



Finance & Administration Committee

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Meeting ID: 833 8434 6066 Passcode: 724830

AGENDA

Monday January 31st, 2022

Item	Description	
1	Call to Order & Introductions	Pierre LeBlanc
2	Declarations of Conflict of Interest	Pierre LeBlanc
3	Approval of Previous Minutes October 28, 2021	Pierre LeBlanc
4	Business Arising	
5	Unaudited Financial Statements for the Period ending December 31, 2021* <ul style="list-style-type: none"> • York Care Centre • York Developments Inc. • Centre for Innovation and Research in Aging Inc. • York County Properties Inc. 	Byard Smith
6	New Business <ul style="list-style-type: none"> • Finance & Administration Q3 staff Report* 	Byard Smith Byard Smith Shelley/Byard/Tim
7	Other	
8	Date of Next Meeting: TBD	

*Denotes Attachment



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

**at York Care Centre, 100 Sunset Drive, Fredericton NB, Virtual meeting On October 28, 2021 at
5pm**

Virtual: Gary Beattie (Acting Chair) Lyne St. Pierre-Ellis, Wayne Snowdon, Martin Ferguson Liz Richards, Tony Weeks
Staff: Shelley Kenny, Byard Smith, Tim Boone

1. Call to Order & Introductions

The Acting Chair, Gary Beattie, called the meeting to order and announced, new Director, Pierre LeBlanc is to assume the position of Chair of Finance & Administration Committee. Mr. LeBlanc was unable to attend this meeting.

2. Declarations of Conflict of Interest

Mr. Beattie asked members to review the agenda and self-identify if there was the potential for a conflict of interest. Due to COVID-19, the Committee meeting was held virtually.

3. Approval of Minutes

It was moved by Ms. St. Pierre-Ellis and seconded by Mr. Snowdon that the Minutes of April 22, 2021, minutes be approved as presented. Motion carried

4. Business Arising

No business arising.

5. Unaudited Financial Statements for the period ending September 30, 2021 (Byard Smith)

Mr. Beattie noted the unaudited financial statements for April 1, 2021 – August 31, 2021 for YCC, YDI, CIRA and YCP were published on the portal for review before the meeting and confirmed Mr. Smith was focusing on the unaudited financial statements for the period ending September 30, 2021. However, the committee is to make a recommendation that statements from April 1 to September 30, 2021 go the Board for Board of Directors approval.

Mr. Smith presented the unaudited financial statements for month ending September 30, 2021

- **York Care Centre Inc.** A large increase of cash for Q2 due to Provincial budget amendments and the \$81,000 Restart Project funding. YCC total month end of \$1,899,015. Total expenses of \$1,913,064 with a deficit of -\$14,049 at month end. Overall, there is a significant surplus. For the 6 month period, total revenue for YTD is \$11,365,563. Total expenses \$11,175,730 and a YTD surplus of \$189,833. Salaries were overspent because of the Truth and Reconciliation stat Day that was not Government funded. YTD salaries are underspent by \$67,000. YTD Maintenance is underspent by \$75,000.
- Mr. Snowdon asked about Mr. Smith whether the Year End surplus will affect future funding. Mr. Smith confirmed that year end surplus will help lower the accumulative deficit and future funding will not be affected.

- **York Developments Inc:** Revenue of \$99,485 versus expenses of \$98,170 with a surplus at month end of \$1,315. Actual YTD revenue is \$599,997 versus expenses of \$588,281 with a surplus for the first 6 months of the year of \$11,716. The ADP program is still not operating this year due to COVID-19
- **CIRA** – For the month of September has total revenue of \$47,778 versus expenses of \$47,751, closing with a surplus of \$26 YTD revenue is \$418,716 and total expenses of \$415,608 with YTD surplus of \$3,108
- **YCP** – YTD total revenue is \$2,272 with total operating expenses of \$2,041 and a net surplus of \$231 which is September’s interest revenue which is paid to YCC in the month of October. YTD surplus will show as \$0.

It was moved by Mr. Snowdon and seconded by Ms. Richards that the unaudited financial statements for YCC, YDI, CIRA & YCP for the period between April 1 – September 30, 2021 be presented to the Board of Directors for approval. Motion carried

6. New Business

Proposed YCC 2021-22 Budget (Byard Smith)

Mr. Smith presented the proposed Budget 2021-2022 noting the revenue is being adjusted by \$30,954 due to the Memory Lane Campaign. In addition, YCC received \$232,702 SD funding (incl. Safe Restart funding, .1 hrs of care/day, estimated pension funding), and this amendment is being distributed across the various expense accounts as appropriate.

It was moved by Mr. Snowdon and seconded by Mr. Ferguson that the Finance & Administration Committee recommends to the Board of Directors that the revised Revenue budget of \$22,322,548 is presented to the Board of Directors for approval. Motion carried

One Time Funding to CIRA (Byard Smith):

Mr. Smith explained that back in 2018 when CIRA was launched, the company did not receive start up funding and as a result, has an accumulative deficit. At the start of the last fiscal year, YCC funded CIRA a \$50,000 Research Grant to cover overhead costs. However, this year, YCC increased the grant to \$65,000 to include YCC salary costs and training. Mr. Smith, proposed that YCC funds a one-time grant to CIRA of \$122,000 in addition to the annual \$65,000 grant. By March 31, 2022 Mr. Smith is forecasting a \$0 balance with this one-time payment. However, going forward YCC will continue to make annual grant payments to CIRA for operations. Mr. Smith clarified the grant is coming from a consolidated revenue fund.

Mr. Snowdon asked whether with this one-time grant, that CIRA will become sustainable and Mr. Smith is confident that along with the annual \$65,000 grant and future research projects, CIRA will be sustainable.

Mr. Beattie suggested that we transfer the full \$126k to eliminate the debt that CIRA incurred during start-up and eliminate any potential shortfall in the \$4,000 forecasted as surplus, rather than transfer \$122k and then apply the potential surplus to eliminate the debt (which could still leave an amount outstanding if the surplus is not achieved).

It was moved by Ms. St. Pierre-Ellis and seconded by Ms. Richards that the Finance and Administration Committee recommends to the Board of Directors that YCC makes this additional one-time payment of \$126,000 in the 2021/22 fiscal year to eliminate the accumulative deficit for CIRA. Motion carried

Finance & Administration Q2 Staff Report (Shelley, Byard, Tim)

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

- Recruitment – onboarded 18 new staff of which 11 are in Care Services and 7 new hires in the Support

Services.

- GET Inspired team continue to organize staff appreciation events around specific celebrations.
- The Wellness Specialist resigned recently and HR is not actively recruiting for this position.
- The employee Xcel Leadership course for September was postponed to 2022 due to COVID-19.
- The recent staff pulse survey focused on rewards and employee recognition; the team has already deployed two suggestions – staff rewards and the Years of Service award.
- Mr. Beattie asked how many professional vacancies currently available and Ms. Kenny confirmed there are two RN vacancies.
- KPI – Q2 % hours of professional care (RN/LPN) indicator is actually 90% and not 98% as reported.
- A scheduling focus group has been established. The goal is to develop a new scheduling proposal in January/February. Staff suggestions include self staff scheduling all staff availability schedule trials.
- Rent adjustments were made in September 2021 and 14 out of 72 Independent residents are receiving subsidized Independent Living.
- Currently no change in Process Improvement reporting but the new HR specialist is now onboarded.
- Leo Hayes reached out to YCC and asked us to take on 3 high school students. At the end of the LTC Coop Course, these students will be offered the opportunity to be onboarded at YCC.

Mr. Boone presented the Facilities Q2 review, highlighting:

- Mr. Boone confirmed there has been additional equipment upgrades to ensure a more seamless transfer of power to the Towers. In addition, the hot water temperature valves were replaced.
- Memory Lane campaign continues. The artist is working on the murals.
- The grounds are looking good with thanks to the summer volunteers.
- Donor wall software was installed and are currently working on the Donor history wall.
- Awaiting a response from CMHC regarding SEED funding.
- Mr. Boone commented the recycling program is challenging due to COVID-19 and looking at pricing for recycling plates etc.
- The recent food Services identified areas of improvement. As a result, staff from dietary and activities are planning food tasting experiences with residents.
- Mr. Snowdon asked for clarification on the surplus for YCC part due because of the Safe Restart Funding and over expenditure. Mr. Smith explained overall the year-to-date expenditure is under but typically there is more spending during the summer months.

Mr. Smith presented the Q2 financials, highlighting:

- YCC had a surplus of \$79,991. Safe Start funding has just been announced for Q3. Overall YCC is running a significant surplus of \$189,833.
- CIRA incurred a small surplus of \$1,150 as a result of admin expenses not being charged. YTD surplus of \$3,108.
- YDI had a small deficit reported of (\$3,404). Overall, it has a surplus of \$11,716.
- Overall, YCC, CIRA & YDI Q2 surplus of \$77,737 on a revenue of \$6.25 million and YTD surplus of \$204,657 and the total revenue for Q1 & Q2 is \$12.38 million.
- Mr. Snowdon asked how the Restart Funding is determined and Mr. Smith clarified that the funding is calculated at \$4.10 per resident bed, per quarter. (\$81,446 for Q1 & also \$81,446 for Q2)

It was moved by Mr. Snowdon and seconded by Mr. Ferguson that Finance and Administration recommend the proposed 2021-2022 budgets for YMI, YDI, CIRA and YCP be recommended to the Board of Directors for approval as presented.

Motion moved

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

Gary Beattie, Acting Chair

Caroline Marygold, Board Coordinator

**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	Variance Analysis Budget vs Actual		
	Actual Current Month	Budget Current Month	Variance Budget vs. Actual
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
Care Services	\$810,590	\$779,029	-\$31,561
Operations	\$522,608	\$510,283	-\$12,325
Mortgage / Loan Payments	\$258,408	\$260,876	\$2,468
TOTAL EXPENSES	\$1,901,412	\$1,882,514	-\$18,898
NET SURPLUS (DEFICIT)	-\$8,254	\$15,700	-\$23,955

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.

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.

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.

Under spent due to timing of new year purchases

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	2021-22	Variance Budget
						Year End 31-Mar-22	Full Year 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 prof'l 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 \$11,093, 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	<u>233,799</u>	<u>249,305</u>	<u>-15,506</u>
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	<u>266,797</u>	<u>262,222</u>	<u>4,575</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	-3,933,216	-3,917,918	-15,298
TOTAL FIXED ASSETS	<u>2,392,201</u>	<u>2,407,500</u>	<u>-15,298</u>
TOTAL ASSETS	<u><u>2,892,797</u></u>	<u><u>2,919,027</u></u>	<u><u>-26,230</u></u>
<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	<u>100,122</u>	<u>116,190</u>	<u>-16,068</u>
LONG TERM DEBT			
MORTGAGE 116 SUNSET DRIVE	1,904,772	1,917,516	-12,744
TOTAL LONG TERM LIABILITIES	<u>1,904,772</u>	<u>1,917,516</u>	<u>-12,744</u>
DEFERRED CONTRIBUTIONS			
DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS	7,668	7,835	-167
TOTAL DEFERRED	<u>7,668</u>	<u>7,835</u>	<u>-167</u>
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	<u>880,235</u>	<u>877,485</u>	<u>2,749</u>
TOTAL LIABILITIES & FUND BALANCES	<u><u>2,892,797</u></u>	<u><u>2,919,027</u></u>	<u><u>-26,230</u></u>

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
NET SURPLUS (DEFICIT)						
	\$0	\$0	\$0	\$0	\$0	\$0
	(\$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	Variance Analysis Budget vs Actual		
	Actual Current Month	Budget Current Month	Variance 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
Care Services	\$789,862	\$779,296	-\$10,566
Operations	\$531,793	\$514,030	-\$17,763
TOTAL EXPENSES	\$1,911,705	\$1,898,221	-\$13,484
NET SURPLUS (DEFICIT)	-\$5,639	\$8,498	-\$14,137

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.

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.

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 & commun \$284, GET Inspired comm underspent by \$632, overspent on recruitment \$2, plus other minor variances.

Minor over expend due to timing of new year purchases

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



REPORT TO THE FINANCE & ADMINISTRATION COMMITTEE

October 1, 2021 to December 31 2021
Quarter 3 Activity

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

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

Senior Leader

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

Key Areas of Reporting

Human Resources, Senior's Housing, Process Improvement
Financial Services
Facilities, Building and Infrastructure

1. Human Resources

- Facility wide retention in this quarter was similar to our last quarter. We received 21 resignations and 2 retirements. We on-boarded and welcomed 22 new staff members and the HR team continues to actively recruit and on-board regularly.
- Our 'Get Inspired Team' organized various events and 'tokens of appreciation' for our employees. Some noteworthy celebrations included: 'Wellness Week', 'Halloween Door Decorating Contest', 'Christmas Door Decorating Contest' and 'Staff (Christmas) Care Packages'.
- In addition to the Get Inspired coordinated events, we also 'catered' a holiday turkey meal for staff and provided each staff member with a \$25 gift card.
- Our Communications Specialist has begun developing a recruitment video which will involve staff testimonies.
- The HR Analytics & Benefits Specialist position has been successfully filled.
- Our new Staff Years of Service recognition program was implemented this quarter and all personnel (134 personnel) who have been employed with the company for 5 years or more received a 'monetary thank you' for their years of service. Worth noting are those who reached significant milestones: *20 Years of Service*: S Borden, RA / C Brewer, RA / B Lovean, RA / I Petrovic, RA – *25 Years of Service*: W Banks, RN / J Breton, RN – *30 Years of Service*: P Kitchen, EA. As well, the 'real time rewards' was implemented onto the units/departments.
- Level 2, Excellence in Leadership was scheduled for October, but was postponed due to the rise in COVID cases.
- A quarterly employee survey was conducted in the Q3. The focus this quarter was on scheduling. The HR team struck a Scheduling Focus Group, extending an invitation to all departments to participate, to examine scheduling issues and develop a survey. The team will continue with proposed scheduling trials. The # of respondents are as follows: **88 total respondents** (66 care services / 5 dietary services / 14 support services / 3 other). Data from the survey is as follows:

Voice of Employee - Scheduling Survey	What would be your preferred time for the majority of your shifts? (highest rating)	What would be your preferred hours of work? (highest ranking)	What would be your unit preference		
			1 st choice	2 nd choice	3 rd choice
RN	Days	8 hr shifts	Tower 3	Tower	Dixon
LPN	Days	12 hr shifts	Dixon	Tower 1	Tower 2
RA	Days	8 hr shifts	Dixon	Tower 2	Tower 3
Dietary Services	Days	8 hr shifts	Tower 1	Tower 2	
Environmental Services	Days	8 hr shifts	Tower 2	Tower 1	Tower 3
NUC/Rehab/Activities	Days	8 hr shifts	T1, T3, D, BG	T1, D, BG, None	T2, T3

Key Performance Indicators:

Employee Wellness	Q1	Q2	Q3	Q4
% retention This indicator looks at the number of employees that remained with YCC vs those that left	93%	93%	92%	
# employee wellness & recognition events This indicator looks at the number of events or activities held for staff	19	16	10	
Hours Worked	Q1	Q2	Q3	Q4
absenteeism This indicator looks at days absent per FTE across the organization	14.42	13.82	17.16	
% overtime hours This indicator looks at the amount overtime hours across the organization	3.87%	4.08%	4.23%	
% hours of professional care (RN/LPN) This indicator compares our worked hours to the hours required in the nursing home standards	99%	98%	88%	

Voice of Employee (% of employees who rated a question at three hearts or better)	Q1	Q2	Q3	Q4
How would you rate the overall direction of the organization?	85%	N/A	N/A	
How do you feel about the CEO message(s) to staff?	94%	N/A	N/A	
How do you feel about the work of the GET Inspired Committee?	87%	N/A	N/A	
Please indicate your level of support if we were to implement a years of service recognition program that starts at 5 years with recognition at each 5-year increment, along with enhanced recognition gifts.	92%	N/A	N/A	
Please indicate your level of support if we were to implement unit/department level real-time awards. Eg: if a supervisor sees someone going above and beyond, they would have the means to provide a small token of real-time appreciation.	92%	N/A	N/J	
Please indicate your level of support if we were to implement a second (personal development) scholarship program that any employee could apply to.	96%	N/A	N/J	

2. Assisted & Independent Living

Hawkins House: Our long-time staff supervisor has decided to take a step back from her role as supervisor and work solely as a Home Support Worker. This has allowed us the flexibility to re-define this role and we are currently actively recruiting for this position.

- 3 vacancies
- 1 new tenant welcomed

Independent Living:

- 1 vacancy which was filled during the quarter.

3. Process Improvement

4 projects still remain in progress:

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

4. Partnerships

- Leo Hayes high school partnership with Long Term Care Co-op 120 course: 3 students participated in this program and 2 successfully completed this placement.
- Dooly's Prospect Street: Adopt a Senior program (for the holidays). Every resident of YCC received a Christmas gift as a result of community donations received by this program.
- Barkers Point Elementary School provided 12 filled Christmas stockings to provide to residents.
- McAdam Avenue Elementary School adopted 5 residents and provided them each with Christmas gifts, and as well members of the school community made handmade Christmas cards.
- The Fredericton Youth Hockey Association U11 Comp Wildcats Hockey team donated a number of Christmas gifts to disperse to our residents.

YCC Social Media:

Our overall social media had some posts that did quite well, one of which included the 'call out for donations' in November followed by the 'thank you' post to the community for their donation through the 'Adopt-a-Senior' program coordinated by Dooly's Prospect Street. The Resident of the Month, #HappyMonday, Resident anniversaries, and our staff Years of Service posts did well also.

Facebook gained 73 'likes', and 59 posts were made throughout this quarter.

Twitter gained 1 new follower, and made 23 Tweets.

LinkedIn gained 15 followers and generated 23 posts.

Instagram gained 6 new followers, with 37 posts produced.

CIRA Social Media

Updates on the CIRA projects did well.

Facebook gained 7 new 'likes' and 12 posts were made throughout this quarter.

Twitter gained 23 followers and made 11 Tweets.

LinkedIn gained 22 followers and generated 11 posts.

5. Financial Services

- York Care Centre incurred a deficit of \$60,039 during Quarter 3. YCC received Safe Restart Funding from Department of Social Development of \$81,446 in Q3. YCC made an additional research grant to CIRA in Q3 of \$126,000 to eliminate their accumulated deficit. YCC had overexpenditures in building repairs & maintenance, employee recognition, heat & electricity, and food & dietary supplies and under expenditures in education, laundry and housekeeping supplies. YCC has a YTD surplus of \$129,794 at December 31, 2021.
- CIRA incurred a surplus of \$126,963 during Q3. This resulted from the contribution of \$126,000 from YCC. CIRA has a YTD surplus of \$130,071 at December 31, 2021.
- YDI incurred a surplus of \$17,517 during Q3. This resulted primarily from under expenditures in building repairs and grounds maintenance, electricity and administration expenses. YDI has a YTD surplus of \$29,233.
- Overall, the three companies have a second quarter surplus of \$84,441 on the Q3 actual revenue of \$6.34 million. This equals 1.33% of the revenue for the third quarter.
- The three companies have a Year to Date surplus of \$289,098 on the YTD actual revenue of \$18.72 million. This equals 1.54% of the total revenue for the first three quarters.

6. Facilities, Building, and Infrastructure

The Facilities Team created staff a shower and washroom facilities to complement the Staff Wellness area.

The card access system is being expanded to allow for better access control of the 10 narcotic cabinets within the Med rooms.

Eighteen resident rooms were refurbished.

Memory Lane Campaign (Birch Grove Refurbishment)

All new curtains have been installed, hallway painting and wall murals are progressing.

Donor & Recognition Wall

The wall beside Dave's Café has been prepared and the design approved for the historic time line which includes the founders and YCC growth over the years.

Wetlands Project

CMHC SEED funding has been approved. The funds will be allotted to the design and application process requirements for further project funding through CMHC.

An agreement is being negotiated with an architectural/engineering firm to complete the design and application process requirements.

Recycling Program

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

Reusable Med pass glasses have been ordered which will result in substantial cost savings over the disposable wax coated paper cups.

Key Performance Indicators:

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

7. Progress on Strategic Goals

Resources Pillar	Q1	Q2	Q3	Q4
Leadership Development (XcelCare) Two XcelCare leadership development events held.	0%	0%	0%	
Process Review & Improvement (XcelCare) Complete a review of scheduling process with future state identified and operational.	20%	20%	20%	
Voice of the Customer Methodology in place and functional for capturing voice of employees, residents, and families.	100%	0%	100%	
Updating Board Policies 100% of board policies updated.	0%	0%	0%	
Updating Corporate Policies 40% of corporate policies updated.	4%	2%	0.5%	
Environment Pillar	Q1	Q2	Q3	Q4
Senior's Living Business Case Business Case for senior's living presented for Board of Directors consideration.	25%	30%	50%	
Recycling Program / Carbon Footprint Reduction Implement a facility-wide recycling program to support reducing waste to landfill.	20%	20%	25%	
Resident Meals Improve overall resident meal satisfaction with a goal to have an average of 90% of residents rating 'I enjoy meal times' at three hearts or better by March 31, 2022.	93%	90%	90%	