



Finance & Administration Committee

<https://us02web.zoom.us/j/81347034099>

Meeting ID: 813 4703 4099

AGENDA

Monday April 24, 2023

Item	Description	
1	Call to Order & Introductions	Pierre LeBlanc
2	Declarations of Conflict of Interest	Pierre LeBlanc
3	Approval of Previous Minutes, March 20 th , 2023	Pierre LeBlanc
4	Business Arising	
5	Unaudited Financial Statements for the Period ending February 28, 2023 <ul style="list-style-type: none"> • York Care Centre Inc. • York Developments Inc. • Centre for Innovation and Research in Aging Inc. • York County Properties Inc. Preliminary Unaudited Financial Statements for the Period ending March 31, 2023 <ul style="list-style-type: none"> • York Care Centre Inc. • York Developments Inc. • Centre for Innovation and Research in Aging Inc. • York County Properties Inc. 	Byard Smith
6	New Business <ul style="list-style-type: none"> • Finance & Administration Q4 staff Report 	Shelley/Byard/Michel
7	Other	
8	Date of Next Meeting: TBD	



**Minutes of meeting of the Finance & Administration Committee
at York Care Centre, 100 Sunset Drive, Fredericton NB and virtual meeting
on March 20, 2023 at 5:30pm**

Present: Pierre LeBlanc (Chair), Gary Beattie, Lyne St-Pierre-Ellis, Doug Holt, Wayne Snowdon, Brenda Bossé (VC), Martin Ferguson (VC), Deborah Wybou
Regrets: Andrew Currie
Staff: Geri Geldart, Byard Smith, Renee Lowe

1. Call to Order and approval of Agenda

Mr. LeBlanc called the meeting to order at 5:30 pm.

2. Declarations of Conflict of Interest

Mr. LeBlanc asked members to review the agenda and self-identify if there was the potential for a conflict of interest. No conflicts identified.

3. Approval of Agenda

The agenda was reviewed.

Motion:

It was moved by G. Beattie and seconded by D. Wybou that the agenda be approved as presented.

All in favour

Motion

carried

4. Approval of Minutes – January 30, 2023

The minutes of January 30, 2023 were reviewed by the committee.

Motion:

It was moved by W. Snowdon and seconded by L. St-Pierre-Ellis that the minutes of the Finance and Administration Meeting of January 30, 2023 be accepted as presented.

All in favour

Motion carried

5. Business Arising

5.1 Unaudited Financial Statements for the period ending January 31, 2023

The unaudited financial statements for the month of January 31, 2023 were included in the meeting package for information. No issues were raised.

- **York Care Centre Inc.**

Current revenue for the end of January showed a total of \$2,019,996. Expenses were \$2,072,563. Deficit of \$52,566, with a year-to-date surplus of \$491,591.

The YTD surplus is primarily caused by salary and benefits being underspent by over \$495,000.

- **York Developments Inc.**

Current revenue: \$120,827, expenses are \$107,269 with a surplus of \$13,557. Year-to-date surplus \$46,634.

Revenue was under budget because ADP started up later than planned and care hours are less.

- **CIRA**

Current revenue \$71,710, expenses are \$69,846 with a surplus \$1,863. Year to date surplus \$16,102 at January 31, 2023.

CIRA is under budget because we intended the projects to be done by March 2023 but they will be extended. Interest revenue is up significantly which counts for most of the surplus we're experiencing.

- **York County Properties**

Year-to-date total revenue and expenses is \$12,016. Surplus is \$0.

The mortgage was paid off in December; the only interest is coming from the bank account.

Motion:

It was moved by D. Wybou and seconded by D. Holt that the Financial Statements for January 2023 be presented at the next Board meeting for approval.

All in favour

Motion carried

6. New Business

6.1 2023-2024 Annual Budgets

Byard Smith presented the proposed 2023-2024 annual budget.

York Care Centre Inc.

- Total estimated revenue is \$24,264,835 versus expenditure of \$24,264,835 with a deficit of \$0.00.
- Assumptions and other factors used in formulating the budget were explained.

- WorkSafe took a significant decrease; both revenue and expense are lower as a result.
- The YCC property tax assessment went up by 4.2%. However, the actual 2023 property tax bill went down by \$24,652, or about 3.5%.
- Marsh Canada has advised us that the YCC insurance premium will be going up by approximately 20% which will be an increase of \$9,586.
- This budget adds approximately \$200,000 to cover inflation on non-wage line items. Based on last year, we are anticipating that the Department of Social Development will increase our funding by this same amount.
- Revenue from cable TV and telephone is gradually decreasing due to a declining number of customers. We will be increasing our cable tv fee from \$28.25 to \$28.75 per month to offset the Rogers' fee increase. Our ten-year contract with Rogers ends on March 31, 2027. The telephone fee remains the same at \$25 per month.
- Increased Job Unlimited wage budget by \$25,000 to reflect change in legislation.
- Capital purchases budgeted for 2023/24 were reviewed.
- Questions were addressed.

York Developments Inc.

- Mr. Smith explained that the budget is presented in three areas - 1. Supported Housing, 2. Apartments, 3. ADP. Consolidated Revenue is \$1,490,794 versus expenses of \$1,469,271. Operating fund balance is proposed to be a surplus of \$21,523.
- Revenue changes include rent increase, a decrease in revenue from Social Development due to number of PSW care hours being funded, and an increase in tenant services fees.
- Revenue and expenditure changes were reviewed.

CIRA

- Total revenue \$670,350 versus \$670,350 expenses with a surplus of \$0.
- Currently 7 projects ongoing, 3 finishing this year, with 4 continuing next year, as well as 2 new spark projects. We are down nearly half because of projects finishing and some carrying into the next fiscal year.
- Questions were addressed.

York County Properties

- Mr. Smith confirmed that the mortgage is paid off, and the only interest is bank interest. Total revenue is \$20,000 versus expenses of \$20,000.

Motion:

It was moved by M. Ferguson, seconded by B. Bosse that the 2023-2024 Annual Budgets be presented to the Board of Directions for approval.

All in favour.

Motion carried.

6.2 Foundation Projects

G. Geldart provided context to the foundation projects proposal, in compliance with Governance policy Gov-N-261, and in alignment with the Care Pillar of the strategic plan: "To provide exceptional personal and family-centered care and services through evidenced based delivery models." Staff members identified potential projects, including Tovertafel table(s), expansion of the music therapy program, "From Dream to Reality" Seed Funding, a Snoezelen mini-cart, virtual windows, extending Memory Lane to tower 2, and a wheelchair accessible garden swing. It was noted that some have yearly costs associated.

Motion:

It was moved by W. Snowdon, seconded by L. St. Pierre-Ellis that the following projects be presented to the Board of Directors for consideration as potential fundraising projects for the York Care Foundation consideration:

- a. Two Tovertafel Tables - \$36,000**
- b. Expansion of Music Therapy Program - \$10,400 annual cost**
- c. From Dream to Reality - \$5,000 seed funding**
- d. Snoezelen Mini-Cart - \$10,000**
- e. Virtual Windows - \$17,000**
- f. Extending Memory Lane to Tower 2 - \$120,000**
- g. Wheelchair Accessible Garden Swing - \$12,000**

All in favour.

Motion carried.

7. Other Items

G. Geldart gave an update on the Philippines recruitment trip, which was a success, resulting in 12 offers, with 11 accepted. Paperwork is in progress.

8. Date of Next Meeting

Next meeting will be held on Monday, April 24, 2023 at 5:30 pm.

9. Adjournment - On a motion by W. Snowdon, the meeting was adjourned at 7:00 pm.

Pierre LeBlanc, Chair

Geri Geldart, President and CEO

YORK CARE CENTRE INC.
BALANCE SHEET
2/28/2023

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT			
CASH AND CASH EQUIVALENTS	2,131,181.90	1,903,792.55	227,389.35
CASH - RESTRICTED FUNDS	54,231.87	66,945.69	(12,713.82)
ACCOUNTS RECEIVABLE			
- RESIDENTS	52,386.88	28,172.11	24,214.77
- DEPT of SOCIAL DEVELOPMENT	60,019.00	60,551.00	(532.00)
- HST	37,791.78	34,884.66	2,907.12
- OTHER	48,620.55	63,642.13	(15,021.58)
INVENTORIES	122,092.20	122,092.20	0.00
PREPAID EXPENSES	101,033.35	170,412.17	(69,378.82)
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	2,607,357.53	2,450,492.51	156,865.02
CASH RESTRICTED FOR FUTURE CAPITAL	0.00	0.00	0.00
LAND, BUILDING AND FURNITURE (Net)	17,356,689.46	17,564,822.38	(208,132.92)
TOTAL FIXED ASSETS	17,356,689.46	17,564,822.38	(208,132.92)
TOTAL ASSETS	19,964,046.99	20,015,314.89	(51,267.90)
<u>LIABILITIES</u>			
CURRENT			
PAYABLES & ACCRUALS	3,168,861.97	3,030,499.78	138,362.19
DEFERRED REVENUE	62,968.43	67,135.10	(4,166.67)
TOTAL CURRENT	3,231,830.40	3,097,634.88	134,195.52
LONG TERM			
LONG TERM DEBT	14,700,979.99	14,881,620.80	(180,640.81)
DEFERRED CONTRIBUTIONS	1,786,272.11	1,811,316.58	(25,044.47)
TOTAL LIABILITIES	16,487,252.10	16,692,937.38	(205,685.28)
<u>FUND BALANCES</u>			
FUNDS RESTRICTED	56,106.32	60,707.90	(4,601.58)
UNRESTRICTED	(327,831.08)	(327,556.08)	(275.00)
NET INCOME (LOSS) FOR PERIOD	516,689.25	491,590.81	25,098.44
TOTAL FUNDS	244,964.49	224,742.63	20,221.86
TOTAL LIABILITIES & FUNDS	19,964,046.99	20,015,314.89	(51,267.90)

YORK CARE CENTRE INC.
REVENUE AND EXPENSE SUMMARY - CURRENT MONTH
MONTH ENDING 2/28/2023

Description	Actual Current Month	Budget Current Month	Variance Budget vs. Actual	Variance Analysis Budget vs Actual
REVENUE				
Total Operating Revenue	\$1,902,697	\$1,905,072	-\$2,375	23 vacant bed days
Non-Recurring Budget Amend	\$15,169	\$15,169	\$0	
Administration	\$31,869	\$21,537	\$10,332	
Care Services	\$9,074	\$13,872	-\$4,798	
Operations	\$28,072	\$27,314	\$758	
Mortgage / Loan Payments	\$25,044	\$25,044	\$0	
TOTAL REVENUE	\$2,011,926	\$2,008,009	\$3,917	
OPERATING EXPENSES				
Administration	\$349,005	\$350,140	\$1,135	Salaries underspent by \$1,464, EI, CPP and WHSCC underspent by \$15,741, underexpend in pension/group health expense of \$1,463, underspent on bank chgs & bad debts by \$277, underspent in advertizing by \$308, underspent on office equip and supplies by \$4,373, overspent in prof'l fees & travel by \$2,151, overexpend on NBANH Membership \$240; underspent on staff & volunteer recognition \$537; overspent on minor equipment by \$2,909, overspent on education by \$17,729, plus other minor variances.
Care Services	\$779,400	\$886,438	\$107,038	Underexpend in salaries of \$128,185, underexpend in fall reduction, care supplies and meds \$884, overspent on incontinent supplies by \$1,417, overspent in minor equipment by \$1,550, overspent on recruitment by \$5,348, underspent on BG memory Lane Project by \$2,374, overspent in recreation supplies by \$16,648, underspent on pastoral supplies by \$153; plus other minor variances.
Operations	\$596,498	\$538,457	-\$58,041	Salaries underspent by \$10,596, food & thickeners overspent by \$4,770, dietary supplies overspent by \$6,895, laundry supplies & linen overspent by \$8,166, housekeeping supplies underspent by \$2,931, telephone & cable overerpent by \$326, insurance overspent by \$775, maintenance overspent by \$12,882, heating fuel and electricity overspent by \$18,021, vehicle expenses overspent by \$1,804, minor equipment overspent by \$7,684, consulting fees overspent by \$1,644, computer supplies and support overspent by \$7,875, underspent re website & commun events \$401, GET Inspired comm underspent by \$594, overspent on recruitment \$1,720, plus other minor variances.
Mortgage / Loan Payments	\$261,923	\$259,547	-\$2,377	Under expend of \$2,377 due to timing of new year purchases
TOTAL EXPENSES	\$1,986,827	\$2,034,583	\$47,755	
NET SURPLUS (DEFICIT)	\$25,098	-\$26,574	\$51,672	

YORK CARE CENTRE INC.
REVENUE AND EXPENSE - SUMMARY FOR YEAR TO DATE
11 MONTHS ENDING 2/28/2023

Description	Actual	Actual	Budget	Variance	Year to Date		Forecast to Year End 31-Mar-23	2022-23 Full Year Budget	Variance Budget vs Forecast Year End
	Previous YTD	Current YTD	Current YTD	Budget vs Actual	Budget vs Actual	Budget vs Actual			
REVENUE AND RECOVERIES									
Operating Revenue	\$19,259,642	\$21,354,815	\$21,429,190	-\$74,375	638 Vacant bed days		\$23,262,262	\$23,334,262	-\$72,000
Non-recurring Budget Amendments	\$492,651	\$314,626	\$314,626	\$0			314,626	\$358,296	-\$43,670
Administration	\$613,302	\$410,298	\$335,353	\$74,945			442,324	\$356,890	\$85,434
Care Services	\$91,523	\$114,409	\$152,596	-\$38,187			123,468	\$166,468	-\$43,000
Operations	\$253,384	\$308,555	\$300,454	\$8,101			336,768	\$327,768	\$9,000
Mortgage / Loan Payments	\$284,298	\$275,489	\$275,488	\$2			300,532	\$300,532	\$0
TOTAL REVENUE AND RECOVERIES	\$20,994,800	\$22,778,192	\$22,807,706	-\$29,514			\$24,779,980	\$24,844,216	-\$64,236
OPERATING EXPENSES									
Administration	3,723,967	3,774,332	3,988,789	214,457	Salaries underspent by \$7,454, EI, CPP and WHSCC underspent by \$147,039, underexpend in pension/group health expense of \$17,587, overspent on retirement allow \$4,335, underspent on uniform allow \$5,692, underspent on bank chgs & bad debts by \$1,309, underspent in advertizing by \$766, underspent on office equip and supplies by \$19,967, underspent in prof'l fees & travel by \$16,151, overspent on NBANH Fees \$8,635; underspent on staff & volunteer recognition \$3,280; overspent on minor equipment by \$3,096, underspent on education by \$11,277, plus other minor variances.		\$4,096,712	4,367,430	270,718
Care Services	8,595,253	9,475,415	9,958,193	482,779	Underexpend in salaries of \$557,755, overexpend in fall reduction, care supplies and meds \$14,503, overspent on incontinent supplies by \$12,677, overspent in minor equipment by \$42,091, overspent on recruitment by \$16,579, underspent on research by \$4,583, underspent on BG memory Lane Project by \$21,954, overspent in recreation supplies by \$20,799, underspent on pastoral supplies by \$1,739; plus other minor variances.		10,451,804	10,844,631	392,827
Operations	5,702,516	6,168,110	5,924,841	(243,269)	Salaries overspent by \$78,640, food & thickeners overspent by \$38,453, dietary supplies overspent by \$24,665, laundry supplies & linen overspent by \$33,913, housekeeping supplies underspent by \$35,488, telephone & cable overspent by \$17,061, insurance overspent by \$8,559, maintenance underspent by \$9,237, heating fuel and electricity overspent by \$29,041, vehicle expenses underspent by \$1,953, minor equipment overspent by \$42,838, consulting fees overspent by \$19,608, computer supplies and support overspent by \$24,522, underspent re website & commun events \$30,523, GET Inspired comm underspent by \$4,364, overspent on recruitment \$3,907, plus other minor variances.		6,863,298	6,463,298	(400,000)
Mortgage / Loan Payments	2,846,562	2,843,647	2,855,013	11,367	Under expend of \$11,367 due to timing of new year purchases		3,125,310	3,114,560	(10,750)
TOTAL EXPENSES	\$20,868,298	\$22,261,503	\$22,726,836	\$465,333			\$24,537,124	\$24,789,920	\$252,796
NET SURPLUS (DEFICIT)	\$126,503	\$516,689	\$80,870	-\$435,819			\$242,856	\$54,296	\$188,560
Less: Transfer to replacement reserve		3,025	0	(3,025)			3,300	0	(3,300)
(Increase) or Decrease in Operating Fund Accumulated Deficit		\$513,664	\$80,870	-\$438,844			\$239,556	\$54,296	\$191,860

YDIDAT YORK DEVELOPMENT INC
BALANCE SHEET - CONSOLIDATED
2/28/2023

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT ASSETS			
CASH	297,567	260,449	37,119
ACCOUNTS RECEIVABLE	18,912	28,723	(9,811)
HST RECEIVABLE	920	908	12
PREPAID EXPENSES	68,105	3,626	64,478
TOTAL CURRENT ASSETS	385,504	293,706	91,798
RESTRICTED CASH AND DEPOSITS			
REPLACEMENT RESERVE FUND	253,769	250,048	3,722
DEFERRED VACANCY SUBSIDY	43,572	43,397	175
TOTAL RESTRICTED CASH & DEPOSITS	297,341	293,445	3,897
FIXED ASSETS			
BUILDING & LAND 91 SUNSET DR	518,208	518,208	0
BUILDING & LAND 95 SUNSET DR	516,127	516,127	0
BUILDING & LAND 120 SUNSET DR	973,166	973,166	0
BUILDING & LAND 116 SUNSET DR PROJECT#2	1,333,457	1,333,457	0
BUILDING & LAND 116 SUNSET DR	2,062,837	2,062,837	0
BUILDING IMPROVEMENTS & EQUIPMENT	921,623	921,623	0
ACCUMULATED DEPRECIATION	(4,161,762)	(4,146,548)	(15,214)
TOTAL FIXED ASSETS	2,163,655	2,178,869	(15,214)
TOTAL ASSETS	2,846,500	2,766,020	80,481
<u>LIABILITIES</u>			
CURRENT LIABILITIES			
ACCOUNTS PAYABLE & ACCRUED LIABILITIES	190,826	106,075	84,751
DEFERRED REVENUE	12,075	14,848	(2,773)
TOTAL CURRENT LIABILITIES	202,901	120,923	81,978
LONG TERM DEBT			
MORTGAGE 116 SUNSET DRIVE	1,696,102	1,702,638	(6,536)
TOTAL LONG TERM LIABILITIES	1,696,102	1,702,638	(6,536)
DEFERRED CONTRIBUTIONS			
DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS	5,168	5,335	(167)
TOTAL DEFERRED	5,168	5,335	(167)
FUND BALANCES			
REPLACEMENT RESERVE RESTRICTED	251,881	250,048	1,833
VACANCY SUBSIDY RESERVE	43,572	43,397	175
EARNED SURPLUS	595,933	597,044	(1,111)
NET INCOME (LOSS) FOR PERIOD	50,944	46,634	4,310
TOTAL EQUITY	942,329	937,123	5,206
TOTAL LIABILITIES & FUND BALANCES	2,846,500	2,766,020	80,481

YDIDAT YORK DEVELOPMENT INC
INCOME STATEMENT - CONSOLIDATED
11 MONTHS ENDING 2/28/2023

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
REVENUE						
RENTALS	61,209	60,924	285	674,314	672,094	2,220
TENANT SUBSIDY	(1,975)	(2,996)	1,021	(26,551)	(32,951)	6,400
RENT SUPPLEMENT - SH	10,326	10,326	0	102,655	102,655	0
ADULT DAY PROGRAM FEES	5,560	12,963	(7,403)	24,198	81,642	(57,445)
WASHER & DRYER REVENUE	828	896	(68)	10,093	9,854	239
OTHER REVENUE	0	0	0	390	0	390
INTEREST INCOME	1,467	113	1,354	8,268	1,247	7,022
REVENUE - SD CARE HOURS	8,503	12,463	(3,961)	85,192	137,096	(51,904)
REVENUE - OTHER CARE HOURS	318	275	43	2,344	3,025	(681)
REVENUE - TENNANT SERVICES	18,763	18,994	(231)	204,535	208,939	(4,404)
AMORT OF DEFERRED CONTRIB	6,282	6,283	(0)	69,107	69,109	(2)
RECOVERY PROJECT WORKERS	0	0	0	0	3,600	(3,600)
MISCELLANEOUS INCOME	2,261	2,000	261	14,399	16,000	(1,601)
TOTAL REVENUE	113,543	122,242	(8,699)	1,168,944	1,272,310	(103,366)
OPERATING EXPENSES						
WAGES & BENEFITS						
SALARIES	30,299	36,319	6,020	299,832	395,505	95,673
BENEFITS	3,220	4,351	1,131	31,480	46,103	14,623
TRAVEL EXPENSE	134	83	(51)	945	917	(28)
	33,653	40,754	7,101	332,257	442,525	110,268
TENANT / ADP CLIENT SUPPORT COSTS						
FOOD COST	4,391	6,033	1,642	49,313	59,481	10,168
	4,391	6,033	1,642	49,313	59,481	10,168
MAINTENANCE						
ELECTRICITY	6,396	6,295	(101)	72,532	69,249	(3,283)
ELEVATOR SERVICE / INSPECTION	376	358	(18)	4,826	3,935	(891)
GARBAGE REMOVAL	842	627	(215)	8,438	6,901	(1,537)
PEST CONTROL	204	215	11	2,245	2,361	116
ALARMS AND MONITORING	100	378	278	4,129	4,159	30
TENANT SPECIAL OCCASIONS	0	125	125	1,123	1,375	252
CABLE TV	23	49	26	247	539	292
INSURANCE	3,324	3,169	(155)	36,565	34,857	(1,708)
PHONE	166	399	233	1,730	4,387	2,657
PROPERTY TAXES	5,910	5,929	19	65,772	65,220	(552)
REPAIRS & MAINTENANCE	1,302	4,053	2,751	41,665	44,578	2,912
BUILDING EXPENSES - ADP	367	1,295	929	4,036	12,060	8,024
REPLACEMENT RESERVE - R&M	1,889	1,698	(191)	14,794	18,679	3,885
SECURITY	4,510	4,510	0	49,607	49,608	1
GROUPS MAINTENANCE	1,637	851	(786)	8,784	9,358	574
SUPPLIES EXPENSE	907	1,247	340	6,531	10,767	4,235
MINOR EQUIP & FURNISHING	0	619	619	6,247	6,477	230
WATER & SEWAGE	1,228	1,227	(0)	13,504	13,501	(4)
	29,180	33,044	3,864	342,776	358,010	15,234
ADMINISTRATION						
ADMINISTRATION CHARGES	13,637	14,119	483	148,455	154,281	5,825
BOARD EXPENSES	68	97	29	743	1,062	319
ADVERTISING	769	284	(486)	1,639	2,720	1,081
AUDIT EXPENSES	719	975	256	7,106	10,722	3,616
BANK INTEREST & CHARGES	58	25	(34)	3,200	271	(2,929)
LOAN INTEREST EXPENSE	6,117	3,941	(2,176)	48,642	43,351	(5,291)
MEMBERSHIP FEES / DUES	146	311	165	1,594	3,420	1,826
LEGAL FEES	4,970	0	(4,970)	7,008	0	(7,008)
MISCELLANEOUS EXPENSE	13	236	223	4,941	2,268	(2,673)
PRINTING & OFFICE SUPPLIES	299	520	221	2,973	5,389	2,416
	26,795	20,508	(6,288)	226,301	223,483	(2,817)
CAPITAL						
DEPRECIATION	15,214	15,360	146	167,352	168,960	1,608
	15,214	15,360	146	167,352	168,960	1,608
TOTAL OPERATING EXPENSES	109,233	115,698	6,465	1,118,000	1,252,460	134,460
NET EARNINGS (LOSS) FOR PERIOD	4,310	6,544	(2,234)	50,944	19,850	31,094
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
2/28/2023

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT			
CASH AND CASH EQUIVALENTS	274,769.60	298,997.16	(24,227.56)
ACCOUNTS RECEIVABLE	1,223.11	1,531.45	(308.34)
ALLOWANCE FOR DOUBTFUL ACCOUNTS	0.00	0.00	0.00
HST RECEIVABLE	11,803.72	11,533.17	270.55
PREPAID EXPENSES	0.00	0.00	0.00
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	<u>287,796.43</u>	<u>312,061.78</u>	<u>(24,265.35)</u>
CAPITAL ASSETS			
EQUIPMENT AND FURNITURE	16,186.37	16,186.37	0.00
ACCUMULATED DEPRECIATION	(10,855.51)	(10,585.74)	(269.77)
	<u>5,330.86</u>	<u>5,600.63</u>	<u>(269.77)</u>
TOTAL ASSETS	<u><u>293,127.29</u></u>	<u><u>317,662.41</u></u>	<u><u>(24,535.12)</u></u>
<u>LIABILITIES</u>			
CURRENT			
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES	46,542.99	45,404.99	1,138.00
DUE TO YORK MANOR INC.	10,369.84	5,183.92	5,185.92
DUE TO YORK DEVELOPMENTS INC.	656.18	0.00	656.18
DEFERRED REVENUE	215,297.85	248,486.31	(33,188.46)
TOTAL CURRENT	<u>272,866.86</u>	<u>299,075.22</u>	<u>(26,208.36)</u>
<u>FUND BALANCES</u>			
FUND BALANCES			
FUNDS UNRESTRICTED	2,485.09	2,485.09	0.00
NET INCOME (LOSS) FOR THE PERIOD	17,775.34	16,102.10	1,673.24
TOTAL FUNDS	<u>20,260.43</u>	<u>18,587.19</u>	<u>1,673.24</u>
TOTAL LIABILITIES & FUNDS	<u><u>293,127.29</u></u>	<u><u>317,662.41</u></u>	<u><u>(24,535.12)</u></u>

Centre for Innovation and Research
INCOME STATEMENT - CONSOLIDATED
11 MONTHS ENDING 2/28/2023

	CURRENT MONTH	BUDGET MONTH	ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	ACTUAL VS BUDGET
REVENUE						
GENERAL CONTRIBUTIONS	3,750	3,750	0	41,250	41,250	0
VR - REHAB PROJECT	8,605	5,731	2,874	66,042	63,042	3,000
PROMOTE PHYS ACTIVITY PROJECT	14,229	3,966	10,263	49,655	43,626	6,030
IMPROVE IMMUNIZATION PROJECT	4,628	5,460	(832)	48,483	60,059	(11,576)
PALLIATIVE CARE PROJECT	1,648	1,611	36	17,665	17,722	(57)
POLYPHARM APP PHASE 2 PROJECT	364	10,266	(9,902)	36,295	112,927	(76,632)
GENIE PROJECT	2,448	39,939	(37,491)	256,684	439,328	(182,644)
PASSIVE AWARE PROJECT	6,267	32,190	(25,923)	232,955	378,088	(145,133)
INTEREST INCOME	1,120	250	870	15,562	2,750	12,812
STUDENT FUNDING	0	0	0	9,985	4,833	5,152
SYMPOSIUM	0	0	0	40,420	0	40,420
OTHER INCOME	0	0	0	1,500	0	1,500
TOTAL UNRESTRICTED REVENUE	43,059	103,163	(60,104)	816,496	1,163,625	(347,129)
OPERATING EXPENSES						
WAGES & BENEFITS						
SALARIES AND BENEFITS	29,950	69,003	39,054	494,566	759,038	264,472
SALARIES & BEN CHARGED TO PROJECT	(29,950)	(69,003)	(39,054)	(494,566)	(759,038)	(264,472)
PROJECT WORKERS EXPENSES	0	0	0	9,985	4,833	(5,152)
	0	0	0	9,985	4,833	(5,152)
ADMINISTRATION						
ADMINISTRATION STAFF CHARGEBACKS	2,051	2,051	0	22,565	22,566	1
AUDIT EXPENSES	582	481	(102)	7,345	5,287	(2,058)
BANK INTEREST & CHARGES	0	0	0	0	0	0
DEPRECIATION EXPENSE	270	126	(143)	2,967	1,390	(1,578)
INSURANCE	0	0	0	0	0	0
OFFICE AND COMPUTER SUPPLIES	29	267	238	145	2,933	2,788
OFFICE SPACE COSTS	263	408	145	3,046	4,487	1,441
TELEPHONE	0	0	0	0	0	0
IT SUPPORT	0	42	42	315	458	143
TRAVEL AND ACCOMODATION	0	33	33	0	367	367
MEALS AND ENTERTAINMENT	0	29	29	0	321	321
CONFERENCES AND TRAINING	0	125	125	1,500	1,375	(125)
MINOR EQUIPMENT	0	83	83	0	917	917
MISCELLANEOUS	2	83	81	881	917	36
SYMPOSIUM	0	0	0	42,191	0	(42,191)
	3,197	3,729	532	80,957	41,017	(39,939)
PROJECT RELATED EXPENDITURES						
VR - REHAB PROJECT	8,605	5,731	(2,874)	66,042	63,042	(3,000)
PROMOTE PHYS ACTIVITY PROJECT	14,229	3,966	(10,263)	45,889	43,626	(2,263)
IMPROVE IMMUNIZATION PROJECT	4,628	5,460	832	48,483	60,059	11,576
PALLIATIVE CARE PROJECT	1,648	1,611	(36)	17,665	17,722	57
POLYPHARM APP PHASE 2 PROJECT	364	10,266	9,902	36,295	112,927	76,632
GENIE PROJECT	2,448	39,939	37,491	260,451	439,328	178,877
PASSIVE AWARE PROJECT	6,267	32,214	25,947	232,955	378,063	145,108
MISCELLANEOUS	0	0	0	0	0	0
	38,188	99,187	60,999	707,779	1,114,768	406,988
TOTAL EXPENSES	41,386	102,916	61,530	798,721	1,160,618	361,897
NET EARNINGS (LOSS)	1,673	247	1,426	17,775	3,008	14,768

YCPDAT YORK COUNTY PROPERTIES
BALANCE SHEET
2/28/2023

ASSETS

CURRENT ASSETS

CASH	\$449,170
ACCOUNTS RECEIVABLE	1,707
TOTAL CURRENT ASSETS	<u>\$450,877</u>

LONG-TERM ASSETS

PROPERTY AND EQUIPMENT

YORK FARM	\$7,601
TOTAL PROPERTY AND EQUIPMENT	<u>\$7,601</u>
TOTAL ASSETS	<u><u>\$458,478</u></u>

LIABILITIES

CURRENT LIABILITIES

ACCOUNTS PAYABLE AND ACCRUALS	\$1,707
TOTAL CURRENT LIABILITIES	<u>\$1,707</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>\$458,478</u></u>
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YCPDAT YORK COUNTY PROPERTIES
INCOME STATEMENT
11 MONTHS ENDING 2/28/2023

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
REVENUE						
MISCELLANEOUS SALES	\$0	\$90	(\$90)	\$876	\$993	(\$117)
INTEREST INCOME	1,707	233	1,474	12,847	2,567	10,280
TOTAL REVENUE	\$1,707	\$324	\$1,384	\$13,723	\$3,559	\$10,164
OPERATING EXPENSES:						
SALARIES & BENEFITS						
	\$0	\$0	\$0	\$0	\$0	\$0
BUILDING & GROUNDS						
PROPERTY TAXES	\$0	\$0	\$0	\$318	\$318	(\$0)
	\$0	\$0	\$0	\$318	\$318	(\$0)
ADMINISTRATION						
REIMBURSEMENT OF PARENT COMPANY	\$1,707	\$292	\$1,415	\$13,405	\$3,213	\$10,192
BANK INTEREST & CHARGES	-	5	(5)	-	55	(55)
	\$1,707	\$297	\$1,410	\$13,405	\$3,268	\$10,137
TOTAL OPERATING EXPENSES	\$1,707	\$297	\$1,410	\$13,723	\$3,586	\$10,137
OPERATING SURPLUS (DEFICIT)	\$0	\$27	(\$27)	\$0	(\$27)	\$27
	\$0	\$0	\$0	\$0	\$0	\$0
NET SURPLUS (DEFICIT)	\$0	\$27	(\$27)	\$0	(\$27)	\$27

**YORK CARE CENTRE INC.
BALANCE SHEET
3/31/2023**

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT			
CASH AND CASH EQUIVALENTS	2,141,153.16	2,131,181.90	9,971.26
CASH - RESTRICTED FUNDS	60,431.22	54,231.87	6,199.35
ACCOUNTS RECEIVABLE			
- RESIDENTS	45,047.38	52,386.88	(7,339.50)
- DEPT of SOCIAL DEVELOPMENT	44,607.00	60,019.00	(15,412.00)
- HST	67,672.44	37,791.78	29,880.66
- OTHER	52,155.62	48,620.55	3,535.07
INVENTORIES	148,058.66	122,092.20	25,966.46
PREPAID EXPENSES	48,059.00	101,033.35	(52,974.35)
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	<u>2,607,184.48</u>	<u>2,607,357.53</u>	<u>(173.05)</u>
CASH RESTRICTED FOR FUTURE CAPITAL	0.00	0.00	0.00
LAND, BUILDING AND FURNITURE (Net)	17,267,995.69	17,356,689.46	(88,693.77)
TOTAL FIXED ASSETS	<u>17,267,995.69</u>	<u>17,356,689.46</u>	<u>(88,693.77)</u>
TOTAL ASSETS	<u><u>19,875,180.17</u></u>	<u><u>19,964,046.99</u></u>	<u><u>(88,866.82)</u></u>
<u>LIABILITIES</u>			
CURRENT			
PAYABLES & ACCRUALS	3,502,710.31	3,168,861.97	333,848.34
DEFERRED REVENUE	108,801.76	62,968.43	45,833.33
TOTAL CURRENT	<u>3,611,512.07</u>	<u>3,231,830.40</u>	<u>379,681.67</u>
LONG TERM			
LONG TERM DEBT	14,520,339.18	14,700,979.99	(180,640.81)
DEFERRED CONTRIBUTIONS	1,761,227.64	1,786,272.11	(25,044.47)
TOTAL LIABILITIES	<u>16,281,566.82</u>	<u>16,487,252.10</u>	<u>(205,685.28)</u>
<u>FUND BALANCES</u>			
FUNDS RESTRICTED	54,788.69	56,106.32	(1,317.63)
UNRESTRICTED	(328,106.08)	(327,831.08)	(275.00)
NET INCOME (LOSS) FOR PERIOD	255,418.67	516,689.25	(261,270.58)
TOTAL FUNDS	<u>(17,898.72)</u>	<u>244,964.49</u>	<u>(262,863.21)</u>
TOTAL LIABILITIES & FUNDS	<u><u>19,875,180.17</u></u>	<u><u>19,964,046.99</u></u>	<u><u>(88,866.82)</u></u>

YORK CARE CENTRE INC.
REVENUE AND EXPENSE SUMMARY - CURRENT MONTH
MONTH ENDING 3/31/2023

Description	Actual Current Month	Budget Current Month	Variance		Variance Analysis Budget vs Actual
			Budget vs. Actual	Budget vs. Actual	
REVENUE					
Total Operating Revenue	\$1,896,339	\$1,905,072	-\$8,733		5 vacant bed days
Non-Recurring Budget Amend	\$43,669	\$43,670	-\$1		
Administration	\$32,864	\$21,537	\$11,327		
Care Services	\$13,016	\$13,872	-\$856		
Operations	\$32,998	\$27,314	\$5,683		
Mortgage / Loan Payments	\$25,044	\$25,044	\$0		
TOTAL REVENUE	\$2,043,950	\$2,036,510	\$7,420		
OPERATING EXPENSES					
Administration	\$375,267	\$378,641	\$3,374		Salaries overspent by \$4,104, EI, CPP and WHSCC underspent by \$6,036, underexpend in pension/group health expense of \$4,886, underspent on bank chgs & bad debts by \$192, underspent in advertising by \$308, overspent on office equip and supplies by \$629, overspent in prof'l fees & travel by \$6,689, overexpend on NBANH Membership \$240; underspent on staff & volunteer recognition \$675; overspent on minor equipment by \$5,319, underspent on education by \$8,254, plus other minor variances.
Care Services	\$952,841	\$886,438	-\$66,402		Underexpend in salaries of \$51,356, underexpend in fall reduction, care supplies and meds \$15,069, overspent on incontinent supplies by \$6,363, overspent in minor equipment by \$121,087, overspent on recruitment by \$1,743, underspent on BG memory Lane Project by \$2,500, overspent in recreation supplies by \$4,738, underspent on pastoral supplies by \$163; plus other minor variances.
Operations	\$705,687	\$538,457	-\$167,230		Salaries overspent by \$11,670, food & thickeners overspent by \$2,447, dietary supplies overspent by \$1,852, laundry supplies & linen overspent by \$17,505, housekeeping supplies overspent by \$2,397, telephone & cable overspent by \$3,257, insurance overspent by \$775, maintenance overspent by \$24,562, heating fuel and electricity overspent by \$11,422, vehicle expenses overspent by \$1,973, minor equipment overspent by \$50,180, consulting fees overspent by \$1,819, computer supplies and support overspent by \$38,254, underspent re website & commun events \$401, GET Inspired comm underspent by \$1,182, overspent on recruitment \$698, plus other minor variances.
Mortgage / Loan Payments	\$271,405	\$259,547	-\$11,859		Over expend \$11,859 due to Capital purch higher than budget
TOTAL EXPENSES	\$2,305,200	\$2,063,084	-\$242,117		NOTE: There may be adjustments before the Audited Statements are finalized.
NET SURPLUS (DEFICIT)	-\$261,271	-\$26,574	-\$234,697		

YORK CARE CENTRE INC.
REVENUE AND EXPENSE - SUMMARY FOR YEAR TO DATE
12 MONTHS ENDING 3/31/2023

Description	Actual Previous YTD	Actual Current YTD	Budget Current YTD	Variance Budget vs Actual	Year to Date Variance Analysis Budget vs Actual	Forecast to Year End 31-Mar-23	2022-23 Full Year Budget	Variance Budget vs Forecast Year End
	REVENUE AND RECOVERIES							
Operating Revenue	\$21,011,611	\$23,251,154	\$23,334,262	-\$83,108	644 Vacant bed days	\$23,251,154	\$23,334,262	-\$83,108
Non-recurring Budget Amendments	\$533,819	\$358,295	\$358,296	-\$1		358,295	\$358,296	-\$1
Administration	\$697,606	\$443,162	\$356,890	\$86,272		443,162	\$356,890	\$86,272
Care Services	\$111,425	\$127,425	\$166,468	-\$39,043		127,425	\$166,468	-\$39,043
Operations	\$278,929	\$341,552	\$327,768	\$13,784		341,552	\$327,768	\$13,784
Mortgage / Loan Payments	\$314,483	\$300,534	\$300,532	\$2		300,534	\$300,532	\$2
TOTAL REVENUE AND RECOVERIES	\$22,947,872	\$24,822,122	\$24,844,216	-\$22,094		\$24,822,122	\$24,844,216	-\$22,094
OPERATING EXPENSES								
Administration	4,031,575	4,149,600	4,367,430	217,831	Salaries underspent by \$3,351, EI, CPP and WHSCC underspent by \$153,075, underexpend in pension/group health expense of \$22,474, overspent n retirement allow \$4,335, underspent on uniform allow \$5,692, underspent on bank chgs & bad debts by \$1,501, underspent in advertizing by \$1,074, underspent on office equip and supplies by \$19,341, underspent in prof'l fees & travel by \$9,461, overspent on NBANH Fees \$8,874; underspent on staff & volunteer recognition \$3,957; overspent on minor equipment by \$8,414, underspent on education by \$19,531, plus other minor variances.	\$4,149,600	4,367,430	217,830
Care Services	9,380,869	10,428,255	10,844,631	416,376	Underexpend in salaries of \$609,111, underexpend in fall reduction, care supplies and meds \$565, overspent on incontinent supplies by \$19,040, overspent in minor equipment by \$159,271, overspent on recruitment by \$18,322, underspent on research by \$5,000, underspent on BG memory Lane Project by \$24,454, overspent in recreation supplies by \$25,538, underspent on pastoral supplies by \$1,903; plus other minor variances.	10,428,255	10,844,631	416,376
Operations	6,257,044	6,873,797	6,463,298	(410,499)	Salaries overspent by \$90,311, food & thickeners overspent by \$40,901, dietary supplies overspent by \$26,518, laundry supplies & linen overspent by \$51,419, housekeeping supplies underspent by \$33,091, telephone & cable overspent by \$20,318, insurance overspent by \$9,335, maintenance overspent by \$15,321, heating fuel and electricity overspent by \$40,464, vehicle expenses overspent by \$20, minor equipment overspent by \$93,019, consulting fees overspent by \$21,428, computer supplies and support overspent by \$62,775, underspent re website & commun events \$28,040, GET inspired comm underspent by \$5,546, overspent on recruitment \$5,346, plus other minor variances.	6,873,797	6,463,298	(410,499)
Mortgage / Loan Payments	3,116,921	3,115,052	3,114,560	(492)	Overexpend of \$492 due to Capital purchases higher than budget.	3,115,052	3,114,560	(492)
TOTAL EXPENSES	\$22,786,410	\$24,566,703	\$24,789,920	\$223,216	NOTE: There may be adjustments before the Audited Statements are finalized.	\$24,566,704	\$24,789,920	\$223,216
NET SURPLUS (DEFICIT)	\$161,463	\$255,419	\$54,296	\$201,122		\$255,418	\$54,296	\$201,122
Less: Transfer to replacement reserve		3,300	0	(3,300)		3,300	0	(3,300)
(Increase) or Decrease in Operating Fund Accumulated Deficit		\$252,119	\$54,296	\$204,422		\$252,118	\$54,296	\$204,422

YDIDAT YORK DEVELOPMENT INC
BALANCE SHEET - CONSOLIDATED
3/31/2023

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT ASSETS			
CASH	306,551	297,567	8,984
ACCOUNTS RECEIVABLE	21,266	18,912	2,354
HST RECEIVABLE	2,597	920	1,677
PREPAID EXPENSES	58,901	68,105	(9,203)
TOTAL CURRENT ASSETS	389,317	385,504	3,813
RESTRICTED CASH AND DEPOSITS			
REPLACEMENT RESERVE FUND	253,727	253,769	(42)
DEFERRED VACANCY SUBSIDY	43,737	43,572	165
TOTAL RESTRICTED CASH & DEPOSITS	297,465	297,341	123
FIXED ASSETS			
BUILDING & LAND 91 SUNSET DR	518,208	518,208	0
BUILDING & LAND 95 SUNSET DR	516,127	516,127	0
BUILDING & LAND 120 SUNSET DR	973,166	973,166	0
BUILDING & LAND 116 SUNSET DR PROJECT#2	1,333,457	1,333,457	0
BUILDING & LAND 116 SUNSET DR	2,062,837	2,062,837	0
BUILDING IMPROVEMENTS & EQUIPMENT	921,623	921,623	0
ACCUMULATED DEPRECIATION	(4,174,762)	(4,161,762)	(13,000)
TOTAL FIXED ASSETS	2,150,656	2,163,655	(13,000)
TOTAL ASSETS	2,837,437	2,846,500	(9,064)
<u>LIABILITIES</u>			
CURRENT LIABILITIES			
ACCOUNTS PAYABLE & ACCRUED LIABILITIES	182,071	190,826	(8,755)
DEFERRED REVENUE	9,483	12,075	(2,592)
TOTAL CURRENT LIABILITIES	191,554	202,901	(11,347)
LONG TERM DEBT			
MORTGAGE 116 SUNSET DRIVE	1,685,034	1,696,102	(11,068)
TOTAL LONG TERM LIABILITIES	1,685,034	1,696,102	(11,068)
DEFERRED CONTRIBUTIONS			
DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS	5,002	5,168	(167)
TOTAL DEFERRED	5,002	5,168	(167)
FUND BALANCES			
REPLACEMENT RESERVE RESTRICTED	251,572	251,881	(309)
VACANCY SUBSIDY RESERVE	43,737	43,572	165
EARNED SURPLUS	595,860	595,933	(73)
NET INCOME (LOSS) FOR PERIOD	64,679	50,944	13,735
TOTAL EQUITY	955,847	942,329	13,518
TOTAL LIABILITIES & FUND BALANCES	2,837,437	2,846,500	(9,064)

YDIDAT YORK DEVELOPMENT INC
INCOME STATEMENT - CONSOLIDATED
12 MONTHS ENDING 3/31/2023

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
REVENUE						
RENTALS	61,659	61,466	193	735,973	733,560	2,413
TENANT SUBSIDY	(1,975)	(2,996)	1,021	(28,526)	(35,946)	7,420
RENT SUPPLEMENT - SH	9,814	9,814	0	112,469	112,469	0
ADULT DAY PROGRAM FEES	8,666	15,692	(7,026)	32,863	97,334	(64,471)
WASHER & DRYER REVENUE	967	896	71	11,060	10,750	310
OTHER REVENUE	0	0	0	390	0	390
INTEREST INCOME	1,410	113	1,296	9,678	1,360	8,318
REVENUE - SD CARE HOURS	8,254	12,463	(4,209)	93,446	149,559	(56,113)
REVENUE - OTHER CARE HOURS	220	275	(55)	2,564	3,300	(736)
REVENUE - TENNANT SERVICES	19,410	18,994	416	223,945	227,933	(3,988)
AMORT OF DEFERRED CONTRIB	6,282	6,283	(0)	75,390	75,392	(2)
RECOVERY PROJECT WORKERS	0	0	0	0	3,600	(3,600)
MISCELLANEOUS INCOME	2,261	2,000	261	16,660	18,000	(1,340)
TOTAL REVENUE	116,968	125,000	(8,033)	1,285,912	1,397,311	(111,399)
OPERATING EXPENSES						
WAGES & BENEFITS						
SALARIES	33,081	38,303	5,221	332,913	433,808	100,895
BENEFITS	3,525	4,485	960	35,006	50,589	15,583
TRAVEL EXPENSE	121	83	(38)	1,066	1,000	(66)
	36,728	42,872	6,144	368,985	485,397	116,412
TENANT / ADP CLIENT SUPPORT COSTS						
FOOD COST	5,138	6,341	1,203	54,451	65,822	11,371
	5,138	6,341	1,203	54,451	65,822	11,371
MAINTENANCE						
ELECTRICITY	(5,524)	6,295	11,819	67,008	75,544	8,536
ELEVATOR SERVICE / INSPECTION	376	358	(18)	5,203	4,293	(910)
GARBAGE REMOVAL	842	627	(215)	9,280	7,528	(1,752)
PEST CONTROL	517	215	(302)	2,762	2,576	(186)
ALARMS AND MONITORING	145	378	233	4,273	4,537	264
TENANT SPECIAL OCCASIONS	0	125	125	1,123	1,500	377
CABLE TV	23	49	26	270	588	318
INSURANCE	3,324	3,169	(155)	39,889	38,026	(1,863)
PHONE	557	399	(158)	2,287	4,786	2,499
PROPERTY TAXES	6,205	5,929	(276)	71,977	71,149	(828)
REPAIRS & MAINTENANCE	4,793	4,053	(740)	46,458	48,630	2,172
BUILDING EXPENSES - ADP	367	1,486	1,119	4,403	13,546	9,143
REPLACEMENT RESERVE - R&M	1,427	1,698	271	16,221	20,377	4,156
SECURITY	4,510	4,510	0	54,117	54,118	1
GROUNDS MAINTENANCE	6,956	851	(6,105)	15,740	10,209	(5,531)
SUPPLIES EXPENSE	922	1,379	457	7,453	12,146	4,692
MINOR EQUIP & FURNISHING	34	619	585	6,281	7,096	815
WATER & SEWAGE	1,228	1,227	(0)	14,732	14,728	(4)
	26,701	33,366	6,665	369,477	391,376	21,899
ADMINISTRATION						
ADMINISTRATION CHARGES	13,637	14,119	483	162,092	168,400	6,308
BOARD EXPENSES	68	97	29	810	1,158	348
ADVERTISING	166	284	118	1,805	3,004	1,199
AUDIT EXPENSES	719	975	256	7,825	11,697	3,872
BANK INTEREST & CHARGES	82	25	(57)	3,282	296	(2,986)
BAD DEBT EXPENSE	0	500	500	0	500	500
LOAN INTEREST EXPENSE	5,039	3,941	(1,098)	53,682	47,292	(6,390)
MEMBERSHIP FEES / DUES	(22)	311	333	1,572	3,731	2,159
LEGAL FEES	1,648	0	(1,648)	8,656	0	(8,656)
MISCELLANEOUS EXPENSE	91	236	145	5,032	2,504	(2,528)
PRINTING & OFFICE SUPPLIES	239	520	281	3,212	5,909	2,697
	21,666	21,008	(659)	247,967	244,491	(3,476)
CAPITAL						
DEPRECIATION	13,000	15,360	2,360	180,352	184,320	3,968
	13,000	15,360	2,360	180,352	184,320	3,968
TOTAL OPERATING EXPENSES						
	103,233	118,947	15,713	1,221,233	1,371,407	150,174
NET EARNINGS (LOSS) FOR PERIOD						
	13,735	6,054	7,681	64,679	25,904	38,775
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
3/31/2023**

	Current Month	Prior Month	Difference
<u>ASSETS</u>			
CURRENT			
CASH AND CASH EQUIVALENTS	546,797.95	274,769.60	272,028.35
ACCOUNTS RECEIVABLE	1,243.12	1,223.11	20.01
ALLOWANCE FOR DOUBTFUL ACCOUNTS	0.00	0.00	0.00
HST RECEIVABLE	11,859.65	11,803.72	55.93
PREPAID EXPENSES	0.00	0.00	0.00
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	<u>559,900.72</u>	<u>287,796.43</u>	<u>272,104.29</u>
CAPITAL ASSETS			
EQUIPMENT AND FURNITURE	16,186.37	16,186.37	0.00
ACCUMULATED DEPRECIATION	<u>(11,125.28)</u>	<u>(10,855.51)</u>	<u>(269.77)</u>
	5,061.09	5,330.86	(269.77)
TOTAL ASSETS	<u><u>564,961.81</u></u>	<u><u>293,127.29</u></u>	<u><u>271,834.52</u></u>
<u>LIABILITIES</u>			
CURRENT			
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES	50,496.00	46,542.99	3,953.01
DUE TO YORK MANOR INC.	5,202.62	10,369.84	(5,167.22)
DUE TO YORK DEVELOPMENTS INC.	781.89	656.18	125.71
DEFERRED REVENUE	486,818.43	215,297.85	271,520.58
TOTAL CURRENT	<u>543,298.94</u>	<u>272,866.86</u>	<u>270,432.08</u>
<u>FUND BALANCES</u>			
FUND BALANCES			
FUNDS UNRESTRICTED	2,485.09	2,485.09	0.00
NET INCOME (LOSS) FOR THE PERIOD	19,177.78	17,775.34	1,402.44
TOTAL FUNDS	<u>21,662.87</u>	<u>20,260.43</u>	<u>1,402.44</u>
TOTAL LIABILITIES & FUNDS	<u><u>564,961.81</u></u>	<u><u>293,127.29</u></u>	<u><u>271,834.52</u></u>

Centre for Innovation and Research
INCOME STATEMENT - CONSOLIDATED
12 MONTHS ENDING 3/31/2023

	CURRENT MONTH	BUDGET MONTH	ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	ACTUAL VS BUDGET
REVENUE						
GENERAL CONTRIBUTIONS	3,750	3,750	0	45,000	45,000	0
VR - REHAB PROJECT	2,731	5,731	(3,000)	68,773	68,773	0
PROMOTE PHYS ACTIVITY PROJECT	(2,064)	3,966	(6,030)	47,592	47,592	0
IMPROVE IMMUNIZATION PROJECT	4,356	5,460	(1,104)	52,839	65,519	(12,681)
PALLIATIVE CARE PROJECT	1,669	1,611	57	19,334	19,334	0
POLYPHARM APP PHASE 2 PROJECT	830	10,266	(9,436)	37,126	123,193	(86,068)
GENIE PROJECT	20,717	39,939	(19,222)	277,401	479,267	(201,866)
PASSIVE AWARE PROJECT	13,574	32,190	(18,615)	246,530	410,278	(163,748)
INTEREST INCOME	1,140	250	890	16,702	3,000	13,702
STUDENT FUNDING	0	0	0	9,985	4,833	5,152
SYMPOSIUM	0	0	0	40,420	0	40,420
OTHER INCOME	0	0	0	1,500	0	1,500
TOTAL UNRESTRICTED REVENUE	46,704	103,163	(56,459)	863,200	1,266,788	(403,588)
OPERATING EXPENSES						
WAGES & BENEFITS						
SALARIES AND BENEFITS	34,241	69,003	34,763	528,807	828,041	299,234
SALARIES & BEN CHARGED TO PROJECT	(34,241)	(69,003)	(34,763)	(528,807)	(828,041)	(299,234)
PROJECT WORKERS EXPENSES	0	0	0	9,985	4,833	(5,152)
	0	0	0	9,985	4,833	(5,152)
ADMINISTRATION						
ADMINISTRATION STAFF CHARGEBACKS	2,051	2,051	0	24,616	24,617	1
AUDIT EXPENSES	582	481	(102)	7,927	5,768	(2,159)
BANK INTEREST & CHARGES	0	0	0	0	0	0
DEPRECIATION EXPENSE	270	126	(143)	3,237	1,516	(1,721)
INSURANCE	0	0	0	0	0	0
OFFICE AND COMPUTER SUPPLIES	38	267	229	183	3,200	3,017
OFFICE SPACE COSTS	263	408	145	3,309	4,895	1,586
TELEPHONE	0	0	0	0	0	0
IT SUPPORT	47	42	(5)	362	500	138
TRAVEL AND ACCOMODATION	0	33	33	0	400	400
MEALS AND ENTERTAINMENT	0	29	29	0	350	350
CONFERENCES AND TRAINING	0	125	125	1,500	1,500	0
MINOR EQUIPMENT	0	83	83	0	1,000	1,000
MISCELLANEOUS	0	83	83	881	1,000	119
SYMPOSIUM	237	0	(237)	42,428	0	(42,428)
	3,488	3,729	241	84,444	44,746	(39,698)
PROJECT RELATED EXPENDITURES						
VR - REHAB PROJECT	2,731	5,731	3,000	68,773	68,773	0
PROMOTE PHYS ACTIVITY PROJECT	1,703	3,966	2,263	47,592	47,592	0
IMPROVE IMMUNIZATION PROJECT	4,356	5,460	1,104	52,839	65,519	12,681
PALLIATIVE CARE PROJECT	1,669	1,611	(57)	19,334	19,334	0
POLYPHARM APP PHASE 2 PROJECT	830	10,266	9,436	37,126	123,193	86,068
GENIE PROJECT	16,950	39,939	22,988	277,401	479,267	201,866
PASSIVE AWARE PROJECT	13,574	32,214	18,639	246,530	410,277	163,747
MISCELLANEOUS	0	0	0	0	0	0
	41,813	99,187	57,373	749,593	1,213,954	464,361
TOTAL EXPENSES	45,301	102,915	57,614	844,022	1,263,533	419,511
NET EARNINGS (LOSS)	1,402	247	1,155	19,178	3,255	15,923

YCPDAT YORK COUNTY PROPERTIES
BALANCE SHEET
3/31/2023

ASSETS

CURRENT ASSETS

CASH	\$449,170
ACCOUNTS RECEIVABLE	1,893
TOTAL CURRENT ASSETS	<u>\$451,063</u>

LONG-TERM ASSETS

PROPERTY AND EQUIPMENT

YORK FARM	\$7,601
TOTAL PROPERTY AND EQUIPMENT	<u>\$7,601</u>
TOTAL ASSETS	<u><u>\$458,664</u></u>

LIABILITIES

CURRENT LIABILITIES

ACCOUNTS PAYABLE AND ACCRUALS	\$1,893
TOTAL CURRENT LIABILITIES	<u>\$1,893</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>\$458,664</u></u>
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YCPDAT YORK COUNTY PROPERTIES
INCOME STATEMENT
12 MONTHS ENDING 3/31/2023

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
REVENUE						
MISCELLANEOUS SALES	\$0	\$90	(\$90)	\$876	\$1,083	(\$207)
INTEREST INCOME	1,893	233	1,660	14,740	2,800	11,940
TOTAL REVENUE	\$1,893	\$324	\$1,570	\$15,616	\$3,883	\$11,733
OPERATING EXPENSES:						
SALARIES & BENEFITS						
	\$0	\$0	\$0	\$0	\$0	\$0
BUILDING & GROUNDS						
PROPERTY TAXES	\$0	\$0	\$0	\$318	\$318	(\$0)
	\$0	\$0	\$0	\$318	\$318	(\$0)
ADMINISTRATION						
REIMBURSEMENT OF PARENT COMPANY	\$1,893	\$292	\$1,601	\$15,298	\$3,505	\$11,793
BANK INTEREST & CHARGES	-	5	(5)	-	60	(60)
	\$1,893	\$297	\$1,596	\$15,298	\$3,565	\$11,733
TOTAL OPERATING EXPENSES	\$1,893	\$297	\$1,596	\$15,616	\$3,883	\$11,733
OPERATING SURPLUS (DEFICIT)	\$0	\$27	(\$27)	\$0	\$0	\$0
	\$0	\$0	\$0	\$0	\$0	\$0
NET SURPLUS (DEFICIT)	\$0	\$27	(\$27)	\$0	\$0	\$0



REPORT TO THE FINANCE & ADMINISTRATION COMMITTEE

January 1, 2023 to March 31, 2023
Quarter 4 Activity

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

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

Senior Leader

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

Key Areas of Reporting

Human Resources
Financial Services
Facilities, Building and Infrastructure

1. Human Resources

- During Quarter 4 (January - March), we on-boarded and welcomed **19 new staff members**. One is part of our Registered staff team who was hired as an RA and obtained her LPN diploma. As always, the HR team continues to actively recruit and on-board regularly.
- In the Q4, 15 employees resigned, 2 employees retired, and 2 employees were terminated due to an unsuccessful probationary period.
- This fiscal year we conducted **12 on-boarding sessions**, welcoming over 90 new staff to the YCC team. We acknowledged 68 resignations, 3 terminations and extended 'happy retirement' greetings to 7 staff.
- **IEN Recruitment:** The VP, Care Services & Quality and I travelled to the Philippines in February along with 7 other nursing homes to participate in a long-term care recruitment mission. This mission was part of a Government NB, Department of Health, Opportunities New Brunswick and Staffhouse International Resources collaboration. We interviewed 58 candidates (Manila & Cebu) with a goal of extending 11 offers of employment: 1 RN, 2 LPN's and 8 RA's. We extended to 13 candidates: 1 RN, 2 LPN's and 10 RA's and to date all candidates have signed off on their employment agreements. I am currently in the process of working with the candidates to have them complete their required paperwork, and once completed their information is inputted into the employers' portal for processing.
- Activities coordinated amongst the Get Inspired Team and Human Resources included: celebration of Activities Professional Day, Valentine treats in the staffrooms, recognition of Nutrition month and staff 'years of service' awards. For the years of service awards, staff who reached a milestone beginning with 5 years of service and continuing with 5-year increments were acknowledged with a monetary gift. This year we celebrated 4 employees who reached their 20 years of service milestone.
- We coordinated a second Internal Resident Attendant Training course this fiscal year which started in January and graduated 5 Resident Attendants in February.
- **Staff Training:** In accordance with the Nursing Home Standards regulations, a new component has been added that requires all direct care staff to have up to date certification for CPR. This quarter we ran 12 sessions for care staff. Four Gentle Persuasive Approach training sessions were conducted: 2 sessions for participants in our Internal RA courses and 2 sessions for staff members. 10 employees participated in Joint Occupational Health and Safety Committee Training this quarter.
- We welcomed 44 students from NBCC and UNB as part of their clinical placement.
- To date we have received confirmation of funding through the SEED program to hire 3 summer students. As well, we have an intern from STU joining us for 14 weeks.

Human Resources Key Performance Indicators

	Q4 2021-22	Q1 2022-23	Q2 2022-23	Q3 2022-23	Q4 2022-23
Retention Rate (%) – 12 month look-back Number of employees who remain on staff as percentage of those who were on staff 1 year ago.	74%	71%	73%	70%	72%
Resignations Within One Year (#) Number of resignations within the first year of employment	5	5	9	7	7

Sick Time Sick days / FTE (standardized - # of days/1957.5 hours worked within the quarter.)	21.64	20.24	16.18	17.28	13.25
Sick Time (%) - Sick hours as a percentage of total paid hours	8.2%	7.7%	6.1%	6.6%	5.1%
Overtime Hours (%) Overtime hours as a percentage of total worked hours.	5.3%	4.3%	5.3%	5.9%	6.5%
Care Hours (Short) Average # hours worked per day below the target (RN,LPN,RA)	95.51	93.76	78.03	71.64	60.31
% RN Hours Number of RN hours worked as a percentage of the target.	80%	77%	83%	101%	101%
% hours of professional care (RN/LPN) Number of RN/LPN hours worked as a percentage of the target.	83%	85%	87%	97%	93%

2. Facilities, Building, and Infrastructure

- **Facility IT Replacement Plan** - The installation of new IT servers to replace aging infrastructure and included the migration from an On-premises Exchange server to Office 365 and increased storage capacity.
- **Wireless Infrastructure Upgrade** – Upgrade of our wireless internet infrastructure to replace existing Access Points which will be reaching their End-Of-Life date in May 2023. This upgrade involves Entry Level Wi-Fi 6 technology and a move from on-site hardware controllers to Cloud-based Central control.
- **Hair Care Equipment** – Upgrade of equipment used by our Hairdresser/Barber which included new hair dryers, rinsing capes, transport chairs and miscellaneous haircutting tools.
- **Replacement of Tower Servery Countertops** – As a result of the building settling, the countertops developed cracks. These countertops were replaced, installed and re-levelled.
- **YDI Energy Audit** – Energy Audits were completed in 91, 95 and 120 Sunset Drive to look at the possibility of planned improvements in the building’s energy efficiency.
- **Disaster and Emergency Plan update** – An update to the Disaster and Emergency Plan has been completed by the Disaster and Emergency Committee addressing changes in personnel and any changes in procedures since the last update in 2016. Still left to do is the confirmation of service agreements and the addition of a cybersecurity response plan.
- **A-Wing Water Damage** – As a result of a frozen sprinkler line in A-wing we encountered a flood in A-wing. A-wing is mainly used for storage so there was very little impact on Resident life. All rooms were emptied, cleaned, and returned to service with no permanent damage to the building other than 2 rooms which had floor tiles containing asbestos lift and required abatement using an appropriate contractor.

Facilities, Building and Infrastructure Key Performance Indicators

	Q4 2021-22	Q1 2022-23	Q2 2022-23	Q3 2022-23	Q4 2022-23
YCC Room Refurbishment - The number of resident rooms that are refurbished to a near-new state. (Target – 27/quarter)		28	25	26	42
Recyclables diverted from landfill This indicator looks at the total weight of recyclables diverted from landfill		102 kg	280 kg	895 kg	268 kg
Food Cost per Resident Day		\$9.80	\$9.73	\$11.00	\$11.21

3 Financial Services

- YCC incurred a deficit of (\$288,739) in Q4 finished the fiscal year with a surplus of \$255,418 at March 31, 2023. This YTD surplus resulted primarily from unplanned revenue for Safe Restart and the Truth and Reconciliation STAT received from Department of Social Development and an under expenditure in salaries and benefits due to difficulty staffing. This was offset by a planned over expenditure in minor equipment to use some of the surplus and by over expenditures for various other supplies accounts due to very high inflation.
- CIRA incurred a surplus of \$4,938 in Q4 with a YTD surplus of \$19,177 at March 31, 2023. The Q4 surplus primarily due to interest revenue earned on the bank account being higher than budget and admin expenses being lower than budget. The interest revenue for the year is higher than budgeted by \$13,702.
- YDI realized a surplus of \$31,602 in Q4 and has a YTD surplus of \$64,680 at March 31, 2023. This was partly a planned surplus due to the YDI mortgages now paid in full. Bank interest earned is higher than budgeted by \$8,318 for the year. The Adult Day program started operating late in Q2 and it was able to finish the year with a surplus of \$3,122.
- Overall, the three companies have a Q4 deficit of (\$252,199) and a year-end surplus of \$339,275 at March 31, 2023 on the cumulative actual revenue of \$26.6 million. This equals 1.26% of the revenue for the 2022-23 fiscal year. Note the above referenced surplus or deficits are preliminary only, as the final year-end figures will not be known until after the financial audits are completed.

4. Operating Plan 2022-23 – Status Report

Fifteen objectives were scheduled for completion by Quarter 4. Ten have been completed, while the remaining five will carry over to next year.

Note: Shaded Cell Indicates the Target Date for Completion

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