Financial Statements of

ADDICTION AND MENTAL HEALTH SERVICES - KFLA

Year ended March 31, 2018

ADDICTION AND MENTAL HEALTH SERVICES - KFLA

Financial Statements

Year ended March 31, 2018

KPMG LLP
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INDEPENDENT AUDITORS' REPORT

To the Board of Directors of Addiction and Mental Health Services - KFLA

We have audited the accompanying financial statements of Addiction and Mental Health Services - KFLA, which comprise the statement of financial position as at March 31, 2018, the statements of operations, changes in net assets and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation of these 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.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Addiction and Mental Health Services - KFLA as at March 31, 2018, its results of operations, its cash flows and the remeasurement gains and losses for the year then ended in accordance with Canadian public sector accounting standards.

KPMG LLP

Chartered Professional Accountants, Licensed Public Accountants

Kingston, Canada

June 25, 2018

ADDICTION AND MENTAL HEALTH SERVICES - KFLA

Statement of Financial Position

March 31, 2018, with comparative information for 2017

	2018	2017
Assets		
Current assets:		
Cash and cash equivalents	$ 2,048,963	$ 2,049,653
Receivable from MOHLTC	39,419	30,207
Receivables	638,904	437,230
Prepaid expenses	70,903	84,131
	2,798,189	2,601,221
Reserves:		
Cash (note 7)	1,230,428	1,567,752
Capital assets (note 2)	21,474,988	17,922,607
	$ 25,503,605	$ 22,091,580
Liabilities, Deferred Capital Contributions and Net Assets		
Current liabilities:		
Accounts payable and accrued liabilities	$ 2,709,724	$ 844,325
Accrued wages and vacation	1,221,103	1,702,444
Amounts payable to provincial ministries	162,034	55,934
Deferred revenue	94,593	233,737
Construction advance (note 3(a))	3,344,236	906,117
Current portion of long-term debt (note 3(b))	75,498	151,011
	7,607,188	3,893,568
Long-term debt (note 3(b))	373,838	376,006
Forgivable loans (note 4)	52,800	66,000
Deferred capital contributions (note 5)	13,403,683	13,454,358
Net assets:		
Internally restricted for agency housing properties capital reserve (note 8(b))	196,981	165,925
Externally restricted for housing properties capital reserve (note 8(a))	1,411,702	1,320,455
Externally restricted housing subsidy surplus (note 8(a))	13,710	13,670
Investment in capital assets (note 6(a))	4,224,933	2,969,115
Unrestricted (deficiency)	(1,781,230)	(167,517)
	4,066,096	4,301,648
Commitments (note 10)		
Contingent liabilities (note 11)		
	$ 25,503,605	$ 22,091,580

See accompanying notes to financial statements.

On behalf of the Board:

_______________________________ Director   _______________________________ Director

ADDICTION AND MENTAL HEALTH SERVICES - KFLA

Statement of Operations

Year ended March 31, 2018, with comparative information for 2017

	2018	2017
Revenue:		
MOHLTC & LHIN funding (note 12)	$ 16,264,872	$ 16,599,851
LHIN sessional fees	51,842	51,842
One-time funding	1,577,564	1,144,378
Other provincial government funding (note 12)	960,181	638,554
LHIN HSJCC funding	–	53,576
	18,854,459	18,488,201
Recoveries and other income:		
Rental	989,537	959,214
Administrative cost recoveries	1,818,266	705,590
Interest	1,426	449
Other	1,485,422	1,410,919
	23,149,110	21,564,373
Expenses:		
Salaries and wages	13,881,206	13,226,118
Employee benefits	3,294,569	2,663,386
Purchased psychiatry services	812,309	758,443
Staff education and travel	281,990	256,305
Other supplies and services	2,553,067	2,142,231
Community one-time expenses	423,243	582,733
Occupancy costs and repairs	1,909,943	1,905,687
	23,156,327	21,534,903
Excess (deficiency) of revenue over expenses before the undernoted	(7,217)	29,470
Subsidy repayable	(141,716)	(12,478)
Amortization of deferred capital contributions	489,713	489,713
Amortization of capital assets	(576,332)	(571,613)
Deficiency of revenue over expenses	$ (235,552)	$ (64,908)

See accompanying notes to financial statements.

ADDICTION AND MENTAL HEALTH SERVICES - KFLA

Statement of Changes in Net Assets

Year ended March 31, 2018, with comparative information for 2017

	Internally restricted for agency housing properties capital reserve (note 8(b))	Externally restricted for housing properties capital reserve (note 8(a))	Externally restricted housing subsidy surplus (note 8(a))	Investment in capital assets (note 6)	Unrestricted	2018 Total	2017 Total
Balance (deficiency), beginning of year	$ 165,925	$ 1,320,455	$ 13,670	$ 2,969,115	$ (167,517)	$ 4,301,648	$ 4,366,556
Excess (deficiency) of revenue over expenses	31,056	91,247	40	(86,619)	(271,276)	(235,552)	(64,908)
Net change in investment in capital assets (note 6(b))	–	–	–	1,342,437	(1,342,437)	–	–
Balance (deficiency), end of year	$ 196,981	$ 1,411,702	$ 13,710	$ 4,224,933	$(1,781,230)	$ 4,066,096	$ 4,30

See accompanying notes to financial statements.

ADDICTION AND MENTAL HEALTH SERVICES - KFLA

Statement of Cash Flows

Year ended March 31, 2018, with comparative information for 2017

	2018	2017
Cash provided by (used in):		
Operating activities:		
Deficiency of revenue over expenses	$ (235,552)	$ (64,908)
Items not involving cash:		
Amortization of deferred capital contributions	(489,713)	(489,713)
Amortization of capital assets	576,332	571,613
Changes in non-cash operating working capital:		
Receivable from MOHLTC	(9,212)	(24,778)
Receivables	(201,674)	(13,876)
Prepaid expenses	13,228	10,820
Accounts payable and accrued liabilities	1,865,399	146,522
Accrued wages and vacation	(481,341)	(481,193)
Amounts payable to provincial ministries	106,100	(134,428)
Deferred revenue	(139,144)	96,611
	1,004,423	(383,330)
Investing activities:		
Purchase of capital assets	(4,128,713)	(656,751)
Financing activities:		
Decrease in forgivable loan	(13,200)	(14,400)
Repayment of long-term debt	(77,681)	(1,161,013)
Proceeds from construction advance	2,438,119	906,117
Increase in deferred capital contributions	439,038	502,563
	2,786,276	233,267
Decrease in cash and cash equivalents	(338,014)	(806,814)
Cash and cash equivalents, beginning of year	3,617,405	4,424,219
Cash and cash equivalents, end of year	$ 3,279,391	$ 3,617,405
Represented by:		
Cash:		
Operating funds	$ 2,048,963	$ 2,049,653
Reserve funds	1,230,428	1,567,752
	$ 3,279,391	$ 3,617,405

See accompanying notes to financial statements.

On April 1, 2015, Addiction and Mental Health Services - KFLA (the "Organization") was incorporated as a non-profit corporation without share capital under the laws of Ontario as a result of an amalgamation of the former Frontenac Community Mental Health and Addiction Services and the former Lennox and Addington Addiction and Community Mental Health Services Inc. The Organization is a registered charity and is exempt from income taxes under the Income Tax Act (Canada). Using a variety of health and social supports, and in partnership with others, the Organization works with people who have a serious and persistent mental illness and/or addictions in order that they can be active, participating members of the communities of Kingston, Frontenac, and Lennox and Addington.

1. Significant accounting policies:

These financial statements have been prepared in accordance with Canadian public sector accounting standards including the 4200 standards for government not-for-profit organizations. A statement of remeasurement gains and losses has not been included as there are no matters to report therein.

(a) Capital assets:

Capital assets are recorded at cost. When a capital asset no longer contributes to the Organization's ability to provide services, its carrying amount is written down to its residual value. Amortization is provided using the straight-line method over the following estimated useful lives:

Asset	Useful life
Buildings	40 years
Building service equipment	3 to 10 years
Vehicles	10 years
Computer equipment	3 to 5 years
Leasehold improvements	15 years

The costs incurred for major capital projects, including interest costs, are classified separately as construction-in-progress until the project is complete. When complete, the costs are transferred to the appropriate capital asset category and amortization commences.

(b) Revenue recognition:

The Organization follows the deferral method of accounting for contributions, which includes donations and government grants.

1. Significant accounting policies (continued):

(b) Revenue recognition (continued):

Under various Province of Ontario Acts and Regulations thereto, the Organization is funded primarily in accordance with budget arrangements established by the Ministry of Health and Long-Term Care (“Ministry”). Operating grants are recorded as revenue in the period to which they relate. Grants approved but not received at the end of an accounting period are accrued. Where a portion of a grant relates to a future period, it is deferred and recognized in that subsequent period. These financial statements reflect agreed arrangements approved by the Ministry with respect to the year ended March 31, 2018.

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 capital assets are deferred and amortized into revenue on a straight-line basis, at a rate corresponding with the amortization rate for the related capital assets.

Restricted investment income is recognized as revenue in the year in which the related expenses are recognized. Unrestricted investment income is recognized as revenue when earned.

Other revenue is recognized when the goods are sold or the service is provided.

(c) Financial instruments:

Financial instruments are recorded at fair value on initial recognition. Financial instruments are subsequently recorded at cost or amortized cost, unless management has elected to carry the instruments at fair value. The Organization has not elected to subsequently carry any such financial instruments at fair value.

Financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the straight-line method.

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indicator of impairment, the Organization determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount the Organization expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial carrying value.

1. Significant accounting policies (continued):

(d) Employee future benefit liabilities:

The Organization is an employer member of the Health Care of Ontario Pension Plan, which is a multi-employer, defined benefit pension plan. The Organization accounts for this plan on a defined contribution plan basis as contributions to the benefit plan are determined by the plan administrator and are expensed when due.

(e) 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 date of the financial statements and the reported amounts of revenue and expenses during the year. Significant estimates and assumptions include the carrying amount of capital assets. Actual results could differ from those estimates.

2. Capital assets:

	Cost	Accumulated amortization	2018 Net book value	2017 Net book value
Land	$ 1,600,872	$ –	$ 1,600,872	$ 1,600,872
Buildings - supportive housing	8,628,944	3,158,736	5,470,208	5,685,609
Buildings - housing other	7,142,464	1,179,811	5,962,653	6,158,942
Buildings - other	2,664,038	991,842	1,672,196	1,749,194
Building service equipment	418,530	418,530	–	18,103
Vehicles	64,786	25,914	38,872	51,829
Computer equipment	646,766	646,766	–	–
Leasehold improvements	848,819	485,704	363,115	419,703
Construction-in-progress	6,367,072	–	6,367,072	2,238,355
	$ 28,382,291	$ 6,907,303	$ 21,474,988	$ 17,922,607

Cost and accumulated amortization as at March 31, 2017 amounted to $24,253,579 and $6,330,972, respectively.

3. Long-term debt:

(a) Construction advance:

On March 31, 2017, the Organization discharged a mortgage and replaced it with a construction advance to fund the completion of the Lyons Street Phase 2 project. Interest is payable at the bank's prime lending rate plus 1.25% per annum. The authorized amount of the construction facility is $7,400,000 and is repayable in full no later than June 30, 2018 or 30 days after full availment. The advance is secured over all present and future personal property with appropriate insurance coverage, loss if any, payable to the Bank. As at March 31, 2018 the amount drawn on the advance is $3,344,236 (2017 - $906,117).

(b) Long-term debt:

	2018	2017
Mortgages payable	$ 449,336	$ 527,017
Less principal included in current liabilities	75,498	151,011
	$ 373,838	$ 376,006

Mortgages payable are secured by first mortgages on land and buildings. Interest rates range from 1.43% to 3.95%. Maturity dates range from March 2019 to March 2023.

Principal due on long-term debt in each of the next five years and thereafter are as follows:

2019	$ 75,498
2020	210,774
2021	48,063
2022	49,060
2023 and thereafter	65,941
	$ 449,336

Interest on long-term debt in the amount of $61,610 (2017 - $54,478) is included in occupancy costs and repairs on the statement of operations.

4. Forgivable loans:

Residential Rehabilitation Assistance Program (RRAP):

On November 1, 2006, the Canada Mortgage and Housing Corporation (CMHC) undertook a forgivable loan under the RRAP program. This program was used to undertake accessibility modifications to the existing residential building.

4. Forgivable loans (continued):

The forgivable loan has been established in the form of a promissory note and is secured by a first mortgage charge on the property. Principal and interest payments will not be required for fifteen years, which corresponds with the term of the loan, provided that the building is not sold without the prior consent of the CMHC and that there is no other breach of the terms of the loans.

If a default should occur at any time during the terms of the loans, the total unearned principal of the loans shall become due and payable and interest will be charged from the date of default.

The forgivable loan is as follows:

	2018	2017
Housing:		
8.125% forgivable loan, secured by an operating agreement on 68-70 Dundas Street East, forgivable $1,200 monthly plus interest for a fifteen-year term, maturing November 1, 2021	$ 52,800	$ 66,000

Principal forgiveness for the next five years is estimated as follows: 2019 - $14,400; 2020 - $14,400; 2021 - $14,400; 2022 - $9,600.

5. Deferred capital contributions:

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

	2018	2017
Balance, beginning of year	$ 13,454,358	$ 13,441,508
Additional contributions received	439,038	502,563
Less amounts amortized to revenue	(489,713)	(489,713)
Balance, end of year	$ 13,403,683	$ 13,454,358

6. Investment in capital assets:

(a) Investment in capital assets is calculated as follows:

	2018	2017
Capital assets	$ 21,474,988	$ 17,922,607
Amounts financed by:		
Deferred contributions	(13,403,683)	(13,454,358)
Long-term debt	(3,846,372)	(1,499,134)
	$ 4,224,933	$ 2,969,115

(b) Change in net assets invested in capital assets is calculated as follows:

	2018	2017
Excess of expenses over revenue:		
Amortization of deferred contributions related to capital assets	$ 489,713	$ 489,713
Amortization of capital assets	(576,332)	(571,613)
	$ (86,619)	$ (81,900)
Net change in investment in capital assets:		
Purchase of capital assets	$ 4,128,713	$ 656,751
Amounts funded by deferred contributions	(439,038)	(502,563)
Proceeds from construction advance	(2,438,119)	(906,117)
Repayment of long-term debt	77,681	1,161,013
Decrease in receivable loan	13,200	14,400
	$ 1,342,437	$ 423,484

7. Reserves cash:

Cash carried under reserves, in the amount of $1,230,428 (2017 - $1,567,752) has been designated to support the internally and externally restricted capital reserves. The balance of cash does not include cash yet to be transferred in respect of certain year-end transfers to/from reserves.

8. Reserves:

Internally and externally restricted capital reserves are replacement reserves set aside to fund future capital replacements and significant repairs and maintenance to housing properties. Amounts are allocated to these reserves each year as per approved operating budgets:

(a) Externally restricted reserves:

	Externally restricted for housing properties capital reserve	Externally restricted housing subsidy surplus	Total 2018	Total 2017
Balance, beginning of year	$ 1,320,455	$ 13,670	$ 1,334,125	$ 1,329,108
Interest earned	1,157	40	1,197	1,247
Transfers from (to) surplus	34,617	–	34,617	(1,505)
Ministry funded transfers	55,473	–	55,473	5,275
Balance, end of year	$ 1,411,702	$ 13,710	$ 1,425,412	$ 1,334,125

(b) Internally restricted for agency housing properties capital reserve:

	2018	2017
Balance, beginning of year	$ 165,925	$ 161,003
Interest earned	650	403
Transfers from (to) surplus	9,605	(17,825)
Ministry funded transfers	20,801	22,344
Balance, end of year	$ 196,981	$ 165,925

9. Pension plan and contributions to Registered Retirement Savings Plans:

As of January 1, 2017, substantially all of the employees of the Organization are members of the HealthCare of Ontario Pension Plan (the “Plan”), which is a multi-employer defined benefit pension plan available to all eligible employees of the participating members of the Ontario Hospital Association. The Plan specifies the amount of the retirement benefit to be received by the employees based on the length of service and rates of pay.

9. Pension plan and contributions to Registered Retirement Savings Plans (continued):

Contributions to the Plan made during the year by the Organization, on behalf of its employees amounted to $1,077,010 (2017 - $540,594) and are included in employee benefits expenses on the statement of operations.

Pension expense is based on Plan management's best estimates, in consultation with its actuaries, of the amount, required to provide a high level of assurance that benefits will be fully represented by fund assets at retirement, as provided by the Plan. The funding objective is for employer contributions to the Plan to remain a constant percentage of employees' contributions.

Variances between actuarial funding estimates and actual experience may be material and any differences are generally to be funded by the participating members. The Plan’s 2017 Annual Report indicates the plan is fully funded at 122%.

10. Commitments:

(a) The Organization is committed to the payment of annual rent under the terms of a lease agreement as follows:

Location	Lease Expiry	Annual Rent
552 Princess Street	May 31, 2024	$192,344 to expiry

In addition, the Organization is committed to the payment of additional rent in the form of a proportionate share of common area costs, property taxes and repairs and maintenance.

(b) In 2014, the former Frontenac Community Mental Health and Addiction Services approved the construction of a new apartment building that will consist of 25 affordable housing units at 35 Lyons Street in Kingston, Ontario. During the fiscal year, the project was rescaled to a 44 unit apartment building, scheduled to be completed by August 31, 2018.

Costs in the amount of $6,367,072 (2017 - $2,238,355) have been incurred as of March 31, 2018, with a projected total cost of $9,835,000. Total financing available for the project is $10,529,000 through a combination of donations, grants and debt.

11. Contingent liabilities:

The nature of the Organization’s activities is such that there may be litigation pending or in prospect at any time. With respect to claims as at March 31, 2018, the amount of possible loss or the likelihood of loss is not determinable, however management believes that the Organization has valid defenses and appropriate insurance coverage in place and the aggregate amount of any potential liability is not expected to have a material effect on the Organization’s financial position.

12. Provincial funding revenue:

The provincial operating subsidies are recognized based on approved fiscal allocations by the relevant Ministry. Current year unspent fiscal allocations are recognized as accounts payable to the relevant Ministry and are adjusted on the statement of operations in the current period. These operating subsidies are also subject to annual fiscal reviews and approval by the Ministry. Any year-end adjustments resulting from these reviews will be reflected as a subsidy recovery on the statement of operations in the year of approval.

13. Shared services agreement:

As part of a LHIN initiated Transitional Service Level Agreement for Regional Corporate Services, during the 2017-18 fiscal period the South East Addictions and Mental Health Network ('SEAMH Network') assumed regional back-office administrative support functions for the Organization and the neighbouring Addictions and Mental Health Agencies of Hastings Prince Edward (AMHS-HPE) and Lanark, Leeds and Grenville (LLG-AMH). The SEAMH Network provides supporting roles in the functional areas of Finance, IT, and HR.

The Organization reports the operations of the SEAMH Network as part of its own operating results in the statement of operations. During the year, recoveries from AMHS-HPE and LLG-AMH for SEAMH Network support was $496,887 (2017 - $Nil) and $738,373 (2017 - $Nil) respectively and is included in administrative cost revenue on the statement of operations.

14. Financial risks and concentration of risk:

(a) Liquidity risk:

Liquidity risk is the risk that the Organization will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The Organization manages its liquidity risk by monitoring its operating requirements. The Organization 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 2017.

(b) Credit risk:

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

The balance in the allowance for doubtful accounts at March 31, 2018 is $Nil (2017 - $Nil).

14. Financial risks and concentration of risk (continued):

(c) Interest rate risk:

Interest rate risk refers to the risk that the fair value of financial instruments or future cash flows associated with the instruments will fluctuate due to changes in market interest rates. The Organization is exposed, through its construction advance, to interest rate risk as it is a variable interest rate. The Organization is also exposed to a fair value due to its fixed-rate long-term debt arrangements.

15. Comparative information:

Certain comparative information has been reclassified to conform with the financial statement presentation adopted in the current year.

ADDICTION AND MENTAL HEALTH SERVICES - KFLA

Schedule 1 - Financial Summary

Year ended March 31, 2018

	LHIN Funding		Ministry of Health and Long-term Care Funding	Ministry of Community and Social Services		Donations		
	Mental Health Services Program	Addiction Services	Supportive Housing	ODSP	Other Client Services	Agency Housing	2018 Total	2017 Total
Revenue:								
LHIN and MOHLTC funding	$ 14,454,729	$ 1,810,143	$ –	$ –	$ –	$ –	$ 16,264,872	$ 16,599,851
LHIN sessional fees	51,842	–	–	–	–	–	51,842	51,842
LHIN one-time funding	1,530,064	47,500	–	–	–	–	1,577,564	1,144,378
Other provincial funding	–	–	877,897	82,284	–	–	960,181	638,554
LHIN HSJCC funding	–	–	–	–	–	–	–	53,576
	16,036,635	1,857,643	877,897	82,284	–	–	18,854,459	18,488,201
Rental	5,850	–	392,351	–	–	591,336	989,537	959,214
Recoveries	1,747,640	–	39,301	–	–	31,325	1,818,266	705,590
Interest	1,426	–	–	–	–	–	1,426	449
Other	508,589	103,737	15,836	86,366	763,734	7,160	1,485,422	1,410,919
	2,263,505	103,737	447,488	86,366	763,734	629,821	4,294,651	3,076,172
Total revenue	18,300,140	1,961,380	1,325,385	168,650	763,734	629,821	23,149,110	21,564,373
Expenses:								
Salaries and wages	11,400,793	1,266,389	202,070	208,330	709,910	93,714	13,881,206	13,226,118
Employee benefits	2,701,307	323,635	52,289	47,145	153,709	16,484	3,294,569	2,663,386
Purchased psychiatry services	812,309	–	–	–	–	–	812,309	758,443
Staff education and travel	220,445	33,175	11,050	1,944	15,376	–	281,990	256,305
Other supplies and services	1,962,942	235,688	208,066	5,790	21,193	119,388	2,553,067	2,142,231
Community one-time expenses	414,662	8,581	–	–	–	–	423,243	582,733
Occupancy costs and repairs	763,190	119,400	788,397	–	–	238,956	1,909,943	1,905,687
Total expenses	18,275,648	1,986,868	1,261,872	263,209	900,188	468,542	23,156,327	21,534,903
Excess (deficiency) of revenue over expenses before the undernoted	24,492	(25,488)	63,513	(94,559)	(136,454)	161,279	(7,217)	29,470
Subsidy repayable	(103,306)	(14,671)	(23,739)	–	–	–	(141,716)	(12,478)
Amortization of deferred capital contributions	125,262	–	213,717	–	–	150,734	489,713	489,713
Amortization of capital assets	(133,374)	–	(218,874)	–	–	(224,084)	(576,332)	(571,613)
Excess (deficiency) of revenue over expenses	$ (86,926)	$ (40,159)	$ 34,617	$ (94,559)	$ (136,454)	$ 87,929	$ (235,552)	$ (64,908)