LLP**

140 Fullarton Street, Suite 1400  
London, ON N6A 5P2  
Canada  
Telephone 519 672 4880  
Fax 519 672 5684

## **INDEPENDENT AUDITOR'S REPORT**

To the Board of Directors of Argyle Business Improvement Association Board of Management

### ***Opinion***

We have audited the financial statements of Argyle Business Improvement Association Board of Management (the Entity), which comprise:

- the statement of financial position as at December 31, 2023
- the statement of operations and accumulated surplus for the year then ended
- the statement of changes in net financial assets for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the “financial statements”).

In our opinion, the accompanying financial statements, present fairly, in all material respects, the financial position of the Entity as at December 31, 2023, and its results of operations, its change in net financial assets 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 “***Auditor’s Responsibilities for the Audit of the Financial Statements***” section of our auditor’s report.

We are independent of the Entity 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.



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### ***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 Entity'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 Entity or to cease operations, or has no realistic alternative but to do so.

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

### ***Auditor's 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 the 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 Entity's internal control.



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- 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 Entity'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 Entity 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.
- 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.

A handwritten signature in black ink that reads 'KPMG LLP'. The signature is written in a cursive, slightly slanted style. Below the signature is a horizontal line that starts under the 'K' and ends under the 'P'.

Chartered Professional Accountants, Licensed Public Accountants

London, Canada

September 23, 2024

# ARGYLE BUSINESS IMPROVEMENT ASSOCIATION

## BOARD OF MANAGEMENT

### Statement of Financial Position

As at December 31, 2023, with comparative information for 2022

	2023	2022
<b>Financial assets</b>		
Cash and cash equivalents (note 4)	\$ 242,648	\$ 153,097
Due from related parties (note 7)	2,481	12,705
GST/HST receivable	11,593	12,065
<b>Total financial assets</b>	<b>256,722</b>	<b>177,867</b>
<b>Financial liabilities</b>		
Accounts payable and accrued liabilities	14,876	12,291
Due to related parties (note 7)	374	1,758
Deferred revenue	2,481	10,915
<b>Total financial liabilities</b>	<b>17,731</b>	<b>24,964</b>
<b>Net financial assets</b>	<b>238,991</b>	<b>152,903</b>
<b>Non-financial assets</b>		
Tangible capital assets (note 5)	9,157	9,730
	9,157	9,730
<b>Accumulated surplus (note 6)</b>	<b>\$ 248,148</b>	<b>\$ 162,633</b>

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

# ARGYLE BUSINESS IMPROVEMENT ASSOCIATION

## BOARD OF MANAGEMENT

Statement of Operations and Accumulated Surplus

Year ended December 31, 2023, with comparative information for 2022

	2023 Budget	2023 Actual	2022 Actual
<b>Revenues:</b>			
Municipal levy - The Corporation of the City of London	\$ 215,000	\$ 215,000	\$ 215,000
Federal grants	15,000	14,539	6,223
COVID relief grant	–	125,000	–
Digital main street	–	17,765	12,936
Miscellaneous	3,500	3,404	7,655
HST rebate	5,000	–	–
Gift card program	–	140	27,573
Interest and dividends	300	2,140	1,130
Prior year surplus	56,820	–	–
Other - City of London Patio Grant	–	–	1,790
<b>Total revenue</b>	<b>295,620</b>	<b>377,988</b>	<b>272,307</b>
<b>Expenses:</b>			
Salaries, wages and benefits	117,500	125,292	96,833
Planters/hanging baskets	20,000	24,850	22,800
Advertising, marketing and promotion	25,000	23,805	25,132
Office rent	22,500	22,140	19,958
Safety and security	20,000	19,527	10,194
Community initiatives	30,000	17,795	20,212
Digital main street	–	17,765	12,936
Professional fees	9,000	9,141	8,570
Special events	17,000	5,787	272
Gift card program	–	5,327	12,950
Office supplies	3,000	3,028	2,870
Clean streets	5,000	2,575	1,225
Utilities	–	2,283	2,339
Amortization	–	2,216	2,352
Training, travel and professional development	3,000	2,166	1,638
Insurance	2,000	1,864	1,838
Signage, banner and brackets	2,500	1,830	1,658
HST	2,000	1,815	1,889
Repairs and maintenance	1,500	1,400	–
Telephone and internet service	1,200	996	906
Streetscape	4,000	384	–
Tax write offs	10,000	374	1,758
Office administration	420	113	570
Improvement grant	–	–	1,280
Membership fees and dues	–	–	602
<b>Total expenses</b>	<b>295,620</b>	<b>292,473</b>	<b>250,782</b>
<b>Annual surplus</b>	<b>–</b>	<b>85,515</b>	<b>21,524</b>
Accumulated surplus, beginning of year (note 6)	162,633	162,633	141,109
<b>Accumulated surplus, end of year (note 6)</b>	<b>\$ 162,633</b>	<b>\$ 248,148</b>	<b>\$ 162,633</b>

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

# ARGYLE BUSINESS IMPROVEMENT ASSOCIATION BOARD OF MANAGEMENT

## Statement of Changes in Net Financial Assets

Year ended December 31, 2023, with comparative information for 2022

	2023 Budget	2023 Actual	2022 Actual
Annual surplus	\$ –	\$ 85,515	\$ 21,524
Acquisition of tangible capital assets	–	(1,643)	–
Amortization of tangible capital assets	–	2,216	2,352
	–	573	2,352
Change in net financial assets	–	86,088	23,876
Net financial assets, beginning of year	152,903	152,903	129,027
Net financial assets, end of year	\$ 152,903	\$ 238,991	\$ 152,903

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



# ARGYLE BUSINESS IMPROVEMENT ASSOCIATION BOARD OF MANAGEMENT

## Statement of Cash Flows

Year ended December 31, 2023, with comparative information for 2022

	2023	2022
Cash provided by (used in):		
Operating activities:		
Annual surplus	\$ 85,515	\$ 21,524
Item not involving cash:		
Amortization of tangible capital assets	2,216	2,352
Changes in non-cash assets and liabilities:		
GST/HST receivable	472	(4,815)
Due from related parties	10,224	13,340
Accounts payable and accrued liabilities	2,585	(4,966)
Deferred revenue	(8,434)	(7,285)
Due to related parties	(1,384)	(21,471)
Accounts receivable	–	4,320
Net change in cash from operating activities	91,194	2,999
Capital activities:		
Purchase of tangible capital assets	(1,643)	–
Cash used in capital activities	(1,643)	–
Increase in cash and cash equivalents	89,551	2,999
Cash and cash equivalents, beginning of year	153,097	150,098
Cash and cash equivalents, end of year	\$ 242,648	\$ 153,097

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

# ARGYLE BUSINESS IMPROVEMENT ASSOCIATION BOARD OF MANAGEMENT

Notes to Financial Statements

Year ended December 31, 2023

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## 1. Nature of reporting entity:

Subsection 204(1) of the Municipal Act, 2001 provides that a local municipality may designate an area as an improvement area and may establish a board of management. The Argyle Business Improvement Association Board of Management (the "Board") was incorporated on October 9, 2012, in the Province of Ontario. The Board was established as a local board of The Corporation of the City of London to manage the Argyle Business Improvement Association. This Association is comprised of those lands in the City of London abutting on the north and south sides of Dundas Street, east of Highbury Avenue and west of Wavell Street.

The Board was established to oversee the improvement, beautification and maintenance of municipally-owned land, buildings and structures in the area beyond that provided at the expense of the municipality generally and to promote the area as a business or shopping area. The Board was granted municipality status in 2017.

Prior to incorporation, the Association operated as the Argyle Business Improvement Association and incurred revenue and expenses in the normal course of business.

## 2. Significant accounting policies:

The financial statements of the Argyle Business Improvement Association Board of Management are the representation of management, prepared in accordance with Canadian generally accepted accounting principles as defined in the Chartered Professional Accountants of Canada Public Sector Accounting Handbook.

Significant accounting policies are as follows:

### (a) Basis of accounting:

Revenues and expenses are reported on the accrual basis of accounting. The accrual basis of accounting recognizes revenues as they become available and measurable; expenses 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.

# ARGYLE BUSINESS IMPROVEMENT ASSOCIATION BOARD OF MANAGEMENT

Notes to Financial Statements (continued)

Year ended December 31, 2023

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## 2. Significant accounting policies (continued):

(b) Tangible capital assets:

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

Asset	Useful Life - Years
Leasehold improvements	10
Furniture and fixtures	5
Computer equipment	4

Annual amortization is charged in the year of acquisition and in the year of disposal using the half year rule. Assets under construction are not amortized until the asset is available for productive use.

(c) Government transfers:

Government transfer payments from The Corporation of the City of London are recognized in the financial statements in the year in which the payment is authorized and the events giving rise to the transfer occur, performance criteria are met, and a reasonable estimate of the amount can be made. Funding that is stipulated to be used for specific purposes is only recognized as revenue in the fiscal year that the related expenses are incurred or services performed. If funding is received for which the related expenses have not yet been incurred or services performed, these amounts are recorded as a liability at year end.

(d) Use of estimates:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and 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.

(e) Budget figures:

Budget figures have been provided for comparison purposes. Given differences between the budgeting model and generally accepted accounting principles established by the Public Sector Accounting Board ("PSAB"), certain budgeted amounts have been reclassified to reflect the presentation adopted under PSAB.

# ARGYLE BUSINESS IMPROVEMENT ASSOCIATION BOARD OF MANAGEMENT

Notes to Financial Statements (continued)

Year ended December 31, 2023

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## 2. Significant accounting policies (continued):

(f) Related party transactions:

Monetary related party transactions and non-monetary related party transactions that have commercial substance are measured at the exchange amount when they are in the normal course of business, except when the transaction is an exchange of a product or property held for sale in the normal course of operations. Where the transaction is not in the normal course of operations, it is measured at the exchange amount when there is a substantive change in the ownership of the item transferred and there is independent evidence of the exchange amount. All other related party transactions are measured at the carrying amount.

(g) Financial instruments:

Financial instruments are classified into three categories: fair value, amortized cost or cost. The following chart shows the measurement method for each type of financial instrument.

Financial Instrument	Measurement Method
Cash	Cost
Accounts receivable	Cost
Accounts payable and accrued liabilities	Cost

Upon standard implementation, amortized cost will be measured using the effective interest rate method, as opposed to the straight-line method.

Fair value category: The Board manages and reports performance for groups of financial assets on a fair-value basis. Investments traded in an active market are reflected at fair value as at the reporting date. Sales and purchases of investments are recorded on the trade date. Transaction costs related to the acquisition of investments are recorded as an expense. Unrealized gains and losses on financial assets are recognized in the Statement of Remeasurement Gains and Losses until such time that the financial asset is derecognized due to disposal or impairment. At the time of derecognition, the related realized gains and losses are recognized in the Statement of Operations and Accumulated Surplus and related balances reversed from the Statement of Remeasurement Gains and Losses. A Statement of Remeasurement Gains and Losses has not been included as there are no matters to report therein.

Amortized cost: Amounts are measured using the effective interest rate method. The effective interest method is a method of calculating the amortized cost of a financial asset or financial liability (or a group of financial assets or financial liabilities) and of allocating the interest income or interest expense over the relevant period, based on the effective interest rate. It is applied to financial assets or financial liabilities that are not in the fair value category.

# ARGYLE BUSINESS IMPROVEMENT ASSOCIATION

## BOARD OF MANAGEMENT

Notes to Financial Statements (continued)

Year ended December 31, 2023

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### 2. Significant accounting policies (continued):

(g) Financial instruments (continued):

Cost category: Amounts are measured at cost less any amount for valuation allowance.  
Valuation allowances are made when collection is in doubt.

### 3. Change in accounting policy - adoption of new accounting standards:

The Board adopted the following standards concurrently beginning January 1, 2023 prospectively: PS 1201 *Financial Statement Presentation*, PS 2601 *Foreign Currency Translation*, PS 3041 *Portfolio Investments* and PS 3450 *Financial Instruments*.

PS1201 *Financial Statement Presentation* replaces PS 1200 *Financial Statement Presentation*. This standard establishes general reporting principles and standards for the disclosure of information in government financial statements. The standard introduces the Statement of Remeasurement Gains and Losses separate from the Statement of Operations. Requirements in PS 2601 *Foreign Currency Translation*, PS 3450 *Financial Instruments*, and PS 3041 *Portfolio Investments*, which are required to be adopted at the same time, can give rise to the presentation of gains and losses as remeasurement gains and losses.

PS 2601 *Foreign Currency Translation* replaces PS 2600 *Foreign Currency Translation*. The standard requires monetary assets and liabilities denominated in a foreign currency and non-monetary items denominated in a foreign currency that are reported as fair value, to be adjusted to reflect the exchange rates in effect at the financial statement date. Unrealized gains and losses arising from foreign currency changes are presented in the new Statement of Remeasurement Gains and Losses.

PS 3041 *Portfolio Investments* replaces PS 3040 *Portfolio Investments*. The standard provides revised guidance on accounting for, and presentation and disclosure of, portfolio investments to conform to PS 3450 *Financial Instruments*. The distinction between temporary and portfolio investments has been removed in the new standard, and upon adoption, PS 3030 *Temporary Investments* no longer applies.

PS 3450 *Financial Instruments* establishes accounting and reporting requirements for all types of financial instruments including derivatives. The standard requires fair value measurement of derivatives and portfolio investments in equity instruments that are quoted in an active market.

All other financial instruments will generally be measured at cost or amortized cost. Unrealized gains and losses arising from changes in fair value are presented in the Statement of Remeasurement Gains and Losses.

# ARGYLE BUSINESS IMPROVEMENT ASSOCIATION BOARD OF MANAGEMENT

Notes to Financial Statements (continued)

Year ended December 31, 2023

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### 3. Change in accounting policy - adoption of new accounting standards (continued):

Fair value hierarchy

The following provides an analysis of financial instruments that are measured subsequent to initial recognition at fair value, grouped into Levels 1 to 3 based on the degree to which fair value is observable:

Level 1 – fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2 – fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e., as prices) or indirectly (i.e., derived from prices); and

Level 3 – fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs).

The fair value hierarchy requires the use of observable market inputs whenever such inputs exist. A financial instrument is classified to the lowest level of the hierarchy for which a significant input has been considered in measuring fair value.

PS 3280 *Asset Retirement Obligations* ("ARO") establishes the accounting and reporting requirements for legal obligations associated with the retirement of tangible capital assets controlled by a government or government organization. A liability for a retirement obligation can apply to tangible capital assets either in productive use or no longer in productive use. This standard was adopted on January 1, 2023. There was no impact to the financial statements as a result of the adoption of this standard.

### 4. Cash and cash equivalents:

Cash and cash equivalents are comprised of the following:

	2023	2022
Cash on deposit	\$ 231,777	\$ 152,423
Gift card program	10,000	–
Credit union membership shares	871	674
	<u>\$ 242,648</u>	<u>\$ 153,097</u>

# ARGYLE BUSINESS IMPROVEMENT ASSOCIATION BOARD OF MANAGEMENT

Notes to Financial Statements (continued)

Year ended December 31, 2023

## 5. Tangible capital assets:

<b>Cost</b>	Balance at December 31, 2022	Additions	Disposals	Balance at December 31, 2023
Leasehold improvements	\$ 8,293	\$ –	\$ –	\$ 8,293
Furniture and fixtures	12,494	453	–	12,947
Computer equipment	8,793	1,190	–	9,983
	<b>\$ 29,580</b>	<b>\$ 1,643</b>	<b>\$ –</b>	<b>\$ 31,223</b>

<b>Accumulated amortization</b>	Balance at December 31, 2022	Amortization expense	Disposals	Balance at December 31, 2023
Leasehold improvements	\$ 4,145	\$ 829	\$ –	\$ 4,974
Furniture and fixtures	8,439	857	–	9,296
Computer equipment	7,266	530	–	7,796
	<b>\$ 19,850</b>	<b>\$ 2,216</b>	<b>\$ –</b>	<b>\$ 22,066</b>

<b>Net book value</b>	Balance at December 31, 2022	Balance at December 31, 2023
Leasehold improvements	\$ 4,148	\$ 3,319
Furniture and fixtures	4,055	3,651
Computer equipment	1,527	2,187
	<b>\$ 9,730</b>	<b>\$ 9,157</b>

## 6. Accumulated surplus:

The balance of accumulated surplus is comprised of the following:

	2023	2022
Invested in tangible capital assets	\$ 9,157	\$ 9,730
Operating fund	238,991	152,903
	<b>\$ 248,148</b>	<b>\$ 162,633</b>

# ARGYLE BUSINESS IMPROVEMENT ASSOCIATION BOARD OF MANAGEMENT

Notes to Financial Statements (continued)

Year ended December 31, 2023

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## 7. Related party transactions:

At December 31, 2023, the amount due to the Corporation of the City of London is \$374 (2022 - \$1,758) and the amount due from the Corporation of the City of London is \$nil (2022 - \$1,790). The amount due from Hyde Park Business Improvement Association Board of Management is \$2,481 (2022 - \$10,915).

The Hyde Park Business Improvement Association Board of Management ("HPBIA") is an organization under common control. Through the shared Digital Main Street grant, HPBIA incurred expenses of \$17,765 (2022 - \$12,936) on behalf of the Association.