



Board of Directors

Zoom Link:

<https://us02web.zoom.us/j/82582372881?pwd=ODZSZ2tnRWU5WDF3aTRUM2FHV3BIUT09>

Meeting ID: 825 8237 2881 Passcode: 446708

AGENDA

Monday February 7, 2022, 5:00pm

Item	Description	MRP
1.0	Call to Order & Introductions	Lyne St. Pierre-Ellis
2.0	Declarations of Conflict of Interest	
3.0	Approval of Previous Minutes: November 8, 2021	
4.0	Business Arising	
4.1	Research & Ethics Committee	Keith McAlpine
	4.1.1 Q3 Report of Committee Chair	
	4.1.2 Research Approvals	
	4.1.2.a Reconnecting with GENIE	
	4.1.2.b Passively Monitoring to Actively Predict	
	4.1.3 Code of Ethics & Professional Conduct	
4.2	Care Services Committee	Marjorie Payne
	4.2.1 Q3 Report of Committee Chair	
4.3	Finance & Administration Committee	Pierre LeBlanc
	4.3.1 Q3 Report of Committee Chair	
	4.3.2 Unaudited Financial Statements October 1 – December 31, 2021	
4.4	Governance & Audit Committee	Gary Beattie
	4.4.1 Q3 Report of Committee Chair	
	4.4.2 Updated Board Policies – 5 Policies	
	4.4.3 YCC Board of Directors Terms Dates	
5.0	New Business	
5.1	NB Senior's Advocate Report	Tony Weeks
5.2	National Long-Term Care Standard	Tony Weeks
5.3	Verbal Q3 Report from the President & CEO	Tony Weeks
5.4	Verbal Q3 Report from the YCF Board Chair	Hector Losier
5.5	President & CEO Search Update	Lyne St. Pierre-Ellis
6.0	Date of Next Meeting: Monday March 28, 2022	Lyne St. Pierre-Ellis



**Minutes of meeting of the Board of Directors for York Care Centre, 100 Sunset Drive, Fredericton NB,
Virtual Meeting On November 8 2021 at 5pm**

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

Staff:

1. Call to Order & Introductions

The Chair, Ms. St. Pierre-Ellis called the meeting to order and Members gave a short introduction.

2. Declarations of Conflict of Interest

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

3. Approval of Minutes: June 14, 2021.

It was moved by Ms. Born and seconded by Mr. LeBlanc that the Minutes of June 14 2021 be approved as amended by the Board. **Motion carried**

4. Business Arsing

4.1 Research & Ethics Committee

4.1.1 Q2 Report of Committee Chair

Mr. McAlpine, presented the Q2 Research and Ethics Report highlighting, that it was agreed at the last committee meeting that the Code of the Ethics document will be edited to reflect all three companies and will be brought back to the agenda for the next meeting.

Mr. McAlpine clarified that CIRA is awaiting confirmation from seven funding opportunities applied for a Healthy Seniors pilot project and if all seven it would amount from somewhere between \$3-4m and CIRA would need to hire 24 new staff. Current projects are progressing when they can.

Mr. McAlpine also confirmed that Ms. Bosse will be joining the Research and Ethics Committee.

4.2 Care Services Committee

4.2.1 Q2 Report of Committee Chair

Ms. Belzile presented the Q2 Care Service Report highlighting, two new staff added to the department, Jason Robin Admissions, Infections Control/Resource Nurse and Tamsen Arnold Director Aging Care & Lifestyle Living.

Ms. Belzile clarified that YCC staff have been participating with the Continuing Care Safety Associating in a 6 week, Canadian-wide hand hygiene project – trialing a wrist band that measures the movements of hand hygiene. Only 50 bands were made in Canada and York Care Centre were fortunate to get 3 bands to trial.

Ms. Belzile confirmed the strategic goals are going well – a new clinical assessments and informatics specialist is taking over the role to develop assessments and the iTacit module is expected to be delivered in February 2022 and approximately 78% support staff have completed All The Right Moves program.

4.3 Finance & Administration Committee

4.3.1 Q2 Report of the Committee Chair (Gary Beattie – Acting)

Mr. Beattie thanked Mr. LeBlanc for assuming the role of Chair of the Finance & Administration Committee. Mr. Beattie confirmed the estimated revenues was discussed at the previous meeting and the finalized and Mr. Weeks

4.3.2 Proposed 2021/22 budget – Members agreed the budget was presented well and thanked Mr. Smith for preparing the budgets.

It was moved by Mr. Beattie and seconded by Mr. Snowden that the proposed 2021/22 budget is accepted by the Board as presented. **Motion carried**

4.3.3 Unaudited Financial Statements April 1 – September 30, 2021

It was moved by Mr. Beattie and seconded by Mr. Holt to approve the unaudited financial statements as presented to the Board of Directors. **Motion carried**

4.3.4 One-Time Funding to CIRA

It was moved by Mr. Beattie and seconded by Ms. Born that the Board of Directors approve to proceed with the \$126,000 (maximum) one-time grant to CIRA to eliminate the accumulated deficit. **Motion carried**

4.4 Governance & Audit Committee

4.4.1 Q2 Report of Committee Chair Gary Beattie

Ms. St. Pierre chaired the Governance & Audit Committee on behalf of Mr. Beattie and Ms. Pierre presented the Q2 report highlighting, overall good feedback from the 2021 YCC Board Assessment results.

4.4.2 Appointment of Auditors

Ms. St. Pierre-Ellis confirmed that Teed Saunders Doyle has been recommended to carry out the 2021-22 Financial Audit.

It was moved by Mr. Beattie and seconded by Ms. Born that the Board of Directors approve that Teed Saunders Doyle be appointed as the auditors for YCC, YDI and CIRA for the 2021-22 fiscal year. **Motion carried**

4.4.3 Bylaw Amendments (due to name change)

Mr. Beattie suggested that in the interest of time, the Bylaws to be circulated with the discussed amendments for review at the next Governance & Audit Meeting.

4.4.4. Board of Directors – New Appointments

Ms. St. Pierre-Ellis confirmed that there had been an email vote, seeking board approval for all three new members.

5.0 New Business

5.1 The Wetlands Project

Mr. Weeks gave a brief update to the new members and confirmed that YCC has been working with the Canadian Mortgage Housing Corporation (CMHC) on funding opportunities. In order for this to happen, YCC had to submit an application for SEED funding which was approved for approximately \$130,000 (\$35,000 non repayable). Mr. Weeks confirmed this funding will now allow for primary planning and financial documents and suggested the Board Chair and Treasurer sign off on the Resolution. Mr. Weeks agreed to update the existing presentation and bring back to the Board of Directors.

It was moved by Mr. Snowden and seconded by Mr. Wolstenholme that the Board of Directors authorize the submission of the resolution for the borrowing up to \$139,000. **Motion carried**

5.2 Report from the President & CEO

Mr. Weeks reported a high-level overview, noting 99% residents are fully vaccinated and 98% employees now vaccinated. Clinical indicator Reporting will go live in December – lots of debate about systems and indicators. Hours of Care increase is positive but recruitment is challenging. New plans to grow the Adult Day Program and expand on services. Mr. Weeks advised there is a potential nurses strike but assured it would be easy to manage the care staff. Mr. Weeks reminded the board that YCC vaccine Policies were put forward before the Government vaccine mandate. Staff will be placed on unpaid leave if proof of vaccination is not provided by November 19 – December 3 and if by then there is still no proof of vaccination, YCC will move to termination of those individuals. The Executive Board gave permission for the employee letters to be send out today. Mr. Weeks confirmed the Long-Term Care proposal is on hold after following up with Government.

5.3 Executive Committee Update

It was moved by Mr. Beattie and seconded by Ms. Belzile that the Board of Directors gave approval for the Executive Committee to give permission for the unvaccinated employee letters to be sent registered mail today. Motion carried

5.4 Report from the YCF Board Chair

Mr. Losier presented the YCF report, highlighting:

- The Fall Gala was cancelled and looking at a new date in February 2022. Decision to be made by December 15.
- Golf Tournament 2022 will be hosted at West Hills.
- Up to 600 wreaths will be sold as a fundraising activity.

6.0 Date of next meeting: February 7, 2021

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

Lyne St. Pierre-Ellis, Chair

Caroline Marygold, Recording Secretary



Research Approval Form

Date: January 12th, 2022

Recommended Action: REC Committee make a recommendation to the Board of Directors to approve the proposed research project.

Title of the proposed research study:

Reconnecting with GENIE: Evaluating the impact of a telecommunications portal on social isolation experienced by residents living in long-term care in New Brunswick

Anticipated start date: January 30th, 2022

Anticipated completion date: March 31, 2023

1. Description:

The goal of the present study is to implement GENIE in a subset of rural long-term care facilities in New Brunswick. We will recruit a minimum of 50 residents and their families as GENIE users, with residents at other similar long-term care facilities serving as experimental controls.

Using a mixed-methods design, we will assess the impact of GENIE on social isolation, loneliness, mood and sense of belonging, as well as health outcomes as collected from the interRAI long-term care quarterly assessments. Secondary outcomes to be measured include the experiences of the family members while using the GENIE mobile application and the experiences of the facility staff during the GENIE implementation. This project directly addresses the priority area of 'Social Isolation and Loneliness', but also touches on 'Challenges Related to COVID-19 and Older Adults' due to the profound impact the pandemic has had on residents living in long-term care and their 'Informal Caregivers' due to visitor restrictions, another priority area. Lastly, this project is enabling the 'Use of Supportive Technologies' to promote positive health outcomes.

2. Objectives and anticipated outcomes:

Primary Objectives:

Assess the impact of GENIE on social isolation, loneliness, and depression for residents living in New Brunswick long-term care facilities. using valid and reliable quantitative surveys and semi-structured interviews with resident users.

Assess the impact of GENIE on the health outcomes of resident users using the SF-36 and long-term care interRAI Data.

Assess GENIE satisfaction with resident users.

Assess general frequency of use, and frequency of use of different components of GENIE among resident users and different groups of resident users.

Secondary Objectives:

Determine family members' perceptions of the impact of GENIE on their own and their loved-ones psychological well-being.

Determine the acceptability and useability of the GENIE mobile app by family-users.

Assess GENIE family-user data from the GENIE-APP.

Tertiary Objectives:

Determine the acceptability and useability of GENIE by the staff members in the long-term care facilities.

Assess the barriers and facilitators of implementing GENIE in New Brunswick long-term care facilities by interviewing long-term care staff and management.

3. Project collaborators:

Dr. Odette Gould (Mount Allison University, Academic partner)

Marc Kanik (Ambient Activity Technologies, Industry partner)

Shirley St. Pierre (Community partner)

4. Funding:

Approved for \$490,000 from the Healthy Seniors Pilot project, Round 3

5. Target participants:

A total of seven long-term care facilities have already confirmed their desire to participate in the proposed research study including:

Forest Dale Nursing Home, Alma

Westford Nursing Home, Port Elgin

Kennebec Manor/KingsWay LifeCare Alliance, Saint John

Rexton Lions Nursing Home, Rexton

Moncton Veterans Center, Moncton

Lakeview Nursing Home, Riverview

York Care Centre

The goal is to recruit a total of 10 long-term care facilities; 5 in the intervention group and 5 in the control group. We are aiming to recruit 14 participants in each group, from each facility.

6. Resourcing:

The study is fully funded, and no additional or extra resourcing will be needed from YCC.

7. Alignment with Strategic Plan:

The proposed study aims to enhance the quality of life of older adults living in long-term care and their caregivers. The primary outcomes are social isolation and loneliness, health status, perceived social connectedness, satisfaction with Genie, and staff perspectives.



Research Approval Form

Date: January 12th, 2022

Recommended Action: REC Committee make a recommendation to the Board of Directors to approve the proposed research project.

Title of the proposed research study:

Passively Monitoring to Actively Predict: Establishing a Pattern of Life for Community-Dwelling Seniors Living with Dementia and their Informal Caregivers in New Brunswick

Anticipated start date: January 30th, 2022

Anticipated completion date: March 31, 2023

1. Description:

The goal of this study is to deploy a passive-monitoring system in the homes of seniors living with Alzheimer's disease and related dementia (ADRD) to monitor behavioral patterns and detect abnormalities that might be indicative of disease progression and care needs. Informal caregivers will be given access to a virtual platform to receive notifications and alerts.

2. Objectives and anticipated outcomes:

To establish a pattern of life using the HomeEXCEPT platform for community-dwelling seniors living with ADRD and detect changes in behaviours.

To determine the impact of receiving information from the HomeEXCEPT platform on the psychosocial health status of informal caregivers for seniors with ADRD.

Evaluate the experiences and usability of the HomeEXCEPT platform from seniors living with ADRD and their informal caregivers.

3. Project collaborators:

Aimée Foreman, CEO, Silvermark,

John Robertson, CEO, HomeEXCEPT Inc.

4. Funding:

Approved for \$450,000 from the Healthy Seniors Pilot project, Round 3

5. Target participants:

Participants (both informal caregivers and seniors with ADRD) will come from across New Brunswick. The research team will recruit participants through the placement of advertisements in public locations, through organizational newsletters, and through social and other media outlets. The Alzheimer Society of New Brunswick has agreed to promote participation and support recruitment through its newsletter and social media channels. We will be recruiting participants from across New Brunswick, in both official languages. The only requirements are: 1) seniors with ADRD aged 65 years or older living in the community and at least one of their informal caregivers, 2) access to the internet within the seniors' home, 3) access to either a smartphone, tablet or computer by the informal caregiver. Once recruited, participants will be assigned to the control or intervention group. Participants will be recruited from across New Brunswick since the technology requires no in-home set up. A power analysis for a mixed ANOVA using a medium effect size yields a total sample size of 40. However, due to expected attrition, we are aiming to recruit a total of 60 participants (30 in each group).

6. Resourcing:

The study is fully funded, and no additional or extra resourcing will be needed from YCC.

7. Alignment with Strategic Plan:

The proposed study aims to enhance the quality of life of older adults living with ADRD in the community and their caregivers. The study helps to promote aging in place and will provide valuable evidence-based research on a possible means to allow older-adults to remain independent for longer at home. We hope it will also help reduce caregiver stress and burden

January 2022

CODE OF ETHICS & PROFESSIONAL CONDUCT

For Employees and Members of the Board



CODE OF ETHICS & PROFESSIONAL CONDUCT

Message from the Board Chair and the President and Chief Executive Officer

The reputation of our organization is shaped by our actions, choices, and decisions each day. Together, we must:

- Work in the best interests of our residents and clients
- Act fairly and objectively
- Recognize and address conflicts of interest
- Think about how our actions may impact our residents, co-workers, clients, and community partners
- Exercise our best judgment
- Protect the confidentiality of the information entrusted to us
- Come forward if we see something significant or material that we think is not in the best interests of the people we serve or our organization
- Have the courage to stand up for what is right

Our Code of Ethics & Professional Conduct (Code) outlines the values, principles and standards of conduct that guide our actions and interactions.

The Code is at the heart of our bylaws, principles, directives, policies, procedures, protocols, standards, codes of practice and any other applicable guidelines, regulations and directives that set out how we conduct ourselves as we carry out our work on behalf of York Care Centre, The Centre for Innovation and Research in Aging, and York Developments, herein referred to “The Organization”.

Sincerely,

Lyne St. Pierre-Ellis
Board Chair



Tony Weeks
President & CEO

CODE OF ETHICS & PROFESSIONAL CONDUCT

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CODE OF ETHICS & PROFESSIONAL CONDUCT

APPLICABILITY

The provisions of this Code are mandatory and full compliance is expected from all board members, employees, and volunteers.

Although specific elements of this Code are employee-specific, contractors and business partners are expected to also comply where the provisions are relevant to doing business with the organization. For greater clarity, where applicable, the term 'employees' is inclusive of everyone working or doing business (paid or unpaid) with the organization.

This Code will be supplied to each employee at the time of hiring and will be reviewed annually by employees with supervisors during performance reviews. Any employee who becomes aware of a contravention of the Code must report the facts promptly to his or her supervisor or to a higher authority or see that they are so reported. Employees who make reports in good faith regarding another employee will be protected against retaliation, discipline, and other sanctions as stipulated in the *Whistleblower Protection Policy and the Public Interest Disclosure Act*.

Employees who are members of professional bodies, such as nurses, licensed practical nurses, and accountants must also conform to their respective professional codes of conduct.

Each department may have additional Operational Policies and Procedures that may be applicable in a particular situation. Employees should familiarize themselves with the applicable rules within their department as well as Corporate Policies and Procedures.

The Research and Ethics Committee of the Board of Directors has been charged with the responsibility for monitoring compliance of the Code with respect to the Board of Directors and the Executive.

CODE OF ETHICS & PROFESSIONAL CONDUCT

PURPOSE OF THE CODE

Employees continue to show their support for maintaining a commitment to excellent care to residents of the nursing home and tenants of its independent and supportive living units.

This Code was developed with an understanding that personal integrity is quality of character and cannot be created by written rules. However, in assessing their conduct against general standards of integrity, employees may require some guidance.

The primary purpose of this Code is to provide such guidance to employees in making lawful and ethical decisions during employment.

Employees must fully comply with the rules contained herein which, when used with sound judgment and common sense, protect the organization, its employees, residents, and tenants. Employees who breach the Code may be subject to disciplinary actions up to and including termination of their employment.

BASIC OBJECTIVES

Underlying the Code of Ethics are the following objectives:

- To provide information about standards and practices for employees, prospective employees, and other stakeholders.
- To promote universal understanding and application of ethical standards.
- To assist employees and directors in avoiding situations that might give rise to unprofessional conduct and/or conflict of interest.
- To encourage the most efficient and productive use of corporate resources while discouraging wasteful or fraudulent practices.
- To promote fair and honest dealings amongst employees, fair hiring and promotion practices, and equitable treatment of all employees.
- To assist Senior Leadership and the Board of Directors in carrying out their responsibility of ensuring integrity of operations.

CODE OF ETHICS & PROFESSIONAL CONDUCT

ABIDING BY THE LAW

The organization has an obligation to comply with all applicable laws and regulations. Employees play a key role in maintaining such compliance.

Employees should make themselves aware of the complex and changing laws and regulations applicable to their functions. Should an employee be in doubt about these legal requirements or their responsibilities, they should contact the Human Resources. A safeguard for employees is strict adherence to this Code, policies and procedures, operating rules, and regulations, including governance rules and financial signing limitations.

NON-DISCRIMINATION/RESPECTFUL BEHAVIOUR

All persons are equal in dignity and human rights without regard to race, colour, national origin, place of origin, ancestry, religion, age, marital status, sex (including pregnancy and gender identity), sexual orientation, physical disability, mental disability, social condition (includes source of income, level of education and occupation), political belief or activity, and sexual harassment.

Further information on the topic of work-related discrimination, respectful behavior and human rights is contained in the corporate policy on *Employee Relations Principles*. All employees are required to understand and adhere to the *Employee Relations Principles*.

We seek to foster and promote safety, respect, recognition, and inclusion in the workplace.

CODE OF ETHICS & PROFESSIONAL CONDUCT

HIRING

The organization has implemented and follows policies governing the hiring of new employees. Employees involved in a hiring process are required to be familiar with and adhere to these policies.

RELATIONSHIPS WITH SUPPLIERS

The organization strives to maintain the highest ethical standards in its buying practices. In purchasing materials and services from numerous suppliers within and outside of New Brunswick, we subscribe to the principles outlined in the *Procurement Act* and the *Crown Construction Contracts Act*.

Employees responsible for buying, leasing, or otherwise acquiring materials and services are required to be familiar with these Acts and are required to follow the various procedures laid out by their department.

The organization does not require suppliers to forgo trade with others seeking similar service or products in the marketplace. It may, however, refuse to deal with a supplier who is in a conflict-of-interest situation.

REQUESTS FOR INFORMATION

Unless prohibited by law, the organization meets all reasonable requests for information and provides information that is accurate, complete, and comprehensible. All requests for information are dealt with by the President & CEO and/or their designate.

PUBLIC STATEMENTS/COMMENTS

On behalf of the Board of Directors, the President & CEO and/or their designate is the official spokesperson for the organization. Other than the CEO, board members, employees, volunteers, and contractors may not make any public statement or comment on policy issues on behalf of the organization, unless authorized by the Board Chair or the President & CEO. This restriction applies to all forms of expression, including use of social media.

All employees are required to be familiar with and adhere to the Statements of Policy and Procedures related to internet usage and social media.

The reputation of the organization represents significant effort to generate goodwill. No employees may make any public remarks that disparage its services, brand, reputation, or personnel.

CODE OF ETHICS & PROFESSIONAL CONDUCT

PUBLIC INTEREST DISCLOSURE (WHISTLEBLOWER PROTECTION)

The organization maintains a position of public trust and employees are expected to conduct themselves with honesty and integrity throughout the course of performing their duties. The *Public Interest Disclosure Act*, known as whistleblower legislation for the public service, provides the framework for the disclosure and investigation of significant and serious matters in the public service that are potentially unlawful, dangerous to the public or injurious to the public interest. The Act also provides protection to those employees who make a disclosure.

All employees are encouraged to become familiar with the *Whistleblower Protection Policy* and to make disclosures about any serious wrongdoings. The *Whistleblower Protection Policy* and related procedures are supplement to the Code of Ethics.

CONFIDENTIAL INFORMATION – NON-PERSONAL

Confidential information gained by virtue of employment with the organization shall not be used for personal gain, and disclosure of said information to anyone outside is strictly prohibited without permission either during the employee's term of employment, or at anytime thereafter. As a function of their employment, employees should share confidential information on a need-to-know basis only.

CONFIDENTIAL INFORMATION – PERSONAL

Employees may from time to time collect, use, and have the need to disclose personal information of its residents and/or tenants, fellow employees and/or third parties. The collection, use and disclosure of personal information shall be in strict compliance with the *Personal Health Information Privacy and Access Act*, where applicable, and the organization's corporate policy on *Personal Information Protection*.

All employees shall adhere to the security measures as set out under the corporate policy *Personal Information Protection* as well as any procedures and guidelines approved by their department.

CORPORATE PROPERTY

Employees are responsible for the protection of all corporate property, including intellectual property, documents, electronic data and information, equipment, tools, materials, supplies and vehicles, including exercising safeguards to prevent theft, negligence or misuse. Subject to specific exceptions, employees may neither loan nor borrow corporate property for their personal use or the personal use of others. Specific processes exist and must be followed for the sale or destruction of corporate property.

CODE OF ETHICS & PROFESSIONAL CONDUCT

MISAPPROPRIATION

Employees are prohibited from making use of corporate funds, assets, or property, including electronic and information facilities, for their own personal gain or benefit, or from knowingly assisting another in such misappropriation.

The acquisition, disposal or removal of funds and assets by employees in the course of their employment must be transparent, and funds or assets must not be diverted for other than their proper use.

CORPORATE RECORDS

Corporate business records must be prepared reliably and accurately. They are of critical importance in meeting our financial, legal, technical and management commitments. They are to be carefully safeguarded and kept current, relevant and accurate. Records should be disclosed only to authorized personnel or in accordance with lawful processes. In addition:

1. No unrecorded or inadequately recorded fund or asset shall be established or maintained.
2. No false, artificial, or misleading entries in the books and records shall be made.
3. No transaction shall be affected, and no payment shall be made with the intention or understanding that the transaction or payment is other than as described in the documentation evidencing the transaction or supporting the payment.

SOFTWARE USAGE

Software agreements licensing the use of software permit the use of that software only in a specific manner. The agreements also typically contain clauses restricting the duplication, modification, conversion or otherwise alteration of the product. All employees must strictly adhere to provisions contained in the various agreements.

INTERNET USAGE

The organization provides some employees with access to the information resources of the Internet with the intention of providing access to knowledge while increasing productivity. It is important to use the Internet in a manner that ensures any actions fall within the corporate policies and acceptable levels of performance.

In addition to corporate restrictions, employees must be aware of and abide by restrictions

CODE OF ETHICS & PROFESSIONAL CONDUCT

relative to the downloading or copying of any material on the Internet including, but not limited to copyright restrictions regarding multimedia and music.

All employees are required to be familiar with and adhere to the corporate policy on *Computer, E-Mail and Internet Use Policy*.

WORK ETHIC

Employees are expected to show a strong work ethic, both with honesty regarding working hours and with concentration while at work.

Theft of time, that is, doing more than a nominal amount of personal business on company time, is prohibited. However, lack of concentration is sometimes not deliberate but is due to personal circumstances beyond the employee's control.

Employees who find themselves distracted or preoccupied by personal issues during working hours should talk to their manager and/or seek assistance from Employee and Family Assistance programs which can be accessed through the Human Resources department.

EXPENSES

Employees are required to ensure that reasonable expenses are charged only in accordance with corporate policy.

Anyone spending corporate money or personal money that will be reimbursed is expected to strive to ensure good value.

RELATIONSHIPS

The organization makes substantial efforts to avoid compromising, or the appearance of compromising, the objectivity and reputation of our employees or the Corporation. Employees are cautioned to maintain an appropriate relationship with those who report to them or to whom they report.

In addition, employees are required to maintain a professional boundary between themselves and the residents and/or tenants and their partners and families, and other people nominated by the residents and/or tenants to be involved in their care. Intimate relationships between employees and the residents and/or tenants entrusted to their care are inappropriate. Such relationships automatically raise questions of integrity in relation to employees exploiting the vulnerability of persons who are or have been entrusted to our care.

This section of the Code is not intended to impede the development of strong working relationships among employees or the development of appropriate relationships with our residents and/or tenants.

CODE OF ETHICS & PROFESSIONAL CONDUCT

DRUG AND ALCOHOL-FREE WORKPLACE

The organization is committed to the highest practical standards of health and safety by providing a safe and comfortable work environment for all its employees and contractors. Due to the nature of our operations, all employees are considered to be in ‘designated safety-sensitive positions’.

The organization recognizes that the use of illegal or non-prescription drugs, alcohol or any other controlled substances including recreational and/or medical cannabis in the workplace, can adversely affect job performance, the work environment and the safety of our employees, residents, and the public.

To help ensure a safe, healthy workplace, the organization strictly prohibits its employees and/or its contractors from reporting to work while under the influence of any illegal or non-prescription drugs, alcohol or any other controlled substances including recreational and/or medical cannabis.

OUTSIDE EMPLOYMENT

While the organization recognizes its employees’ right to privacy and their right to make use of their spare time as they see fit, care should be taken by employees in accepting outside employment. For example, employees should not accept outside employment:

1. When the employment or business activities encroach on working hours or otherwise adversely affect, in a real or perceived way, an employee's performance on the job;
2. When the employment results in an obligation that could affect, in a real or perceived way, the employee's judgment or ability to act in the best interests of the organization.

COMMUNITY ACTIVITIES

Employees have the right and are encouraged to become active members of their respective communities. With appropriate management approval, support of non-profit organizations may occasionally involve the provision of a limited number of "in-kind" services.

Outside activity mustnot be allowed to interfere with the employee's performance on the job, nor must it conflict with the organization’s responsibilities or best interests.

Political activity by any employee is governed by provincial government guidelines and employees are required to be familiar with and adhere to these guidelines.

CONFLICT OF INTEREST

All employees must conduct their duties in a manner reflecting the best interests of the organization. Conflict of interest exists in any situation where an employee's ability to fulfill his or her responsibility may be adversely affected by his or her private interests or personal considerations. While it is difficult to provide a comprehensive list of conflict-of-interest situations, in general terms it can be said that an employee should avoid any situation that could:

1. Impair the employee's judgment, initiative, or efficiency on the job.
2. Give rise to questions of integrity in relation to employees exploiting the vulnerability of persons who are or have been in our care.
3. Be harmful or detrimental to the Corporation's activities or reputation.

GIFTS AND BRIBERY

The organization subscribes to the principles outlined in the *Procurement Act and the Crown Construction Contracts Act* and holds a position of public trust. It is essential to preserve its reputation for fair and unbiased business dealings by avoiding any reasonable apprehension of bias in its relationship with suppliers. Bribery or kickbacks in the criminal sense (the giving or accepting of money or valuables intended to influence decisions) is generally obvious and is strictly prohibited. However, exchanging of gifts on a lesser scale can be a grey area, since it is a routine aspect of modern business practice that organizations give and receive small gifts for promotional or recognition purposes. It is acceptable for employees to participate in the giving or receiving of such gifts provided the item has a real or perceived value that is nominal (generally considered to be under \$100 Canadian). If you are offered or receive a gift whose value is greater than nominal, you should refuse and/or return the item promptly, together with an explanation of the organization's policy.

In addition, employees are expected to act in ways that cannot be interpreted as, or do not result in employees gaining personal benefit from their position. Accepting gifts, favours of hospitality may compromise the professional relationship with our residents and/or tenants. Gifts of more than a token value could be interpreted as the employee gaining personal benefit and/or taking advantage of a vulnerable resident and/or tenant in an attempt to gain preferential treatment. Under no circumstances are employees to ask for or accept loans or bequests from residents and/or tenants or anyone close to a resident and/or tenant.

CODE OF ETHICS & PROFESSIONAL CONDUCT

ENTERTAINMENT

An employee may not participate in excessive or extravagant entertainment while conducting business on behalf of the organization. This is not intended to preclude, the exchange of reasonable meals, social amenities or hospitality between persons doing business together.

PRIVATE BUSINESS BENEFIT

It is a conflict of interest for an employee to participate in, or attempt to influence, a corporate decision that could result in financial benefit to that employee or his/her immediate family. Examples include the awarding of contracts for the supply of goods or services to a company in which the employee has a private interest.

Transactions with a business owned or controlled by an employee are prohibited unless written approval is requested and received from the Board of Directors.

CONCLUSION

This Code is designed to reaffirm the value of high ethical standards and to provide employees with certain rules of behavior. The topics included herein are neither complete nor exclusive but will serve to give employees a clearer understanding of what is expected. Ethical conduct however is, and always will be, every employee's responsibility.

Employees must fully comply with the rules contained herein which, when used with sound judgment and common sense, protect the organization, its residents and/or tenants, its employees, and the public. Employees who breach the Code may be subject to disciplinary actions up to and including termination of their employment.

In the event questions arise concerning the application of a specific rule or policy, an employee should consult his or her supervisor. Should the situation not be resolved at this point, the employee or supervisor shall refer the matter to the Human Resources.

**Finance Committee Chair's Summary Report to Board of Directors
Q 3 ending on December 31, 2021**

- The Finance Committee met on January 31, 2022
- Reviewed Q3 financial reports
- Recommended Q3 financial reports to be presented to the Board of Directors

Summary of unrestricted financials as of December 31, 2021

Company	Cash Balance	Payables/Accruals	Surplus(deficit)
York Care Centre	\$1,005,000	\$2,845,000	\$1,130,000
York Developments Inc.	\$213,000	\$97,000	\$29,000
CIRA	\$470,500	\$41,700	\$130,000***
York County Properties	\$406,500	\$200	\$0
Totals	\$2,095,000	\$2,893,900	\$289,000

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

Observations:

- All companies have a cash balance
- All payables can be paid as they become due
- All companies are in a breakeven or in a surplus position
- No significant variations from budgeted revenues and expenditures
- COVID19 related vacant bed days may negatively impact revenue by year-end.

Pierre LeBlanc, Chair
Finance Committee
2022-02-02

**YORK CARE CENTRE INC.
BALANCE SHEET
2021-10-31**

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT			
CASH AND CASH EQUIVALENTS	1,320,582.99	1,146,712.13	173,870.86
CASH - RESTRICTED FUNDS	69,876.81	76,480.00	(6,603.19)
ACCOUNTS RECEIVABLE			
- RESIDENTS	34,164.34	33,868.63	295.71
- DEPT of SOCIAL DEVELOPMENT	34,239.00	41,270.00	(7,031.00)
- HST	11,719.59	36,145.75	(24,426.16)
- OTHER	69,543.29	70,380.58	(837.29)
INVENTORIES	104,186.18	104,186.18	0.00
PREPAID EXPENSES	376,986.03	446,373.49	(69,387.46)
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	<u>2,021,298.23</u>	<u>1,955,416.76</u>	<u>65,881.47</u>
CASH RESTRICTED FOR FUTURE CAPITAL	0.00	0.00	0.00
LAND, BUILDING AND FURNITURE (Net)	20,632,198.68	20,842,805.98	(210,607.30)
TOTAL FIXED ASSETS	<u>20,632,198.68</u>	<u>20,842,805.98</u>	<u>(210,607.30)</u>
TOTAL ASSETS	<u><u>22,653,496.91</u></u>	<u><u>22,798,222.74</u></u>	<u><u>(144,725.83)</u></u>
<u>LIABILITIES</u>			
CURRENT			
PAYABLES & ACCRUALS	3,135,462.35	3,066,254.58	69,207.77
DEFERRED REVENUE	81,012.77	85,179.44	(4,166.67)
TOTAL CURRENT	<u>3,216,475.12</u>	<u>3,151,434.02</u>	<u>65,041.10</u>
LONG TERM			
LONG TERM DEBT	17,565,937.34	17,741,519.03	(175,581.69)
DEFERRED CONTRIBUTIONS	2,108,530.41	2,134,375.68	(25,845.27)
TOTAL LIABILITIES	<u>19,674,467.75</u>	<u>19,875,894.71</u>	<u>(201,426.96)</u>
<u>FUND BALANCES</u>			
FUNDS RESTRICTED	65,869.63	65,680.16	189.47
UNRESTRICTED	(484,893.78)	(484,618.78)	(275.00)
NET INCOME (LOSS) FOR PERIOD	181,578.19	189,832.63	(8,254.44)
TOTAL FUNDS	<u>(237,445.96)</u>	<u>(229,105.99)</u>	<u>(8,339.97)</u>
TOTAL LIABILITIES & FUNDS	<u><u>22,653,496.91</u></u>	<u><u>22,798,222.74</u></u>	<u><u>(144,725.83)</u></u>

YORK CARE CENTRE INC.
REVENUE AND EXPENSE SUMMARY - CURRENT MONTH
MONTH ENDING 2021-10-31

Description	Actual		Budget		Variance Budget vs. Actual	Variance Analysis Budget vs Actual
	Current Month	Current Month	Current Month	Current Month		
REVENUE						
Total Operating Revenue	\$1,764,959	\$1,765,209		-\$250		
Non-Recurring Budget Amend	\$45,167	\$45,167		\$0		
Administration	\$26,730	\$27,871		-\$1,141		
Care Services	\$6,578	\$10,416		-\$3,838		
Operations	\$23,877	\$23,702		\$175		
Mortgage / Loan Payments	\$25,845	\$25,848		-\$2		
TOTAL REVENUE	\$1,893,157	\$1,898,214		-\$5,057		
OPERATING EXPENSES						
Administration	\$309,806	\$332,326		\$22,520		Salaries overspent by \$1,114, EI, CPP and WHSCC underspent by \$8,250, underexpend in pension/group health expense of \$9,968, underspent on bank chgs & bad debts by \$260, overspent in advertising by \$321, overspent on office equip and supplies by \$493, underspent in prof'l fees & travel by \$1,579, underspent on staff & volunteer recognition \$1,383; underspent on minor equipment by \$145, underspent on education by \$2,920, plus other minor variances.
Care Services	\$810,590	\$779,029		-\$31,561		Overexpend in salaries of \$38,961, underexpend in fall reduction, care supplies and meds \$5,159, underspent on incontinent supplies by \$478, overspent in minor equipment by \$1,022, overspent on recruitment by \$303, underspent on BG memory Lane Project by \$2,702, underspent in recreation supplies by \$386, overspent on pastoral supplies by \$9; plus other minor variances.
Operations	\$522,608	\$510,283		-\$12,325		Salaries overspent by \$17,340, food & thickeners underspent by \$4,271, dietary supplies overspent by \$135, laundry supplies & linen underspent by \$4,368, housekeeping supplies underspent by \$849, telephone & cable overspent by \$425, maintenance overspent by \$19,106, heating fuel and electricity underspent by \$11,231, vehicle expenses overspent by \$216, minor equipment underspent by \$1,556, consulting fees underspent by \$2,633, computer supplies and support overspent by \$1,093, underspent re website & commun \$401, GET Inspired comm underspent by \$1,355, overspent on recruitment \$755, plus other minor variances.
Mortgage / Loan Payments	\$258,408	\$260,876		\$2,468		Under spent due to timing of new year purchases
TOTAL EXPENSES	\$1,901,412	\$1,882,514		-\$18,898		
NET SURPLUS (DEFICIT)	-\$8,254	\$15,700		-\$23,955		

YORK CARE CENTRE INC.
REVENUE AND EXPENSE - SUMMARY FOR YEAR TO DATE
7 MONTHS ENDING 2021-10-31

Description	Actual	Actual	Budget	Variance	Year to Date	2021-22	Variance Budget
	Previous YTD	Current YTD	Current YTD	Budget vs Actual	Variance Analysis Budget vs Actual	Full Year Budget	vs Forecast Year End
REVENUE AND RECOVERIES							
Operating Revenue	\$13,086,912	\$12,184,884	\$12,184,132	\$752		\$21,010,179	\$0
Non-recurring Budget Amendments	\$337,411	\$297,111	\$297,111	\$0		\$297,111	\$0
Administration	\$316,847	\$374,111	\$371,422	\$2,689		\$592,224	\$0
Care Services	\$66,936	\$62,048	\$81,058	-\$19,010		\$133,140	\$0
Operations	\$219,165	\$159,650	\$158,323	\$1,327		\$276,835	\$0
Mortgage / Loan Payments	\$138,976	\$180,917	\$180,933	-\$16		\$310,171	\$0
TOTAL REVENUE AND RECOVERIES	\$14,166,247	\$13,258,720	\$13,272,979	-\$14,259		\$22,619,660	\$0
OPERATING EXPENSES							
Administration	2,625,482	2,324,556	2,419,681	95,125	Salaries overspent by \$12,810, EI, CPP and WHSCC under budget by \$6,301, underexpend in pension/group health expense of \$43,262, underspent on clothing allow \$1,192, underspent on bank chgs & bad debts by \$1,652, overspent in advertizing by \$924, underspent on office equip and supplies by \$11,710, underspent in prof'l fees & travel by \$14,474, underspent on staff & volunteer recognition \$6,928; overspent on staff development \$430; underspent on minor equipment by \$256, underspent on education by \$21,854, plus other minor variances.	3,989,555	(0)
Care Services	5,917,639	5,439,730	5,428,698	(11,033)	Overexpend in salaries of \$3,084, overexpend in fall reduction, care supplies and meds \$2,894, overspent in incontinent supplies by \$4,917, overspent in minor equipment by \$869, underspent on BG memory lane \$4,008, overspent on recruitment \$1,629, overspent on care research \$2,117, underspent on pastoral supplies \$461, underspent in recreation supplies by \$506, plus other minor variances.	9,355,770	0
Operations	3,844,490	3,504,001	3,588,717	84,716	Salaries overspent by \$6,776, food & thickeners underspent by \$24,859, dietary supplies overspent by \$15,058, laundry supplies & linen underspent by \$1,728, housekeeping supplies underspent by \$23,722, telephone & cable overspent by \$10,188, maintenance overspent by \$5,898, heating fuel and electricity underspent by \$64,648, water & sewage overspent by \$5,800; snow removal underspent by \$1,499, vehicle expenses underspent by \$4,546, consulting services underspent by \$14,115, minor equipment overspent by \$1,134, computer supplies and support overspent by \$8,950, overspent on recruitment \$2,855, underspent re website & Commun \$2,387, GET Inspired comm underspent by \$3,475 plus other minor variances.	6,156,620	0
Mortgage / Loan Payments	1,787,679	1,808,855	1,813,333	4,479	Depreciation underspent due to timing of new year purchases	3,117,714	0
TOTAL EXPENSES	\$14,175,289	\$13,077,142	\$13,250,428	\$173,287		\$22,619,659	\$1
NET SURPLUS (DEFICIT)	-\$9,042	\$181,578	\$22,551	\$159,028		\$0	\$1
Less: Transfer to replacement reserve		1,925	0	(1,925)		0	(3,300)
(Increase) or Decrease in Operating Fund Accumulated Deficit		\$179,653	\$22,551	\$160,953		\$0	\$-3,301

YDIDAT YORK DEVELOPMENT INC
BALANCE SHEET - CONSOLIDATED
2021-10-31

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT ASSETS			
CASH	206,710	165,445	41,266
ACCOUNTS RECEIVABLE	12,500	29,100	-16,600
HST RECEIVABLE	812	1,792	-980
PREPAID EXPENSES	29,282	37,487	-8,205
TOTAL CURRENT ASSETS	<u>249,305</u>	<u>233,824</u>	<u>15,481</u>
RESTRICTED CASH AND DEPOSITS			
REPLACEMENT RESERVE FUND	219,922	221,854	-1,932
DEFERRED VACANCY SUBSIDY	42,300	42,276	24
TOTAL RESTRICTED CASH & DEPOSITS	<u>262,222</u>	<u>264,130</u>	<u>-1,908</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	-3,917,918	-3,902,619	-15,298
TOTAL FIXED ASSETS	<u>2,407,500</u>	<u>2,422,798</u>	<u>-15,298</u>
TOTAL ASSETS	<u><u>2,919,027</u></u>	<u><u>2,920,752</u></u>	<u><u>-1,726</u></u>
<u>LIABILITIES</u>			
CURRENT LIABILITIES			
ACCOUNTS PAYABLE & ACCRUED LIABILITIES	107,275	111,296	-4,021
DEFERRED REVENUE	8,915	211	8,704
TOTAL CURRENT LIABILITIES	<u>116,190</u>	<u>111,507</u>	<u>4,683</u>
LONG TERM DEBT			
MORTGAGE 116 SUNSET DRIVE	1,917,516	1,930,261	-12,744
TOTAL LONG TERM LIABILITIES	<u>1,917,516</u>	<u>1,930,261</u>	<u>-12,744</u>
DEFERRED CONTRIBUTIONS			
DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS	7,835	8,002	-167
TOTAL DEFERRED	<u>7,835</u>	<u>8,002</u>	<u>-167</u>
FUND BALANCES			
REPLACEMENT RESERVE RESTRICTED	221,422	218,373	3,049
VACANCY SUBSIDY RESERVE	42,300	42,276	24
EARNED SURPLUS	595,618	598,618	-3,000
NET INCOME (LOSS) FOR PERIOD	18,145	11,716	6,429
TOTAL EQUITY	<u>877,485</u>	<u>870,983</u>	<u>6,503</u>
TOTAL LIABILITIES & FUND BALANCES	<u><u>2,919,027</u></u>	<u><u>2,920,752</u></u>	<u><u>-1,726</u></u>

YDIDAT YORK DEVELOPMENT INC
INCOME STATEMENT - CONSOLIDATED
7 MONTHS ENDING 2021-10-31

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
REVENUE						
RENTALS	61,079	59,687	1,392	410,311	404,390	5,921
TENANT SUBSIDY	-2,840	-3,204	364	-20,470	-22,429	1,959
RENT SUPPLEMENT - SH	8,434	8,434	0	66,388	66,388	0
ADULT DAY PROGRAM FEES	0	5,100	-5,100	0	15,900	-15,900
WASHER & DRYER REVENUE	787	875	-88	6,189	6,125	64
OTHER REVENUE	200	0	200	983	0	983
INTEREST INCOME	124	136	-12	841	952	-111
REVENUE - SD CARE HOURS	8,000	11,038	-3,038	65,869	77,268	-11,399
REVENUE - OTHER CARE HOURS	281	117	164	1,976	817	1,159
REVENUE - TENNANT SERVICES	18,042	17,475	567	119,294	122,328	-3,034
AMORT OF DEFERRED CONTRIB	6,282	6,283	-0	43,977	43,978	-0
RECOVERY PROJECT WORKERS	0	0	0	5,028	4,486	542
MISCELLANEOUS INCOME	0	1,700	-1,700	0	5,100	-5,100
TOTAL REVENUE	100,389	107,641	-7,252	700,387	725,302	-24,915
OPERATING EXPENSES						
WAGES & BENEFITS						
SALARIES	24,706	31,218	-6,512	178,112	211,531	-33,418
BENEFITS	2,786	3,908	-1,122	19,076	25,682	-6,606
TRAVEL EXPENSE	75	83	-8	439	581	-142
	27,567	35,209	-7,642	197,628	237,794	-40,166
TENANT / ADP CLIENT SUPPORT COSTS						
FOOD COST	5,048	4,834	214	31,929	31,860	70
	5,048	4,834	214	31,929	31,860	70
MAINTENANCE						
ELECTRICITY	5,283	6,296	-1,013	39,035	44,069	-5,034
ELEVATOR SERVICE / INSPECTION	366	358	8	13,411	2,504	10,907
GARBAGE REMOVAL	661	627	33	4,619	4,391	228
PEST CONTROL	190	215	-25	1,356	1,505	-149
ALARMS AND MONITORING	545	378	167	2,426	2,645	-219
TENANT SPECIAL OCCASIONS	0	125	-125	57	875	-818
CABLE TV	59	49	10	413	344	69
INSURANCE	2,500	2,632	-132	17,499	18,423	-924
PHONE	208	399	-191	1,665	2,794	-1,129
PROPERTY TAXES	5,843	5,460	383	40,902	38,223	2,679
REPAIRS & MAINTENANCE	5,163	4,053	1,110	34,034	28,368	5,667
BUILDING EXPENSES - ADP	367	704	-338	2,568	5,014	-2,446
REPLACEMENT RESERVE - R&M	0	167	-167	10,569	10,353	216
SECURITY	4,478	4,479	-1	31,351	31,355	-4
GROUNDS MAINTENANCE	0	850	-850	462	5,952	-5,490
SUPPLIES EXPENSE	796	875	-79	2,138	5,132	-2,994
MINOR EQUIP & FURNISHING	0	571	-571	7,232	3,746	3,486
WATER & SEWAGE	1,228	1,228	0	8,594	8,594	0
	27,685	29,465	-1,780	218,332	214,286	4,046
ADMINISTRATION						
ADMINISTRATION CHARGES	12,838	13,168	-330	89,868	91,188	-1,320
BOARD EXPENSES	0	96	-96	0	674	-674
ADVERTISING	0	240	-240	0	1,052	-1,052
AUDIT EXPENSES	975	975	0	6,662	6,825	-163
BANK INTEREST & CHARGES	58	25	33	438	175	263
LOAN INTEREST EXPENSE	4,154	4,564	-410	29,079	31,947	-2,868
MEMBERSHIP FEES / DUES	55	311	-256	386	2,179	-1,793
MISCELLANEOUS EXPENSE	280	188	93	741	1,063	-321
PRINTING & OFFICE SUPPLIES	0	569	-569	156	3,609	-3,454
	18,361	20,136	-1,775	127,331	138,712	-11,382
CAPITAL						
DEPRECIATION	15,298	15,278	20	107,022	106,947	75
	15,298	15,278	20	107,022	106,947	75
TOTAL OPERATING EXPENSES	93,960	104,923	-10,963	682,241	729,599	-47,357
NET EARNINGS (LOSS) FOR PERIOD	6,429	2,718	3,711	18,145	-4,296	22,442
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
2021-10-31

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT			
CASH AND CASH EQUIVALENTS	438,131.13	431,888.05	6,243.08
ACCOUNTS RECEIVABLE	253.38	663.16	(409.78)
ALLOWANCE FOR DOUBTFUL ACCOUNTS	0.00	0.00	0.00
HST RECEIVABLE	6,340.08	38,782.59	(32,442.51)
PREPAID EXPENSES	0.00	0.00	0.00
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	<u>444,724.59</u>	<u>471,333.80</u>	<u>(26,609.21)</u>
CAPITAL ASSETS			
EQUIPMENT AND FURNITURE	16,186.37	16,186.37	0.00
ACCUMULATED DEPRECIATION	(6,539.19)	(6,269.42)	(269.77)
	<u>9,647.18</u>	<u>9,916.95</u>	<u>(269.77)</u>
TOTAL ASSETS	<u><u>454,371.77</u></u>	<u><u>481,250.75</u></u>	<u><u>(26,878.98)</u></u>
<u>LIABILITIES</u>			
CURRENT			
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES	61,979.16	40,399.06	21,580.10
DUE TO YORK MANOR INC.	2,831.04	2,818.03	13.01
DUE TO YORK DEVELOPMENTS INC.	4,025.68	1,762.30	2,263.38
DEFERRED REVENUE	511,846.70	562,536.74	(50,690.04)
TOTAL CURRENT	<u>580,682.58</u>	<u>607,516.13</u>	<u>(26,833.55)</u>
<u>FUND BALANCES</u>			
FUND BALANCES			
FUNDS UNRESTRICTED	(129,061.64)	(129,061.64)	0.00
NET INCOME (LOSS) FOR THE PERIOD	3,062.52	3,107.95	(45.43)
TOTAL FUNDS	<u>(125,999.12)</u>	<u>(125,953.69)</u>	<u>(45.43)</u>
TOTAL LIABILITIES & FUNDS	<u><u>454,683.46</u></u>	<u><u>481,562.44</u></u>	<u><u>(26,878.98)</u></u>

Centre for Innovation and Research
INCOME STATEMENT - CONSOLIDATED
7 MONTHS ENDING 2021-10-31

	CURRENT MONTH	BUDGET MONTH	ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	ACTUAL VS BUDGET
REVENUE						
GENERAL CONTRIBUTIONS	5,417	5,417	0	37,917	37,917	0
VR - REHAB PROJECT	8,798	11,072	(2,274)	64,184	77,501	(13,317)
PROMOTE PHYS ACTIVITY PROJECT	5,193	10,731	(5,538)	36,285	75,116	(38,830)
IMPROVE IMMUNIZATION PROJECT	4,884	14,238	(9,354)	167,475	99,666	67,809
PALLIATIVE CARE PROJECT	2,169	2,931	(762)	22,799	20,514	2,285
POLYPHARM APP PHASE 2 PROJECT	17,646	16,067	1,580	127,394	112,467	14,927
VR FALL RISK SCREENING SOFTWARE P	12,000	0	12,000	12,000	0	12,000
BUDGET UNALLOCATED TO PROJECTS	0	4,167	(4,167)	0	29,167	(29,167)
INTEREST INCOME	(112)	393	(505)	2,739	2,753	(14)
STUDENT FUNDING	0	0	0	3,918	4,447	(529)
TOTAL UNRESTRICTED REVENUE	55,995	65,014	(9,019)	474,711	459,546	15,165
OPERATING EXPENSES						
WAGES & BENEFITS						
SALARIES AND BENEFITS	24,844	31,141	6,297	202,679	217,984	15,304
SALARIES & BEN CHARGED TO PROJECT	(24,844)	(31,141)	(6,297)	(202,679)	(217,984)	(15,304)
PROJECT WORKERS EXPENSES	0	0	0	3,946	4,447	501
	0	0	0	3,946	4,447	501
ADMINISTRATION						
ADMINISTRATION STAFF CHARGEBACKS	3,968	3,968	(0)	27,778	27,776	(2)
AUDIT EXPENSES	481	481	0	3,494	3,365	(129)
BANK INTEREST & CHARGES	0	0	0	0	0	0
DEPRECIATION EXPENSE	270	126	(143)	1,888	884	(1,004)
INSURANCE	0	0	0	0	0	0
LEGAL AND PROFESSIONAL FEES	0	0	0	160	0	(160)
OFFICE AND COMPUTER SUPPLIES	(128)	267	394	(1,347)	1,867	3,213
OFFICE SPACE COSTS	552	408	(144)	3,583	2,855	(727)
TELEPHONE	0	0	0	0	0	0
IT SUPPORT	0	42	42	231	292	61
TRAVEL AND ACCOMODATION	0	33	33	0	233	233
MEALS AND ENTERTAINMENT	0	29	29	0	204	204
CONFERENCES AND TRAINING	0	125	125	792	875	83
MINOR EQUIPMENT	0	83	83	0	583	583
MISCELLANEOUS	208	83	(125)	987	583	(404)
	5,350	5,645	295	37,566	39,518	1,952
PROJECT RELATED EXPENDITURES						
VR - REHAB PROJECT	8,798	11,072	2,274	64,184	77,501	13,317
PROMOTE PHYS ACTIVITY PROJECT	5,193	10,731	5,538	36,285	75,116	38,830
IMPROVE IMMUNIZATION PROJECT	4,884	14,238	9,354	167,475	99,666	(67,809)
PALLIATIVE CARE PROJECT	2,169	2,931	762	22,799	20,514	(2,285)
POLYPHARM APP PHASE 2 PROJECT	17,646	16,067	(1,580)	127,394	112,467	(14,927)
VR FALL RISK SCREENING SOFTWARE P	12,000	0	(12,000)	12,000	0	(12,000)
MISCELLANEOUS	0	0	0	0	0	0
	50,690	55,038	4,348	430,137	385,263	(44,874)
TOTAL EXPENSES	56,040	60,683	4,643	471,649	429,228	(42,421)
NET EARNINGS (LOSS)	(45)	4,331	(4,377)	3,063	30,318	(27,256)

YCPDAT YORK COUNTY PROPERTIES
BALANCE SHEET
2021-10-31

ASSETS

CURRENT ASSETS

CASH	\$403,439
ACCOUNTS RECEIVABLE	239
TOTAL CURRENT ASSETS	<u>\$403,678</u>

LONG-TERM ASSETS

MORTGAGE RECEIVABLE Supportive Housing	\$45,731
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PROPERTY AND EQUIPMENT

YORK FARM	\$7,601
TOTAL PROPERTY AND EQUIPMENT	<u>\$7,601</u>
TOTAL ASSETS	<u><u>\$457,010</u></u>

LIABILITIES

CURRENT LIABILITIES

TOTAL CURRENT LIABILITIES	<u>\$0</u>
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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
NET INCOME (LOSS) FOR PERIOD	239
TOTAL FUNDS	<u>\$457,010</u>

TOTAL LIABILITIES & FUND BALANCES	<u><u>\$457,010</u></u>
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YCPDAT YORK COUNTY PROPERTIES
INCOME STATEMENT
7 MONTHS ENDING 2021-10-31

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
REVENUE						
MISCELLANEOUS SALES	\$146	\$146	(\$0)	\$1,023	\$1,023	(\$0)
INTEREST INCOME	239	225	14	1,634	1,575	59
TOTAL REVENUE	\$386	\$371	\$14	\$2,657	\$2,598	\$59
OPERATING EXPENSES:						
SALARIES & BENEFITS						
	\$0	\$0	\$0	\$0	\$0	\$0
BUILDING & GROUNDS						
PROPERTY TAXES	\$0	\$0	\$0	\$325	\$325	\$0
	\$0	\$0	\$0	\$325	\$325	\$0
ADMINISTRATION						
REIMBURSEMENT OF PARENT COMPANY	\$377	\$339	\$38	\$2,090	\$2,374	(\$283)
BANK INTEREST & CHARGES	-	5	(5)	-	35	(35)
MISCELLANEOUS	0	0	0	2	0	2
	\$377	\$344	\$33	\$2,092	\$2,409	(\$316)
TOTAL OPERATING EXPENSES	\$377	\$344	\$33	\$2,418	\$2,734	(\$316)
OPERATING SURPLUS (DEFICIT)	\$9	\$27	(\$18)	\$239	(\$135)	\$375
	\$0	\$0	\$0	\$0	\$0	\$0
NET SURPLUS (DEFICIT)	\$9	\$27	(\$18)	\$239	(\$135)	\$375

**YORK CARE CENTRE INC.
BALANCE SHEET
2021-11-30**

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT			
CASH AND CASH EQUIVALENTS	1,274,729.16	1,320,582.99	(45,853.83)
CASH - RESTRICTED FUNDS	74,290.88	69,876.81	4,414.07
ACCOUNTS RECEIVABLE			
- RESIDENTS	54,514.90	34,164.34	20,350.56
- DEPT of SOCIAL DEVELOPMENT	48,144.00	34,239.00	13,905.00
- HST	26,553.57	11,719.59	14,833.98
- OTHER	62,836.06	69,543.29	(6,707.23)
INVENTORIES	104,186.18	104,186.18	0.00
PREPAID EXPENSES	310,341.59	376,986.03	(66,644.44)
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	<u>1,955,596.34</u>	<u>2,021,298.23</u>	<u>(65,701.89)</u>
CASH RESTRICTED FOR FUTURE CAPITAL	0.00	0.00	0.00
LAND, BUILDING AND FURNITURE (Net)	20,448,558.71	20,632,198.68	(183,639.97)
TOTAL FIXED ASSETS	<u>20,448,558.71</u>	<u>20,632,198.68</u>	<u>(183,639.97)</u>
TOTAL ASSETS	<u><u>22,404,155.05</u></u>	<u><u>22,653,496.91</u></u>	<u><u>(249,341.86)</u></u>
<u>LIABILITIES</u>			
CURRENT			
PAYABLES & ACCRUALS	3,137,178.36	3,135,462.35	1,716.01
DEFERRED REVENUE	76,846.10	81,012.77	(4,166.67)
TOTAL CURRENT	<u>3,214,024.46</u>	<u>3,216,475.12</u>	<u>(2,450.66)</u>
LONG TERM			
LONG TERM DEBT	17,390,355.65	17,565,937.34	(175,581.69)
DEFERRED CONTRIBUTIONS	2,082,685.14	2,108,530.41	(25,845.27)
TOTAL LIABILITIES	<u>19,473,040.79</u>	<u>19,674,467.75</u>	<u>(201,426.96)</u>
<u>FUND BALANCES</u>			
FUNDS RESTRICTED	66,825.46	65,869.63	955.83
UNRESTRICTED	(485,168.78)	(484,893.78)	(275.00)
NET INCOME (LOSS) FOR PERIOD	135,433.12	181,578.19	(46,145.07)
TOTAL FUNDS	<u>(282,910.20)</u>	<u>(237,445.96)</u>	<u>(45,464.24)</u>
TOTAL LIABILITIES & FUNDS	<u><u>22,404,155.05</u></u>	<u><u>22,653,496.91</u></u>	<u><u>(249,341.86)</u></u>

YORK CARE CENTRE INC.
REVENUE AND EXPENSE SUMMARY - CURRENT MONTH
MONTH ENDING 2021-11-30

Description	Variance Analysis Budget vs Actual		
	Actual Current Month	Budget Current Month	Variance Budget vs. Actual
REVENUE			
Total Operating Revenue	\$1,765,709	\$1,765,209	\$500
Non-Recurring Budget Amend	\$39,740	\$39,738	\$2
Administration	\$108,237	\$109,317	-\$1,080
Care Services	\$8,444	\$10,416	-\$1,972
Operations	\$24,321	\$23,702	\$618
Mortgage / Loan Payments	\$25,845	\$25,848	-\$2
TOTAL REVENUE	\$1,972,297	\$1,974,231	-\$1,934
OPERATING EXPENSES			
Administration	\$323,405	\$326,807	\$3,402
Care Services	\$908,928	\$901,119	-\$7,810
Operations	\$527,701	\$511,782	-\$15,919
Mortgage / Loan Payments	\$258,408	\$260,876	\$2,468
TOTAL EXPENSES	\$2,018,442	\$2,000,584	-\$17,858
NET SURPLUS (DEFICIT)	-\$46,145	-\$26,353	-\$19,792

Salaries overspent by \$5,406, EI, CPP and WHSCC underspent by \$14,571, underexpend in pension/group health expense of \$10,734, underspent on bank chgs & bad debts by \$222, underspent in advertizing by \$308, underspent on office equip and supplies by \$456, underspent in profi fees & travel by \$1,137, overspent on staff & volunteer recognition \$23,308; underspent on minor equipment by \$125, underspent on education by \$4,344, plus other minor variances.

Underexpend in salaries of \$1,927, overexpend in fall reduction, care supplies and meds \$361, overspent on incontinent supplies by \$5,341, underspent in minor equipment by \$672, overspent on recruitment by \$820, overspent on research by \$4,000, underspent on BG memory Lane Project by \$2,702, overspent in recreation supplies by \$2,130, underspent on pastoral supplies by \$78; plus other minor variances.

Salaries overspent by \$4,318, food & thickeners overspent by \$7,794, dietary supplies overspent by \$5,197, laundry supplies & linen overspent by \$4,065, housekeeping supplies underspent by \$2,319, telephone & cable overspent by \$616, maintenance overspent by \$213, heating fuel and electricity overspent by \$420, vehicle expenses overspent by \$220, snow plowing uner spent by \$1,499, minor equipment overspent by \$1,128, consulting fees underspent by \$3,913, computer supplies and support underspent by \$873, underspent re website & commun \$401, GET inspired comm overspent by \$962, overspent on recruitment \$5, plus other minor variances.

Under spent due to timing of new year purchases

YORK CARE CENTRE INC.
REVENUE AND EXPENSE - SUMMARY FOR YEAR TO DATE
8 MONTHS ENDING 2021-11-30

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-22	2021-22 Full Year Budget	Variance Budget vs Forecast Year End
REVENUE AND RECOVERIES								
Operating Revenue	\$14,814,634	\$13,950,593	\$13,949,341	\$1,252		\$21,010,179	\$21,010,179	\$0
Non-recurring Budget Amendments	\$370,570	\$336,851	\$336,849	\$2		336,849	\$336,849	\$0
Administration	\$493,372	\$482,348	\$480,739	\$1,609		592,224	\$592,224	\$0
Care Services	\$75,739	\$70,492	\$91,474	-\$20,982		133,140	\$133,140	\$0
Operations	\$251,691	\$183,971	\$182,025	\$1,945		276,835	\$276,835	\$0
Mortgage / Loan Payments	\$162,213	\$206,762	\$206,781	-\$18		310,171	\$310,171	\$0
TOTAL REVENUE AND RECOVERIES	\$16,168,219	\$15,231,017	\$15,247,210	-\$16,193		\$22,659,398	\$22,659,398	\$0
OPERATING EXPENSES								
Administration	2,934,324	2,647,961	2,746,488	98,527	Salaries overspent by \$18,216, EI, CPP and WHSCC under budget by \$20,872, underexpend in pension/group health expense of \$53,996, underspent on clothing allow \$1,192, underspent on bank chgs & bad debts by \$1,875, overspent in advertizing by \$616, underspent on office equip and supplies by \$12,167, underspent in profi fees & travel by \$15,613, overspent on staff & volunteer recognition \$16,380; overspent on staff development \$430; underspent on minor equipment by \$381, underspent on education by \$26,196, plus other minor variances.	\$4,003,078	4,003,078	(0)
Care Services	6,676,887	6,348,659	6,329,816	(18,842)	Overexpend in salaries of \$1,157, overexpend in fall reduction, care supplies and meds \$3,255, overspent in incontinent supplies by \$10,258, overspent in minor equipment by \$197, underspent on BG memory lane \$6,709, overspent on recruitment \$2,450, overspent on care research \$6,117, underspent on pastoral supplies \$539, overspent in recreation supplies by \$1,624, plus other minor variances.	9,381,985	9,381,985	0
Operations	4,376,416	4,031,702	4,100,499	68,797	Salaries overspent by \$1,093, food & thickeners underspent by \$17,065, dietary supplies overspent by \$20,255, laundry supplies & linen overspent by \$2,336, housekeeping supplies underspent by \$26,041, telephone & cable overspent by \$10,804, maintenance overspent by \$6,111, heating fuel and electricity underspent by \$64,228, water & sewage overspent by \$5,800; snow removal underspent by \$2,998, vehicle expenses underspent by \$4,325, consulting services underspent by \$18,028, minor equipment overspent by \$2,262, computer supplies and support overspent by \$8,261, overspent on recruitment \$2,860, underspent re website & Commun \$2,788, GET Inspired comm underspent by \$2,512 plus other minor variances.	6,156,620	6,156,620	0
Mortgage / Loan Payments	2,045,738	2,067,262	2,074,209	6,947	Depreciation underspent due to timing of new year purchases	3,117,714	3,117,714	0
TOTAL EXPENSES	\$16,033,365	\$15,095,584	\$15,251,012	\$155,428		\$22,659,397	\$22,659,398	\$1
NET SURPLUS (DEFICIT)	\$134,855	\$135,433	-\$3,802	\$139,235		\$1	\$0	\$1
Less: Transfer to replacement reserve		2,200	0	(2,200)		3,300	0	(3,300)
(Increase) or Decrease in Operating Fund Accumulated Deficit		\$133,233	-\$3,802	\$141,435		-\$3,299	\$0	\$3,301

YDIDAT YORK DEVELOPMENT INC
BALANCE SHEET - CONSOLIDATED
2021-11-30

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT ASSETS			
CASH	196,141	206,710	-10,569
ACCOUNTS RECEIVABLE	16,046	12,500	3,546
HST RECEIVABLE	907	812	95
PREPAID EXPENSES	20,705	29,282	-8,578
TOTAL CURRENT ASSETS	233,799	249,305	-15,506
RESTRICTED CASH AND DEPOSITS			
REPLACEMENT RESERVE FUND	224,472	219,922	4,549
DEFERRED VACANCY SUBSIDY	42,325	42,300	25
TOTAL RESTRICTED CASH & DEPOSITS	266,797	262,222	4,575
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	-3,933,216	-3,917,918	-15,298
TOTAL FIXED ASSETS	2,392,201	2,407,500	-15,298
TOTAL ASSETS	2,892,797	2,919,027	-26,230
<u>LIABILITIES</u>			
CURRENT LIABILITIES			
ACCOUNTS PAYABLE & ACCRUED LIABILITIES	92,042	107,275	-15,233
DEFERRED REVENUE	8,080	8,915	-835
TOTAL CURRENT LIABILITIES	100,122	116,190	-16,068
LONG TERM DEBT			
MORTGAGE 116 SUNSET DRIVE	1,904,772	1,917,516	-12,744
TOTAL LONG TERM LIABILITIES	1,904,772	1,917,516	-12,744
DEFERRED CONTRIBUTIONS			
DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS	7,668	7,835	-167
TOTAL DEFERRED	7,668	7,835	-167
FUND BALANCES			
REPLACEMENT RESERVE RESTRICTED	221,202	221,422	-221
VACANCY SUBSIDY RESERVE	42,325	42,300	25
EARNED SURPLUS	595,888	595,618	270
NET INCOME (LOSS) FOR PERIOD	20,820	18,145	2,675
TOTAL EQUITY	880,235	877,485	2,749
TOTAL LIABILITIES & FUND BALANCES	2,892,797	2,919,027	-26,230

YDIDAT YORK DEVELOPMENT INC
INCOME STATEMENT - CONSOLIDATED
8 MONTHS ENDING 2021-11-30

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
REVENUE						
RENTALS	60,008	59,206	802	470,319	463,596	6,723
TENANT SUBSIDY	-2,840	-3,204	364	-23,310	-25,633	2,323
RENT SUPPLEMENT - SH	8,915	8,915	0	75,303	75,303	0
ADULT DAY PROGRAM FEES	0	4,800	-4,800	0	20,700	-20,700
WASHER & DRYER REVENUE	945	875	70	7,134	7,000	134
OTHER REVENUE	0	0	0	983	0	983
INTEREST INCOME	132	136	-4	974	1,088	-115
REVENUE - SD CARE HOURS	8,000	11,038	-3,038	73,869	88,306	-14,437
REVENUE - OTHER CARE HOURS	281	117	164	2,257	933	1,324
REVENUE - TENNANT SERVICES	16,510	17,475	-965	135,804	139,803	-3,999
AMORT OF DEFERRED CONTRIB	6,282	6,283	-0	50,260	50,260	-0
RECOVERY PROJECT WORKERS	0	0	0	5,028	4,486	542
MISCELLANEOUS INCOME	0	1,700	-1,700	0	6,800	-6,800
TOTAL REVENUE	98,234	107,341	-9,108	798,620	832,643	-34,023
OPERATING EXPENSES						
WAGES & BENEFITS						
SALARIES	24,379	30,821	-6,443	202,491	242,352	-39,861
BENEFITS	4,441	3,888	554	23,518	29,570	-6,052
TRAVEL EXPENSE	62	83	-21	501	664	-163
	28,882	34,792	-5,910	226,510	272,586	-46,076
TENANT / ADP CLIENT SUPPORT COSTS						
FOOD COST	4,524	4,804	-281	36,453	36,664	-211
	4,524	4,804	-281	36,453	36,664	-211
MAINTENANCE						
ELECTRICITY	5,312	6,296	-984	44,347	50,364	-6,017
ELEVATOR SERVICE / INSPECTION	366	358	8	13,777	2,862	10,915
GARBAGE REMOVAL	661	627	33	5,280	5,019	261
PEST CONTROL	192	215	-23	1,548	1,720	-172
ALARMS AND MONITORING	245	378	-133	2,670	3,023	-352
TENANT SPECIAL OCCASIONS	25	125	-100	82	1,000	-918
CABLE TV	59	49	9	472	393	78
INSURANCE	2,500	2,632	-132	19,999	21,055	-1,056
PHONE	208	399	-191	1,873	3,193	-1,320
PROPERTY TAXES	5,843	5,460	383	46,745	43,683	3,061
REPAIRS & MAINTENANCE	2,872	4,053	-1,180	36,907	32,420	4,487
BUILDING EXPENSES - ADP	367	663	-296	2,935	5,677	-2,742
REPLACEMENT RESERVE - R&M	3,270	167	3,103	13,839	10,520	3,319
SECURITY	4,478	4,479	-1	35,829	35,834	-5
GROUNDS MAINTENANCE	0	850	-850	462	6,802	-6,340
SUPPLIES EXPENSE	408	860	-451	2,546	5,992	-3,445
MINOR EQUIP & FURNISHING	718	571	147	7,950	4,317	3,633
WATER & SEWAGE	1,228	1,228	0	9,821	9,821	0
	28,750	29,409	-659	247,082	243,695	3,387
ADMINISTRATION						
ADMINISTRATION CHARGES	12,838	13,153	-315	102,706	104,341	-1,635
BOARD EXPENSES	0	96	-96	0	771	-771
ADVERTISING	0	240	-240	0	1,292	-1,292
AUDIT EXPENSES	975	975	0	7,637	7,800	-163
BANK INTEREST & CHARGES	69	25	44	507	200	307
LOAN INTEREST EXPENSE	4,154	4,564	-410	33,233	36,511	-3,277
MEMBERSHIP FEES / DUES	55	311	-256	441	2,491	-2,049
MISCELLANEOUS EXPENSE	13	188	-174	754	1,250	-496
PRINTING & OFFICE SUPPLIES	0	569	-569	156	4,178	-4,023
	18,105	20,121	-2,016	145,435	158,833	-13,398
CAPITAL						
DEPRECIATION	15,298	15,278	20	122,320	122,225	95
	15,298	15,278	20	122,320	122,225	95
TOTAL OPERATING EXPENSES	95,559	104,404	-8,845	777,800	834,003	-56,203
NET EARNINGS (LOSS) FOR PERIOD	2,675	2,937	-262	20,820	-1,359	22,180
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
2021-11-30

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT			
CASH AND CASH EQUIVALENTS	512,023.26	438,131.13	73,892.13
ACCOUNTS RECEIVABLE	495.61	253.38	242.23
ALLOWANCE FOR DOUBTFUL ACCOUNTS	0.00	0.00	0.00
HST RECEIVABLE	1,229.36	6,340.08	(5,110.72)
PREPAID EXPENSES	0.00	0.00	0.00
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	<u>513,748.23</u>	<u>444,724.59</u>	<u>69,023.64</u>
CAPITAL ASSETS			
EQUIPMENT AND FURNITURE	16,186.37	16,186.37	0.00
ACCUMULATED DEPRECIATION	(6,808.96)	(6,539.19)	(269.77)
	<u>9,377.41</u>	<u>9,647.18</u>	<u>(269.77)</u>
TOTAL ASSETS	<u><u>523,125.64</u></u>	<u><u>454,371.77</u></u>	<u><u>68,753.87</u></u>
<u>LIABILITIES</u>			
CURRENT			
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES	42,494.36	61,979.16	(19,484.80)
DUE TO YORK MANOR INC.	2,851.40	2,831.04	20.36
DUE TO YORK DEVELOPMENTS INC.	(411.41)	4,025.68	(4,437.09)
DEFERRED REVENUE	477,536.05	511,846.70	(34,310.65)
TOTAL CURRENT	<u>522,470.40</u>	<u>580,682.58</u>	<u>(58,212.18)</u>
<u>FUND BALANCES</u>			
FUND BALANCES			
FUNDS UNRESTRICTED	(129,061.64)	(129,061.64)	0.00
NET INCOME (LOSS) FOR THE PERIOD	129,894.48	3,062.52	126,831.96
TOTAL FUNDS	<u>832.84</u>	<u>(125,999.12)</u>	<u>126,831.96</u>
TOTAL LIABILITIES & FUNDS	<u><u>523,303.24</u></u>	<u><u>454,683.46</u></u>	<u><u>68,619.78</u></u>

Centre for Innovation and Research
INCOME STATEMENT - CONSOLIDATED
8 MONTHS ENDING 2021-11-30

	CURRENT MONTH	BUDGET MONTH	ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	ACTUAL VS BUDGET
REVENUE						
GENERAL CONTRIBUTIONS	131,417	5,417	126,000	169,333	43,333	126,000
VR - REHAB PROJECT	9,509	11,072	(1,563)	73,693	88,572	(14,879)
PROMOTE PHYS ACTIVITY PROJECT	5,085	10,731	(5,645)	41,371	85,846	(44,476)
IMPROVE IMMUNIZATION PROJECT	3,576	14,238	(10,662)	171,051	113,904	57,147
PALLIATIVE CARE PROJECT	1,669	2,931	(1,262)	24,467	23,444	1,023
POLYPHARM APP PHASE 2 PROJECT	14,471	16,067	(1,595)	141,866	128,533	13,332
VR FALL RISK SCREENING SOFTWARE P	0	0	0	12,000	0	12,000
BUDGET UNALLOCATED TO PROJECTS	0	4,167	(4,167)	0	33,333	(33,333)
INTEREST INCOME	496	393	102	3,235	3,147	88
STUDENT FUNDING	0	0	0	3,918	4,447	(529)
TOTAL UNRESTRICTED REVENUE	166,223	65,014	101,209	640,934	524,561	116,374
OPERATING EXPENSES						
WAGES & BENEFITS						
SALARIES AND BENEFITS	24,589	31,141	6,552	227,268	249,124	21,856
SALARIES & BEN CHARGED TO PROJECT	(24,589)	(31,141)	(6,552)	(227,268)	(249,124)	(21,856)
PROJECT WORKERS EXPENSES	0	0	0	3,946	4,447	501
	0	0	0	3,946	4,447	501
ADMINISTRATION						
ADMINISTRATION STAFF CHARGEBACKS	3,968	3,968	(0)	31,746	31,744	(2)
AUDIT EXPENSES	481	481	0	3,975	3,845	(129)
BANK INTEREST & CHARGES	0	0	0	0	0	0
DEPRECIATION EXPENSE	270	126	(143)	2,158	1,011	(1,148)
INSURANCE	0	0	0	0	0	0
LEGAL AND PROFESSIONAL FEES	0	0	0	160	0	(160)
OFFICE AND COMPUTER SUPPLIES	(202)	267	468	(1,548)	2,133	3,682
OFFICE SPACE COSTS	552	408	(144)	4,134	3,263	(871)
TELEPHONE	0	0	0	0	0	0
IT SUPPORT	12	42	30	242	333	91
TRAVEL AND ACCOMODATION	0	33	33	0	267	267
MEALS AND ENTERTAINMENT	0	29	29	0	233	233
CONFERENCES AND TRAINING	0	125	125	792	1,000	208
MINOR EQUIPMENT	0	83	83	0	667	667
MISCELLANEOUS	0	83	83	987	667	(321)
	5,080	5,645	565	42,646	45,163	2,517
PROJECT RELATED EXPENDITURES						
VR - REHAB PROJECT	9,509	11,072	1,563	73,693	88,572	14,879
PROMOTE PHYS ACTIVITY PROJECT	5,085	10,731	5,645	41,371	85,846	44,476
IMPROVE IMMUNIZATION PROJECT	3,576	14,238	10,662	171,051	113,904	(57,147)
PALLIATIVE CARE PROJECT	1,669	2,931	1,262	24,467	23,444	(1,023)
POLYPHARM APP PHASE 2 PROJECT	14,471	16,067	1,595	141,866	128,534	(13,332)
VR FALL RISK SCREENING SOFTWARE P	0	0	0	12,000	0	(12,000)
MISCELLANEOUS	0	0	0	0	0	0
	34,311	55,038	20,727	464,448	440,301	(24,147)
TOTAL EXPENSES	39,391	60,683	21,292	511,040	489,911	(21,129)
NET EARNINGS (LOSS)	126,832	4,331	122,501	129,894	34,650	95,245

YCPDAT YORK COUNTY PROPERTIES
BALANCE SHEET
2021-11-30

ASSETS

CURRENT ASSETS

CASH	\$404,945
ACCOUNTS RECEIVABLE	233
TOTAL CURRENT ASSETS	<u>\$405,178</u>

LONG-TERM ASSETS

MORTGAGE RECEIVABLE Supportive Housing	\$44,225
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PROPERTY AND EQUIPMENT

YORK FARM	<u>\$7,601</u>
TOTAL PROPERTY AND EQUIPMENT	<u>\$7,601</u>
TOTAL ASSETS	<u><u>\$457,003</u></u>

LIABILITIES

CURRENT LIABILITIES

TOTAL CURRENT LIABILITIES	<u>\$0</u>
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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
NET INCOME (LOSS) FOR PERIOD	233
TOTAL FUNDS	<u>\$457,003</u>

TOTAL LIABILITIES & FUND BALANCES	<u><u>\$457,003</u></u>
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YCPDAT YORK COUNTY PROPERTIES
INCOME STATEMENT
8 MONTHS ENDING 2021-11-30

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
REVENUE						
MISCELLANEOUS SALES	\$146	\$146	(\$0)	\$1,169	\$1,169	(\$0)
INTEREST INCOME	233	225	8	1,867	1,800	67
TOTAL REVENUE	\$379	\$371	\$8	\$3,036	\$2,969	\$67
OPERATING EXPENSES:						
SALARIES & BENEFITS						
	\$0	\$0	\$0	\$0	\$0	\$0
BUILDING & GROUNDS						
PROPERTY TAXES						
	\$0	\$0	\$0	\$325	\$325	\$0
	\$0	\$0	\$0	\$325	\$325	\$0
ADMINISTRATION						
REIMBURSEMENT OF PARENT COMPANY	\$386	\$339	\$47	\$2,476	\$2,713	(\$237)
BANK INTEREST & CHARGES	-	5	(5)	-	40	(40)
MISCELLANEOUS	0	0	0	2	0	2
	\$386	\$344	\$42	\$2,478	\$2,753	(\$275)
TOTAL OPERATING EXPENSES	\$386	\$344	\$42	\$2,804	\$3,078	(\$274)
OPERATING SURPLUS (DEFICIT)	(\$7)	\$27	(\$34)	\$233	(\$108)	\$341
	\$0	\$0	\$0	\$0	\$0	\$0
NET SURPLUS (DEFICIT)	(\$7)	\$27	(\$34)	\$233	(\$108)	\$341

**YORK CARE CENTRE INC.
BALANCE SHEET
2021-12-31**

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT			
CASH AND CASH EQUIVALENTS	1,005,253.71	1,274,729.16	(269,475.45)
CASH - RESTRICTED FUNDS	75,403.34	74,290.88	1,112.46
ACCOUNTS RECEIVABLE			
- RESIDENTS	32,804.23	54,514.90	(21,710.67)
- DEPT of SOCIAL DEVELOPMENT	101,817.00	48,144.00	53,673.00
- HST	16,198.74	26,553.57	(10,354.83)
- OTHER	69,462.69	62,836.06	6,626.63
INVENTORIES	104,186.18	104,186.18	0.00
PREPAID EXPENSES	238,042.12	310,341.59	(72,299.47)
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	<u>1,643,168.01</u>	<u>1,955,596.34</u>	<u>(312,428.33)</u>
CASH RESTRICTED FOR FUTURE CAPITAL	0.00	0.00	0.00
LAND, BUILDING AND FURNITURE (Net)	<u>20,256,893.84</u>	<u>20,448,558.71</u>	<u>(191,664.87)</u>
TOTAL FIXED ASSETS	<u>20,256,893.84</u>	<u>20,448,558.71</u>	<u>(191,664.87)</u>
TOTAL ASSETS	<u><u>21,900,061.85</u></u>	<u><u>22,404,155.05</u></u>	<u><u>(504,093.20)</u></u>
<u>LIABILITIES</u>			
CURRENT			
PAYABLES & ACCRUALS	2,844,959.66	3,137,178.36	(292,218.70)
DEFERRED REVENUE	<u>72,679.43</u>	<u>76,846.10</u>	<u>(4,166.67)</u>
TOTAL CURRENT	<u>2,917,639.09</u>	<u>3,214,024.46</u>	<u>(296,385.37)</u>
LONG TERM			
LONG TERM DEBT	17,214,773.96	17,390,355.65	(175,581.69)
DEFERRED CONTRIBUTIONS	<u>2,056,839.87</u>	<u>2,082,685.14</u>	<u>(25,845.27)</u>
TOTAL LIABILITIES	<u>19,271,613.83</u>	<u>19,473,040.79</u>	<u>(201,426.96)</u>
<u>FUND BALANCES</u>			
FUNDS RESTRICTED	66,458.76	66,825.46	(366.70)
UNRESTRICTED	(485,443.78)	(485,168.78)	(275.00)
NET INCOME (LOSS) FOR PERIOD	<u>129,793.95</u>	<u>135,433.12</u>	<u>(5,639.17)</u>
TOTAL FUNDS	<u>(289,191.07)</u>	<u>(282,910.20)</u>	<u>(6,280.87)</u>
TOTAL LIABILITIES & FUNDS	<u><u>21,900,061.85</u></u>	<u><u>22,404,155.05</u></u>	<u><u>(504,093.20)</u></u>

YORK CARE CENTRE INC.
REVENUE AND EXPENSE SUMMARY - CURRENT MONTH
MONTH ENDING 2021-12-31

Description	Actual Current Month	Budget Current Month	Variance Budget vs. Actual	Variance Analysis Budget vs Actual
REVENUE				
Total Operating Revenue	\$1,765,209	\$1,765,209	\$0	
Non-Recurring Budget Amend	\$53,673	\$53,672	\$1	
Administration	\$27,024	\$27,871	-\$847	
Care Services	\$10,670	\$10,416	\$254	
Operations	\$23,644	\$23,702	-\$58	
Mortgage / Loan Payments	\$25,845	\$25,848	-\$2	
TOTAL REVENUE	\$1,906,066	\$1,906,719	-\$653	
OPERATING EXPENSES				
Administration	\$328,307	\$344,019	\$15,712	Salaries overspent by \$698, EI, CPP and WHSCC underspent by \$22,260, overexpend in pension/group health expense of \$8,359, underspent on bank chgs & bad debts by \$201, overspent in advertizing by \$539, overspent on office equip and supplies by \$2,891, underspent in prof'l fees & travel by \$2,259, overspent on staff & volunteer recognition \$17,770; underspent on minor equipment by \$125, underspent on education by \$4,344, plus other minor variances.
Care Services	\$789,862	\$779,296	-\$10,566	Overexpend in salaries of \$8,974, overexpend in fall reduction, care supplies and meds \$939, overspent on incourtment supplies by \$3,944, underspent in minor equipment by \$672, overspent on recruitment by \$42, underspent on BG memory Lane Project by \$2,149, underspent in recreation supplies by \$492, underspent on pastoral supplies by \$78; plus other minor variances.
Operations	\$531,793	\$514,030	-\$17,763	Salaries underspent by \$979, food & thickeners underspent by \$513, dietary supplies overspent by \$4,675, laundry supplies & linen underspent by \$38, houskeeping supplies underspent by \$1,563, telephone & cable overspent by \$660, maintenance overspent by \$7,304, heating fuel and electricity overspent by \$16,433, vehicle expenses underspent by \$663, snow plowing uner spent by \$3,747, minor equipment overspent by \$53, consulting fees underspent by \$4,613, computer supplies and support overspent by \$1,850, underspent re website & comunun \$284, GET Inspired comm underspent by \$632, overspent on recruitment \$2, plus other minor variances.
Mortgage / Loan Payments	\$261,743	\$260,876	-\$867	Minor over expend due to timing of new year purchases
TOTAL EXPENSES	\$1,911,705	\$1,898,221	-\$13,484	
NET SURPLUS (DEFICIT)	-\$5,639	\$8,498	-\$14,137	

YORK CARE CENTRE INC.
REVENUE AND EXPENSE - SUMMARY FOR YEAR TO DATE
9 MONTHS ENDING 2021-12-31

Description	Actual	Actual	Budget	Variance	Year to Date		Forecast to Year End 31-Mar-22	2021-22 Full Year Budget	Variance Budget vs Forecast Year End
	Previous YTD	Current YTD	Current YTD	Budget vs Actual	Budget	Analysis Budget vs Actual			
REVENUE AND RECOVERIES									
Operating Revenue	\$16,542,231	\$15,715,803	\$15,714,551	\$1,252			\$21,010,179	\$21,010,179	\$0
Non-recurring Budget Amendments	\$401,092	\$390,524	\$390,521	\$3			\$390,521	\$390,521	\$0
Administration	\$565,611	\$509,372	\$508,610	\$762			\$592,224	\$592,224	\$0
Care Services	\$86,274	\$81,162	\$101,891	-\$20,729			\$133,140	\$133,140	\$0
Operations	\$288,805	\$207,614	\$205,728	\$1,887			\$276,835	\$276,835	\$0
Mortgage / Loan Payments	\$182,490	\$282,607	\$232,628	-\$21			\$310,171	\$310,171	\$0
TOTAL REVENUE AND RECOVERIES	\$18,066,503	\$17,137,083	\$17,153,929	-\$16,846			\$22,713,070	\$22,713,070	\$0
OPERATING EXPENSES									
Administration	3,256,354	2,976,267	3,090,506	114,239	Salaries overspent by \$18,913, EI, CPP and WHSCC under budget by \$43,132, underexpend in pension/group health expense of \$62,356, underspent on clothing allow \$1,192, underspent on bank chgs & bad debts by \$2,076, overspent in advertising by \$1,154, underspent on office equip and supplies by \$9,276, underspent in profi fees & travel by \$17,872, overspent on staff & volunteer recognition \$34,450; overspent on staff development \$430; underspent on minor equipment by \$506, underspent on education by \$30,540, plus other minor variances.				
Care Services	7,477,038	7,138,521	7,109,112	(29,408)	Overexpend in salaries of \$8,974, overexpend in fall reduction, care supplies and meds \$4,195, overspent in incontinent supplies by \$14,202, overspent in minor equipment by \$2,169, underspent on BG memory lane \$8,858, overspent on recruitment \$2,491, overspent on care research \$6,117, underspent on pastoral supplies \$617, overspent in recreation supplies by \$1,133, plus other minor variances.				
Operations	4,893,647	4,563,495	4,614,529	51,034	Salaries overspent by \$10,116, food & thickeners underspent by \$17,578, dietary supplies overspent by \$24,930, laundry supplies & linen overspent by \$2,299, housekeeping supplies underspent by \$27,605, telephone & cable overspent by \$11,463, maintenance overspent by \$13,416, heating fuel and electricity underspent by \$47,795, water & sewage overspent by \$5,800; snow removal underspent by \$6,745, vehicle expenses underspent by \$4,990, consulting services underspent by \$22,640, minor equipment overspent by \$2,314, computer supplies and support overspent by \$10,110, overspent on recruitment \$2,858, underspent re website & Commun \$3,072, GET Inspired comm underspent by \$3,126 plus other minor variances.				
Mortgage / Loan Payments	2,301,455	2,329,005	2,335,086	6,080	Depreciation underspent due to timing of new year purchases				
TOTAL EXPENSES	\$17,928,494	\$17,007,289	\$17,149,233	\$141,945			\$22,713,069	\$22,713,070	\$1
NET SURPLUS (DEFICIT)	\$138,009	\$129,794	\$4,696	\$125,098			\$1	\$0	\$1
Less: Transfer to replacement reserve		2,475	0	(2,475)			3,300	0	(3,300)
(Increase) or Decrease in Operating Fund Accumulated Deficit		\$127,319	\$4,696	\$127,573			-\$3,299	\$0	\$3,301

YDIDAT YORK DEVELOPMENT INC
BALANCE SHEET - CONSOLIDATED
2021-12-31

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT ASSETS			
CASH	213,100	196,141	16,959
ACCOUNTS RECEIVABLE	27,229	16,046	11,183
HST RECEIVABLE	1,202	907	295
PREPAID EXPENSES	11,491	20,705	-9,213
TOTAL CURRENT ASSETS	253,023	233,799	19,224
RESTRICTED CASH AND DEPOSITS			
REPLACEMENT RESERVE FUND	222,894	224,472	-1,577
DEFERRED VACANCY SUBSIDY	42,350	42,325	24
TOTAL RESTRICTED CASH & DEPOSITS	265,244	266,797	-1,553
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	-3,948,515	-3,933,216	-15,298
TOTAL FIXED ASSETS	2,376,903	2,392,201	-15,298
TOTAL ASSETS	2,895,170	2,892,797	2,373
<u>LIABILITIES</u>			
CURRENT LIABILITIES			
ACCOUNTS PAYABLE & ACCRUED LIABILITIES	96,530	92,042	4,488
DEFERRED REVENUE	10,390	8,080	2,310
TOTAL CURRENT LIABILITIES	106,920	100,122	6,798
LONG TERM DEBT			
MORTGAGE 116 SUNSET DRIVE	1,892,028	1,904,772	-12,744
TOTAL LONG TERM LIABILITIES	1,892,028	1,904,772	-12,744
DEFERRED CONTRIBUTIONS			
DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS	7,502	7,668	-167
TOTAL DEFERRED	7,502	7,668	-167
FUND BALANCES			
REPLACEMENT RESERVE RESTRICTED	221,820	221,202	619
VACANCY SUBSIDY RESERVE	42,350	42,325	24
EARNED SURPLUS	595,318	595,888	-570
NET INCOME (LOSS) FOR PERIOD	29,233	20,820	8,413
TOTAL EQUITY	888,720	880,235	8,486
TOTAL LIABILITIES & FUND BALANCES	2,895,170	2,892,797	2,373

YDIDAT YORK DEVELOPMENT INC
INCOME STATEMENT - CONSOLIDATED
9 MONTHS ENDING 2021-12-31

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
REVENUE						
RENTALS	59,631	58,746	885	529,950	522,343	7,607
TENANT SUBSIDY	-2,840	-3,204	364	-26,150	-28,837	2,687
RENT SUPPLEMENT - SH	9,375	9,375	0	84,678	84,678	0
ADULT DAY PROGRAM FEES	0	5,400	-5,400	0	26,100	-26,100
WASHER & DRYER REVENUE	1,032	875	157	8,166	7,875	291
OTHER REVENUE	583	0	583	1,566	0	1,566
INTEREST INCOME	135	136	-1	1,108	1,224	-116
REVENUE - SD CARE HOURS	9,869	11,038	-1,169	83,738	99,344	-15,606
REVENUE - OTHER CARE HOURS	281	117	164	2,538	1,050	1,488
REVENUE - TENNANT SERVICES	16,296	17,475	-1,179	152,100	157,279	-5,179
AMORT OF DEFERRED CONTRIB	6,282	6,283	-0	56,542	56,543	-0
RECOVERY PROJECT WORKERS	0	0	0	5,028	4,486	542
MISCELLANEOUS INCOME	0	1,700	-1,700	0	8,500	-8,500
TOTAL REVENUE	100,645	107,941	-7,296	899,265	940,585	-41,319
OPERATING EXPENSES						
WAGES & BENEFITS						
SALARIES	22,983	31,432	-8,449	225,474	273,784	-48,310
BENEFITS	3,522	3,929	-407	27,040	33,499	-6,459
TRAVEL EXPENSE	42	83	-41	543	747	-204
	26,547	35,443	-8,897	253,056	308,029	-54,973
TENANT / ADP CLIENT SUPPORT COSTS						
FOOD COST	4,060	4,864	-804	40,514	41,528	-1,015
	4,060	4,864	-804	40,514	41,528	-1,015
MAINTENANCE						
ELECTRICITY	5,290	6,296	-1,006	49,636	56,660	-7,023
ELEVATOR SERVICE / INSPECTION	366	358	8	14,143	3,220	10,923
GARBAGE REMOVAL	661	627	33	5,940	5,646	294
PEST CONTROL	192	215	-23	1,739	1,935	-196
ALARMS AND MONITORING	245	378	-133	2,915	3,400	-486
TENANT SPECIAL OCCASIONS	565	125	440	647	1,125	-478
CABLE TV	60	49	10	531	443	89
INSURANCE	2,500	2,632	-132	22,499	23,687	-1,188
PHONE	208	399	-191	2,081	3,592	-1,512
PROPERTY TAXES	5,843	5,460	383	52,588	49,144	3,444
REPAIRS & MAINTENANCE	2,723	4,053	-1,330	39,630	36,473	3,157
BUILDING EXPENSES - ADP	367	746	-379	3,302	6,423	-3,121
REPLACEMENT RESERVE - R&M	2,430	167	2,263	16,269	10,687	5,583
SECURITY	4,478	4,479	-1	40,308	40,313	-6
GROUNDS MAINTENANCE	0	850	-850	462	7,652	-7,191
SUPPLIES EXPENSE	363	890	-527	2,909	6,881	-3,972
MINOR EQUIP & FURNISHING	718	571	147	8,667	4,887	3,780
WATER & SEWAGE	1,228	1,228	0	11,049	11,049	0
	28,234	29,522	-1,288	275,316	273,217	2,099
ADMINISTRATION						
ADMINISTRATION CHARGES	12,838	13,183	-345	115,544	117,524	-1,980
BOARD EXPENSES	0	96	-96	0	867	-867
ADVERTISING	0	240	-240	0	1,531	-1,531
AUDIT EXPENSES	975	975	0	8,612	8,775	-163
BANK INTEREST & CHARGES	55	25	30	562	225	337
LOAN INTEREST EXPENSE	4,154	4,564	-410	37,388	41,075	-3,687
MEMBERSHIP FEES / DUES	55	311	-256	497	2,802	-2,306
MISCELLANEOUS EXPENSE	15	188	-172	769	1,438	-668
PRINTING & OFFICE SUPPLIES	0	569	-569	156	4,748	-4,592
	18,092	20,151	-2,059	163,528	178,984	-15,457
CAPITAL						
DEPRECIATION	15,298	15,278	20	137,619	137,503	116
	15,298	15,278	20	137,619	137,503	116
TOTAL OPERATING EXPENSES	92,232	105,259	-13,027	870,032	939,261	-69,229
NET EARNINGS (LOSS) FOR PERIOD	8,413	2,683	5,730	29,233	1,323	27,910
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
2021-12-31

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT			
CASH AND CASH EQUIVALENTS	470,460.85	512,023.26	(41,562.41)
ACCOUNTS RECEIVABLE	291.84	495.61	(203.77)
ALLOWANCE FOR DOUBTFUL ACCOUNTS	0.00	0.00	0.00
HST RECEIVABLE	1,785.83	1,229.36	556.47
PREPAID EXPENSES	0.00	0.00	0.00
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	<u>472,538.52</u>	<u>513,748.23</u>	<u>(41,209.71)</u>
CAPITAL ASSETS			
EQUIPMENT AND FURNITURE	16,186.37	16,186.37	0.00
ACCUMULATED DEPRECIATION	(7,078.73)	(6,808.96)	(269.77)
	<u>9,107.64</u>	<u>9,377.41</u>	<u>(269.77)</u>
TOTAL ASSETS	<u><u>481,646.16</u></u>	<u><u>523,125.64</u></u>	<u><u>(41,479.48)</u></u>
<u>LIABILITIES</u>			
CURRENT			
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES	38,067.03	42,494.36	(4,427.33)
DUE TO YORK MANOR INC.	2,713.91	2,851.40	(137.49)
DUE TO YORK DEVELOPMENTS INC.	899.30	(411.41)	1,310.71
DEFERRED REVENUE	439,134.49	477,536.05	(38,401.56)
TOTAL CURRENT	<u>480,814.73</u>	<u>522,470.40</u>	<u>(41,655.67)</u>
<u>FUND BALANCES</u>			
FUND BALANCES			
FUNDS UNRESTRICTED	(129,061.64)	(129,061.64)	0.00
NET INCOME (LOSS) FOR THE PERIOD	130,070.67	129,894.48	176.19
TOTAL FUNDS	<u>1,009.03</u>	<u>832.84</u>	<u>176.19</u>
TOTAL LIABILITIES & FUNDS	<u><u>481,823.76</u></u>	<u><u>523,303.24</u></u>	<u><u>(41,479.48)</u></u>

Centre for Innovation and Research
INCOME STATEMENT - CONSOLIDATED
9 MONTHS ENDING 2021-12-31

	CURRENT MONTH	BUDGET MONTH	ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	ACTUAL VS BUDGET
REVENUE						
GENERAL CONTRIBUTIONS	5,417	5,417	0	174,750	48,750	126,000
VR - REHAB PROJECT	9,820	11,072	(1,251)	83,513	99,644	(16,130)
PROMOTE PHYS ACTIVITY PROJECT	5,782	10,731	(4,949)	47,153	96,577	(49,424)
IMPROVE IMMUNIZATION PROJECT	6,707	14,238	(7,531)	177,758	128,142	49,617
PALLIATIVE CARE PROJECT	1,669	2,931	(1,262)	26,136	26,375	(239)
POLYPHARM APP PHASE 2 PROJECT	14,423	16,067	(1,643)	156,289	144,600	11,689
VR FALL RISK SCREENING SOFTWARE P	0	0	0	12,000	0	12,000
BUDGET UNALLOCATED TO PROJECTS	0	4,167	(4,167)	0	37,500	(37,500)
INTEREST INCOME	38	393	(355)	3,273	3,540	(267)
STUDENT FUNDING	0	0	0	3,918	4,447	(529)
TOTAL UNRESTRICTED REVENUE	43,857	65,014	(21,158)	684,791	589,575	95,216
OPERATING EXPENSES						
WAGES & BENEFITS						
SALARIES AND BENEFITS	28,680	31,141	2,460	255,948	280,265	24,316
SALARIES & BEN CHARGED TO PROJECT	(28,680)	(31,141)	(2,460)	(255,948)	(280,265)	(24,316)
PROJECT WORKERS EXPENSES	0	0	0	3,946	4,447	501
	0	0	0	3,946	4,447	501
ADMINISTRATION						
ADMINISTRATION STAFF CHARGEBACKS	3,968	3,968	(0)	35,714	35,712	(2)
AUDIT EXPENSES	481	481	0	4,456	4,326	(129)
BANK INTEREST & CHARGES	0	0	0	0	0	0
DEPRECIATION EXPENSE	270	126	(143)	2,428	1,137	(1,291)
INSURANCE	0	0	0	0	0	0
LEGAL AND PROFESSIONAL FEES	0	0	0	160	0	(160)
OFFICE AND COMPUTER SUPPLIES	(148)	267	415	(1,697)	2,400	4,097
OFFICE SPACE COSTS	552	408	(144)	4,686	3,671	(1,015)
TELEPHONE	0	0	0	0	0	0
IT SUPPORT	24	42	18	266	375	109
TRAVEL AND ACCOMODATION	105	33	(72)	105	300	195
MEALS AND ENTERTAINMENT	28	29	1	28	263	235
CONFERENCES AND TRAINING	0	125	125	792	1,125	333
MINOR EQUIPMENT	0	83	83	0	750	750
MISCELLANEOUS	0	83	83	987	750	(237)
	5,279	5,645	366	47,925	50,809	2,884
PROJECT RELATED EXPENDITURES						
VR - REHAB PROJECT	9,820	11,072	1,251	83,513	99,644	16,130
PROMOTE PHYS ACTIVITY PROJECT	5,782	10,731	4,949	47,153	96,577	49,424
IMPROVE IMMUNIZATION PROJECT	6,707	14,238	7,531	177,758	128,142	(49,616)
PALLIATIVE CARE PROJECT	1,669	2,931	1,262	26,136	26,375	239
POLYPHARM APP PHASE 2 PROJECT	14,423	16,067	1,643	156,289	144,600	(11,689)
VR FALL RISK SCREENING SOFTWARE P	0	0	0	12,000	0	(12,000)
MISCELLANEOUS	0	0	0	0	0	0
	38,402	55,038	16,636	502,850	495,338	(7,511)
TOTAL EXPENSES	43,681	60,683	17,002	554,720	550,594	(4,126)
NET EARNINGS (LOSS)	176	4,331	(4,155)	130,071	38,981	91,090

YCPDAT YORK COUNTY PROPERTIES
BALANCE SHEET
2021-12-31

ASSETS

CURRENT ASSETS

CASH	\$406,452
ACCOUNTS RECEIVABLE	241
TOTAL CURRENT ASSETS	<u>\$406,693</u>

LONG-TERM ASSETS

MORTGAGE RECEIVABLE Supportive Housing	\$42,718
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PROPERTY AND EQUIPMENT

YORK FARM	\$7,601
TOTAL PROPERTY AND EQUIPMENT	<u>\$7,601</u>
TOTAL ASSETS	<u><u>\$457,012</u></u>

LIABILITIES

CURRENT LIABILITIES

ACCOUNTS PAYABLE AND ACCRUALS	\$241
TOTAL CURRENT LIABILITIES	<u>\$241</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>\$457,012</u></u>
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YCPDAT YORK COUNTY PROPERTIES
INCOME STATEMENT
9 MONTHS ENDING 2021-12-31

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
REVENUE						
MISCELLANEOUS SALES	\$146	\$146	(\$0)	\$1,315	\$1,316	(\$0)
INTEREST INCOME	241	225	16	2,108	2,025	83
TOTAL REVENUE	\$388	\$371	\$16	\$3,424	\$3,341	\$83
OPERATING EXPENSES:						
SALARIES & BENEFITS						
	\$0	\$0	\$0	\$0	\$0	\$0
BUILDING & GROUNDS						
PROPERTY TAXES						
	\$0	\$0	\$0	\$325	\$325	\$0
	\$0	\$0	\$0	\$325	\$325	\$0
ADMINISTRATION						
REIMBURSEMENT OF PARENT COMPANY	\$620	\$339	\$281	\$3,096	\$3,052	\$44
BANK INTEREST & CHARGES	-	5	(5)	-	45	(45)
MISCELLANEOUS	0	0	0	2	0	2
	\$620	\$344	\$276	\$3,098	\$3,097	\$1
TOTAL OPERATING EXPENSES	\$620	\$344	\$276	\$3,424	\$3,422	\$2
OPERATING SURPLUS (DEFICIT)	(\$233)	\$27	(\$260)	\$0	(\$81)	\$81
	\$0	\$0	\$0	\$0	\$0	\$0
NET SURPLUS (DEFICIT)	(\$233)	\$27	(\$260)	\$0	(\$81)	\$81

**YORK CARE CENTRE
Corporate Governance Policy**

Type: Governance Process	Date Issued: November 30, 2009
Title: Board Job Description	Page: 1 of 1
Approved by: Board of Directors	Gov-B-110
Date Reviewed/Revised: 11/16, 01/22	

Policy:

The job of the Board is to consider stakeholder values in determining and demanding appropriate organizational performance.

Procedure:

1. The Board shall produce written governing policies that, at the broadest levels, address each category of organizational decisions.
 - a. Ends: Organizational products, effects, benefits, outcomes, recipients, and their cost or relative worth (what good, for which recipients, at what cost).
 - b. Executive Limitations: Constraints on executive authority that establish the prudence and ethical boundaries within which all executive activity and decisions must take place.
 - c. Governance Process: Specification of how the Board conceives, carries out, and monitors its own tasks.
 - d. Board-President & CEO Linkage: How responsibility is delegated and its proper use monitored; the President & CEO role, authority and accountability.
2. The Board shall hire the President & CEO. The Board shall give direction to and monitor President & CEO performance for adherence to established and approved policies.
3. The Board shall deal with and make decisions regarding activities and assets that it has placed off limits for the President & CEO.
4. The Board shall appoint the external auditors, and shall ensure there is an internal audit plan in place. The Board shall set fees for the audit, define the audit management plan, and approve the annual financial statements of the Corporation.

The Board shall approve, prior to implementation, all strategic plans and business plans as well as all operating and capital budgets.

**YORK CARE CENTRE
Corporate Governance Policy**

Type: Governance Process	Date Issued: November 30, 2009
Title: Chairperson's Role	Page: 1 of 1
Approved by: Board of Directors	Gov-Exec-C-125
Date Reviewed/Revised: 11/16, 01/22	

Policy:

The chairperson assures the integrity and fulfillment of the Board's processes and, secondarily, occasionally represents the Board to outside parties and the public.

Procedure:

1. The job of the chairperson is that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.
 - a. Meeting discussion content shall be only issues that, according to Board policy, clearly belong to the Board to decide, not the President & CEO.
 - b. Deliberation shall be fair, open, and thorough but also timely, orderly, and to the point.
2. The authority of the chairperson consists of making decisions that fall within topics covered by Board policies on Governance Process and Board-President & CEO Linkage, except where the Board specifically delegates portions of this authority to others. The chairperson is authorized to use any reasonable interpretation of the provisions in these policies.
 - a. The chairperson is empowered to chair Board meetings with all the commonly accepted authority of that position (for example, ruling, recognizing).
 - b. The chairperson has no authority to make decisions about policies created by the Board within Ends and Executive Limitations policy areas. Therefore, the chairperson has no authority to supervise or direct the President & CEO, except when so directed by the Board.
 - c. The chairperson, when the Board so directs, shall represent the Board to outside parties.
 - d. The chairperson may delegate this authority but remains accountable for its use.

The Chairperson and the President & CEO shall confer on communications with the government and the public as required in the circumstances.

YORK CARE CENTRE
Corporate Governance Policy

Type: Governance Process	Date Issued: March 2005
Title: CHANGE IN MEMBERSHIP	Page: 1 of 1
Approved by: Board of Directors	Gov-C-126
Date Reviewed/Revised: 11/16, 01/22	

Policy:

The President and Chief Executive Officer shall notify the Director of Nursing Home Services, of any change in membership of the Board of Directors within 15 days of the change.

YORK CARE CENTRE
Corporate Governance Policy

Type: Governance Process	Date Issued: September 13, 2012
Title: CONFLICTS OF INTEREST (RESOLVING)	Page: 1 of 1
Approved by: Board of Directors	#: Gov-C-127
Date Reviewed/Revised: 11/16, 01/22	

Policy:

Further to the policy entitled "Board Members Code of Conduct" the process herein described is intended to inform members on how to declare and seek resolution of any situation where they may have a private or personal interest sufficient to appear to influence the objective exercise of their responsibilities.

Procedure:

1. At the outset it must be recognized by all that a conflict of interest is not an accusation.
2. Members must be prepared to take action on any conflict of interest situation by recognizing it, disclosing it and removing themselves from decision making and ideally from the entire discussion.
3. Members, depending on the sensitivities and complexities of the situation, are to disclose immediately any conflict of interest situation to either the Board as a whole or privately to the Chair of the Board.
4. The Board or Chair will undertake whatever investigation is required and inform the member and the Board of the outcome and action to be taken.
5. The Board or Chair will ensure that conflict of interest situations are resolved on a timely basis.
6. Should the Board or Chair have reasonable cause to believe a member has failed to disclose actual or possible conflicts of interest situations the member will be informed of the basis for such belief and afford the member an opportunity to explain the alleged failure to disclose.
7. After hearing the member's response and after making further investigation as warranted by the circumstances, should the Board or Chair determine that the member has failed to disclose an actual or possible conflict of interest situation, the member will be informed of any appropriate disciplinary and corrective action that will be taken.

YORK CARE CENTRE
Corporate Governance Policy

Type: Governance Process	Date Issued: November 30, 2009
Title: Communication to Government, Regulators and Stakeholders	Page: 1 of 1
Approved by: Board of Directors	Gov-C-135
Date Reviewed/Revised: 11/16, 01/22	

Policy:

The Board shall communicate in an open and transparent manner through the President & CEO and the Board chair to keep the government, regulators, stakeholders and the public informed about the status of the Corporation.

Procedure:

Public

1. The Board shall, as a minimum, produce and publish an annual public report which shall be forwarded to key stakeholders and media in New Brunswick and shall be made available to the public upon request.
2. The Board shall generally respond to the media through the President & CEO. With respect to specific issues the Board may choose to respond through the Chair.
3. Information regarding the Corporation shall be made available upon request except that which is protected by law or is deemed confidential by senior management to protect the interests of the Corporation or market participants. .

Government

1. The Chair and the President & CEO shall establish and maintain a communication link with government representatives. The Chairperson and the President & CEO shall confer on communications with the Government and the public as required in the circumstances.

Regulators

1. The Board shall ensure that corporate communication with regulators occurs in a transparent and cooperative fashion and that all filings occur in a timely manner.

**YORK CARE CENTRE
MEMBERS & DIRECTORS**

	Joined	Maximum Term (9 Years)
Gary Beattie, Chair Governance & Audit	(2014)	(2023)
Trina MacDonald	(2017)	(2026)
Wayne Snowdon	(2016)	(2025)
Jim Wolstenholme,	(2016)	(2025) (2024 if completing full 3-yr terms)
Lyne St. Pierre Ellis, Chair	(2018)	(2027)
Keith McAlpine, Chair Research & Ethics	(2018)	(2027)

ELIGIBLE FOR RE-APPOINTMENT 2022

Martin Ferguson	(2016)	(2025)
Marilyn Born	(2017)	(2026) (2025 if completing full 3-yr terms)
Marjorie Belzile, Chair Care Services	(2019)	(2028)
Sonya Gilks	(2019)	(2028)
Pierre LeBlanc Chair Finance & Admin	(2021)	(2030)
Doug Holt	(2021)	(2030)
Brenda Bosse	(2022)	(2031)

Vacancies

Vice Chair