AU7.2 Appendix AY

THE BOARD OF MANAGEMENT FOR OAKWOOD VILLAGE BUSINESS IMPROVEMENT AREA

Financial Statements
For the Year Ended December 31, 2018

OAKWOOD VILLAGE BUSINESS IMPROVEMENT AREA December 31, 2018

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90 Risebrough Avenue Toronto, Ontario M2M 2E3 Telephone: (416) 221 - 4095

Fax: (416) 221 - 4160

INDEPENDENT AUDITOR'S REPORT

To the Council of the Corporation of the City of Toronto and the Board of Management for Oakwood Village Business Improvement Area

I have audited the accompanying financial statements of Oakwood Village Business Improvement Area, which comprise the statement of financial position as at December 31, 2018 and the statement of operations and accumulated surplus, statement of changes in net financial assets and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and other explanatory information.

In my opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Board as at December 31, 2018 and its financial performance and its cash flows for the year then ended in accordance with Canadian accounting standards for local governments as prescribed by the Public Sector Accounting Board (PSAB).

Basis for Opinion

I conducted my audit in accordance with Canadian generally accepted auditing standards. My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report. I am independent in accordance with the ethical requirements that are relevant to my audit of the financial statements in Canada, and I have fulfilled my other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my 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 accounting standards for local governments as prescribed by the Public Sector Accounting Board (PSAB), 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 Board'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 Board or to cease operations, or has no realistic alternative but to do so.

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

Auditor's Responsibilities for the Audit of the Financial Statements

My 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 my 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.

RAFIQ DOSANI, B.Comm. CPA, CA. CHARTERED PROFESSIONAL ACCOUNTANT

90 Risebrough Avenue Toronto, Ontario M2M 2E3 Telephone: (416) 221 - 4095

Fax: (416) 221 - 4160

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, I exercise professional judgment and maintain professional skepticism throughout the audit. I 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 my 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 Board'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 Board's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Board 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.

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

Toronto, Ontario May 27, 2019 Chartered Professional Accountant Licensed Public Accountant

THE BOARD OF MANAGEMENT FOR OAKWOOD VILLAGE BUSINESS IMPROVEMENT AREA STATEMENT OF FINANCIAL POSITION AS AT DECEMBER 31, 2018

	2018 \$	2017 \$
Financial Assets Cash	38,866	34,695
Accounts receivable City of Toronto - special charges (Note 3) Other	673 4,326 43,865	3,913 38,608
Liabilities Accounts payable and accrued liabilities City of Toronto - special charges (Note 3) City of Toronto - Other Other	5,114 850 5,964	840 - 450 1,290
Net Financial Assets	37,901	37,318
Non-Financial Assets Tangible Capital Assets (Note 4) Accumulated Surplus	3,408 41,309	37,318

Approved on behalf of the Board of Management:

Treasurer

THE BOARD OF MANAGEMENT FOR OAKWOOD VILLAGE BUSINESS IMPROVEMENT AREA STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS FOR THE YEAR ENDED DECEMBER 31, 2018

	2018 \$ Budget (Note 8)	2018 \$ Actual	2017 \$ Actual
REVENUE			
City of Toronto – special levies	10,600 10,600	10,600 10,600	
EXPENDITURE			
Administration Promotion and advertising Maintenance Capital (Note 7) Amortization Provision for uncollected levies (Note 3)	2,500 9,190 3,000 8,700 - 1,804 25,194	1,854 2,341 427 - 1,704 283 6,609	1,194 - - - - - - 1,194
SURPLUS (DEFICIT) FOR THE YEAR	(14,594)	3,991	(1,194)
ACCUMULATED SURPLUS, BEGINNING OF YEAR	37,318	37,318	38,512
ACCUMULATED SURPLUS, END OF YEAR	22,724	41,309	37,318

THE BOARD OF MANAGEMENT FOR OAKWOOD VILLAGE BUSINESS IMPROVEMENT AREA STATEMENT OF CHANGES IN NET FINANCIAL ASSETS FOR THE YEAR ENDED DECEMBER 31, 2018

	2018	2017 \$
	\$	
Surplus for the year	3,991	(1,194)
Acquisition of tangible capital assets	(5,112)	-
Amortization of tangible capital assets	1,704	
<u>-</u>	583	(1,194)
Balance - Beginning of year	<u>37,318</u> _	38,512
Balance - End of year	37,901	37,318

THE BOARD OF MANAGEMENT FOR OAKWOOD VILLAGE BUSINESS IMPROVEMENT AREA STATEMENT OF CASH FLOWS FOR THE YEAR ENDED DECEMBER 31, 2018

	2018 \$	2017 \$
Cash flows from operating activities Surplus (deficit) for the year	3,991	(1,194)
Non-cash changes to operations Add: Non-cash item Amortization of capital assets Increase (decrease) resulting from changes in	1,704	-
Accounts receivable - City of Toronto Accounts receivable - other	(1,513) (413)	(32)
Accounts payable - City of Toronto Accounts payable - other	5,114 400	670 (1,552)
Cash Provided By (Used In) Operations	9,283	(2,108)
Investing activities Purchase of tangible capital assets	(5,112)	-
Cash, Beginning Of Year	34,695	36,803
Cash, End Of Year	38,866	34,695

THE BOARD OF MANAGEMENT FOR OAKWOOD VILLAGE BUSINESS IMPROVEMENT AREA NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED DECEMBER 31, 2018

1. ESTABLISHMENT AND OPERATIONS

Oakwood Village Business Improvement Area (BIA) is established as a Business Improvement Area under the management and control of a Board of Management appointed by Council of the City of Toronto.

The Board is entrusted with the improvements, beautification and maintenance of municipally owned lands, buildings and structures in the area, together with the promotion of the area as a business or shopping area. Funding is provided by property owners of the BIA who are levied a special charge based on an annual operating budget prepared by the Board and approved by Council under Section 220(17) of the Municipal Act, as amended.

2. SIGNIFICANT ACCOUNTING POLICIES

These financial statements are the representation of management and have been prepared in accordance with Canadian accounting standards for local governments as prescribed by the Public Sector Accounting Board (PSAB), the most significant of which are as follows:

Revenue recognition:

The BIA receives special charges from its members which are levied and collected by the City of Toronto. It also receives cash donations and sponsorships from corporate and private donors and grants from local, provincial and federal governments for events and festivals. Revenue is being recorded upon the signing of contracts and when collection can be reasonably ascertained.

Short-term Investments:

Short-term investments are highly liquid financial instruments with original maturities greater than three months but less than one year and are classified as "short-term" investments. BIA classifies short-term investments as current assets and reports them at their fair market value.

Capital assets:

Purchased capital assets are recorded at cost. Amortization is calculated on a straight-line basis over the estimated useful lives of the assets as follows:

Flags & Banners	3 years	Equipment	5 years
Street Signs / Furniture	5 years	Street Scape	5 years
Planters	5 years	Lights	5 years

Contributed services:

Services provided without charge by the City of Toronto and others are not recorded in these financial statements.

Financial instruments:

Financial instruments are recorded at the approximated fair value.

THE BOARD OF MANAGEMENT FOR OAKWOOD VILLAGE BUSINESS IMPROVEMENT AREA NOTES TO THE FINANCIAL STATEMENTS, CONT'D FOR THE YEAR ENDED DECEMBER 31, 2018

SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

Use of estimates:

The preparation of these financial statements in accordance with PSAB requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Significant estimates include determining the useful lives of tangible capital assets for amortization, the allowance for uncollectible levies and accounts receivable and contingent liabilities. Actual results could differ from management's best estimates, as additional information becomes available in the future.

3. CITY OF TORONTO - SPECIAL CHARGES

Special charges levied by the City are collected and remitted to the Board by the City. The total special charges outstanding consist of amounts collected by the City not yet remitted to the Board and amounts uncollected by the City.

The Board records special charges receivable (payable) net of an allowance for uncollected amounts. The special charges receivable from (payable to) the City of Toronto are comprised of:

	2018	2017
	\$	\$
Total special charges outstanding	873	(840)
Less: allowance for uncollected special charges	(200)	
Special charges receivable (payable)	<u>673</u>	(840)

The provision for uncollected levies reported on the Statement of Operations and Accumulated Surplus comprises of:

	2018	2017
	\$	\$
Special charges written-off	83	-
Change in allowance for uncollected special charges	200	**
	283	-

THE BOARD OF MANAGEMENT FOR OAKWOOD VILLAGE BUSINESS IMPROVEMENT AREA NOTES TO THE FINANCIAL STATEMENTS, CONT'D FOR THE YEAR ENDED DECEMBER 31. 2018

4. CAPITAL ASSETS

	Banners	Total
Cost Beginning Additions Disposals Ending	5,112	5,112
Accumulated Amortization Beginning Amortization Disposals	1,704	1,704
Ending Net Book Value	1,704 3,408	1,704 3,408

5. INSURANCE

The Board is required to deposit with the Treasurer, City of Toronto, insurance policies indemnifying the City against public liability and property damage in respect of the activities of the Board. Insurance coverage providing \$5,000,000 for each occurrence or accident has been obtained by the Board, through the City of Toronto.

6. FINANCIAL INSTRUMENTS

The carrying value of cash and short-term investments, accounts receivable, due from and to City of Toronto, accounts payable and accrued liabilities reflected in the statement of financial position approximate their respective fair value, due to the relatively short term nature of the instruments.

7. CAPITAL EXPENSES

In order to finance major capital expenses, the BIA annually budgets certain amounts and accumulates them as surplus. Once adequate funds have accumulated, the BIA undertakes cost-shared capital improvement projects with the City. For this reason, the actual expenses in a given year could significantly differ from the amount budgeted for the year. Any excess actual capital expenses are financed out of the accumulated surplus.

8BUDGET

Budget Figures are provided for comparative purposes only and have not been subject to audit procedures.

THE BOARD OF MANAGEMENT FOR THE OAKWOOD VILLAGE BUSINESS IMPROVEMENT AREA

Financial Statements
For the Year Ended December 31, 2019

OAKWOOD VILLAGE BUSINESS IMPROVEMENT AREA

DECEMBER 31, 2019

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INDEPENDENT AUDITOR'S REPORT

To the Council of the Corporation of the City of Toronto and the Board of Management for Oakwood Village Business Improvement Area

Opinion

I have audited the financial statements of Oakwood Village Business Improvement Area (BIA), which comprise the statement of financial position as at December 31, 2019, and the statement of operations and accumulated surplus, statement of changes in net financial assets and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and other explanatory information.

In my opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the BIA as at December 31, 2019 and its financial performance and its cash flows for the year then ended in accordance with Canadian accounting standards for local governments as prescribed by the Public Sector Accounting Board (PSAB).

Basis for Opinion

I conducted my audit in accordance with Canadian generally accepted auditing standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the BIA in accordance with the ethical requirements that are relevant to my audit of the financial statements in Canada, and I have fulfilled my other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my 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 accounting standards for local governments as prescribed by the Public Sector Accounting Board (PSAB), 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 BIA'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 Board or to cease operations, or has no realistic alternative but to do so.

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

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Auditor's Responsibilities for the Audit of the Financial Statements

My 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 my 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, I exercise professional judgment and maintain professional scepticism throughout the audit. I 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 my 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 Board'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 Board's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Board 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.

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

Toronto, Ontario August 25, 2020 Chartered Professional Accountant
Licensed Public Accountant

THE BOARD OF MANAGEMENT FOR THE OAKWOOD VILLAGE BUSINESS IMPROVEMENT AREA STATEMENT OF FINANCIAL POSITION AS AT DECEMBER 31, 2019

	2019	2018
	\$	-\$
FINANCIAL ASSETS	*	
Cash	28,738	38,866
Accounts receivable	20,500	30,000
	82	673
City of Toronto – special charges (Note 3)	6,427	4,326
Other	the state of the s	
	35,247	43,865
t ianu men		
LIABILITIES		
Accounts payable and accrued liabilities		
City of Toronto – special charges (Note 3)	-	E 444
City of Toronto - Other	900	5,114
Other	900	850 5 004
	900_	5,964
NET FINANCIAL ASSETS	34,347	37,901
MET FINANCIAL ASSETS	34,347	37,901
Non-Financial Assets		
Tangible Capital Assets (Note 4)	2,477	3,408
Accumulated Surplus	36,824	41,309
wadamani impimalihaa		71,000

Approved on behalf of the Board of Management:

Digitally signed by Jeffrey P. Peters Date: 2020.08.25

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Chair

Treasurer

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THE BOARD OF MANAGEMENT FOR THE OAKWOOD VILLAGE BUSINESS IMPROVEMENT AREA STATEMENT OF OPERATIONS FOR THE YEAR ENDED DECEMBER 31, 2019

	2019 \$	2019 \$	2018 \$
	Budget (Note 9)	Actual	Actual
REVENUE	·		
City of Toronto – special charges	13,154	13,176	10,600
Grants and other revenue	44,350	22,000	-
	57,504	35,176	10,600
EXPENSES			
Administration	35,581	17,297	1,854
Promotion and advertising	24,490	19,453	2,341
Maintenance	-	<u>-</u>	427
Capital (Note 8)	2,000	-	-
Amortization (Note 5)	-	1,897	1,704
Provision for uncollected special charges (Note 3)	401	1,014	283
	62,472	39,661	6,609
SURPLUS (DEFICIT) FOR THE YEAR	(4,968)	(4,485)	3,991
ACCUMULATED SURPLUS, BEGINNING OF YEAR	41,309	41,309	37,318
ACCUMULATED SURPLUS, END OF YEAR	36,341	36,824	41,309

THE BOARD OF MANAGEMENT FOR THE OAKWOOD VILLAGE BUSINESS IMPROVEMENT AREA STATEMENT OF CHANGES IN NET FINANCIAL ASSETS FOR THE YEAR ENDED DECEMBER 31, 2019

	2019 \$	2018 \$
Surplus (deficit) for the year	(4,485)	3,991
Acquisition of tangible capital assets	(966)	(5,112)
Amortization of tangible capital assets	1,897	1,704
	(3,554)	583
Balance - Beginning of year	37,901	37,318
Balance - End of year	34,347	37,901

THE BOARD OF MANAGEMENT FOR THE OAKWOOD VILLAGE BUSINESS IMPROVEMENT AREA STATEMENT OF CASH FLOWS FOR THE YEAR ENDED DECEMBER 31, 2019

	2019 \$	2018 \$
Cash flows from operating activities		
Surplus (deficit) for the year	(4,485)	3,991
Non-cash changes to operations Add: Non-cash item Amortization of capital assets	1,897	1,704
Increase (decrease) resulting from changes in Accounts receivable - City of Toronto Accounts receivable – other	591 (2,101)	(1,513) (413)
Accounts payable - City of Toronto Accounts payable – other	(5,114)	5,114 400
Cash Provided By Operations	(9,162)	9,283
Investing Activities Purchase of tangible capital assets	(966)	(5,112)
Cash, Beginning Of Year	38,866	34,695
Cash, End Of Year	28,738	38,866

1. ESTABLISHMENT AND OPERATIONS

The Oakwood Village Business Improvement Area (BIA) is established as a Business Improvement Area under the management and control of a Board of Management appointed by Council of the City of Toronto.

The Board is entrusted with the improvements, beautification and maintenance of municipally owned lands, buildings and structures in the area, together with the promotion of the area as a business or shopping area. Funding is provided by property owners of the BIA who are levied a special charge based on an annual operating budget prepared by the Board and approved by Council under Section 220(17) of the Municipal Act, as amended.

2. SIGNIFICANT ACCOUNTING POLICIES

These financial statements are the representation of management and have been prepared in accordance with Canadian accounting standards for local governments as prescribed by the Public Sector Accounting Board (PSAB), the most significant of which are as follows:

Revenue recognition:

The BIA receives special charges from its members which are levied and collected by the City of Toronto. It also receives cash donations and sponsorships from corporate and private donors and grants from local, provincial and federal governments for events and festivals. Revenue is being recorded upon the signing of contracts and when collection can be reasonably ascertained.

Short-term Investments:

Short-term investments are highly liquid financial instruments with original maturities greater than three months but less than one year and are classified as "short-term" investments. BIA classifies short-term investments as current assets and reports them at their fair market value.

Capital assets:

Purchased capital assets are recorded at cost. Amortization is calculated on a straight-line basis over the estimated useful lives of the assets as follows:

Banners

3 years

Equipment 5 years

Contributed services:

Services provided without charge by the City of Toronto and others are not recorded in these financial statements.

Financial instruments:

Financial instruments are recorded at the approximated fair value.

SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

Use of estimates:

The preparation of these financial statements in accordance with PSAB requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Significant estimates include determining the useful lives of tangible capital assets for amortization, the allowance for uncollectible levies and accounts receivable and contingent liabilities. Actual results could differ from management's best estimates; as additional information becomes available in the future.

3. CITY OF TORONTO - SPECIAL CHARGES

Special charges levied by the City are collected and remitted to the Board by the City. The total special charges outstanding consist of amounts collected by the City not yet remitted to the Board and amounts uncollected by the City.

The Board records special charges receivable net of an allowance for uncollected amounts. The special charges receivable from the City of Toronto are comprised of:

	2019	2018	
	\$	\$	
Total special charges outstanding	683	873	
Less: allowance for uncollected special			
charges	(600)	(200)	
Special charges receivable	83	673	

The provision for (recovery of) uncollected levies reported on the Statement of Revenue, Expenses and Operating Surplus comprises:

Special charges written-off Change in provision for assessment appeals	614 400	83 200
	1,014	283

THE BOARD OF MANAGEMENT FOR THE OAKWOOD VILLAGE BUSINESS IMPROVEMENT AREA NOTES TO THE FINANCIAL STATEMENTS, CONT'D FOR THE YEAR ENDED DECEMBER 31, 2019

4. CAPITAL ASSETS

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	Banners	Equipment	Total
Cost			
Beginning	5,112	· •	5,112
Additions	· -	966	966
Disposals	-	-	-
Ending	5,112	966	6,078
Accumulated Amortization			
Beginning	1,704	•	1,704
Amortization	1,704	193	1,897
Disposals		.	· -
Ending	3,408	193	3,601
Net Book Value	1,704	773	2,477

2018

	Banners	Total
Cost		
Beginning	-	-
Additions	5,112	5,112
Disposals	-	-
Ending	5,112	5,112
Accumulated Amortization		
Beginning Amortization	1,704	1,704
Disposals	-	-
Ending	1,704	1,704
Net Book Value	3,408	3,408

5. INSURANCE

The Board is required to deposit with the Treasurer, City of Toronto, insurance policies indemnifying the City against public liability and property damage in respect of the activities of the Board. Insurance coverage providing \$5,000,000 for each occurrence or accident has been obtained by the Board, through the City of Toronto.

6. FINANCIAL INSTRUMENTS

The carrying value of the BIA's financial instruments approximate their values.

7. CAPITAL EXPENSES

In order to finance major capital expenses, the BIA annually budgets certain amounts and accumulates them as operating surplus. Once adequate funds have accumulated, the BIA undertakes cost-shared capital improvement projects with the City. For this reason, the actual expenses in a given year could significantly differ from the amount budgeted for the year. Any excess actual capital expenses are financed out of the accumulated surplus.

8. COMMITMENTS

The Board, in co-operation with the City, has implemented cost-shared capital improvement projects on publicly owned property for several years. The projects are long-term in nature and are usually completed subsequent to the year of Council's approval. The value of Streetscape work to be continued in 2020 is \$3,053.

9. **BUDGET**

Budget Figures are provided for comparative purposes only and have not been subject to audit procedures.