



Finance & Administration Committee

<https://us02web.zoom.us/j/86823706629?pwd=Z2NPRm5CNjZsOVZajREVnJlVtK5UT09>

Meeting ID: 868 2370 6629 Passcode: 554380

AGENDA

Wednesday April 20, 2022

Item	Description	
1	Call to Order & Introductions	Pierre LeBlanc
2	Declarations of Conflict of Interest	Pierre LeBlanc
3	Approval of Previous Minutes, January 31 st , 2022	Pierre LeBlanc
4	Business Arising	
5	Unaudited Financial Statements for the Period ending February 28, 2022 <ul style="list-style-type: none"> • York Care Centre Inc. • York Developments Inc. • Centre for Innovation and Research in Aging Inc. • York County Properties Inc. 	Byard Smith
6	Proposed Budgets for the 2022-23 fiscal year <ul style="list-style-type: none"> • York Care Centre Inc. • York Developments Inc. • Centre for Innovation and Research in Aging Inc. • York County Properties Inc. 	Byard Smith
6	New Business <ul style="list-style-type: none"> • Finance & Administration Q4 staff Report 	Shelley/Byard/Tim
7	Other	
8	Date of Next Meeting: TBD	

**Minutes of meeting of the
Finance & Administration Committee**

at York Care Centre, 100 Sunset Drive, Fredericton NB, Virtual meeting On January 31st, 2022

at 5pm

Virtual: Pierre LeBlanc, Lyne St. Pierre-Ellis, Wayne Snowdon, Martin Ferguson, Doug Holt, Liz Richards, Andrew Currie, Tony Weeks
Staff: Shelley Kenny, Byard Smith, Tim Boone

1. Call to Order & Introductions

Ms. St. Pierre-Ellis (Acting F&A Chair until Mr. LeBlanc can join the meeting) called the meeting on behalf of the Committee Chair, Mr. LeBlanc.

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. Due to COVID-19, the Committee meeting was held virtually.

3. Approval of Minutes

It was moved by Mr. Beattie and seconded by Mr. Snowdon that the Minutes of October 28, 2022, be approved as presented. Motion carried

4. Business Arising

No business arising.

5. Unaudited Financial Statements for the period ending December 31, 2021 (Byard Smith)

Mr. Smith presented the December 31, 2021 unaudited financial statements. However, Mr. Smith requested approval for YCC, YDI, CIRA and YCP statements from October 01 – December 31, 2021 statements to go to the Board of Directors for approval.

Mr. Snowdon asked for clarity on where the one-time payment from YCC to CIRA is recorded. Mr. Smith confirmed the transfer is listed in the Care Service expenses for in November 2021. (\$126,000).

Mr. Smith also referenced the deficit for YCC in November which included the one-time payment to CIRA.

Mr. Smith also confirmed that YCC has received the Safe Restart funding for the three quarters and is awaiting confirmation for funding for Q4. (\$81,000).

Mr. Smith presented the unaudited financial statements for month ending December 31, 2021, highlighting:

- **York Care Centre Inc.** YCC total revenue for month \$1,906,066. Total expenses of \$1,911,705 with a deficit of -\$5,639 at month end. Total revenue for YTD is \$17,137,083. Total expenses \$17,007,289 and a YTD surplus of \$129,794. In the month of December, overall salaries and benefits were underspent by \$21,926. There was an overspend of \$34,450 on a Staff Years of Services recognition – a new item that was mentioned in the previous report. This has not been paid yet but has been reflected in the statements. Mr. Beattie asked for clarification on the levels of Years of Services and Mr. Smith confirmed

the staff receive \$100 for 5 years of service, \$200 for 10 years of Service and Ms. Kenney added the remaining years go up in \$100 increments so \$300 for 15 years and \$400 for 20 years of service.

- Dietary was also overspent by \$4,000 in the month of December as was Repairs and Maintenance by \$7,300. Heat and electricity was also overspent by \$16,400.

[Mr. LeBlanc joined the meeting at 5:17pm]

- Underspend in education of approx. \$4,000 and Birch Grove by \$2,149
- Overall, there is a deficit of only \$5,639 in the month of December.
- Salaries and benefits were underspent of approximately \$67,400 in total for YTD.
- YCC received the Safe Restart funding for Q1-3 of \$244,338 which permitted YCC to pay the \$126,000 to CIRA which was previously approved.
- Actual YTD surplus at December 21, 2021: \$129,794.

- **York Developments Inc:** Total revenue of \$100,645 versus expenses of \$92,232 with a surplus at month end, December 31st, 2022 of \$8,413. Actual YTD revenue is \$899,265 versus expenses of \$870,032 with a YTD surplus of \$29,233. Salary and Benefits were underspent by approx. \$54,900, due to the fact that the ADP Program is still not running.

- **CIRA** – Mr. Smith confirmed that CIRA currently has 5 HSPP Projects ongoing. So, in the month of December the total revenue was \$43,857 versus expenses of \$43,681, closing with a surplus of \$176. YTD revenue is \$684,791 and total expenses of \$554,720 with YTD surplus of \$130,071 which includes the \$126,000 grant from YCC.

- **YCP** – Mr. Smith explained that whatever surplus it makes, is paid to a grant to YCC. By the end of the year, the balance will be \$0. YTD total revenue is \$3,424 with total operating expenses of \$3,424 and a net surplus. So, at December 31st, YTD surplus will show as \$0.

- Overall, YCC, YDI, CIRA has an accumulated surplus of \$289,098. Total revenue on all three companies is \$18.7m.
- Following a committee discussion on the number of vacant beds (10 vacant beds) and Mr. Weeks confirmed there are currently 13 staff in isolation due to COVID-19 which doesn't include the regular sickness. This is having a significant impact on staffing levels for the organization.
- Mr. Smith explained the retirement allowance which doesn't affect the bottom line and so therefore, YCC made a decision not to invest in an actuarial report. SD funds all the retirement allowances. Mr. Smith also briefly explained that the way we process the mortgage matches the revenue coming from the province each year with the mortgage payments which is what we show as our expense. Mr. Holt asked what we are doing in the future once the mortgages have been paid down and Mr. Smith said the Province will take the mortgage out of the revenue and there will be no more money from SD for the loan. (\$2.6m 21-22 fiscal year will go to \$0), the revenue and expenses will go down together as this is a non-transferable budget item. Mr. Holt said he believes it is important that all members understand this process and it would be an appropriate time to discuss this again at the time when the audited financial statements are presented to the Board of Directors.

It was moved by Mr. Snowden and seconded by Mr. Beattie that the unaudited financial statements for YCC, YDI, CIRA & YCP for the period October 1 - December 31st, 2022 be presented to the Board of Directors for approval.

Motion carried

6. New Business

Finance & Administration Q4 Staff Report (Shelley, Byard, Tim)

Ms. Kenny presented the past Quarter report for Human Resources, highlighting:

- Retention is similar to Q3. Onboarded 22 new staff and received 21 resignations – 10 being hired in this quarter.
- GET Inspired team continue to boost morale for staff during this time. New equipment has been added to the gym in this last quarter and we installed a full bathroom and shower unit. Staff received a \$25.00 gift card.
- The HR Analytics & Benefits Specialist employee has now been recruited, completing the HR Team.
- The Communications specialist is working on a recruitment video.
- All qualifying staff have received their years of service monetary 'thank you' gift. Historically, YCC paid staff who didn't take sick days but we no longer want to incentivise sick people coming to work so have put this budget towards the years of service program.
- The quarterly employee survey focused on the scheduling issues and the goal was to move forward and focus on scheduling trials. However, due to the current staffing challenges we are not looking at it this particular quarter. Surprisingly, staff seem to enjoy having the 8 hr shifts as opposed to 12 hrs.
- KPIs – absenteeism during this quarter accounts for 11 staff out for COVID testing. (1-4 days for testing or isolation for 10-14 days). We are expecting to see a rise – as of today there are 11 staff out on isolation. In January there was a total of 45 staff out. This doesn't include regular sick calls or planned sickness such as surgeries which presents challenges. 98% of absenteeism is Care staff.
- Effective October 3rd, 2022 the standard funding of Care Hours increased from 2.89 hr to 2.99 hrs of care per resident resulting in an increase of approx. 600 hrs of care over a 28 day period for classifications. Therefore, the drop in percentage in Q3 is due unfilled positions. Ms. Kenny confirmed that YCC is participating in two virtual Job Fairs in February and the goal is to extend employment to International Educated Nurses.
- Mr. Snowdon asked for an update on the unvaccinated staff who were terminated, and Ms. Kenny confirmed 6 employees did not provide HR with their proof of vaccination. These employees were placed on unpaid leave, allowing extra time to provide proof of vaccination before January 20. However, the employees did not provide proof of vaccination by the deadline and so therefore, they were terminated. All 6 employees have filed a grievance.
- Partnerships: Every resident received a Christmas gift as a result of a successful Adopt a Senior program facilitated by Dooly's, Prospect Street.
- Three high school students completed their courses and two have successfully completed their placements and we are working towards onboarding these two students to become PSW classification team.

Mr. Boone presented the Facilities Q2 review, highlighting:

- The GET Inspired team was instrumental in organizing the full shower and washroom for use after the gym but also for staff who stay on campus during a snowstorm.
- A card access system has been installed within the Med rooms which will increase the control of the 10 narcotic cabinets.
- CMHC SEED funding was approved and we are currently working with an architect to create a design for the Wetlands Project.
- Mr. Boone explored an extensive cost saving exercise regarding wax coated disposable cups. The current costs for waxed cups is currently \$9,000 a year, therefore, we will be replacing the disposable cups with reusable cups.
- Mr. Snowdon asked how the Restart Funding is determined and Mr. Smith clarified that the funding is calculated at \$4.10 per resident bed, per quarter. (\$81,446 for Q1 & also \$81,446 for Q2).

Mr. Snowdon expressed his concerns over the semantics of the 'Research Grant' to CIRA published on the YCC statement. Mr. Smith explained that on the YCC statement, we called it a Grant because YCC gave a gift to CIRA so that they could eliminate their accumulative deficit. On the CIRA statement it is called a general contribution. Mr. Smith agreed to remove the word 'grant' and replace with 'contribution' on the YCC statements.

7. Date of Next meeting

Mr. LeBlanc requested the meetings start at 5:15pm to allow time for him to return home from his work commitment. In addition, the day of the next meeting will be moved to Wednesday.

It was moved by Mr. Snowdon that the meeting be adjourned.

Pierre LeBlanc, Chair

Caroline Marygold, Board Coordinator

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

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT			
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
TOTAL CURRENT ASSETS	1,769,268.01	1,585,444.32	183,823.69
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)
TOTAL FIXED ASSETS	19,826,145.24	20,044,481.63	(218,336.39)
TOTAL ASSETS	21,595,413.25	21,629,925.95	(34,512.70)
<u>LIABILITIES</u>			
CURRENT			
PAYABLES & ACCRUALS	2,953,834.97	2,777,137.20	176,697.77
DEFERRED REVENUE	64,346.09	68,512.76	(4,166.67)
TOTAL CURRENT	3,018,181.06	2,845,649.96	172,531.10
LONG TERM			
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)
TOTAL LIABILITIES	18,868,759.91	19,070,186.87	(201,426.96)
<u>FUND BALANCES</u>			
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)
TOTAL FUNDS	(291,527.72)	(285,910.88)	(5,616.84)
TOTAL LIABILITIES & FUNDS	21,595,413.25	21,629,925.95	(34,512.70)

**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
REVENUE				
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	
TOTAL REVENUE	\$1,957,078	\$1,901,397	\$55,681	
OPERATING EXPENSES				
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
TOTAL EXPENSES	\$1,963,639	\$1,902,962	-\$60,677	
NET SURPLUS (DEFICIT)	-\$6,561	-\$1,565	-\$4,996	

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				
REVENUE AND RECOVERIES										
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	
TOTAL REVENUE AND RECOVERIES	\$21,873,491	\$20,994,800	\$20,962,150	\$32,651			\$22,880,200	\$22,815,197	\$65,003	
OPERATING EXPENSES										
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	
TOTAL EXPENSES	\$21,670,466	\$20,868,298	\$20,960,585	\$92,287			\$22,830,196	\$22,815,197	-\$14,999	
NET SURPLUS (DEFICIT)	\$203,025	\$126,503	\$1,565	\$124,938			\$50,004	\$0	\$50,004	
Less: Transfer to replacement reserve		3,025	0	(3,025)			3,300	0	(3,300)	
(Increase) or Decrease in Operating Fund Accumulated Deficit		\$123,478	\$1,565	\$127,963			\$46,704	\$0	\$53,304	

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 \$13,891, overspent on 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
<u>ASSETS</u>			
CURRENT ASSETS			
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
RESTRICTED CASH AND DEPOSITS			
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
FIXED ASSETS			
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
<u>LIABILITIES</u>			
CURRENT LIABILITIES			
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
LONG TERM DEBT			
MORTGAGE 116 SUNSET DRIVE	1,866,539	1,879,283	-12,744
TOTAL LONG TERM LIABILITIES	1,866,539	1,879,283	-12,744
DEFERRED CONTRIBUTIONS			
DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS	7,168	7,335	-167
TOTAL DEFERRED	7,168	7,335	-167
FUND BALANCES			
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
REVENUE						
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
TOTAL REVENUE	103,523	108,141	-4,618	1,105,163	1,156,867	-51,705
OPERATING EXPENSES						
WAGES & BENEFITS						
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
	30,058	34,425	-4,367	310,548	377,429	-66,882
TENANT / ADP CLIENT SUPPORT COSTS						
FOOD COST	4,338	4,884	-546	49,054	51,297	-2,243
	4,338	4,884	-546	49,054	51,297	-2,243
MAINTENANCE						
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
	34,596	29,449	5,147	335,794	332,114	3,680
ADMINISTRATION						
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
	18,161	20,161	-2,000	199,828	219,306	-19,478
CAPITAL						
DEPRECIATION	15,298	15,278	20	168,215	168,059	156
	15,298	15,278	20	168,215	168,059	156
TOTAL OPERATING EXPENSES	102,452	104,197	-1,746	1,063,439	1,148,206	-84,767
NET EARNINGS (LOSS) FOR PERIOD	1,072	3,944	-2,873	41,723	8,661	33,062
LESS: TRANSFER TO						
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
<u>ASSETS</u>			
CURRENT			
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
TOTAL CURRENT ASSETS	<u>727,554.48</u>	<u>435,356.84</u>	<u>292,197.64</u>
CAPITAL ASSETS			
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)
TOTAL ASSETS	<u><u>736,122.58</u></u>	<u><u>444,194.71</u></u>	<u><u>291,927.87</u></u>
<u>LIABILITIES</u>			
CURRENT			
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
TOTAL CURRENT	<u>726,197.05</u>	<u>442,876.18</u>	<u>283,320.87</u>
<u>FUND BALANCES</u>			
FUND BALANCES			
FUNDS UNRESTRICTED	(129,061.64)	(129,061.64)	0.00
NET INCOME (LOSS) FOR THE PERIOD	130,713.03	130,557.77	155.26
TOTAL FUNDS	<u>1,651.39</u>	<u>1,496.13</u>	<u>155.26</u>
TOTAL LIABILITIES & FUNDS	<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
REVENUE						
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
TOTAL UNRESTRICTED REVENUE	40,575	65,014	(24,439)	760,469	719,603	40,866
OPERATING EXPENSES						
WAGES & BENEFITS						
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)
ADMINISTRATION						
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
PROJECT RELATED EXPENDITURES						
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
TOTAL EXPENSES	40,420	60,683	20,263	629,756	671,960	42,204
NET EARNINGS (LOSS)	155	4,331	(4,176)	130,713	47,643	83,070

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
REVENUE						
MISCELLANEOUS SALES	\$146	\$146	(\$0)	\$1,608	\$1,608	(\$0)
INTEREST INCOME	220	225	-6	2,570	2,475	95
TOTAL REVENUE	\$366	\$371	(\$6)	\$4,178	\$4,083	\$95
OPERATING EXPENSES:						
SALARIES & BENEFITS						
	\$0	\$0	\$0	\$0	\$0	\$0
BUILDING & GROUNDS						
PROPERTY TAXES						
	\$0	\$0	\$0	\$325	\$325	\$0
	\$0	\$0	\$0	\$325	\$325	\$0
ADMINISTRATION						
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
TOTAL OPERATING EXPENSES	\$366	\$344	\$22	\$4,178	\$4,110	\$68
OPERATING SURPLUS (DEFICIT)	\$0	\$27	(\$27)	\$0	(\$27)	\$27
	\$0	\$0	\$0	\$0	\$0	\$0
NET SURPLUS (DEFICIT)	\$0	\$27	(\$27)	\$0	(\$27)	\$27

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
Total Estimated Revenue (Excluding Budget Amendments)	<u>\$22,322,548</u>	<u>\$22,733,507</u>	<u>\$410,959</u>
Operating Expenditures:			
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
Total Ordinary Expenditures	<u>\$22,322,548</u>	<u>\$22,733,507</u>	<u>410,959</u>
Ordinary Surplus (Deficit)	<u>\$0</u>	<u>\$0</u>	<u>\$0</u>
Less Transfer to Replacement Reserve Fund	-3,300	-3,300	\$0
Net Increase (Decrease) in Operating Fund balance	<u><u>-\$3,300</u></u>	<u><u>-\$3,300</u></u>	<u><u>\$0</u></u>

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	
		<u>\$22,078,210</u>	
 The following variances are presented in April 2022 YCC Budget:			
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 Grant 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		
2022-23 Total Budget	<u><u>\$22,733,507</u></u>	<u><u>\$22,733,507</u></u>	<u><u>\$0</u></u>
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	<u>\$21,016,179</u>		
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	<u>653,115</u>		
Estimated 2021-22 Soc Dev't Grant	<u>\$21,669,294</u>		
Less Estimated Vacant Bed day reduction for 2022-23	-6,000		
Estimated actual revenue from Social Development	<u>\$21,663,294</u>		

Updated: April 12, 2022; 11:30 AM



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

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
Total Care Services	9,558,883.35

Research Salaries & Benefits	-
Research - Supplies & Expenses	45,000.00
Total Research	45,000.00

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
Total Operations	6,296,114.45

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

Supportive Housing Salaries	Moved to YDI
Supportive Housing Supplies	-
Total Supportive Housing	-

Total Capital Operating	3,114,560.00
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Total Expenses	22,733,506.70
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Operating Surplus/(Deficit)	0.00
Capital Budget Items	141,700.00
Net Surplus/(Deficit)	(141,700.00)

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
22,322,548.38	410,958.32

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

-	-
187,000.00	(142,000.00)
187,000.00	(142,000.00)

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
6,156,620.18	139,494.27

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
3,872,361.82	(153,412.93)

0.00	0.00
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3,117,714.00	-3,154.00
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22,322,548.37	410,958.33
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0.01	-0.01
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	0.00
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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%
22,733,506.70	100.0%	

Summary of Changes Above:

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

Current Number of Beds	218
Current Square Footage	180,623

	Gov't Funding 2021-2022 (Actual)	YMI Budget 2021- 2022	Funding (Deficiency) Surplus	Recoveries	Surplus (Deficit)
Care					
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	10,677.23		
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		
Total Care	8,529,204.83	9,257,283.54	(728,078.71)	166,467.93	(561,610.79)
Research - Salaries and Benefits	-	-	-		
Other Supplies and Expenses	-	45,000.00	(45,000.00)		
Total Research	-	45,000.00	(45,000.00)	-	(45,000.00)
Operations					
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)		
Total Operations	129,034.00	446,234.00	(317,200.00)	86,742.62	(230,457.38)
Dietary					
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	30,722.33		
Supplies	670,873.00	861,469.00	(190,596.00)		
Total Dietary	1,927,042.00	2,115,983.52	(188,941.52)	85,480.00	(103,461.52)
Environmental Services					
Environmental Services Manager	52,011.00	85,992.98	(33,981.98)		
Laundry Salaries	426,953.00	271,300.29	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)		
Total Environmental Serv	3,937,210.18	3,733,896.94	203,313.24	155,545.98	358,859.22
Recreation					
Manager	73,040.00	68,297.18	4,742.83		
Activity Coordinators	171,085.00	178,288.64	(7,203.63)		
Supplies	10,732.00	25,728.00	(14,996.00)		
Total Recreation	254,857.00	272,313.81	(17,456.81)	-	(17,456.81)
Education					
Education Manager	-	-	-		
Supplies	11,600.00	50,885.39	(39,285.39)		
Total Education	11,600.00	50,885.39	(39,285.39)	50,000.00	10,714.61
Pastoral					
Pastor	-	-	-		
Supplies	3,746.00	29,286.00	(25,540.00)		
Total Pastoral	3,746.00	29,286.00	(25,540.00)	-	(25,540.00)
Administration					
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)		
Total Administration	467,358.00	704,607.50	(237,249.50)	252,592.16	15,342.67
Supportive Housing					
Salaries	-	-	-		
Supplies	-	-	-		
Total Supportive Housing	-	-	-	-	-
Employee Benefits					
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	36,788.00	36,073.15	714.85		
Total Employee Benefits	2,977,080.00	2,963,456.01	13,623.99	-	10,222.99
Capital					
Depreciation	-	510,929.00	(510,929.00)		
Mortgage/Loan Payments	2,606,713.00	2,603,631.00	3,082.00		
Total Capital	2,606,713.00	3,114,560.00	(507,847.00)	300,532.00	(207,315.00)
Estimated vacant Bed day Deduction	-	-	-		(6,000.00)
Estimated NT Pension to be paid by SD at YES	-	-	-		-
Estimated Adjustments	798,301.00	-	798,301.00		798,301.00
Total Operating Budget:	21,642,146.00	22,733,506.70	(1,091,360.70)	1,097,360.70	(3,401.00)

Description	Code	Proposed Budget
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DSD Funding (Original Budget)		21,642,146.00	
COVID Safe Restart Revenue Q1	5891-005	27,148	SD Approved April /22 Funding
Add Oct 1 Care Hours Increase	5000		G/L 5000 0.2 care hours increase April 1/22 in SD Funding
Expected Non Trans add'l Pension funding			G/L 6955 Adjust this line after we receive SD actual budget
Less Estimated vacant Bed Day reduction		(6,000.00)	
Recoveries:			
Non - Recurring DOH Subsidy	5620	-	Revenue and Expenses re Budget Amendments not budgeted
CMHC Sect. 56.1 Subsidy	5950	-	CMHC Rev ended in April 2015
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	\$4,584 actual Apr to Dec/20 add Raise fees 5% April 1/21=\$4715
Recoveries - Food Service	5800	3,400	estimate based on first 9 months of 2016-17 projected
Recoveries - Support Ser - Security	5861	54,117	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 WH5CC 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 rebate	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 Feb2021 X 2 for next year with 3% rebate
Recoveries - General	5890	-	
Recoveries - Administration	5891	24,905	YCP Interest \$3,505 for 2022-23 + \$1,000 Misc; YMI Recovery from YCF \$20,400
Recoveries - Administration to YDI	5891-001	84,722	
Recoveries - Administration to SH	5891-002	17,981	
Recoveries - Administration to ADP	5891-003	3,100	
Recoveries - Administration to CIRA	5891-004	38,616	
Recoveries - ADMIN COVID19	5891-005		Included in SD Revenue above
Recoveries - Prior Period Recovery	5892	10,000	
Recoveries - Project Workers	5991	27,000	Summer Students 17,000 + Experiential Learning students \$10,000
Total Recoveries		1,070,212.70	

Total Revenue Net of vacant Bed days **22,733,506.70**

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

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
Total Equipment > \$2,500		<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
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
Building Improvements > \$5,000	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
Total Capital Budget 2022-23		<u>\$141,700.00</u>		<u>\$13,250.00</u>	<u>\$26,500.00</u>

Capital recoveries to be amortized:

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

	2022-23 Proposed Budget SH	2022-23 Proposed Budget YDI	2022-23 Proposed Budget ADP	2022-23 Proposed Budget Consolidated
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
Revenues				
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	-	-	-	-
Total Revenues	<u>700,527</u>	<u>708,086</u>	<u>763,874</u>	<u>55,788</u>
Operating Expenses				
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
Total Expenses	<u>698,914</u>	<u>728,997</u>	<u>767,672</u>	<u>38,675</u>
Ordinary Surplus (Deficit)	<u>1,613</u>	<u>(20,911)</u>	<u>(3,797)</u>	<u>17,113</u>
Transfer to Replacement Reserve	(18,000)	(18,000)	(18,000)	-
Transfer to Vacancy Loss	(3,186)	(3,186)	(3,186)	-
Change in Fund Balance	<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 2019-20

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 \$747 on October 1/22 less 1.5% vacancy deflator	18,228
Interest Revenue Increase	-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
Estincrease in electricity costs (Curr budget adequate for 2% increase)	-
Decrease budget from Replacement Reserve	-
Security Services adjusted to new CUPE Contract in YMI	110
Administration Increased chargeback from YMI	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 8, 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
Revenues				
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>
Operating Expenses				
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>
Net Earnings (Loss) for YDI Apartments	<u>34,790</u>	<u>17,666</u>	<u>25,388</u>	<u>7,722</u>
Transfer to Replacement Reserve	(32,373)	(18,000)	(18,000)	-
Change in Fund Balance	<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 1/20 rent increases, + Sept 1/21 increase	15,812
Tenant Subsidy increase	2,503
Decrease in Amortization of Deferred Contribution	-
Decrease in Washer & Dryer Rev	<u>250</u>
Total net revenue budget increase	<u>18,565</u>

EXPENDITURE CHANGES:

Salary and Benefits - Minor decrease	253
Indexing of various accounts in buildings and grounds based on actual 2020-21 expenses plus index.	8,736
Audit fees increase re PwC Contract	-
Increase Admin fees paid to YMI	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 2020-21)	<u><u>7,722</u></u>

Updated: April 8, 2021

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
REVENUE				
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
Total Revenue	\$85,326	\$60,436	\$121,462	\$61,026
OPERATING EXPENSES				
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
Total Expenses	\$82,307	\$60,436	\$117,665	\$57,229
NET EARNINGS (LOSS)	\$3,019	\$0	\$3,797	\$3,797

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
Revenues				
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>
Operating Expenses				
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 2021-22

REVENUE CHANGES:

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

Total revenue increase 447,260

EXPENDITURE CHANGES:

Increase Project Worker expenses	386
Decrease in administration and over head costs from YMI	(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 445,981

Net change in budget 1,279

Updated: April 14, 2022

CIRA Operating Budget
Proposed 2022-2023

		2020/21 Approved Budget	2021/22 Approved Budget	2022/23 Proposed Budget	Variance to Prior Year	
Revenues						
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				-	-	
Total Unrestricted Revenue		60,933	74,167	52,833	(21,334)	
Project Related Revenue						
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)	
		1,239,297	745,361	1,213,955	468,594	
TOTAL REVENUE		1,300,230	819,528	1,266,788	447,260	
Salaries and Benefits						
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				-	-	
Total Salaries and Benefits		4,723	4,447	4,833	386	
Administration and Overhead Costs						
Administration Staff Chargebacks	5008	57,082	47,616	24,617	(22,999)	Portion of CEO, and other admin positions
Audit Expenses	5031	5,632	5,768	5,768	-	Based on PwC contract for 2021-22
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	-	
		80,125	67,745	44,746	(22,999)	
Research Project Related Expenditures:						
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)	
		1,239,297	745,361	1,213,955	468,594	
Total Expenses		1,324,145	817,553	1,263,534	445,981	
Excess of Revenues over Expenditures		(23,915)	1,975	3,254	1,279	

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
Operating Revenue					
Other Revenue					
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>
Total Operating Revenue		<u>10,601</u>	<u>4,454</u>	<u>3,883</u>	<u>571</u>
Operating Expenses					
Buildings and Grounds					
Property Taxes	7400	323	325	318	7
Insurance	6800	-	-	-	-
Subtotal Buildings and Grounds		<u>323</u>	<u>325</u>	<u>318</u>	<u>7</u>
Administration					
Audit Expense	6200	-	-	-	-
Reimbursement of YCC Expenses	6105	10,218	4,069	3,505	564
Bank Charges	6300	60	60	60	-
Subtotal Administration		<u>10,278</u>	<u>4,129</u>	<u>3,565</u>	<u>564</u>
Total Operating Expenses		<u>10,601</u>	<u>4,454</u>	<u>3,883</u>	<u>571</u>
Net Surplus (Deficit)		<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.

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



REPORT TO THE FINANCE & ADMINISTRATION COMMITTEE

January 1, 2021 to March 31, 2021
Quarter 4 Activity

The purpose of this report is to apprise the Board's Finance & Administration Committee of key activities within each quarter of the fiscal year, including an update on key performance indicators and the two strategic pillars: Resources and Environment.

Accordingly, the Committee receives four reports per year with content from the following senior leaders.

Senior Leader

Shelley Kenny, Vice President, People and Culture
Byard Smith, Chief Financial Officer
Tim Boone, Director, Facilities & Infrastructure

Key Areas of Reporting

Human Resources, Process Improvement
Financial Services
Facilities, Building and Infrastructure

1. Human Resources

- Facility wide retention seen an improvement this quarter. We received 13 resignations and administered 2 terminations. We on-boarded and welcomed 11 new staff members and the HR team continues to actively recruit and on-board regularly.
- The HR team participated in a virtual provincial job fair coordinated by PETL, and a virtual job fair coordinated by the Multi Cultural Association where all interested candidates were internationally educated nurses (IEN).
- Staff on-boarding increased this fiscal year (76 hires) over last fiscal year (43 hires).
- Activities organized through our 'Get Inspired Team' included celebrating members of our Therapeutic Recreation department during Activities Professional Week, distributing 44 Valentine Grams and the purchase of a new treadmill for our staff gym.
- In addition to the Get Inspired coordinated events, the HR team sponsored a Staff Wellness Challenge as well as a 'find the BEE' competition!
- We coordinated and organized our fifth Internal Resident Attendant Training program scheduled from March 7 – April 8, with 7 participants. A thank you to Brenda Hay and Kelly Day for facilitating this program.
- We welcomed 4 students from Leo Hayes high school who are participating in the Co-op 120 Long-term Care Program for the period of February to June. Upon successful completion of this program, they will be eligible for hire within long-term care facilities.
- York Care Centre welcomed a number of students participating in their clinical this quarter; 30 students from NBCC and 8 students from UNB. Our partnership with various educational institutions is a great asset as 'extra hands' are always appreciated and welcomed on the units. Both groups of students were met with regarding potential employment opportunities.
- We have been approved for 4 summer students through the Provincial SEED program (3 for YCC and 1 for CIRA).
- Our Q4 employee survey focused on suggestions for orientation and process improvement within departments.

Key Performance Indicators:

Employee Wellness	Q1	Q2	Q3	Q4
% retention This indicator looks at the number of employees that remained with YCC vs those that left	93%	93%	92%	95%
# employee wellness & recognition events This indicator looks at the number of events or activities held for staff	19	16	10	4

Hours Worked	Q1	Q2	Q3	Q4
absenteeism This indicator looks at days absent per FTE across the organization	14.42	13.82	17.16	21.64
% overtime hours This indicator looks at the amount overtime hours across the organization	3.87%	4.08%	4.23%	5.32%
% hours of professional care (RN/LPN) This indicator compares our worked hours to the hours required in the nursing home standards	99%	90%	88%	83%

Voice of Employee (% of employees who rated a question at three hearts or better)	Q4
How would you rate the overall direction of the organization?	75%
How do you feel about overall communication? (also asked for suggestions / ideas)	60%
How can we improve orientation?	Open ended question
Are there any deficiencies within your department that can be looked at for possible process improvements?	Open ended question
What focus or topic should we concentrate the next survey on?	Open ended question

Voice of Employee - Scheduling Survey Q3	What would be your preferred time for the majority of your shifts? (highest rating)	What would be your preferred hours of work? (highest ranking)	What would be your unit preference		
			1 st choice	2 nd choice	3 rd choice

RN	Days	8 hr shifts	Tower 3	Tower	Dixon
LPN	Days	12 hr shifts	Dixon	Tower 1	Tower 2
RA	Days	8 hr shifts	Dixon	Tower 2	Tower 3
Dietary Services	Days	8 hr shifts	Tower 1	Tower 2	
Environmental Services	Days	8 hr shifts	Tower 2	Tower 1	Tower 3
NUC/Rehab/Activities	Days	8 hr shifts	T1, T3, D, BG	T1, D, BG, None	T2, T3

Voice of Employee (% of employees who rated a question at three hearts or better)	Q1	Q2	Q3	Q4
How would you rate the overall direction of the organization?	85%	N/A	N/A	N/A
How do you feel about the CEO message(s) to staff?	94%	N/A	N/A	N/A
How do you feel about the work of the GET Inspired Committee?	87%	N/A	N/A	N/A

Please indicate your level of support if we were to implement a years of service recognition program that starts at 5 years with recognition at each 5-year increment, along with enhanced recognition gifts.	92%	N/A	N/A	N/A
Please indicate your level of support if we were to implement unit/department level real-time awards. Eg: if a supervisor sees someone going above and beyond, they would have the means to provide a small token of real-time appreciation.	92%	N/A	N/A	N/A
Please indicate your level of support if we were to implement a second (personal development) scholarship program that any employee could apply to.	96%	N/A	N/A	N/A

2. Process Improvement

4 projects still remain in progress:

- a. Maintenance systems (Megamation)
- b. Dietary staff replacement
- c. Pre-admission package
- d. Care services procurement process

3. Partnerships

- Leo Hayes high school partnership with the Long Term Care Co-op 120 course: 4 students currently participating this semester in the program.
- Donation received by the Nashwaaksis Lions Club for our Narrative program.
- In February, Elliot McCrea Hill Law Firm donated treats and coffee in recognition of National Kindness Day.
- Organization and promotion of our annual Golf Fore Care Tournament was in full swing this quarter.
- Our Communications & Engagement Specialist is in the process of joining the Nashwaaksis Lions Club to strengthen that partnership.

YCC Social Media:

Some posts did quite well on social media; our Resident of the Month posts along with our call out seeking participants for our Internal Resident Attendant Training program. February appeared to be the best month for engagement and reach. The announcement of Tony's last day and the announcement of our new CEO did well on LinkedIn and Twitter, boosting the engagement and reach for these platforms in February and March.

Facebook gained 63 'likes', and 46 posts were made throughout this quarter.

Twitter gained 5 new followers, and made 19 Tweets.

LinkedIn gained 30 followers and generated 18 posts.

Instagram gained 11 new followers, with 21 posts produced.

CIRA Social Media:

January and March were the best months for engagement and reach.

Facebook gained 21 new 'likes' and 22 posts were made throughout this quarter.

Twitter gained 49 followers and made 19 Tweets.

LinkedIn gained 42 followers and generated 22 posts.

4. Financial Services

- The Q4 financial results are not yet available due to the additional time required to complete the year-end activities in preparation for the annual audits.
- The most recent financial statements for the eleven months ended February 28, 2022 show the following:

York Care Centre Inc. has a YTD surplus of	\$126,503
York Developments Inc. has a YTD surplus of	\$ 41,724
CIRA has a YTD surplus of	<u>\$130,714</u>
Total YTD surplus for above three companies	<u>\$298,941</u>

- The total actual revenue for YCC, YDI and CIRA is \$22.56 million so the \$298,941 surplus is 1.31% of the total revenue for the first eleven months of 2021-22.

5. Facilities, Building, and Infrastructure

The Facilities Team has been busy receiving and installing new capital and non capital items that will benefit residents, staff, and families.

These include:

Resident Safety & Well-Being:

- Wheel Chair Scales
- Blanket Warmer
- Stand up lift
- Broda Chairs
- Wound Care carts
- Ceiling Mounted projection system for movies
- Shuffle boards

Employee Safety & Well-Being:

- Staff room appliances
- New Treadmill in employee fitness centre.

The implementation of the card access system in the 10 narcotic cabinets within the Med rooms has been completed.

Shingle replacement on the Dixon front roof has been completed.

Forty-two resident rooms were refurbished.

Memory Lane Campaign (Birch Grove Refurbishment)

The hallway/resident room front painting has been completed and work on murals is nearing completion. The activity Kitchen has been renovated to create a Café style space. The Bath/Shower, Dining room, and Resident room refurbishment/updates are in progress.

Donor & Recognition Wall

The historic time line which includes the founders and YCC growth over the years has been completed.

Wetlands Project

The committee met to review the preliminary design and cost estimates. It was determined that the cost estimates exceeded our ability to fund the project. The committee agreed to put the project on hold until fall at which time cost estimates could be reviewed to determine if market conditions had improved.

Recycling Program

Exploring the elimination of disposable items along with the cost implications to replace with reusable products.

Key Performance Indicators:

Recycling Program	Q1	Q2	Q3	Q4
Recyclables diverted from landfill This indicator looks at the total weight of recyclables diverted from landfill	327 kg	89 kg	393kg	62kg

6. Progress on Strategic Goals

Resources Pillar	Q1	Q2	Q3	Q4
Leadership Development (XcelCare) Two XcelCare leadership development events held.	0%	0%	0%	0%
Process Review & Improvement (XcelCare) Complete a review of scheduling process with future state identified and operational.	20%	20%	15%	5%
Voice of the Customer Methodology in place and functional for capturing voice of employees, residents, and families.	100%	0%	100%	100%
Updating Board Policies 100% of board policies updated.	0%	0%	0%	25%
Updating Corporate Policies 40% of corporate policies updated.	4%	2%	0.5%	0.5%
Environment Pillar	Q1	Q2	Q3	Q4
Senior's Living Business Case Business Case for senior's living presented for Board of Directors consideration.	25%	30%	50%	100%
Recycling Program / Carbon Footprint Reduction Implement a facility-wide recycling program to	20%	20%	25%	25%

support reducing waste to landfill.				
Resident Meals Improve overall resident meal satisfaction with a goal to have an average of 90% of residents rating 'I enjoy meal times' at three hearts or better by March 31, 2022.	93%	90%	90%	