

**Finance & Administration Committee
AGENDA**

**September 22, 2022 at 10:00 AM
York Care Centre Boardroom**

Item	Description	
1	Call to Order & Introductions	Pierre LeBlanc
2	Declarations of Conflict of Interest	Pierre LeBlanc
3	Approval of Previous Minutes April 20, 2022*	All
4	Business Arising	
5	Financial Statements – for review and approval 1. Unaudited Financial Statements for April, May & June 2022 – previously circulated via email. <ul style="list-style-type: none"> • York Manor Inc. • York Developments Inc. • Centre for Innovation and Research in Aging Inc. • York County Properties Inc. 2. Unaudited Financial Statements for the Period ending July 2022 <ul style="list-style-type: none"> • York Manor Inc. • York Developments Inc. • Centre for Innovation and Research in Aging Inc. • York County Properties Inc. 	Byard Smith
6.	Updated Budget 2022-23 - YCC 1. Memo re YCC Salary Inversion 2. Revised YCC Budget as result of DSD funding letter	Byard Smith
6	New Business 1. Finance and Administration Q1 Report	Senior Leaders
7	Other 1. Meeting Schedule Revisions	Geri Geldart
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 April 20, 2022 at 5pm

Virtual: Pierre LeBlanc, Lyne St. Pierre-Ellis, Gary Beattie, Martin Ferguson, Doug Holt, Liz Richards, Geri Geldart
Staff: Shelley Kenny, Byard Smith, Tim Boone
Apologies: Wayne Snowdon

1. Call to Order and approval of Agenda

Mr. LeBlanc called the meeting to order.

***It was moved by Mr. Holt and seconded by Ms. Richard to approve the agenda as presented
Motion carried***

2. Declarations of Conflict of Interest

Mr. LeBlanc 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. Ms. Richard announced that she was appointed into a new position for Social Development in a non-profit housing department. Ms. Richard to forward on the job description to Ms. Geldart for review by the Research and Ethics Committee.

3. Approval of Minutes - January 31st, 2022

It was moved by Mr. Beattie and seconded by Mr. Holt that the Minutes of January 31st, 2022 minutes be accepted with the change that was identified Motion carried

4. Business Arising

No business arising.

5. Unaudited Financial Statements for the period ending February 28, 2022 (Byard Smith)

Mr. Smith presented the unaudited financial statements for month ending February 28, 2022:

York Care Centre Inc. Revenue of \$1,957,078. Total expenses of \$1,963,639 with a deficit in the month of -\$6,561. Mr. Smith confirmed the Safe Restart funding was received for every quarter with each quarter amounting to \$81,400 which is reflected in the revenue. Overall, salaries and benefits YTD are underspent by \$29,000. The staff volunteer and recognition is overspent by \$32,000 because of the new program that was launched in this fiscal year and the budget reflected two years of rewards in this fiscal year. At this point, there is an underspend of \$40,000 for the Training and Education budget but the RA course was completed in March so that \$40,000 will be considerably lower once all of the expenses have been settled. YTD total revenue for the 11 months of the fiscal year is \$20,994,800 versus expenses of \$20,868,298 with a surplus of \$126,503. Mr. Smith reported that overall YCC is in a surplus position and confirmed YCC will finish the fiscal year with a surplus in excess of \$100,000. Mr. Smith said that up until the end of February, we had a total number of 431 vacant bed days for the first 11 months which resulted in penalties of \$53,875. The Safe Restart funding has helped to offset some of the penalties that YCC has incurred this financial year.

Mr. Holt inquired whether the Board of Directors should have a separate discussion regarding the Vacant Bed issue so that that the Department is aware of the hardship this is causing. Ms. St-Pierre-Ellis suggested the Board write a letter to Social Development. Mr. Smith clarified that Social Development instruct us not to fill vacant beds during an outbreak.

Mr. Holt also suggested that if the Board sends a letter to the Minister's office regarding the vacant bed penalty. However, Mr. Smith advised the Board to wait until the budget is announced. Mr. Smith is concerned that this may be a serious problem given that inflation is running around 6% and advised the board to lobby Social Development and also add this to the communication. However, Ms. St-Pierre Ellis suggested only dealing with the vacant bed days at this time.

It was moved by Mr. Beattie and seconded by Mr. Holt that the Board of Directors consider sending correspondence to the Minister's office with respect to the vacant bed penalty. Motion carried

York Developments Inc: Revenue of \$103,523 versus expenses of \$102,452 with a surplus at month end of \$1,072. Actual YTD revenue is \$1,105,163 versus expenses of \$1,063,439 with a surplus for the YTD of \$41,723. Supportive Housing has a deficit of a little over \$5,000 but YDI has a surplus which is offsetting this and the Adult Day Program has been not operational since March 2020. Overall, the revenue is lower than budgeted as there has been less Care Hours approved so this is affecting both the revenue and the salaries.

CIRA – The income statement showed a total revenue of \$40,575 for month of February versus expenses of \$40,420, closing with a surplus of \$155. YTD revenue is \$760,469 with total expenses of \$629,756 which leaves a surplus of 130,713. CIRA will be finishing the year with a small accumulated surplus in the range of \$1,800 - \$2,000.

York County Properties – YTD total revenue is \$4,178 and following expenses and property tax the balance of \$3,850 was paid to YCC as a contribution so the company always finishes as \$0.

Mr. Beattie asked about the property tax on the grave yard and Mr. Smith clarified that this is the property tax shown in the statement of approximately \$325.00 in the past fiscal year.

It was moved by Mr. Beattie and seconded by Ms. St. Pierre-Ellis that the financial statements for all the periods for all four companies are accepted as presented. Motion carried

6. New Business

6.1. Proposed YCC 2022-23 Budget (Byard Smith)

Mr. Smith presented the proposed budgets for all four companies:

York Care Centre – the total expenditure is up by \$410,959. Mr. Smith referred to page 003 and touched on some of the assumptions. This budget reflects the total costs associated delivering the extra hours of care for staff salaries and benefits. The total impact of that is \$691,851. At this point, Mr. Smith confirmed in the assumption he has not been built in funding from Social Development for the rate of inflation. The CUPE Collective Agreement was settled in 2020 and one last raise in this contract happened on Saturday April 16, and so therefore that raise has been built into this budget. There will be a significant retro payment for the RN contract. Mr. Smith clarified the major budget point is the rate of inflation and Mr. Smith referred to the increase expenses budgets to cover inflation section on the YCC Comparison page.

Mr. Smith explained how he was able to lower the contribution that YCC is making to CIRA for the next fiscal year because we are able to charge some items to projects that we previously couldn't do. The contribution last year was \$65,000 and this year it has been reduced to \$45,000.

A major pressure point is sick leave – YCC is funded 10.5 sick days per FTE but our actual sick time was 16.6. Mr. Beattie asked whether this was COVID related and Mr. Smith confirmed YCC has always run over before COVID but this certainly hasn't helped with sick time in this past year. Ms. Kenney confirmed that all the hours that related to COVID have been extrapolated and the rate is 16.19 for this past quarter.

Mr. Smith also confirmed the LPN group in the hospitals received a pay increase and a memo was received last week informing us the province is going to fund this and calculated that the extra costs for us is \$282,000 to match the hospital sector. Over 14% increase.

Mr. Beattie asked whether the vacant beds included the beds allocated on the COVID Unit and Mr. Smith confirmed the COVID unit has been dismantled and so therefore these beds were not included in the number of vacant beds and up until January 2022, we had very few vacant bed days. There 26 vacant bed days until December 31, 180 days in January, 225 in February and 233 in March.

York Developments - The Proposed Budget ADP is assuming it opens in July 2022. Mr. Beattie asked for confirmation that there is a reopening plan and Ms. Geldart confirmed there is a demand for the ADP program.

The pressure points for all of YDI are the insurance costs which are going up 20% and that it assuming the same insured value. We did see a 10% increase in Property Tax. However, the Property Tax for the Nursing Home was reduced. In addition, there Province announced they are putting a rent cap on at 3.8% and so therefore, for all apartments, we will ask for a 3.8% rent increase on October 1, 2022. The supportive Housing rent was approved by Social Development and that is effective June 1, 2022. The biggest pressure is relating the Service fees for the staff that provides the meals and laundry etc. Grocery costs are going up 6-7%, therefore, Services fees will increase on June 1, 2022.

Another recent issue that has arisen relates to the Mortgage on 116. The supportive housing piece is held by Industrial Alliance but they have notified us they will not be renewing the mortgage on October 1, 2022. Mr. Smith confirmed he is looking for another mortgage holder and the budget assumes we will be holding the mortgage at the current rate. We have approximately 15 years left to run on the mortgages on a 30-year plan.

CIRA – Mr. Smith confirmed there were 5 research projects running in the 2021-22 fiscal year and since then there has been approval for 2 more projects. The funding for all research projects need to be spent by March 31, 2023. There are currently 14 staff working in CIRA. The year should finish with a balance of \$3,254. **YCP** – Total revenue is estimated at \$3,883. The property tax on the grave year is \$318 and \$3,565 will be paid to YCC to help cover the operational costs.

It was moved by Mr. Beattie and seconded by Mr. Ferguson that the Finance & Administration Committee recommends the approval of the financial budget of 2022-23 ***Motion carried***

7. New Business

7.1. Finance & Administration Q4 Staff Report

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

- Retention has been good in Q4. Onboarded 11 new staff.
- Participated in a number of virtual tours, anticipating recruitment of international educated nurses. The

first interview happened last week.

- 43 hires in the last fiscal year to 76 new hires in the current fiscal year.
- The 5th RA program was run in March 2022 and 7 students participated and have been extended to an employment opportunity.
- Good feedback on the employee survey, focusing on orientation and focus improvement. This survey included open ended questions.
- We are currently in discussions with CUPE regarding a settlement agreement for the 6 unvaccinated employees who were terminated. Ms. Geldart confirmed we are taking advice from the New Brunswick Association of Nursing Homes. Our focus going forward will be focusing on good infection control measures.
- Mr. Beattie suggested there needs to be motion to support the return to work for these employees. Ms. St. Pierre-Ellis agreed to look at the wording of the policy.
- Absenteeism in Q4 was at 21.64 but on review of COVID related sickness, this figure was brought down to 16.19%.
- Partnerships: Elliot McCrea Hill Law firm delivered treats in recognition of National Kindness Day.
- All social media platforms are performing well in terms of engagement.

Mr. Boone presented the Facilities Q4 review, highlighting:

- Resident Safety & Well-Being equipment was purchased.
- Capital was received from Social Development for the Dixon roof replacement. Birch Grove roof will need to be replaced.
- The Memory Lane Campaign is still ongoing. The counter curtain in the café has been installed.
- The donor recognition wall was completed.
- The Wetlands Project has been put onto hold. At this time the costs are considerably more than expected. The SEED funding expiry is around December 1, 2022. Drawing and design costs were paid for from the York Developments funds.
- The recycling needs more work.

8. Date of Next Meeting – TBD

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

Mr. LeBlanc, Chair

Caroline Marygold, Board Coordinator

**YORK CARE CENTRE INC.
BALANCE SHEET
4/30/2022**

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT			
CASH AND CASH EQUIVALENTS	1,279,110.64	1,323,965.19	(44,854.55)
CASH - RESTRICTED FUNDS	81,906.76	70,219.75	11,687.01
ACCOUNTS RECEIVABLE			
- RESIDENTS	27,998.01	34,864.82	(6,866.81)
- DEPT of SOCIAL DEVELOPMENT	67,519.00	129,754.00	(62,235.00)
- HST	43,185.81	42,124.34	1,061.47
- OTHER	86,332.00	65,909.80	20,422.20
INVENTORIES	122,092.20	122,092.20	0.00
PREPAID EXPENSES	753,338.54	43,774.93	709,563.61
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	<u>2,461,482.96</u>	<u>1,832,705.03</u>	<u>628,777.93</u>
CASH RESTRICTED FOR FUTURE CAPITAL	0.00	0.00	0.00
LAND, BUILDING AND FURNITURE (Net)	19,504,129.17	19,720,916.24	(216,787.07)
TOTAL FIXED ASSETS	<u>19,504,129.17</u>	<u>19,720,916.24</u>	<u>(216,787.07)</u>
TOTAL ASSETS	<u><u>21,965,612.13</u></u>	<u><u>21,553,621.27</u></u>	<u><u>411,990.86</u></u>
<u>LIABILITIES</u>			
CURRENT			
PAYABLES & ACCRUALS	3,433,806.09	2,948,238.83	485,567.26
DEFERRED REVENUE	106,012.75	110,179.42	(4,166.67)
TOTAL CURRENT	<u>3,539,818.84</u>	<u>3,058,418.25</u>	<u>481,400.59</u>
LONG TERM			
LONG TERM DEBT	16,507,388.09	16,688,028.90	(180,640.81)
DEFERRED CONTRIBUTIONS	2,036,716.81	2,061,761.28	(25,044.47)
TOTAL LIABILITIES	<u>18,544,104.90</u>	<u>18,749,790.18</u>	<u>(205,685.28)</u>
<u>FUND BALANCES</u>			
FUNDS RESTRICTED	77,528.49	70,218.92	7,309.57
UNRESTRICTED	(325,081.08)	(486,268.78)	161,187.70
NET INCOME (LOSS) FOR PERIOD	129,240.98	161,462.70	(32,221.72)
TOTAL FUNDS	<u>(118,311.61)</u>	<u>(254,587.16)</u>	<u>136,275.55</u>
TOTAL LIABILITIES & FUNDS	<u><u>21,965,612.13</u></u>	<u><u>21,553,621.27</u></u>	<u><u>411,990.86</u></u>

YORK CARE CENTRE INC.
REVENUE AND EXPENSE SUMMARY - CURRENT MONTH
MONTH ENDING 4/30/2022

Description	Actual		Budget		Variance	Variance Analysis Budget vs Actual
	Current Month	Budget Month	Current Month	Budget Month		
REVENUE						
Total Operating Revenue	\$1,783,662	\$1,803,012	\$1,803,012	\$1,803,012	-\$19,350	Vacant bed days
Non-Recurring Budget Amend	\$40,371	\$40,371	\$40,371	\$40,371	\$0	
Administration	\$48,087	\$48,685	\$48,685	\$48,685	-\$598	
Care Services	\$12,019	\$13,872	\$13,872	\$13,872	-\$1,853	
Operations	\$26,317	\$27,314	\$27,314	\$27,314	-\$997	
Mortgage / Loan Payments	\$25,044	\$25,044	\$25,044	\$25,044	\$0	
TOTAL REVENUE	\$1,935,501	\$1,958,299	\$1,958,299	\$1,958,299	-\$22,798	
OPERATING EXPENSES						
Administration	\$289,521	\$319,627	\$319,627	\$319,627	\$30,106	Salaries underspent by \$947, EI, CPP and WHSCC underspent by \$10,411, underexpend in pension/group health expense of \$16,051, underspent on bank chgs & bad debts by \$227, underspent in advertizing by \$308, overspent on office equip and supplies by \$708, underspent in prof'l fees & travel by \$585, underspent on staff & volunteer recognition \$1,130; underspent on minor equipment by \$125, underspent on education by \$937, plus other minor variances.
Care Services	\$754,761	\$825,724	\$825,724	\$825,724	\$70,962	Underexpend in salaries of \$73,048, underexpend in fall reduction, care supplies and meds \$1,625, underspent on incontinent supplies by \$5,232, overspent in minor equipment by \$12,041, overspent on recruitment by \$338, underspent on BG memory Lane Project by \$2,500, underspent in recreation supplies by \$459, underspent on pastoral supplies by \$161; plus other minor variances.
Operations	\$503,805	\$523,177	\$523,177	\$523,177	\$19,373	Salaries underspent by \$10,957, food & thickeners underspent by \$3,772, dietary supplies overspent by \$18, laundry supplies & linen underspent by \$5,042, housekeeping supplies underspent by \$4,383, telephone & cable underspent by \$145, insurance overspent by \$809, maintenance overspent by \$7,998, heating fuel and electricity overspent by \$1,235, vehicle expenses underspent by \$1,084, minor equipment underspent by \$1,218, consulting fees underspent by \$333, computer supplies and support underspent by \$918, underspent re website & commm \$324, GET inspired comm underspent by \$1,278, overspent on recruitment \$21, plus other minor variances.
Mortgage / Loan Payments	\$258,172	\$259,547	\$259,547	\$259,547	\$1,374	Under expend of \$1,374 due to timing of new year purchases
TOTAL EXPENSES	\$1,806,260	\$1,928,075	\$1,928,075	\$1,928,075	\$121,815	
NET SURPLUS (DEFICIT)	\$129,241	\$30,224	\$30,224	\$30,224	\$99,017	

YORK CARE CENTRE INC.
REVENUE AND EXPENSE - SUMMARY FOR YEAR TO DATE
1-MONTHS ENDING 4/30/2022

Description	Actual Previous YTD	Actual Current YTD	Budget Current YTD	Variance Budget vs Actual	Year to Date Variance Analysis Budget vs Actual	Forecast to Year End 31-Mar-23	2022-23 Full Year Budget	Variance Budget vs Forecast Year End
REVENUE AND RECOVERIES								
Operating Revenue	\$1,751,693	\$1,783,662	\$1,803,012	-\$19,350	Vacant bed days	\$21,667,598	\$21,694,746	-\$27,148
Non-recurring Budget Amendments	\$40,266	\$40,371	\$40,371	\$0		68,432	\$68,432	\$0
Administration	\$52,401	\$48,087	\$48,685	-\$598		329,740	\$329,740	\$0
Care Services	\$12,449	\$12,019	\$13,872	-\$1,853		166,468	\$166,468	\$0
Operations	\$21,411	\$26,317	\$27,314	-\$997		327,768	\$327,768	\$0
Mortgage / Loan Payments	\$25,845	\$25,044	\$25,044	\$0		300,532	\$300,532	\$0
TOTAL REVENUE AND RECOVERIES	\$1,904,065	\$1,935,501	\$1,958,299	-\$22,798		\$22,860,538	\$22,887,686	-\$27,148
OPERATING EXPENSES								
Administration	340,828	289,521	319,627	30,106	Salaries underspent by \$947, EI, CPP and WHSCC underspent by \$10,411, underexpend in pension/group health expense of \$16,051, underspent on bank chgs & bad debts by \$227, underspent in advertizing by \$308, underspent on office equip and supplies by \$708, underspent in profit fees & travel by \$585, underspent on staff & volunteer recognition \$1,130; underspent on minor equipment by \$125, underspent on education by \$937, plus other minor variances.	\$3,750,104	3,750,104	(0)
Care Services	764,745	754,761	825,724	70,962	Underexpend in salaries of \$73,048, underexpend in fall reduction, care supplies and meds \$1,625, underspent on incontinent supplies by \$5,232, overspent in minor equipment by \$12,041, overspent on recruitment by \$338, underspent on BG memory Lane Project by \$2,500, underspent in recreation supplies by \$459, underspent on pastoral supplies by \$161; plus other minor variances.	9,699,760	9,699,760	0
Operations	507,127	503,805	523,177	19,373	Salaries underspent by \$10,957, food & thickeners underspent by \$3,772, dietary supplies overspent by \$18, laundry supplies & linen underspent by \$5,042, housekeeping supplies underspent by \$4,383, telephone & cable underspent by \$145, insurance overspent by \$809, maintenance overspent by \$7,998, heating fuel and electricity overspent by \$1,235, vehicle expenses underspent by \$1,084, minor equipment underspent by \$1,218, consulting fees underspent by \$333, computer supplies and support underspent by \$918, underspent re website & commun \$324, GET inspired comm underspent by \$1,278, overspent on recruitment \$21, plus other minor variances.	6,296,114	6,296,114	0
Mortgage / Loan Payments	254,403	258,172	259,547	1,374	Under expend of \$1,374 due to timing of new year purchases	3,114,560	3,114,560	0
TOTAL EXPENSES	\$1,867,103	\$1,806,260	\$1,928,075	\$121,815		\$22,860,538	\$22,860,539	\$1
NET SURPLUS (DEFICIT)	\$36,962	\$129,241	\$30,224	\$99,017		\$0	\$27,147	-\$27,147
Less: Transfer to replacement reserve		275	0	(275)	NOTE: The 2022-23 Budget from SD has not been received yet.	3,300	0	(3,300)
(Increase) or Decrease in Operating Fund Accumulated Deficit		\$128,966	\$30,224	\$99,292		-\$3,300	\$27,147	-\$23,847

YDIDAT YORK DEVELOPMENT INC
BALANCE SHEET - CONSOLIDATED
4/30/2022

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT ASSETS			
CASH	266,031	253,677	12,355
ACCOUNTS RECEIVABLE	11,313	24,387	(13,075)
HST RECEIVABLE	3,370	4,689	(1,319)
PREPAID EXPENSES	88,816	57,446	31,370
TOTAL CURRENT ASSETS	369,529	340,199	29,331
RESTRICTED CASH AND DEPOSITS			
REPLACEMENT RESERVE FUND	234,030	230,963	3,067
DEFERRED VACANCY SUBSIDY	42,456	42,423	34
TOTAL RESTRICTED CASH & DEPOSITS	276,487	273,386	3,101
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	921,623	921,623	0
ACCUMULATED DEPRECIATION	(4,009,624)	(3,994,410)	(15,214)
TOTAL FIXED ASSETS	2,315,794	2,331,007	(15,214)
TOTAL ASSETS	2,961,810	2,944,592	17,218
<u>LIABILITIES</u>			
CURRENT LIABILITIES			
ACCOUNTS PAYABLE & ACCRUED LIABILITIES	210,329	188,592	21,737
DEFERRED REVENUE	7,780	7,780	0
TOTAL CURRENT LIABILITIES	218,109	196,372	21,737
LONG TERM DEBT			
MORTGAGE 116 SUNSET DRIVE	1,840,736	1,853,693	(12,958)
TOTAL LONG TERM LIABILITIES	1,840,736	1,853,693	(12,958)
DEFERRED CONTRIBUTIONS			
DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS	6,835	7,002	(167)
TOTAL DEFERRED	6,835	7,002	(167)
FUND BALANCES			
REPLACEMENT RESERVE RESTRICTED	232,622	230,963	1,659
VACANCY SUBSIDY RESERVE	42,456	42,423	34
EARNED SURPLUS	612,547	586,318	26,229
NET INCOME (LOSS) FOR PERIOD	8,505	27,821	(19,317)
TOTAL EQUITY	896,130	887,525	8,605
TOTAL LIABILITIES & FUND BALANCES	2,961,810	2,944,592	17,218

YDIDAT YORK DEVELOPMENT INC
INCOME STATEMENT - CONSOLIDATED
1 MONTHS ENDING 4/30/2022

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
REVENUE						
RENTALS	61,701	61,911	(210)	61,701	61,911	(210)
TENANT SUBSIDY	(2,840)	(2,996)	156	(2,840)	(2,996)	156
RENT SUPPLEMENT - SH	7,780	7,780	0	7,780	7,780	0
WASHER & DRYER REVENUE	1,003	896	107	1,003	896	107
INTEREST INCOME	312	113	199	312	113	199
REVENUE - SD CARE HOURS	7,734	12,463	(4,730)	7,734	12,463	(4,730)
REVENUE - OTHER CARE HOURS	281	275	6	281	275	6
REVENUE - TENNANT SERVICES	18,042	18,994	(952)	18,042	18,994	(952)
AMORT OF DEFERRED CONTRIB	6,282	6,283	(0)	6,282	6,283	(0)
MISCELLANEOUS INCOME	506	0	506	506	0	506
TOTAL REVENUE	100,801	105,720	(4,919)	100,801	105,720	(4,919)
OPERATING EXPENSES						
WAGES & BENEFITS						
SALARIES	21,829	29,751	7,922	21,829	29,751	7,922
BENEFITS	2,029	3,641	1,612	2,029	3,641	1,612
TRAVEL EXPENSE	52	83	32	52	83	32
	23,910	33,476	9,566	23,910	33,476	9,566
TENANT / ADP CLIENT SUPPORT COSTS						
FOOD COST	4,423	4,569	146	4,423	4,569	146
	4,423	4,569	146	4,423	4,569	146
MAINTENANCE						
ELECTRICITY	8,832	6,295	(2,537)	8,832	6,295	(2,537)
ELEVATOR SERVICE / INSPECTION	366	358	(8)	366	358	(8)
GARBAGE REMOVAL	722	627	(95)	722	627	(95)
PEST CONTROL	198	215	16	198	215	16
ALARMS AND MONITORING	561	378	(183)	561	378	(183)
TENANT SPECIAL OCCASIONS	0	125	125	0	125	125
CABLE TV	23	49	26	23	49	26
INSURANCE	3,324	3,169	(155)	3,324	3,169	(155)
PHONE	54	399	345	54	399	345
PROPERTY TAXES	5,929	5,929	0	5,929	5,929	0
REPAIRS & MAINTENANCE	1,541	4,053	2,512	1,541	4,053	2,512
BUILDING EXPENSES - ADP	367	391	24	367	391	24
REPLACEMENT RESERVE - R&M	1,408	1,698	290	1,408	1,698	290
SECURITY	4,510	4,510	0	4,510	4,510	0
GROUNDS MAINTENANCE	0	851	851	0	851	851
SUPPLIES EXPENSE	72	620	548	72	620	548
MINOR EQUIP & FURNISHING	833	508	(325)	833	508	(325)
WATER & SEWAGE	1,228	1,227	(0)	1,228	1,227	(0)
	29,967	31,401	1,434	29,967	31,401	1,434
ADMINISTRATION						
ADMINISTRATION CHARGES	13,379	13,775	397	13,379	13,775	397
BOARD EXPENSES	68	97	29	68	97	29
ADVERTISING	97	84	(14)	97	84	(14)
AUDIT EXPENSES	719	975	256	719	975	256
BANK INTEREST & CHARGES	64	25	(39)	64	25	(39)
LOAN INTEREST EXPENSE	3,941	3,941	0	3,941	3,941	0
MEMBERSHIP FEES / DUES	145	311	166	145	311	166
MISCELLANEOUS EXPENSE	132	125	(7)	132	125	(7)
PRINTING & OFFICE SUPPLIES	239	409	170	239	409	170
	18,783	19,741	958	18,783	19,741	958
CAPITAL						
DEPRECIATION	15,214	15,360	146	15,214	15,360	146
	15,214	15,360	146	15,214	15,360	146
TOTAL OPERATING EXPENSES	92,297	104,547	12,250	92,297	104,547	12,250
NET EARNINGS (LOSS) FOR PERIOD	8,505	1,173	7,332	8,505	1,173	7,332
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
4/30/2022

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT			
CASH AND CASH EQUIVALENTS	552,597.04	694,357.48	(141,760.44)
ACCOUNTS RECEIVABLE	3,810.58	3,760.14	50.44
ALLOWANCE FOR DOUBTFUL ACCOUNTS	0.00	0.00	0.00
HST RECEIVABLE	6,959.53	5,176.86	1,782.67
PREPAID EXPENSES	0.00	0.00	0.00
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	<u>563,367.15</u>	<u>703,294.48</u>	<u>(139,927.33)</u>
CAPITAL ASSETS			
EQUIPMENT AND FURNITURE	16,186.37	16,186.37	0.00
ACCUMULATED DEPRECIATION	(8,157.81)	(7,888.04)	(269.77)
	<u>8,028.56</u>	<u>8,298.33</u>	<u>(269.77)</u>
TOTAL ASSETS	<u><u>571,395.71</u></u>	<u><u>711,592.81</u></u>	<u><u>(140,197.10)</u></u>
<u>LIABILITIES</u>			
CURRENT			
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES	38,916.93	87,181.85	(48,264.92)
DUE TO YORK MANOR INC.	6,060.92	15,982.28	(9,921.36)
DUE TO YORK DEVELOPMENTS INC.	1,757.94	1,199.38	558.56
DEFERRED REVENUE	511,116.16	604,744.21	(93,628.05)
TOTAL CURRENT	<u>557,851.95</u>	<u>709,107.72</u>	<u>(151,255.77)</u>
<u>FUND BALANCES</u>			
FUND BALANCES			
FUNDS UNRESTRICTED	2,485.09	(129,061.64)	131,546.73
NET INCOME (LOSS) FOR THE PERIOD	369.98	131,546.73	(131,176.75)
TOTAL FUNDS	<u>2,855.07</u>	<u>2,485.09</u>	<u>369.98</u>
TOTAL LIABILITIES & FUNDS	<u><u>560,707.02</u></u>	<u><u>711,592.81</u></u>	<u><u>(150,885.79)</u></u>

Centre for Innovation and Research
INCOME STATEMENT - CONSOLIDATED
1 MONTHS ENDING 4/30/2022

	CURRENT MONTH	BUDGET MONTH	ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	ACTUAL VS BUDGET
REVENUE						
GENERAL CONTRIBUTIONS	3,750	3,750	0	3,750	3,750	0
VR - REHAB PROJECT	9,117	5,731	3,386	9,117	5,731	3,386
PROMOTE PHYS ACTIVITY PROJECT	4,674	3,966	708	4,674	3,966	708
IMPROVE IMMUNIZATION PROJECT	5,816	5,460	356	5,816	5,460	356
PALLIATIVE CARE PROJECT	1,669	1,611	57	1,669	1,611	57
POLYPHARM APP PHASE 2 PROJECT	3,669	10,266	(6,597)	3,669	10,266	(6,597)
GENIE PROJECT	15,717	39,939	(24,221)	15,717	39,939	(24,221)
PASSIVE AWARE PROJECT	52,965	34,190	18,776	52,965	34,190	18,776
INTEREST INCOME	665	250	415	665	250	415
TOTAL UNRESTRICTED REVENUE	98,043	105,163	(7,120)	98,043	105,163	(7,120)
OPERATING EXPENSES						
WAGES & BENEFITS						
SALARIES AND BENEFITS	44,331	69,003	24,673	44,331	69,003	24,673
SALARIES & BEN CHARGED TO PROJECT	(44,331)	(69,003)	(24,673)	(44,331)	(69,003)	(24,673)
	0	0	0	0	0	0
ADMINISTRATION						
ADMINISTRATION STAFF CHARGEBACKS	2,051	2,051	0	2,051	2,051	0
AUDIT EXPENSES	582	481	(102)	582	481	(102)
BANK INTEREST & CHARGES	0	0	0	0	0	0
DEPRECIATION EXPENSE	270	126	(143)	270	126	(143)
INSURANCE	0	0	0	0	0	0
OFFICE AND COMPUTER SUPPLIES	(62)	267	329	(62)	267	329
OFFICE SPACE COSTS	325	408	83	325	408	83
TELEPHONE	0	0	0	0	0	0
IT SUPPORT	0	42	42	0	42	42
TRAVEL AND ACCOMODATION	0	33	33	0	33	33
MEALS AND ENTERTAINMENT	0	29	29	0	29	29
CONFERENCES AND TRAINING	0	125	125	0	125	125
MINOR EQUIPMENT	0	83	83	0	83	83
MISCELLANEOUS	879	83	(796)	879	83	(796)
	4,045	3,729	(316)	4,045	3,729	(316)
PROJECT RELATED EXPENDITURES						
VR - REHAB PROJECT	9,117	5,731	(3,386)	9,117	5,731	(3,386)
PROMOTE PHYS ACTIVITY PROJECT	4,674	3,966	(708)	4,674	3,966	(708)
IMPROVE IMMUNIZATION PROJECT	5,816	5,460	(356)	5,816	5,460	(356)
PALLIATIVE CARE PROJECT	1,669	1,611	(57)	1,669	1,611	(57)
POLYPHARM APP PHASE 2 PROJECT	3,669	10,266	6,597	3,669	10,266	6,597
GENIE PROJECT	15,717	39,939	24,221	15,717	39,939	24,221
PASSIVE AWARE PROJECT	52,965	34,190	(18,776)	52,965	34,190	(18,776)
MISCELLANEOUS	0	0	0	0	0	0
	93,628	101,163	7,535	93,628	101,163	7,535
TOTAL EXPENSES	97,673	104,892	7,219	97,673	104,892	7,219
NET EARNINGS (LOSS)	370	271	99	370	271	99

**YCPDAT YORK COUNTY PROPERTIES
BALANCE SHEET
4/30/2022**

ASSETS

CURRENT ASSETS

CASH	\$412,534
ACCOUNTS RECEIVABLE	416
- TOTAL CURRENT ASSETS	<u>\$412,950</u>

LONG-TERM ASSETS

MORTGAGE RECEIVABLE Supportive Housing	\$36,635
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PROPERTY AND EQUIPMENT

YORK FARM	\$7,601
TOTAL PROPERTY AND EQUIPMENT	<u>\$7,601</u>
TOTAL ASSETS	<u><u>\$457,187</u></u>

LIABILITIES

CURRENT LIABILITIES

ACCOUNTS PAYABLE AND ACCRUALS	\$416
TOTAL CURRENT LIABILITIES	<u>\$416</u>

LONG TERM LIABILITIES

TOTAL LONG TERM LIABILITIES	<u>\$0</u>
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DEFERRED CONTRIBUTIONS

TOTAL DEFERRED	<u>\$0</u>
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FUND BALANCES

OPERATING SURPLUS	\$449,170
CAPITAL FUND	7,601
TOTAL FUNDS	<u>\$456,771</u>

TOTAL LIABILITIES & FUND BALANCES	<u><u>\$457,187</u></u>
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**YCPDAT YORK COUNTY PROPERTIES
INCOME STATEMENT
1 MONTHS ENDING 4/30/2022**

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
REVENUE						
MISCELLANEOUS SALES	\$90	\$90	(\$0)	\$90	\$90	(\$0)
INTEREST INCOME	416	233	183	416	233	183
TOTAL REVENUE	\$506	\$324	\$183	\$506	\$324	\$183
OPERATING EXPENSES:						
SALARIES & BENEFITS						
	\$0	\$0	\$0	\$0	\$0	\$0
BUILDING & GROUNDS						
PROPERTY TAXES	\$318	\$318	(\$0)	\$318	\$318	(\$0)
	\$318	\$318	(\$0)	\$318	\$318	(\$0)
ADMINISTRATION						
REIMBURSEMENT OF PARENT COMPANY	\$188	\$292	(\$104)	\$188	\$292	(\$104)
BANK INTEREST & CHARGES	-	5	(5)	-	5	(5)
	\$188	\$297	(\$109)	\$188	\$297	(\$109)
TOTAL OPERATING EXPENSES	\$506	\$615	(\$109)	\$506	\$615	(\$109)
OPERATING SURPLUS (DEFICIT)	\$0	(\$292)	\$292	\$0	(\$292)	\$292
	\$0	\$0	\$0	\$0	\$0	\$0
NET SURPLUS (DEFICIT)	\$0	(\$292)	\$292	\$0	(\$292)	\$292

**YORK CARE CENTRE INC.
BALANCE SHEET
5/31/2022**

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT			
CASH AND CASH EQUIVALENTS	1,357,165.91	1,279,110.64	78,055.27
CASH - RESTRICTED FUNDS	74,224.49	81,906.76	(7,682.27)
ACCOUNTS RECEIVABLE			
- RESIDENTS	40,004.04	27,998.01	12,006.03
- DEPT of SOCIAL DEVELOPMENT	124,490.00	67,519.00	56,971.00
- HST	30,364.64	43,185.81	(12,821.17)
- OTHER	124,966.12	86,332.00	38,634.12
INVENTORIES	122,092.20	122,092.20	0.00
PREPAID EXPENSES	733,454.11	753,338.54	(19,884.43)
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	<u>2,606,761.51</u>	<u>2,461,482.96</u>	<u>145,278.55</u>
CASH RESTRICTED FOR FUTURE CAPITAL	0.00	0.00	0.00
LAND, BUILDING AND FURNITURE (Net)	19,280,504.50	19,504,129.17	(223,624.67)
TOTAL FIXED ASSETS	<u>19,280,504.50</u>	<u>19,504,129.17</u>	<u>(223,624.67)</u>
TOTAL ASSETS	<u><u>21,887,266.01</u></u>	<u><u>21,965,612.13</u></u>	<u><u>(78,346.12)</u></u>
<u>LIABILITIES</u>			
CURRENT			
PAYABLES & ACCRUALS	3,584,459.98	3,433,806.09	150,653.89
DEFERRED REVENUE	100,780.57	106,012.75	(5,232.18)
TOTAL CURRENT	<u>3,685,240.55</u>	<u>3,539,818.84</u>	<u>145,421.71</u>
LONG TERM			
LONG TERM DEBT	16,326,747.28	16,507,388.09	(180,640.81)
DEFERRED CONTRIBUTIONS	2,011,672.34	2,036,716.81	(25,044.47)
TOTAL LIABILITIES	<u>18,338,419.62</u>	<u>18,544,104.90</u>	<u>(205,685.28)</u>
<u>FUND BALANCES</u>			
FUNDS RESTRICTED	70,821.60	77,528.49	(6,706.89)
UNRESTRICTED	(325,356.08)	(325,081.08)	(275.00)
NET INCOME (LOSS) FOR PERIOD	118,140.32	129,240.98	(11,100.66)
TOTAL FUNDS	<u>(136,394.16)</u>	<u>(118,311.61)</u>	<u>(18,082.55)</u>
TOTAL LIABILITIES & FUNDS	<u><u>21,887,266.01</u></u>	<u><u>21,965,612.13</u></u>	<u><u>(78,346.12)</u></u>

YORK CARE CENTRE INC.
REVENUE AND EXPENSE SUMMARY - CURRENT MONTH
MONTH ENDING 5/31/2022

Description	Actual Current Month	Budget Current Month	Variance Budget vs. Actual	Variance Analysis Budget vs Actual
REVENUE				
Total Operating Revenue	\$1,839,462	\$1,861,612	-\$22,150	Vacant bed days
Non-Recurring Budget Amend	\$29,823	\$29,823	\$0	
Administration	\$50,477	\$52,935	-\$2,458	
Care Services	\$8,941	\$13,872	-\$4,932	
Operations	\$29,452	\$27,314	\$2,138	
Mortgage / Loan Payments	\$25,044	\$25,044	\$0	
TOTAL REVENUE	\$1,983,200	\$2,010,601	-\$27,401	
OPERATING EXPENSES				
Administration	\$294,085	\$326,852	\$32,768	Salaries underspent by \$4,447, EI, CPP and WHSCC overspent by \$1,624, underexpend in pension/group health expense of \$22,749, underspent on bank chgs & bad debts by \$218, underspent in advertizing by \$308, overspent on office equip and supplies by \$65, underspent in prof'l fees & travel by \$1,616, underspent on staff & volunteer recognition \$972; underspent on minor equipment by \$125, underspent on education by \$3,873, plus other minor variances.
Care Services	\$861,472	\$870,801	\$9,329	Underexpend in salaries of \$6,828, underexpend in fall reduction, care supplies and meds \$2,743, overspent on incontinence supplies by \$3,457, underspent in minor equipment by \$672, overspent on recruitment by \$615, underspent on BG memory Lane Project by \$2,500, underspent in recreation supplies by \$79, underspent on pastoral supplies by \$161; plus other minor variances.
Operations	\$580,571	\$523,177	-\$57,394	Salaries overspent by \$26,233, food & thickeners overspent by \$7,375, dietary supplies overspent by \$6,795, laundry supplies & linen underspent by \$1,611, housekeeping supplies underspent by \$3,649, telephone & cable overspent by \$1,457, insurance overspent by \$775, maintenance overspent by \$10,544, heating fuel and electricity underspent by \$730, vehicle expenses overspent by \$989, minor equipment underspent by \$1,493, recruitment overspent by \$194, consulting fees underspent by \$333, computer supplies and support overspent by \$8,148, underspent re website & comminun \$336, GET Inspired comm overspent by \$1,731, overspent on recruitment \$224, plus other minor variances. Under expend of \$1,374 due to timing of new year purchases
Mortgage / Loan Payments	\$258,172	\$259,547	\$1,374	
TOTAL EXPENSES	\$1,994,300	\$1,980,377	-\$13,923	
NET SURPLUS (DEFICIT)	-\$11,101	\$30,224	-\$41,325	

YORK CARE CENTRE INC.
REVENUE AND EXPENSE - SUMMARY FOR YEAR TO DATE
2 MONTHS ENDING 5/31/2022

Description	Actual	Actual	Budget	Variance	Year to Date		2022-23	Forecast to	Variance Budget
	Previous	Current	Current	Budget	Budget vs Actual	Full Year			
	YTD	YTD	YTD	vs Actual		Budget vs Actual	Budget	31-Mar-23	Year End
REVENUE AND RECOVERIES									
Operating Revenue	\$3,472,974	\$3,623,124	\$3,664,624	-\$41,500			\$21,694,746	\$21,653,246	-\$41,500
Non-recurring Budget Amendments	\$91,482	\$70,194	\$70,194	\$0			\$70,194	70,194	\$0
Administration	\$107,508	\$98,564	\$101,620	-\$3,056			\$329,740	329,740	\$0
Care Services	\$21,296	\$20,960	\$27,745	-\$6,785			\$166,468	166,468	\$0
Operations	\$42,460	\$55,769	\$54,628	\$1,141			\$327,768	327,768	\$0
Mortgage / Loan Payments	\$51,691	\$50,089	\$50,089	\$0			\$300,532	300,532	\$0
TOTAL REVENUE AND RECOVERIES	\$3,787,411	\$3,918,700	\$3,968,900	-\$50,200			\$22,889,448	\$22,847,948	-\$41,500
OPERATING EXPENSES									
Administration	686,083	583,606	646,480	62,874			3,751,866	\$3,751,866	(0)
Care Services	1,550,968	1,616,233	1,696,524	80,291			9,699,760	9,685,408	14,352
Operations	1,003,925	1,084,376	1,046,355	(38,022)			6,296,114	6,296,114	0
<p>Salaries underspent by \$5,444, EI, CPP and WHSCC underspent by \$8,790, underexpend in pension/group health expense of \$38,798, underspent on bank chgs & bad debts by \$445, underspent in advertizing by \$616, overspent on office equip and supplies by \$772, underspent in prof'l fees & travel by \$2,202, underspent on staff & volunteer recognition \$2,103; underspent on minor equipment by \$250, underspent on education by \$4,811, plus other minor variances.</p> <p>Underexpend in salaries of \$79,898, underexpend in fall reduction, care supplies and meds \$4,267, underspent on incontinent supplies by \$1,775, overspent in minor equipment by \$11,369, overspent on recruitment by \$953, underspent on BG memory lane Project by \$5,000, underspent in recreation supplies by \$537, underspent on pastoral supplies by \$323; plus other minor variances.</p> <p>Salaries overspent by \$15,275, food & thickeners overspent by \$3,604, dietary supplies overspent by \$6,813, laundry supplies & linen underspent by \$6,653, housekeeping supplies underspent by \$8,032, telephone & cable overspent by \$1,312, insurance overspent by \$1,584, maintenance overspent by \$18,511, heating fuel and electricity overspent by \$505, vehicle expenses overspent by \$989, minor equipment underspent by \$2,710, consulting fees underspent by \$667, computer supplies and support comm overspent by \$7,231, underspent re website & commun \$660, GET inspired overspent by \$452, overspent on recruitment \$246, plus other minor variances.</p>									
Mortgage / Loan Payments	516,425	516,345	519,093	2,749			3,114,560	3,114,560	0
TOTAL EXPENSES	\$3,757,401	\$3,800,560	\$3,908,452	\$107,892			\$22,862,301	\$22,847,948	\$14,353
NET SURPLUS (DEFICIT)	\$30,010	\$118,140	\$60,448	\$57,692			\$27,147	\$0	-\$27,147
Less: Transfer to replacement reserve		550	0	(550)			0	3,300	(3,300)
(Increase) or Decrease in Operating Fund Accumulated Deficit		\$117,590	\$60,448	\$58,242			\$27,147	-\$3,300	-\$23,847

NOTE: The 2022-23 Budget from SD has not been received yet.

YDIDAT YORK DEVELOPMENT INC
BALANCE SHEET - CONSOLIDATED
5/31/2022

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT ASSETS			
CASH	235,856	266,031	(30,176)
ACCOUNTS RECEIVABLE	20,511	11,313	9,199
HST RECEIVABLE	1,453	3,370	(1,916)
PREPAID EXPENSES	79,332	88,816	(9,484)
TOTAL CURRENT ASSETS	<u>337,153</u>	<u>369,529</u>	<u>(32,377)</u>
RESTRICTED CASH AND DEPOSITS			
REPLACEMENT RESERVE FUND	237,117	234,030	3,087
DEFERRED VACANCY SUBSIDY	42,499	42,456	43
TOTAL RESTRICTED CASH & DEPOSITS	<u>279,616</u>	<u>276,487</u>	<u>3,130</u>
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	921,623	921,623	0
ACCUMULATED DEPRECIATION	(4,024,838)	(4,009,624)	(15,214)
TOTAL FIXED ASSETS	<u>2,300,580</u>	<u>2,315,794</u>	<u>(15,214)</u>
TOTAL ASSETS	<u><u>2,917,349</u></u>	<u><u>2,961,810</u></u>	<u><u>(44,461)</u></u>
<u>LIABILITIES</u>			
CURRENT LIABILITIES			
ACCOUNTS PAYABLE & ACCRUED LIABILITIES	169,336	210,329	(40,992)
DEFERRED REVENUE	9,868	7,780	2,088
TOTAL CURRENT LIABILITIES	<u>179,204</u>	<u>218,109</u>	<u>(38,904)</u>
LONG TERM DEBT			
MORTGAGE 116 SUNSET DRIVE	1,827,778	1,840,736	(12,958)
TOTAL LONG TERM LIABILITIES	<u>1,827,778</u>	<u>1,840,736</u>	<u>(12,958)</u>
DEFERRED CONTRIBUTIONS			
DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS	6,668	6,835	(167)
TOTAL DEFERRED	<u>6,668</u>	<u>6,835</u>	<u>(167)</u>
FUND BALANCES			
REPLACEMENT RESERVE RESTRICTED	235,709	232,622	3,087
VACANCY SUBSIDY RESERVE	42,499	42,456	43
EARNED SURPLUS	609,547	612,547	(3,000)
NET INCOME (LOSS) FOR PERIOD	15,942	8,505	7,438
TOTAL EQUITY	<u>903,698</u>	<u>896,130</u>	<u>7,567</u>
TOTAL LIABILITIES & FUND BALANCES	<u><u>2,917,349</u></u>	<u><u>2,961,810</u></u>	<u><u>(44,461)</u></u>

YDIDAT YORK DEVELOPMENT INC
INCOME STATEMENT - CONSOLIDATED
2 MONTHS ENDING 5/31/2022

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
REVENUE						
RENTALS	61,076	61,286	(210)	122,777	123,197	(420)
TENANT SUBSIDY	(2,840)	(2,996)	156	(5,680)	(5,991)	311
RENT SUPPLEMENT - SH	8,405	8,405	0	16,185	16,185	0
WASHER & DRYER REVENUE	914	896	18	1,917	1,792	125
OTHER REVENUE	170	0	170	170	0	170
INTEREST INCOME	396	113	283	708	227	481
REVENUE - SD CARE HOURS	7,062	12,463	(5,401)	14,796	24,927	(10,131)
REVENUE - OTHER CARE HOURS	281	275	6	562	550	12
REVENUE - TENANT SERVICES	17,460	18,994	(1,534)	35,502	37,989	(2,487)
AMORT OF DEFERRED CONTRIB	6,282	6,283	(0)	12,565	12,565	(0)
MISCELLANEOUS INCOME	326	0	326	832	0	832
TOTAL REVENUE	99,532	105,720	(6,187)	200,334	211,440	(11,106)
OPERATING EXPENSES						
WAGES & BENEFITS						
SALARIES	24,096	29,934	5,838	45,925	59,685	13,760
BENEFITS	2,696	3,641	945	4,726	7,283	2,557
TRAVEL EXPENSE	54	83	29	106	167	61
	26,847	33,659	6,812	50,756	67,134	16,378
TENANT / ADP CLIENT SUPPORT COSTS						
FOOD COST	4,288	4,569	281	8,712	9,139	427
	4,288	4,569	281	8,712	9,139	427
MAINTENANCE						
ELECTRICITY	6,331	6,295	(36)	15,163	12,591	(2,573)
ELEVATOR SERVICE / INSPECTION	366	358	(8)	732	716	(16)
GARBAGE REMOVAL	722	627	(95)	1,445	1,255	(190)
PEST CONTROL	217	215	(2)	415	429	14
ALARMS AND MONITORING	225	378	153	785	756	(29)
TENANT SPECIAL OCCASIONS	0	125	125	0	250	250
CABLE TV	21	49	28	44	98	54
INSURANCE	3,324	3,169	(155)	6,648	6,338	(311)
PHONE	154	399	244	208	798	589
PROPERTY TAXES	5,929	5,929	0	11,858	11,858	0
REPAIRS & MAINTENANCE	2,315	4,053	1,738	3,856	8,105	4,249
BUILDING EXPENSES - ADP	367	391	24	734	782	48
REPLACEMENT RESERVE - R&M	0	1,698	1,698	1,408	3,396	1,988
SECURITY	4,510	4,510	0	9,020	9,020	0
GROUNDS MAINTENANCE	68	851	783	68	1,702	1,633
SUPPLIES EXPENSE	0	620	620	72	1,239	1,168
MINOR EQUIP & FURNISHING	1,127	508	(619)	1,960	1,016	(944)
WATER & SEWAGE	1,228	1,227	(0)	2,455	2,455	(1)
	26,904	31,401	4,497	56,871	62,802	5,931
ADMINISTRATION						
ADMINISTRATION CHARGES	13,379	13,775	397	26,757	27,550	793
BOARD EXPENSES	68	97	29	135	193	58
ADVERTISING	0	84	84	97	167	70
AUDIT EXPENSES	719	975	256	1,437	1,950	512
BANK INTEREST & CHARGES	59	25	(35)	124	49	(74)
LOAN INTEREST EXPENSE	3,941	3,941	0	7,882	7,882	0
MEMBERSHIP FEES / DUES	145	311	166	290	622	332
MISCELLANEOUS EXPENSE	293	125	(167)	425	251	(174)
PRINTING & OFFICE SUPPLIES	239	409	170	479	818	339
	18,842	19,741	899	37,625	39,482	1,857
CAPITAL						
DEPRECIATION	15,214	15,360	146	30,428	30,720	292
	15,214	15,360	146	30,428	30,720	292
TOTAL OPERATING EXPENSES	92,095	104,730	12,635	184,391	209,277	24,886
NET EARNINGS (LOSS) FOR PERIOD	7,438	990	6,448	15,942	2,163	13,780
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
5/31/2022

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT			
CASH AND CASH EQUIVALENTS	819,971.75	552,597.04	267,374.71
ACCOUNTS RECEIVABLE	5,778.70	3,810.58	1,968.12
ALLOWANCE FOR DOUBTFUL ACCOUNTS	0.00	0.00	0.00
HST RECEIVABLE	2,034.24	6,959.53	(4,925.29)
PREPAID EXPENSES	0.00	0.00	0.00
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	<u>827,784.69</u>	<u>563,367.15</u>	<u>264,417.54</u>
CAPITAL ASSETS			
EQUIPMENT AND FURNITURE	16,186.37	16,186.37	0.00
ACCUMULATED DEPRECIATION	(8,427.58)	(8,157.81)	(269.77)
	<u>7,758.79</u>	<u>8,028.56</u>	<u>(269.77)</u>
TOTAL ASSETS	<u><u>835,543.48</u></u>	<u><u>571,395.71</u></u>	<u><u>264,147.77</u></u>
<u>LIABILITIES</u>			
CURRENT			
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES	25,658.91	38,916.93	(13,258.02)
DUE TO YORK MANOR INC.	11,265.09	6,060.92	5,204.17
DUE TO YORK DEVELOPMENTS INC.	3,573.57	1,757.94	1,815.63
DEFERRED REVENUE	766,771.65	511,116.16	255,655.49
TOTAL CURRENT	<u>807,269.22</u>	<u>557,851.95</u>	<u>249,417.27</u>
<u>FUND BALANCES</u>			
FUND BALANCES			
FUNDS UNRESTRICTED	2,485.09	2,485.09	0.00
NET INCOME (LOSS) FOR THE PERIOD	1,975.56	369.98	1,605.58
TOTAL FUNDS	<u>4,460.65</u>	<u>2,855.07</u>	<u>1,605.58</u>
TOTAL LIABILITIES & FUNDS	<u><u>811,729.87</u></u>	<u><u>560,707.02</u></u>	<u><u>251,022.85</u></u>

Centre for Innovation and Research
INCOME STATEMENT - CONSOLIDATED
2 MONTHS ENDING 5/31/2022

	CURRENT MONTH	BUDGET MONTH	ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	ACTUAL VS BUDGET
REVENUE						
GENERAL CONTRIBUTIONS	3,750	3,750	0	7,500	7,500	0
VR - REHAB PROJECT	9,595	5,731	3,864	18,712	11,462	7,250
PROMOTE PHYS ACTIVITY PROJECT	5,690	3,966	1,724	10,365	7,932	2,433
IMPROVE IMMUNIZATION PROJECT	6,018	5,460	559	11,835	10,920	915
PALLIATIVE CARE PROJECT	1,669	1,611	57	3,337	3,222	115
POLYPHARM APP PHASE 2 PROJECT	2,997	10,266	(7,269)	6,666	20,532	(13,867)
GENIE PROJECT	22,658	39,939	(17,281)	38,376	79,878	(41,502)
PASSIVE AWARE PROJECT	13,945	54,190	(40,245)	66,911	88,380	(21,469)
INTEREST INCOME	1,033	250	783	1,698	500	1,198
STUDENT FUNDING	2,670	1,611	1,059	2,670	1,611	1,059
TOTAL UNRESTRICTED REVENUE	70,025	126,774	(56,749)	168,068	231,937	(63,869)
OPERATING EXPENSES						
WAGES & BENEFITS						
SALARIES AND BENEFITS	53,120	69,003	15,883	97,451	138,007	40,556
SALARIES & BEN CHARGED TO PROJECT	(53,120)	(69,003)	(15,883)	(97,451)	(138,007)	(40,556)
PROJECT WORKERS EXPENSES	2,670	1,611	(1,059)	2,670	1,611	(1,059)
	2,670	1,611	(1,059)	2,670	1,611	(1,059)
ADMINISTRATION						
ADMINISTRATION STAFF CHARGEBACKS	2,051	2,051	0	4,103	4,103	0
AUDIT EXPENSES	582	481	(102)	1,165	961	(203)
BANK INTEREST & CHARGES	0	0	0	0	0	0
DEPRECIATION EXPENSE	270	126	(143)	540	253	(287)
INSURANCE	0	0	0	0	0	0
OFFICE AND COMPUTER SUPPLIES	(51)	267	317	(113)	533	646
OFFICE SPACE COSTS	325	408	83	649	816	167
TELEPHONE	0	0	0	0	0	0
IT SUPPORT	0	42	42	0	83	83
TRAVEL AND ACCOMODATION	0	33	33	0	67	67
MEALS AND ENTERTAINMENT	0	29	29	0	58	58
CONFERENCES AND TRAINING	0	125	125	0	250	250
MINOR EQUIPMENT	0	83	83	0	167	167
MISCELLANEOUS	0	83	83	879	167	(712)
	3,177	3,729	551	7,222	7,458	235
PROJECT RELATED EXPENDITURES						
VR - REHAB PROJECT	9,595	5,731	(3,864)	18,712	11,462	(7,250)
PROMOTE PHYS ACTIVITY PROJECT	5,690	3,966	(1,724)	10,365	7,932	(2,433)
IMPROVE IMMUNIZATION PROJECT	6,018	5,460	(559)	11,835	10,920	(915)
PALLIATIVE CARE PROJECT	1,669	1,611	(57)	3,337	3,222	(115)
POLYPHARM APP PHASE 2 PROJECT	2,997	10,266	7,269	6,666	20,532	13,867
GENIE PROJECT	22,658	39,939	17,281	38,376	79,878	41,502
PASSIVE AWARE PROJECT	13,945	53,949	40,004	66,911	88,139	21,228
MISCELLANEOUS	0	0	0	0	0	0
	62,572	120,922	58,350	156,200	222,085	65,885
TOTAL EXPENSES	68,419	126,262	57,843	166,092	231,154	65,061
NET EARNINGS (LOSS)	1,606	512	1,093	1,976	783	1,192

**YCPDAT YORK COUNTY PROPERTIES
BALANCE SHEET
5/31/2022**

ASSETS

CURRENT ASSETS

CASH	\$414,097
ACCOUNTS RECEIVABLE	510
TOTAL CURRENT ASSETS	<u>\$414,607</u>

LONG-TERM ASSETS

MORTGAGE RECEIVABLE Supportive Housing	\$35,073
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PROPERTY AND EQUIPMENT

YORK FARM	\$7,601
TOTAL PROPERTY AND EQUIPMENT	<u>\$7,601</u>
TOTAL ASSETS	<u><u>\$457,281</u></u>

LIABILITIES

CURRENT LIABILITIES

ACCOUNTS PAYABLE AND ACCRUALS	\$510
TOTAL CURRENT LIABILITIES	<u>\$510</u>

LONG TERM LIABILITIES

TOTAL LONG TERM LIABILITIES	<u>\$0</u>
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DEFERRED CONTRIBUTIONS

TOTAL DEFERRED	<u>\$0</u>
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FUND BALANCES

OPERATING SURPLUS	\$449,170
CAPITAL FUND	7,601
TOTAL FUNDS	<u>\$456,771</u>

TOTAL LIABILITIES & FUND BALANCES	<u><u>\$457,281</u></u>
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**YCPDAT YORK COUNTY PROPERTIES
INCOME STATEMENT
2 MONTHS ENDING 5/31/2022**

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
REVENUE						
MISCELLANEOUS SALES	\$90	\$90	(\$0)	\$180	\$181	(\$0)
INTEREST INCOME	510	233	277	926	467	459
TOTAL REVENUE	\$601	\$324	\$277	\$1,107	\$647	\$459
OPERATING EXPENSES:						
SALARIES & BENEFITS						
	\$0	\$0	\$0	\$0	\$0	\$0
BUILDING & GROUNDS						
PROPERTY TAXES						
	\$0	\$0	\$0	\$318	\$318	(\$0)
	\$0	\$0	\$0	\$318	\$318	(\$0)
ADMINISTRATION						
REIMBURSEMENT OF PARENT COMPANY	\$601	\$292	\$308	\$789	\$584	\$205
BANK INTEREST & CHARGES	-	5	(5)	-	10	(10)
	\$601	\$297	\$303	\$789	\$594	\$195
TOTAL OPERATING EXPENSES	\$601	\$297	\$303	\$1,107	\$912	\$194
OPERATING SURPLUS (DEFICIT)	\$0	\$27	(\$27)	(\$0)	(\$265)	\$265
	\$0	\$0	\$0	\$0	\$0	\$0
NET SURPLUS (DEFICIT)	\$0	\$27	(\$27)	(\$0)	(\$265)	\$265

**YORK CARE CENTRE INC.
BALANCE SHEET
6/30/2022**

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT			
CASH AND CASH EQUIVALENTS	1,444,577.97	1,357,165.91	87,412.06
CASH - RESTRICTED FUNDS	78,195.98	74,224.49	3,971.49
ACCOUNTS RECEIVABLE			
- RESIDENTS	31,222.76	40,004.04	(8,781.28)
- DEPT of SOCIAL DEVELOPMENT	211,595.00	124,490.00	87,105.00
- HST	32,212.43	30,364.64	1,847.79
- OTHER	92,241.15	124,966.12	(32,724.97)
INVENTORIES	122,092.20	122,092.20	0.00
PREPAID EXPENSES	664,657.60	733,454.11	(68,796.51)
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	<u>2,676,795.09</u>	<u>2,606,761.51</u>	<u>70,033.58</u>
CASH RESTRICTED FOR FUTURE CAPITAL	0.00	0.00	0.00
LAND, BUILDING AND FURNITURE (Net)	19,110,859.79	19,280,504.50	(169,644.71)
TOTAL FIXED ASSETS	<u>19,110,859.79</u>	<u>19,280,504.50</u>	<u>(169,644.71)</u>
TOTAL ASSETS	<u><u>21,787,654.88</u></u>	<u><u>21,887,266.01</u></u>	<u><u>(99,611.13)</u></u>
<u>LIABILITIES</u>			
CURRENT			
PAYABLES & ACCRUALS	3,618,751.86	3,584,459.98	34,291.88
DEFERRED REVENUE	112,017.72	100,780.57	11,237.15
TOTAL CURRENT	<u>3,730,769.58</u>	<u>3,685,240.55</u>	<u>45,529.03</u>
LONG TERM			
LONG TERM DEBT	16,146,106.47	16,326,747.28	(180,640.81)
DEFERRED CONTRIBUTIONS	1,986,627.87	2,011,672.34	(25,044.47)
TOTAL LIABILITIES	<u>18,132,734.34</u>	<u>18,338,419.62</u>	<u>(205,685.28)</u>
<u>FUND BALANCES</u>			
FUNDS RESTRICTED	71,349.64	70,821.60	528.04
UNRESTRICTED	(325,631.08)	(325,356.08)	(275.00)
NET INCOME (LOSS) FOR PERIOD	178,432.40	118,140.32	60,292.08
TOTAL FUNDS	<u>(75,849.04)</u>	<u>(136,394.16)</u>	<u>60,545.12</u>
TOTAL LIABILITIES & FUNDS	<u><u>21,787,654.88</u></u>	<u><u>21,887,266.01</u></u>	<u><u>(99,611.13)</u></u>

YORIK CARE CENTRE INC.
REVENUE AND EXPENSE SUMMARY - CURRENT MONTH
MONTH ENDING 6/30/2022

Description	Actual Current Month	Budget Current Month	Variance		Variance Analysis Budget vs Actual
			Budget vs. Actual	Budget vs. Actual	
REVENUE					
Total Operating Revenue	\$2,247,331	\$2,271,831		-\$24,500	
Non-Recurring Budget Amend	\$59,957	\$59,957		\$0	Vacant bed days
Administration	\$63,201	\$52,935		\$10,266	
Care Services	\$9,022	\$13,872		-\$4,850	
Operations	\$26,581	\$27,314		-\$733	
Mortgage / Loan Payments	\$25,044	\$25,044		\$0	
TOTAL REVENUE	\$2,431,136	\$2,450,954		-\$19,818	
OPERATING EXPENSES					
Administration	\$480,825	\$449,113		-\$31,712	Salaries overspent by \$6,230, EI, CPP and WHSCC underspent by \$3,154, overexpend in pension/group health expense of \$31,622, underspent on bank chgs & bad debts by \$157, underspent in advertising by \$308, underspent on office equip and supplies by \$823, underspent in prof'l fees & travel by \$2,050, underspent on staff & volunteer recognition \$483; overspent on minor equipment by \$503, overspent on education by \$428, plus other minor variances.
Care Services	\$1,115,680	\$1,188,894		-\$73,214	Underexpend in salaries of \$66,236, underexpend in fall reduction, care supplies and meds \$3,708, underspent on Incontinence supplies by \$1,059, underspent in minor equipment by \$66, overspent on recruitment by \$528, underspent on BG memory Lane Project by \$2,500, overspent in recreation supplies by \$406, underspent on pastoral supplies by \$161; plus other minor variances.
Operations	\$516,167	\$523,177		-\$7,011	Salaries underspent by \$3,187, food & thickens underspent by \$7,616, dietary supplies overspent by \$4,942, laundry supplies & linen overspent by \$1,331, housekeeping supplies underspent by \$2,508, telephone & cable overspent by \$482, insurance overspent by \$775, maintenance overspent by \$2,228, heating fuel and electricity underspent by \$6,809, vehicle expenses underspent by \$95, minor equipment underspent by \$812, consulting fees overspent by \$3,685, computer supplies and support overspent by \$3,685, underspent re website & commun \$355, GET Inspired comm underspent by \$1,362, overspent on recruitment \$908, plus other minor variances.
Mortgage / Loan Payments	\$258,172	\$259,547		-\$1,374	Under expend of \$1,374 due to timing of new year purchases
TOTAL EXPENSES	\$2,370,844	\$2,420,731		-\$49,887	
NET SURPLUS (DEFICIT)	\$60,292	-\$30,223		-\$30,069	

YORK CARE CENTRE INC.

REVENUE AND EXPENSE - SUMMARY FOR YEAR TO DATE
3 MONTHS ENDING 6/30/2022

Description	Actual Previous YTD	Actual Current YTD	Budget Current YTD	Variance Budget vs Actual	Year to Date Variance Analysis Budget vs Actual	Forecast to Year End 31-Mar-23	2022-23 Full Year Budget	Variance Budget vs Forecast Year End
REVENUE AND RECOVERIES								
Operating Revenue	\$5,209,461	\$5,870,456	\$5,936,456	-\$66,000	Vacant bed days	\$22,097,565	\$22,163,565	-\$66,000
Non-recurring Budget Amendments	\$118,527	\$130,151	\$130,151	\$0		130,151	\$130,151	\$0
Administration	\$172,400	\$161,764	\$154,555	\$7,209		356,888	\$356,888	\$0
Care Services	\$97,287	\$29,982	\$41,617	-\$11,635		166,468	\$166,468	\$0
Operations	\$65,195	\$82,350	\$81,942	\$408		327,768	\$327,768	\$0
Mortgage / Loan Payments	\$77,536	\$75,133	\$75,133	\$0		300,532	\$300,532	\$0
TOTAL REVENUE AND RECOVERIES	\$5,680,407	\$6,349,836	\$6,419,853	-\$70,017		\$23,379,372	\$23,445,372	-\$66,000
OPERATING EXPENSES								
Administration	1,020,331	1,064,431	1,095,593	31,162	Salaries overspent by \$786, EI, CPP and WFHCC underspent by \$11,945, underexpend in pension/group health expense of \$7,176, underspent on bank chgs & bed debts by \$602, underspent in advertizing by \$925, underspent on office equip and supplies by \$50, underspent in prof'l fees & travel by \$4,252, underspent on staff & volunteer recognition \$2,586; overspent on minor equipment by \$253, underspent on education by \$4,382, plus other minor variances.	\$3,892,073	3,892,073	(0)
Care Services	2,289,984	2,731,913	2,885,418	153,505	Underexpend in salaries of \$146,113, underexpend in fall reduction, care supplies and meds \$7,978, underspent on incontinent supplies by \$2,894, overspent in minor equipment by \$12,161, overspent on recruitment by \$1,481, underspent on research by \$1,250, underspent on BG memory Lane Project by \$7,500, underspent in recreation supplies by \$132, underspent on pastoral supplies by \$484; plus other minor variances.	10,076,625	10,088,330	11,705
Operations	1,485,613	1,600,543	1,569,532	(31,011)	Salaries overspent by \$12,090, food & thickens underspent by \$4,011, dietary supplies overspent by \$11,755, laundry supplies & linen underspent by \$5,321, housekeeping supplies underspent by \$10,541, telephone & cable overspent by \$1,794, insurance overspent by \$2,359, maintenance overspent by \$20,740, heating fuel and electricity underspent by \$6,305, vehicle expenses overspent by \$893, minor equipment underspent by \$3,523, consulting fees overspent by \$715, computer supplies and support overspent by \$10,916, underspent re website & commun \$1,015, GET inspired comm underspent by \$910, overspent on recruitment \$1,154, plus other minor variances.	6,296,114	6,296,114	0
Mortgage / Loan Payments	774,637	774,517	778,640	4,123	Under expend of \$4,123 due to timing of new year purchases	3,114,560	3,114,560	0
TOTAL EXPENSES	\$5,570,565	\$6,171,404	\$6,329,183	\$157,779		\$23,379,372	\$23,381,078	\$11,706
NET SURPLUS (DEFICIT)	\$109,842	\$178,432	\$90,671	\$87,762		\$0	\$54,294	-\$54,294
Less: Transfer to replacement reserve		825	0	(825)		3,300	0	(3,300)
(Increase) or Decrease In Operating Fund Accumulated Deficit		\$177,607	\$90,671	\$88,587	NOTE: The 2022-23 Budget from SD has not been received yet.	\$-3,300	\$54,294	-\$50,994

YDIDAT YORK DEVELOPMENT INC
BALANCE SHEET - CONSOLIDATED
6/30/2022

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT ASSETS			
CASH	210,422	235,856	(25,434)
ACCOUNTS RECEIVABLE	8,465	20,511	(12,047)
HST RECEIVABLE	1,740	1,453	287
PREPAID EXPENSES	69,192	79,332	(10,140)
TOTAL CURRENT ASSETS	289,818	337,153	(47,334)
RESTRICTED CASH AND DEPOSITS			
REPLACEMENT RESERVE FUND	238,818	237,117	1,701
DEFERRED VACANCY SUBSIDY	42,552	42,499	52
TOTAL RESTRICTED CASH & DEPOSITS	281,370	279,616	1,753
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	921,623	921,623	0
ACCUMULATED DEPRECIATION	(4,040,052)	(4,024,838)	(15,214)
TOTAL FIXED ASSETS	2,285,366	2,300,580	(15,214)
TOTAL ASSETS	2,856,554	2,917,349	(60,795)
<u>LIABILITIES</u>			
CURRENT LIABILITIES			
ACCOUNTS PAYABLE & ACCRUED LIABILITIES	117,513	169,336	(51,824)
DEFERRED REVENUE	10,143	9,868	275
TOTAL CURRENT LIABILITIES	127,656	179,204	(51,549)
LONG TERM DEBT			
MORTGAGE 116 SUNSET DRIVE	1,814,821	1,827,778	(12,958)
TOTAL LONG TERM LIABILITIES	1,814,821	1,827,778	(12,958)
DEFERRED CONTRIBUTIONS			
DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS	6,502	6,668	(167)
TOTAL DEFERRED	6,502	6,668	(167)
FUND BALANCES			
REPLACEMENT RESERVE RESTRICTED	237,761	235,709	2,051
VACANCY SUBSIDY RESERVE	42,552	42,499	52
EARNED SURPLUS	607,604	609,547	(1,943)
NET INCOME (LOSS) FOR PERIOD	19,660	15,942	3,717
TOTAL EQUITY	907,576	903,698	3,878
TOTAL LIABILITIES & FUND BALANCES	2,856,554	2,917,349	(60,795)

YDIDAT YORK DEVELOPMENT INC
INCOME STATEMENT - CONSOLIDATED
3 MONTHS ENDING 6/30/2022

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
REVENUE						
RENTALS	60,095	60,335	(240)	182,872	183,531	(659)
TENANT SUBSIDY	(2,259)	(2,996)	737	(7,939)	(8,987)	1,048
RENT SUPPLEMENT - SH	9,356	9,356	0	25,541	25,541	0
WASHER & DRYER REVENUE	1,008	896	112	2,925	2,687	238
OTHER REVENUE	0	0	0	170	0	170
INTEREST INCOME	400	113	287	1,108	340	768
REVENUE - SD CARE HOURS	7,129	12,463	(5,334)	21,925	37,390	(15,465)
REVENUE - OTHER CARE HOURS	281	275	6	843	825	18
REVENUE - TENNANT SERVICES	17,794	18,994	(1,200)	53,296	56,983	(3,687)
AMORT OF DEFERRED CONTRIB	6,282	6,283	(0)	18,847	18,848	(1)
RECOVERY PROJECT WORKERS	0	600	(600)	0	600	(600)
MISCELLANEOUS INCOME	0	0	0	832	0	832
TOTAL REVENUE	100,087	106,320	(6,233)	300,420	317,759	(17,339)
OPERATING EXPENSES						
WAGES & BENEFITS						
SALARIES	24,846	30,560	5,715	70,771	90,245	19,475
BENEFITS	2,202	3,641	1,439	6,928	10,924	3,996
TRAVEL EXPENSE	84	83	(1)	190	250	60
	27,132	34,285	7,153	77,889	101,419	23,531
TENANT / ADP CLIENT SUPPORT COSTS						
FOOD COST	4,152	4,569	417	12,864	13,708	844
	4,152	4,569	417	12,864	13,708	844
MAINTENANCE						
ELECTRICITY	6,390	6,295	(95)	21,554	18,886	(2,668)
ELEVATOR SERVICE / INSPECTION	366	358	(8)	1,098	1,073	(25)
GARBAGE REMOVAL	722	627	(95)	2,167	1,882	(285)
PEST CONTROL	198	215	16	614	644	30
ALARMS AND MONITORING	225	378	153	1,010	1,134	124
TENANT SPECIAL OCCASIONS	38	125	87	38	375	337
CABLE TV	23	49	26	67	147	80
INSURANCE	3,324	3,169	(155)	9,972	9,506	(466)
PHONE	154	399	244	363	1,196	834
PROPERTY TAXES	5,929	5,929	0	17,787	17,787	0
REPAIRS & MAINTENANCE	5,461	4,053	(1,408)	9,316	12,158	2,841
BUILDING EXPENSES - ADP	367	391	24	1,101	1,173	72
REPLACEMENT RESERVE - R&M	1,058	1,698	641	2,465	5,094	2,629
SECURITY	4,510	4,510	0	13,529	13,530	0
GROUNDS MAINTENANCE	65	851	786	133	2,552	2,420
SUPPLIES EXPENSE	0	620	620	72	1,859	1,787
MINOR EQUIP & FURNISHING	1,620	508	(1,112)	3,580	1,524	(2,056)
WATER & SEWAGE	1,228	1,227	(0)	3,683	3,682	(1)
	31,678	31,401	(277)	88,549	94,203	5,654
ADMINISTRATION						
ADMINISTRATION CHARGES	13,379	13,775	397	40,136	41,325	1,190
BOARD EXPENSES	68	97	29	203	290	87
ADVERTISING	140	284	144	237	451	214
AUDIT EXPENSES	(81)	975	1,055	1,357	2,924	1,567
BANK INTEREST & CHARGES	75	25	(50)	198	74	(124)
LOAN INTEREST EXPENSE	3,941	3,941	0	11,823	11,823	0
MEMBERSHIP FEES / DUES	145	311	166	434	933	498
MISCELLANEOUS EXPENSE	169	125	(44)	594	376	(218)
PRINTING & OFFICE SUPPLIES	358	409	51	837	1,227	390
	18,193	19,941	1,748	55,818	59,423	3,604
CAPITAL						
DEPRECIATION	15,214	15,360	146	45,641	46,080	439
	15,214	15,360	146	45,641	46,080	439
TOTAL OPERATING EXPENSES	96,370	105,556	9,187	280,761	314,833	34,072
NET EARNINGS (LOSS) FOR PERIOD	3,717	763	2,954	19,660	2,926	16,733
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
6/30/2022**

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT			
CASH AND CASH EQUIVALENTS	753,238.34	819,971.75	(66,733.41)
ACCOUNTS RECEIVABLE	2,273.60	5,778.70	(3,505.10)
ALLOWANCE FOR DOUBTFUL ACCOUNTS	0.00	0.00	0.00
HST RECEIVABLE	3,253.40	2,034.24	1,219.16
PREPAID EXPENSES	0.00	0.00	0.00
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	<u>758,765.34</u>	<u>827,784.69</u>	<u>(69,019.35)</u>
CAPITAL ASSETS			
EQUIPMENT AND FURNITURE	16,186.37	16,186.37	0.00
ACCUMULATED DEPRECIATION	(8,697.35)	(8,427.58)	(269.77)
	<u>7,489.02</u>	<u>7,758.79</u>	<u>(269.77)</u>
TOTAL ASSETS	<u><u>766,254.36</u></u>	<u><u>835,543.48</u></u>	<u><u>(69,289.12)</u></u>
<u>LIABILITIES</u>			
CURRENT			
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES	5,588.99	25,658.91	(20,069.92)
DUE TO YORK MANOR INC.	10,889.39	11,265.09	(375.70)
DUE TO YORK DEVELOPMENTS INC.	2,283.20	3,573.57	(1,290.37)
DEFERRED REVENUE	697,300.79	766,771.65	(69,470.86)
TOTAL CURRENT	<u>716,062.37</u>	<u>807,269.22</u>	<u>(91,206.85)</u>
<u>FUND BALANCES</u>			
FUND BALANCES			
FUNDS UNRESTRICTED	2,485.09	2,485.09	0.00
NET INCOME (LOSS) FOR THE PERIOD	2,617.29	1,975.56	641.73
TOTAL FUNDS	<u>5,102.38</u>	<u>4,460.65</u>	<u>641.73</u>
TOTAL LIABILITIES & FUNDS	<u><u>721,164.75</u></u>	<u><u>811,729.87</u></u>	<u><u>(90,565.12)</u></u>

Centre for Innovation and Research
INCOME STATEMENT - CONSOLIDATED
3 MONTHS ENDING 6/30/2022

	CURRENT MONTH	BUDGET MONTH	ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	ACTUAL VS BUDGET
REVENUE						
GENERAL CONTRIBUTIONS	3,750	3,750	0	11,250	11,250	0
VR - REHAB PROJECT	5,406	5,731	(325)	24,118	17,193	6,925
PROMOTE PHYS ACTIVITY PROJECT	2,402	3,966	(1,564)	12,767	11,898	869
IMPROVE IMMUNIZATION PROJECT	3,828	5,460	(1,632)	15,662	16,380	(718)
PALLIATIVE CARE PROJECT	1,669	1,611	57	5,006	4,833	172
POLYPHARM APP PHASE 2 PROJECT	4,845	10,266	(5,421)	11,510	30,798	(19,288)
GENIE PROJECT	36,383	39,939	(3,556)	74,758	119,817	(45,059)
PASSIVE AWARE PROJECT	11,839	32,190	(20,351)	78,749	120,569	(41,820)
INTEREST INCOME	1,258	250	1,008	2,956	750	2,206
STUDENT FUNDING	5,562	1,611	3,951	8,232	3,222	5,010
TOTAL UNRESTRICTED REVENUE	76,940	104,774	(27,834)	245,008	336,711	(91,703)
OPERATING EXPENSES						
WAGES & BENEFITS						
SALARIES AND BENEFITS	53,043	69,003	15,961	150,494	207,010	56,517
SALARIES & BEN CHARGED TO PROJECT	(53,043)	(69,003)	(15,961)	(150,494)	(207,010)	(56,517)
PROJECT WORKERS EXPENSES	5,562	1,611	(3,951)	8,232	3,222	(5,010)
	5,562	1,611	(3,951)	8,232	3,222	(5,010)
ADMINISTRATION						
ADMINISTRATION STAFF CHARGEBACKS	2,051	2,051	0	6,154	6,154	0
AUDIT EXPENSES	1,522	481	(1,042)	2,687	1,442	(1,245)
BANK INTEREST & CHARGES	0	0	0	0	0	0
DEPRECIATION EXPENSE	270	126	(143)	809	379	(430)
INSURANCE	0	0	0	0	0	0
OFFICE AND COMPUTER SUPPLIES	58	267	209	(54)	800	854
OFFICE SPACE COSTS	325	408	83	974	1,224	250
TELEPHONE	0	0	0	0	0	0
IT SUPPORT	140	42	(98)	140	125	(15)
TRAVEL AND ACCOMODATION	0	33	33	0	100	100
MEALS AND ENTERTAINMENT	0	29	29	0	88	88
CONFERENCES AND TRAINING	0	125	125	0	375	375
MINOR EQUIPMENT	0	83	83	0	250	250
MISCELLANEOUS	0	83	83	879	250	(629)
	4,366	3,729	(637)	11,588	11,186	(402)
PROJECT RELATED EXPENDITURES						
VR - REHAB PROJECT	5,406	5,731	325	24,118	17,193	(6,925)
PROMOTE PHYS ACTIVITY PROJECT	2,402	3,966	1,564	12,767	11,898	(869)
IMPROVE IMMUNIZATION PROJECT	3,828	5,460	1,632	15,662	16,380	717
PALLIATIVE CARE PROJECT	1,669	1,611	(57)	5,006	4,833	(172)
POLYPHARM APP PHASE 2 PROJECT	4,845	10,266	5,421	11,510	30,798	19,288
GENIE PROJECT	36,383	39,939	3,556	74,758	119,817	45,059
PASSIVE AWARE PROJECT	11,839	32,214	20,375	78,749	120,352	41,603
MISCELLANEOUS	0	0	0	0	0	0
	66,370	99,187	32,817	222,571	321,272	98,701
TOTAL EXPENSES	76,298	104,527	28,228	242,391	335,680	93,280
NET EARNINGS (LOSS)	642	247	395	2,617	1,030	1,587

YCPDAT YORK COUNTY PROPERTIES
BALANCE SHEET
6/30/2022

ASSETS

CURRENT ASSETS

CASH	\$415,660
ACCOUNTS RECEIVABLE	660
TOTAL CURRENT ASSETS	<u>\$416,319</u>

LONG-TERM ASSETS

MORTGAGE RECEIVABLE Supportive Housing	\$33,510
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PROPERTY AND EQUIPMENT

YORK FARM	\$7,601
TOTAL PROPERTY AND EQUIPMENT	<u>\$7,601</u>
TOTAL ASSETS	<u><u>\$457,430</u></u>

LIABILITIES

CURRENT LIABILITIES

ACCOUNTS PAYABLE AND ACCRUALS	\$660
TOTAL CURRENT LIABILITIES	<u>\$660</u>

LONG TERM LIABILITIES

TOTAL LONG TERM LIABILITIES	<u>\$0</u>
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DEFERRED CONTRIBUTIONS

TOTAL DEFERRED	<u>\$0</u>
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FUND BALANCES

OPERATING SURPLUS	\$449,170
CAPITAL FUND	7,601
TOTAL FUNDS	<u>\$456,771</u>

TOTAL LIABILITIES & FUND BALANCES	<u><u>\$457,430</u></u>
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**YCPDAT YORK COUNTY PROPERTIES
INCOME STATEMENT
3 MONTHS ENDING 6/30/2022**

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
REVENUE						
MISCELLANEOUS SALES	\$90	\$90	(\$0)	\$271	\$271	(\$0)
INTEREST INCOME	660	233	426	1,586	700	886
TOTAL REVENUE	\$750	\$324	\$426	\$1,857	\$971	\$886
OPERATING EXPENSES:						
SALARIES & BENEFITS						
	\$0	\$0	\$0	\$0	\$0	\$0
BUILDING & GROUNDS						
PROPERTY TAXES						
	\$0	\$0	\$0	\$318	\$318	(\$0)
	\$0	\$0	\$0	\$318	\$318	(\$0)
ADMINISTRATION						
REIMBURSEMENT OF PARENT COMPANY	\$750	\$292	\$458	\$1,539	\$876	\$662
BANK INTEREST & CHARGES	-	5	(5)	-	15	(15)
	\$750	\$297	\$453	\$1,539	\$891	\$647
TOTAL OPERATING EXPENSES	\$750	\$297	\$453	\$1,857	\$1,209	\$647
OPERATING SURPLUS (DEFICIT)	\$0	\$27	(\$27)	\$0	(\$239)	\$239
NET SURPLUS (DEFICIT)						
	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$27	(\$27)	\$0	(\$239)	\$239

YORK CARE CENTRE INC.
BALANCE SHEET
7/31/2022

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT			
CASH AND CASH EQUIVALENTS	1,132,452.49	1,444,577.97	(312,125.48)
CASH - RESTRICTED FUNDS	78,009.08	78,195.98	(186.90)
ACCOUNTS RECEIVABLE			
- RESIDENTS	34,009.72	31,222.76	2,786.96
- DEPT of SOCIAL DEVELOPMENT	242,605.00	211,595.00	31,010.00
- HST	30,202.50	32,212.43	(2,009.93)
- OTHER	67,904.80	92,241.15	(24,336.35)
INVENTORIES	122,092.20	122,092.20	0.00
PREPAID EXPENSES	593,581.71	664,657.60	(71,075.89)
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	<u>2,300,857.50</u>	<u>2,676,795.09</u>	<u>(375,937.59)</u>
CASH RESTRICTED FOR FUTURE CAPITAL	0.00	0.00	0.00
LAND, BUILDING AND FURNITURE (Net)	18,905,653.34	19,110,859.79	(205,206.45)
TOTAL FIXED ASSETS	<u>18,905,653.34</u>	<u>19,110,859.79</u>	<u>(205,206.45)</u>
TOTAL ASSETS	<u><u>21,206,510.84</u></u>	<u><u>21,787,654.88</u></u>	<u><u>(581,144.04)</u></u>
<u>LIABILITIES</u>			
CURRENT			
PAYABLES & ACCRUALS	3,175,536.69	3,618,751.86	(443,215.17)
DEFERRED REVENUE	100,786.52	112,017.72	(11,231.20)
TOTAL CURRENT	<u>3,276,323.21</u>	<u>3,730,769.58</u>	<u>(454,446.37)</u>
LONG TERM			
LONG TERM DEBT	15,965,465.66	16,146,106.47	(180,640.81)
DEFERRED CONTRIBUTIONS	1,961,583.40	1,986,627.87	(25,044.47)
TOTAL LIABILITIES	<u>17,927,049.06</u>	<u>18,132,734.34</u>	<u>(205,685.28)</u>
<u>FUND BALANCES</u>			
FUNDS RESTRICTED	71,566.41	71,349.64	216.77
UNRESTRICTED	(325,906.08)	(325,631.08)	(275.00)
NET INCOME (LOSS) FOR PERIOD	257,478.24	178,432.40	79,045.84
TOTAL FUNDS	<u>3,138.57</u>	<u>(75,849.04)</u>	<u>78,987.61</u>
TOTAL LIABILITIES & FUNDS	<u><u>21,206,510.84</u></u>	<u><u>21,787,654.88</u></u>	<u><u>(581,144.04)</u></u>

YORK CARE CENTRE INC.
REVENUE AND EXPENSE SUMMARY - CURRENT MONTH
MONTH ENDING 7/31/2022

Description	Variance Analysis Budget vs Actual		
	Actual Current Month	Budget Current Month	Variance Budget vs. Actual
REVENUE			
Total Operating Revenue	\$1,849,935	\$1,850,185	-\$250
Non-Recurring Budget Amend	\$31,010	\$31,010	\$0
Administration	\$34,020	\$25,787	\$8,233
Care Services	\$11,835	\$13,872	-\$2,037
Operations	\$27,947	\$27,314	\$633
Mortgage / Loan Payments	\$25,044	\$25,044	\$0
TOTAL REVENUE	\$1,979,791	\$1,973,213	\$6,578
OPERATING EXPENSES			
Administration	\$318,035	\$325,586	\$7,551
Care Services	\$806,358	\$861,827	\$55,469
Operations	\$518,180	\$523,177	\$4,997
Mortgage / Loan Payments	\$258,172	\$259,547	\$1,374
TOTAL EXPENSES	\$1,900,745	\$1,970,137	\$69,392
NET SURPLUS (DEFICIT)	\$79,046	\$3,076	\$75,970

Vacant bed days

Salaries overspent by \$4,182, EI, CPP and WHSCC underspent by \$7,044, underexpend in pension/group health expense of \$4,870, underspent on bank chgs & bad debts by \$245, underspent in advertizing by \$291, overspent on office equip and supplies by \$193, underspent in profll fees & travel by \$1,146, overexpend on NBANH Membership \$6,239; underspent on staff & volunteer recognition \$831; underspent on minor equipment by \$125, underspent on education by \$3,277, plus other minor variances.

Underexpend in salaries of \$55,904, underexpend in fall reduction, care supplies and meds \$25, overspent on incontinment supplies by \$3,156, underspent in minor equipment by \$672, overspent on recruitment by \$388, underspent on BG memory Lane Project by \$2,500, overspent in recreation supplies by \$665, underspent on pastoral supplies by \$161; plus other minor variances.

Salaries underspent by \$5,367, food & thickeners overspent by \$1,594, dietary supplies overspent by \$5,314, laundry supplies & linen underspent by \$2,621, housekeeping supplies underspent by \$1,753, telephone & cable overspent by \$501, insurance overspent by \$775, maintenance overspent by \$3,119, heating fuel and electricity underspent by \$9,749, vehicle expenses underspent by \$56, minor equipment overspent by \$1,113, consulting fees overspent by \$2,852, computer supplies and support overspent by \$649, overspent re website & commun \$83, GET Inspired comm underspent by \$1,527, overspent on recruitment \$27, plus other minor variances.

Under expend of \$1,374 due to timing of new year purchases

YORK CARE CENTRE INC.
REVENUE AND EXPENSE - SUMMARY FOR YEAR TO DATE
4MONTHS ENDING 7/31/2022

Description	Actual	Actual	Budget	Variance	Year to Date		Forecast to	2022-23	Variance Budget
	Previous	Current	Current	Budget	Variance Analysis		Year End	Full Year	vs Forecast
	YTD	YTD	YTD	vs Actual	Budget vs Actual		31-Mar-23	Budget	Year End
REVENUE AND RECOVERIES									
Operating Revenue	\$6,946,198	\$7,720,391	\$7,786,641	-\$66,250			\$22,144,488	\$22,210,738	-\$66,250
Non-recurring Budget Amendments	\$174,279	\$161,161	\$161,161	\$0			161,161	\$161,161	\$0
Administration	\$231,557	\$195,784	\$180,342	\$15,442			356,888	\$356,888	\$0
Care Services	\$40,925	\$41,817	\$55,489	-\$13,672			166,468	\$166,468	\$0
Operations	\$88,315	\$110,297	\$109,256	\$1,041			327,768	\$327,768	\$0
Mortgage / Loan Payments	\$103,381	\$100,178	\$100,177	\$1			300,532	\$300,532	\$0
TOTAL REVENUE AND RECOVERIES	\$7,584,655	\$8,329,628	\$8,393,066	-\$63,439			\$23,457,305	\$23,523,555	-\$66,250
OPERATING EXPENSES									
Administration	1,364,520	1,382,466	1,421,179	38,713	Salaries overspent by \$4,968, EI, CPP and WHSCC underspent by \$18,989, underexpend in pension/group health expense of \$12,046, underspent on bank chgs & bad debts by \$848, underspent in advertising by \$1,216, overspent on office equip and supplies by \$144, underspent in prof'l fees & travel by \$5,398, underspent on audit \$1,413, overspent on NBANH Fees \$6,958; underspent on staff & volunteer recognition \$3,417; overspent on minor equipment by \$128, underspent on education by \$7,659, plus other minor variances.				
Care Services	3,072,053	3,538,271	3,747,244	208,974	Underexpend in salaries of \$202,016, underexpend in fall reduction, care supplies and meds \$8,003, overspent on incontinence supplies by \$322, overspent in minor equipment by \$11,867, overspent on recruitment by \$1,869, underspent on research by \$1,667, underspent on BG memory Lane Project by \$10,000, overspent in recreation supplies by \$535, underspent on pastoral supplies by \$644; plus other minor variances.				
Operations	1,976,187	2,118,723	2,092,709	(26,014)	Salaries overspent by \$6,722, food & thickeners underspent by \$2,417, dietary supplies overspent by \$17,070, laundry supplies & linen underspent by \$7,941, housekeeping supplies underspent by \$12,294, telephone & cable overspent by \$2,295, insurance overspent by \$3,134, maintenance overspent by \$23,858, heating fuel and electricity underspent by \$16,055, vehicle expenses overspent by \$838, minor equipment underspent by \$2,410, consulting fees overspent by \$3,567, computer supplies and support overspent by \$11,563, underspent re website & commun \$932, GET inspired comm underspent by \$2,437, overspent on recruitment \$1,181, plus other minor variances.				
Mortgage / Loan Payments	1,032,849	1,032,689	1,038,187	5,497	Under expend of \$5,497 due to timing of new year purchases				
TOTAL EXPENSES	\$7,445,609	\$8,072,149	\$8,299,320	\$227,170			3,114,560	3,114,560	0
NET SURPLUS (DEFICIT)	\$139,046	\$257,478	\$93,747	\$163,732	NOTE: The 2022-23 Budget from SD has not been received yet.				
Less: Transfer to replacement reserve		1,100	0	(1,100)					(3,300)
(Increase) or Decrease in Operating Fund Accumulated Deficit		\$256,378	\$93,747	\$164,832			\$50,994	\$54,294	\$3,300

YDIDAT YORK DEVELOPMENT INC
BALANCE SHEET - CONSOLIDATED
7/31/2022

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT ASSETS			
CASH	192,074	210,422	(18,348)
ACCOUNTS RECEIVABLE	9,215	8,465	750
HST RECEIVABLE	1,479	1,740	(261)
PREPAID EXPENSES	63,255	69,192	(5,937)
TOTAL CURRENT ASSETS	266,023	289,818	(23,796)
RESTRICTED CASH AND DEPOSITS			
REPLACEMENT RESERVE FUND	238,644	238,818	(174)
DEFERRED VACANCY SUBSIDY	42,619	42,552	67
TOTAL RESTRICTED CASH & DEPOSITS	281,263	281,370	(106)
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	921,623	921,623	0
ACCUMULATED DEPRECIATION	(4,055,265)	(4,040,052)	(15,214)
TOTAL FIXED ASSETS	2,270,152	2,285,366	(15,214)
TOTAL ASSETS	2,817,438	2,856,554	(39,116)
<u>LIABILITIES</u>			
CURRENT LIABILITIES			
ACCOUNTS PAYABLE & ACCRUED LIABILITIES	100,679	117,513	(16,833)
DEFERRED REVENUE	9,218	10,143	(925)
TOTAL CURRENT LIABILITIES	109,897	127,656	(17,758)
LONG TERM DEBT			
MORTGAGE 116 SUNSET DRIVE	1,801,863	1,814,821	(12,958)
TOTAL LONG TERM LIABILITIES	1,801,863	1,814,821	(12,958)
DEFERRED CONTRIBUTIONS			
DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS	6,335	6,502	(167)
TOTAL DEFERRED	6,335	6,502	(167)
FUND BALANCES			
REPLACEMENT RESERVE RESTRICTED	236,884	237,761	(876)
VACANCY SUBSIDY RESERVE	42,619	42,552	67
EARNED SURPLUS	608,622	607,604	1,018
NET INCOME (LOSS) FOR PERIOD	11,217	19,660	(8,442)
TOTAL EQUITY	899,343	907,576	(8,233)
TOTAL LIABILITIES & FUND BALANCES	2,817,438	2,856,554	(39,116)

YDIDAT YORK DEVELOPMENT INC
INCOME STATEMENT - CONSOLIDATED
4 MONTHS ENDING 7/31/2022

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
REVENUE						
RENTALS	59,751	59,548	203	242,623	243,079	(456)
TENANT SUBSIDY	(3,421)	(2,996)	(426)	(11,360)	(11,982)	622
RENT SUPPLEMENT - SH	10,143	10,143	0	35,684	35,684	0
ADULT DAY PROGRAM FEES	0	7,960	(7,960)	0	7,960	(7,960)
WASHER & DRYER REVENUE	892	896	(4)	3,817	3,583	234
OTHER REVENUE	0	0	0	170	0	170
INTEREST INCOME	481	113	368	1,589	453	1,135
REVENUE - SD CARE HOURS	7,000	12,463	(5,463)	28,925	49,853	(20,928)
REVENUE - OTHER CARE HOURS	2	275	(273)	845	1,100	(255)
REVENUE - TENNANT SERVICES	18,038	18,994	(956)	71,334	75,978	(4,644)
AMORT OF DEFERRED CONTRIB	6,282	6,283	(0)	25,130	25,131	(1)
RECOVERY PROJECT WORKERS	0	1,200	(1,200)	0	1,800	(1,800)
MISCELLANEOUS INCOME	0	2,000	(2,000)	832	2,000	(1,168)
TOTAL REVENUE	99,168	116,879	(17,711)	399,589	434,639	(35,050)
OPERATING EXPENSES						
WAGES & BENEFITS						
SALARIES	25,264	40,465	15,201	96,034	130,710	34,676
BENEFITS	2,510	4,385	1,875	9,438	15,309	5,871
TRAVEL EXPENSE	61	83	23	251	333	83
	27,834	44,933	17,099	105,723	146,352	40,629
TENANT / ADP CLIENT SUPPORT COSTS						
FOOD COST	4,152	5,468	1,316	17,016	19,176	2,160
	4,152	5,468	1,316	17,016	19,176	2,160
MAINTENANCE						
ELECTRICITY	6,423	6,295	(128)	27,977	25,181	(2,796)
ELEVATOR SERVICE / INSPECTION	1,096	358	(738)	2,194	1,431	(763)
GARBAGE REMOVAL	722	627	(95)	2,889	2,509	(380)
PEST CONTROL	198	215	16	812	859	46
ALARMS AND MONITORING	744	378	(366)	1,754	1,512	(242)
TENANT SPECIAL OCCASIONS	0	125	125	38	500	462
CABLE TV	19	49	30	86	196	110
INSURANCE	3,324	3,169	(155)	13,296	12,675	(621)
PHONE	177	399	222	540	1,595	1,055
PROPERTY TAXES	5,929	5,929	0	23,716	23,716	0
REPAIRS & MAINTENANCE	10,657	4,053	(6,604)	19,973	16,210	(3,763)
BUILDING EXPENSES - ADP	367	1,343	976	1,468	2,516	1,048
REPLACEMENT RESERVE - R&M	4,018	1,698	(2,320)	6,483	6,792	309
SECURITY	4,510	4,510	0	18,039	18,039	0
GROUNDS MAINTENANCE	0	851	851	133	3,403	3,270
SUPPLIES EXPENSE	1,276	1,005	(272)	1,348	2,864	1,516
MINOR EQUIP & FURNISHING	882	619	(263)	4,462	2,143	(2,319)
WATER & SEWAGE	1,228	1,227	(0)	4,911	4,909	(1)
	41,571	32,849	(8,722)	130,120	127,052	(3,067)
ADMINISTRATION						
ADMINISTRATION CHARGES	13,379	14,119	741	53,514	55,444	1,930
BOARD EXPENSES	68	97	29	270	386	116
ADVERTISING	114	284	170	351	735	384
AUDIT EXPENSES	719	975	256	2,076	3,899	1,823
BANK INTEREST & CHARGES	64	25	(39)	262	99	(163)
LOAN INTEREST EXPENSE	3,941	3,941	0	15,764	15,764	0
MEMBERSHIP FEES / DUES	145	311	166	579	1,244	665
MISCELLANEOUS EXPENSE	172	236	64	766	612	(154)
PRINTING & OFFICE SUPPLIES	239	520	281	1,076	1,747	671
	18,839	20,508	1,668	74,658	79,930	5,273
CAPITAL						
DEPRECIATION	15,214	15,360	146	60,855	61,440	585
	15,214	15,360	146	60,855	61,440	585
TOTAL OPERATING EXPENSES	107,611	119,118	11,507	388,372	433,951	45,580
NET EARNINGS (LOSS) FOR PERIOD	(8,442)	(2,239)	(6,204)	11,217	688	10,530
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
7/31/2022

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT			
CASH AND CASH EQUIVALENTS	660,683.27	753,238.34	(92,555.07)
ACCOUNTS RECEIVABLE	8,780.53	2,273.60	6,506.93
ALLOWANCE FOR DOUBTFUL ACCOUNTS	0.00	0.00	0.00
HST RECEIVABLE	5,114.16	3,253.40	1,860.76
PREPAID EXPENSES	0.00	0.00	0.00
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	<u>674,577.96</u>	<u>758,765.34</u>	<u>(84,187.38)</u>
CAPITAL ASSETS			
EQUIPMENT AND FURNITURE	16,186.37	16,186.37	0.00
ACCUMULATED DEPRECIATION	(8,967.12)	(8,697.35)	(269.77)
	<u>7,219.25</u>	<u>7,489.02</u>	<u>(269.77)</u>
TOTAL ASSETS	<u><u>681,797.21</u></u>	<u><u>766,254.36</u></u>	<u><u>(84,457.15)</u></u>
<u>LIABILITIES</u>			
CURRENT			
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES	33,870.79	5,588.99	28,281.80
DUE TO YORK MANOR INC.	5,203.92	10,889.39	(5,685.47)
DUE TO YORK DEVELOPMENTS INC.	223.29	2,283.20	(2,059.91)
DEFERRED REVENUE	615,895.50	697,300.79	(81,405.29)
TOTAL CURRENT	<u>655,193.50</u>	<u>716,062.37</u>	<u>(60,868.87)</u>
<u>FUND BALANCES</u>			
FUND BALANCES			
FUNDS UNRESTRICTED	2,485.09	2,485.09	0.00
NET INCOME (LOSS) FOR THE PERIOD	10,953.90	2,617.29	8,336.61
TOTAL FUNDS	<u>13,438.99</u>	<u>5,102.38</u>	<u>8,336.61</u>
TOTAL LIABILITIES & FUNDS	<u><u>668,632.49</u></u>	<u><u>721,164.75</u></u>	<u><u>(52,532.26)</u></u>

Centre for Innovation and Research
INCOME STATEMENT - CONSOLIDATED
4 MONTHS ENDING 7/31/2022

	CURRENT MONTH	BUDGET MONTH	ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	ACTUAL VS BUDGET
REVENUE						
GENERAL CONTRIBUTIONS	3,750	3,750	0	15,000	15,000	0
VR - REHAB PROJECT	4,023	5,731	(1,708)	28,141	22,924	5,217
PROMOTE PHYS ACTIVITY PROJECT	1,536	3,966	(2,430)	14,303	15,864	(1,561)
IMPROVE IMMUNIZATION PROJECT	3,692	5,460	(1,768)	19,354	21,840	(2,485)
PALLIATIVE CARE PROJECT	1,669	1,611	57	6,674	6,445	230
POLYPHARM APP PHASE 2 PROJECT	3,506	10,266	(6,761)	15,016	41,064	(26,049)
GENIE PROJECT	32,533	39,939	(7,406)	107,291	159,756	(52,464)
PASSIVE AWARE PROJECT	32,653	32,190	463	111,402	152,759	(41,357)
INTEREST INCOME	1,565	250	1,315	4,520	1,000	3,520
STUDENT FUNDING	1,794	1,611	183	10,026	4,833	5,193
SYMPOSIUM	6,200	0	6,200	6,200	0	6,200
TOTAL UNRESTRICTED REVENUE	92,920	104,774	(11,854)	337,928	441,485	(103,557)
OPERATING EXPENSES						
WAGES & BENEFITS						
SALARIES AND BENEFITS	48,990	69,003	20,013	199,484	276,014	76,530
SALARIES & BEN CHARGED TO PROJECT	(48,990)	(69,003)	(20,013)	(199,484)	(276,014)	(76,530)
PROJECT WORKERS EXPENSES	1,794	1,611	(183)	10,026	4,833	(5,193)
	1,794	1,611	(183)	10,026	4,833	(5,193)
ADMINISTRATION						
ADMINISTRATION STAFF CHARGEBACKS	2,051	2,051	0	8,205	8,206	0
AUDIT EXPENSES	582	481	(102)	3,269	1,923	(1,346)
BANK INTEREST & CHARGES	0	0	0	0	0	0
DEPRECIATION EXPENSE	270	126	(143)	1,079	505	(574)
INSURANCE	0	0	0	0	0	0
OFFICE AND COMPUTER SUPPLIES	(62)	267	329	(116)	1,067	1,183
OFFICE SPACE COSTS	325	408	83	1,298	1,632	333
TELEPHONE	0	0	0	0	0	0
IT SUPPORT	12	42	30	152	167	15
TRAVEL AND ACCOMODATION	0	33	33	0	133	133
MEALS AND ENTERTAINMENT	0	29	29	0	117	117
CONFERENCES AND TRAINING	0	125	125	0	500	500
MINOR EQUIPMENT	0	83	83	0	333	333
MISCELLANEOUS	0	83	83	879	333	(546)
	3,178	3,729	551	14,766	14,915	149
PROJECT RELATED EXPENDITURES						
VR - REHAB PROJECT	4,023	5,731	1,708	28,141	22,924	(5,217)
PROMOTE PHYS ACTIVITY PROJECT	1,536	3,966	2,430	14,303	15,864	1,561
IMPROVE IMMUNIZATION PROJECT	3,692	5,460	1,768	19,354	21,840	2,485
PALLIATIVE CARE PROJECT	1,669	1,611	(57)	6,674	6,445	(230)
POLYPHARM APP PHASE 2 PROJECT	3,506	10,266	6,761	15,016	41,065	26,049
GENIE PROJECT	32,533	39,939	7,406	107,291	159,756	52,464
PASSIVE AWARE PROJECT	32,653	32,214	(439)	111,402	152,566	41,164
MISCELLANEOUS	0	0	0	0	0	0
	79,611	99,187	19,576	302,182	420,459	118,277
TOTAL EXPENSES	84,583	104,527	19,944	326,974	440,207	113,233
NET EARNINGS (LOSS)	8,337	247	8,089	10,954	1,278	9,676

YCPDAT YORK COUNTY PROPERTIES
BALANCE SHEET
7/31/2022

ASSETS

CURRENT ASSETS

CASH	\$417,222
ACCOUNTS RECEIVABLE	897
TOTAL CURRENT ASSETS	<u>\$418,119</u>

LONG-TERM ASSETS

MORTGAGE RECEIVABLE Supportive Housing	\$31,948
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PROPERTY AND EQUIPMENT

YORK FARM	\$7,601
TOTAL PROPERTY AND EQUIPMENT	<u>\$7,601</u>
TOTAL ASSETS	<u><u>\$457,668</u></u>

LIABILITIES

CURRENT LIABILITIES

ACCOUNTS PAYABLE AND ACCRUALS	\$897
TOTAL CURRENT LIABILITIES	<u>\$897</u>

LONG TERM LIABILITIES

TOTAL LONG TERM LIABILITIES	<u>\$0</u>
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DEFERRED CONTRIBUTIONS

TOTAL DEFERRED	<u>\$0</u>
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FUND BALANCES

OPERATING SURPLUS	\$449,170
CAPITAL FUND	7,601
TOTAL FUNDS	<u>\$456,771</u>
TOTAL LIABILITIES & FUND BALANCES	<u><u>\$457,668</u></u>

YCPDAT YORK COUNTY PROPERTIES
INCOME STATEMENT
4 MONTHS ENDING 7/31/2022

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
REVENUE						
MISCELLANEOUS SALES	\$90	\$90	(\$0)	\$361	\$361	(\$0)
INTEREST INCOME	897	233	664	2,483	933	1,550
TOTAL REVENUE	\$987	\$324	\$664	\$2,844	\$1,294	\$1,550
OPERATING EXPENSES:						
SALARIES & BENEFITS						
	\$0	\$0	\$0	\$0	\$0	\$0
BUILDING & GROUNDS						
PROPERTY TAXES	\$0	\$0	\$0	\$318	\$318	(\$0)
	\$0	\$0	\$0	\$318	\$318	(\$0)
ADMINISTRATION						
REIMBURSEMENT OF PARENT COMPANY	\$987	\$292	\$695	\$2,526	\$1,168	\$1,358
BANK INTEREST & CHARGES	-	5	(5)	-	20	(20)
	\$987	\$297	\$690	\$2,526	\$1,188	\$1,338
TOTAL OPERATING EXPENSES	\$987	\$297	\$690	\$2,844	\$1,506	\$1,338
OPERATING SURPLUS (DEFICIT)	\$0	\$27	(\$27)	\$0	(\$212)	\$212
	\$0	\$0	\$0	\$0	\$0	\$0
NET SURPLUS (DEFICIT)	\$0	\$27	(\$27)	\$0	(\$212)	\$212

MEMORANDUM for RECOMMENDATIONS
To Board of Directors of York Care Centre

DATE: September 14, 2022

SOURCE: Chief Financial Officer

SUBJECT: Approval of YCC Pay Rates for COLA and to address Inversion

RECOMMENDED ACTION:

The Board approve a 1% pay increase on April 1, 2022 and 1% on October 1, 2022 for all management and non-bargaining employees of YCC. Dept of Social Development provided for these increases in the budget funding for 2022-23.

The Board approve a 3% pay increase for five senior management positions (in addition to the 1% + 1% above) to address the issue of salary inversion between the Director of Care and the RNs / Nursing Unit Co-ordinators and to maintain the relative pay differences among these five positions.

BACKGROUND AND CONTENT:

In May 2022, a new collective agreement was signed between the NB Association of Nursing Homes and the New Brunswick Nurses Union. This was retro-active to January 1, 2019 and expires on December 31, 2023. The COLA increases in this agreement are basically 1% every six months but with an additional 4.5% on October 1, 2020. This 4.5% creates a situation where the non-bargaining Director of Care no longer has a reasonable pay rate vis-à-vis the RNs. Previous to the new RN agreement, the DOC was paid 7% more than the RN NUC. Now that has been reduced to 1.9%.

We have reviewed the pay levels of the various senior managers at YCC relative to each other and have also compared them to the non-bargaining pay rates of the Province of New Brunswick. See attached Appendix A. We think that the YCC senior managers are paid low when compared to PNB pay tables. For example, the YCC CFO current pay level of \$96,737 is part way between a Pay Band 6 and a Pay Band 7 in PNB. The Department of Social Development is funding the CFO at less than a Pay Band 4 in PNB. Having worked in PNB, we think the CFO would be closer to a PB 8 than a PB 4 or PB 6 if it was in government.

In a recent ZOOM meeting with the NB Association of Nursing Homes, the pay levels funded for non-bargaining employees in the NB Nursing Homes were discussed. Although no funding increase was provided in the recent 2022-23 budget document received from Dept. of Social Development, it was implied at this meeting that they were being looked at by DSD. Currently the Directors of Care in nursing homes with under than 100 beds are funded less than the RNs that they supervise. Accountants in a nursing home with less than 100 beds are funded lower than a Pay Band 1 and accountants in a nursing home with over 150 beds are funded at lower than a PB4. Therefore, it would seem reasonable that DSD should be increasing the pay levels funded for non-bargaining positions.

We feel it would be reasonable for the DOC to be paid at least 6% more than the RN Nursing Unit Co-ordinators who report to the DOC (See Option 2 on attached Appendix). However, given the financial cost of the increases, we have built into the Proposed 2022-23 YCC Budget, a pay grid which would be 5% higher than the RN NUC (Option 1 on Appendix A).

LEGAL AUTHORITY:

Bylaws and Rules of Order

INTERNAL CONSULTATIONS:

CEO, CFO and VP People & Community Engagement

EXTERNAL COMMUNICATIONS:

None.

FINANCIAL CONSIDERATIONS:

The budget funding provided by the Department of Social Development will allow YCC to add a 3% pay increase for the five employees as noted in Appendix A attached. Because not all employees are at their top steps, the actual cost of implementing this increase for 2022-23 will be approximately \$16,000. Going forward it will cost approximately \$19,500.

RESOURCE PERSONS RESPONSIBLE FOR FOLLOW UP:

Byard Smith

ATTACHMENTS:

Appendix A - Schedule of Pay Levels for YCC Employees Impacted by Inversion

CONTACT:

Byard Smith, CPA, BBA, CMA
Chief Financial Officer

Schedule of Pay Levels for YCC Employees impacted by Inversion.

All pay levels are at Step 5 (top step of pay band)

Position Title	Funded by SD April 1/22 Annual	STATUS QUO		OPTION 1 - 5% SPREAD		OPTION 2 - 6% SPREAD	
		April 1/22	Oct.1/22	April 1/22	Oct.1/22	April 1/22	Oct.1/22
		Annual 1% COLA No Inversion Adjustment	Annual 1% COLA No Inversion Adjustment	Annual 1% COLA plus 3% Inversion Adjustment	Annual 1% COLA plus 3% Inversion Adjustment	Annual 1% COLA plus 4% Inversion Adjustment	Annual 1% COLA plus 4% Inversion Adjustment
RN - Nursing Unit Co-ordinator (Unionized position)	\$89,869	\$92,756	\$93,666	\$92,756	\$93,666	\$92,756	\$93,666
Director of Aging Care & Lifestyle Living	\$89,869	\$94,505	\$95,448	\$97,404	\$98,378	\$98,303	\$99,286
VP Care Services and Quality	\$95,158	\$103,952	\$105,000	\$107,145	\$108,216	\$108,134	\$109,215
VP People and Community Engagement	\$0	\$96,737	\$97,699	\$99,696	\$100,693	\$100,616	\$101,622
Chief Financial Officer	\$72,448	\$96,737	\$97,699	\$99,696	\$100,693	\$100,616	\$101,622
President and CEO	\$107,296	\$130,261	\$131,564	\$134,252	\$135,595	\$135,491	\$136,846

STATUS QUO reflects the 1% COLA on April 1/22 and 1% on Oct. 1/22 that was approved and funded by Dept. of Social Development.

OPTION 1 reflects the 1% COLA on April 1/22 and 1% on Oct. 1/22 that was approved and funded by Dept. of Social Development, plus a 3% inversion adjustment to give the Director of Care a pay level 5% above the RN Nursing Unit Co-ordinators, and retains the same pay spread between the above five positions as existed prior to the RN contract being signed. Approximate additional cost if all five above employees were at top step is \$19,500 per year.

OPTION 2 reflects the 1% COLA on April 1/22 and 1% on Oct. 1/22 that was approved and funded by Dept. of Social Development, plus a 4% inversion adjustment to give the Director of Care a pay level 6% above the RN Nursing Unit Co-ordinators, and retains the same pay spread between the above five positions as existed prior to the RN contract being signed. Approximate additional cost if all five above employees were at top step would be \$25,700 per year.

Comparable Non-bargaining positions in Province of NB Part I and Part III

At Control Point Maximum

April 1, 2022 Oct. 1, 2022

Pay Band 4	\$74,048	\$74,776
Pay Band 5	\$84,656	\$85,514
Pay Band 6	\$93,678	\$94,614
Pay Band 7	\$102,128	\$103,142
Pay Band 8	\$113,490	\$114,634
Pay Band 9	\$122,044	\$123,266
Pay Band 10	\$131,222	\$132,522
Pay Band 11	\$141,024	\$142,428
Pay Band 12	\$148,070	\$149,552



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 budget approved by Board in April 2022. Third Column is the Proposed for the 2022-23 fiscal year in September 2022.

YORK CARE CENTRE INC. PROPOSED BUDGET 2022-23

	2021-22 Budget Approved Oct 2021	2022-23 Budget Approved April 2022	2022-23 Budget Proposed Sept 2022	Change From April 2021 Budget
Estimated Grant from Social Development	\$21,254,517	\$21,663,294	\$22,942,309	\$1,279,015
Estimated Revenue from other sources	1,068,031	1,070,213	1,070,213	0
Total Estimated Revenue (Excluding Budget Amendments)	\$22,322,548	\$22,733,507	\$24,012,522	\$1,279,015
Operating Expenditures:				
Care Services, Recreation & Pastoral Care	\$8,988,852	\$9,558,883	\$10,385,117	\$826,234
Operations, Dietary and Environmental Services	6,156,620	6,296,115	6,463,298	167,183
Administration, Education and Employee Benefits	3,872,362	3,718,949	4,004,547	285,598
Research	187,000	45,000	45,000	0
Capital Mortgage, Loan payments and Depreciation	3,117,714	3,114,560	3,114,560	0
Total Ordinary Expenditures	\$22,322,548	\$22,733,507	\$24,012,522	1,279,015
Ordinary Surplus (Deficit)	\$0	\$0	\$0	\$0
Less Transfer to Replacement Reserve Fund	-3,300	-3,300	-3,300	\$0
Net Increase (Decrease) in Operating Fund balance	-\$3,300	-\$3,300	-\$3,300	\$0

Byard Smith, CPA, CMA, BBA
Chief Financial Officer
Sept. 14, 2022; 7:00 AM

YCC Budget Page 1

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. 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 budget for 2022-23 reflects funding of the 3.3 hours of care.
3. 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. Because SD included some significant inflationary increases, this Sept version of the budget reflects approx \$246,600 more funding than in the April 2022 budget.
4. This Sept 2022 version of the budget reflects the RN Contract which was signed in May 2022, as well as all the known salary for CUPE and Non-Bargaining employees.
5. We have received the actual 2022-23 budget document from Social Development. Therefore, the proposed budget reflects actual revenue and expenditure to be funded by SD for 2022-23.
6. The April version of the YCC budget reflected \$27,144 as Safe Restart Funding re COVID costs for April 2022. The Sept. 2022 version reflects an additional \$54,298 of Safe Restart funding provided for May and June 2022. We are not anticipating and Safe Restart funding beyond June 30, 2022. Therefore, we have used this funding for enhanced minor equipment and education and training for sta
7. 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.
8. The new RN Contract created a situation where there is some pay inversion between the RNs / Nursing Unit Coordinators and the Director of Care who they report to. The ripple effect also creates the need to increase a total of five senior manager positions.



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		<u>\$21,010,179</u>
Other revenue sources for 2021-22		<u>\$1,068,031</u>
		<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 increases	\$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 and supplies	\$21,750	
Maint - Electricity	\$15,004	
Maint - Purchased Services	\$4,200	
Total approved in April 2022	<u>\$22,733,507</u>	<u>\$22,733,507</u>
		<u>\$0</u>

The following variances are presented in September 2022 YCC Budget:

Adjust SD Funding re items listed below		\$1,279,015
Adjust for RN Contract and LPN pay changes	\$491,485	
Adjust for Permanent salaries previously on Budget Amendments	\$357,570	
Inflationary adjustments on Care, Dietary, Maint & Repairs, IT, Administration and Education	\$246,559	
Enhanced Equipment purchases offset by Safe Restart Funding	\$44,500	
Enhanced Education and Training offset by Safe Restart Funding	\$37,000	
Payroll cost increases to deal with Inversion caused by RN Contract	\$16,000	
Various adjustments to ER benefit costs and Non-Transferable Pensions	\$85,901	
2022-23 Total Budget	<u>\$24,012,522</u>	<u>\$24,012,522</u>
		<u>\$0</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 April 2022	27,148
Subtotal SD Estimated Adjustments in April 2022	<u>653,115</u>
SD Changes on Actual Budget Rec'd Aug 31/22:	
Permanent funding previously on 4 budget amendments	382,347
Inflationary adjustments not known in April	247,927
Add'l funding re RN Contract and LPN Pay Adjustment	575,470
Other adjustments to employer benefit costs	18,973
Adjust for Safe Restart Revenue May and June 2022	54,298
Adjusted in September 2022	<u>1,279,015</u>
Total 2022-23 SD Adjustments	<u>1,932,130</u>
Total 2022-23 Soc Dev't Grant (Incl Safe Restart Revenue of \$81,446)	<u>\$22,948,309</u>
Less Estimated Vacant Bed day reduction for 2022-23	-6,000
Estimated actual revenue from Social Development	<u>\$22,942,309</u>

Updated: Sept. 14, 2022; 7:00 AM

YCC Budget Page 3



York Care Centre
Inc. Budget
2022-2023

Draft #6 re 2022-23 Budget Change from Draft #6

Approved by Board
April 25, 2022

Operating Revenue	22,948,309.00
Less Vacant Bed Day Revenue reduction	(6,000.00)
Recoveries	1,070,212.72
Total Revenues	24,012,521.72

21,669,294.00	1,279,015.00
(6,000.00)	-
1,070,212.70	0.02
22,733,506.70	1,279,015.02

Care Salaries	9,639,658.24
Care Supplies	398,142.00
Recreation Salaries	287,302.16
Recreation Supplies	30,728.00
Pastoral Salaries	-
Pastoral Supplies & Contract for Services	29,286.00
Total Care Services	10,385,116.41

8,897,841.54	741,816.70
359,442.00	38,700.00
246,585.81	40,716.35
25,728.00	5,000.00
-	-
29,286.00	-
9,558,883.35	826,233.06

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

-	-
45,000.00	-
45,000.00	-

Operations - Salaries	309,777.83
Operations - Supplies	196,629.00
Dietary Salaries	1,244,276.79
Dietary Supplies	912,469.00
Environmental Services Salaries	1,653,961.44
Environmental Services Supplies	2,146,184.06
Total Operations	6,463,298.12

307,605.00	2,172.83
138,629.00	58,000.00
1,254,514.52	-10,237.73
861,469.00	51,000.00
1,667,712.88	-13,751.44
2,066,184.06	80,000.00
6,296,114.46	167,183.66

Administration Salaries	515,874.66
Administration Supplies	228,416.50
Education Salaries	-
Education Supplies	104,785.39
Employee Benefits	3,155,470.65
Total Administration Services	4,004,547.19

509,649.81	6,224.85
194,957.69	33,458.81
0.00	0.00
50,885.39	53,900.00
2,963,456.01	192,014.64
3,718,948.90	285,598.29

Total Capital Operating	3,114,560.00
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3,114,560.00	0.00
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Total Expenses	24,012,521.72
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22,733,506.71	1,279,015.01
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Operating Surplus/(Deficit)	(0.00)
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-0.01	0.01
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Capital Budget Items	141,700.00
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	-0.00
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Net Surplus/(Deficit)	(141,700.00)
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SUMMARY TOTALS

Salary	13,650,851.12	56.8%
Employer Benefits	3,155,470.65	13.1%
Subtotal - Salary & Benefits	16,806,321.77	70.0%
Supplies and Other Exp	4,091,639.95	17.0%
Dep'n and Mortgage	3,114,560.00	13.0%
24,012,521.72	100.0%	

Summary of Changes Above:

Salaries and Ben	958,956.20
Supplies	261,158.81
Rsearch Grant	0.00
Capital Operating	0.00
1,220,115.01	

YCC Budget Page 4

Current Number of Beds	218
Current Square Footage	180,623

	Gov't Funding 2022-2023 (Actual)	YCC Proposed Budget 2022- 2023	Funding (Deficiency) Surplus	Recoveries	Surplus (Deficit)
Care					
VP of Care and Research	95,634.00	107,682.08	(12,048.08)		
Director of Care and Quality	91,028.31	95,584.73	(4,556.41)		
	-	-	-		
RAI Co-ordinator	101,952.00	79,415.78	22,536.23		
Registered Nurse	2,096,495.69	1,993,321.68	103,174.01		
CUPE Staff	7,368,781.00	7,363,653.99	5,127.01		
Supplies	106,047.00	273,272.00	(167,225.00)		
Reallocate Incontinent from laun	125,123.83	124,870.00	253.82		
Total Care	9,985,061.83	10,037,800.24	(52,738.42)	168,146.09	115,407.67
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	-	157,089.38	(157,089.38)		
Office Clerks	82,886.00	91,748.03	(8,862.02)		
Mgr Dietary re IT Role	-	6,150.00	(6,150.00)		
Administrative Clerks	48,155.00	54,790.43	(6,635.43)		
Supplies	-	196,629.00	(196,629.00)		
Total Operations	131,041.00	506,406.83	(375,365.83)	83,066.33	(292,299.49)
Dietary					
Food Service Manager	47,393.00	48,288.08	(895.08)		
Cooks	271,996.00	210,743.58	61,252.42		
Dietary	845,848.00	905,594.46	(59,746.46)		
Dietitian	119,472.00	79,650.68	39,821.33		
Supplies	821,821.00	912,469.00	(90,648.00)		
Total Dietary	2,106,530.00	2,156,745.79	(50,215.79)	85,480.00	35,264.21
Environmental Services					
Environmental Services Manager	55,071.00	72,241.54	(17,170.54)		
Laundry Salaries	433,514.00	271,300.29	162,213.71		
Environment Salaries	1,198,570.00	1,069,830.71	128,739.29		
Maintenance Salaries	232,115.00	240,588.90	(8,473.90)		
Supplies Laundry	105,971.00	57,249.00	48,722.00		
Supplies Housekeeping	78,210.00	119,938.00	(41,728.00)		
Supplies Maintenance	2,013,009.00	1,954,386.06	58,622.94		
Minor Equipment	12,491.00	14,611.00	(2,120.00)		
Reallocate Incontinent to Care	(125,123.83)	-	(125,123.83)		
Total Environmental Serv	4,003,827.18	3,800,145.50	203,681.68	155,545.98	359,227.66
Recreation					
Manager	79,060.00	68,297.18	10,762.83		
Activity Coordinators	214,393.00	219,004.99	(4,611.99)		
Supplies	11,001.00	30,728.00	(19,727.00)		
Total Recreation	304,454.00	318,030.16	(13,576.16)	-	(13,576.16)
Education					
Education Manager	-	-	-		
Supplies	38,492.00	104,785.39	(66,293.39)		
Total Education	38,492.00	104,785.39	(66,293.39)	50,000.00	(16,293.39)
Pastoral					
Pastor	-	-	-		
Supplies	3,840.00	29,286.00	(25,446.00)		
Total Pastoral	3,840.00	29,286.00	(25,446.00)	-	(25,446.00)
Administration					
CEO Salary	107,833.00	128,509.88	(20,676.88)		
Chief Financial Officer	72,810.00	100,204.43	(27,394.43)		
Accountant	72,810.00	79,650.68	(6,840.67)		
Mgr Administrative & Adult Resc	-	-	-		
Executive Assistant	-	48,467.70	(48,467.70)		
Communications & Engagement	-	53,336.98	(53,336.98)		
Administrative Clerks	96,310.00	105,705.00	(9,395.00)		
Supplies	136,494.00	228,416.50	(91,922.50)		
Total Administration	486,257.00	744,291.16	(258,034.16)	308,888.31	50,854.15
Employee Benefits					
Pension Plan	1,192,394.00	1,193,914.77	(1,520.77)		
NT Pension Estimate Acct 6955	-	33,816.85	(33,816.85)		
EI, CPP, WSNB	1,663,194.00	1,577,263.25	85,930.75		
Group Health	295,845.00	313,388.66	(17,543.66)		
Professional Fees - RN & CUPE	9,515.00	-	9,515.00		
Uniforms	39,481.00	37,087.11	2,393.89		
Total Employee Benefits	3,200,429.00	3,155,470.65	35,443.35	-	35,443.35
Capital					
Depreciation	-	510,929.00	(510,929.00)		
Mortgage/Loan Payments	2,606,931.00	2,603,631.00	3,300.00		
Total Capital	2,606,931.00	3,114,560.00	(507,629.00)	300,532.00	(207,097.00)
Estimated vacant Bed day Deduction					(6,000.00)
Estimated Adjustments					
Total Operating Budget:	22,866,863.00	24,012,521.72	(1,155,173.72)	1,151,658.72	#REF!

YCC Budget
Page 5

Description	Code	Proposed Budget	
DSD Funding (Original Budget)	5000	22,866,863.00	
COVID Safe Restart Revenue Q1	5891-005	81,446	SD Approved April, May and June 2022 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	5000-100	(6,000.00)	Budget Vac Bed days in separate G/L account effective April 1/22
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 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	56,580	\$4,594 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	37,579	Operations Recovery from other YCC Companies
Recoveries - Operations to SH	5863-002	11,341	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	35,780	
Recoveries - Care Services to SH	5870-002	-	
Recoveries - Care Services to CIRA	5870-004	32,342	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	97,021	
Recoveries - Administration to SH	5891-002	18,483	
Recoveries - Administration to ADP	5891-003	3,100	
Recoveries - Administration to CIRA	5891-004	37,814	
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		1,070,212.72	
Total Revenue Net of vacant Bed days		24,012,521.72	

Summary of Revenue by Division:	SD Safe Restar	Total
Administration	277,442	358,888
Care	168,146	168,146
Operations	324,092	324,092
Capital	300,532	300,532
	1,070,213	1,151,659

Notes re Revenue Changes:

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

YCC Budget
Page 6

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 Surveillance 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
SSC Facial Reader Terminals	2469				
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 - Fire Road Paving	2440	<u>50,000.00</u>	10	<u>\$2,500.00</u>	<u>\$5,000.00</u>
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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>0.00</u>	10	<u>\$0.00</u>	<u>\$0.00</u>

Computers > \$2,500	2745	\$23,700.00	3	\$3,950.00	\$7,900.00
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Total Capital Budget 2022-23		<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.

YCC Budget Page 7



REPORT TO THE FINANCE & ADMINISTRATION COMMITTEE

April 1, 2022 to March 31, 2022
Quarter 1 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
Michel Boyer, Director, Facilities & Infrastructure

Key Areas of Reporting

Human Resources
Financial Services
Facilities, Building and Infrastructure

1. Human Resources

- During Quarter 1 (April – June), we on-boarded and welcomed **29 new staff members**, and as well 4 existing staff members changed classifications; 2 personnel obtained their RN degree and 2 personnel obtained their LPN diploma. HR team continues to actively recruit and on-board regularly.
- This quarter, 3 employees retired and 13 employees resigned.
- Regarding 6 employees who were terminated as a result of not adhering to the vaccination policy, they were provided an opportunity to re-enter the workplace as a resolution of their grievance. 1 employee has returned to work and 5 employees are pursuing the grievance process.
- This quarter, we wished Tim Boone, Director Facilities & Infrastructure a ‘happy retirement’ and welcomed Michel Boyer to the position.
- Our Communications & Engagement Specialist, Shannon Cornelius submitted her notice of resignation in July. Her duties and responsibilities are currently being reassigned amongst the team.
- Internationally Educated Nurses (IEN): During Quarter 1, we conducted 4 interviews with IEN’s and extended offers of employment to all candidates. We are currently working at securing and on-boarding 2 IEN’s at this point.
- Activities coordinated amongst the Get Inspired Team and Human Resources included: Administrative Professionals Day celebration, Care Services week celebration, Staff Retirement celebration, Staff Appreciation barbeque, Years of Services awards (for 20+ years) and Years of Service recognition.
- York Care Centre welcomed a number of students participating in their clinical and student placements this quarter from NBCC, Eastern College, East Coast Trades and Atlantic Business College. East Coast Trades and Atlantic Business College were new partnerships. These partnerships are a great asset to our organization.

Human Resources Key Performance Indicators

	Q1	Q2	Q3	Q4
Retention Rate (%) This indicator looks at the percentage of employees who remained with YCC over the past 12 months.	83%			
Resignations Within One Year (#) Resignations within the first year of employment	6			
Sick Time This indicator looks at days absent per FTE due to illness	20.24			
Overtime hours (%) This indicator reports overtime hours as a percent of worked hours.	4.4%			
Care Hours (Short) Average # hours worked by RNs, LPNs and RA’s per day below the funded level.	95.26			
% RN Hours This indicator looks at worked hours as a percent of funded hours (RNs only)	76%			
% hours of professional care (RN/LPN) This indicator looks at worked hours as a percent of funded hours (RNs and LPNs)	84%			

2. Facilities, Building, and Infrastructure

General Building Maintenance

- The Facilities Team undertook the refurbishment of 28 resident rooms across the facility. This is in addition to a major refurbishment of a resident room that had severe water damage due to water infiltration from a frozen downspout.
- Work has commenced on the planning for 2 major roofing projects. The Dixon flat roof is a priority, and we have engaged the services of a roofing consultant to have a Roof Condition Assessment completed. The second roofing project is a replacement of asphalt shingles on Birch Grove.

Paving of YCC Fire Road

- Paving of the Fire Road along the back of York Care Centre was complete. Completion of the paving now allows residents and resident families to easily access the back of the facilities which offers beautiful views of the waterway and the wildlife that resides there.

Memory Lane Campaign and Birch Grove Refurbishment

- We have seen the painting of the hallways complete with the murals still in progress. The Café has been completed along with a telephone booth and other components. Work has commenced in the Dining Room.

Recycling Program

- Some reusable products have been purchased with process and procedures to be developed.

Facilities, Building and Infrastructure Key Performance Indicators:

	Q1	Q2	Q3	Q4
Recyclables diverted from landfill				
This indicator looks at the total weight of recyclables diverted from landfill	102 kg			
Food Cost per Resident Day	\$9.80			

3. Financial Services

- YCC finished Q1 with a surplus of \$178,432. This resulted primarily from Safe Restart Funding received from Department of Social Development of \$81,446, as well as under expenditures salaries and benefits of \$152,358. This was offset by \$67,500 in vacant bed day penalties.
- CIRA finished Q1 with a surplus of \$2,618. This was due to the interest revenue earned on the bank account being higher than budgeted, and the majority of the other expenditures are offset by HSP research projects revenue.
- YDI finished Q1 with a surplus of \$19,660. This was partly a planned surplus due to the YDI mortgages now paid in full and also due to under expenditure in the repairs and maintenance expenses.
- Overall, the three companies have a Q1 surplus of \$200,710 on the cumulative actual revenue of \$6.9 million. This equals 2.91% of the revenue for Q1.

4. Operating Plan 2022-23 – Status Report

Most objectives are “On Track” or are scheduled for completion in future quarters. Only “Falling Behind” on updating the Disaster Plan. Delay due to a personnel change.

Note: Shaded Cell Indicates the Target Date for Completion

Resources Pillar	Q1	Q2	Q3	Q4
Modify staffing schedules to ensure care hour targets are achieved for each occupational group.	On Track			
Reduce the number of “dropped shifts” through an analysis of root causes and the implementation of a targeted improvement plan.	On Track			
Recruit at least (1) Internationally Educated Nurse.	On Track			
Redesign & enhance performance appraisal process.	Not Started			
Redesign & enhance orientation program.	Not Started			
Test and evaluate flexible work model(s) in CIRA and administrative departments.	On Track			
Review and enhance “All the Right Moves” training to care services personnel and establish an audit plan.	Not Started			
Establish a KPI framework for resident quality of care/life and quality of work life.	On Track			
Environment Pillar	Q1	Q2	Q3	Q4
Develop and implement an organizational-wide program based on Reduce, Reuse and Recycle	Not Started			
Develop a walkway around YCC facility	Complete			
Paving of Fire Road	Complete			
Update the Disaster and Emergency Response Plan	Falling Behind			
Wetlands Project	Not Started			
Partnerships	Q1	Q2	Q3	Q4
Complete the Memory Lane project and hold recognition event.	On track			

2022/2023

Board & Committee Meeting Schedule

September/October – 1st Quarter Review				Package Distribution	Committee Chair	Executive Lead(s)
Research & Ethics	Tuesday	13-Sept	2:00	Mon, Sept 5th	Keith McAlpine	Justine
Care Services	Thursday	15-Sept	4:00	Friday, Sept 9th	Marjorie Belzile	Jamie
Finance & Administration	Thursday	22-Sept	5:30	Wed, Sept 14th	Pierre LeBlanc	Byard/Shelley/Michel
Governance & Audit	Thursday	29-Sept	5:00	Friday, Sept 23rd	Gary Beattie	Geri
Board of Directors	Monday	03-Oct	5:30	Wed, Sept 28th	Lyne St.Pierre-Ellis	Geri
OCTOBER/NOVEMBER 2022 – 2 ND Quarter Review				Package Distribution	Committee Chair	Executive Lead(s)
Research & Ethics	Tuesday	08-Nov	2:00	Wed, Nov 2nd	Keith McAlpine	Justine
Care Services	Thursday	10-Nov	4:00	Friday, Nov 4th	Marjorie Belzile	Jamie
Governance & Audit	Thursday	17-Nov	5:00	Friday, Nov 11th	Gary Beattie	Geri
Finance & Administration	Thursday	24-Nov	5:30	Friday, Nov 18th	Pierre LeBlanc	Byard/Shelley/Michel
Board of Directors	Monday	28-Nov	5:30	Wed, Nov 23rd	Lyne St.Pierre-Ellis	Geri
JANUARY/FEBRUARY 2023 – 3 RD Quarter Review				Package Distribution	Committee Chair	Executive Lead(s)
Research & Ethics	Tuesday	17-Jan	2:00	Wed, Jan 11th	Keith McAlpine	Justine
Care Services	Thursday	19-Jan	4:00	Friday, Jan 13th	Marjorie Belzile	Jamie
Governance & Audit	Thursday	26-Jan	5:00	Friday, Jan 20th	Gary Beattie	Geri
Finance & Administration	Monday	30-Jan	5:30	Thursday, Jan 26th	Pierre LeBlanc	Byard/Shelley/Michel
Board of Directors	Monday	13-Feb	5:30	Wed, Feb 8th	Lyne St.Pierre-Ellis	Geri
MARCH-23				Package Distribution	Committee Chair	Executive Lead(s)
Finance & Administration	Monday	20-Mar	5:30	Thursday, Mar 16th	Pierre LeBlanc	Byard/Shelley/Michel
Board of Directors	Monday	27-Mar	5:30	Thursday, Mar 23rd	Lyne St.Pierre-Ellis	Geri
APRIL/MAY 2023 – 4 TH Quarter Review				Package Distribution	Committee Chair	Executive Lead(s)
Research & Ethics	Tuesday	18-Apr	2:00	Wed, April 12th	Keith McAlpine	Justine
Care Services	Thursday	20-Apr	4:00	Friday, Apr 14th	Marjorie Belzile	Jamie
Finance & Administration	Thursday	27-Apr	5:30	Friday, April 21st	Pierre LeBlanc	Byard/Shelley/Michel
Board of Directors	Monday	1-May	5:30	Wed, April 26th	Lyne St.Pierre-Ellis	Geri
JUNE-23				Package Distribution	Committee Chair	Executive Lead(s)
Governance & Audit (Q4 Review)	Monday	12-Jun	5:00	Thursday, June 8th	Gary Beattie	Geri
Board of Directors	Monday	19-Jun	5:30	Thursday, June 15th	Lyne St.Pierre-Ellis	Geri
AGM	Monday	19-Jun	6:30	Thursday, June 15th	Lyne St.Pierre-Ellis	Geri