



## Board of Directors

Zoom Link:

<https://us02web.zoom.us/j/82529285876?pwd=YmhMRXljeFFpZ0hKaEJHVXJkajJuQT09>

Meeting ID: 825 2928 5876 Passcode: 059311

## AGENDA

Monday April 25, 2022, 5:30pm

Item	Description	MRP
1.0	Call to Order & Introductions	Lyne St. Pierre-Ellis
2.0	Declarations of Conflict of Interest	
3.0	Approval of Previous Minutes: February 7, 2022	
4.0	Business Arising	
4.1	Research & Ethics Committee	Keith McAlpine
	4.1.1 Q4 Report of Committee Chair	
4.2	Care Services Committee	Marjorie Belzile
	4.2.1 Q4 Report of Committee Chair	
	4.2.2 Seniors Advocate Report	
4.3	Finance & Administration Committee	Pierre LeBlanc
	4.3.1 Q4 Report of Committee Chair	
	4.3.2 Unaudited Financial Statements for the period ending February 28, 2022	Byard Smith
	4.3.3 Proposed Budgets for the 2022-23 Year	Byard Smith
4.4	The Return of Unvaccinated Employees	
5.0	New Business	
5.1	Communication with Social Development	Lyne St. Pierre-Ellis
5.2	Q4 Report from the President & CEO	Geri Geldart
5.3	Q4 Verbal Report from the YCF Board Chair	Hector Losier
5.4	NB Association of Nursing Homes – AGM & Virtual Conference	Lyne St. Pierre-Ellis
5.5	Strategic Plan	Lyne St. Pierre-Ellis
6.0	Date of Next Meeting: <b>Monday June 13, 2022 at 5pm</b> Date of Annual General Meeting - TBD	Lyne St. Pierre-Ellis



**Minutes of meeting of the Board of Directors for York Care Centre, 100 Sunset Drive, Fredericton NB,  
Virtual Meeting On February 7, 2022 at 5pm**

Virtual: Lyne St. Pierre-Ellis, Marjorie Belzile, Marilyn Born, Sonya Gilks, Gary Beattie, Keith McAlpine, Wayne Snowdon, Martin Ferguson, Doug Holt, Pierre LeBlanc, Brenda Bosse, Tony Weeks (non-voting), Hector Losier (non-voting)  
Staff:

**1. Call to Order & Introductions**

The Chair, Ms. St. Pierre-Ellis called the meeting to order.

**2. Declarations of Conflict of Interest**

Ms. St. Pierre-Ellis asked members to review the agenda and self-identify if there was the potential for a conflict of interest.

**3. Approval of Minutes: November 8, 2021.**

*It was moved by Mr. Beattie and seconded by Ms. Belzile that the Minutes of November 8, 2021 be approved by the board as presented* *Motion carried*

**4. Business Arsing**

**4.1 Research & Ethics Committee**

**4.1.1 Q2 Report of Committee Chair**

Mr. McAlpine, summarized the Q3 Research and Ethics Report highlighting, 60+ individuals participated in the Palliative care e-learning modules. A conference presentation has taken place and moving forward work is underway on the forthcoming symposium.

**4.1.2 Research Approvals** Two of the submissions made for research projects were approved for slightly less than \$1m.

**4.1.2a Reconnecting with GENIE**

**4.1.2b Passively Monitoring to Actively Predict**

*It was moved by Mr. McAlpine and seconded by Ms. Bosse to accept the Reconnect with GENIE Research Project and Passively Monitoring to Actively Predict Research projects by the Board as presented* *Motion carried*

**4.1.3 Code of Ethics & Professional Conduct**

The Code of Ethics was updated to reflect the different companies and audience. In addition, there was a suggestion that the Research & Ethics Committee will mandate the annual monitoring of the Code of Ethics rather than the Governance and Audit Committee going forward. Mr. Beattie agreed to review the Governance & Audit Terms of Reference to reflect the update.

*It was moved by Mr. McAlpine and seconded Mr. Beattie the Board of Directors accept the Code of Ethics document as presented following the discussed typo updates.* *Motion carried*

## 4.2 Care Services Committee

### 4.2.1 Q3 Report of Committee Chair

Ms. Belzile presented the Q3 Care Service Report highlighting, COVID-19, Omicron variant put a halt on visitation. A few staff members have been positive with COVID which forces the facility into a Response vs Outbreak – 47 nursing homes have been in response since Christmas and there are currently 9 nursing homes in outbreak. 3 staff did not provide proof of vaccination status by January 20. Mr. Weeks confirmed that all non vaccinated staff who did not provide evidence have been terminated. 201 residents have received their booster. Dr. Iriniki has resumed the role of the Medical Officer for YCC. Care Services have taken over the attendance program. A strong focus on recruiting and retaining Care staff with a drive on recruiting RNs. KPIs – more focus on the Falls and Restraints KPIs. More staff have been hired and trained to do this work, making the results more accurate. The anti psychotic KPI was decreased by 7% following a focus in Q2. Both the Q3 Resident and family pulse surveys, are underway and YCC partnered with Seniors Quality of life initiative (University of Waterloo) – awaiting feedback. A successful ‘Adopt A Senior’ initiative by Dooleys – every resident received a Christmas gift. Progress on Strategic goals are going well. The Itacit training module is 20% completed – a little slower but hope to have this completed by the end of February. All The Right Moves training is 80% complete.

## 4.3 Finance & Administration Committee

### 4.3.1 Q3 Report of the Committee

Mr. LeBlanc presented the Chairs Summary Report, highlighting the Q3 Financial Reports – each company has a cash balance of \$2,095,000, payables \$2,893,900 and an overall surplus of \$289,000. The vacant bed days cost can't be determined at this time. Mr. Weeks clarified that bed admissions is still happening but being prioritized in collaboration with Social Development. The staffing shortage has impacted the admissions and Mr. Weeks is hopeful that Social Development will be mindful of the issues we are facing with less focus on penalizing YCC for vacant beds. As of last week, there are currently 7 actual beds and 2 relief care beds empty.

### 4.3.2 Unaudited Financial Statements October 1 – December 31, 2021

*It was moved by Mr. LeBlanc and seconded by Mr. Snowdon that the Board approve the unaudited financial statements for October 1 to December 31, 2021 as presented.* *Motion carried*

## 4.4 Governance & Audit Committee

### 4.4.1 Q3 Report of Committee Chair Gary Beattie

### 4.4.2 Updated Board Policies (GOV-B-110, GOV-Exec-C-125, GOV-C126, GOV-C-127, GOVC-135)

*It was moved by Mr. Beattie and seconded by Ms. Gilks that the 5 policies are approved as presented by the Board of Directors* *Motion carried*

### 4.4.3 YCC Board of Directors Terms Dates

Mr. Beattie requested the Directors Terms Dates document was included in the package as an information item. In addition, Ms. Bonnie Hoyt-Hallett has agreed to join the Care Services Committee as a Community Member.

*It was moved by Mr. Beattie and seconded by Ms. Belzile that the Board recommends that Ms. Hoyt-Hallett is approved as a Community Member on the Care Services Committee* *Motion carried*

## **5.0 New Business**

### **5.1 NB Senior's Advocate Report**

Mr. Weeks confirmed that Social Development circulated a memo informing us they are putting out public information in connection with the Senior's Advocate Report – information posters to be displayed publicly in every organization. Mr. Weeks believes this may result in a surge in calls to the Seniors Advocate and advised the Board to be inquisitive about the recommendations over the next few Quarters. Mr. Weeks confirmed there are no active cases against YCC and we do have policies in place and suggested we continue to educate ourselves on quality care. Ms. Gilks suggested the most appropriate Committee, perhaps Care Services, to monitor inquires and to ask for staff feedback on the plan on the recommendations. Ms. Belzile agreed to the Care Services Committee taking this Report on.

### **5.2 National Long-Term Care Standard**

Mr. Weeks explained that National Long-Term Care Standards are not new, and just before the Pandemic hit, the standards were updated. The circulated document is the latest draft that is open for feedback for the next 60 days. The Board would have a particular interest in the first section – Governing Body. The HealthCare Standards Association (HSO) is a new agency formed by Accreditation Canada, a voluntary body that exist across Canada. Mr. Weeks suggested the Board might want to consider undertaking this Standards accreditation process.

### **5.3 Verbal Q3 Report from the President and CEO**

Mr. Weeks confirmed he is in receipt of an architects design document for the Wetlands Project. Mr. Weeks proposed that a meeting is scheduled with the Building Committee to discuss next steps. The new build design includes expanding the Adult Day Program to service a bigger community.

COVID-19 update: 1 Positive Case (Resident), lots of staff are off due to family exposures, 1 Resident exposure, 1 staff exposure. 10,000 N95 masks are on order.

### **5.4 Report from the YCF Board Chair**

Mr. Losier presented the YCF report, highlighting:

- Golf Tournament 2022 will be hosted at West Hills and to include 28 teams.
- The dinner fundraising event is scheduled for November 19 at 6:30pm at the Fredericton Inn – to include a magician and Comedian.
- Hoping to get the Bingo activities started up again.
- Some board members have resigned but hope to have three new members join in April.
- Mr. Weeks confirmed there is approximately \$30,000 unrestricted funds and complimented Mr. Losier on the good work of the Foundation.

Ms. St. Pierre-Ellis thanked Mr. Weeks for his commitment and leadership and wished him well on his new endeavours.

### **5.5 President & CEO Search Update – [In camera Session]**

## **6.0 Date of next meeting: Monday March 28, 2022.**

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Lyne St. Pierre-Ellis, Chair

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Caroline Marygold, Recording Secretary

**Finance Committee Chair's Summary Report to Board of Directors  
11 months ending on February 28, 2022**

- The Finance Committee met on April 20, 2022
- Reviewed February 28, 2022 financial reports
- Recommended financial reports to February 28, 2022 to be presented to the Board of Directors
- Recommended the 2022-23 budgets of the four companies to be presented to the Board of Directors

**Summary of unrestricted financials as of February 28, 2022:**

<b>Company</b>	<b>Cash Balance</b>	<b>Payables/Accruals</b>	<b>Surplus(deficit)</b>
York Care Centre	\$1,334,000	\$3,018,000	\$127,000
York Developments Inc.	258,000	130,000	42,000
CIRA	723,000	726,000	131,000***
York County Properties	409,000	200	0
<b>Totals</b>	<b>\$2,724,000</b>	<b>\$3,874,200</b>	<b>\$300,000</b>

\*\*\* One-time contribution of \$126,000 by YCC

**Observations:**

- All companies have a cash balance
- All payables can be paid as they become due
- All companies are in a breakeven or in a surplus position
- No significant variations from budgeted revenues and expenditures
- The penalty in 2021-22 for vacant beds days is in excess of \$50,000 and is a government policy issue to be discussed at the board with a view to possibly approach the Minister of Social Development.

Pierre LeBlanc, Chair  
Finance Committee  
2022-04-20

**YORK CARE CENTRE INC.  
BALANCE SHEET  
2022-02-28**

	Current Month	Prior Month	Difference
<b><u>ASSETS</u></b>			
<b>CURRENT</b>			
CASH AND CASH EQUIVALENTS	1,334,105.45	999,159.08	334,946.37
CASH - RESTRICTED FUNDS	75,977.17	69,745.82	6,231.35
ACCOUNTS RECEIVABLE			
- RESIDENTS	42,019.57	34,330.18	7,689.39
- DEPT of SOCIAL DEVELOPMENT	25,076.94	105,757.00	(80,680.06)
- HST	30,784.75	16,912.19	13,872.56
- OTHER	42,840.01	69,452.11	(26,612.10)
INVENTORIES	104,186.18	104,186.18	0.00
PREPAID EXPENSES	114,277.94	185,901.76	(71,623.82)
LONG TERM RECEIVABLE	0.00	0.00	0.00
<b>TOTAL CURRENT ASSETS</b>	<u>1,769,268.01</u>	<u>1,585,444.32</u>	<u>183,823.69</u>
CASH RESTRICTED FOR FUTURE CAPITAL	0.00	0.00	0.00
LAND, BUILDING AND FURNITURE (Net)	19,826,145.24	20,044,481.63	(218,336.39)
<b>TOTAL FIXED ASSETS</b>	<u>19,826,145.24</u>	<u>20,044,481.63</u>	<u>(218,336.39)</u>
<b>TOTAL ASSETS</b>	<u>21,595,413.25</u>	<u>21,629,925.95</u>	<u>(34,512.70)</u>
<b><u>LIABILITIES</u></b>			
<b>CURRENT</b>			
PAYABLES & ACCRUALS	2,953,834.97	2,777,137.20	176,697.77
DEFERRED REVENUE	64,346.09	68,512.76	(4,166.67)
<b>TOTAL CURRENT</b>	<u>3,018,181.06</u>	<u>2,845,649.96</u>	<u>172,531.10</u>
<b>LONG TERM</b>			
LONG TERM DEBT	16,863,610.58	17,039,192.27	(175,581.69)
DEFERRED CONTRIBUTIONS	2,005,149.33	2,030,994.60	(25,845.27)
<b>TOTAL LIABILITIES</b>	<u>18,868,759.91</u>	<u>19,070,186.87</u>	<u>(201,426.96)</u>
<b><u>FUND BALANCES</u></b>			
FUNDS RESTRICTED	67,963.12	66,744.23	1,218.89
UNRESTRICTED	(485,993.78)	(485,718.78)	(275.00)
NET INCOME (LOSS) FOR PERIOD	126,502.94	133,063.67	(6,560.73)
<b>TOTAL FUNDS</b>	<u>(291,527.72)</u>	<u>(285,910.88)</u>	<u>(5,616.84)</u>
<b>TOTAL LIABILITIES &amp; FUNDS</b>	<u>21,595,413.25</u>	<u>21,629,925.95</u>	<u>(34,512.70)</u>

**YORK CARE CENTRE INC.  
REVENUE AND EXPENSE SUMMARY - CURRENT MONTH  
MONTH ENDING 2022-02-28**

Description	Actual Current Month	Budget Current Month	Variance Budget vs. Actual	Variance Analysis Budget vs Actual
<b>REVENUE</b>				
Total Operating Revenue	\$1,800,630	\$1,765,209	\$35,421	Vacant bed days, offset by salary bud adjustments
Non-Recurring Budget Amend	\$48,350	\$48,350	\$0	
Administration	\$54,784	\$27,871	\$26,913	Safe restart funding not budgeted
Care Services	\$5,560	\$10,416	-\$4,857	
Operations	\$21,910	\$23,702	-\$1,793	
Mortgage / Loan Payments	\$25,845	\$25,848	-\$2	
<b>TOTAL REVENUE</b>	<b>\$1,957,078</b>	<b>\$1,901,397</b>	<b>\$55,681</b>	
<b>OPERATING EXPENSES</b>				
Administration	\$450,018	\$337,686	-\$112,332	Salaries overspent by \$38,958, EI, CPP and WHSCC underspent by \$10,009, overexpend in pension/group health expense of \$94,574, underspent on bank chgs & bad debts by \$211, underspent in advertizing by \$308, underspent on office equip and supplies by \$1,936, underspent in profi fees & travel by \$2,278, underspent on staff & volunteer recognition \$1,183; overspent on minor equipment by \$66, underspent on education by \$4,511, plus other minor variances.
Care Services	\$685,531	\$790,370	\$104,839	Underexpend in salaries of \$103,249, underexpend in fall reduction, care supplies and meds \$1,519, underspent on incontinent supplies by \$3,340, overspent in minor equipment by \$3,319, overspent on recruitment by \$730, underspent on 8G memory Lane Project by \$2,242, overspent in recreation supplies by \$1,007, overspent on pastoral supplies by \$378; plus other minor variances.
Operations	\$569,312	\$514,030	-\$55,282	Salaries overspent by \$39,392, food & thickeners underspent by \$4,163, dietary supplies overspent by \$5,209, laundry supplies & linen overspent by \$3,646, housekeeping supplies underspent by \$8,295, telephone & cable overspent by \$1,582, maintenance underspent by \$3,182, heating fuel and electricity overspent by \$14,737, vehicle expenses underspent by \$674, snow plowing overspent by \$3,279, minor equipment underspent by \$724, consulting fees underspent by \$4,613, computer supplies and support overspent by \$4,338, overspent re website & commm \$5,429, GET Inspired comm underspent by \$863, overspent on recruitment \$293, plus other minor variances.
Mortgage / Loan Payments	\$258,778	\$260,876	\$2,098	Minor over expend due to timing of new year purchases
<b>TOTAL EXPENSES</b>	<b>\$1,963,639</b>	<b>\$1,902,962</b>	<b>-\$60,677</b>	
<b>NET SURPLUS (DEFICIT)</b>	<b>-\$6,561</b>	<b>-\$1,565</b>	<b>-\$4,996</b>	

**YORK CARE CENTRE INC.**  
**REVENUE AND EXPENSE - SUMMARY FOR YEAR TO DATE**  
**11 MONTHS ENDING 2022-02-28**

Description	Actual	Actual	Budget	Variance	Year to Date		Forecast to Year End 31-Mar-22	2021-22 Full Year Budget	Variance Budget vs Forecast Year End	
	Previous YTD	Current YTD	Current YTD	Budget vs Actual	Budget vs Actual	Budget vs Actual				
<b>REVENUE AND RECOVERIES</b>										
Operating Revenue	\$20,006,259	\$19,259,642	\$19,244,970	\$14,672			\$20,995,179	\$21,010,179	-\$15,000	
Non-recurring Budget Amendments	\$500,304	\$492,651	\$492,648	\$3			492,651	\$492,648	\$3	
Administration	\$576,504	\$613,302	\$564,353	\$48,950			672,224	\$592,224	\$80,000	
Care Services	\$118,450	\$91,523	\$122,723	-\$31,201			133,140	\$133,140	\$0	
Operations	\$447,270	\$253,384	\$253,133	\$252			276,835	\$276,835	\$0	
Mortgage / Loan Payments	\$224,703	\$284,298	\$284,323	-\$25			310,171	\$310,171	\$0	
<b>TOTAL REVENUE AND RECOVERIES</b>	<b>\$21,873,491</b>	<b>\$20,994,800</b>	<b>\$20,962,150</b>	<b>\$32,651</b>			<b>\$22,880,200</b>	<b>\$22,815,197</b>	<b>\$65,003</b>	
<b>OPERATING EXPENSES</b>										
Administration	3,983,293	3,723,967	3,764,152	40,186			\$4,037,436	4,077,436	40,000	
Care Services	8,967,398	8,595,253	8,697,004	101,752			9,493,426	9,463,426	(30,000)	
Operations	5,899,988	5,702,516	5,642,590	(59,926)			6,181,620	6,156,620	(25,000)	
Mortgage / Loan Payments	2,819,788	2,846,562	2,856,838	10,276			3,117,714	3,117,714	0	
<b>TOTAL EXPENSES</b>	<b>\$21,670,466</b>	<b>\$20,868,298</b>	<b>\$20,960,585</b>	<b>\$92,287</b>			<b>\$22,830,196</b>	<b>\$22,815,197</b>	<b>-\$14,999</b>	
<b>NET SURPLUS (DEFICIT)</b>	<b>\$203,025</b>	<b>\$126,503</b>	<b>\$1,565</b>	<b>\$124,938</b>			<b>\$50,004</b>	<b>\$0</b>	<b>\$50,004</b>	
Less: Transfer to replacement reserve		3,025	0	(3,025)			3,300	0	(3,300)	
<b>(Increase) or Decrease in Operating Fund Accumulated Deficit</b>		<b>\$123,478</b>	<b>\$1,565</b>	<b>\$127,963</b>			<b>\$46,704</b>	<b>\$0</b>	<b>\$53,304</b>	

Vacant bed days, offset by salary bud adjustments

Q4 Safe Restart funding not budgeted

Salaries overspent by \$48,217, EI, CPP and WHISCC under budget by \$63,446, overexpend in pension/group health expense of \$21,500, underspent on clothing allow \$1,192, underspent on bank chgs & bad debts by \$2,518, overspent in advertising by \$966, underspent on office equip and supplies by \$12,027, underspent in profi fees & travel by \$22,380, overspent on staff & volunteer recognition \$32,181; overspent on staff development \$430; underspent on minor equipment by \$565, underspent on education by \$40,849, plus other minor variances.

Underexpend in salaries of \$116,615, overexpend in fall reduction, care supplies and meds \$3,381, overspent in incontinence supplies by \$9,767, overspent in minor equipment by \$2,171, underspent on BG memory lane \$13,415, overspent on recruitment \$3,984, overspent on care research \$6,329, underspent on pastoral supplies \$318, overspent in recreation supplies by \$1,999, plus other minor variances.

Salaries overspent by \$81,306, food & thickeners underspent by \$29,126, dietary supplies overspent by \$33,394, laundry supplies & linen overspent by \$8,624, housekeeping supplies underspent by \$36,028, telephone & cable overspent by \$13,595, maintenance overspent by \$6,020, heating fuel and electricity underspent by \$1,601, water & sewage overspent by \$5,800; snow removal underspent by \$1,319, vehicle expenses underspent by \$6,272, consulting services underspent by \$31,865, minor equipment overspent by \$899, computer supplies and support re website & Commun \$1,969, GET inspired recruitment \$5,324, overspent re website & Commun \$1,969, GET inspired comm underspent by \$4,549 plus other minor variances.

Depreciation underspent due to timing of new year purchases

YDIDAT YORK DEVELOPMENT INC  
BALANCE SHEET - CONSOLIDATED  
2022-02-28

	Current Month	Prior Month	Difference
<b><u>ASSETS</u></b>			
<b>CURRENT ASSETS</b>			
CASH	257,900	221,944	35,955
ACCOUNTS RECEIVABLE	25,943	37,134	-11,191
HST RECEIVABLE	2,122	706	1,416
PREPAID EXPENSES	-5,419	2,588	-8,007
TOTAL CURRENT ASSETS	280,546	262,372	18,174
<b>RESTRICTED CASH AND DEPOSITS</b>			
REPLACEMENT RESERVE FUND	227,918	224,869	3,049
DEFERRED VACANCY SUBSIDY	42,400	42,375	25
TOTAL RESTRICTED CASH & DEPOSITS	270,318	267,244	3,074
<b>FIXED ASSETS</b>			
BUILDING & LAND 91 SUNSET DR	518,208	518,208	0
BUILDING & LAND 95 SUNSET DR	516,127	516,127	0
BUILDING & LAND 120 SUNSET DR	973,166	973,166	0
BUILDING & LAND 116 SUNSET DR PROJECT#2	1,333,457	1,333,457	0
BUILDING & LAND 116 SUNSET DR	2,062,837	2,062,837	0
BUILDING IMPROVEMENTS & EQUIPMENT	929,758	921,623	8,135
ACCUMULATED DEPRECIATION	-3,979,112	-3,963,813	-15,298
TOTAL FIXED ASSETS	2,354,441	2,361,604	-7,164
TOTAL ASSETS	2,905,305	2,891,221	14,084
<b><u>LIABILITIES</u></b>			
<b>CURRENT LIABILITIES</b>			
ACCOUNTS PAYABLE & ACCRUED LIABILITIES	122,591	97,424	25,167
DEFERRED REVENUE	7,647	6,965	682
TOTAL CURRENT LIABILITIES	130,238	104,389	25,850
<b>LONG TERM DEBT</b>			
MORTGAGE 116 SUNSET DRIVE	1,866,539	1,879,283	-12,744
TOTAL LONG TERM LIABILITIES	1,866,539	1,879,283	-12,744
<b>DEFERRED CONTRIBUTIONS</b>			
DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS	7,168	7,335	-167
TOTAL DEFERRED	7,168	7,335	-167
<b>FUND BALANCES</b>			
REPLACEMENT RESERVE RESTRICTED	227,918	224,869	3,049
VACANCY SUBSIDY RESERVE	42,400	42,375	25
EARNED SURPLUS	589,318	592,318	-3,000
NET INCOME (LOSS) FOR PERIOD	41,723	40,652	1,072
TOTAL EQUITY	901,359	900,214	1,146
TOTAL LIABILITIES & FUND BALANCES	2,905,305	2,891,221	14,084

YDIDAT YORK DEVELOPMENT INC  
INCOME STATEMENT - CONSOLIDATED  
11 MONTHS ENDING 2022-02-28

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
<b>REVENUE</b>						
RENTALS	62,016	60,621	1,395	651,785	640,696	11,089
TENANT SUBSIDY	-2,840	-3,204	364	-31,830	-35,245	3,415
RENT SUPPLEMENT - SH	7,500	7,500	-0	102,568	102,568	-0
ADULT DAY PROGRAM FEES	0	5,600	-5,600	0	37,300	-37,300
WASHER & DRYER REVENUE	860	875	-15	9,883	9,625	258
OTHER REVENUE	3,314	0	3,314	6,947	0	6,947
INTEREST INCOME	150	136	14	1,398	1,496	-98
REVENUE - SD CARE HOURS	8,500	11,038	-2,538	100,738	121,421	-20,683
REVENUE - OTHER CARE HOURS	281	117	164	3,100	1,283	1,817
REVENUE - TENNANT SERVICES	17,460	17,475	-15	186,438	192,230	-5,792
AMORT OF DEFERRED CONTRIB	6,282	6,283	-0	69,107	69,108	-0
RECOVERY PROJECT WORKERS	0	0	0	5,028	4,486	542
MISCELLANEOUS INCOME	0	1,700	-1,700	0	11,900	-11,900
<b>TOTAL REVENUE</b>	<b>103,523</b>	<b>108,141</b>	<b>-4,618</b>	<b>1,105,163</b>	<b>1,156,867</b>	<b>-51,705</b>
<b>OPERATING EXPENSES</b>						
<b>WAGES &amp; BENEFITS</b>						
SALARIES	27,040	30,454	-3,414	277,374	335,242	-57,868
BENEFITS	2,991	3,888	-897	32,574	41,274	-8,700
TRAVEL EXPENSE	26	83	-57	599	913	-314
	<b>30,058</b>	<b>34,425</b>	<b>-4,367</b>	<b>310,548</b>	<b>377,429</b>	<b>-66,882</b>
<b>TENANT / ADP CLIENT SUPPORT COSTS</b>						
FOOD COST	4,338	4,884	-546	49,054	51,297	-2,243
	<b>4,338</b>	<b>4,884</b>	<b>-546</b>	<b>49,054</b>	<b>51,297</b>	<b>-2,243</b>
<b>MAINTENANCE</b>						
ELECTRICITY	5,263	6,296	-1,032	60,196	69,251	-9,054
ELEVATOR SERVICE / INSPECTION	366	358	8	14,875	3,935	10,940
GARBAGE REMOVAL	720	627	93	7,380	6,901	480
PEST CONTOL	192	215	-23	2,122	2,365	-243
ALARMS AND MONITORING	122	378	-256	3,818	4,156	-338
TENANT SPECIAL OCCASIONS	0	125	-125	647	1,375	-728
CABLE TV	0	49	-49	592	541	51
INSURANCE	2,500	2,632	-132	27,499	28,951	-1,452
PHONE	177	399	-222	2,411	4,391	-1,980
PROPERTY TAXES	5,900	5,460	440	64,388	60,065	4,323
REPAIRS & MAINTENANCE	3,462	4,053	-591	44,194	44,578	-383
BUILDING EXPENSES - ADP	367	663	-296	4,036	7,749	-3,713
REPLACEMENT RESERVE - R&M	0	167	-167	16,269	11,020	5,249
SECURITY	4,478	4,479	-1	49,264	49,272	-7
GROUNDS MAINTENANCE	9,158	850	8,308	12,102	9,353	2,750
SUPPLIES EXPENSE	664	900	-236	3,828	8,680	-4,853
MINOR EQUIP & FURNISHING	0	571	-571	8,667	6,029	2,638
WATER & SEWAGE	1,228	1,228	0	13,504	13,504	0
	<b>34,596</b>	<b>29,449</b>	<b>5,147</b>	<b>335,794</b>	<b>332,114</b>	<b>3,680</b>
<b>ADMINISTRATION</b>						
ADMINISTRATION CHARGES	12,838	13,193	-355	141,221	143,911	-2,690
BOARD EXPENSES	0	96	-96	0	1,060	-1,060
ADVERTISING	57	240	-182	84	2,010	-1,927
AUDIT EXPENSES	975	975	0	10,562	10,725	-163
BANK INTEREST & CHARGES	66	25	41	704	275	429
LOAN INTEREST EXPENSE	4,154	4,564	-410	45,696	50,202	-4,506
MEMBERSHIP FEES / DUES	56	311	-255	609	3,425	-2,816
LEGAL FEES	2	0	2	2	0	2
MISCELLANEOUS EXPENSE	13	188	-174	795	1,813	-1,017
PRINTING & OFFICE SUPPLIES	0	569	-569	156	5,886	-5,730
	<b>18,161</b>	<b>20,161</b>	<b>-2,000</b>	<b>199,828</b>	<b>219,306</b>	<b>-19,478</b>
<b>CAPITAL</b>						
DEPRECIATION	15,298	15,278	20	168,215	168,059	156
	<b>15,298</b>	<b>15,278</b>	<b>20</b>	<b>168,215</b>	<b>168,059</b>	<b>156</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>102,452</b>	<b>104,197</b>	<b>-1,746</b>	<b>1,063,439</b>	<b>1,148,206</b>	<b>-84,767</b>
<b>NET EARNINGS (LOSS) FOR PERIOD</b>	<b>1,072</b>	<b>3,944</b>	<b>-2,873</b>	<b>41,723</b>	<b>8,661</b>	<b>33,062</b>
<b>LESS: TRANSFER TO</b>						
REPLACEMENT RESERVE	1,531	/mth		18,373	/year	
REPLACEMENT RESERVE - SUPPORTIVE	862	/mth		10,342	/year	
VACANCY LOSS - SUPPORTIVE	265	/mth		3,186	/year	

**Centre for Innovation and Research**  
**BALANCE SHEET**  
**2022-02-28**

	Current Month	Prior Month	Difference
<b><u>ASSETS</u></b>			
<b>CURRENT</b>			
CASH AND CASH EQUIVALENTS	722,962.51	432,408.10	290,554.41
ACCOUNTS RECEIVABLE	2,319.73	1,021.61	1,298.12
ALLOWANCE FOR DOUBTFUL ACCOUNTS	0.00	0.00	0.00
HST RECEIVABLE	2,272.24	1,927.13	345.11
PREPAID EXPENSES	0.00	0.00	0.00
LONG TERM RECEIVABLE	0.00	0.00	0.00
<b>TOTAL CURRENT ASSETS</b>	<u>727,554.48</u>	<u>435,356.84</u>	<u>292,197.64</u>
<b>CAPITAL ASSETS</b>			
EQUIPMENT AND FURNITURE	16,186.37	16,186.37	0.00
ACCUMULATED DEPRECIATION	<u>(7,618.27)</u>	<u>(7,348.50)</u>	<u>(269.77)</u>
	8,568.10	8,837.87	(269.77)
<b>TOTAL ASSETS</b>	<u><u>736,122.58</u></u>	<u><u>444,194.71</u></u>	<u><u>291,927.87</u></u>
<b><u>LIABILITIES</u></b>			
<b>CURRENT</b>			
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES	32,313.03	29,340.57	2,972.46
DUE TO YORK MANOR INC.	3,124.27	2,707.91	416.36
DUE TO YORK DEVELOPMENTS INC.	1,342.44	357.73	984.71
DEFERRED REVENUE	689,417.31	410,469.97	278,947.34
<b>TOTAL CURRENT</b>	<u>726,197.05</u>	<u>442,876.18</u>	<u>283,320.87</u>
<b><u>FUND BALANCES</u></b>			
<b>FUND BALANCES</b>			
FUNDS UNRESTRICTED	(129,061.64)	(129,061.64)	0.00
NET INCOME (LOSS) FOR THE PERIOD	130,713.03	130,557.77	155.26
<b>TOTAL FUNDS</b>	<u>1,651.39</u>	<u>1,496.13</u>	<u>155.26</u>
<b>TOTAL LIABILITIES &amp; FUNDS</b>	<u><u>727,848.44</u></u>	<u><u>444,372.31</u></u>	<u><u>283,476.13</u></u>

**Centre for Innovation and Research**  
**INCOME STATEMENT - CONSOLIDATED**  
**11 MONTHS ENDING 2022-02-28**

	CURRENT MONTH	BUDGET MONTH	ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	ACTUAL VS BUDGET
<b>REVENUE</b>						
GENERAL CONTRIBUTIONS	5,417	5,417	0	185,583	59,583	126,000
VR - REHAB PROJECT	11,753	11,072	682	104,095	121,787	(17,692)
PROMOTE PHYS ACTIVITY PROJECT	4,831	10,731	(5,900)	56,859	118,039	(61,180)
IMPROVE IMMUNIZATION PROJECT	7,891	14,238	(6,347)	193,500	156,618	36,882
PALLIATIVE CARE PROJECT	2,474	2,931	(456)	30,682	32,236	(1,554)
POLYPHARM APP PHASE 2 PROJECT	6,642	16,067	(9,425)	167,970	176,733	(8,764)
VR FALL RISK SCREENING SOFTWARE PI	0	0	0	12,000	0	12,000
BUDGET UNALLOCATED TO PROJECTS	0	4,167	(4,167)	0	45,833	(45,833)
INTEREST INCOME	269	393	(124)	3,812	4,327	(515)
STUDENT FUNDING	1,298	0	1,298	5,968	4,447	1,521
<b>TOTAL UNRESTRICTED REVENUE</b>	<b>40,575</b>	<b>65,014</b>	<b>(24,439)</b>	<b>760,469</b>	<b>719,603</b>	<b>40,866</b>
<b>OPERATING EXPENSES</b>						
<b>WAGES &amp; BENEFITS</b>						
SALARIES AND BENEFITS	28,983	31,141	2,157	310,837	342,546	31,708
SALARIES & BEN CHARGED TO PROJECT	(28,983)	(31,141)	(2,157)	(310,837)	(342,546)	(31,708)
PROJECT WORKERS EXPENSES	1,298	0	(1,298)	5,996	4,447	(1,549)
	1,298	0	(1,298)	5,996	4,447	(1,549)
<b>ADMINISTRATION</b>						
ADMINISTRATION STAFF CHARGEBACKS	3,968	3,968	(0)	43,650	43,648	(2)
AUDIT EXPENSES	481	481	0	5,417	5,287	(129)
BANK INTEREST & CHARGES	0	0	0	0	0	0
DEPRECIATION EXPENSE	270	126	(143)	2,967	1,390	(1,578)
INSURANCE	0	0	0	0	0	0
LEGAL AND PROFESSIONAL FEES	0	0	0	160	0	(160)
OFFICE AND COMPUTER SUPPLIES	188	267	79	(1,798)	2,933	4,732
OFFICE SPACE COSTS	552	408	(144)	5,789	4,487	(1,302)
TELEPHONE	0	0	0	0	0	0
IT SUPPORT	35	42	7	518	458	(60)
TRAVEL AND ACCOMODATION	0	33	33	105	367	261
MEALS AND ENTERTAINMENT	0	29	29	28	321	293
CONFERENCES AND TRAINING	0	125	125	792	1,375	583
MINOR EQUIPMENT	0	83	83	0	917	917
MISCELLANEOUS	37	83	46	1,025	917	(108)
	5,530	5,645	115	58,654	62,100	3,446
<b>PROJECT RELATED EXPENDITURES</b>						
VR - REHAB PROJECT	11,753	11,072	(682)	104,095	121,787	17,692
PROMOTE PHYS ACTIVITY PROJECT	4,831	10,731	5,900	56,859	118,039	61,180
IMPROVE IMMUNIZATION PROJECT	7,891	14,238	6,347	193,500	156,618	(36,882)
PALLIATIVE CARE PROJECT	2,475	2,931	456	30,682	32,236	1,554
POLYPHARM APP PHASE 2 PROJECT	6,642	16,067	9,425	167,970	176,734	8,764
VR FALL RISK SCREENING SOFTWARE P	0	0	0	12,000	0	(12,000)
MISCELLANEOUS	0	0	0	0	0	0
	33,592	55,038	21,446	565,106	605,413	40,307
<b>TOTAL EXPENSES</b>	<b>40,420</b>	<b>60,683</b>	<b>20,263</b>	<b>629,756</b>	<b>671,960</b>	<b>42,204</b>
<b>NET EARNINGS (LOSS)</b>	<b>155</b>	<b>4,331</b>	<b>(4,176)</b>	<b>130,713</b>	<b>47,643</b>	<b>83,070</b>

YCPDAT YORK COUNTY PROPERTIES  
BALANCE SHEET  
2022-02-28

ASSETS

CURRENT ASSETS

CASH	\$409,465
ACCOUNTS RECEIVABLE	220
TOTAL CURRENT ASSETS	\$409,685

LONG-TERM ASSETS

MORTGAGE RECEIVABLE Supportive Housing	\$39,705
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PROPERTY AND EQUIPMENT

YORK FARM	\$7,601
TOTAL PROPERTY AND EQUIPMENT	\$7,601
TOTAL ASSETS	\$456,990

LIABILITIES

CURRENT LIABILITIES

ACCOUNTS PAYABLE AND ACCRUALS	\$220
TOTAL CURRENT LIABILITIES	\$220

LONG TERM LIABILITIES

TOTAL LONG TERM LIABILITIES	\$0
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DEFERRED CONTRIBUTIONS

TOTAL DEFERRED	\$0
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FUND BALANCES

OPERATING SURPLUS	\$449,170
CAPITAL FUND	7,601
TOTAL FUNDS	\$456,771

TOTAL LIABILITIES & FUND BALANCES	\$456,990
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YCPDAT YORK COUNTY PROPERTIES  
INCOME STATEMENT  
11 MONTHS ENDING 2022-02-28

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
<b>REVENUE</b>						
MISCELLANEOUS SALES	\$146	\$146	(\$0)	\$1,608	\$1,608	(\$0)
INTEREST INCOME	220	225	-6	2,570	2,475	95
<b>TOTAL REVENUE</b>	<b>\$366</b>	<b>\$371</b>	<b>(\$6)</b>	<b>\$4,178</b>	<b>\$4,083</b>	<b>\$95</b>
<b>OPERATING EXPENSES:</b>						
<b>SALARIES &amp; BENEFITS</b>						
	\$0	\$0	\$0	\$0	\$0	\$0
<b>BUILDING &amp; GROUNDS</b>						
<b>PROPERTY TAXES</b>						
	\$0	\$0	\$0	\$325	\$325	\$0
	\$0	\$0	\$0	\$325	\$325	\$0
<b>ADMINISTRATION</b>						
REIMBURSEMENT OF PARENT COMPANY	\$366	\$339	\$27	\$3,850	\$3,730	\$120
BANK INTEREST & CHARGES	-	5	(5)	-	55	(55)
MISCELLANEOUS	0	0	0	2	0	2
	\$366	\$344	\$22	\$3,852	\$3,785	\$67
<b>TOTAL OPERATING EXPENSES</b>	<b>\$366</b>	<b>\$344</b>	<b>\$22</b>	<b>\$4,178</b>	<b>\$4,110</b>	<b>\$68</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>\$0</b>	<b>\$27</b>	<b>(\$27)</b>	<b>\$0</b>	<b>(\$27)</b>	<b>\$27</b>
	\$0	\$0	\$0	\$0	\$0	\$0
<b>NET SURPLUS (DEFICIT)</b>	<b>\$0</b>	<b>\$27</b>	<b>(\$27)</b>	<b>\$0</b>	<b>(\$27)</b>	<b>\$27</b>

## SUMMARY OF 2022-23 PROPOSED BUDGETS

		2021-22 Approved Budget	2022-23 Proposed Budget	Change From 2021-22	
York Care Centre Inc.	Total Revenue	\$22,322,548	\$22,733,507	\$410,959	1.84%
	Total Expenditures	\$22,322,548	\$22,733,507	\$410,959	1.84%
	Surplus (Deficit)	\$0	\$0	\$0	
York Developments Inc.	Total Revenue	\$1,266,058	\$1,401,437	\$135,379	10.69%
	Total Expenditures	\$1,269,303	\$1,376,050	\$106,747	8.41%
	Surplus (Deficit)	-\$3,245	\$25,387	\$28,632	
CIRA	Total Revenue	\$819,527	\$1,266,788	\$447,261	54.58%
	Total Expenditures	\$817,552	\$1,263,534	\$445,982	54.55%
	Surplus (Deficit)	\$1,975	\$3,254	\$1,279	
York County Properties Inc.	Total Revenue	\$4,454	\$3,883	-\$571	-12.82%
	Total Expenditures	\$4,454	\$3,883	-\$571	-12.82%
	Surplus (Deficit)	\$0	\$0	\$0	
Grand Total	Total Revenue	\$24,412,587	\$25,405,615	\$993,028	4.07%
	Total Expenditures	\$24,413,857	\$25,376,974	\$963,117	3.94%
	Surplus (Deficit)	-\$1,270	\$28,641	\$29,911	

Last Updated: April 14, 2022



Attached is a proposed budget for York Care Centre Inc. for the fiscal year ended March 31, 2023. The first column is the 2021-22 revised budget approved by the Board in October 2021. The second column is the proposed budget for the 2022-23 fiscal year.

## YORK CARE CENTRE INC. PROPOSED BUDGET 2022-23

	2021-22 Budget Approved Oct 2021	2022-23 Budget Proposed April 2022	Change From Oct. 2021 Budget
Estimated Grant from Social Development	\$21,254,517	\$21,663,294	\$408,777
Estimated Revenue from other sources	1,068,031	1,070,213	2,182
<b>Total Estimated Revenue (Excluding Budget Amendments)</b>	<b>\$22,322,548</b>	<b>\$22,733,507</b>	<b>\$410,959</b>
<b>Operating Expenditures:</b>			
Care Services, Recreation & Pastoral Care	\$8,988,852	\$9,558,883	\$570,031
Operations, Dietary and Environmental Services	6,156,620	6,296,115	139,495
Administration, Education and Employee Benefits	3,872,362	3,718,949	-153,413
Research	187,000	45,000	-142,000
Capital Mortgage, Loan payments and Depreciation	3,117,714	3,114,560	-3,154
<b>Total Ordinary Expenditures</b>	<b>\$22,322,548</b>	<b>\$22,733,507</b>	<b>410,959</b>
<b>Ordinary Surplus (Deficit)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Less Transfer to Replacement Reserve Fund	-3,300	-3,300	\$0
<b>Net Increase (Decrease) in Operating Fund balance</b>	<b>-\$3,300</b>	<b>-\$3,300</b>	<b>\$0</b>

Byard Smith, CPA, CMA, BBA  
Chief Financial Officer  
April 8, 2022

**Assumptions or other factors used in formulating the YCC 2022-23 budget:**

1. The \$141,700 Capital expenditures included in this budget reflects the five year plan prepared by the Senior Leadership Team.
2. This budget reflects the care hours that are incorporated in the schedules reflecting the skill mix ratios of 15% RN , 21.83% LPN and 63.17% RA. The announced increase in Care Hours in Note 3 below is based on the same % split
3. In April 2021, the Minister of Social Development announced that hours of care in nursing homes would increase from from 3.1 to 3.2 hours per resident day on October 1, 2021 and from 3.2 to 3.3 effective April 1/22. The cost and associated revenue of \$691,851 from Social Development is included in this adjusted budget for 2022-23
4. There is no standard inflation rate applied to expenditure areas. A detailed analysis was done of year over year expenditure changes and a budget was arrived at which we think is attainable and reasonable.
5. We have not yet received the 2022-23 budget document from Social Development. The proposed budget reflects estimated revenue and expenditure to be funded by SD for 2022-23.
6. The CUPE Collective Agreement was settled in 2020. The 2022-23 proposed budget includes th 1% raise April 2022, for both the expenditure and the revenue from Dept of SD. The Non-bargaining pay increases of 1.0% in April and 1.0% in October 2022 are included. The Specialized Healthcare Professionals 2% raises for April 2022 are included.
7. The RN contract expired Dec. 31, 2018, and a tentative agreement has been reached but not signed. The YCC budget does not reflect the new contract rates for 2022-23. SD should be funding the majority of contract increases once they are finalized.
8. The Dept. of Social Development has funded \$27,144 as Safe Restart Funding re COVID costs for April 2022. This revenue is showing as operating revenue from the Dept of SD.
9. The salary and benefit costs include the \$54,400 costs of funding the Truth and Reconciliation Day STAT holiday, even though the Dept. of Social Dev't has not yet agreed to fund this.



York Care Centre Inc.  
Comparison of 2021-22 and 2022-23 Budgets

	Expenditure	Revenue	
Approved Expenditure / Revenue Budget for 2021-22 (Oct, 2021)	\$22,322,548	\$21,254,517	
Remove in year adjustments for Q 1, Q2 and Q3 Safe Restart		-\$244,338	
Budget originally approved \$20,843,845 plus recurring adj \$172,334		\$21,010,179	
Other revenue sources for 2021-22		\$1,068,031	
		\$22,078,210	
<b>The following variances are presented in April 2022 YCC Budget:</b>			
Adjust SD Funding re items listed below		\$653,115	
Increase Revenue from Inter-Company Charges YDI, CIRA, YCF		\$10,470	
Amortization of Deferred revenue lower than 2021-22		-\$9,639	
Increase cable TV revenue (Rate up \$0.75 per month); Cable Expense increase	\$1,351	\$1,351	
increase Care salaries re CUPE raise, Sept 30 STAT plus care hours increase	\$570,031		
Increase Dietary, Environ and Operations salaries re CUPE, Sept 30 STAT and SHP Pay increa	\$87,505		
Increase Administration salaries re pay increases (incl adjustment back to Apr 2019)	\$30,006		
Lower expenses re Education Supplies	-\$5,257		
Decrease ER payroll benefit costs (WSNB lower and CPP higher)	-\$42,504		
Mortgage / Loans / Depreciation Lower in 2022-23	-\$3,154		
Lower Operations Supplies - Re Consulting Fees funding removed	-\$51,351		
Lower Admin Supplies (re COVID budget removed)	-\$71,744		
Lower Research Contribution to CIRA (\$122,000 one time + \$20,000)	-\$142,000		
Property Tax (Decreased from 2021) offset by rev decrease	-\$9,778		
Increase expense budgets to cover inflation:			
IT - Computer Software	\$6,900		
Dietary - Food	\$9,750		
Dietary - Cleaning Supplies	\$2,000		
Dietary - Paper & Disposables	\$10,000		
Maint - Electricity	\$15,004		
Maint - Purchased Services	\$4,200		
<b>2022-23 Total Budget</b>	<b>\$22,733,507</b>	<b>\$22,733,507</b>	<b>\$0</b>

**Changes to Grant from Soc Dev't:**

2021-22 Actual Budget from Soc Dev't in June 2021	\$20,843,845
2021-22 SD Adjust for 0.1 hours of care Oct 1/21	\$172,334
Total SD Revenue included in YCC Budget Approved by Board Oct 2021	\$21,016,179
Index CPP, EI, WSNB and Pension expense	-\$105,272
SHP, CUPE Contract and Non-Bargaining Funding for 2022-23	221,284
SD Funding for add'l 0.1 + 0.1 hours of care	519,517
Actual Property Tax Decrease	-9,780
Adjust Non-Transferable re Loans and Mortgages and Pensions	218
Adjust for Safe Restart Revenue Q1	27,148
Total 2021-22 SD Adjustments	653,115
Estimated 2021-22 Soc Dev't Grant	\$21,669,294
Less Estimated Vacant Bed day reduction for 2022-23	-6,000
Estimated actual revenue from Social Development	\$21,663,294

Updated: April 21, 2022; 7:30 AM



York Care Centre  
Inc. Budget  
2022-2023

Operating Revenue	21,669,294.00
Less Vacant Bed Day Revenue reduction	(6,000.00)
Recoveries	1,070,212.70
<b>Total Revenues</b>	<b>22,733,506.70</b>

Care Salaries	8,897,841.54
Care Supplies	359,442.00
Recreation Salaries	246,585.81
Recreation Supplies	25,728.00
Pastoral Salaries	-
Pastoral Supplies & Contract for Services	29,286.00
<b>Total Care Services</b>	<b>9,558,883.35</b>

Research Salaries & Benefits	-
Research - Supplies & Expenses	45,000.00
<b>Total Research</b>	<b>45,000.00</b>

Operations - Salaries	307,605.00
Operations - Supplies	138,629.00
Dietary Salaries	1,254,514.52
Dietary Supplies	861,469.00
Environmental Services Salaries	1,667,712.88
Environmental Services Supplies	2,066,184.06
<b>Total Operations</b>	<b>6,296,114.45</b>

Administration Salaries	509,649.81
Administration Supplies	194,957.69
Education Salaries	-
Education Supplies	50,885.39
Employee Benefits	2,963,456.01
<b>Total Administration Services</b>	<b>3,718,948.89</b>

Supportive Housing Salaries	Moved to YDI
Supportive Housing Supplies	-
<b>Total Supportive Housing</b>	<b>-</b>

<b>Total Capital Operating</b>	<b>3,114,560.00</b>
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<b>Total Expenses</b>	<b>22,733,506.70</b>
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<b>Operating Surplus/(Deficit)</b>	<b>0.00</b>
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<b>Capital Budget Items</b>	<b>141,700.00</b>
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<b>Net Surplus/(Deficit)</b>	<b>(141,700.00)</b>
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Draft #13 re 2021-22 Budget Change from Draft #13

Approved by Board		
October 27, 2021		
21,260,517.00	408,777.00	
(6,000.00)	-	
1,068,031.38	2,181.32	
<b>22,322,548.38</b>	<b>410,958.32</b>	

8,334,219.12	563,622.42	
359,442.00	-	
240,177.25	6,408.56	
25,728.00	-	
-	-	
29,286.00	-	
<b>8,988,852.37</b>	<b>570,030.98</b>	

-	-	
187,000.00	(142,000.00)	
<b>187,000.00</b>	<b>(142,000.00)</b>	

228,120.71	79,484.29	
183,080.00	-44,451.00	
1,212,790.22	41,724.30	
839,719.00	21,750.00	
1,637,504.11	30,208.77	
2,055,406.14	10,777.92	
<b>6,156,620.18</b>	<b>139,494.27</b>	

543,555.66	-33,905.85	
266,703.69	-71,746.00	
0.00	0.00	
56,142.00	-5,256.61	
3,005,960.47	-42,504.46	
<b>3,872,361.82</b>	<b>(153,412.93)</b>	

0.00	0.00	
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3,117,714.00	-3,154.00	
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<b>22,322,548.37</b>	<b>410,958.33</b>	
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<b>0.01</b>	<b>-0.01</b>	
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	<b>0.00</b>	
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SUMMARY TOTALS

Salary	12,883,909.55	56.7%
Employer Benefits	2,963,456.01	13.0%
Subtotal - Salary & Benefits	15,847,365.56	69.7%
Supplies and Other Exp	3,771,581.14	16.6%
Dep'n and Mortgage	3,114,560.00	13.7%
<b>22,733,506.70</b>	<b>100.0%</b>	

Summary of Changes Above:

Salaries and Ben	645,038.02
Supplies	-83,669.08
Research Grant	-142,000.00
Capital Operating	-3,154.00
	<b>416,214.94</b>

Current Number of Beds	218
Current Square Footage	180,623

	Gov't Funding 2021-2022 (Actual)	YCC Proposed Budget 2022- 2023	Funding (Deficiency) Surplus	Recoveries	Surplus (Deficit)
<b>Care</b>					
VP of Care and Research	90,319.00	104,765.40	(14,446.40)		
Director of Care and Quality	79,416.00	93,333.60	(13,917.60)		
	-	-	-		
RAI Co-ordinator	90,093.00	79,415.78	10,677.22		
Registered Nurse	1,724,618.00	1,808,145.58	(83,527.58)		
CUPE Staff	6,316,175.00	6,812,181.19	(496,006.19)		
Supplies	103,460.00	234,572.00	(131,112.00)		
Reallocate Incontinent from laun	125,123.83	124,870.00	253.82		
<b>Total Care</b>	<b>8,529,204.83</b>	<b>9,257,283.54</b>	<b>(728,078.71)</b>	<b>166,467.93</b>	<b>(561,610.79)</b>
<b>Research - Salaries and Benefits</b>					
Other Supplies and Expenses	-	45,000.00	(45,000.00)		
<b>Total Research</b>	<b>-</b>	<b>45,000.00</b>	<b>(45,000.00)</b>	<b>-</b>	<b>(45,000.00)</b>
<b>Operations</b>					
VP of People and Cult /Mgr HR	-	154,916.55	(154,916.55)		
Office Clerks	81,622.00	91,748.03	(10,126.03)		
Mgr Dietary re IT Role	-	6,150.00	(6,150.00)		
Administrative Clerks	47,412.00	54,790.43	(7,378.43)		
Supplies	-	138,629.00	(138,629.00)		
<b>Total Operations</b>	<b>129,034.00</b>	<b>446,234.00</b>	<b>(317,200.00)</b>	<b>86,742.62</b>	<b>(230,457.38)</b>
<b>Dietary</b>					
Food Service Manager	44,759.00	58,525.80	(13,766.80)		
Cooks	267,945.00	210,743.58	57,201.42		
Dietary	833,092.00	905,594.46	(72,502.46)		
Dietitian	110,373.00	79,650.68	30,722.32		
Supplies	670,873.00	861,469.00	(190,596.00)		
<b>Total Dietary</b>	<b>1,927,042.00</b>	<b>2,115,983.52</b>	<b>(188,941.52)</b>	<b>85,480.00</b>	<b>(103,461.52)</b>
<b>Environmental Services</b>					
Environmental Services Manager	52,011.00	85,992.98	(33,981.98)		
Laundry Salaries	426,953.00	271,800.29	155,652.71		
Environment Salaries	1,180,320.00	1,069,830.71	110,489.29		
Maintenance Salaries	228,686.00	240,588.90	(11,902.90)		
Supplies Laundry	103,390.00	57,249.00	46,141.00		
Supplies Housekeeping	76,311.00	119,938.00	(43,627.00)		
Supplies Maintenance	1,982,477.00	1,874,386.06	108,090.94		
Minor Equipment	12,186.00	14,611.00	(2,425.00)		
Reallocate Incontinent to Care	(125,123.83)	-	125,123.83		
<b>Total Environmental Serv</b>	<b>3,937,210.18</b>	<b>3,733,896.94</b>	<b>203,313.24</b>	<b>155,545.98</b>	<b>358,859.22</b>
<b>Recreation</b>					
Manager	73,040.00	68,297.18	4,742.82		
Activity Coordinators	171,085.00	178,288.64	(7,203.64)		
Supplies	10,732.00	25,728.00	(14,996.00)		
<b>Total Recreation</b>	<b>254,857.00</b>	<b>272,313.81</b>	<b>(17,456.81)</b>	<b>-</b>	<b>(17,456.81)</b>
<b>Education</b>					
Education Manager	-	-	-		
Supplies	11,600.00	50,885.39	(39,285.39)		
<b>Total Education</b>	<b>11,600.00</b>	<b>50,885.39</b>	<b>(39,285.39)</b>	<b>50,000.00</b>	<b>10,714.61</b>
<b>Pastoral</b>					
Pastor	-	-	-		
Supplies	3,746.00	29,286.00	(25,540.00)		
<b>Total Pastoral</b>	<b>3,746.00</b>	<b>29,286.00</b>	<b>(25,540.00)</b>	<b>-</b>	<b>(25,540.00)</b>
<b>Administration</b>					
CEO Salary	101,839.00	125,005.95	(23,166.95)		
Chief Financial Officer	68,765.00	97,483.50	(28,718.50)		
Accountant	68,765.00	79,650.68	(10,885.68)		
	-	-	-		
Mgr Administrative & Adult Reso	-	-	-		
Executive Assistant	-	48,467.70	(48,467.70)		
Communications & Engagement	-	53,336.98	(53,336.98)		
Administrative Clerks	94,824.00	105,705.00	(10,881.00)		
Supplies	133,165.00	194,957.69	(61,792.69)		
<b>Total Administration</b>	<b>467,358.00</b>	<b>704,607.50</b>	<b>(237,249.50)</b>	<b>252,592.16</b>	<b>15,342.67</b>
<b>Supportive Housing</b>					
Salaries	-	-	-		
Supplies	-	-	-		
<b>Total Supportive Housing</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Employee Benefits</b>					
Pension Plan	1,057,910.00	1,219,663.45	(161,753.45)		
NT Pension Estimate Acct 6955	-	(109,448.33)	109,448.33		
EI, CPP, WSNB	1,601,849.00	1,507,779.08	94,069.92		
Group Health	277,132.00	309,388.66	(32,256.66)		
Professional Fees - CUPE	3,401.00	-	3,401.00		
Uniforms	86,788.00	36,073.15	50,714.85		
<b>Total Employee Benefits</b>	<b>2,977,080.00</b>	<b>2,963,456.01</b>	<b>13,623.99</b>	<b>-</b>	<b>13,623.99</b>
<b>Capital</b>					
Depreciation	-	510,929.00	(510,929.00)		
Mortgage/Loan Payments	2,606,713.00	2,603,631.00	3,082.00		
<b>Total Capital</b>	<b>2,606,713.00</b>	<b>3,114,560.00</b>	<b>(507,847.00)</b>	<b>300,532.00</b>	<b>(207,315.00)</b>
<b>Estimated vacant Bed day Deduction</b>					<b>(6,000.00)</b>
<b>Estimated NT Pension to be paid by SD at YES</b>					<b>-</b>
<b>Estimated Adjustments</b>	<b>798,301.00</b>		<b>798,301.00</b>		<b>798,301.00</b>
<b>Total Operating Budget:</b>	<b>21,642,146.00</b>	<b>22,733,506.70</b>	<b>(1,091,360.70)</b>	<b>1,097,360.70</b>	<b>(3,401.00)</b>

Description	Code	Proposed Budget
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<b>DSD Funding (Original Budget)</b>		<b>21,642,146.00</b>	
<b>COVID Safe Restart Revenue Q1</b>	5891-005	27,148	SD Approved April /22 Funding
<b>Add Oct 1 Care Hours Increase</b>	5000		G/L 5000 0.2 care hours increase April 1/22 In SD Funding
<b>Expected Non Trans add'l Pension funding</b>			G/L 6955 Adjust this line after we receive SD actual budget
<b>Less Estimated vacant Bed Day reduction</b>		(6,000.00)	
<b>Recoveries:</b>			
Non - Recurring DOH Subsidy	5620	-	Revenue and Expenses re Budget Amendments not budgeted
CMHC Sect. 56.1 Subsidy	5950	-	CMHC Rev ended in April 2016
Amort of Deferred Contributions	7200	300,532	Based on estimated at Feb 2021 plus New Year
Investment Income	5730	9,120	\$760 per month on bank accounts
Recoveries - Education	5875	50,000	Contract March 1, 2015 to Feb 29, 2020 \$50,000 / year ,
Recoveries - Meals on Wheels	5801	-	Prog ends Jan/21
Recoveries - Cafeteria	5802	56,530	\$4,594 actual Apr to Dec/20 add Raise fees 5% April 1/21=\$4715
Recoveries - Food Service	5800	9,400	estimate based on first 9 months of 2016-17 projected
Recoveries - Support Ser - Security	5861	54,317	2080 hours EU plus benefits
Recoveries - Support Ser - Van Rentals	5861-200	1,500	Est \$125 per month
Recoveries - Support Ser - Cablevision	5862	49,351	\$4,112.62/mth Includes \$0.75 per month fee increase April 1/22 to \$28.25)
Recoveries - Support Ser - Resident Phones	5864	33,960	Used Sept to Dec 2020 monthly actual
Recoveries - Support Ser - Internet	5865	6,618	Used Sept to Dec 2020 monthly actual
Recoveries - Operations	5863		
Recoveries - Operations to YDI	5863-001	40,754	Operations Recovery from other YCC Companies
Recoveries - Operations to SH	5863-002	11,842	Operations Recovery from other YCC Companies
Recoveries - Operations to CIRA	5863-004	34,146	Operations Recovery from other YCC Companies
Recoveries - Care Services	5870	39,732	Revenue from WHSCC re B Robertson based on April 2019 \$2,534 X 12 plus \$300 Misc+ Care recovery from other companies
Recoveries - Care Services	5870	30,000	Revenue from Donations to offset Birch Grove Memory Lane Project
Recoveries - Care Services to YDI	5870-001	34,904	Need new GL Account
Recoveries - Care Services to SH	5870-002	-	Need new GL Account
Recoveries - Care Services to CIRA	5870-004	31,540	Care related recovery from CIRA
Recoveries - CFHI Anti-Psychotic	5871	-	
Recoveries - Research project General	5872	23,092	Def Contrib from Jean Coutu \$23,092,
Recoveries - Age Well HUB	5833		Research revenue moved to Age-Well HUB or CIRA companies
Recoveries - Research project CC-ABHI Spark	5832		
Recoveries - Research SR Care SIF	5834		
Recoveries - Care Services rebata	5873	7,200	Rebate from Cardinal Health (based on actual \$7,182 received Apr 2020 to Mar 2021)
Recoveries - Activities	5880	-	
Recoveries - GET Inspired Committee	5806	10,000	\$0 from NBANH, EI Reduction \$9,500; Recovery Vending machines \$500
Recoveries - Food Service Rebates	5805	25,500	Complete Purchasing (\$12,750 Rec'd Feb 2021 X 2 for next year with 3% rebate
Recoveries - General	5890	-	
Recoveries - Administration	5891	24,905	YCP interest \$9,505 for 2022-23 + \$1,000 Misc; YMI Recovery from YCF \$20,400
Recoveries - Administration to YDI	5891-001	94,722	
Recoveries - Administration to SH	5891-002	17,981	
Recoveries - Administration to ADP	5891-003	3,100	
Recoveries - Administration to CIRA	5891-004	38,816	
Recoveries - ADMIN COVID19	5891-005		Included in SD Revenue above
Recoveries - Prior Period Recovery	5892	10,000	
Recoveries - Project Workers	5891	27,000	Summer Students 17,000 + Experiential Learning students \$10,000
<b>Total Recoveries</b>		<b>1,070,212.70</b>	
<b>Total Revenue Net of vacant Bed days</b>		<b>22,733,506.70</b>	

Summary of Revenue by Division:	SD Safe Restar	Total
Administration	27,148	302,592
Care		166,468
Operations		327,769
Capital		300,532
<b>Total</b>	<b>27,148</b>	<b>1,097,361</b>

Notes re Revenue Changes:

Meals on wheels; index wage portion \$2.10 by 1% and food portion \$4.15 by 3%

York Care Centre Inc.

Capital

2022-2023

Description	G/L Code	Proposed 2022-2023 Budget	Depreciation Period in Years	Depreciation 2022-2023 (1/2 Year rule)	Depreciation Ongoing
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**Capital Purchases Budgeted**

Furnishings	2469	\$5,000.00	5	\$500.00	\$1,000.00
Video Survelance Security system	2469	\$20,000.00	5	\$2,000.00	\$4,000.00
Care Services Equip	2469	\$15,000.00	5	\$1,500.00	\$3,000.00
Commercial Dryer	2469	\$9,000.00	5	\$900.00	\$1,800.00
Other Misc Equipment	2469	19,000.00	5	\$1,900.00	\$3,800.00
<b>Total Equipment &gt; \$2,500</b>		<u>\$68,000.00</u>	5	<u>\$6,800.00</u>	<u>\$13,600.00</u>

Land Improvements - Parking Lot Upgrades	2440		10	\$0.00	\$0.00
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Fire Road Paving	2468	50,000.00	10	\$2,500.00	\$5,000.00
Best Tempering valve Expansion Tank	2468		10	\$0.00	\$0.00
Best Entrance door system	2468		10	\$0.00	\$0.00
Repairs to Parking Lot	2468		10	\$0.00	\$0.00
Other Misc Building Improvements	2468		10	\$0.00	\$0.00
<b>Building Improvements &gt; \$5,000</b>	2468	<u>50,000.00</u>	10	<u>\$2,500.00</u>	<u>\$5,000.00</u>

Computers > \$2,500	2745	\$23,700.00	3	\$3,950.00	\$7,900.00
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<b>Total Capital Budget 2022-23</b>		<u>\$141,700.00</u>		<u>\$13,250.00</u>	<u>\$26,500.00</u>
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Capital recoveries to be amortized:

			10	\$0.00	\$0.00
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In addition to above, YCC has \$100,000 worth of roof replacements and would like to upgrade nurse call system Est \$400,000 but that is dependent if funding can be obtained from Social Development to pay for this so no amounts are added to the Capital budget for these items.



Attached is a proposed budget for York Developments Inc. for the fiscal year ended March 31, 2023

**YORK DEVELOPMENTS INC.  
SUMMARY - PROPOSED BUDGETS 2022-23**

	<b>2022-23 Proposed Budget SH</b>	<b>2022-23 Proposed Budget YDI</b>	<b>2022-23 Proposed Budget ADP</b>	<b>2022-23 Proposed Budget Consolidated</b>
Total Revenue	<u>\$763,874</u>	<u>\$516,101</u>	<u>\$121,462</u>	<u>\$1,401,437</u>
Expenditures:				
Salaries and Benefits	\$324,178	\$86,538	\$79,192	\$489,908
Tenant Support Costs	54,833	0	19,827	74,660
Buildings and Grounds	136,475	234,652	0	371,127
Administration	37,742	152,355	13,955	204,052
Loan Interest Expense	47,292	0	0	47,292
Depreciation / Interest on capital	167,152	17,168	4,691	189,011
Total Ordinary Expenditures	<u>\$767,672</u>	<u>\$490,713</u>	<u>\$117,665</u>	<u>\$1,376,050</u>
Ordinary Surplus (Deficit)	<u>(\$3,797)</u>	<u>\$25,388</u>	<u>\$3,797</u>	<u>\$25,388</u>
Less Transfer to Replacement Reserve Fund	-18,000	-18,000	0	-36,000
Less Transfer to Vacancy Loss	-3,186	0	0	-3,186
Net Increase (Decrease) in Operating Fund balance	<u>(\$24,983)</u>	<u>\$7,388</u>	<u>\$3,797</u>	<u>(\$13,798)</u>

Byard Smith, CPA, CMA, BBA  
Chief Financial Officer  
April 8, 2022

**York Developments Inc.  
(Supportive Housing)  
BUDGET - 2022-23**

	Approved 2020-21 Budget	Approved 2021-22 Budget	Proposed 2022-23 Budget	Difference to Prior Year Budget
<b>Revenues</b>				
Rentals	299,952	305,640	324,472	18,832
Revenue for Care Hours from Social Dev't	132,459	132,459	149,559	17,100
Revenue for Care Hours from Others	1,400	1,400	3,300	1,900
Revenue Tenant Services - Supportive Housing	204,883	209,705	227,933	18,228
Amort. Of Deferred Contributions	57,250	57,250	57,250	-
Other Revenue	4,583	1,632	1,360	(272)
Prior Year Recovery	-	-	-	-
<b>Total Revenues</b>	<u>700,527</u>	<u>708,086</u>	<u>763,874</u>	<u>55,788</u>
<b>Operating Expenses</b>				
Salaries and benefits	285,429	292,976	324,178	31,202
Tenant Support Costs	50,771	51,891	54,833	2,942
Building & Grounds	126,534	133,050	136,475	3,425
Administration	33,486	34,836	37,742	2,906
Loan Interest Expense	52,584	54,766	47,292	(7,474)
Depreciation/Interest on Capital	150,110	161,478	167,152	5,674
<b>Total Expenses</b>	<u>698,914</u>	<u>728,997</u>	<u>767,672</u>	<u>38,675</u>
<b>Ordinary Surplus (Deficit)</b>	<u>1,613</u>	<u>(20,911)</u>	<u>(3,797)</u>	<u>17,113</u>
<b>Transfer to Replacement Reserve</b>	(18,000)	(18,000)	(18,000)	-
<b>Transfer to Vacancy Loss</b>	(3,186)	(3,186)	(3,186)	-
<b>Change in Fund Balance</b>	<u>(19,573)</u>	<u>(42,097)</u>	<u>(24,983)</u>	<u>17,113</u>

YORK DEVELOPMENTS INC.  
SUPPORTIVE HOUSING  
PROPOSED BUDGET CHANGES FOR 2022-23

**REVENUE CHANGES:**

Annualization of Rent increase for 2022-23	18,832
Revenue from Soc Dev't re Personal Support workers increase due to number of care hours being funded	19,000
Tenant Services fee increase to cover food and other services \$40 per month (from \$582 to \$622) June 1, 2022, and an add'l \$25 (from \$622 to \$647 on October 1/22 less 1.5% vacancy deflator	18,228
Interest Revenue Decrease	-272
Total revenue increase	<u>55,788</u>

**EXPENDITURE CHANGES:**

Assumed \$1 salary increase April 1 and \$1 Oct 1/22 for SH Staff, as well as minor adjustments to employee benefit costs	31,202
Inflationary 5.6% increases in Tenant Food Costs	2,942
Estimate increase in electricity costs (Curr budget adequate for 2% increase)	-
Decrease budget from Replacement Reserve	-
Security Services adjusted to new CUPE Contract in YCC	110
Administration Increased chargeback from YCC	2,906
Increase in audit fees	-
Mortgage interest reduced as more pay't goes to principal.	(7,474)
Increase in Depreciation / Principal expense	5,674
Increase in Depreciation on Building renos	-
Increase in Depreciation on Equipment	-
Increase Insurance	1,682
Increase Property Tax	1,634
Other net expense budget changes	
Net increase in expenditure budget	<u>38,675</u>
Net change in budget (ie budgeted deficit for SH apartments is lower than in 2021-22)	<u>17,113</u>

Updated: April 21, 2022

**YORK DEVELOPMENTS INC  
(APARTMENTS)  
BUDGET 2022-23**

	Approved 2020-21 Budget	Approved 2021-22 Budget	Proposed 2022-23 Budget	Difference Approved to Prior Year Budget
<b>Revenues</b>				
Rentals	464,083	467,296	485,611	18,315
CMHC Subsidies	-	-	-	-
Amort. Of Deferred Contributions	34,125	16,140	16,140	-
Other Revenue	14,600	14,100	14,350	250
	<u>512,808</u>	<u>497,536</u>	<u>516,101</u>	<u>18,565</u>
<b>Operating Expenses</b>				
Wages & Benefits	99,326	86,285	86,538	253
Building & Grounds	233,540	225,916	234,652	8,736
Administration	127,581	150,501	152,355	1,854
Loan Interest Expense	-	-	-	-
Depreciation/Interest on Capital	17,571	17,168	17,168	-
	<u>478,018</u>	<u>479,870</u>	<u>490,712</u>	<u>10,843</u>
<b>Net Earnings (Loss) for YDI Apartments</b>	<u>34,790</u>	<u>17,666</u>	<u>25,388</u>	<u>7,722</u>
<b>Transfer to Replacement Reserve</b>	(32,373)	(18,000)	(18,000)	-
<b>Change in Fund Balance</b>	<u>\$2,417</u>	<u>(\$334)</u>	<u>\$7,388</u>	<u>\$7,722</u>

YORK DEVELOPMENTS INC.  
APARTMENTS  
PROPOSED BUDGET CHANGES FOR 2022-23

**REVENUE CHANGES:**

Annualization of Sept 1/21 rent increases, + Oct 1/22 increase	15,812
Tenant Subsidy increase	2,503
Decrease in Amortization of Deferred Contribution	-
Increase in Washer & Dryer Rev	<u>250</u>
Total net revenue budget increase	<u>18,565</u>

**EXPENDITURE CHANGES:**

Salary and Benefits - Minor increase	253
Indexing of various accounts in buildings and grounds based on actual 2021-22 expenses plus index.	8,736
Audit fees increase re TSD Contract	-
Increase Admin fees paid to YCC	1,854
Decrease in Depreciation	-
Net decrease in expenditure budget	<u>10,843</u>
Net change in budget (ie budgeted surplus for YDI apartments is lower than in 2021-22)	<u><u>7,722</u></u>

Updated: April 21, 2022

**York Developments Inc.**  
**Adult Day Program**  
**Budget for Fiscal 2022-23**

	Approved Budget 2020-21	Approved Budget 2021-22	Proposed Budget 2022-23	Difference Proposed to Prior Year Budget
<b>REVENUE</b>				
Adult Day Program - Social Development	\$43,400	\$30,765	\$74,104	\$43,339
Adult Day Program - Client Pay	18,600	13,185	31,759	\$18,574
SD Payment for ADP Support Person	20,400	13,600	13,600	\$0
Subtotal	\$82,400	\$57,550	\$119,462	\$61,912
Revenue from Student Program		886	0	-\$886
Amortization of Deferred Contributions - ADP	2,926	2,000	2,000	\$0
<b>Total Revenue</b>	<b>\$85,326</b>	<b>\$60,436</b>	<b>\$121,462</b>	<b>\$61,026</b>
<b>OPERATING EXPENSES</b>				
Wages and Benefits	\$49,988	\$33,841	\$79,192	\$45,351
Program Support Costs	11,550	8,790	19,827	\$11,037
Administration and Overhead	12,808	13,114	13,955	\$841
Capital	7,961	4,691	4,691	\$0
<b>Total Expenses</b>	<b>\$82,307</b>	<b>\$60,436</b>	<b>\$117,665</b>	<b>\$57,229</b>
<b>NET EARNINGS (LOSS)</b>	<b>\$3,019</b>	<b>\$0</b>	<b>\$3,797</b>	<b>\$3,797</b>

**Note:** The Wages and benefits for 2022-2023 are based on running ADP 5 days per week, July 2022 to March 2023 and matching the \$16.50 (April/22) and \$17.50 (Oct/22) wage rates in Supportive Housing.

The additional revenue is based on SD contribution increasing from \$40 to \$50 per day and the client contribution increasing from \$10 to \$12 per day.

Date Updated: April 12, 2022



**Centre for Innovation and  
Research In Aging Inc.  
BUDGET - 2022-23**

	2020-21 Actual Budget	2021-22 Actual Budget	Proposed 2022-23 Budget March 2022	Change from 2021-22 Budget
<b>Revenues</b>				
Interest Income	\$6,210	\$4,720	\$3,000	-\$1,720
Project Workers Income	4,723	4,447	4,833	\$386
Amort. Of Deferred Contributions	0		-	\$0
Other Revenue	50,000	65,000	45,000	-\$20,000
Prior Year Recovery	0		-	\$0
Total Unrestricted Revenues	<u>\$60,933</u>	<u>\$74,167</u>	<u>\$52,833</u>	<u>-\$21,334</u>
Research Project Revenue	<u>\$1,239,298</u>	<u>\$745,360</u>	<u>\$1,213,955</u>	<u>\$468,595</u>
Total revenue All Sources	<u>\$1,300,231</u>	<u>\$819,527</u>	<u>\$1,266,788</u>	<u>\$447,261</u>
<b>Operating Expenses</b>				
Salaries and benefits	\$4,723	\$4,447	\$4,833	\$386
Administration and Overhead Costs	76,064	63,684	40,685	-\$22,999
Depreciation Expense	4,061	4,061	4,061	\$0
Subtotal	<u>\$84,848</u>	<u>\$72,192</u>	<u>\$49,579</u>	<u>-\$22,613</u>
Research Project Expenses	<u>\$1,239,297</u>	<u>\$745,360</u>	<u>\$1,213,955</u>	<u>\$468,595</u>
Total Expenses	<u>\$1,324,145</u>	<u>\$817,552</u>	<u>\$1,263,534</u>	<u>\$445,982</u>
Ordinary Surplus (Deficit)	<u>-\$23,914</u>	<u>\$1,975</u>	<u>\$3,254</u>	<u>\$1,279</u>

Byard Smith, CPA, CMA, BBA  
Chief Financial Officer  
April 14, 2022

CIRA INC.  
PROPOSED BUDGET CHANGES FOR 2022-23

**REVENUE CHANGES:**

Interest Income revenue decreased	(1,720)
Increase Project Worker income	386
Increase in Research Project Revenue	468,594
Decrease in Contribution from YCC	(20,000)

Total revenue increase	<u>447,260</u>
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**EXPENDITURE CHANGES:**

Increase Project Worker expenses	386
Decrease in administration and over head costs from YCC	(22,999)
Increase in audit expenses	-
Net decrease in other admin expenses	0
Increase in expenditures charged to research projects	468,594

Net increase in expenditure budget	<u>445,981</u>
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Net change in budget	<u><u>1,279</u></u>
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Updated: April 21, 2022

CIRA Operating Budget  
Proposed 2022-2023

		2020/21 Approved Budget	2021/22 Approved Budget	2022/23 Proposed Budget	Variance to Prior Year
<b>Revenues</b>					
Interest Income	4020	6,210	4,720	3,000	(1,720)
Income from YMI	4000	50,000	65,000	45,000	(20,000)
Project Worker Income	4030	4,723	4,447	4,833	386
Miscellaneous Income				-	-
Amortization of Deferred Contributions				-	-
Prior Year's Recovery				-	-
<b>Total Unrestricted Revenue</b>		<b>60,933</b>	<b>74,167</b>	<b>52,833</b>	<b>(21,334)</b>
<b>Project Related Revenue</b>					
RA Co-op Program	4117-004	50,000		-	-
VR - Fall Prevention CABHI	4106-002	27,250		-	-
VR Rehab - HSPP	4120-001	252,117	167,768	68,773	(98,995)
Promote Physical Activity - HSPP	4121	135,580	128,770	47,592	(81,178)
Improving Immunization Rates - HSPP	4122	276,376	170,856	65,519	(105,337)
Palliative Approach to Care - HSPP	4123	125,335	35,167	19,334	(15,833)
Polypharmacy App Phase 2 - HSPP	4124	272,639	192,800	123,193	(69,607)
Reconnecting with GENIE	4126			479,267	479,267
Passively Monitoring to Actively Predict	4127			410,278	410,278
Other unverified projects	4900	100,000	50,000	-	(50,000)
		<b>1,239,297</b>	<b>745,361</b>	<b>1,213,955</b>	<b>468,594</b>
<b>TOTAL REVENUE</b>		<b>1,300,230</b>	<b>819,528</b>	<b>1,266,788</b>	<b>447,260</b>
<b>Salaries and Benefits</b>					
Salaries and Benefits Regular	5000	126,326	373,686	828,041	454,355
Project Worker Salaries and Benefits	5001	4,723	4,447	4,833	386
Less Staff costs charged to Research projects	5000-100	(126,326)	(373,686)	(828,041)	(454,355)
Other Employee Costs / Staff Development				-	-
<b>Total Salaries and Benefits</b>		<b>4,723</b>	<b>4,447</b>	<b>4,833</b>	<b>386</b>
<b>Administration and Overhead Costs</b>					
Administration Staff Chargebacks	5008	57,082	47,616	24,617	(22,999)
Audit Expenses	5031	5,632	5,768	5,768	-
Consulting Fees	5003	-	-	-	-
Legal and Professional Fees	5032	-	-	-	-
Office and Computer Supplies	5020	5,000	3,200	3,200	-
IT Support	5030	2,500	500	500	-
Travel Expenses	5010	500	400	400	-
Meals and Entertainment	5011	500	350	350	-
Conferences and Training	5012	1,500	1,500	1,500	-
Minor Equipment and Furniture	5021	1,500	1,000	1,000	-
Miscellaneous	5029	500	1,000	1,000	-
Equipment Depreciation	5090	1,516	1,516	1,516	0
Building Improvements - to Office Space Costs	5009	2,545	2,545	2,545	0
Office space costs charged from YMI	5009	1,350	2,350	2,350	-
		<b>80,125</b>	<b>67,745</b>	<b>44,746</b>	<b>(22,999)</b>
<b>Research Project Related Expenditures:</b>					
RA Co-op Program	6411-001 to 6411-007	50,000	-	-	-
VR - Fall Prevention CABHI	6425; 6425-002 to 6425-007	27,250	-	-	-
VR Rehab - HSPP	6424; 6424-002 to 6424-011	252,117	167,768	68,773	(98,995)
Promote Physical Activity - HSPP	6426; 6426-001 to 6426-008	135,580	128,770	47,592	(81,178)
Improving Immunization Rates - HSPP	6427; 6427-002 to 6427-011	276,376	170,856	65,519	(105,337)
Palliative Approach to Care - HSPP	6428; 6428-002 to 6428-011	125,335	35,167	19,334	(15,833)
Polypharmacy App Phase 2 - HSPP	6429; 6429-002 to 6429-007	272,639	192,800	123,193	(69,607)
Reconnecting with GENIE	6431; 6431-002 to 6431-008			479,267	479,267
Passively Monitoring to Actively Predict	6432; 6432-002 to 6432-008			410,278	410,278
Other unverified projects	9999	100,000	50,000	-	(50,000)
		<b>1,239,297</b>	<b>745,361</b>	<b>1,213,955</b>	<b>468,594</b>
<b>Total Expenses</b>		<b>1,324,145</b>	<b>817,553</b>	<b>1,263,534</b>	<b>445,981</b>
<b>Excess of Revenues over Expenditures</b>		<b>(23,915)</b>	<b>1,975</b>	<b>3,254</b>	<b>1,279</b>

Updated April 14, 2022



**YORK COUNTY PROPERTIES INC.  
2022-23 PROPOSED Operating Budget**

	Acct #	Approved 2020-21 Budget	Approved 2021-22 Budget	Proposed 2022-23 Budget	Difference Proposed to Prior Year Budget
<b>Operating Revenue</b>					
<b>Other Revenue</b>					
Interest Income	4500	8,200	2,700	2,800	(100)
Misc. (YDI Mortgage Interest)	4200	2,401	1,754	1,083	671
		<u>10,601</u>	<u>4,454</u>	<u>3,883</u>	<u>571</u>
<b>Total Operating Revenue</b>		<u>10,601</u>	<u>4,454</u>	<u>3,883</u>	<u>571</u>
<b>Operating Expenses</b>					
<b>Buildings and Grounds</b>					
Property Taxes	7400	323	325	318	7
Insurance	6800	-	-	-	-
<b>Subtotal Buildings and Grounds</b>		<u>323</u>	<u>325</u>	<u>318</u>	<u>7</u>
<b>Administration</b>					
Audit Expense	6200	-	-	-	-
Reimbursement of YCC Expenses	6105	10,218	4,069	3,505	564
Bank Charges	6300	60	60	60	-
<b>Subtotal Administration</b>		<u>10,278</u>	<u>4,129</u>	<u>3,565</u>	<u>564</u>
<b>Total Operating Expenses</b>		<u>10,601</u>	<u>4,454</u>	<u>3,883</u>	<u>571</u>
<b>Net Surplus (Deficit)</b>		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

**Variance Explanations from 2021-22 Budget to 2022-23 Budget:**

**Revenue:** Interest income is higher to reflect actual interest earned in 2021-22.  
YDI Mortgage Interest is lower by \$671 based on actual mortgage repayment table.

**Expenditures:** Actual Property Tax for 2022 is \$318.  
Reimbursement of YMI expenses is equal to the total revenue less total expenses to give \$0 bottom line.

## **CONFIDENTIAL BRIEFING NOTE – Updated**

To: Lyne St. Pierre-Ellis, Chair, Board of Directors

From: Geri Geldart, President and CEO

Date: April 22, 2022

**RE: Directive from DSD regarding the return of unvaccinated workers.**

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### **Purpose**

To advise the Board of a significant human resource policy change which may cause concern amongst our residents, their families and our staff.

### **Background**

In November 2021, following Public Health / GNB direction, public sector employees and employees of vulnerable sectors, including nursing homes, who were not fully vaccinated (two doses) were prohibited from working. These employees were either terminated or placed on unpaid leave of absence.

Six employees of York Care Centre were terminated as a result of this policy:

- 1 environmental attendant
- 2 dietary attendants
- 1 licensed practical nurse
- 2 resident attendants

Grievances were filed by the six employees. These grievances have not yet been heard.

### **Current Status**

On April 1<sup>st</sup>, 2022, the Department of Social Development issued a memo (attached) which advised that, effective April 11, 2022, being fully vaccinated against COVID 19 would no longer be a condition of employment required by government. Additionally, those who are not fully vaccinated will be required to follow mitigation measures as defined by Public Health. These guidelines were released on April 13<sup>th</sup>. Mitigation measures for employees who are not fully vaccinated (2 doses plus a booster) include regular POC testing, appropriate masking and passive screening prior to every shift. These measures are currently in place for all employees at YCC. However, if these measures are lifted for vaccinated employees, they will remain in place for anyone who does not meet the criteria for being “fully vaccinated”.

A NB Association of Nursing Homes sector call was held on Thursday, April 7, 2022. Although several concerns were raised regarding the directive (staff reaction, family/resident reaction, evidence supporting the directive), it was clear the Association does not intend to oppose the directive. Rather they provided information on steps that will be taken to establish a process for settling the outstanding grievances.

Individual homes may decide if they wish to bring their employees back and if they wish to settle the grievances. However, it is unlikely that any home would be successful in defending these grievances.

A meeting was held with our local CUPE representatives on Thursday, April 21, 2022. All six employees have expressed interest in returning to their positions. There are many details to be resolved and Shelley Kenny will lead this resolution process. A follow-up meeting is scheduled for May 5<sup>th</sup>.

### **Next Steps**

1. The NB Nursing Home Association is discussing grievance settlement options with CUPE. They will provide a template for Nursing Homes to use if they intend to settle their grievances and bring terminated employees back to work.
2. Senior Leadership team recommends settling these grievances and re-integrating the employees who agree to the terms of the settlement (mitigation measures, etc)
3. At the current time, no action is planned to address current employees who may not meet the criteria of fully vaccinated. If Public Health recommends mitigation measures for unvaccinated employees which go beyond those that are required of our current staff, we will reconsider.
4. We continue to require proof of vaccination for all new hires.

*Geri Geldart*

CONFIDENTIAL



## **Report to the Board**

President & Chief Executive Officer

For the period: January 1, 2022 to March 31<sup>st</sup>, 2022

### **Prepared By:**

Gerri Geldart, President & Chief Executive Officer  
Presented on April 25, 2022

## 1.0 ANNUAL OPERATING GOALS

### 1.1 STRATEGIC PLAN – ANNUAL OPERATING GOALS

- The visual below summarizes progress towards our 5-year strategy, including progress for the current fiscal year.
- Progress on specific goals are reported at the quarterly board committee meetings and included in the supporting staff reports.

Annual Strategic Scorecard		2019 / 2020	2020 / 2021	2021 / 2022	2022 / 2023	2023 / 2024
Care Services	Target (goals)	5	3	3	TBD	TBD
	Avg % Progress	93%	64%	77%		
Resources	Target (goals)	10	4	3	TBD	TBD
	Avg % Progress	68%	70%	60%		
Environment	Target (goals)	10	2	3	TBD	TBD
	Avg % Progress	74%	55%	75%		
Partnerships	Target (goals)	7	3	3	TBD	TBD
	Avg % Progress	100%	67%	73%		
Research	Target (goals)	8	2	3	TBD	TBD
	Avg % Progress	94%	100%	48%		
Year End Target (# of goals)		40	14	15	TBD	TBD
Avg Goals Achieved		86%	71%	67%		

## 2.0 CARE SERVICES

### 2.1 CURRENT PANDEMIC STATUS & HIGHLIGHTS

- The course of the pandemic changed significantly in the final quarter of this fiscal year. The lifting of the mandatory order which removed the requirement for indoor masking in most public places combined with the emergence of the highly transmissible BA.2 variant, resulted in a significant escalation in cases in our community. It also became obvious that, although vaccination continued to be a strong protection against severe illness, it did not offer much protection against infection. As a result, in late March we began to identify several cases of COVID in our staff and eventually in our residents. As of April 22, we have had 33 cases of COVID amongst our residents, and 101 cases amongst our staff. We are in daily contact with Public Health as we navigate through these outbreaks.
- The escalation in the number of cases has a dual impact on our operations. COVID amongst our staff reduces their attendance / availability and COVID amongst our residents and increases the workload demand on our staff. Ensuring that we have safe staffing in place has been very challenging and at times we have been unable to provide the funded care hours. For a period of time, we required staffing resources from two private agencies who are contracted by DSD for this very purpose. We are hopeful that we have reached the peak of staff infections and that our staffing situation will improve in the coming weeks.
- We continue to require continuous masking, passive symptom screening and daily POC testing for our staff. POC testing has been a strong tool – allowing us in many cases to identify a new case before the staff member presented to their work unit.
- On April 1, 2022, the Department of Social Development advised that, effective April 11, 2022, being fully vaccinated would no longer be a condition of employment required by government and that nursing homes, as well as other vulnerable sectors, would be expected to implement policies which would align with government policy. Discussions are underway to determine the best way to address the implications of this change in government policy.

- Now that second booster doses are now available, plans are underway to provide the vaccine to our residents.

## **2.2 ADULT DAY PROGRAM**

- Staff are continuing to develop a re-opening proposal for the Adult Day Program and, if approved by DSD, we anticipate re-opening in the second quarter.

## **2.3 THERAPEUTIC RECREATION & VOLUNTEERS**

- Activities continue to be restricted to on-unit programming only. Visitation policies have loosened and proof of vaccination is no longer required for visitors. Of course, if a unit is in a declared outbreak, we reinstitute visitation restrictions. Caregivers are still able to visit, even during outbreaks.
- The June concert (Old Time Country Fair) has been cancelled for June due to COVID concerns (outbreaks and staffing). Two concerts remain on the schedule – July 18<sup>th</sup> and August 22<sup>nd</sup>.
- I have asked the team to consider / propose a cautious and gradual re-opening plan. The continued restriction in social activities is difficult for our residents.

## **2.4 TECHNOLOGY EVALUATION OPPORTUNITY**

- The NB Continuing Care Safety Association, an organization with a focus on staff safety in long term care settings, has invited York Care Centre and CIRA to participate in the trial /evaluation of a new resident turning technology which reduces the risk of staff injuries. This technology, currently available only in Europe, would be new to Canada. Other partners in this project include UNB Kinesiology and U de M.

# **3.0 PEOPLE & CULTURE**

## **3.1 RECRUITMENT**

- Staff on-boarding increased this fiscal year (76 hires) over last year (43 hires).
- The Human Resources team have been focused on recruitment efforts given our challenging staffing situation.
- A Resident Attendant Training program was held in March-April and 7 successful students have been hired.
- In collaboration with the Department of Post Secondary Training and Labour and the Multicultural Association of Fredericton, our team participated in virtual job fairs focused on Internationally Educated Nurses (IENs). Several interviews have been scheduled as a result of this initiative. The IENs would be hired as Resident Attendants and, while employed, would be able to complete their registration requirements with the Nurses Association of New Brunswick or the Association of NB Licensed Practical Nurses. Once registered, they would be eligible to apply for vacant RN / LPN positions.

## **3.2 NBNU COLLECTIVE AGREEMENT**

- The NBNU Collective Agreement which has been settled but not yet signed, includes an agreement to study several issues including LTD costs, mandatory ratios, access to pension and benefits for part time nurses and voluntary standby rosters. The results of such studies may inform future negotiations.

## **3.3 LPN WAGE PARITY**

- The settlement of the Part 3 (hospital sector) collective agreement with NBNU created a wage disparity with hospital employed LPN earning \$4.00 more per hour than LPN working in nursing homes. Unresolved, this disparity might have led our LPNs to consider employment with the RHA. Thankfully this issue has been resolved. The Department of Social Development has approved an increase in wages until the next round of bargaining is completed. These new interim wages will match the rates Part 3 LPNs.

### **3.4 STAFF RECOGNITION**

- A retirement event is being planned for May 18<sup>th</sup> at 2:30PM to recognize seven employees who have retired this year.

### **3.5 SEED Students**

- We have received approval for 4 summer SEED students (provincial program). Approvals remain pending for federally funded student positions.

## **4.0 FACILITIES AND INFRASTRUCTURE**

### **4.1 THE WETLANDS PROJECT**

- Project has been placed on hold due to the significant increase in construction estimates, making the project unsustainable. The seed funding from CMHC will not be used, thereby retaining our eligibility for CMHC funding in the future.

### **4.2 CAPITAL ACQUISITIONS AND IMPROVEMENTS**

- Shingle replacement on the Dixon front roof completed with late notice funding from DSD.
- Narcotic cabinets installed with card access, rather than keyed locks, to improve security of narcotic supply.

### **4.3 RETIREMENT OF TIM BOONE, DIRECTOR OF FACILITY & INFRASTRUCTURE SERVICES**

- Unfortunately, I must advise you of the retirement of Tim Boone. Recruitment is underway for a replacement.

## **5.0 MISCELLANEOUS**

- I would like to thank the Board and the staff of York Care Centre for the warm welcome I have received. I have spent my first month trying to absorb as much as possible about the staff, the residents and the facility. There is clearly much to learn, and I am quite prepared to say that I have only scratched the surface. My plans for spending time on the units, meeting residents and families, were complicated by the series of outbreaks that began just four days after my arrival. I will continue with these plans as these outbreaks are declared over. I have continued with Tony Weeks practice of weekly update emails to all staff.
- The senior team, led by Byard Smith, has prepared a budget for your consideration and approval. We have also held one planning session to discuss our operational goals for 2022-23. I will bring a final operational plan to the board in June.
- Mr. Norman Bossé has been appointed as CEO of the NB Nursing Home Association with Michael Keating gradually transitioning out of the role. The NBANH virtual AGM will be held on May 18<sup>th</sup>, followed by the annual conference on May 19<sup>th</sup>. We can arrange registrations for any interested board members.
- Our team at CIRA have been getting great media attention. Justine Henry was interviewed by the Daily Gleaner earlier this month and Information Morning CBC will interview Jo-Ann Kenny on Monday April 25<sup>th</sup> regarding the PassiveAware research project.
- We anticipate that our annual inspection by the Department of Social Development will occur sometime in the next month or so. Senior staff are well prepared for this visit which will be unannounced.