

The Elliott Long-Term Care Residence Report

TO: Committee of Management

DATE: September 7, 2021

SUBJECT: The Elliott Long-Term Care Residence Quarterly Report 2021 – Q2

RECOMMENDATION

That the 2021-Q2 quarterly report on the operations of The Elliott Long-Term Care Residence, be received.

BACKGROUND

The Ontario Long-Term Care Homes Act requires that every municipality within Ontario is required to support a municipal long-term care home. The City of Guelph is meeting this responsibility through a Delegation of Authority Bylaw, assigning the responsibility to operate the City's approved 85-bed long-term care home to The Elliott's Board of Trustees. In addition to the Delegation of Authority By-law, The City and The Elliott have also entered into a Long-Term Care Services Agreement (Services Agreement) that identifies the specific nature of the relationship and sets out the responsibilities of both parties to the Agreement. There is a requirement within the Services Agreement for The Elliott to report quarterly on the operations of the Elliott Long-Term Care Care Residence (ELTCR).

The Elliott Community operates a campus of care offering retirement and life-lease care and services beyond the ELTCR. As the relationship set out in the Services Agreement pertains strictly to the operations of the ELTCR, this report is only reflective of long-term care operations and does not reflect the retirement and life-lease suites.

REPORT

In accordance with the provisions within the Services Agreement:

Attestation of the Responsibilities of The Elliott

The Elliott confirms that to the best of its knowledge, it is,

- (a) Complying with all provisions of the *Municipal Act* relating to local boards;
- (b) Complying with all provisions of the Elliott Act,
- (c) Complying with all provisions of the Long-Term Care Homes Act, including, fulfilling the obligations under section 69;
- (d) Complying with all laws, regulations, policies and orders made by any level of government which relate to the operation of The Elliott Long-Term Care Residence;
- (e) Complying with all provisions in the Elliott Delegation of Authority By-law; and,
- (f) Managing a Business Plan and Strategic Plan for The Elliott Long-Term Care Residence.



Overview of the Operations

For the period April 1st until June 30th, 2021, the following activities/actions were reported to the Board of Trustees as they relate to the ELTCR:

- The Elliott Community continues to follow all Directives and mandates received from Public Health and the Ontario Government regarding Covid-19 for LTC and Retirement homes.
- Per Ministry and Public Health Directives our home continues to be closed to the public which has had an impact on operational revenue.
- The Elliott Community continues to be an active core partner on the Guelph Wellington Ontario Health Team (GWOHT) working groups, Steering and Governance committees (note new name for the OHT).
- The Elliott Community continues to partner with Guelph General Hospital re: Transitional Beds in our Retirement home area. COVID protocols and Directives are strictly adhered to to ensure our Home remains safe.
- Recruitment continues to be a challenge as we compete to attract the limited health human resources. However, we were fortunate to have a number of nursing students join our team for the summer.
- The Elliott was grateful to receive Federal Student funding for 10 positions. We were able to hire into all the roles.

There have been no conflicts of interest of any Board of Trustee member or employee of The Elliott Community who is providing services.

There have been no requests for information under the *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c.58.

There are no identified litigations, potential litigations, or claims (insured or uninsured) of any kind at the time of preparing this report.

There are no other issues or matters, in the opinion of the Chair of the Board of Trustees, that require direction from or a decision of the Committee of Management or which the Committee of Management has requested that the Board of Trustees provide a report.

The following represent specific sections of the responsibilities of the Services Agreement:

Complaints / Concerns

There were 3 complaints/concerns received during the second quarter by The Elliott Community.

Date	Details of Complaint / Concern	Response from Management	Resolved within The Elliott	Reported to the MOHLTC
April 3, 2021	Food Compliant	Director met with resident re: food texture compliant. Ordered new type of product to improve experience.	Yes	No
June 4 th , 2021	Food Compliant	Director & Registered Dietitian met with resident re: texture options.	Yes	No



		Resident will trial new food choices and was accepting of health teachings.		
June 13, 2021	Food Compliant	Director & Registered Dietitian met with resident to discuss DM food options. Will ensure DM food options are readily available.	Yes	No

Critical Incident Reports

There were 3 critical incident reports that have been reported to the MOHLTC during the second quarter by The Elliott Community:

No.	Details of Critical Incident	Response from Management	Resolved within The Elliott	MOHLTC Completed Inspection
M633-000003-21 June 10, 2021	Resident to resident abuse	Reviewed with physician and family. Medication management and relocation to another home area resolved agitation.	Yes	No
M633-000004-21 , June 14, 2021	Unexpected death	Nursing & Physician protocols followed, Coroner was notified and resident died of natural causes.	Yes	No
M633-000005-21, June 20, 2021	Resident injury, and transfer to hospital	Resident was transferred to hospital, family and physician notified.	Yes	No

City of Guelph – Statements for the period ending June 30, 2021 Financial Report

The operating and capital funding requests were presented to Guelph City Council on December 5, 2020. The funding request totalled \$2,083,267 and consisted of:

- 1. Base operational funding of \$1,368,467;
- 2. Annual inflation and growth adjustment of \$37,000;
- 3. Annual capital expenditure of \$212,000; and,
- 4. Annual compensation adjustment of \$465,800.

City Council approved all amounts requested, with the annual compensation adjustment as a one-time approval. All operating and capital funding reports reflect the allocation of direct and indirect costs reflected in the Services Agreement.

For the six months ended June 30, 2021, the following observations were noted within the LTC financial results (please refer to page 6 for dollar amounts):



- Total revenue for first half of 2021 was \$5,044,519 and exceeded budget by \$443,179. The excess revenue is driven by the COVID-19 funding received from the Provincial Government. The funding was utilized for The Elliott Community's ongoing program to prevent the spread of the virus.
- Accommodation revenue continues to track lower than budget due to COVID-19 related restrictions for admitting new residents into the LTC home. The average LTC occupancy for the January through June period was 92.5%, whereas the budget assumed a 97.0% occupancy level.
- Provincial government funding levels are below budget expectations due to the removal of annual increases. Some retroactive funding is expected to be provided later this year, but amounts and timing have not yet been announced.
- Other revenue exceeded budget due to higher than expected funding received for the acquisition of equipment and educational programs received during the period.
- Overall employee costs are over budget by \$220,916, driven mainly by COVID-19 requirements. Mandatory prevention programs required that additional staff be hired and maintained for screening and cleaning tasks. Savings of \$152,502 in non-COVID-related wages and salaries were generated during the period due mainly to vacant positions, which are now generally filled.
- Operating costs are \$239,910 over budget, driven mainly by COVID-19 expenditures. COVID-19 funding has lagged expenses by approximately \$42,000 as at the end of June 2021. All other operating expense items are below budget, exceeding the Management Challenge for expense reductions.
- The surplus for the period was \$88,809 and \$17,647 below budget. After considering the building depreciation adjustment, the restated deficit is \$24,193.
- Cash flow for the period is \$35,057 and above budget due to the deferral of some capital expenditures into the second half of the year.

A line has been included at the bottom of the LTC Statement of Operations to demonstrate the impact of a revision in the amortization period of The Elliott building from 20 years to 40 years. A 40 year amortization period for this building is more appropriate than a 20 year amortization period. The aggressive 20 year amortization period utilized until 2017 has created a negative surplus on the balance sheet. This change, however, does not impact the reported cash flows.



The Statement of Operations for Long-term Care and Other Accommodation are included for reference.

Prepared By:

Approved By:

Michelle Karker Chief Executive Officer William Koornstra Chair, Board of Trustees

Attachments:

Attachment 1 - Statement of Operations for LTC Attachment 2 - Statement of Operations for OA



THE ELLIOTT COMMUNITY STATEMENT OF OPERATIONS Long Term Care For the Six Months Ending June 30, 2021

	Year To Date			
	Budget \$	Actual \$	Variance	
REVENUE				
Accommodation:				
Long Term Care - Basic	914,043	829,515	(84,528)	
Long Term Care - Preferred	245,783	205,047	(40,736)	
	1,159,826	1,034,562	(125,264)	
Government Subsidy - LTC:				
Provincial - LTC Subsidy	2,373,919	2,255,884	(118,034)	
Provincial - BSO / Physio / Other	33,420	33,420	0	
COVID- 19 Funding	0	522,323	522,323	
Pandemic Funding	0	139,118	139,118	
City of Guelph - LTC Operations	916,884	935,628	18,744	
Other Revenue:	3,324,223	3,886,373	562,151	
Fees and Recoveries	37,620	34,691	(2,929)	
Amort. of Def'd Contributions	72,312	78,418	6,106	
Other Revenue	7,260	10,375	3,115	
	117,192	123,484	6,292	
Total Revenue	4,601,241	5,044,419	443,179	
	, ,	-,-,-	- , -	
EXPENSES				
Employee Costs:	0 707 10 1	0 554 000	150 500	
Wages and Salaries	2,707,184	2,554,682	152,502	
Employee Benefits	621,227	628,896	(7,669)	
COVID- 19 Wages	0	200,086	(200,086)	
COVID- 19 Employee Benefits Pandemic Subsidy Wages	0 0	26,544 139,119	(26,544) (139,119)	
Pandemic Subsidy Wages Pandemic Subsidy Employee Benefits	0	0	(139,119)	
Fandemic Subsidy Employee Denenits	3,328,411	3,549,327	(220,916)	
Operating Costs:	0,020,111	0,010,021	(220,010)	
Supplies	304,332	286,458	17,874	
COVID- 19 Supplies	0	337,774	(337,774)	
Facility Costs	209,889	197,290	12,599	
Interest & Financing Fees	158,044	157,876	168	
Equipment	116,048	71,008	45,040	
Purchased Services	105,698	85,011	20,687	
Administrative & Other	43,132	38,014	5,118	
Amortization of Capital Assets	246,930	231,803	15,127	
Accretion of Def'd Financing Costs	1,050	1,049	1	
Management Challenge	(18,750)	0	(18,750)	
	1,166,373	1,406,283	(239,910)	
Total Expenses	4,494,784	4,955,610	(460,826)	
SURPLUS / (DEFICIT)	106,457	88,809	(17,647)	
Amortization Adjustment to 40 Years	(113,002)	(113,002)		
RESTATED SURPLUS / (DEFICIT)	(6,545)	(24,193)	(17,648)	
Cash Flow Analysis:				
Exclude Amortization & Future Benefits:				
Amortiz, of Def'd Contributions	(72,312)	(78,418)	(6,106)	
Amortization of Assets & Fees	247,980	232,852	(15,128)	
Amortization Adjustment to 40 Years	113,002	113,002	(10,120)	
Future Benefits	16,506	11,497	(5,009)	
	10,000	.,	(0,000)	
<u>(Deduct) / Add Cash Payments:</u>				
City Mortgage - Principal / Def'd Pmts	(239,710)	(239,710)	0	
SWAP Loan - Principal Payments	(73,800)	(73,800)	0	
Capital Purchases	(113,475)	(12,173)	101,302	
City of Guelph Capital Funding	106,000	106,000	0	
CASH FLOW	(22,354)	35,057	57,411	



THE ELLIOTT COMMUNITY OA Envelope - Long Term Care For the Six Months Ending June 30, 2021

Budget \$ Actual \$ Variance Accommodation: Basic 914,043 829,515 (84,528) Preferred 245,783 205,047 (40,736) Provincial Subsidy - MOHLTC 122,245 157,464 35,228 18,744 Other Revenue: 2159,855 2,127,654 (71301) Fees & Recoveries 8,520 8,345 (75) Cable Television Fees 5,700 6,307 607 Amortiz. Oberd Contributions 72,32 78,448 6,106 Other Revenue 1,260 2,255 995 Total Revenue 2,302,947 2,237,584 (65,363) ExpEnses 807,290 804,991 2,299 Employee Costs: Wages and Staines 207,930 1006,231 200,022 Mantization of Assets & Fees 247,980 232,852 15,128 Supplies 71699 60,400 12,299 Fraiting Costs: 82,620 56,002 26,618 Supplies 71699 60,400 1	· · · · · · · · · · · · · · · · · · ·	Year To Date		
Accommodation: 944,043 829,515 (84,528) Prefered 245,783 205,047 (40,736) Provincial Subsidy - MOHLTC 122,245 57,464 35,229 Municipal Subsidy - City of Guelph 21,98,955 2,127,654 (71,301) Other Revenue: 8,520 8,345 (775) Cable Television Fees 16,200 44,605 (1595) Telephone Fees 5,700 6,307 607 Amortz. of Defd Contributions 72,312 78,418 6,106 Other Revenue 1280 2,255 995 Total Revenue 1280 2,255 995 Employee Costs: Wages and Salares 807,290 804,991 2,299 Employee Benefits 218,973 201,240 17,733 Montization of Assets & Fees 247,980 232,852 15,128 Supplies 71699 60,400 11299 Facility Costs 299,061 194,217 14,644 Financing Service Fees 158,044 157,876	-			Variance
Accommodation: 944,043 829,515 (84,528) Prefered 245,783 205,047 (40,736) Provincial Subsidy - MOHLTC 122,245 57,464 35,229 Municipal Subsidy - City of Guelph 21,98,955 2,127,654 (71,301) Other Revenue: 8,520 8,345 (775) Cable Television Fees 16,200 44,605 (1595) Telephone Fees 5,700 6,307 607 Amortz. of Defd Contributions 72,312 78,418 6,106 Other Revenue 1280 2,255 995 Total Revenue 1280 2,255 995 Employee Costs: Wages and Salares 807,290 804,991 2,299 Employee Benefits 218,973 201,240 17,733 Montization of Assets & Fees 247,980 232,852 15,128 Supplies 71699 60,400 11299 Facility Costs 299,061 194,217 14,644 Financing Service Fees 158,044 157,876	REVENUE			
Basic 941,043 829,55 (84,528) Preferred 245,783 205,047 (40,736) ProvincialSubsidy - MOHLTC 122,245 157,464 35,229 MunicipalSubsidy - City of Guelph 916,884 935,628 18,744 Other Revenue: 8,520 8,345 (175) Cable Television Fees 8,520 44,605 (1595) Telephone Fees 5,700 6,307 607 Amortiz, Defd Contributions 72,32 78,448 6,106 Other Revenue 1280 2,255 995 103,992 09,930 5,938 103,992 09,930 5,938 Employee Costs: 1026,263 1006,231 20,032 Wages and Salaries 807,290 804,991 2,299 Supplies 7(699 60,400 11,299 Facility Costs 1026,263 1006,231 20,032 Operating Costs: 1026,263 1006,231 20,032 Supplies 7(699 60,400 11,299				
Prefered 245,783 205,047 (40,736) Provincial Subsidy - City of Guelph 122,245 157,464 35,219 Municipal Subsidy - City of Guelph 122,245 157,464 35,219 Other Revenue: 2,198,955 2,127,654 (71,301) Cable Television Fees 18,200 14,605 (1595) Cable Television Fees 18,200 44,605 (1595) Telephone Fees 12,600 2,255 995 Other Revenue 1260 2,255 995 Total Revenue 2,302,947 2,237,684 (65,363) EXPENSES Employee Costs: 218,973 201,240 17,739 Wages and Salaries 247,980 232,852 15,128 Supplies 216,000 1006,231 20,032 Per actility Costs 247,980 232,852 15,128 Supplies 247,980 232,852 15,128 Supplies 247,980 232,852 15,128 Supplies 16,804 17,876 108		914 043	820 515	(84 528)
Provincial Subsidy - MOHLTC 122,245 157,464 35,228 Municipal Subsidy - City of Guelph 946,884 935,628 18,744 2,199,955 2,127,654 (71,301) Other Revenue: 8,520 8,345 (17,301) Fees & Recoveries 8,520 8,345 (17,301) Cable Television Fees 16,200 14,605 (1595) Telephone Fees 5,700 6,307 607 Amortiz, ODerd Contributions 72,32 78,418 6,106 Other Revenue 1,260 2,255 995 Total Revenue 2,302,947 2,237,584 (65,353) Explexes 807,290 804,991 2,299 Employee Costs: 1026,263 1006,231 20,032 Operating Costs 1026,263 1006,231 20,032 Supplies 71699 60,400 11299 Facility Costs 209,061 194,217 14,844 Financing & Service Fees 158,044 157,876 168 Equipment		,	,	
Municipal Subsidy - City of Guelph 916,884 935,628 18,744 Q199,955 2,127,654 (71,301) Other Revenue: 8,520 8,345 (775) Cable Television Fees 8,520 8,345 (175) Telephone Fees 5,700 6,307 607 Amortz. of Defd Contributions 72,322 78,448 6,106 Other Revenue 1260 2,255 995 Total Revenue 2,302,947 2,237,584 (65,363) EXPENSES Employee Costs: 003,992 109,930 5,338 Manotization of Assets & Fees 247,980 232,852 15,128 Supplies 71699 60,400 11299 Facility Costs 209,061 194,217 14,844 Financing & Service Fees 158,044 157,84 16,203 Equipment 88,620 56,002 26,61 Purchased Services 39,827 29,277 10,550 Administrative & Other 16,717 15,343 13,74				
Conter Revenue: 2,198,955 2,127,654 (71,301) Fees & Recoveries 8,520 8,345 (75) Cable Television Fees 16,200 14,605 (1595) Telephone Fees 5,700 6,307 607 Amortz. of Def'd Contributions 72,322 78,418 6,106 Other Revenue 1,260 2,255 995 Total Revenue 2,302,947 2,237,584 (65,363) EXPENSES Employee Costs: 1026,263 1006,231 20,022 Operating Costs: 1026,263 1006,231 20,022 15,288 Supplies 71699 60,400 11299 Facility Costs 209,061 194,217 14,844 Financing & Service Fees 158,044 157,876 168 Equipment 88,620 56,002 26,618 Purchased Services 39,827 29,277 10,550 Administrative & Other 16,717 15,343 1,374 Management Challenge 180,7198 469,486 485,386	· · · · · · · · · · · · · · · · · · ·			,
Other Revenue: 8,520 8,345 (175) Cable Television Fees 16,200 14,605 (1595) Telephone Fees 5,700 6,307 607 Amoritz. of Derd Contributions 72,312 78,418 6,106 Other Revenue 1,260 2,255 995 Total Revenue 2,302,947 2,237,584 (65,363) EXPENSES Employee Costs: 006,231 200,930 5,938 Wages and Salaries 207,290 804,991 2,299 201,240 17,733 Operating Costs: 1026,263 1006,231 20,032 20,322 21,240 17,733 Amoritzation of Assets & Fees 247,980 232,852 15,128 5,128 Supplies 71699 60,400 1299 6,040 1299 Fracitly Costs 299,061 194,247 14,844 15,864 158,044 157,876 168 Purchased Services 39,827 29,277 10,550 469,486 465,386 15,900 <t< td=""><td></td><td></td><td></td><td>,</td></t<>				,
Cable Television Fees 16,200 14,805 (1,595) Telephone Fees 5,700 6,307 607 Amoritz. of Defrd Contributions 72,312 78,418 6,106 Other Revenue 1,260 2,255 995 Total Revenue 2,302,947 2,237,584 (65,363) EXPENSES Employee Costs: 2,302,947 2,237,584 (65,363) Operating Costs: 218,973 201,240 17,733 1,026,263 1,006,231 20,032 Operating Costs: 1,026,263 1,006,231 20,032 0,032 0,032 Amoritzation of Assets & Fees 247,980 232,852 15,128 30,002 14,844 Financing & Service Fees 158,044 167,787 6,68 99,027 29,277 10,550 Administrike & Other 82,620 56,002 26,616 16,717 15,343 1,374 Management Challenge 1(8,750) 0 (18,750) 0 (18,750) 0 173,002 0 Amoritzation Adjust	Other Revenue:			(
Telephone Fees 5,700 6,307 607 Amortiz. of Del'd Contributions 72,312 78,418 6,106 Other Revenue 1,260 2,255 995 Total Revenue 2,302,947 2,237,584 (65,363) EXPENSES Employee Costs: 807,290 804,991 2,299 Employee Benefits 218,973 201,240 17,733 Operating Costs: 1026,263 1,006,231 20,032 Amortization of Assets & Fees 247,980 232,852 15,128 Supplies 71699 60,400 11,299 Facility Costs 209,061 194,27 14,844 Financing & Service Fees 158,044 157,876 168 Equipment 82,620 56,002 26,618 Purchased Services 39,827 29,277 10,550 Administrative & Other 16,717 15,343 13,74 Management Challenge 16,717 15,343 16,900 807,198 745,967 61,231 18,33,461	Fees & Recoveries	8,520	8,345	(175)
Amoriz of Def'd Contributions 72,3 2 78,4 18 6,06 Other Revenue 103,992 109,930 5,935 Total Revenue 2,302,947 2,237,584 (65,363) EXPENSES Employee Costs: 2,302,947 2,237,584 (65,363) Operating Costs: 807,290 804,991 2,299 Amorization of Assets & Fees 247,980 232,852 15,128 Supplies 7(699 60,400 11,299 Facility Costs 209,061 194,217 14,844 Financing & Service Fees 158,044 157,876 168 Equipment 82,620 260,061 194,217 14,844 Financing & Service Fees 158,044 157,876 168 Purchased Services 39,827 29,277 10,550 Administrative & Other 16,717 15,343 1,374 Management Challenge (18,750) 0 (18,750) Amorization Adjustment to 40 Years (13,002) 0 0 Restrates & Rees	Cable Television Fees	16,200	14,605	(1,595)
Other Revenue 1260 2,255 995 Total Revenue 2,302,947 2,237,584 (65,363) EXPENSES Employee Costs: 807,290 804,991 2,299 Employee Benefits 218,973 201,240 17,733 Operating Costs: 1006,231 200,032 5,938 Amotization of Assets & Fees 247,980 232,852 15,128 Supplies 71699 60,400 11299 Facility Costs 209,061 194,217 14,844 Financing & Service Fees 158,044 157,876 168 Equipment 82,620 56,002 26,618 Purchased Services 39,827 29,277 10,550 Administrative & Other 16,71 15,343 1374 Management Challenge (18,750) 0 (18,750) Amotization Adjustment to 40 Years (13,002) 0 0 RESTATED SURPLUS / (DEFICIT) 356,484 372,384 15,900 Amotization Adjustment to 40 Years (13,002) 0	Telephone Fees	5,700	6,307	607
Instruction Instruction <thinstruction< th=""> <thinstruction< th=""></thinstruction<></thinstruction<>	Amortiz. of Def'd Contributions	72,312	78,418	6,106
Total Revenue 2,302,947 2,237,584 (65,363) EXPENSES Employee Costs: Wages and Salaries 807,290 804,991 2,299 Employee Benefits 218,973 201,240 17,733 1006,263 1006,231 20,032 Operating Costs: 3026,263 1006,231 20,032 114,844 Financing & Service Fees 247,980 232,852 15,128 Equipment 80,620 56,002 26,618 Purchased Services 39,827 29,277 10,550 Administrative & Other 16,717 15,343 1,374 Management Challenge (18,750) 0 (18,750) VICH Expenses 1,833,461 1,752,198 81,263 SURPLUS / (DEFICIT) 356,484 372,384 15,900 Amortization Adjustment to 40 Years (13,002) 0 (13,002) 0 RESTATED SURPLUS / (DEFICIT) 356,484 372,384 15,900 Amortization Adjustment to 40 Years (13,002) 0 113,002 0	OtherRevenue		2,255	
EXPENSES Employee Costs: 807,290 804,991 2,299 Employee Benefits 218,973 201,240 17,733 Operating Costs: 1,026,263 1,006,231 20,032 Operating Costs: 247,980 232,852 15,128 Amortization of Assets & Fees 247,980 232,852 15,128 Supplies 71,699 60,400 11,299 Facility Costs 198,044 157,876 168 Equipment 82,620 56,002 26,618 Purchased Services 39,827 29,277 10,550 Administrative & Other 16,717 15,343 1,374 Management Challenge (18,750) 0 (18,750) Or, 198 745,967 61231 Justa Addit 17,762,198 81,263 SURPLUS / (DEFICIT) 356,484 372,384 15,900 Amortization Adjustment to 40 Years (113,002) 0 0 Rest ATED SURPLUS / (DEFICIT) 356,484 372,384 15,900 <	-		,	
Employee Costs: Wages and Salaries 807,290 804,991 2,299 Employee Benefits 218,973 201,240 17,733 Operating Costs: 1,026,263 1,006,231 20,032 Operating Costs: 247,980 232,852 15,128 Amortization of Assets & Fees 247,980 232,852 15,128 Supplies 71699 60,400 11,299 Facility Costs 209,061 194,217 14,844 Financing & Service Fees 158,044 157,876 168 Equipment 82,620 56,002 26,618 Purchased Services 39,827 29,277 10,550 Administrative & Other 16,717 15,343 1,374 Management Challenge (18,750) 0 (18,750) Amortization Adjustment to 40 Years (13,002) 0 0 RESTATED SURPLUS / (DEFICIT) 356,484 372,384 15,900 Exclude Non- Cash Items (Amortization & Future Benefits): 74,980 232,852 (15,28) Amortization Adju	Total Revenue	2,302,947	2,237,584	(65,363)
Employee Costs: Wages and Salaries 807,290 804,991 2,299 Employee Benefits 218,973 201,240 17,733 Operating Costs: 1,026,263 1,006,231 20,032 Operating Costs: 247,980 232,852 15,128 Amortization of Assets & Fees 247,980 232,852 15,128 Supplies 71699 60,400 11,299 Facility Costs 209,061 194,217 14,844 Financing & Service Fees 158,044 157,876 168 Equipment 82,620 56,002 26,618 Purchased Services 39,827 29,277 10,550 Administrative & Other 16,717 15,343 1,374 Management Challenge (18,750) 0 (18,750) Amortization Adjustment to 40 Years (13,002) 0 0 RESTATED SURPLUS / (DEFICIT) 356,484 372,384 15,900 Exclude Non- Cash Items (Amortization & Future Benefits): 74,980 232,852 (15,28) Amortization Adju				
Wages and Salaries 807,290 804,991 2,299 Employee Benefits 218,973 201,240 17,733 Dperating Costs: 1,026,263 1,006,231 20,032 Operating Costs: 247,980 232,852 15,128 Amortization of Assets & Fees 247,980 232,852 15,128 Supplies 71699 60,400 11299 Facility Costs 209,061 194,217 14,844 Financing & Service Fees 158,044 157,876 168 Equipment 82,620 56,002 26,618 Purchased Services 39,827 29,277 10,550 Administrative & Other 16,717 15,343 1,374 Management Challenge (18,750) 0 (18,750) Amortization Adjustment to 40 Years 1,633,461 1,752,198 81,263 SURPLUS / (DEFICIT) 356,484 372,384 15,900 Amortization Adjustment to 40 Years (13,002 113,002 0 RESTATED SURPLUS / (DEFICIT) 356,484 37				
Employee Benefits 218,973 201,240 17,733 Operating Costs: 1,026,263 1,006,231 20,032 Amortization of Assets & Fees 247,980 232,852 15,128 Supplies 71,699 60,400 11,299 Facility Costs 209,061 194,217 14,844 Financing & Service Fees 158,044 157,876 168 Equipment 82,620 56,002 26,618 Purchased Services 39,827 29,277 10,550 Administrative & Other 16,717 15,343 1,374 Management Challenge (18,750) 0 (18,750) Amortization Adjustment to 40 Years (113,002) (113,002) 0 RES TATED SURPLUS / (DEFICIT) 356,484 372,384 15,900 Amortization Adjustment to 40 Years (17,302) 0 0 RES TATED SURPLUS / (DEFICIT) 356,484 372,384 15,900 Amortization Adjustment to 40 Years (13,002) 113,002 0 Purchasets & Fees 247,980 </td <td></td> <td>007 200</td> <td>004 001</td> <td>2 200</td>		007 200	004 001	2 200
Image: Service	-		,	
Operating Costs: Zerial Costs: Amortization of Assets & Fees 247,980 232,852 15,128 Supplies 71,699 60,400 11,299 Facility Costs 209,061 194,217 14,844 Financing & Service Fees 158,044 157,876 168 Equipment 82,620 56,002 26,618 Purchased Services 39,827 29,277 10,550 Administrative & Other 16,717 15,343 1,374 Management Challenge (18,750) 0 (18,750) 807,198 745,967 61,231 Total Expenses 1,833,461 1,752,198 81,263 SURPLUS / (DEFICIT) 469,486 485,386 15,900 Amortization Adjustment to 40 Years (113,002) 0 (113,002) 0 RESTATED SURPLUS / (DEFICIT) 356,484 372,384 16,900 Exclude Non- Cash Items (Amortization & Future Benefits): 72,312) (78,418) (6,106) Amortization of Assets & Fees 247,980 232,852			<i>i</i>	
Amortization of Assets & Fees 247,980 232,852 15,128 Supplies 71,699 60,400 11,299 Facility Costs 209,061 194,217 14,844 Financing & Service Fees 158,044 157,876 168 Equipment 82,620 56,002 26,618 Purchased Services 39,827 29,277 10,550 Administrative & Other 16,717 15,343 1,374 Management Challenge (18,750) 0 (18,750) Amortization Adjustment to 40 Years (113,002) (113,002) 0 Amortization of Assets & Fees 247,980 232,852 (15,128) Amortization of Assets & Fees 247,980 232,852 (15,128) Amortization of Assets & Fees 247,980 232,852 (15,128) Amortization Adjustment to 40 Years 113,002 10 0 Exclude Non- Cash Items (Amortization & Future Benefits): 247,980 232,852 (15,128) Amortization of Assets & Fees 247,980 232,852 (15,128) Amortization Adjustment to 40 Years 113,002 0 0	Operating Costs:	1,020,203	1,000,231	20,032
Supplies 71,699 60,400 11,299 Facility Costs 209,061 194,217 14,844 Financing & Service Fees 158,044 157,876 168 Equipment 82,620 56,002 26,618 Purchased Services 39,827 29,277 10,550 Administrative & Other 16,717 15,343 1,374 Management Challenge (18,750) 0 (18,750) Total Expenses 1,833,461 1,752,198 81,263 SURPLUS / (DEFICIT) 469,486 485,386 15,900 Amortization Adjustment to 40 Years (113,002) (113,002) 0 RES TA TED SURPLUS / (DEFICIT) 356,484 372,384 15,900 Amortization of Assets & Fees 247,980 232,852 (15,128) Amortization Adjustment to 40 Years 113,002 0 0 Future Benefits 16,506 11,497 (5,009) (Deduct) / Add Cash Payments: (239,710) (239,710) 0 City Mortgage - Principal Payments (73,800)		247 980	232 852	15 128
Facility Costs 209,061 194,217 14,844 Financing & Service Fees 158,044 157,876 168 Equipment 82,620 56,002 26,618 Purchased Services 39,827 29,277 10,550 Administrative & Other 16,717 15,343 1,374 Management Challenge (18,750) 0 (18,750) Rest At Expenses 1,833,461 1,752,198 81,263 SURPLUS / (DEFICIT) 469,486 485,386 15,900 Amortization Adjustment to 40 Years (113,002) (113,002) 0 RESTATED SURPLUS / (DEFICIT) 356,484 372,384 15,900 Amortization of Assets & Fees 247,980 232,852 (15,128) Amortization of Assets & Fees 247,980 232,852 (15,128) Amortization Adjustment to 40 Years 113,002 0 0 Future Benefits 16,506 11,497 (5,009) (Deduct) / Add Cash Payments: (239,710) (239,710) 0 SWAP Loan - Principal / Def d Pmts (239,710) (239,710) 0 SWAP Loan -				
Financing & Service Fees 158,044 157,876 168 Equipment 82,620 56,002 26,618 Purchased Services 39,827 29,277 10,550 Administrative & Other 16,717 15,343 1,374 Management Challenge (18,750) 0 (18,750) Total Expenses 1,833,461 1,752,198 81,263 SURPLUS / (DEFICIT) 469,486 485,386 15,900 Amortization Adjustment to 40 Years (113,002) (113,002) 0 RESTATED SURPLUS / (DEFICIT) 356,484 372,384 15,900 Amortization of Assets & Fees 247,980 232,852 (15,128) Amortization Adjustment to 40 Years 113,002 0 0 Future Benefits 16,506 11,497 (5,009) (Deduct) / Add Cash Payments: (239,710) 0 0 City Mortgage - Principal / Def d Pmts (239,710) 0 0 SWAP Loan - Principal Payments (73,800) (73,800) 0 Capital Purchases (113,475) (12,173) 101,302 City of Guelph Capital			,	
Equipment 82,620 56,002 26,618 Purchased Services 39,827 29,277 10,550 Administrative & Other 16,717 15,343 1,374 Management Challenge (18,750) 0 (18,750) Total Expenses 18,750) 0 (18,750) SURPLUS / (DEFICIT) 469,486 485,386 15,900 Amortization Adjustment to 40 Years (113,002) (113,002) 0 RESTATED SURPLUS / (DEFICIT) 356,484 372,384 15,900 Exclude Non- Cash Items (Amortization & Future Benefits): (113,002) 0 Amortization of Assets & Fees 247,980 232,852 (15,128) Amortization Adjustment to 40 Years 18,506 11,497 (5,009) Future Benefits 16,506 11,497 (5,009) Qeduct) / Add Cash Payments: (239,710) 0 0 City Mortgage - Principal / Def'd Pmts (239,710) 0 0 SWAP Loan - Principal Payments (73,800) (73,800) 0 0 Capital Purchases (113,475) (12,173) 101,302			,	,
Purchased Services 39,827 29,277 10,550 Administrative & Other 16,717 15,343 1,374 Management Challenge (18,750) 0 (18,750) Total Expenses 1,833,461 1,752,198 81,263 SURPLUS / (DEFICIT) 469,486 485,386 15,900 Amortization Adjustment to 40 Years (113,002) (113,002) 0 RESTATED SURPLUS / (DEFICIT) 356,484 372,384 15,900 Exc lude Non- Cash Items (Amortization & Future Benefits): 469,486 485,386 15,900 Amortiz. of Def'd Contributions (72,312) (78,418) (6,106) Amortization of Assets & Fees 247,980 232,852 (15,128) Amortization Adjustment to 40 Years 113,002 0 0 Future Benefits 16,506 11,497 (5,009) (Deduct) / Add Cash Payments: (239,710) 02 0 City Mortgage - Principal / Def'd Pmts (239,710) 0 0 SWAP Loan - Principal Payments (73,800) (73,800) 0				
Administrative & Other 16,717 15,343 1,374 Management Challenge (18,750) 0 (18,750) Total Expenses 1,833,461 1,752,198 81,263 SURPLUS / (DEFICIT) 469,486 485,386 15,900 Amortization Adjustment to 40 Years (113,002) (113,002) 0 RESTATED SURPLUS / (DEFICIT) 356,484 372,384 15,900 Exclude Non- Cash Items (Amortization & Future Benefits): (72,312) (78,418) (6,106) Amortization of Assets & Fees 247,980 232,852 (15,128) Amortization Adjustment to 40 Years 113,002 0 0 Future Benefits 16,506 11,497 (5,009) <i>Deduct J / Add Cash Payments:</i> (239,710) (239,710) 0 SWAP Loan - Principal Payments (73,800) (73,800) 0 Capital Purchases (113,475) (12,173) 101,302 City of Guelph Capital Funding 106,000 0 0				
Management Challenge (18,750) 0 (18,750) Total Expenses 807,198 745,967 61,231 SURPLUS / (DEFICIT) 469,486 485,386 15,900 Amortization Adjustment to 40 Years (113,002) (113,002) 0 RESTATED SURPLUS / (DEFICIT) 356,484 372,384 15,900 Exclude Non- Cash Items (Amortization & Future Benefits): (72,312) (78,418) (6,106) Amortization of Assets & Fees 247,980 232,852 (15,128) Amortization Adjustment to 40 Years 113,002 113,002 0 Future Benefits 16,506 11,497 (5,009) (Deduct) / Add Cash Payments: (73,800) (73,800) 0 City Mortgage - Principal / Def'd Pmts (239,710) 0 0 SWAP Loan - Principal Payments (73,800) (73,800) 0 Capital Purchases (113,475) (12,173) 101,302 City of Guelph Capital Funding 106,000 0 0	Administrative & Other			
Bit Supplies Bit Supplies<	Management Challenge		0	(18,750)
SURPLUS / (DEFICIT) 469,486 485,386 15,900 Amortization Adjustment to 40 Years (113,002) (113,002) 0 RESTATED SURPLUS / (DEFICIT) 356,484 372,384 15,900 Exclude Non- Cash Items (Amortization & Future Benefits): (72,312) (78,418) (6,106) Amortization of Assets & Fees 247,980 232,852 (15,128) Amortization Adjustment to 40 Years 113,002 113,002 0 Future Benefits 16,506 11,497 (5,009) (Deduct) / Add Cash Payments: (73,800) (73,800) 0 SWAP Loan - Principal / Def'd Pmts (73,800) (73,800) 0 Capital Purchases (113,475) (12,173) 101,302 City of Guelph Capital Funding 106,000 106,000 0		807,198	745,967	
Amortization Adjustment to 40 Years (113,002) (113,002) 0 RESTATED SURPLUS / (DEFICIT) 356,484 372,384 15,900 Exclude Non- Cash Items (Amortization & Future Benefits): (6,106) Amortiz of Def'd Contributions (72,312) (78,418) (6,106) Amortization of Assets & Fees 247,980 232,852 (15,128) Amortization Adjustment to 40 Years 113,002 13,002 0 Future Benefits 16,506 11,497 (5,009) (Deduct) / Add Cash Payments: (239,710) (239,710) 0 SWAP Loan - Principal / Def'd Pmts (73,800) (73,800) 0 Capital Purchases (113,475) (12,173) 101,302 City of Guelph Capital Funding 106,000 106,000 0	Total Expenses	1,833,461		81,263
Exclude Non- Cash Items (Amortization & Future Benefits): 356,484 372,384 15,900 Exclude Non- Cash Items (Amortization & Future Benefits): (72,312) (78,418) (6,106) Amortization of Assets & Fees 247,980 232,852 (15,128) Amortization Adjustment to 40 Years 113,002 113,002 0 Future Benefits 16,506 11,497 (5,009) (Deduct) / Add Cash Payments: (73,800) (73,800) 0 City Mortgage - Principal / Def'd Pmts (73,800) (73,800) 0 SWAP Loan - Principal Payments (113,475) (12,173) 101,302 City of Guelph Capital Funding 106,000 106,000 0	SURPLUS / (DEFICIT)	469,486	485,386	15,900
Exc lude Non- Cash Items (Amortization & Future Benefits): Amortiz. of Def'd Contributions (72,312) (78,418) (6,106) Amortization of Assets & Fees 247,980 232,852 (15,128) Amortization Adjustment to 40 Years 113,002 113,002 0 Future Benefits 16,506 11,497 (5,009) (Deduct) / Add Cash Payments: (239,710) 0 City Mortgage - Principal / Def'd Pmts (73,800) 073,800) 0 SWAP Loan - Principal Payments (113,475) (12,173) 101,302 City of Guelph Capital Funding 106,000 106,000 0				-
Amortiz. of Def'd Contributions (72,312) (78,418) (6,106) Amortization of Assets & Fees 247,980 232,852 (15,128) Amortization Adjustment to 40 Years 113,002 113,002 0 Future Benefits 16,506 11,497 (5,009) (Deduct) / Add Cash Payments: (239,710) (239,710) 0 SWAP Loan - Principal / Def'd Pmts (73,800) (73,800) 0 Capital Purchases (113,475) (12,173) 101,302 City of Guelph Capital Funding 106,000 0 0	RESTATED SURPLUS / (DEFICIT)	356,484	372,384	15,900
Amortiz. of Def'd Contributions (72,312) (78,418) (6,106) Amortization of Assets & Fees 247,980 232,852 (15,128) Amortization Adjustment to 40 Years 113,002 113,002 0 Future Benefits 16,506 11,497 (5,009) (Deduct) / Add Cash Payments: (239,710) (239,710) 0 SWAP Loan - Principal / Def'd Pmts (73,800) (73,800) 0 Capital Purchases (113,475) (12,173) 101,302 City of Guelph Capital Funding 106,000 0 0	Fuelude New Cook to me (Americanian & Future Departies).			
Amortization of Assets & Fees 247,980 232,852 (15,128) Amortization Adjustment to 40 Years 113,002 113,002 0 Future Benefits 16,506 11,497 (5,009) (Deduct) / Add Cash Payments: (239,710) 0 City Mortgage - Principal / Def'd Pmts (73,800) 0 SWAP Loan - Principal Payments (73,800) 0 Capital Purchases (113,475) (12,173) 101,302 City of Guelph Capital Funding 106,000 0 0		(72 212)	(79 / 19)	(6.106)
Amortization Adjustment to 40 Years 113,002 113,002 0 Future Benefits 16,506 11,497 (5,009) (Deduct) / Add Cash Payments: (239,710) 0 City Mortgage - Principal / Def'd Pmts (239,710) 0 SWAP Loan - Principal Payments (73,800) 0 Capital Purchases (113,475) (12,173) 101,302 City of Guelph Capital Funding 106,000 0 0				
Future Benefits 16,506 11,497 (5,009) (Deduct) / Add Cash Payments: (239,710) (239,710) 0 City Mortgage - Principal / Def'd Pmts (239,710) (239,710) 0 SWAP Loan - Principal Payments (73,800) (73,800) 0 Capital Purchases (113,475) (12,173) 101,302 City of Guelph Capital Funding 106,000 106,000 0				
(Deduct) / Add Cash Payments: (239,710) 0 City Mortgage - Principal / Def'd Pmts (239,710) 0 SWAP Loan - Principal Payments (73,800) 0 Capital Purchases (113,475) (12,173) 101,302 City of Guelph Capital Funding 106,000 0 0				•
City Mortgage - Principal / Def'd Pmts (239,710) 0 SWAP Loan - Principal Payments (73,800) 0 Capital Purchases (113,475) (12,173) 101,302 City of Guelph Capital Funding 106,000 0		10,000		(0,000)
SWAP Loan - Principal Payments (73,800) (73,800) 0 Capital Purchases (113,475) (12,173) 101,302 City of Guelph Capital Funding 106,000 0		(239,710)	(239,710)	0
Capital Purchases (113,475) (12,173) 101,302 City of Guelph Capital Funding 106,000 0				
City of Guelph Capital Funding 106,000 0				
				. 0
				90,959