
**THE CORPORATION OF
THE TOWNSHIP OF STRONG**

CONSOLIDATED FINANCIAL STATEMENTS

DECEMBER 31, 2019

THE CORPORATION OF THE TOWNSHIP OF STRONG
CONTENTS

	Page
Independent Auditor's Report	1 - 2
Consolidated Statement of Financial Position	3
Consolidated Statements of Operations and Accumulated Surplus	4
Consolidated Statement of Change in Net Financial Assets	5
Consolidated Statement of Cash Flows	6
Notes to the Consolidated Financial Statements	7 - 22

Independent auditor's report

To the Members of Council, Inhabitants and Ratepayers of
The Corporation of the Township of Strong

Opinion

We have audited the consolidated financial statements of The Corporation of the Township of Strong ("the Township"), which comprise the consolidated statement of financial position as at December 31, 2019, and the consolidated statements of operations and accumulated surplus, change in net financial assets and cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of The Corporation of the Township of Strong as at December 31, 2019, and its results of operations, its changes in its 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 Consolidated Financial Statements* section of our report. We are independent of the Township in accordance with the ethical requirements that are relevant to our audit of the consolidated 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 Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated 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 consolidated financial statements that are free from material misstatement, whether due to fraud or error.

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

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

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated 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 consolidated 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 Township'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 Township'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 consolidated 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 Township to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Township and the organizations it controls to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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

The logo for Grant Thornton LLP, featuring the company name in a stylized, cursive script font.

North Bay, Canada
June 23, 2020

Chartered Professional Accountants
Licensed Public Accountants

THE CORPORATION OF THE TOWNSHIP OF STRONG
CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS AT DECEMBER 31, 2019

	2019	2018
FINANCIAL ASSETS		
Cash (Note 4)	\$ 1,767,831	\$ 946,473
Investments (Notes 4, 5)	605,271	786,705
Taxes receivable (Note 6)	326,853	252,095
Accounts receivable	432,783	192,842
	3,132,738	2,178,115
LIABILITIES		
Accounts payable and accrued liabilities	262,757	234,238
Deferred revenue-general (Note 7)	47,017	2,983
Deferred revenue-obligatory reserve funds (Note 8)	29,313	55,829
Municipal debt (Note 9)	-	6,884
Tangible capital leases (Note 10)	774	1,067
Employee benefits payable (Note 11)	54,805	53,927
Landfill closure and post-closure liability (Note 12)	465,096	282,393
	859,762	637,321
NET FINANCIAL ASSETS	2,272,976	1,540,794
NON-FINANCIAL ASSETS		
Tangible capital assets - net (Note 14)	11,528,318	11,495,030
Inventories of supplies	94,627	99,902
Prepaid expenses	9,597	9,091
	11,632,542	11,604,023
ACCUMULATED SURPLUS (Note 15)	\$ 13,905,518	\$ 13,144,817

Contingencies (Notes 2 and 13)

APPROVED ON BEHALF OF COUNCIL:

_____ Mayor

THE CORPORATION OF THE TOWNSHIP OF STRONG
CONSOLIDATED STATEMENTS OF OPERATIONS AND ACCUMULATED SURPLUS
FOR THE YEAR ENDED DECEMBER 31, 2019

	Budget 2019 <i>(see Note 18)</i>	Actual 2019	Actual 2018
REVENUE			
Property taxes	\$ 2,677,747	\$ 2,705,180	\$ 2,601,179
User charges	63,958	74,926	76,221
Government transfers	1,477,503	1,459,908	1,057,654
Restructuring net revenue <i>(Note 17)</i>	-	2,933	-
Gain (loss) on disposal of capital assets	-	88,301	(30,096)
Other	327,001	346,073	307,900
TOTAL REVENUE	4,546,209	4,677,321	4,012,858
EXPENSES			
General government	662,080	608,025	569,449
Protection to persons and property	623,534	558,048	520,678
Transportation services	1,502,085	1,406,955	1,369,957
Environmental services	457,450	449,075	266,955
Health services	403,236	359,673	369,572
Social and family services	215,920	215,920	210,211
Recreation and cultural services	290,626	297,215	266,505
Planning and development	33,694	21,709	27,201
TOTAL EXPENSES	4,188,625	3,916,620	3,600,528
ANNUAL SURPLUS <i>(Note 15)</i>	357,584	760,701	412,330
ACCUMULATED SURPLUS, BEGINNING OF YEAR	13,144,817	13,144,817	12,732,487
ACCUMULATED SURPLUS, END OF YEAR	\$ 13,502,401	\$ 13,905,518	\$ 13,144,817

The accompanying notes are an integral part of these financial statements

THE CORPORATION OF THE TOWNSHIP OF STRONG
CONSOLIDATED STATEMENT OF CHANGE IN NET FINANCIAL ASSETS
FOR THE YEAR ENDED DECEMBER 31, 2019

	Budget 2019 <i>(see Note 18)</i>	Actual 2019	Actual 2018
Annual surplus	\$ 357,584	\$ 760,701	\$ 412,330
Acquisition of tangible capital assets	(1,356,312)	(1,011,983)	(829,108)
Contributed tangible capital assets, net	-	(10,933)	-
Amortization of tangible capital assets	875,006	877,109	692,168
(Gain) Loss on disposal of tangible capital assets	-	(88,301)	30,096
Proceeds from disposal of tangible capital assets	-	200,820	21,796
Change in supplies inventories	-	5,275	10,550
Change in prepaid expenses	-	(506)	(1,336)
Increase (decrease) in net financial assets	(123,722)	732,182	336,496
Net financial assets, beginning of year	1,540,794	1,540,794	1,204,298
Net financial assets, end of year	\$ 1,417,072	\$ 2,272,976	\$ 1,540,794

The accompanying notes are an integral part of these financial statements

THE CORPORATION OF THE TOWNSHIP OF STRONG
CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED DECEMBER 31, 2019

	2019	2018
Operating transactions		
Annual surplus	\$ 760,701	\$ 412,330
Non-cash charges to operations:		
Amortization	877,109	692,168
Contributed tangible capital assets	(10,933)	-
(Gain) Loss on disposal of tangible capital assets	(88,301)	30,096
Change in employee benefits payable	878	(243)
Change in landfill closure and post-closure liability	182,703	(18,950)
	<u>1,722,157</u>	<u>1,115,401</u>
Changes in non-cash items:		
Taxes receivable	(74,758)	16,722
Accounts receivable	(239,941)	(78,696)
Accounts payable and accrued liabilities	28,519	33,923
Deferred revenue-general	44,034	(248)
Deferred revenue-obligatory reserve funds	(26,516)	592
Inventories of supplies	5,275	10,550
Prepaid expenses	(506)	(1,336)
	<u>(263,893)</u>	<u>(18,493)</u>
Cash provided by operating transactions	<u>1,458,264</u>	<u>1,096,908</u>
Capital transactions		
Acquisition of tangible capital assets	(1,011,983)	(829,108)
Proceeds from disposal of tangible capital assets	200,820	21,796
Cash applied to capital transactions	<u>(811,163)</u>	<u>(807,312)</u>
Investing transactions		
Change in investments	181,434	(96,093)
Cash provided by (applied to) investing transactions	<u>181,434</u>	<u>(96,093)</u>
Financing transactions		
Debt principal repayments	(6,884)	(40,803)
Tangible capital lease repayments	(293)	(287)
Cash applied to financing transactions	<u>(7,177)</u>	<u>(41,090)</u>
Net change in cash	821,358	152,413
Cash, beginning of year	946,473	794,060
Cash, end of year	\$ 1,767,831	\$ 946,473
Cash flow supplementary information:		
Cash paid for interest	\$ 37	\$ 635

The accompanying notes are an integral part of these financial statements

THE CORPORATION OF THE TOWNSHIP OF STRONG

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Year Ended December 31, 2019

Management Responsibility

The consolidated financial statements of the Corporation of the Township of Strong (the "Municipality") are the responsibility of management and have been prepared in accordance with Canadian generally accepted accounting principles for local governments established by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada. A summary of significant accounting policies is provided in Note 1. 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.

Management maintains a system of internal controls to provide reasonable assurance that reliable financial information is produced. The internal controls are 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 consolidated financial statements.

1. SIGNIFICANT ACCOUNTING POLICIES

Significant aspects of the accounting policies adopted by the Municipality are as follows:

(a) Reporting Entity

These consolidated statements reflect the assets, liabilities, revenue, expenses and accumulated surplus balances of the reporting entity. The reporting entity is comprised of all committees of Council and the boards, joint boards and municipal enterprises for which Council is politically accountable as follows:

(i) Consolidated and proportionally consolidated entities

The following local boards are consolidated:

Cemeteries

The following joint boards and committees are proportionally consolidated:

Fire
 Medical Centre
 Recreation
 Arena and Hall
 Library
 Building Committee
 Economic Development

Inter-organizational transactions and balances between these organizations are eliminated.

(ii) Non-consolidated entities

The following joint boards are not consolidated:

North Bay Parry Sound District Health Unit
 Parry Sound District Social Services Administration Board
 District of Parry Sound (East) Home for the Aged

(iii) Accounting for school board transactions

The taxation, other revenue, expenses, assets and liabilities with respect to the operations of the school boards are not reflected in these consolidated financial statements.

THE CORPORATION OF THE TOWNSHIP OF STRONG

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Year Ended December 31, 2019

(iv) Trust funds

Trust funds administered by the Municipality are not included in these consolidated financial statements, but are reported separately on the trust funds financial statements.

(b) Basis of Accounting

(i) Accrual basis of accounting

Revenue and expenses are reported on the accrual basis of accounting. Revenue is recognized in the year in which it is earned 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.

(ii) Cash

Cash includes cash on hand and balances held at financial institutions.

(iii) Investments

Investments are recorded at cost plus accrued interest.

(iv) Non-financial assets

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

(a) Tangible capital assets

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

Land improvements - 20 years
 Buildings - 20 to 50 years
 Machinery, equipment and furniture - 5 to 20 years
 Vehicles - 8 to 30 years
 Roads - 10 to 60 years
 Bridges - 60 years

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

Estimated closure and post-closure expenses for active landfill sites as well as the land occupied by the sites are amortized annually on the basis of capacity used during the year as a percentage of the estimated total capacity of the landfill site.

Interest related to the acquisition of capital assets is not capitalized, but is expensed in the year incurred.

(b) Inventories of supplies

Inventories held for consumption are recorded at the lower of cost and replacement cost.

THE CORPORATION OF THE TOWNSHIP OF STRONG

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Year Ended December 31, 2019

- (v) Reserves and reserve funds
Certain amounts, as approved by Council, are set aside in reserves and reserve funds for future operating and capital purposes. Balances related to these funds are included in the accumulated surplus of the Consolidated Statement of Financial Position.
- (vi) Government transfers
Government transfers are recognized in the financial statements as revenue when the transfer is authorized and any eligibility criteria are met, except to the extent that transfer stipulations give rise to an obligation that meets the definition of a liability. Transfers are recognized as deferred revenue when transfer stipulations give rise to a liability. Transfer revenue is recognized in the Consolidated Statement of Operations as the stipulation liabilities are settled.
- (vii) Deferred revenue
Revenue restricted by legislation, regulation or agreement and not available for general municipal purposes is reported as deferred revenue on the Consolidated Statement of Financial Position. The revenue is reported on the Consolidated Statement of Operations in the year in which it is used for the specified purpose.
- (viii) Taxation and related revenue
Tax rates are established annually by Council, incorporating amounts to be raised for local services and amounts the Municipality is required to collect on behalf of the Province of Ontario in respect of education taxes. Property tax billings are prepared by the Municipality based on assessment rolls, supplementary assessment rolls and other assessment adjustments issued by the Municipal Property Assessment Corporation ("MPAC"). Taxation revenue is initially recorded at the time assessment information is received from MPAC and is subsequently adjusted based on management's best estimate of the amount of tax revenue resulting from assessment adjustments that have not yet been received from MPAC. The Municipality is entitled to collect interest and penalties on overdue taxes. This revenue is recorded in the period the interest and penalties are levied.
- (ix) Pensions and employee benefits
The Municipality accounts for its participation in the Ontario Municipal Employee Retirement System (OMERS), a multi-employer public sector pension fund, as a defined contribution plan. Obligations for sick leave and employee retirement gratuities under employee benefits payable are accrued as the employees render the services necessary to earn the benefits.
- (x) Use of estimates
The preparation of financial statements in conformity with Canadian public sector accounting standards 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 revenue and expenses during the period. These estimates and assumptions are based on management's historical experience, best knowledge of current events and actions that the Municipality may undertake in the future. Significant accounting estimates include valuation allowances for taxes and accounts receivable, estimated useful lives of tangible capital assets, employee benefits payable, solid waste landfill closure and post-closure liabilities and supplementary taxes. Actual results could differ from these estimates.

THE CORPORATION OF THE TOWNSHIP OF STRONG

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Year Ended December 31, 2019

2. CONTRIBUTIONS TO UNCONSOLIDATED JOINT BOARDS

Further to Note 1(a)(ii), the following contributions were made by the Municipality to these boards:

	2019	2018
District of Parry Sound Social Services Administration Board	\$ 127,329	\$ 126,048
North Bay Parry Sound District Health Unit	45,464	43,768
District of Parry Sound (East) Home for the Aged	87,038	84,163
	\$ 259,831	\$ 253,979

The Municipality is contingently liable for its share, if any, of the accumulated deficits as at the end of the year for these boards. The Municipality's share of the accumulated surpluses (or deficits) of these boards has not been determined at this time.

The Municipality is also contingently liable for its share, if any, of the long-term liabilities issued by other municipalities for these boards. The Municipality's share of these long-term liabilities has not been determined at this time.

3. TRANSACTIONS ON BEHALF OF OTHERS

(a) During the year, \$631,188 of taxation was collected on behalf of school boards (2018 \$641,587).

(b) The Municipality administers care and maintenance trust funds totalling \$171,975 (2018 \$167,813) which are funded by the sale of cemetery interment rights and markers. These funds are invested and earnings derived therefrom are used to perform maintenance at the Municipality's cemeteries. The trust funds are not included in these consolidated financial statements, as they are being held in trust for the benefit of others.

4. RESTRICTED CASH AND INVESTMENTS

Restricted cash and investments of \$29,313 (2018 \$55,829) are included in the cash and investment balances reported on the Consolidated Statement of Financial Position. Federal and Provincial legislation restricts how restricted cash and investments related to obligatory reserve funds, reported in Note 8, may be used.

5. INVESTMENTS

Investments are comprised of guaranteed and redeemable investment certificates, bearing interest at rates ranging from .5% to 2.6% and maturing between May 3, 2020 and December 24, 2023.

6. TAXES RECEIVABLE

Taxes receivable are comprised of the following:

	2019	2018
Taxes receivable	\$ 329,853	\$ 255,095
Valuation allowance	(3,000)	(3,000)
	\$ 326,853	\$ 252,095

THE CORPORATION OF THE TOWNSHIP OF STRONG

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Year Ended December 31, 2019

7. DEFERRED REVENUE-GENERAL

Details of the deferred revenue reported on the Consolidated Statement of Financial Position are as follows:

	2019	2018
Balance, beginning of year:		
Sundridge-Strong Union Public Library	\$ -	\$ 2,063
Sundridge and District Medical Centre	-	1,168
Central Almaguin Economic Development Association	2,983	-
	<u>2,983</u>	<u>3,231</u>
Received during the year	206,816	184,462
Recognized in revenue during the year	(162,782)	(184,710)
Balance, end of year	\$ 47,017	\$ 2,983
Ontario Cannabis Legalization Implementation Fund	\$ 15,000	\$ -
Sundridge and District Medical Centre	17,964	
Other	14,053	
Central Almaguin Economic Development Association	-	2,983
Balance, end of year	\$ 47,017	\$ 2,983

THE CORPORATION OF THE TOWNSHIP OF STRONG

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Year Ended December 31, 2019

8. DEFERRED REVENUE-OBLIGATORY RESERVE FUNDS

The Municipality receives payments in lieu of parkland under the Planning Act, building permit revenue under the Building Code Act and federal gas tax funding under an agreement with the Association of Municipalities of Ontario. Legislation restricts how these funds may be used, and under certain circumstances, how these funds may be refunded.

In the case of payments in lieu of parkland, revenue recognition occurs when the Municipality has approved eligible expenditures for park and other public recreation purposes. Building permit revenue is recognized when applicable building expenditures are incurred. Gas tax revenue recognition occurs when the Municipality has approved the expenditures for eligible capital works. Historically, the Municipality has applied its gas tax funding to local road and bridge improvements and to solid waste disposal.

Details of the deferred revenue-obligatory reserve funds reported on the Consolidated Statement of Financial Position are as follows:

	2019	2018
Balance, beginning of year:		
Recreational land (the Planning Act)	\$ 46,274	\$ 44,558
Building Code Act	9,555	10,679
	55,829	55,237
Received during the year:		
Recreational land (the Planning Act)	1,000	2,000
Building Code Act	18,388	-
Federal Gas Tax	174,323	85,424
Interest earned	874	4,388
	194,585	91,812
Recognized in revenue during the year	(221,101)	(91,220)
Balance, end of year	\$ 29,313	\$ 55,829
Recreational land (the Planning Act)	\$ 1,370	\$ 46,274
Building Code Act	27,943	9,555
Balance, end of year	\$ 29,313	\$ 55,829

THE CORPORATION OF THE TOWNSHIP OF STRONG

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Year Ended December 31, 2019

9. MUNICIPAL DEBT

(a) The balance of the municipal debt reported on the Consolidated Statement of Financial Position is made up of the following:

	2019	2018
Ontario Infrastructure and Lands Corporation amortizing debenture, fully repaid in 2019	\$ -	\$ 6,884

(b) Total charges for the year for municipal debt which are reported in the financial statements are as follows:

	2019	2018
Principal payments	\$ 6,884	\$ 40,803
Interest	19	610
	\$ 6,903	\$ 41,413

10. TANGIBLE CAPITAL LEASES

The contributing municipalities of the Sundridge-Strong Union Public Library lease a photocopier, which is accounted for on the Consolidated Statement of Financial Position at the present value of future minimum lease payments. The Municipality's share of future minimum lease payments are as follows:

	2019	2018
2019	\$	311
2020	\$ 312	\$ 312
2021	482	482
Total minimum lease payments	794	1,105
Less amount representing interest (2.02% incremental borrowing rate)	(20)	(38)
Present value of future minimum capital lease payments	\$ 774	\$ 1,067

Interest of \$18 (2018 \$25) relating to capital lease obligations has been reported on the Consolidated Statement of Operations.

THE CORPORATION OF THE TOWNSHIP OF STRONG

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS Year Ended December 31, 2019

11. EMPLOYEE BENEFITS PAYABLE

- (a) Under the sick leave benefits plan, unused sick leave can accumulate to a prescribed maximum and qualifying employees may become entitled to a cash payment when they leave the Municipality's employment. The sick leave benefit liability estimates the use of accumulated sick leave prior to retirement, as well as any lump-sum payments upon retirement, and assumes that both the appropriate discount rate and future salary and wage levels will increase by 2% per annum. The liability for these accumulated days amounted to \$42,589 (2018 \$41,914) at the end of the year.
- (b) Under the retirement gratuity policy, qualifying employees are entitled to a payout, upon retirement, based on length of service and rate of pay. The retirement gratuity liability estimates the lump-sum payments upon retirement, and assumes that both the appropriate discount rate and future salary and wage levels will increase by 2% per annum. The liability for the retirement gratuity is estimated at \$12,216 (2018 \$12,013) at the end of the year.

12. LANDFILL CLOSURE AND POST-CLOSURE LIABILITY

Landfill closure and post-closure care requirements have been defined in accordance with industry standards and include final cover and landscaping of the landfill sites, management of groundwater and leachates, and ongoing environmental monitoring and site inspection and maintenance. Estimated expenditures related to the closure and subsequent maintenance of the sites are recognized in the financial statements over the operating life of the sites, in proportion to their utilized capacity.

The Municipality is currently responsible for two waste disposal sites as outlined below.

Forest Lake Road Landfill Site

The liability for this landfill site is recorded at \$75,113 (2018 \$18,276) and represents the present value of closure and post-closure costs for 30% (2018 29%) of the total site area, using an estimated long-term borrowing rate of 2.86% (2018 3.63%) and inflation rate of 1.7% (2018 1.7%). The total estimated future expenditures - representing the sum of the discounted future cash flows for closure and post-closure care - are \$254,233 (2018 \$62,696), leaving an amount to be recognized of \$179,120 (2018 \$44,420). The estimated remaining capacity of the site is approximately 233,024 cubic metres (2018 234,326 cubic metres), estimated to be filled in 179 years (2018 180 years). Post-closure care is estimated to be required for a period of 25 years.

Muskoka Road Landfill Site

The liability for this landfill site is recorded at \$389,983 (2018 \$264,117) and represents the present value of closure and post-closure costs for 62% (2018 61%) of the total site area, using an estimated long-term borrowing rate of 2.86% (2018 3.63%) and inflation rate of 1.7% (2018 1.7%). The total estimated future expenditures - representing the sum of the discounted future cash flows for closure and post-closure care - are \$625,960 (2018 \$430,793), leaving an amount to be recognized of \$235,977 (2018 \$166,676). The estimated remaining capacity of the site is approximately 35,116 cubic metres (2018 36,040 cubic metres), estimated to be filled in 38 years (2018 39 years). Post-closure care is estimated to be required for a period of 25 years.

As a result of changes to assumptions made in 2019 relating to the discount rate underlying the estimated liability, the estimated liability has been increased by approximately \$166,305.

The Municipality has reserves of \$244,079 (2018 \$239,079) that could be used to fund this liability.

THE CORPORATION OF THE TOWNSHIP OF STRONG

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Year Ended December 31, 2019

13. CONTINGENCIES

The Municipality is involved from time to time in litigation, which arises in the normal course of business. With respect to outstanding claims, the Municipality believes that insurance coverage is adequate and that no material exposure exists on the eventual settlement of such litigation in all but two claims. Therefore, no provision has been made in the accompanying financial statements. For two claims in the total amount of \$4,500,000 the likelihood and extent of loss, if any, is not yet determinable. Therefore, no provision has been made in the accompanying financial statements.

THE CORPORATION OF THE TOWNSHIP OF STRONG

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS Year Ended December 31, 2019

14. TANGIBLE CAPITAL ASSETS

The tangible capital assets of the Municipality by major asset class are outlined below.

2019							
	Land and Land Improvements	Buildings	Machinery and Equipment	Vehicles	Roads and Bridges	Assets Under Construction	TOTAL
COST							
Balance, beginning of year	\$ 615,490	\$ 2,323,585	\$ 1,313,857	\$ 1,860,174	\$ 18,733,566	\$ 8,395	\$ 24,855,067
Additions and betterments	224,241	32,660	44,920	40,830	665,788	3,544	1,011,983
Contributed assets	3,145	-	8,000	-	-	-	11,145
Disposals and writedowns	-	(5,265)	(22,797)	(246,837)	(385,730)	-	(660,629)
Transfer between classes	-	-	8,395	-	-	(8,395)	-
BALANCE, END OF YEAR	842,876	2,350,980	1,352,375	1,654,167	19,013,624	3,544	25,217,566
ACCUMULATED AMORTIZATION							
Balance, beginning of year	414,354	934,304	687,499	905,593	10,418,287	-	13,360,037
Annual amortization	192,077	48,344	75,368	116,495	444,825	-	877,109
Accumulated amortization - contributed assets	212	-	-	-	-	-	212
Amortization disposals	-	(4,106)	(20,803)	(137,472)	(385,729)	-	(548,110)
BALANCE, END OF YEAR	606,643	978,542	742,064	884,616	10,477,383	-	13,689,248
TANGIBLE CAPITAL ASSETS-NET	\$ 236,233	\$ 1,372,438	\$ 610,311	\$ 769,551	\$ 8,536,241	\$ 3,544	\$ 11,528,318

2018							
	Land and Land Improvements	Buildings	Machinery and Equipment	Vehicles	Roads and Bridges	Assets Under Construction	TOTAL
COST							
Balance, beginning of year	\$ 634,440	\$ 2,328,085	\$ 1,354,875	\$ 1,678,912	\$ 18,672,067	\$ -	\$ 24,668,379
Additions and betterments	-	-	122,875	293,902	403,936	8,395	829,108
Disposals and writedowns	(18,950)	(4,500)	(163,893)	(112,640)	(342,437)	-	(642,420)
BALANCE, END OF YEAR	615,490	2,323,585	1,313,857	1,860,174	18,733,566	8,395	24,855,067
ACCUMULATED AMORTIZATION							
Balance, beginning of year	423,760	889,485	738,445	888,163	10,318,544	-	13,258,397
Annual amortization	9,544	47,879	73,978	118,587	442,180	-	692,168
Amortization disposals	(18,950)	(3,060)	(124,924)	(101,157)	(342,437)	-	(590,528)
BALANCE, END OF YEAR	414,354	934,304	687,499	905,593	10,418,287	-	13,360,037
TANGIBLE CAPITAL ASSETS-NET	\$ 201,136	\$ 1,389,281	\$ 626,358	\$ 954,581	\$ 8,315,279	\$ 8,395	\$ 11,495,030

Included in tangible capital assets are leased tangible capital assets with a cost of \$1,682 (2018 \$1,682) and accumulated amortization of \$589 (2018 \$421).

THE CORPORATION OF THE TOWNSHIP OF STRONG

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

Year Ended December 31, 2019

15. ACCUMULATED SURPLUS

The 2019 continuity of accumulated surplus reported on the Consolidated Statement of Financial Position is as follows:

	Balance Beginning of Year	Annual Surplus (Deficit)	Balance End of Year
RESERVES AND RESERVE FUNDS			
Working capital	\$ 307,618	\$ 16,000	\$ 323,618
Tax arrears coverage	323,781	-	323,781
Election	-	4,999	4,999
Buildings	-	31,250	31,250
Infrastructure	-	100,000	100,000
Roads	666,845	50,000	716,845
Landfill closure	239,079	5,000	244,079
Landfill capital	19,274	5,000	24,274
Berriedale Cemetery	1,139	-	1,139
Strong Cemetery	2,222	-	2,222
Doctor retention	-	4,167	4,167
Arena	11,195	1,000	12,195
Library	24,548	-	24,548
Recreation facility	30,000	5,000	35,000
	1,625,701	222,416	1,848,117
OTHER			
Consolidated tangible capital assets	11,495,030	33,288	11,528,318
General operating surplus -			
Municipality	309,510	706,648	1,016,158
Berriedale Cemetery	11,375	(3,802)	7,573
Pevensey Cemetery	1,446	68	1,514
Strong Cemetery	8,638	(400)	8,238
Arena	26,844	(24,017)	2,827
Library	3,279	183	3,462
Medical Centre	7,571	2,415	9,986
Central Almaguin Economic Development Association	(306)	306	-
Unfunded amounts -			
Municipal debt	(6,884)	6,884	-
Tangible capital leases	(1,067)	293	(774)
Employee benefits payable	(53,927)	(878)	(54,805)
Landfill closure and post-closure liability	(282,393)	(182,703)	(465,096)
	\$ 13,144,817	\$ 760,701	\$ 13,905,518

THE CORPORATION OF THE TOWNSHIP OF STRONG

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS Year Ended December 31, 2019

16. SEGMENT DISCLOSURES AND EXPENSES BY OBJECT

The Municipality and its Boards and Committees provide a wide range of services to its citizens. The schedule of segment disclosure provides a breakdown of the annual surplus (deficit) reported on the Consolidated Statement of Operations by major reporting segment. The segments correspond to the major functional categories used in the Municipality's Financial Information Return, which include the following activities:

General Government

This segment includes Council, Clerk's Department, and Treasury. This area supports the operating departments in implementing priorities of Council and provides strategic leadership on issues relating to governance, strategic planning and service delivery.

Protection to Persons and Property

This segment includes fire, police, building inspection, and bylaw enforcement. Police services are provided by the Ontario Provincial Police under contract.

Transportation Services

Transportation services include roadway systems and winter control.

Environmental Services

This segment includes solid waste management.

Health Services

This segment includes cemeteries, ambulance services as well as payments to the district health unit.

Social and Family Services

This segment consists primarily of payments made to the district social services administration board and home for the aged for the provision of social services such as childcare, social housing, general assistance and assistance to the elderly.

Recreation and Culture

This segment includes parks, recreation programs, recreation facilities and library services.

Planning and Development

This segment includes activities related to planning, zoning and economic development.

Unallocated Amounts

Items are recorded as unallocated amounts when there is no reasonable basis for allocating them to a segment. Major items included in this category are property taxation and related penalty and interest charges and unconditional grants such as the Municipality's annual Ontario Municipal Partnership Fund grant.

In the preparation of segmented financial information, some allocation of expenses is made. This generally includes charges of administrative time and rent to specific segments.

THE CORPORATION OF THE TOWNSHIP OF STRONG

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS Year Ended December 31, 2019

16. SEGMENT DISCLOSURES AND EXPENSES BY OBJECT (continued)

FOR THE YEAR ENDED DECEMBER 31, 2019

	General Government	Protection to Persons and Property	Transportation Services	Environmental Services	Health Services	Social and Family Services	Recreation and Cultural Services	Planning and Development	Unallocated Amounts	Consolidated
REVENUE										
Property taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,705,180	\$ 2,705,180
User charges	6,577	6,940	800	31,285	1,721	-	26,557	1,046	-	74,926
Government transfers -										
Canada	-	-	174,724	-	-	-	854	8,789	-	184,367
Ontario	-	3,013	107,069	35,409	155,597	-	8,181	1,129	843,200	1,153,598
Other municipalities	-	8,696	-	96,121	16,700	-	426	-	-	121,943
Restructuring net revenue	-	-	-	-	-	-	-	2,933	-	2,933
Gain (loss) on disposal of capital assets	(1,486)	(16,516)	106,711	-	-	-	(408)	-	-	88,301
Other	29,786	29,006	11,165	1,857	58,067	-	100,790	1,412	113,990	346,073
TOTAL REVENUE	34,877	31,139	400,469	164,672	232,085	-	136,400	15,309	3,662,370	4,677,321
EXPENSES										
Salaries, wages and benefits	430,862	92,257	332,757	135,215	60,718	-	137,229	9,281	-	1,198,319
Long-term debt charges (interest)	-	-	18	-	-	-	19	-	-	37
Materials	54,155	70,844	483,447	45,927	30,340	-	86,770	3,460	-	774,943
Contracted services	106,647	348,724	31,484	51,263	205,093	-	26,050	8,029	-	777,290
Rents and financial expenses	1,955	4,813	5,526	-	7,724	-	5,420	-	-	25,438
External transfers	1,322	-	-	-	45,964	215,920	278	-	-	263,484
Interfunctional adjustments	(4,233)	1,833	(1,188)	-	1,188	-	1,500	900	-	-
Amortization	17,317	39,577	554,911	216,670	8,646	-	39,949	39	-	877,109
TOTAL EXPENSES	608,025	558,048	1,406,955	449,075	359,673	215,920	297,215	21,709	-	3,916,620
ANNUAL SURPLUS (DEFICIT)	\$ (573,148)	\$ (526,909)	\$(1,006,486)	\$ (284,403)	\$ (127,588)	\$ (215,920)	\$ (160,815)	\$ (6,400)	\$ 3,662,370	\$ 760,701

THE CORPORATION OF THE TOWNSHIP OF STRONG

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS Year Ended December 31, 2019

16. SEGMENT DISCLOSURES AND EXPENSES BY OBJECT (continued)

FOR THE YEAR ENDED DECEMBER 31, 2018

	General Government	Protection to Persons and Property	Transportation Services	Environmental Services	Health Services	Social and Family Services	Recreation and Cultural Services	Planning and Development	Unallocated Amounts	Consolidated
REVENUE										
Property taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,601,179	\$ 2,601,179
User charges	6,058	20,209	400	17,602	3,330	-	26,487	2,135	-	76,221
Government transfers -										
Canada	-	-	88,097	-	-	-	-	12,792	-	100,889
Ontario	-	3,605	117,277	42,908	169,855	-	8,496	-	496,900	839,041
Other municipalities	-	15,527	-	96,121	3,900	-	2,176	-	-	117,724
Loss on disposal of capital assets	-	(8,038)	(22,057)	-	-	-	(1)	-	-	(30,096)
Writedown of landfill closure liability	-	-	-	18,950	-	-	-	-	-	18,950
Other	16,150	43,554	3,158	19,653	58,136	-	54,358	848	93,093	288,950
TOTAL REVENUE	22,208	74,857	186,875	195,234	235,221	-	91,516	15,775	3,191,172	4,012,858
EXPENSES										
Salaries, wages and benefits	407,243	104,340	335,665	136,433	75,571	-	129,458	15,631	-	1,204,341
Long-term debt charges (interest)	-	-	610	-	-	-	25	-	-	635
Materials	52,689	41,461	426,885	49,163	30,480	-	73,645	5,078	-	679,401
Contracted services	94,732	332,262	48,962	47,392	203,411	-	19,120	4,871	-	750,750
Rents and financial expenses	1,627	2,949	-	-	7,725	-	4,220	8	-	16,529
External transfers	1,971	-	-	-	44,268	210,211	254	-	-	256,704
Interfunctional adjustments	(6,212)	3,099	-	-	-	-	1,500	1,613	-	-
Amortization	17,399	36,567	557,835	33,967	8,117	-	38,283	-	-	692,168
TOTAL EXPENSES	569,449	520,678	1,369,957	266,955	369,572	210,211	266,505	27,201	-	3,600,528
ANNUAL SURPLUS (DEFICIT)	\$ (547,241)	\$ (445,821)	\$ (1,183,082)	\$ (71,721)	\$ (134,351)	\$ (210,211)	\$ (174,989)	\$ (11,426)	\$ 3,191,172	\$ 412,330

THE CORPORATION OF THE TOWNSHIP OF STRONG

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS Year Ended December 31, 2019

17. RESTRUCTURING NET REVENUE

In 2019 the Municipality entered into a joint services agreement for Almaguin Community Economic Development ("ACED"). The agreement took effect in October 2019, and includes the following independent organizations:

- The Corporation of the Township of Perry;
- The Municipal Corporation of the Township of Armour;
- The Corporation of the Township of Ryerson;
- The Corporation of the Village of Sundridge;
- The Almaguin Highlands Chamber of Commerce;
- The Corporation of the Municipality of Magnetawan;
- The Corporation of the Municipality of the Village of Burk's Falls;
- The Corporation of the Township of Strong;
- The Corporation of the Village of South River;
- The Corporation of the Municipality of Powassan;
- The Corporation of the Township of Joly.

ACED assumed the operating responsibilities of the Central Almaguin Economic Development Association and of the Burk's Falls and Area Community Economic Development. In addition, the tangible capital assets of the Burk's Falls and Area Community Economic Development were transferred to ACED at no cost.

The Municipality recorded net revenue of \$2,933 as a result of this restructuring. The value of the tangible assets received is recorded as a contributed asset in Note 14.

18. BUDGET FIGURES

The budget adopted for the current year was prepared on a modified accrual basis, and has been restated to conform with the accounting and reporting standards applicable to the actual results. A reconciliation of the adopted and reported budgets is presented below.

	Budget
ADOPTED BUDGET:	
Decrease in general municipal operating surplus	\$ (309,510)
Increase in reserves and reserve funds	222,416
Decrease in board and joint board general operating surplus	(48,637)
ADJUSTMENTS:	
Acquisition of tangible capital assets	1,356,312
Amortization of tangible capital assets	(875,006)
Decrease in long-term debt	7,209
Reduction in Medical Centre unfinanced capital	4,800
ANNUAL SURPLUS	\$ 357,584

THE CORPORATION OF THE TOWNSHIP OF STRONG

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS Year Ended December 31, 2019

19. PENSION AGREEMENTS

The Municipality makes contributions to the Ontario Municipal Employee Retirement Fund (OMERS), which is a multi-employer plan, on behalf of certain members of its staff. The plan is a defined benefit plan which specifies the amount of the retirement benefit to be received by the employees based on the length of service and rates of pay. Each year an independent actuary determines the funding status of OMERS Primary Pension Plan (the Plan) by comparing the actuarial value of invested assets to the estimated present value of all pension benefits that members have earned to date. The most recent actuarial valuation of the Plan was conducted at December 31, 2019. The results of this valuation disclosed total actuarial liabilities of \$107,687 million with respect to benefits accrued for service with actuarial assets at that date of \$104,290 million indicating an actuarial deficit of \$3,397 million. Because OMERS is a multi-employer plan, any Plan surpluses or deficits are a joint responsibility of Ontario municipal organizations and their employees. As a result, the Municipality does not recognize any share of the Plan surplus or deficit.

The amount contributed to OMERS for 2019 was \$64,201 (2018 \$67,497) for current service and is included as an expense on the Consolidated Statement of Operations.

20. SUBSEQUENT EVENTS

Since December 31, 2019, the spread of COVID-19 has severely impacted many local economies around the globe. In many countries, including Canada, businesses are being forced to cease or limit operations for long or indefinite periods of time. Measures taken to contain the spread of the virus, including travel bans, quarantines, social distancing, and closures of nonessential services have triggered significant disruptions to businesses worldwide, resulting in an economic slowdown. Global stock markets have also experienced great volatility and a significant weakening. Governments and central banks have responded with monetary and fiscal interventions to stabilize economic conditions.

To date, the Municipality has taken the following actions in response to the pandemic:

- (a) On March 17, 2020, the Municipality's shared recreational facility was closed to the general public and recreational programs and facility rentals were cancelled until further notice. The Municipality is anticipating a temporary reduction in its workforce, and currently estimates a reduction in salaries and benefits expense of \$15,000 for 2020. It also expects a reduction in rentals and user fees of approximately \$2,500 per month as a result of these closures and cancellations.
- (b) On March 26, 2020, the Municipality announced that it would waive interest and penalties on tax arrears for the month of April 2020 and subsequently announced that this would be extended to July 31, 2020. As a result, the Municipality expects a decrease in interest and penalties revenue of approximately \$3,000 per month. The Municipality expects that some of its taxpayers will face additional financial pressures that may impact their ability to make their tax payments on a timely basis.

The Municipality has determined that these events are non-adjusting subsequent events. Accordingly, the financial position and results of operations as of and for the year ended December 31, 2019 have not been adjusted to reflect their impact. The duration and impact of the COVID-19 pandemic, as well as the effectiveness of government and central bank responses, remains unclear at this time. It is not possible to reliably estimate the duration and severity of these consequences, as well as their impact on the financial position and results of the Municipality for future periods.