

Financial Statements of

**THE ELLIOTT**

Year ended December 31, 2021

# THE ELLIOTT

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KPMG LLP  
115 King Street South  
2nd floor  
Waterloo ON N2J 5A3  
Canada  
Tel 519-747-8800  
Fax 519-747-8830

## INDEPENDENT AUDITORS' REPORT

To the Board of Trustees of The Elliott

### ***Opinion***

We have audited the financial statements of The Elliott, which comprise:

- the statement of financial position as at December 31, 2021
- the statement of operations and changes in deficit for the year then ended
- the statement of remeasurement gains and losses for the year then ended
- the statement of cash flows for the year then ended
- and notes to the financial statements, including a summary of significant accounting policies

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

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of The Elliott as at December 31, 2021, and its results of operations, remeasurement gains and losses 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 "***Auditors' Responsibilities for the Audit of the Financial Statements***" section of our auditors' report.

We are independent of The Elliott in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### ***Responsibilities of Management and Those Charged with Governance for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.



In preparing the financial statements, management is responsible for assessing The Elliott'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 Elliott or to cease operations, or has no realistic alternative but to do so.

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

### ***Auditors' 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 auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of The Elliott'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 Elliott's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' 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 auditors' report. However, future events or conditions may cause The Elliott 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.



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

*KPMG LLP*

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Chartered Professional Accountants, Licensed Public Accountants

Waterloo, Canada

May 6, 2022

# THE ELLIOTT

## Statement of Financial Position

December 31, 2021, with comparative information for 2020

	2021	2020
<b>Assets</b>		
Current assets:		
Cash	\$ 1,444,531	\$ 1,885,949
Accounts receivable (note 2)	325,510	134,289
Prepaid expenses	100,303	32,210
Trust funds held for residents	3,002	4,236
	<u>1,873,346</u>	<u>2,056,684</u>
Capital assets (note 3)	13,804,023	14,343,439
	<u>\$ 15,677,369</u>	<u>\$ 16,400,123</u>
<b>Liabilities and Deficit</b>		
Current liabilities:		
Accounts payable and accrued liabilities	\$ 1,255,068	\$ 1,639,596
Deferred revenue	282,777	361,686
Trust funds held for residents	3,002	4,236
Current portion of long-term debt (note 4)	929,174	901,363
Current portion of obligations under capital leases (note 5)	172,854	203,445
	<u>2,642,875</u>	<u>3,110,326</u>
Long-term liabilities:		
Long-term debt (note 4)	13,102,073	14,027,766
Obligations under capital leases (note 5)	1,595,740	1,768,593
	<u>14,697,813</u>	<u>15,796,359</u>
Fair value of interest rate swap contract (note 4)	7,644	33,405
Employee future benefits obligation (note 6)	549,626	513,910
Deferred capital contributions (note 7)	1,272,900	1,117,141
	<u>1,830,170</u>	<u>1,664,456</u>
	19,219,283	20,571,141
Deficit:		
Deficit	(3,485,845)	(4,137,613)
Accumulated remeasurement gains (losses)	(7,644)	(33,405)
	<u>(3,493,489)</u>	<u>(4,171,018)</u>
Implications due to COVID-19 (note 12)		
	<u>\$ 15,677,369</u>	<u>\$ 16,400,123</u>

See accompanying notes to financial statements.

On behalf of the Board:

\_\_\_\_\_ Director

\_\_\_\_\_ Director

# THE ELLIOTT

## Statement of Operations and Changes in Deficit

Year ended December 31, 2021, with comparative information for 2020

	2021	2020
Revenue:		
Long-Term Care - Basic	\$ 1,762,092	\$ 1,835,444
Long-Term Care - Preferred	439,146	486,235
COVID-19 one-time funding	919,062	314,235
COVID-19 wages, salaries and employee benefit funding	268,814	668,248
Retirement Suites	6,113,984	6,146,089
Life Lease Suites	645,941	645,910
Provincial Subsidy	4,720,707	4,556,813
City of Guelph - Long-Term Care Funding	1,871,255	1,368,459
Suite re-leasing (note 9)	206,400	339,900
Fees and recoveries	554,279	487,317
Amortization of deferred capital contributions	209,419	203,175
Community Centre	35,859	79,791
Other revenue	353,326	114,548
	<u>18,100,284</u>	<u>17,246,164</u>
Expenses:		
Wages and salaries	9,311,317	9,007,183
Employee benefits	2,201,134	1,984,349
COVID-19 wages and salaries	660,731	700,612
COVID-19 employee benefits	49,620	79,816
COVID-19 supplies and services	514,414	202,055
Supplies	1,220,693	1,157,558
Facility costs	1,148,183	1,145,881
Minor equipment, repairs and maintenance	434,395	475,670
Amortization of capital assets	887,164	983,509
Interest and financing fees	604,228	631,697
Purchased services	310,569	329,768
Administrative and other	151,995	141,340
Accretion of deferred financing costs	3,481	3,481
	<u>17,497,924</u>	<u>16,842,919</u>
Excess of revenue over expenses before other revenue and expenses	602,360	403,245
Other revenue and expenses:		
Fundraising revenue	113,906	114,900
Grant revenue	-	11,691
Enhanced living fundraising expenses	(64,498)	(83,245)
Grant expenses	-	(8,437)
	<u>49,408</u>	<u>34,909</u>
Annual surplus	651,768	438,154
Deficit, beginning of year	(4,137,613)	(4,575,767)
Deficit, end of year	<u>\$ (3,485,845)</u>	<u>\$ (4,137,613)</u>

See accompanying notes to financial statements.

# THE ELLIOTT

## Statement of Remeasurement Gains and Losses

Year ended December 31, 2021, with comparative information for 2020

	2021	2020
Accumulated remeasurement losses (losses), beginning of year	\$ (33,405)	\$ (2,311)
Remeasurement (loss) gain attributable to interest rate swap agreement	25,761	(31,094)
Accumulated remeasurement gains (losses), end of year	\$ (7,644)	\$ (33,405)

See accompanying notes to financial statements.



# THE ELLIOTT

## Statement of Cash Flows

Year ended December 31, 2021, with comparative information for 2020

	2021	2020
Cash provided by (used in):		
Operation activities:		
Annual surplus	\$ 651,768	\$ 438,154
Items not involving cash:		
Amortization of capital assets	887,164	983,509
Amortization of deferred capital contributions	(209,419)	(203,175)
Accretion of deferred financing costs	3,481	3,481
Employee future benefits obligation	35,716	38,321
	1,368,710	1,260,290
Changes in non-cash operating working capital:		
Accounts receivable	(191,221)	44,499
Inventory	-	5,402
Prepaid expenses	(68,093)	33,096
Accounts payable and accrued liabilities	(384,528)	(49,466)
Deferred revenue	(78,909)	250,253
	645,959	1,544,074
Financing activities:		
Repayment of long-term debt	(901,363)	(877,221)
Principal repayments on capital leases	(203,444)	(360,305)
	(1,104,807)	(1,237,526)
Capital activities:		
Purchase of capital assets	(347,748)	(690,011)
Capital contributions received	365,178	423,762
	17,430	(266,249)
(Decrease) increase in cash	(441,418)	40,299
Cash, beginning of year	1,885,949	1,845,650
Cash, end of year	\$ 1,444,531	\$ 1,885,949
Non-cash transactions:		
Capital assets under construction financed by revolving lease line of credit and accounts payable and accrued liabilities	\$ -	\$ 2,086,731
Capital lease asset additions funded by capital lease obligations	-	2,086,731

See accompanying notes to financial statements.

# THE ELLIOTT

Notes to Financial Statements

Year ended December 31, 2021

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The Elliott is incorporated under the laws of the Province of Ontario and its principal business activity is the provision of sheltered care and services for seniors.

On January 31, 2015, The Elliott surrendered its long-term care license to the Ministry of Health and Long-Term Care (now the Ministry of Long-Term Care). Subsequently the Corporation of the City of Guelph ("City of Guelph") was approved to operate the same long-term care beds. As part of this transfer, The Elliott was designated as the City of Guelph's long-term care home.

## 1. Significant accounting policies:

The financial statements have been prepared by management in accordance with the Chartered Professional Accountants of Canada Handbook - Canadian Public Sector Accounting Standards including the 4200 standards for government not-for-profit organizations.

### (a) Basis of presentation:

These financial statements include the operations of:

- Long-term care residence - reflects the activities associated with the provision of care in the full nursing arrangements of the long-term care facility.
- Life lease suites - reflects the activities associated with the operation of the life lease suites.
- Retirement suites - reflects the activities associated with the operation of the retirement facility.

### (b) Revenue recognition:

The Elliott follows the deferral method of accounting for contributions which include donations and government grants.

Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Externally restricted contributions are recognized as revenue in the year in which the related expenses are recognized. Contributions restricted for the purchase of buildings and equipment are deferred and amortized into revenue on a straight-line basis, at a rate corresponding with the amortization rate of the related buildings and equipment.

Revenue from suite re-leasing, preferred accommodation, interest, as well as income from parking and other ancillary operations, is recognized when the goods are sold or the service is provided.

# THE ELLIOTT

Notes to Financial Statements (continued)

Year ended December 31, 2021

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## 1. Significant accounting policies (continued):

(c) Cash and cash equivalents:

Cash and cash equivalents consist of cash, bank overdrafts and investments in money market or other short-term instruments or investments with a maturity of less than 90 days.

(d) Inventory:

Inventory is valued at the lower of cost on a first-in, first-out basis, and replacement cost.

(e) Capital assets:

Purchased capital assets are recorded at cost. Contributed capital assets are recorded at fair value at the date of contribution. Repairs and maintenance costs are charged to expense. Betterments which extend the estimated life of an asset are capitalized. Capital assets are recorded at cost and amortized as follows:

Asset	Method	Rate
Buildings	Straight-line	40 years
Building improvements	Straight-line	5-20 years
Machinery and equipment	Straight-line	5-15 years
Vehicles	Straight-line	10 years
Fixtures and building improvements under capital leases	Straight-line	over lease term or 25 years

The estimated useful lives of capital assets are reviewed by management and adjusted if necessary.

Capital assets under construction are not amortized until the project is complete and the capital asset is available for use.

(f) Employee future benefits:

The Elliott provides sick leave benefits for substantially all employees.

The Elliott accrues its obligations under the defined benefit plan as the employees render the services necessary to earn the compensated absences. The most recent actuarial valuation of the benefit plan was performed as of December 31, 2019.

Actuarial gains (losses) on the accrued benefit obligation arise from differences between actual and expected experience and from changes in the actuarial assumptions used to determine the accrued benefit obligation. The net accumulated actuarial gains (losses) are amortized over the average remaining service period of active employees which is 15.8 (2020 - 15.8) years. Past service costs arising from plan amendments are recognized immediately in the period the plan amendments occur.

# THE ELLIOTT

Notes to Financial Statements (continued)

Year ended December 31, 2021

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## 1. Significant accounting policies (continued):

### (g) Contributed services:

A substantial number of volunteers contribute a significant amount of their time each year. Because of the difficulty of determining the fair value, contributed services are not recognized in the financial statements.

### (h) Financial instruments:

Financial instruments are recorded at fair value on initial recognition. Derivative instruments and equity instruments that are quoted in an active market are reported 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. Management has elected to record all investments at fair value as they are managed and evaluated on a fair value basis. Unrealized changes in fair value are recognized in the statement of remeasurement gains and losses until they are realized, when they are transferred to the statement of operations.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the effective interest rate method.

All financial assets are assessed for impairment on an annual basis. When a decline is determined to be other than temporary, the amount of the loss is reported in the statement of operations and any unrealized gain is adjusted through the statement of remeasurement gains and losses.

When the asset is sold, the unrealized gains and losses previously recognized in the statement of remeasurement gains and losses are reversed and recognized in the statement of operations.

Long-term debt is recorded at cost. The related interest rate swaps are recorded at fair value.

# THE ELLIOTT

Notes to Financial Statements (continued)

Year ended December 31, 2021

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## 1. Significant accounting policies (continued):

### (h) Financial instruments (continued):

Canadian Public Sector Accounting Standards require an organization to classify fair value measurements using a fair value hierarchy, which includes three levels of information that may be used to measure fair value:

- Level 1 - Unadjusted quoted market prices in active markets for identical assets or liabilities;
- Level 2 - Observable or corroborated inputs; other than level 1, such as quoted prices for similar assets or liabilities in inactive markets or market data for substantially the full term of the assets or liabilities; and
- Level 3 - Unobservable inputs that are supported by little or no market activity and that are significant to the fair value of the assets and liabilities.

### (i) Multi-employer pension plan:

The costs of multi-employer defined contribution pension plan benefits, such as the Ontario Municipal Employees Retirement System ("OMERS") pensions, are the employer's contributions due to the plan in the period.

### (j) Use of estimates:

The preparation of the financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the year. Significant items subject to such estimates and assumptions include the carrying amount of capital assets, and obligations related to employee future benefits. Actual results could differ from those estimates.

# THE ELLIOTT

Notes to Financial Statements (continued)

Year ended December 31, 2021

## 2. Accounts receivable:

	2021		2020	
Ontario Ministry of Long-Term Care	\$	107,870	\$	-
Guelph General Hospital - Transition beds		83,000		-
HST receivable		62,591		85,181
Residents		53,650		39,323
Other		18,399		9,785
Less allowance for doubtful accounts		-		-
	\$	325,510	\$	134,289

## 3. Capital assets:

	Cost	Accumulated amortization	2021 Net book value	2020 Net book value
Buildings	\$ 34,754,458	\$ 24,517,852	\$ 10,236,606	\$ 10,706,209
Building improvements	1,069,294	272,110	797,184	901,463
Machinery and equipment	4,111,512	3,405,841	705,671	481,140
Vehicles	77,847	64,223	13,624	21,408
Construction in progress	68,544	-	68,544	132,081
	40,081,655	28,260,026	11,821,629	12,242,301
Fixtures and building improvements under capital lease	3,150,864	1,168,470	1,982,394	2,101,138
	\$ 43,232,519	\$ 29,428,496	\$ 13,804,023	\$ 14,343,439

The terms and conditions of suite-leasing transfer the responsibility and stewardship of the individual suites to the residents occupying the suites.

# THE ELLIOTT

Notes to Financial Statements (continued)

Year ended December 31, 2021

## 4. Long-term debt:

	2021	2020
Mortgage held by the City of Guelph bearing interest at 3.119%, payable in monthly installments of \$93,000 for principal and interest, maturing December 25, 2036	\$ 13,303,461	\$ 13,992,824
Banker's acceptance, with interest of 2.07% per annum fixed through a swap transaction, plus a stamping fee of 0.8% for a total of 2.87%, payable in varying installments of principal and interest, maturing June 25, 2025	780,000	992,000
	14,083,461	14,984,824
Less current portion of long-term debt	929,174	901,363
	13,154,287	14,083,461
Less transaction costs	52,214	55,695
	\$ 13,102,073	\$ 14,027,766

The repayment terms of the mortgage held with the City of Guelph have payments due 30 days from the invoice date, being the payment due date under the mortgage agreement. The mortgage is secured by a general security agreement over assets and property of The Elliott.

The Elliott is a party to an interest rate swap agreement to manage the volatility of interest rates. The maturity date of the interest rate swap is the same as the maturity date of the banker's acceptance, being June 25, 2025.

The fair value of the interest rate swap at December 31, 2021 is in a net unfavourable position of \$7,644 (2020 - \$33,405 net unfavourable) which is recorded on the statement of financial position. The current year impact of the change in fair value of the interest rate swap is a gain of \$25,761 (2020 - \$31,094 increase in losses).

The fair value of the interest rate swap has been determined using Level 3 of the fair value hierarchy. The fair value of interest rate swaps is based on broker quotes. Those quotes are tested for reasonableness by discounting estimated future cash flows based on the terms and maturity of each contract and using market interest rates for a similar instrument at the measurement date.

# THE ELLIOTT

Notes to Financial Statements (continued)

Year ended December 31, 2021

## 4. Long-term debt (continued):

Principal repayments on the long-term debt are due as follows:

2022	\$	929,174
2023		954,676
2024		982,889
2025		895,837
2026		805,542
Thereafter		9,515,343
	\$	14,083,461

Interest expense on long-term debt for the year is \$452,272 (2020 - \$478,747).

## 5. Obligations under capital leases:

The Elliott has financed various building improvements, fixtures and equipment purchases by entering into capital lease arrangements. Capital lease repayments are due as follows:

	2021	2020
2021	\$ -	\$ 277,535
2022	239,087	239,087
2023	239,087	239,087
2024	239,087	239,087
2025	239,087	239,087
2026	239,087	239,087
Thereafter	896,580	893,580
Total minimum lease payments	2,092,015	2,366,550
Less amount representing interest at 3.92% (2020 - 3.04% and 3.92%)	323,421	397,512
Present value of net minimum capital lease payments	1,768,594	1,969,038
Current portion of obligations under capital leases	172,854	203,445
Long-term portion of obligations under capital leases	\$ 1,595,740	\$ 1,765,593

Interest for the year ended December 31, 2021 of \$73,061 (2020 - \$23,419) relating to capital lease obligations has been included in interest expense.



# THE ELLIOTT

Notes to Financial Statements (continued)

Year ended December 31, 2021

## 6. Employee future benefits obligation:

Full time employees are provided with sick leave of 7.5 hours per month which, if unused, can accumulate to a maximum of 450 hours for use in future periods. Continuous part-time employees receive 3.75 hours per month and can accumulate at most 225 hours. Part-time employees receive 1.88 hours per month and can accumulate at most 225 hours. Flexible part-time employees do not receive sick leave.

Hourly paid employees are compensated at 75% for the first two days of illness and 100% for subsequent days. Salaried employees receive 100% reimbursement.

Accumulated credits may be used in future years if the employee's illness or injury exceeds the annual allocation of credits.

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

	2021	2020
Discount rate	3.00%	3.00%
Rate of compensation increase	2.00%	2.00%

Information about The Elliott's sick leave benefit plan is as follows:

Balance, beginning of year	\$ 522,537	\$ 484,800
Current benefit cost	80,544	78,198
Interest	15,964	14,887
Benefits paid	(61,339)	(55,348)
Balance, end of year	557,706	522,537
Unamortized actuarial loss	(8,080)	(8,627)
Accrued benefit obligation related to accumulated sick leave benefits	\$ 549,626	\$ 513,910

# THE ELLIOTT

Notes to Financial Statements (continued)

Year ended December 31, 2021

## 7. Deferred capital contributions:

Deferred capital contributions represent the unamortized amounts of donations and grants received for the purchase of capital assets. The amortization of contributions is recorded as revenue in the statement of operations:

	2021	2020
Balance, beginning of year	\$ 1,117,141	\$ 896,554
Add City of Guelph - Long-Term Care funding - Capital	212,000	312,000
Add other capital contributions received during the year	153,178	111,762
Less amounts amortized to revenue during the year	(209,419)	(203,175)
Balance, end of year	\$ 1,272,900	\$ 1,117,141

Deferred capital contributions include unspent restricted capital contributions from the City of Guelph of \$75,427 (2020 - \$67,221).

## 8. Multi-employer defined benefit pension plan:

The Elliott makes contributions to the Ontario Municipal Employees Retirement System pension plan ("OMERS"), which is a multi-employer plan, on behalf of full-time members of staff and eligible part-time staff. The plan is a defined benefit pension 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.

The amount contributed to OMERS for 2021 was \$667,493 (2020 - \$630,099) for current service.

The latest available report for the OMERS plan was as at December 31, 2021. The plan reported a \$3.1 billion actuarial deficit, based on actuarial liabilities of \$119.3 billion and actuarial net assets of \$116.2 billion. Ongoing adequacy of the current contribution rates will need to be monitored and may lead to increased future funding requirements.

# THE ELLIOTT

Notes to Financial Statements (continued)

Year ended December 31, 2021

## 9. Suite re-leasing fees:

The Elliott provides a service coordinating the re-leasing of the life lease suites.

	2021	2020
Suite re-leasing revenue	\$ 2,946,000	\$ 3,399,000
Suite re-leasing costs	(2,739,600)	(3,059,100)
	\$ 206,400	\$ 339,900

## 10. The Elliott Endowment Fund:

The Elliott has a permanent endowment fund established under an agreement with the Guelph Community Foundation. Under the terms of this agreement, the invested capital cannot be withdrawn and only the related income can be paid to The Elliott.

The estimated market value of The Elliott Endowment Fund and the income earned during the year from the endowment fund are as follows:

	2021	2020
Market value	\$ 13,730	\$ 11,974
Income	1,718	481

## 11. Financial risks:

### (a) Interest rate risk:

Interest rate risk is the risk that the fair value of future cash flows or a financial instrument will fluctuate because of changes in the market interest rates.

Financial assets and financial liabilities with variable interest rates expose The Elliott to cash flow interest rate risk. The Elliott is exposed to this risk through its interest bearing long-term debt, which is mitigated through its interest rate swap and its revolving lease line of credit.

# THE ELLIOTT

Notes to Financial Statements (continued)

Year ended December 31, 2021

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## 11. Financial risks (continued):

### (b) Credit risk:

Credit risk refers to the risk that a counterparty may default on its contractual obligations resulting in a financial loss. The Elliott is exposed to credit risk with respect to the accounts receivable and cash.

The Elliott assesses, on a continuous basis, accounts receivable and provides for any amounts that are not collectible in the allowance for doubtful accounts. The maximum exposure to credit risk of The Elliott at December 31, 2021 is the carrying value of these assets. The amount of any related impairment loss is recognized in the income statement. Subsequent recoveries of impairment losses related to accounts receivable are credited to the statement of operations.

### (c) Liquidity risk:

Liquidity risk is the risk that The Elliott will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The Elliott manages its liquidity risk by monitoring its operating requirements. The Elliott prepares budget and cash forecasts to ensure it has sufficient funds to fulfill its obligations.

Accounts payable and accrued liabilities are generally due within 30 days of receipt of an invoice.

The contractual maturities of long-term debt, capital leases and interest rate swaps are disclosed in notes 4 and 5.

There were no changes in risk from 2020.

## 12. Implications due to COVID-19:

On March 11, 2020, the World Health Organization declared the Coronavirus ("COVID-19") outbreak a pandemic. The pandemic has resulted in significant financial, market and societal impacts in Canada and around the world.

During the year, The Elliott has experienced the following in relation to the pandemic:

- Closure of facilities to the public began on March 14, 2020 and continues in strict accordance with the Ontario Ministry of Long-Term Care and or public health requirements;
- Fundraising event The Great Escape was moved to a virtual event rather than in person event.

# THE ELLIOTT

Notes to Financial Statements (continued)

Year ended December 31, 2021

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## 12. Implications due to COVID-19 (continued):

- Hero pay for staff (excluding the CEO) of \$Nil (2020 - \$447,644, beginning April 5, 2020 to the end of the year, which was not funded by the Provincial Government);
- Pandemic Pay for all staff (excluding the Senior Leadership Team) of \$Nil (2020 - \$541,358, beginning April 24, 2020 to August 13, 2020, which was funded by the Provincial Government); and
- Pandemic Pay of \$3 per hour for Personal Support Workers totaling \$241,871 (2020 - \$67,078 beginning October 1, 2020 to the end of the year), which was funded by the Provincial Government.

The ultimate duration and magnitude of the COVID-19 pandemic's impact on The Elliott's operations and financial position is not known at this time. There remains uncertainty for the upcoming year regarding the aforementioned items. These impacts could include a decline in future cash flows, changes to the value of financial assets and liabilities to sustain operations. An estimate of the financial effect of the pandemic on The Elliott is not practicable at this time.