

Financial Statements of

**MANITOULIN FAMILY
RESOURCES INC.**

And Independent Auditor's Report thereon

Year ended March 31, 2023



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INDEPENDENT AUDITOR'S REPORT

To the Board of Directors of Manitoulin Family Resources Inc.

Qualified Opinion

We have audited the financial statements of Manitoulin Family Resources Inc. (the Entity), which comprise:

- the statement of financial position as at March 31, 2023
- the statement of operations and changes in fund balances for the year then ended
- the statement of cash flows for the year then ended
- and the notes and schedules to the financial statements, including a summary of significant accounting policies

(Hereinafter referred to as the “financial statements”)

In our opinion, except for the possible effects of the matter described in the “***Basis for Qualified Opinion***” paragraph, the financial statements present fairly, in all material respects, the financial position of Manitoulin Family Resources Inc. as at March 31, 2023, and its results of operations and its cash flows for the year then ended, in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Qualified Opinion

In common with many charitable organizations, Manitoulin Family Resources Inc. derives revenue from donations and fundraising the completeness of which is not susceptible to satisfactory audit verification. Accordingly, our verification of these revenues was limited to the amounts recorded in the records of Manitoulin Family Resources Inc. and we were not able to determine whether, as at and for the year then ended March 31, 2023, any adjustments might be necessary to donation and fundraising revenue and excess of revenues over expenses reported in the statement of operations and current assets and fund balances reported in the statement of financial position.

Our opinion on the financial statements for the year ended March 31, 2022 was qualified accordingly because of the possible effects of this limitation in scope.



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We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibility 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 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 qualified opinion.

Responsibility 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 not-for-profit organizations, 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.



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We also:

- Identify and assess the risk 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, internal 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 purposes of expressing an opinion on the effectiveness of the Entity'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 the 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's 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' in a cursive, slightly slanted font. A horizontal line is drawn underneath the signature.

Chartered Professional Accountants, Licensed Public Accountants

Sudbury, Canada
July 17, 2023

MANITOULIN FAMILY RESOURCES INC.

Statement of Financial Position

March 31, 2023, with comparative information for 2022

	Operating	Capital	Restricted	2023 Total	2022 Total
Assets					
Current assets:					
Cash	\$ 249,865	\$ -	\$ -	\$ 249,865	\$ 50,401
Investments (note 2)	2,158,766	-	462,524	2,621,290	2,160,944
Accounts receivable (note 3)	82,000	-	-	82,000	136,568
Prepaid expenses	43,749	-	-	43,749	29,841
	2,534,380	-	462,524	2,996,904	2,377,754
Capital assets (note 4)	-	1,362,606	-	1,362,606	1,167,499
	\$ 2,534,380	\$ 1,362,606	\$ 462,524	\$ 4,359,510	\$ 3,545,253

Liabilities, Contributions and Fund Balances

Current liabilities:

Accounts payable and accrued liabilities (note 5)	\$ 264,502	\$ -	\$ -	\$ 264,502	\$ 516,486
Deferred contributions (note 6)	1,947,913	-	-	1,947,913	1,121,271
	2,212,415	-	-	2,212,415	1,637,757
Deferred capital contributions (note 7)	-	1,177,113	-	1,177,113	977,582
Fund balances:					
Operations	265,742	-	-	265,742	170,436
Food Bank and Thrift Store	56,223	-	-	56,223	108,537
Capital replacement reserves (note 8)	-	-	462,524	462,524	461,024
Equity in capital assets (note 9)	-	185,493	-	185,493	189,917
	321,965	185,493	462,524	969,982	929,914

Commitment (note 10)

Subsequent event (note 13)

	\$ 2,534,380	\$ 1,362,606	\$ 462,524	\$ 4,359,510	\$ 3,545,253
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See accompanying notes to financial statements.

On behalf of the Board:

Director

Director

MANITOULIN FAMILY RESOURCES INC.

Statement of Operations and Changes in Fund Balances

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

	Operations (Schedule)	Equity in Capital Assets	Capital Replacement	Total 2023	Total 2022
Revenue:					
Provincial subsidies:					
Ministry of Children, Community and Social Services	\$ 794,858	\$ -	\$ -	\$ 794,858	\$ 812,922
Ontario Health North	79,019	-	-	79,019	129,019
Manitoulin-Sudbury District Services Board	1,349,832	-	-	1,349,832	1,593,353
Canada Emergency Wage Subsidy	-	-	-	-	141,312
Lacloche Manitoulin Business Assistance Corporation	-	-	-	-	20,000
Food Banks Canada	18,193	-	-	18,193	16,818
Other grants and contributions	229,826	-	-	229,826	104,682
Donations	242,492	-	-	242,492	154,130
User fees	163,390	-	-	163,390	198,468
Interest	31,501	-	-	31,501	2,433
Other revenue	650	-	-	650	1,574
Amortization of deferred capital contributions	-	110,696	-	110,696	58,691
	2,909,761	110,696	-	3,020,457	3,233,402
Expenses:					
Salaries and benefits	1,908,583	-	-	1,908,583	1,791,213
Provider payments	32,863	-	-	32,863	58,686
Occupancy and rent	93,948	-	-	93,948	284,402
Utilities	29,317	-	-	29,317	21,835
Office and communication	58,116	-	-	58,116	88,745
Staff travel	21,295	-	-	21,295	17,564
Training and development	33,159	-	-	33,159	24,776
Board	4,665	-	-	4,665	-
Advertising and public education	63,601	-	-	63,601	79,970
Resource materials	125,598	-	-	125,598	135,908
Food	264,306	-	-	264,306	204,762
Client transport	14,606	-	-	14,606	18,917
Client needs and supports	11,289	-	-	11,289	21,845
Purchased services	138,339	-	-	138,339	84,576
Insurance	25,988	-	-	25,988	24,620
Repairs and maintenance	11,699	-	-	11,699	57,754
Facilities improvement	5,957	-	-	5,957	-
New furniture and equipment	17,122	-	-	17,122	142,185
Bad debts (recovered)	-	-	-	-	136
Bank charges	3,318	-	-	3,318	2,256
Other	1,500	-	-	1,500	1,500
Amortization of capital assets	-	115,120	-	115,120	64,916
	2,865,269	115,120	-	2,980,389	3,126,566
Excess (deficiency) of revenue over expenses before undernoted items	44,492	(4,424)	-	40,068	106,836
Transfers to capital replacement reserves	(1,500)	-	1,500	-	-
Excess (deficiency) of revenue over expenses	42,992	(4,424)	1,500	40,068	106,836
Fund balances, beginning of year	278,973	189,917	461,024	929,914	823,078
Fund balances, end of year	\$ 321,965	\$ 185,493	\$ 462,524	\$ 969,982	\$ 929,914

See accompanying notes to financial statements.

MANITOULIN FAMILY RESOURCES INC.

Statement of Cash Flows

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

	2023	2022
Cash flows from operating activities:		
Excess of revenue over expenses	\$ 40,068	\$ 106,836
Adjustments for:		
Amortization of capital assets	115,120	64,916
Amortization of deferred capital contributions	(110,696)	(58,691)
	44,492	113,061
Change in non-cash operating working capital:		
Decrease (increase) in accounts receivable	54,568	(59,265)
Increase in prepaid expenses	(13,908)	(2,044)
Decrease (increase) in accounts payable and accrued liabilities	(251,984)	217,485
Increase in deferred contributions	826,642	304,020
	659,810	573,257
Cash flows from investing activities:		
Increase in short-term investments	(460,346)	(624,803)
Capital assets purchased	(310,227)	(842,931)
Deferred capital contributions received	310,227	841,932
	(460,346)	(625,802)
Net increase (decrease) in cash	199,464	(52,545)
Cash, beginning of year	50,401	102,946
Cash, end of year	\$ 249,865	\$ 50,401

See accompanying notes to financial statements.

MANITOULIN FAMILY RESOURCES INC.

Notes to Financial Statements

Year ended March 31, 2023

Manitoulin Family Resources Inc. (the “Entity”) is incorporated without share capital, under the laws of the Province of Ontario. With a mission to support individuals and families by providing resources, advocacy and education, the Entity has three principal mandates:

Violence Against Women Prevention assists women and children who have been victims of abuse. The Entity provides a wide range of services within its catchment area of Manitoulin Island, Espanola and the North Shore, including counselling, advocacy and support services, a 10 bed emergency residence and transitional support to assist women in need of alternative housing.

Children’s Services initiatives include private home and centre-based child care, parenting education, a child and family resource centre with EarlyON community outreach capability.

The Food Bank and Thrift Store provide affordable access to household goods, food and clothing for needy individuals and families in the catchment area.

1. Significant accounting policies:

The Entity follows the principles of the Canadian Accounting standards for not-for-profit organizations as follows:

(a) Financial instruments:

Financial instruments are recorded at fair value on initial recognition. Freestanding derivative instruments that are not in a qualifying hedging relationship and equity instruments that are quoted in an active market are subsequently measured at fair value. All other financial instruments are subsequently recorded at cost or amortized cost, unless management has elected to carry the instruments at fair value. The Entity has not elected to carry any such financial instruments at fair value.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred.

(b) Revenue recognition:

The Entity accounts for contributions under the deferral method of accounting as follows:

- Operating grants are recorded as revenue in the period to which they relate.
- Grants and donations relating to future periods are deferred and recognized in the subsequent period when the related activity occurs.
- Grants approved but not received are accrued.
- Externally restricted contributions are recognized as revenue in the period in which the related expenses are recognized.
- Contributions restricted for the purchase of capital assets are deferred and amortized into revenue on a straight-line basis at rates corresponding to the amortization rates of the related capital assets.

MANITOULIN FAMILY RESOURCES INC.

Notes to Financial Statements (continued)

Year ended March 31, 2023

1. Significant accounting policies (continued):

(c) Capital assets:

Capital assets are recorded at cost. Costs accumulated in the acquisition of capital assets are deferred until such time as the capital assets are put into service and begin to be amortized at that time. Assets under construction are not amortized until they are put in use. Amortization is provided on a straight-line basis over the estimated useful lives of the assets as follows:

Asset	Estimated life/years
Buildings	20 - 30 years
Leasehold improvements	5 - 10 years
Furniture and equipment	5 years
Vehicles	5 years
Computers	3 years

(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 dates of the financial statements and the reported amounts of revenue and expenses during the reporting periods. Items subject to such estimates and assumptions include the carrying value of capital assets, Canada Emergency Wage Subsidy funding and valuation allowances for accounts receivable. Actual results could differ from those estimates. These estimates are reviewed periodically, and, as adjustments become necessary, they are reported in earnings in the year in which they become known.

2. Investments:

Investments consist of short-term and guaranteed investment certificates issued by a Canadian chartered bank for terms ranging from April 3, 2023 to June 24, 2024 with interest rates from 2.50% to 3.20%.

Maturity of the investments is as follows:

	2023	2022
Current	\$ 2,518,826	\$ 2,160,944
Beyond one year	102,464	–
	\$ 2,621,290	\$ 2,160,944

MANITOULIN FAMILY RESOURCES INC.

Notes to Financial Statements (continued)

Year ended March 31, 2023

2. Investments (continued):

The allocation of the investments is as follows:

	2023	2022
Agency operations	\$ 2,158,766	\$ 1,699,920
Capital replacement reserve	462,524	461,024
	<u>\$ 2,621,290</u>	<u>\$ 2,160,944</u>

3. Accounts receivable:

	2023	2022
Parent fees receivable	\$ 11,645	\$ 20,311
HST	39,202	106,573
Other	31,153	9,751
Less allowance for doubtful accounts	—	(67)
	<u>\$ 82,000</u>	<u>\$ 136,568</u>

4. Capital assets:

2023	Cost	Accumulated Amortization	Net Book Value
Buildings	\$ 1,185,449	\$ 108,867	\$ 1,076,582
Leasehold improvements	792,725	639,535	153,190
Furniture and equipment	303,961	217,093	86,868
Vehicles	127,263	81,297	45,966
Computers	22,487	22,487	—
Capital assets	<u>\$ 2,431,885</u>	<u>\$ 1,069,279</u>	<u>\$ 1,362,606</u>

During the year, the Entity continued construction of an expanded Food Bank and Thrift Store in order to better meet the needs of clientele in the catchment area, pursuant to a \$ 973,047 funding agreement with the Manitoulin-Sudbury District Services Board. In September 2022, the Entity assumed possession and commenced limited operations in order to meet community needs. As of March 31, 2023, the Entity had accumulated \$957,390 in costs of design, construction, and related equipment.

MANITOULIN FAMILY RESOURCES INC.

Notes to Financial Statements (continued)

Year ended March 31, 2023

4. Capital assets (continued):

2022	Cost	Accumulated Amortization	Net Book Value
Buildings	\$ 260,065	\$ 69,352	\$ 190,713
Leasehold improvements	754,981	616,126	138,855
Furniture and equipment	269,306	184,578	84,728
Vehicles	69,806	61,616	8,190
Computers	28,620	28,620	–
Capital assets in use	1,382,778	960,292	422,486
Assets under construction	745,013	–	745,013
Capital assets	\$ 2,127,791	\$ 960,292	\$ 1,167,499

5. Accounts payable and accrued liabilities:

Details of the accounts payable and accrued liabilities are as follows:

	2023	2022
Trade payables and accrued liabilities	\$ 165,955	\$ 449,595
Accrued salaries and benefits	75,123	66,891
Government remittances	23,424	–
	\$ 264,502	\$ 516,486

6. Deferred contributions:

Details of the contributions are as follows:

	2023	2022
Manitoulin-Sudbury District Services Board	\$ 1,612,470	\$1,070,200
Other sources	335,443	51,071
	\$ 1,947,913	\$1,121,271

MANITOULIN FAMILY RESOURCES INC.

Notes to Financial Statements (continued)

Year ended March 31, 2023

7. Deferred capital contributions:

Deferred capital contributions represent the unamortized balance of grants received for capital asset acquisitions. The amortization is consistent with the period over which the asset is being amortized. Details of the continuity of these funds are as follows:

	2023	2022
Balance, beginning of year	\$ 977,582	\$ 194,341
Capital contributions received	310,227	841,932
Amounts amortized to revenue	(110,696)	(58,691)
Balance, end of year	\$ 1,177,113	\$ 977,582

8. Capital replacement reserves:

The Entity has established restricted capital replacement reserves for the purpose of segregating funds as follows:

	2023	2022
MFR Building Repair Reserve	\$ 36,500	\$ –
Significant repairs or replacement of the Food Bank and Thrift Store	–	35,000
Future capital needs	426,024	426,024
	\$ 462,524	\$ 461,024

9. Equity in capital assets:

The equity in capital assets is calculated as follows:

	2023	2022
Capital assets	\$ 1,362,606	\$ 1,167,499
Less deferred capital contributions	(1,177,113)	(977,582)
	\$ 185,493	\$ 189,917

MANITOULIN FAMILY RESOURCES INC.

Notes to Financial Statements (continued)

Year ended March 31, 2023

10. Commitment:

The Entity is committed to leasing premises in a variety of locations until termination as late as December 30, 2030. Lease payments are subject to varying annual increases. Accordingly, the Entity's obligations are projected as follows:

2024	\$	53,824
2025		51,511
2026		50,088
2027		50,189
2028		44,636
Thereafter		19,950

11. Financial risks and concentration of credit risk:

(a) Liquidity risk:

Liquidity risk is the risk that the Entity will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The Entity manages its liquidity risk by monitoring its operating requirements. The Entity prepares budget and cash forecasts to ensure it has sufficient funds to fulfill its obligations. There has been no change to the risk exposures from 2022.

(b) Credit risk:

Credit risk refers to the risk that a counterparty may default on its contractual obligations resulting in a financial loss. The Entity is exposed to credit risk with respect to the accounts receivable. The Entity assesses, on a continuous basis, accounts receivable and provides for any amounts that are not collectible in the allowance for doubtful accounts.

(c) Other risk:

The Entity's main sources of revenue are donations, operating grants and government assistance. In March 2020, the COVID-19 outbreak was declared a pandemic by the World Health Organization. Since then, the Entity has undertaken measures to ensure that it will continue to operate in accordance with public health recommendations.

MANITOULIN FAMILY RESOURCES INC.

Notes to Financial Statements (continued)

Year ended March 31, 2023

12. Government assistance:

As part of the federal response to the COVID-19 pandemic, announcements were made for certain subsidy programs to support businesses by providing financing. Included in these financial statements as a portion of Capital Replacement Reserves is \$406,024 (2022 - \$406,024) related to accumulated subsidy received from the Canada Emergency Wage Subsidy ("CEWS"). The amount is subject to audit by the Canada Revenue Agency and if any amounts are deemed to be repayable they will be recorded in the period the audit is complete.

13. Subsequent event:

During the year end, the Entity commenced the acquisition of two parcels of land on which it operates some of its programs. The respective landlords, in co-operation with the Province of Ontario, have agreed to the transfer of title and completion of the transfers is anticipated by September 30, 2023. While the cost of the lands will be nominal, the Entity will bear some survey, legal and executory costs, estimated at \$5,000. The Entity anticipates continued exempt classification of the lands for the purposes of municipal and education taxation.

14. Comparative information:

Certain of the comparative information has been reclassified to conform with current year presentation.

MANITOULIN FAMILY RESOURCES INC.

Schedule of Operations

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

	Board	Violence Against Women Prevention Programs (Schedule)	Children's Services Programs (Schedule)	Food Bank and Thrift Store Programs (Schedule)	2023 Total	2022 Total
Revenue:						
Provincial subsidies:						
Ministry of Children, Community and Social Services						
- Core	\$ -	\$ 708,090	\$ -	\$ -	\$ 708,090	\$ 743,093
- Other	-	86,768	-	-	86,768	69,829
Ontario Health North	-	79,019	-	-	79,019	129,019
Manitoulin-Sudbury District Services Board						
- Core	-	-	669,797	-	669,797	617,725
- Child Care Subsidy	-	-	43,407	-	43,407	32,451
- Wage subsidy	-	-	34,491	-	34,491	64,013
- Other	-	8,182	286,101	75,723	370,006	582,513
- One-time funding	-	-	232,131	-	232,131	296,651
Canada Emergency Wage subsidy	-	-	-	-	-	141,312
Lacloche Manitoulin Business Assistance	-	-	-	-	-	20,000
Food Banks Canada	-	-	-	18,193	18,193	16,818
Other grants and contributions	-	229,826	-	-	229,826	104,682
Donations	65,305	3,409	539	173,239	242,492	154,130
User fees	-	2,405	136,598	24,387	163,390	198,468
Interest	31,501	-	-	-	31,501	2,433
Other	-	-	-	650	650	1,574
	96,806	1,117,699	1,403,064	292,192	2,909,761	3,174,711
Expenses:						
Salaries and benefits	-	805,318	1,011,311	91,954	1,908,583	1,791,213
Provider payments	-	-	32,863	-	32,863	58,686
Occupancy and rent	-	33,572	46,740	13,636	93,948	284,402
Utilities	-	16,211	3,189	9,917	29,317	21,835
Office and communication	-	19,776	31,467	6,873	58,116	88,745
Staff travel	-	9,213	10,562	1,520	21,295	17,564
Training and development	-	10,194	22,265	700	33,159	24,776
Board	-	1,795	2,870	-	4,665	-
Advertising and public education	-	43,059	15,111	5,431	63,601	79,970
Resource materials	-	16,196	104,408	4,994	125,598	129,759
COVID-19 PPE and related materials	-	-	-	-	-	6,149
Food	-	16,540	66,587	181,179	264,306	204,762
Client transport	-	14,606	-	-	14,606	18,917
Client needs and supports	-	11,276	-	13	11,289	21,845
Purchased services	-	92,071	38,992	7,276	138,339	84,576
Insurance	-	7,588	11,240	7,160	25,988	24,620
Repairs and maintenance	-	10,156	1,543	-	11,699	57,754
Facilities improvement	-	668	-	5,289	5,957	-
New furniture and equipment	-	8,482	2,352	6,288	17,122	142,185
Bad debts	-	-	-	-	-	136
Bank charges	-	978	1,564	776	3,318	2,256
Other	-	-	-	1,500	1,500	1,500
	-	1,117,699	1,403,064	344,506	2,865,269	3,061,650
Excess (deficiency) of revenue over expenses						
before undernoted items	96,806	-	-	(52,314)	44,492	113,061
Transfer of capital contributions	-	14,672	43,903	251,652	310,227	841,932
Transfer of capital acquisitions	-	(14,672)	(43,903)	(251,652)	(310,227)	(842,931)
Transfers to capital replacement reserves	(1,500)	-	-	-	(1,500)	(166,312)
Excess (deficiency) of revenue over expenses	\$ 95,306	\$ -	\$ -	\$ (52,314)	\$ 42,992	\$ (54,250)

MANITOULIN FAMILY RESOURCES INC.

Schedule of Violence Against Women Prevention Programs

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

	Allocated Central Admin.	Women's Shelters Canada	Canadian Women's Foundation	Emergency Residence	Outreach Counselling	Child Witness Counselling	Transitional Housing Support	Violence Against Women Coordination Committee	Sexual Assault Counselling	Addictions Counselling	2023 Total	2022 Total
Revenue:												
Provincial Subsidies:												
Ministry of Children, Community and Social Services												
- Core	\$ -	\$ -	\$ -	\$ 473,066	\$ 140,355	\$ 15,183	\$ 50,673	\$ 28,813	\$ -	\$ -	\$ 708,090	\$ 743,093
- Other	-	-	-	45,100	19,918	3,000	18,750	-	-	-	86,768	69,829
Ontario Health North												
- Core	-	-	-	-	-	-	-	-	74,987	4,032	79,019	129,019
Manitoulin-Sudbury District Services Board												
- Other	-	-	-	8,182	-	-	-	-	-	-	8,182	33,778
Other grants and contributions	-	123,286	81,155	25,385	-	-	-	-	-	-	229,826	98,337
Donations	961	-	-	2,448	-	-	-	-	-	-	3,409	505
User fees	-	-	-	-	-	-	-	2,405	-	-	2,405	-
Other	-	-	-	-	-	-	-	-	-	-	-	1,277
	961	123,286	81,155	554,181	160,273	18,183	69,423	31,218	74,987	4,032	1,117,699	1,075,838
Expenses:												
Salaries and benefits	48,624	114,108	26,891	380,121	129,302	6,934	37,553	-	61,586	199	805,318	664,489
Occupancy and rent	1,448	886	13,221	14,848	1,363	106	321	-	1,165	214	33,572	36,926
Utilities	1,030	-	-	12,145	1,822	202	607	-	-	405	16,211	15,199
Office and communication	6,473	-	31	5,287	4,044	261	1,861	7	1,485	327	19,776	32,060
Staff travel	278	-	80	38	4,763	814	1,474	312	1,454	-	9,213	3,093
Training and development	188	534	-	567	4,251	1,790	60	2,330	448	26	10,194	10,491
Board	1,795	-	-	-	-	-	-	-	-	-	1,795	-
Advertising and public education	2,015	2,738	743	7,886	2,868	513	162	21,872	2,812	1,450	43,059	48,910
Resource materials	840	1,425	300	9,786	1,861	860	145	210	577	192	16,196	30,808
COVID-19 PPE and related materials	-	-	-	-	-	-	-	-	-	-	-	5,598
Food	-	312	-	16,191	7	-	30	-	-	-	16,540	26,560
Client transport	-	-	-	10,920	2,789	-	897	-	-	-	14,606	14,284
Client needs and supports	-	1,044	-	10,022	18	-	42	-	-	150	11,276	19,303
Purchased services	5,237	-	38,600	26,736	12,477	408	1,911	2,239	3,543	920	92,071	36,025
Insurance	961	-	-	4,630	820	100	348	-	580	149	7,588	8,936
Repairs and maintenance	267	2,239	-	7,251	209	-	95	-	95	-	10,156	35,045
Facilities improvement	-	-	668	-	-	-	-	-	-	-	668	-
New furniture and equipment	120	-	621	2,272	1,932	-	621	1,674	1,242	-	8,482	86,331
Bank charges	978	-	-	-	-	-	-	-	-	-	978	781
	70,254	123,286	81,155	508,700	168,526	11,988	46,127	28,644	74,987	4,032	1,117,699	1,074,839
Excess (deficiency) of revenue over expenses before undernoted items	(69,293)	-	-	45,481	(8,253)	6,195	23,296	2,574	-	-	-	999
Allocation of central administration	69,293	-	-	(46,124)	(13,685)	-	(6,910)	(2,574)	-	-	-	-
Transfer of capital contributions to equity in capital assets	-	14,672	-	-	-	-	-	-	-	-	14,672	38,499
Transfer of capital acquisitions to equity in capital assets	-	(14,672)	-	-	-	-	-	-	-	-	(14,672)	(39,498)
Excess (deficiency) of revenue over expenses	\$ -	\$ -	\$ -	\$ (643)	\$ (21,938)	\$ 6,195	\$ 16,386	\$ -	\$ -	\$ -	\$ -	\$ -

MANITOULIN FAMILY RESOURCES INC.

Schedule of Children's Services Programs

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

	Allocated Central Admin.	Facilities and Program Improvement	Technology and Marketing	Staff Recruitment, Retention and Support	Other One- Time Programs	Pedagogical Lead		Home Day Care		Little Current Day Care		Mindemoya Day Care		Ontario Early Years Child and Family Centre		2023 Total	2022 Total
						Apr - Dec	Jan - Mar	Apr - Dec	Jan - Mar	Apr - Dec	Jan - Mar	Apr - Dec	Jan - Mar	Apr - Dec	Jan - Mar		
						(Schedule)	(Schedule)	(Schedule)	(Schedule)	(Schedule)	(Schedule)	(Schedule)	(Schedule)	(Schedule)	(Schedule)		
Revenue:																	
Manitoulin-Sudbury District Services Board:																	
- Core	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 17,865	21,122	\$ 190,499	76,437	\$ 117,511	44,458	\$ 142,359	59,546	\$ 669,797	\$ 617,725
- Child Care Subsidy	-	-	-	-	-	-	-	4,703	923	28,086	5,185	3,973	537	-	-	43,407	32,451
- Wage subsidy	4,988	-	-	-	-	-	-	3,210	813	9,083	7,109	4,925	4,902	-	-	35,030	64,013
- Other	-	-	-	-	-	-	40,961	18,217	38,514	9,691	65,412	41,567	33,079	35,011	3,649	286,101	207,873
- One-time funding	-	54,042	6,462	145,689	25,938	-	-	-	-	-	-	-	-	-	-	232,131	296,651
Other grants and contributions	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	505
User fees	-	-	-	-	-	-	-	7,379	(507)	68,661	4,992	52,178	3,895	-	-	136,598	198,468
	4,988	54,042	6,462	145,689	25,938	40,961	18,217	71,671	32,042	361,741	135,290	211,666	88,803	146,008	59,546	1,403,064	1,417,686
Expenses:																	
Salaries and benefits	77,760	-	-	103,007	6,655	39,795	15,059	29,156	18,775	273,339	110,515	145,277	68,852	89,180	33,941	1,011,311	967,988
Provider payments	-	-	-	-	-	-	-	25,949	6,914	-	-	-	-	-	-	32,863	58,686
Occupancy and rent	2,316	-	-	843	-	-	-	-	-	11,615	842	8,457	1,574	13,442	7,651	46,740	33,205
Utilities	1,646	-	-	-	-	-	-	-	-	-	-	-	-	-	1,543	3,189	1,168
Office and communication	10,352	-	92	-	-	211	102	709	479	4,199	2,130	3,290	1,494	4,339	4,070	31,467	47,435
Staff travel	444	-	-	-	-	572	381	72	178	409	59	1,666	74	7,195	(488)	10,562	7,238
Training and development	301	352	208	2,222	6,461	21	2,675	427	855	3,288	824	1,501	345	2,337	448	22,265	9,701
Board	2,870	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,870	-
Advertising and public education	3,223	1,302	3,729	1,141	2,538	41	-	256	192	523	40	1,100	25	806	195	15,111	24,033
Resource materials	1,344	48,995	1,671	27,767	7,169	321	-	252	(1)	3,629	1,137	3,371	836	4,715	3,202	104,408	91,662
COVID-19 PPE and related materials	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	551
Food	-	-	-	10,325	2,765	-	-	2,246	592	18,683	6,469	17,378	6,403	997	729	66,587	54,504
Client transport	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	240
Purchased services	8,375	2,992	-	-	-	-	-	3,183	1,148	7,955	2,062	5,633	1,631	3,895	2,118	38,992	41,145
Insurance	1,538	-	-	-	-	-	-	1,218	174	3,376	568	2,122	285	1,642	317	11,240	13,361
Repairs and maintenance	428	401	682	-	-	-	-	-	-	17	-	15	-	-	-	1,543	20,229
New furniture and equipment	192	-	80	384	350	-	-	-	-	1,346	-	-	-	-	-	2,352	45,058
Bad debts	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	136
Bank charges	1,563	-	-	-	-	-	-	-	-	358	(357)	-	-	-	-	1,564	1,346
	112,352	54,042	6,462	145,689	25,938	40,961	18,217	63,468	29,306	328,737	124,289	189,810	81,519	128,548	53,726	1,403,064	1,417,686
Excess (deficiency) of revenue over expenses before undernoted items	(107,364)	-	-	-	-	-	-	8,203	2,736	33,004	11,001	21,856	7,284	17,460	5,820	-	-
Allocation of central administration	107,364	-	-	-	-	-	-	(8,203)	(2,736)	(33,004)	(11,001)	(21,856)	(7,284)	(17,460)	(5,820)	-	-
Transfer of capital contributions to equity in capital assets	-	2,796	-	3,363	-	-	-	-	-	-	-	-	-	-	37,744	43,903	58,420
Transfer of capital acquisitions to equity in capital assets	-	(2,796)	-	(3,363)	-	-	-	-	-	-	-	-	-	-	(37,744)	(43,903)	(58,420)
Excess of revenue over expenses	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

MANITOULIN FAMILY RESOURCES INC.

Schedule of Children's Services Facilities and Program Improvement

Year ended March 31, 2023

	2020 Play-Based Equipment		2021 Play-Based Equipment - How Does Learning Happen?		2021 Play-Based Equipment		2022 Play-Based Equipment		2023 Play-Based Equipment Mindemoya		2020 Repairs and Maintenance		2021 Repairs and Maintenance		2023 Repairs and Maintenance		Schedule Total	
	Apr - Dec	Jan - Mar	Apr - Dec	Jan - Mar	Apr - Dec	Jan - Mar	Apr - Dec	Jan - Mar	Apr - Dec	Jan - Mar	Apr - Dec	Jan - Mar	Apr - Dec	Jan - Mar	Apr - Dec	Jan - Mar		
Revenue:																		
Manitoulin-Sudbury District Services Board:																		
- One-time funding	\$ 718	1,997	\$ 922	-	\$ 2,048	132	\$ 10,971	6,029	\$ -	22,204	\$ 3,108	-	\$ 296	2,992	\$ -	2,625	\$ 54,042	
Expenses:																		
Training and development	-	-	-	-	-	-	352	-	-	-	-	-	-	-	-	-	-	352
Advertising and public education	-	-	-	-	-	-	1,302	-	-	-	-	-	-	-	-	-	-	1,302
Resource materials	718	1,997	922	-	2,048	132	9,317	6,029	-	22,204	3,003	-	-	-	-	2,625	48,995	
Purchased services	-	-	-	-	-	-	-	-	-	-	-	-	-	2,992	-	-	-	2,992
Repairs and maintenance	-	-	-	-	-	-	-	-	-	-	1,005	(900)	296	-	-	-	-	401
	718	1,997	922	-	2,048	132	10,971	6,029	-	22,204	4,008	(900)	296	2,992	-	2,625	54,042	
Excess (deficiency) of revenue over expenses before undernoted items	-	-	-	-	-	-	-	-	-	-	(900)	900	-	-	-	-	-	-
Transfer of capital contributions to equity in capital assets	-	-	-	-	-	-	-	-	-	2,796	-	-	-	-	-	-	-	2,796
Transfer of capital acquisitions to equity in capital assets	-	-	-	-	-	-	-	-	-	(2,796)	-	-	-	-	-	-	-	(2,796)
Excess (deficiency) of revenue over expenses	\$ -	-	\$ -	-	\$ -	-	\$ -	-	\$ -	-	\$ (900)	900	\$ -	-	\$ -	-	\$ -	-

MANITOULIN FAMILY RESOURCES INC.

Schedule of Children's Services Programs - Technology and Marketing

Year ended March 31, 2023

	2018 Van Purchase		2020 Child Care Technology Upgrade		2021 Information Technology Needs		2021 Early Childhood Educator Marketing		2023 Child Care Marketing and Information Technology		Schedule Total
	Apr - Dec	Jan - Mar	Apr - Dec	Jan - Mar	Apr - Dec	Jan - Mar	Apr - Dec	Jan - Mar	Apr - Dec	Jan - Mar	
Revenue:											
Manitoulin-Sudbury District Services Board:											
- One-time funding	\$ 682	-	\$ 288	-	\$ 1,007	-	\$ 3,524	930	\$ -	31	\$ 6,462
Expenses:											
Office and communication	-	-	-	-	92	-	-	-	-	-	92
Training and development	-	-	208	-	-	-	-	-	-	-	208
Advertising and public education	-	-	-	-	860	-	1,908	930	-	31	3,729
Resource materials	-	-	-	-	55	-	1,616	-	-	-	1,671
Repairs and maintenance	682	-	-	-	-	-	-	-	-	-	682
New furniture and equipment	-	-	80	-	-	-	-	-	-	-	80
	682	-	288	-	1,007	-	3,524	930	-	31	6,462
Excess of revenue over expenses	\$ -	-	\$ -	-	\$ -	-	\$ -	-	\$ -	-	\$ -

MANITOULIN FAMILY RESOURCES INC.

Schedule of Children's Services Staffing Recruitment, Retention and Support Programs

Year ended March 31, 2023

	2019 Child Care Staff Recruitment and Retention		2022 Recruitment and Retention		2022 One-Time Sustainability		2023 Sustainability		2023 Child Care Staff Well-Being		2023 Child Care Staff Work Wear		2023 Child Care Staff Workplace Nutrition		Schedule Total	
	Apr - Dec	Jan - Mar	Apr - Dec	Jan - Mar	Apr - Dec	Jan - Mar	Apr - Dec	Jan - Mar	Apr - Dec	Jan - Mar	Apr - Dec	Jan - Mar	Apr - Dec	Jan - Mar		
Revenue:																
Manitoulin-Sudbury District Services Board: - One-time funding	\$ 16,768	-	\$ 55,732	12,665	\$ 16,606	96	\$ -	20,277	\$ -	10,800	\$ -	8,200	\$ -	4,545	\$ 145,689	
Expenses:																
Salaries and benefits	15,762	-	45,952	11,928	9,088	-	-	20,277	-	-	-	-	-	-	-	103,007
Occupancy and rent	-	-	-	-	843	-	-	-	-	-	-	-	-	-	-	843
Training and development	235	-	1,310	417	260	-	-	-	-	-	-	-	-	-	-	2,222
Advertising and public education	-	-	821	320	-	-	-	-	-	-	-	-	-	-	-	1,141
Resource materials	771	-	4,637	-	3,359	-	-	-	-	10,800	-	8,200	-	-	-	27,767
Food	-	-	3,012	-	2,672	96	-	-	-	-	-	-	-	4,545	-	10,325
New furniture and equipment	-	-	-	-	384	-	-	-	-	-	-	-	-	-	-	384
	16,768	-	55,732	12,665	16,606	96	-	20,277	-	10,800	-	8,200	-	4,545	-	145,689
Excess of revenue over expenses before undernoted items																
	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transfer of capital contributions to equity in capital assets																
	-	-	-	-	3,363	-	-	-	-	-	-	-	-	-	-	3,363
Transfer of capital acquisitions to equity in capital assets																
	-	-	-	-	(3,363)	-	-	-	-	-	-	-	-	-	-	(3,363)
Excess of revenue over expenses																
	\$ -	-	\$ -	-	\$ -	-	\$ -	-	\$ -	-	\$ -	-	\$ -	-	\$ -	-

MANITOULIN FAMILY RESOURCES INC.

Schedule of Children's Services Other One-time Programs

Year ended March 31, 2023

	Manitoulin Service Providers Network		2021 Truth and Reconciliation		2021 Early ON Quality Assurance		2022 Early ON Quality Assurance		2022 Canada-Wide Early Learning Child Care One-Time Support		Schedule Total
	Apr - Dec	Jan - Mar	Apr - Dec	Jan - Mar	Apr - Dec	Jan - Mar	Apr - Dec	Jan - Mar	Apr - Dec	Jan - Mar	
Revenue:											
Manitoulin-Sudbury District Services Board:											
- One-time funding	\$ -	866	\$ 2,428	-	\$ 9,977	-	\$ 2,086	3,926	\$ -	6,655	\$ 25,938
Expenses:											
Salaries and benefits	-	-	-	-	-	-	-	-	-	6,655	6,655
Training and development	-	-	1,400	-	5,061	-	-	-	-	-	6,461
Advertising and public education	-	-	-	-	2,538	-	-	-	-	-	2,538
Resource materials	-	-	1,028	-	1,280	-	1,591	3,270	-	-	7,169
Food	-	866	-	-	748	-	495	656	-	-	2,765
New furniture and equipment	-	-	-	-	350	-	-	-	-	-	350
	-	866	2,428	-	9,977	-	2,086	3,926	-	6,655	25,938
Excess of revenue over expenses	\$ -	-	\$ -	-	\$ -	-	\$ -	-	\$ -	-	\$ -

MANITOULIN FAMILY RESOURCES INC.

Schedule of Food Bank and Thrift Store Programs

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

	COVID-19 Emergency Food Security	Capacity Boost	Housing Support	Homeless- ness	Food Bank and Thrift Store	2023 Total	2022 Total
Revenue:							
Manitoulin-Sudbury District Services Board:							
- Other	\$ -	\$ -	\$ 4,659	\$ 5,423	\$ 65,641	\$ 75,723	\$ 340,862
Food Banks Canada	10,163	8,030	-	-	-	18,193	16,818
Feed Ontario	-	-	-	-	-	-	5,840
Donations	-	-	-	-	173,239	173,239	112,612
Sales	-	-	-	-	24,387	24,387	-
Other	-	-	-	-	650	650	297
	10,163	8,030	4,659	5,423	263,917	292,192	476,429
Expenses:							
Salaries and benefits	8,573	6,489	3,288	-	73,604	91,954	158,736
Occupancy and rent	-	-	-	5,271	8,365	13,636	214,271
Utilities	-	-	-	-	9,917	9,917	5,468
Office and communication	932	-	1,329	-	4,612	6,873	9,250
Staff travel	-	-	42	-	1,478	1,520	7,233
Training and development	-	-	-	-	700	700	4,584
Advertising and public education	-	-	-	-	5,431	5,431	7,027
Resource materials	-	307	-	-	4,687	4,994	7,289
Food	-	-	-	139	181,040	181,179	123,698
Client transport	-	-	-	-	-	-	4,393
Client needs and supports	-	-	-	13	-	13	2,542
Purchased services	-	-	-	-	7,276	7,276	7,406
Insurance	-	-	-	-	7,160	7,160	2,323
Repairs and maintenance	-	-	-	-	-	-	2,480
Facilities improvement	-	-	-	-	5,289	5,289	-
New furniture and equipment	658	1,234	-	-	4,396	6,288	10,796
Bank charges	-	-	-	-	776	776	129
Other	-	-	-	-	1,500	1,500	1,500
	10,163	8,030	4,659	5,423	316,231	344,506	569,125
Excess (deficiency) of revenue over expenses before undermoted items	-	-	-	-	(52,314)	(52,314)	(92,696)
Transfer of capital contributions to equity in capital assets	-	-	-	-	251,652	251,652	745,013
Transfer of capital acquisitions to equity in capital assets	-	-	-	-	(251,652)	(251,652)	(745,013)
Transfer to capital replacement reserves	-	-	-	-	-	-	(5,000)
Excess (deficiency) of revenue over expenses	\$ -	\$ -	\$ -	\$ -	\$ (52,314)	\$ (52,314)	\$ (97,696)