

## Finance & Administration Committee

### AGENDA

Monday January 30, 2023 @ 5:30 pm  
York Care Centre Boardroom

Join Zoom Meeting

<https://us02web.zoom.us/j/89430011898?pwd=NkZPamtic3dFdIJEWVFYck5T0TFxZz09>

Meeting ID: 894 3001 1898

Passcode: 531925

<u>Item</u>	<u>Description</u>	
1.	Call to Order	Pierre LeBlanc
2.	Declaration of Conflict of Interest	Pierre LeBlanc
3.	Approval of previous minutes – November 24, 2022*	Pierre LeBlanc
4.	<b>Business Arising</b>	
	4.1 Cybersecurity threat assessment – plan 4.2 YDI Mortgage	Geri Geldart & Michel Boyer Byard Smith
5.	<b>Unaudited Financial Statements for the Period ending October 31, 2022*</b> <ul style="list-style-type: none"> <li>• York Care Centre</li> <li>• York Developments Inc.</li> <li>• Centre for Innovation and Research in Aging Inc.</li> <li>• York County Properties Inc.</li> </ul> <b>Unaudited Financial Statements for the Period ending Nov 30, 2022*</b> <ul style="list-style-type: none"> <li>• York Care Centre</li> <li>• York Developments Inc.</li> <li>• Centre for Innovation and Research in Aging Inc.</li> <li>• York County Properties Inc.</li> </ul>	Byard Smith

	<p><b>Unaudited Financial Statements for the Period ending December 31, 2022*</b></p> <ul style="list-style-type: none"> <li>• York Care Centre</li> <li>• York Developments Inc.</li> <li>• Centre for Innovation and Research in Aging Inc.</li> <li>• York County Properties Inc.</li> </ul>	
<b>6.</b>	<p><b>New Business</b></p> <p>6.1 Q3 Report - Finance &amp; Administration*</p> <p>6.2 Implementation and Evaluation of a 4-day Work Week*</p> <p>6.3 Philippines Recruitment Mission</p> <p>6.4 Housing Opportunities – Discussions with DSD</p> <p>6.5 Governance Policy Gov-N-261 – Recommendations for Foundation projects.*</p>	<p>Byard Smith Shelley Kenney Michel Boyer</p> <p>Geri Geldart Shelley Kenny Geri Geldart / Byard Smith Geri Geldart</p>
<b>7.</b>	<b>Other</b>	
<b>8.</b>	<b>Date of next meeting – March 20, 2023</b>	

**\*Denotes Attachment**

Committee Members: Pierre Leblanc (Chair), Gary Beattie, Wayne Snowdon, Lyne St-Pierre-Ellis, Martin Ferguson, Deborah Wybou, Doug Holt, Brenda Bosse, Andrew Currie (Community Member)  
Staff: Geri Geldart (ex-officio), Byard Smith, Shelley Kenney, Michel Boyer



**Minutes of meeting of the Finance & Administration Committee  
at York Care Centre, 100 Sunset Drive, Fredericton NB and virtual meeting  
on November 21, 2022 at 5:30pm**

Present: Pierre LeBlanc (Chair), Martin Ferguson, Gary Beattie, Lyne St-Pierre-Ellis (VC), Doug Holt, Andrew Currie(VC), Deborah Wybou, Wayne Snowdon, Brenda Bosse(VC)

Staff: Geri Geldart, Byard Smith, Shelley Kenny, Michel Boyer

\*\*\*\*\*

**1. Call to Order and approval of Agenda**

Mr. LeBlanc called the meeting to order at 5:30 pm. The agenda was approved as presented.

**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 Minutes – September 22, 2022**

The minutes of September 22, 2022 were reviewed by the committee and edits were made.

***Motion:***

***It was moved by G. Beattie and seconded by D. Holt that the Minutes of September 22, 2022 be accepted as amended.***

***All in Favor***

***Motion carried***

**4. Business Arising**

4.1 Nil.

**5. Financial Statements – for review and approval**

**5.1 Unaudited Financial Statements for the period ending August 30, 2022**

The unaudited financial statements for the month of August 30, 2022 were included in the meeting package for information. Not discussed.

**5.2 Unaudited Financial Statements for the period ending September 30, 2022**

The statements were included in the meeting package. Mr. Smith reviewed the statements and answered questions.

**York Care Centre Inc.** – Current revenue for the end of September showed a total of \$2,391,674. Expenses were \$2,083,594. Surplus \$308,080. Year to date surplus of \$584,631.

- Surplus is driven by under expenditure in salary numbers, staff issues and unplanned funding for the Truth and Reconciliation statutory holiday and the Queen’s day of mourning.
- Senior leadership team are determining a priority list of equipment, staff education, infrastructure and care products for purchase to reduce the surplus.

**York Developments Inc.**- Current revenue: \$98,579, expenses are \$103,257 with a deficit of \$4,678. Year to date surplus \$12,274.

- Surplus is a result of the YDI mortgages now paid in full and also due to under expenditure in the repairs and maintenance expenses.
- The Adult Day Program opening later than planned in Q2 so incurred a Q2 deficit.

**CIRA** – Current revenue \$71,403, expenses are \$59,574 with a surplus \$11,829. Year to date surplus \$26,460 at September 30, 2022.

- Surplus was due to the interest revenue earned on the bank account being higher than budgeted by \$6,457,

**York County Property** - year to date total revenue and expenses is \$5294. Surplus is \$0.

**Motion:**

**It was moved by D. Holt, seconded by B. Bosse that;  
The Financial Statements for August and September 2022 be approved as presented.  
All in favour.**

**Motion carried.**

## **6.1 Q2 Report – Finance and Administration**

Shelley Kenny presented the Q2 report for human resources highlighting the accomplishments and challenges. There were 30 new staff onboarded in quarter 2. In quarter 2, 2 employees retired and 26 employees resigned. The various reasons for the resignations were discussed. HR announced two Judy Yeaman’s scholarship recipients and 1 general scholarship recipients. All received an amount of \$1000.

Human Resources key performance indicators were discussed and reviewed.

- Ms. Kenny noted that sick time is being addressed through attendance management by the managers.
- Overtime hours in this quarter are up due to staff resignations.

Michel Boyer presented a report on the facilities, building and infrastructure which outlined the various ongoing projects within the facility. M. Boyer spoke on the recent assessment performed on the roof by a structural engineer to determine the scope of the roof replacement project. Discussions have started with Social Development and it appears this may be included in the funding for their capital projects.

Key performance indicators were reviewed. M. Boyer and his team will be developing a plan to enhance resident mealtime.

M. Boyer spoke on the re-implementation of the Emergency & Disaster response committee. The committee has met, and goals have been set to update the plan. Work has also begun on developing a contingency plan for cybersecurity threats.

The Q2 report from Financial Services that shows all three companies have a surplus of \$422,654 and a YTD surplus of \$623,364 at September 30, 2022 on the cumulative actual revenue of \$13.8 million. This equals 5.52% of the revenue for the first two quarters of 2022-23.

### **6.2 Memorandum for Recommendation – YDI Mortgage Renewal**

Mr. Smith brought forward a recommendation for approval of YDI mortgage renewal. YDI had a mortgage with Industrial Alliance which matured on October 1, 2022. IA does not want to renew this mortgage due to its small principal balance. A briefing note was provided which outlined there are potentially two financial institutions willing to provide the required mortgage funding. Mr. Smith provided feedback to the committee after discussions and negotiations with both financial institutions (TD Commercial Banking and National Bank of Canada). The recommendation that YCC utilize TD commercial banking institution was brought forward.

The committee requested an amended motion that would allow for the President and CEO to determine the rate for the mortgage at such time.

**Motion:**

**It was moved by D. Holt, seconded by D. Wybou that the Finance and Administration Committee recommend that:**

- 1. The Board of Directors approve renewing the mortgage on the YDI supportive housing building located at 116 Sunset drive with TD commercial banking in December 2022 with an approximate principle of \$1,239,680.**
- 2. That the Board of Directors authorize the President and CEO to make the decision as to the length of the mortgage term and the interest rate at the time the mortgage is renewed.**
- 3. That the Board of Directors approve YDI opening a bank account with TD Bank for the mortgage payments to be withdrawn from, with the same signing officers as present accounts.**
- 4. That the Board of Directors approve YDI paying off the balance of the mortgage held by York County Properties Inc., on December 1, 2022 in the amount of \$24,200.**

**All in favor.**

***Motion carried.***

### **6.3 Memorandum RE: Increasing Capital thresholds for YCC Inc.**

Currently the capital threshold amount is \$2500 for equipment and \$5000 for building repairs and improvement at YCC. A recommendation was brought forward to increase capital thresholds for YCC Inc. Mr. Smith provided a briefing note, that outlined the rationale, it was noted that for an organization with revenue greater than \$14 million per year, that the appropriate minimum capital threshold would \$10,000 for all asset classes. Mr. Smith reported YCC total revenue in 2021-22 fiscal year was approximately \$22.94 million. Mr. Smith consulted with YCC lead auditor Teed

Saunders Doyle and they have agreed the increase in the threshold is reasonable from an audit standpoint. Mr. Smith also consulted nursing homes, similar in size with YCC.

**Motion:**

**It was moved by W. Snowdon, seconded by D. Wybou that;  
The Finance and Administration committee recommend that;  
The Board of Directors approve increasing the capital spending thresholds for York  
Care Centre Inc., to \$10,000 for both equipment and building improvements  
retroactive to April 1, 2022.  
All in favour.**

**Motion carried.**

**7. Other Items**

Nil

**8. Date of Next Meeting**

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

**9. Adjournment** - On a motion by Wayne Snowdon the meeting was adjourned at 6:55 pm

---

Pierre LeBlanc, Chair

---

Susan Dickie, Board Coordinator

**YORK CARE CENTRE INC.  
BALANCE SHEET  
10/31/2022**

	Current Month	Prior Month	Difference
<b><u>ASSETS</u></b>			
<b>CURRENT</b>			
CASH AND CASH EQUIVALENTS	1,695,564.76	1,228,318.80	467,245.96
CASH - RESTRICTED FUNDS	62,114.45	54,134.56	7,979.89
ACCOUNTS RECEIVABLE			
- RESIDENTS	25,752.35	38,366.57	(12,614.22)
- DEPT of SOCIAL DEVELOPMENT	347,977.00	319,163.00	28,814.00
- HST	39,681.65	25,493.15	14,188.50
- OTHER	71,155.08	86,255.60	(15,100.52)
INVENTORIES	122,092.20	122,092.20	0.00
PREPAID EXPENSES	377,283.79	446,238.77	(68,954.98)
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	<u>2,741,621.28</u>	<u>2,320,062.65</u>	<u>421,558.63</u>
CASH RESTRICTED FOR FUTURE CAPITAL	0.00	0.00	0.00
LAND, BUILDING AND FURNITURE (Net)	18,218,383.66	18,426,516.86	(208,133.20)
TOTAL FIXED ASSETS	<u>18,218,383.66</u>	<u>18,426,516.86</u>	<u>(208,133.20)</u>
TOTAL ASSETS	<u><u>20,960,004.94</u></u>	<u><u>20,746,579.51</u></u>	<u><u>213,425.43</u></u>
<b><u>LIABILITIES</u></b>			
<b>CURRENT</b>			
PAYABLES & ACCRUALS	3,200,883.25	2,832,854.66	368,028.59
DEFERRED REVENUE	79,635.11	83,801.78	(4,166.67)
TOTAL CURRENT	<u>3,280,518.36</u>	<u>2,916,656.44</u>	<u>363,861.92</u>
<b>LONG TERM</b>			
LONG TERM DEBT	15,423,543.23	15,604,184.04	(180,640.81)
DEFERRED CONTRIBUTIONS	1,886,449.99	1,911,494.46	(25,044.47)
TOTAL LIABILITIES	<u>17,309,993.22</u>	<u>17,515,678.50</u>	<u>(205,685.28)</u>
<b><u>FUND BALANCES</u></b>			
FUNDS RESTRICTED	55,316.79	56,069.95	(753.16)
UNRESTRICTED	(326,731.08)	(326,456.08)	(275.00)
NET INCOME (LOSS) FOR PERIOD	640,907.65	584,630.70	56,276.95
TOTAL FUNDS	<u>369,493.36</u>	<u>314,244.57</u>	<u>55,248.79</u>
TOTAL LIABILITIES & FUNDS	<u><u>20,960,004.94</u></u>	<u><u>20,746,579.51</u></u>	<u><u>213,425.43</u></u>

**YORK CARE CENTRE INC.**  
**REVENUE AND EXPENSE SUMMARY - CURRENT MONTH**  
**MONTH ENDING 10/31/2022**

Description	Actual		Budget		Variance		Variance Analysis Budget vs Actual
	Current Month	Current Month	Current Month	Current Month	Budget vs. Actual	Budget vs. Actual	
<b>REVENUE</b>							
Total Operating Revenue	\$1,904,822	\$1,905,072			-\$250		Vacant bed days
Non-Recurring Budget Amend	\$28,812	\$28,812			\$0		
Administration	\$27,006	\$21,539			\$5,467		
Care Services	\$9,442	\$13,872			-\$4,430		
Operations	\$27,297	\$27,314			-\$17		
Mortgage / Loan Payments	\$25,044	\$25,044			\$0		
<b>TOTAL REVENUE</b>	<b>\$2,022,423</b>	<b>\$2,021,654</b>			<b>\$769</b>		
<b>OPERATING EXPENSES</b>							
Administration	\$317,415	\$370,665			\$53,251		Salaries underspent by \$3,989, EI, CPP and WHSCC underspent by \$27,985, underspend in pension/group health expense of \$6,889, underspent on bank chgs & bad debts by \$242, underspent in advertizing by \$256, underspent on office equip and supplies by \$4,262, underspent in prof'l fees & travel by \$6,560, overexpend on NBANH Membership \$240; underspent on staff & volunteer recognition \$1,131; underspent on minor equipment by \$125; underspent on education by \$1,718, plus other minor variances.
Care Services	\$830,702	\$893,031			\$62,329		Underexpend in salaries of \$56,810, overexpend in fall reduction, care supplies and meds \$237, overspent on incontinent supplies by \$1,703, underspent in minor equipment by \$5,877, overspent on recruitment by \$398, underspent on BG memory Lane Project by \$2,100, overspent in recreation supplies by \$608, underspent on pastoral supplies by \$161; plus other minor variances.
Operations	\$559,857	\$536,461			-\$23,396		Salaries overspent by \$29,049, food & thickeners underspent by \$1,985, dietary supplies underspent by \$1,014, laundry supplies & linen overspent by \$3,817, housekeeping supplies underspent by \$4,967, telephone & cable overspent by \$10,969, insurance overspent by \$775, maintenance underspent by \$6,302, heating fuel and electricity underspent by \$16,518, vehicle expenses underspent by \$942, minor equipment underspent by \$2,359, consulting fees overspent by \$2,432, computer supplies and support overspent by \$11,514, underspent re website & commun events \$401, GET Inspired comm underspent by \$805, overspent on recruitment \$42, plus other minor variances.
Mortgage / Loan Payments	\$258,172	\$259,547			\$1,374		Under expend of \$1,374 due to timing of new year purchases
<b>TOTAL EXPENSES</b>	<b>\$1,966,146</b>	<b>\$2,059,704</b>			<b>\$93,558</b>		
<b>NET SURPLUS (DEFICIT)</b>	<b>\$56,277</b>	<b>-\$38,050</b>			<b>\$94,327</b>		

**YORK CARE CENTRE INC.**  
**REVENUE AND EXPENSE - SUMMARY FOR YEAR TO DATE**  
**7 MONTHS ENDING 10/31/2022**

Description	Actual	Actual	Budget	Variance	Year to Date	
	Previous YTD	Current YTD	Current YTD	Budget vs Actual	Forecast to Year End 31-Mar-23	Variance Budget vs Forecast Year End
<b>REVENUE AND RECOVERIES</b>						
Operating Revenue	\$12,184,884	\$13,741,777	\$13,808,902	-\$67,125	\$23,265,887	-\$68,375
Non-recurring Budget Amendments	\$297,111	\$266,531	\$266,532	-\$1	266,531	-\$1
Administration	\$374,111	\$287,108	\$249,205	\$37,903	389,324	\$32,434
Care Services	\$62,048	\$74,482	\$97,106	-\$22,625	142,468	-\$24,000
Operations	\$159,650	\$191,839	\$191,198	\$642	327,768	\$0
Mortgage / Loan Payments	\$180,917	\$175,311	\$175,310	\$1	300,592	\$0
<b>TOTAL REVENUE AND RECOVERIES</b>	<b>\$13,258,720</b>	<b>\$14,737,049</b>	<b>\$14,788,254</b>	<b>-\$51,205</b>	<b>\$24,692,510</b>	<b>-\$59,942</b>
<b>OPERATING EXPENSES</b>						
Administration	2,324,556	2,469,766	2,582,639	112,873	\$4,257,073	15,423
Care Services	5,439,730	6,044,221	6,393,361	349,139	10,698,224	149,577
Operations	3,504,001	3,774,948	3,738,008	(36,940)	6,513,298	(50,000)
<p>SALARIES AND BENEFITS: Salaries overspent by \$2,491, EI, CPP and WHSCC underspent by \$56,914, underexpend in pension/group health expense of \$1,111, underspent on uniform allow \$5,692, underspent on bank chgs &amp; bad debts by \$1,538, underspent in advertising by \$1,030, underspent on office equip and supplies by \$8,621, underspent in profi fees &amp; travel by \$15,885, underspent on audit \$2,473, overspent on MBANH Fees \$7,677; underspent on staff &amp; volunteer recognition \$5,934; underspent on minor equipment by \$247, underspent on education by \$24,208, plus other minor variances.</p> <p>OPERATIONS: Underexpend in salaries of \$321,371, underexpend in fall reduction, care supplies and meds \$18,100, overspent on incontinent supplies by \$1,415, overspent in minor equipment by \$800, underspent on recruitment by \$3,351, underspent on research by \$2,917, underspent on BG memory Lane Project by \$12,784, overspent in recreation supplies by \$1,149, underspent on pastoral supplies by \$1,128; plus other minor variances.</p> <p>CARE SERVICES: Salaries overspent by \$51,458, food &amp; thickeners overspent by \$4,360, dietary supplies overspent by \$10,182, laundry supplies &amp; linen overspent by \$7,139, housekeeping supplies underspent by \$22,642, telephone &amp; cable overspent by \$15,168, insurance overspent by \$5,459, maintenance underspent by \$12,052, heating fuel and electricity underspent by \$50,778, vehicle expenses underspent by \$1,690, minor equipment overspent by \$12,278, consulting fees overspent by \$11,282, computer supplies and support overspent by \$12,631, underspent re website &amp; commun events \$1,034, GET Inspired comm underspent by \$6,004, overspent on recruitment \$1,435, plus other minor variances.</p>						
Mortgage / Loan Payments	1,808,855	1,807,206	1,816,827	9,620	3,125,310	(10,750)
<b>TOTAL EXPENSES</b>	<b>\$13,077,142</b>	<b>\$14,096,142</b>	<b>\$14,530,835</b>	<b>\$434,693</b>	<b>\$24,698,156</b>	<b>\$104,251</b>
<b>NET SURPLUS (DEFICIT)</b>	<b>\$181,578</b>	<b>\$640,908</b>	<b>\$257,419</b>	<b>\$383,488</b>	<b>\$98,605</b>	<b>\$44,309</b>
Less: Transfer to replacement reserve		1,925	0	(1,925)	3,300	(3,300)
(increase) or Decrease in Operating Fund Accumulated Deficit		\$638,983	\$257,419	\$385,413	\$95,305	\$47,609

YDIDAT YORK DEVELOPMENT INC  
BALANCE SHEET - CONSOLIDATED  
10/31/2022

	Current Month	Prior Month	Difference
<b><u>ASSETS</u></b>			
<b>CURRENT ASSETS</b>			
CASH	236,571	221,602	14,969
ACCOUNTS RECEIVABLE	15,407	11,546	3,861
HST RECEIVABLE	665	1,358	(692)
PREPAID EXPENSES	32,850	42,955	(10,104)
TOTAL CURRENT ASSETS	285,494	277,461	8,033
<b>RESTRICTED CASH AND DEPOSITS</b>			
REPLACEMENT RESERVE FUND	241,128	243,292	(2,164)
DEFERRED VACANCY SUBSIDY	42,942	42,818	124
TOTAL RESTRICTED CASH & DEPOSITS	284,070	286,110	(2,040)
<b>FIXED ASSETS</b>			
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	(4,100,907)	(4,085,693)	(15,214)
TOTAL FIXED ASSETS	2,224,511	2,239,724	(15,214)
TOTAL ASSETS	2,794,074	2,803,296	(9,221)
<b><u>LIABILITIES</u></b>			
<b>CURRENT LIABILITIES</b>			
ACCOUNTS PAYABLE & ACCRUED LIABILITIES	112,477	111,612	865
DEFERRED REVENUE	8,837	8,729	108
TOTAL CURRENT LIABILITIES	121,314	120,341	973
<b>LONG TERM DEBT</b>			
MORTGAGE 116 SUNSET DRIVE	1,762,990	1,775,948	(12,958)
TOTAL LONG TERM LIABILITIES	1,762,990	1,775,948	(12,958)
<b>DEFERRED CONTRIBUTIONS</b>			
DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS	5,835	6,002	(167)
TOTAL DEFERRED	5,835	6,002	(167)
<b>FUND BALANCES</b>			
REPLACEMENT RESERVE RESTRICTED	241,128	237,871	3,257
VACANCY SUBSIDY RESERVE	42,942	42,818	124
EARNED SURPLUS	605,043	608,043	(3,000)
NET INCOME (LOSS) FOR PERIOD	14,822	12,273	2,549
TOTAL EQUITY	903,935	901,005	2,930
TOTAL LIABILITIES & FUND BALANCES	2,794,074	2,803,296	(9,221)

YDIDAT YORK DEVELOPMENT INC  
INCOME STATEMENT - CONSOLIDATED  
7 MONTHS ENDING 10/31/2022

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
<b>REVENUE</b>						
RENTALS	63,008	62,551	457	425,505	425,526	(21)
TENANT SUBSIDY	(1,825)	(2,996)	1,171	(18,865)	(20,969)	2,104
RENT SUPPLEMENT - SH	8,729	8,729	0	64,193	64,193	0
ADULT DAY PROGRAM FEES	3,271	10,234	(6,963)	4,045	34,908	(30,863)
WASHER & DRYER REVENUE	958	896	62	6,543	6,271	272
OTHER REVENUE	0	0	0	290	0	290
INTEREST INCOME	862	113	749	3,733	793	2,940
REVENUE - SD CARE HOURS	5,600	12,463	(6,863)	46,794	87,243	(40,449)
REVENUE - OTHER CARE HOURS	0	275	(275)	845	1,925	(1,080)
REVENUE - TENNANT SERVICES	20,057	18,994	1,063	125,601	132,961	(7,360)
AMORT OF DEFERRED CONTRIB	6,282	6,283	(0)	43,977	43,979	(1)
RECOVERY PROJECT WORKERS	0	0	0	0	3,600	(3,600)
MISCELLANEOUS INCOME	0	2,000	(2,000)	832	8,000	(7,168)
<b>TOTAL REVENUE</b>	<b>106,943</b>	<b>119,542</b>	<b>(12,600)</b>	<b>703,494</b>	<b>788,430</b>	<b>(84,937)</b>
<b>OPERATING EXPENSES</b>						
<b>WAGES &amp; BENEFITS</b>						
SALARIES	28,860	37,227	8,367	175,995	246,972	70,977
BENEFITS	2,895	4,385	1,490	17,383	28,531	11,148
TRAVEL EXPENSE	86	83	(3)	571	583	12
	<b>31,841</b>	<b>41,695</b>	<b>9,854</b>	<b>193,949</b>	<b>276,086</b>	<b>82,137</b>
<b>TENANT / ADP CLIENT SUPPORT COSTS</b>						
FOOD COST	4,753	5,725	972	29,928	35,927	5,999
	<b>4,753</b>	<b>5,725</b>	<b>972</b>	<b>29,928</b>	<b>35,927</b>	<b>5,999</b>
<b>MAINTENANCE</b>						
ELECTRICITY	6,332	6,295	(37)	46,969	44,067	(2,902)
ELEVATOR SERVICE / INSPECTION	376	358	(18)	3,322	2,504	(818)
GARBAGE REMOVAL	773	627	(145)	5,207	4,391	(816)
PEST CONTROL	198	215	16	1,429	1,503	73
ALARMS AND MONITORING	479	378	(101)	2,968	2,647	(321)
TENANT SPECIAL OCCASIONS	11	125	114	221	875	654
CABLE TV	23	49	26	155	343	188
INSURANCE	3,324	3,169	(155)	23,269	22,182	(1,087)
PHONE	166	399	233	1,064	2,792	1,728
PROPERTY TAXES	5,929	5,929	0	41,503	41,504	0
REPAIRS & MAINTENANCE	5,887	4,053	(1,834)	30,530	28,368	(2,162)
BUILDING EXPENSES - ADP	367	1,343	976	2,568	6,640	4,072
REPLACEMENT RESERVE - R&M	0	1,698	1,698	11,904	11,887	(18)
SECURITY	4,510	4,510	0	31,568	31,569	1
GROUNDS MAINTENANCE	0	851	851	3,357	5,955	2,598
SUPPLIES EXPENSE	1,071	1,115	44	3,480	6,027	2,547
MINOR EQUIP & FURNISHING	18	619	601	4,927	4,000	(926)
WATER & SEWAGE	1,228	1,227	(0)	8,594	8,591	(2)
	<b>30,692</b>	<b>32,959</b>	<b>2,268</b>	<b>223,035</b>	<b>225,844</b>	<b>2,809</b>
<b>ADMINISTRATION</b>						
ADMINISTRATION CHARGES	13,637	14,119	483	93,908	97,803	3,895
BOARD EXPENSES	68	97	29	473	676	203
ADVERTISING	0	284	284	595	1,586	990
AUDIT EXPENSES	719	975	256	4,232	6,823	2,592
BANK INTEREST & CHARGES	71	25	(46)	1,466	173	(1,293)
LOAN INTEREST EXPENSE	3,941	3,941	0	27,587	27,587	0
MEMBERSHIP FEES / DUES	145	311	166	1,013	2,176	1,163
MISCELLANEOUS EXPENSE	3,002	236	(2,766)	4,032	1,322	(2,711)
PRINTING & OFFICE SUPPLIES	312	520	208	1,956	3,308	1,352
	<b>21,894</b>	<b>20,508</b>	<b>(1,386)</b>	<b>135,262</b>	<b>141,453</b>	<b>6,191</b>
<b>CAPITAL</b>						
DEPRECIATION	15,214	15,360	146	106,497	107,520	1,023
	<b>15,214</b>	<b>15,360</b>	<b>146</b>	<b>106,497</b>	<b>107,520</b>	<b>1,023</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>104,393</b>	<b>116,247</b>	<b>11,853</b>	<b>688,671</b>	<b>786,830</b>	<b>98,159</b>
<b>NET EARNINGS (LOSS) FOR PERIOD</b>	<b>2,549</b>	<b>3,296</b>	<b>(746)</b>	<b>14,822</b>	<b>1,600</b>	<b>13,222</b>
<b>LESS: TRANSFER TO</b>						
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**  
**10/31/2022**

	Current Month	Prior Month	Difference
<b><u>ASSETS</u></b>			
<b>CURRENT</b>			
CASH AND CASH EQUIVALENTS	473,334.03	591,445.27	(118,111.24)
ACCOUNTS RECEIVABLE	12,149.38	13,663.84	(1,514.46)
ALLOWANCE FOR DOUBTFUL ACCOUNTS	0.00	0.00	0.00
HST RECEIVABLE	7,194.21	5,394.05	1,800.16
PREPAID EXPENSES	0.00	2,930.92	(2,930.92)
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	<u>492,677.62</u>	<u>613,434.08</u>	<u>(120,756.46)</u>
<b>CAPITAL ASSETS</b>			
EQUIPMENT AND FURNITURE	16,186.37	16,186.37	0.00
ACCUMULATED DEPRECIATION	(9,776.43)	(9,506.66)	(269.77)
	<u>6,409.94</u>	<u>6,679.71</u>	<u>(269.77)</u>
<b>TOTAL ASSETS</b>	<u><u>499,087.56</u></u>	<u><u>620,113.79</u></u>	<u><u>(121,026.23)</u></u>
<b><u>LIABILITIES</u></b>			
<b>CURRENT</b>			
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES	52,726.56	77,919.89	(25,193.33)
DUE TO YORK MANOR INC.	5,183.92	10,549.35	(5,365.43)
DUE TO YORK DEVELOPMENTS INC.	4,716.33	4,370.62	345.71
DEFERRED REVENUE	402,939.48	498,330.01	(95,390.53)
TOTAL CURRENT	<u>465,566.29</u>	<u>591,169.87</u>	<u>(125,603.58)</u>
<b><u>FUND BALANCES</u></b>			
<b>FUND BALANCES</b>			
FUNDS UNRESTRICTED	2,485.09	2,485.09	0.00
NET INCOME (LOSS) FOR THE PERIOD	31,036.18	26,458.83	4,577.35
TOTAL FUNDS	<u>33,521.27</u>	<u>28,943.92</u>	<u>4,577.35</u>
<b>TOTAL LIABILITIES &amp; FUNDS</b>	<u><u>499,087.56</u></u>	<u><u>620,113.79</u></u>	<u><u>(121,026.23)</u></u>

**Centre for Innovation and Research**  
**INCOME STATEMENT - CONSOLIDATED**  
**7 MONTHS ENDING 10/31/2022**

	CURRENT MONTH	BUDGET MONTH	ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	ACTUAL VS BUDGET
<b>REVENUE</b>						
GENERAL CONTRIBUTIONS	3,750	3,750	0	26,250	26,250	0
VR - REHAB PROJECT	4,934	5,731	(798)	42,980	40,117	2,843
PROMOTE PHYS ACTIVITY PROJECT	1,613	3,966	(2,353)	19,165	27,762	(8,597)
IMPROVE IMMUNIZATION PROJECT	3,710	5,460	(1,750)	31,084	38,220	(7,136)
PALLIATIVE CARE PROJECT	1,669	1,611	57	11,680	11,278	402
POLYPHARM APP PHASE 2 PROJECT	4,645	10,266	(5,622)	27,175	71,863	(44,688)
GENIE PROJECT	39,922	39,939	(17)	211,053	279,572	(68,520)
PASSIVE AWARE PROJECT	38,898	32,190	6,709	172,021	249,329	(77,307)
INTEREST INCOME	1,761	250	1,511	9,718	1,750	7,968
STUDENT FUNDING	0	0	0	9,985	4,833	5,152
SYMPOSIUM	6,025	0	6,025	23,301	0	23,301
OTHER INCOME	1,500	0	1,500	1,500	0	1,500
<b>TOTAL UNRESTRICTED REVENUE</b>	<b>108,426</b>	<b>103,163</b>	<b>5,263</b>	<b>585,892</b>	<b>750,974</b>	<b>(165,082)</b>
<b>OPERATING EXPENSES</b>						
<b>WAGES &amp; BENEFITS</b>						
SALARIES AND BENEFITS	44,727	69,003	24,276	348,121	483,024	134,903
SALARIES & BEN CHARGED TO PROJECT	(44,727)	(69,003)	(24,276)	(348,121)	(483,024)	(134,903)
PROJECT WORKERS EXPENSES	0	0	0	9,985	4,833	(5,152)
	0	0	0	9,985	4,833	(5,152)
<b>ADMINISTRATION</b>						
ADMINISTRATION STAFF CHARGEBACKS	2,051	2,051	0	14,359	14,360	1
AUDIT EXPENSES	582	481	(102)	5,016	3,365	(1,651)
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
OFFICE AND COMPUTER SUPPLIES	0	267	267	80	1,867	1,807
OFFICE SPACE COSTS	263	408	145	1,910	2,855	945
TELEPHONE	0	0	0	0	0	0
IT SUPPORT	12	42	30	222	292	70
TRAVEL AND ACCOMODATION	0	33	33	0	233	233
MEALS AND ENTERTAINMENT	0	29	29	0	204	204
CONFERENCES AND TRAINING	1,500	125	(1,375)	1,500	875	(625)
MINOR EQUIPMENT	0	83	83	0	583	583
MISCELLANEOUS	0	83	83	879	583	(296)
SYMPOSIUM	3,781	0	(3,781)	3,898	0	(3,898)
	8,459	3,729	(4,730)	29,733	26,102	(3,631)
<b>PROJECT RELATED EXPENDITURES</b>						
VR - REHAB PROJECT	4,934	5,731	798	42,960	40,117	(2,843)
PROMOTE PHYS ACTIVITY PROJECT	1,613	3,966	2,353	19,165	27,762	8,597
IMPROVE IMMUNIZATION PROJECT	3,710	5,460	1,750	31,084	38,219	7,136
PALLIATIVE CARE PROJECT	1,669	1,611	(57)	11,680	11,278	(402)
POLYPHARM APP PHASE 2 PROJECT	4,645	10,266	5,622	27,175	71,863	44,688
GENIE PROJECT	39,922	39,939	17	211,053	279,572	68,520
PASSIVE AWARE PROJECT	38,898	32,214	(6,685)	172,021	249,208	77,186
MISCELLANEOUS	0	0	0	0	0	0
	95,391	99,187	3,796	515,138	718,020	202,882
<b>TOTAL EXPENSES</b>	<b>103,849</b>	<b>102,916</b>	<b>(933)</b>	<b>554,855</b>	<b>748,955</b>	<b>194,099</b>
<b>NET EARNINGS (LOSS)</b>	<b>4,577</b>	<b>247</b>	<b>4,330</b>	<b>31,036</b>	<b>2,019</b>	<b>29,017</b>

YCPDAT YORK COUNTY PROPERTIES  
BALANCE SHEET  
10/31/2022

ASSETS

CURRENT ASSETS

CASH	\$421,910
ACCOUNTS RECEIVABLE	1,355
TOTAL CURRENT ASSETS	<u>\$423,265</u>

LONG-TERM ASSETS

MORTGAGE RECEIVABLE Supportive Housing	\$27,260
----------------------------------------	----------

PROPERTY AND EQUIPMENT

YORK FARM	\$7,601
TOTAL PROPERTY AND EQUIPMENT	<u>\$7,601</u>
TOTAL ASSETS	<u><u>\$458,126</u></u>

LIABILITIES

CURRENT LIABILITIES

ACCOUNTS PAYABLE AND ACCRUALS	\$1,355
TOTAL CURRENT LIABILITIES	<u>\$1,355</u>

LONG TERM LIABILITIES

TOTAL LONG TERM LIABILITIES	<u>\$0</u>
-----------------------------	------------

DEFERRED CONTRIBUTIONS

TOTAL DEFERRED	<u>\$0</u>
----------------	------------

FUND BALANCES

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

TOTAL LIABILITIES & FUND BALANCES	<u><u>\$458,126</u></u>
-----------------------------------	-------------------------

YCPDAT YORK COUNTY PROPERTIES  
 INCOME STATEMENT  
 7 MONTHS ENDING 10/31/2022

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
<b>REVENUE</b>						
MISCELLANEOUS SALES	\$90	\$90	(\$0)	\$632	\$632	(\$0)
INTEREST INCOME	1,355	233	1,122	6,108	1,633	4,474
<b>TOTAL REVENUE</b>	<b>\$1,445</b>	<b>\$324</b>	<b>\$1,122</b>	<b>\$6,739</b>	<b>\$2,265</b>	<b>\$4,474</b>
<b>OPERATING EXPENSES:</b>						
<b>SALARIES &amp; BENEFITS</b>						
	\$0	\$0	\$0	\$0	\$0	\$0
<b>BUILDING &amp; GROUNDS</b>						
<b>PROPERTY TAXES</b>						
	\$0	\$0	\$0	\$318	\$318	(\$0)
	\$0	\$0	\$0	\$318	\$318	(\$0)
<b>ADMINISTRATION</b>						
REIMBURSEMENT OF PARENT COMPANY	\$1,445	\$292	\$1,153	\$6,421	\$2,045	\$4,377
BANK INTEREST & CHARGES	-	5	(5)	-	35	(35)
	\$1,445	\$297	\$1,148	\$6,421	\$2,080	\$4,342
<b>TOTAL OPERATING EXPENSES</b>	<b>\$1,445</b>	<b>\$297</b>	<b>\$1,148</b>	<b>\$6,739</b>	<b>\$2,398</b>	<b>\$4,341</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>\$0</b>	<b>\$27</b>	<b>(\$27)</b>	<b>\$0</b>	<b>(\$133)</b>	<b>\$133</b>
	\$0	\$0	\$0	\$0	\$0	\$0
<b>NET SURPLUS (DEFICIT)</b>	<b>\$0</b>	<b>\$27</b>	<b>(\$27)</b>	<b>\$0</b>	<b>(\$133)</b>	<b>\$133</b>

**YORK CARE CENTRE INC.  
BALANCE SHEET  
11/30/2022**

	Current Month	Prior Month	Difference
<b><u>ASSETS</u></b>			
<b>CURRENT</b>			
CASH AND CASH EQUIVALENTS	2,090,062.59	1,695,564.76	394,497.83
CASH - RESTRICTED FUNDS	60,296.89	62,114.45	(1,817.56)
ACCOUNTS RECEIVABLE			
- RESIDENTS	30,674.69	25,752.35	4,922.34
- DEPT of SOCIAL DEVELOPMENT	75,050.00	347,977.00	(272,927.00)
- HST	33,135.14	39,681.65	(6,546.51)
- OTHER	80,109.14	71,155.08	8,954.06
INVENTORIES	122,092.20	122,092.20	0.00
PREPAID EXPENSES	315,206.15	377,283.79	(62,077.64)
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	<u>2,806,626.80</u>	<u>2,741,621.28</u>	<u>65,005.52</u>
CASH RESTRICTED FOR FUTURE CAPITAL	0.00	0.00	0.00
LAND, BUILDING AND FURNITURE (Net)	17,995,960.71	18,218,383.66	(222,422.95)
TOTAL FIXED ASSETS	<u>17,995,960.71</u>	<u>18,218,383.66</u>	<u>(222,422.95)</u>
TOTAL ASSETS	<u><u>20,802,587.51</u></u>	<u><u>20,960,004.94</u></u>	<u><u>(157,417.43)</u></u>
<b><u>LIABILITIES</u></b>			
<b>CURRENT</b>			
PAYABLES & ACCRUALS	3,272,015.20	3,200,883.25	71,131.95
DEFERRED REVENUE	75,468.44	79,635.11	(4,166.67)
TOTAL CURRENT	<u>3,347,483.64</u>	<u>3,280,518.36</u>	<u>66,965.28</u>
<b>LONG TERM</b>			
LONG TERM DEBT	15,242,902.42	15,423,543.23	(180,640.81)
DEFERRED CONTRIBUTIONS	1,861,405.52	1,886,449.99	(25,044.47)
TOTAL LIABILITIES	<u>17,104,307.94</u>	<u>17,309,993.22</u>	<u>(205,685.28)</u>
<b><u>FUND BALANCES</u></b>			
FUNDS RESTRICTED	55,934.60	55,316.79	617.81
UNRESTRICTED	(327,006.08)	(326,731.08)	(275.00)
NET INCOME (LOSS) FOR PERIOD	621,867.41	640,907.65	(19,040.24)
TOTAL FUNDS	<u>350,795.93</u>	<u>369,493.36</u>	<u>(18,697.43)</u>
TOTAL LIABILITIES & FUNDS	<u><u>20,802,587.51</u></u>	<u><u>20,960,004.94</u></u>	<u><u>(157,417.43)</u></u>

**YORK CARE CENTRE INC.  
REVENUE AND EXPENSE SUMMARY - CURRENT MONTH  
MONTH ENDING 11/30/2022**

Description	Actual		Budget		Variance Budget vs. Actual	Variance Analysis Budget vs Actual
	Current Month	Current Month	Current Month	Current Month		
<b>REVENUE</b>						
Total Operating Revenue	\$1,905,072	\$1,905,072	\$0	\$0		
Non-Recurring Budget Amend	\$3,483	\$3,482	\$1	\$1		
Administration	\$30,375	\$21,537	\$8,838	\$8,838		
Care Services	\$9,468	\$13,872	-\$4,405	-\$4,405		
Operations	\$28,469	\$27,314	\$1,155	\$1,155		
Mortgage / Loan Payments	\$25,044	\$25,044	\$0	\$0		
<b>TOTAL REVENUE</b>	<b>\$2,001,911</b>	<b>\$1,996,322</b>		<b>\$5,590</b>		
<b>OPERATING EXPENSES</b>						
Administration	\$313,122	\$341,873	\$28,752	\$28,752		Salaries underspent by \$19, EI, CPP and WHSCC underspent by \$29,246, underexpend in pension/group health expense of \$10,548, underspent on bank chgs & bad debts by \$217, overspent in advertizing by \$300, overspent on office equip and supplies by \$326, underspent in profi fees & travel by \$6,023, overexpend on NBANH Membership \$240; underspent on staff & volunteer recognition \$1,049; overspent on minor equipment by \$684, overspent on education by \$17,155, plus other minor variances.
Care Services	\$849,180	\$895,768	\$46,588	\$46,588		Underexpend in salaries of \$53,546, overexpend in fall reduction, care supplies and meds \$11,377, overspent on incontinet supplies by \$4,459, underspent in minor equipment by \$8,422, overspent on recruitment by \$556, underspent on BC memory Lane Project by \$1,973, overspent in recreation supplies by \$1,487, underspent on pastoral supplies by \$161, plus other minor variances.
Operations	\$600,477	\$556,461	-\$44,017	-\$44,017		Salaries overspent by \$2,803, food & thickeners overspent by \$13,440, dietary supplies overspent by \$39, laundry supplies & linen overspent by \$12,910, housekeeping supplies underspent by \$3,267, telephone & cable underpent by \$583, insurance overspent by \$775, maintenance underspent by \$1,670, heating fuel and electricity overspent by \$22,257, vehicle expenses underspent by \$925, minor equipment overspent by \$1,404, consulting fees overspent by \$2,169, computer supplies and support overspent by \$747, underspent re website & commun events \$10,401, GET Inspired comm overspent by \$3,097, overspent on recruitment \$186, plus other minor variances.
Mortgage / Loan Payments	\$258,172	\$259,547	\$1,374	\$1,374		Under expend of \$1,374 due to timing of new year purchases
<b>TOTAL EXPENSES</b>	<b>\$2,020,952</b>	<b>\$2,053,649</b>	<b>\$32,697</b>	<b>\$32,697</b>		
<b>NET SURPLUS (DEFICIT)</b>	<b>-\$19,040</b>	<b>-\$57,327</b>	<b>\$38,287</b>	<b>\$38,287</b>		

**YORK CARE CENTRE INC.**  
**REVENUE AND EXPENSE - SUMMARY FOR YEAR TO DATE**  
**8 MONTHS ENDING 11/30/2022**

Description	Actual	Actual	Budget	Variance	Year to Date		2022-23	Variance Budget
	Previous	Current	Current	Budget	Year to Date	Full Year		
	YTD	YTD	YTD	vs Actual	Budget	Actual	Budget	Year End
<b>REVENUE AND RECOVERIES</b>								
Operating Revenue	\$13,950,593	\$15,646,849	\$15,713,974	-\$67,125	537 vacant bad days		\$23,334,262	-\$68,375
Non-recurring Budget Amendments	\$336,851	\$270,014	\$270,014	\$0			\$270,014	\$0
Administration	\$482,348	\$317,483	\$270,742	\$46,741			\$356,890	\$32,434
Care Services	\$70,492	\$83,949	\$110,979	-\$27,029			\$166,468	-\$24,000
Operations	\$183,971	\$220,308	\$218,512	\$1,797			\$327,768	\$0
Mortgage / Loan Payments	\$206,762	\$200,356	\$200,355	\$1			\$300,532	\$0
<b>TOTAL REVENUE AND RECOVERIES</b>	<b>\$15,231,017</b>	<b>\$16,738,960</b>	<b>\$16,784,576</b>	<b>-\$45,615</b>			<b>\$24,755,934</b>	<b>-\$50,941</b>
<b>OPERATING EXPENSES</b>								
Administration	2,647,961	2,782,888	2,924,513	141,625	Salaries overspent by \$1,028, EI, CPP and WHSCC underspent by \$86,162, underexpend in pension/group health expense of \$11,660, underspent on uniform allow \$5,692, underspent on bank chgs & bad debts by \$1,755, underspent in advertizing by \$729, underspent on office equip and supplies by \$8,107, underspent in profi fees & travel by \$21,909, underspent on audit \$2,826, overspent on NBANH Fees \$7,916; underspent on staff & volunteer recognition \$6,984; overspent on minor equipment by \$437, underspent on education by \$7,052, plus other minor variances.		4,274,398	15,423
Care Services	6,348,659	6,893,401	7,289,129	395,727	Underexpend in salaries of \$374,916, underexpend in fall reduction, care supplies and meds \$6,724, overspent on incontinent supplies by \$5,874, underspent in minor equipment by \$7,621, overspent on recruitment by \$3,905, underspent on research by \$3,333, underspent on BG memory Lane Project by \$14,757, overspent in recreation supplies by \$2,636, underspent on pastoral supplies by \$1,290; plus other minor variances.		10,849,381	149,577
Operations	4,031,702	4,375,425	4,294,469	(80,957)	Salaries overspent by \$54,260, food & thickeners overspent by \$17,800, dietary supplies overspent by \$9,822, laundry supplies & linen overspent by \$20,319, housekeeping supplies underspent by \$25,909, telephone & cable overspent by \$15,750, insurance overspent by \$6,234, maintenance underspent by \$14,726, heating fuel and electricity underspent by \$28,521, vehicle expenses underspent by \$2,615, minor equipment overspent by \$13,682, consulting fees overspent by \$13,451, computer supplies and support overspent by \$13,378, underspent re website & commun events \$11,435, GET inspired comm underspent by \$2,907, overspent on recruitment \$2,375, plus other minor variances.		6,463,298	(50,000)
Mortgage / Loan Payments	2,067,262	2,065,378	2,076,373	10,995	Under expend of \$10,995 due to timing of new year purchases		3,125,310	(10,750)
<b>TOTAL EXPENSES</b>	<b>\$15,095,584</b>	<b>\$16,117,093</b>	<b>\$16,584,483</b>	<b>\$467,390</b>			<b>\$24,597,387</b>	<b>\$104,251</b>
<b>NET SURPLUS (DEFICIT)</b>	<b>\$135,433</b>	<b>\$621,867</b>	<b>\$200,092</b>	<b>\$421,775</b>			<b>\$54,296</b>	<b>\$44,310</b>
Less: Transfer to replacement reserve		2,200	0	(2,200)			0	(3,300)
(Increase) or Decrease in Operating Fund Accumulated Deficit		\$619,667	\$200,092	\$423,975			\$54,296	\$47,610

YDIDAT YORK DEVELOPMENT INC  
BALANCE SHEET - CONSOLIDATED  
11/30/2022

	Current Month	Prior Month	Difference
<b><u>ASSETS</u></b>			
<b>CURRENT ASSETS</b>			
CASH	241,807	236,571	5,236
ACCOUNTS RECEIVABLE	25,739	15,407	10,331
HST RECEIVABLE	1,369	665	704
PREPAID EXPENSES	23,611	32,850	(9,240)
TOTAL CURRENT ASSETS	<u>292,526</u>	<u>285,494</u>	<u>7,032</u>
<b>RESTRICTED CASH AND DEPOSITS</b>			
REPLACEMENT RESERVE FUND	244,405	241,128	3,277
DEFERRED VACANCY SUBSIDY	43,080	42,942	138
TOTAL RESTRICTED CASH & DEPOSITS	<u>287,485</u>	<u>284,070</u>	<u>3,415</u>
<b>FIXED ASSETS</b>			
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	(4,116,121)	(4,100,907)	(15,214)
TOTAL FIXED ASSETS	<u>2,209,297</u>	<u>2,224,511</u>	<u>(15,214)</u>
TOTAL ASSETS	<u><u>2,789,307</u></u>	<u><u>2,794,074</u></u>	<u><u>(4,767)</u></u>
<b><u>LIABILITIES</u></b>			
<b>CURRENT LIABILITIES</b>			
ACCOUNTS PAYABLE & ACCRUED LIABILITIES	114,190	112,477	1,713
DEFERRED REVENUE	8,775	8,837	(62)
TOTAL CURRENT LIABILITIES	<u>122,965</u>	<u>121,314</u>	<u>1,651</u>
<b>LONG TERM DEBT</b>			
MORTGAGE 116 SUNSET DRIVE	1,750,416	1,762,990	(12,574)
TOTAL LONG TERM LIABILITIES	<u>1,750,416</u>	<u>1,762,990</u>	<u>(12,574)</u>
<b>DEFERRED CONTRIBUTIONS</b>			
DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS	5,668	5,835	(167)
TOTAL DEFERRED	<u>5,668</u>	<u>5,835</u>	<u>(167)</u>
<b>FUND BALANCES</b>			
REPLACEMENT RESERVE RESTRICTED	244,405	241,128	3,277
VACANCY SUBSIDY RESERVE	43,080	42,942	138
EARNED SURPLUS	602,043	605,043	(3,000)
NET INCOME (LOSS) FOR PERIOD	20,730	14,822	5,907
TOTAL EQUITY	<u>910,258</u>	<u>903,935</u>	<u>6,322</u>
TOTAL LIABILITIES & FUND BALANCES	<u><u>2,789,307</u></u>	<u><u>2,794,074</u></u>	<u><u>(4,767)</u></u>

YDIDAT YORK DEVELOPMENT INC  
INCOME STATEMENT - CONSOLIDATED  
8 MONTHS ENDING 11/30/2022

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
<b>REVENUE</b>						
RENTALS	62,356	62,443	(87)	487,861	487,969	(108)
TENANT SUBSIDY	(1,868)	(2,996)	1,128	(20,733)	(23,964)	3,231
RENT SUPPLEMENT - SH	8,837	8,837	0	73,030	73,030	0
ADULT DAY PROGRAM FEES	5,275	10,745	(5,470)	9,320	45,654	(36,334)
WASHER & DRYER REVENUE	950	896	54	7,493	7,167	326
OTHER REVENUE	0	0	0	290	0	290
INTEREST INCOME	955	113	842	4,688	907	3,781
REVENUE - SD CARE HOURS	8,260	12,463	(4,203)	55,054	99,706	(44,652)
REVENUE - OTHER CARE HOURS	656	275	381	1,501	2,200	(699)
REVENUE - TENNANT SERVICES	20,057	18,994	1,063	145,658	151,955	(6,297)
AMORT OF DEFERRED CONTRIB	6,282	6,283	(0)	50,260	50,261	(2)
RECOVERY PROJECT WORKERS	0	0	0	0	3,600	(3,600)
MISCELLANEOUS INCOME	6,784	2,000	4,784	7,616	10,000	(2,384)
<b>TOTAL REVENUE</b>	<b>118,545</b>	<b>120,054</b>	<b>(1,509)</b>	<b>822,038</b>	<b>908,484</b>	<b>(86,446)</b>
<b>OPERATING EXPENSES</b>						
<b>WAGES &amp; BENEFITS</b>						
SALARIES	31,634	37,402	5,769	207,629	284,374	76,745
BENEFITS	3,765	4,418	653	21,148	32,949	11,801
TRAVEL EXPENSE	67	83	16	638	667	29
	<b>35,466</b>	<b>41,904</b>	<b>6,438</b>	<b>229,415</b>	<b>317,990</b>	<b>88,575</b>
<b>TENANT / ADP CLIENT SUPPORT COSTS</b>						
FOOD COST	4,870	5,783	913	34,797	41,710	6,912
	<b>4,870</b>	<b>5,783</b>	<b>913</b>	<b>34,797</b>	<b>41,710</b>	<b>6,912</b>
<b>MAINTENANCE</b>						
ELECTRICITY	6,404	6,295	(108)	53,372	50,363	(3,010)
ELEVATOR SERVICE / INSPECTION	376	358	(18)	3,698	2,862	(836)
GARBAGE REMOVAL	773	627	(145)	5,980	5,019	(962)
PEST CONTROL	204	215	11	1,633	1,717	84
ALARMS AND MONITORING	179	378	199	3,146	3,025	(122)
TENANT SPECIAL OCCASIONS	115	125	10	336	1,000	664
CABLE TV	23	49	26	178	392	214
INSURANCE	3,324	3,169	(155)	26,593	25,351	(1,242)
PHONE	166	399	233	1,230	3,191	1,961
PROPERTY TAXES	5,929	5,929	0	47,433	47,433	0
REPAIRS & MAINTENANCE	3,970	4,053	83	34,500	32,420	(2,080)
BUILDING EXPENSES - ADP	367	1,391	1,024	2,935	8,031	5,096
REPLACEMENT RESERVE - R&M	0	1,698	1,698	11,904	13,585	1,681
SECURITY	4,510	4,510	0	36,078	36,079	1
GROUPS MAINTENANCE	449	851	402	3,806	6,806	3,000
SUPPLIES EXPENSE	648	1,140	492	4,128	7,166	3,039
MINOR EQUIP & FURNISHING	1,127	619	(508)	6,054	4,620	(1,434)
WATER & SEWAGE	1,228	1,227	(0)	9,821	9,819	(3)
	<b>29,790</b>	<b>33,032</b>	<b>3,242</b>	<b>252,826</b>	<b>258,876</b>	<b>6,050</b>
<b>ADMINISTRATION</b>						
ADMINISTRATION CHARGES	13,637	14,119	483	107,545	111,922	4,378
BOARD EXPENSES	68	97	29	540	772	232
ADVERTISING	37	284	247	632	1,869	1,237
AUDIT EXPENSES	719	975	256	4,950	7,798	2,848
BANK INTEREST & CHARGES	122	25	(97)	1,588	197	(1,390)
LOAN INTEREST EXPENSE	5,007	3,941	(1,066)	32,594	31,528	(1,066)
MEMBERSHIP FEES / DUES	145	311	166	1,158	2,487	1,329
MISCELLANEOUS EXPENSE	541	236	(305)	4,574	1,558	(3,015)
PRINTING & OFFICE SUPPLIES	239	520	281	2,195	3,828	1,633
	<b>20,514</b>	<b>20,508</b>	<b>(7)</b>	<b>155,776</b>	<b>161,961</b>	<b>6,184</b>
<b>CAPITAL</b>						
DEPRECIATION	15,214	15,360	146	121,711	122,880	1,169
	<b>15,214</b>	<b>15,360</b>	<b>146</b>	<b>121,711</b>	<b>122,880</b>	<b>1,169</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>105,854</b>	<b>116,586</b>	<b>10,733</b>	<b>794,525</b>	<b>903,416</b>	<b>108,892</b>
<b>NET EARNINGS (LOSS) FOR PERIOD</b>	<b>12,691</b>	<b>3,468</b>	<b>9,223</b>	<b>27,514</b>	<b>5,068</b>	<b>22,446</b>
<b>LESS: TRANSFER TO</b>						
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**  
**11/30/2022**

	Current Month	Prior Month	Difference
<b><u>ASSETS</u></b>			
<b>CURRENT</b>			
CASH AND CASH EQUIVALENTS	458,210.13	473,334.03	(15,123.90)
ACCOUNTS RECEIVABLE	10,191.13	12,149.38	(1,958.25)
ALLOWANCE FOR DOUBTFUL ACCOUNTS	0.00	0.00	0.00
HST RECEIVABLE	9,844.14	7,194.21	2,649.93
PREPAID EXPENSES	0.00	0.00	0.00
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	<u>478,245.40</u>	<u>492,677.62</u>	<u>(14,432.22)</u>
<b>CAPITAL ASSETS</b>			
EQUIPMENT AND FURNITURE	16,186.37	16,186.37	0.00
ACCUMULATED DEPRECIATION	(10,046.20)	(9,776.43)	(269.77)
	<u>6,140.17</u>	<u>6,409.94</u>	<u>(269.77)</u>
<b>TOTAL ASSETS</b>	<u><u>484,385.57</u></u>	<u><u>499,087.56</u></u>	<u><u>(14,701.99)</u></u>
<b><u>LIABILITIES</u></b>			
<b>CURRENT</b>			
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES	104,742.01	52,726.56	52,015.45
DUE TO YORK MANOR INC.	5,246.84	5,183.92	62.92
DUE TO YORK DEVELOPMENTS INC.	4,267.45	4,716.33	(448.88)
DEFERRED REVENUE	355,989.72	402,939.48	(46,949.76)
TOTAL CURRENT	<u>470,246.02</u>	<u>465,566.29</u>	<u>4,679.73</u>
<b><u>FUND BALANCES</u></b>			
<b>FUND BALANCES</b>			
FUNDS UNRESTRICTED	2,485.09	2,485.09	0.00
NET INCOME (LOSS) FOR THE PERIOD	11,654.46	31,036.18	(19,381.72)
TOTAL FUNDS	<u>14,139.55</u>	<u>33,521.27</u>	<u>(19,381.72)</u>
<b>TOTAL LIABILITIES &amp; FUNDS</b>	<u><u>484,385.57</u></u>	<u><u>499,087.56</u></u>	<u><u>(14,701.99)</u></u>

**Centre for Innovation and Research**  
**INCOME STATEMENT - CONSOLIDATED**  
**8 MONTHS ENDING 11/30/2022**

	<b>CURRENT MONTH</b>	<b>BUDGET MONTH</b>	<b>ACTUAL VS BUDGET</b>	<b>ACTUAL YTD</b>	<b>BUDGET YTD</b>	<b>ACTUAL VS BUDGET</b>
<b>REVENUE</b>						
GENERAL CONTRIBUTIONS	3,750	3,750	0	30,000	30,000	0
VR - REHAB PROJECT	3,538	5,731	(2,193)	46,498	45,848	650
PROMOTE PHYS ACTIVITY PROJECT	1,918	3,966	(2,048)	21,083	31,728	(10,645)
IMPROVE IMMUNIZATION PROJECT	3,810	5,460	(1,650)	34,894	43,679	(8,786)
PALLIATIVE CARE PROJECT	1,669	1,611	57	13,349	12,889	460
POLYPHARM APP PHASE 2 PROJECT	3,264	10,266	(7,002)	30,439	82,129	(51,690)
GENIE PROJECT	21,305	39,939	(18,634)	232,358	319,511	(87,154)
PASSIVE AWARE PROJECT	11,446	32,190	(20,744)	183,467	281,519	(98,052)
INTEREST INCOME	1,617	250	1,367	11,336	2,000	9,336
STUDENT FUNDING	0	0	0	9,985	4,833	5,152
SYMPOSIUM	17,170	0	17,170	40,470	0	40,470
OTHER INCOME	0	0	0	1,500	0	1,500
<b>TOTAL UNRESTRICTED REVENUE</b>	<b>69,487</b>	<b>103,163</b>	<b>(33,676)</b>	<b>655,378</b>	<b>854,136</b>	<b>(198,758)</b>
<b>OPERATING EXPENSES</b>						
<b>WAGES &amp; BENEFITS</b>						
SALARIES AND BENEFITS	41,187	69,003	27,817	389,308	552,027	162,719
SALARIES & BEN CHARGED TO PROJECT	(41,187)	(69,003)	(27,817)	(389,308)	(552,027)	(162,719)
PROJECT WORKERS EXPENSES	0	0	0	9,985	4,833	(5,152)
	0	0	0	9,985	4,833	(5,152)
<b>ADMINISTRATION</b>						
ADMINISTRATION STAFF CHARGEBACKS	2,051	2,051	0	16,411	16,411	1
AUDIT EXPENSES	582	481	(102)	5,598	3,845	(1,753)
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
OFFICE AND COMPUTER SUPPLIES	57	267	210	117	2,133	2,017
OFFICE SPACE COSTS	263	408	145	2,173	3,263	1,090
TELEPHONE	0	0	0	0	0	0
IT SUPPORT	12	42	30	234	333	100
TRAVEL AND ACCOMODATION	0	33	33	0	267	267
MEALS AND ENTERTAINMENT	0	29	29	0	233	233
CONFERENCES AND TRAINING	0	125	125	1,500	1,000	(500)
MINOR EQUIPMENT	0	83	83	0	667	667
MISCELLANEOUS	0	83	83	879	667	(212)
SYMPOSIUM	36,684	0	(38,684)	42,582	0	(42,582)
	41,919	3,729	(38,190)	71,651	29,831	(41,821)
<b>PROJECT RELATED EXPENDITURES</b>						
VR - REHAB PROJECT	3,538	5,731	2,193	46,498	45,849	(650)
PROMOTE PHYS ACTIVITY PROJECT	1,918	3,966	2,048	21,083	31,728	10,645
IMPROVE IMMUNIZATION PROJECT	3,810	5,460	1,650	34,894	43,679	8,786
PALLIATIVE CARE PROJECT	1,669	1,611	(57)	13,349	12,889	(460)
POLYPHARM APP PHASE 2 PROJECT	3,264	10,266	7,002	30,439	82,129	51,690
GENIE PROJECT	21,305	39,939	18,634	232,357	319,511	87,154
PASSIVE AWARE PROJECT	11,446	32,214	20,768	183,467	281,422	97,955
MISCELLANEOUS	0	0	0	0	0	0
	46,950	99,187	52,237	562,087	817,207	255,119
<b>TOTAL EXPENSES</b>	<b>88,868</b>	<b>102,916</b>	<b>14,047</b>	<b>643,724</b>	<b>851,870</b>	<b>208,146</b>
<b>NET EARNINGS (LOSS)</b>	<b>(19,382)</b>	<b>247</b>	<b>(19,629)</b>	<b>11,654</b>	<b>2,266</b>	<b>9,388</b>

YCPDAT YORK COUNTY PROPERTIES  
BALANCE SHEET  
11/30/2022

ASSETS

CURRENT ASSETS

CASH	\$423,472
ACCOUNTS RECEIVABLE	1,462
TOTAL CURRENT ASSETS	<u>\$424,934</u>

LONG-TERM ASSETS

MORTGAGE RECEIVABLE Supportive Housing	\$25,697
----------------------------------------	----------

PROPERTY AND EQUIPMENT

YORK FARM	\$7,601
TOTAL PROPERTY AND EQUIPMENT	<u>\$7,601</u>
TOTAL ASSETS	<u><u>\$458,233</u></u>

LIABILITIES

CURRENT LIABILITIES

ACCOUNTS PAYABLE AND ACCRUALS	\$1,462
TOTAL CURRENT LIABILITIES	<u>\$1,462</u>

LONG TERM LIABILITIES

TOTAL LONG TERM LIABILITIES	<u>\$0</u>
-----------------------------	------------

DEFERRED CONTRIBUTIONS

TOTAL DEFERRED	<u>\$0</u>
----------------	------------

FUND BALANCES

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

TOTAL LIABILITIES & FUND BALANCES	<u><u>\$458,233</u></u>
-----------------------------------	-------------------------

YCPDAT YORK COUNTY PROPERTIES  
INCOME STATEMENT  
8 MONTHS ENDING 11/30/2022

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
<b>REVENUE</b>						
MISCELLANEOUS SALES	\$90	\$90	(\$0)	\$722	\$722	(\$0)
INTEREST INCOME	1,462	233	1,229	7,570	1,867	5,703
<b>TOTAL REVENUE</b>	<b>\$1,552</b>	<b>\$324</b>	<b>\$1,229</b>	<b>\$8,291</b>	<b>\$2,589</b>	<b>\$5,703</b>
<b>OPERATING EXPENSES:</b>						
<b>SALARIES &amp; BENEFITS</b>						
	\$0	\$0	\$0	\$0	\$0	\$0
<b>BUILDING &amp; GROUNDS</b>						
PROPERTY TAXES	\$0	\$0	\$0	\$318	\$318	(\$0)
	\$0	\$0	\$0	\$318	\$318	(\$0)
<b>ADMINISTRATION</b>						
REIMBURSEMENT OF PARENT COMPANY	\$1,552	\$292	\$1,260	\$7,973	\$2,337	\$5,637
BANK INTEREST & CHARGES	-	5	(5)	-	40	(40)
	\$1,552	\$297	\$1,255	\$7,973	\$2,377	\$5,597
<b>TOTAL OPERATING EXPENSES</b>	<b>\$1,552</b>	<b>\$297</b>	<b>\$1,255</b>	<b>\$8,291</b>	<b>\$2,695</b>	<b>\$5,597</b>
<b>OPERATING SURPLUS (DEFICIT)</b>	<b>\$0</b>	<b>\$27</b>	<b>(\$27)</b>	<b>\$0</b>	<b>(\$106)</b>	<b>\$106</b>
	\$0	\$0	\$0	\$0	\$0	\$0
<b>NET SURPLUS (DEFICIT)</b>	<b>\$0</b>	<b>\$27</b>	<b>(\$27)</b>	<b>\$0</b>	<b>(\$106)</b>	<b>\$106</b>

**YORK CARE CENTRE INC.**  
**BALANCE SHEET**  
**12/31/2022**

	Current Month	Prior Month	Difference
<b><u>ASSETS</u></b>			
CURRENT			
CASH AND CASH EQUIVALENTS	1,869,674.30	2,090,062.59	(220,388.29)
CASH - RESTRICTED FUNDS	65,905.33	60,296.89	5,608.44
ACCOUNTS RECEIVABLE			
- RESIDENTS	35,585.04	30,674.69	4,910.35
- DEPT of SOCIAL DEVELOPMENT	63,078.00	75,050.00	(11,972.00)
- HST	52,418.76	33,135.14	19,283.62
- OTHER	80,748.11	80,109.14	638.97
INVENTORIES	122,092.20	122,092.20	0.00
PREPAID EXPENSES	240,207.81	315,206.15	(74,998.34)
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	<u>2,529,709.55</u>	<u>2,806,626.80</u>	<u>(276,917.25)</u>
CASH RESTRICTED FOR FUTURE CAPITAL	0.00	0.00	0.00
LAND, BUILDING AND FURNITURE (Net)	17,787,245.33	17,995,960.71	(208,715.38)
TOTAL FIXED ASSETS	<u>17,787,245.33</u>	<u>17,995,960.71</u>	<u>(208,715.38)</u>
TOTAL ASSETS	<u><u>20,316,954.88</u></u>	<u><u>20,802,587.51</u></u>	<u><u>(485,632.63)</u></u>
<b><u>LIABILITIES</u></b>			
CURRENT			
PAYABLES & ACCRUALS	3,067,574.28	3,272,015.20	(204,440.92)
DEFERRED REVENUE	71,301.77	75,468.44	(4,166.67)
TOTAL CURRENT	<u>3,138,876.05</u>	<u>3,347,483.64</u>	<u>(208,607.59)</u>
LONG TERM			
LONG TERM DEBT	15,062,261.61	15,242,902.42	(180,640.81)
DEFERRED CONTRIBUTIONS	1,836,361.05	1,861,405.52	(25,044.47)
TOTAL LIABILITIES	<u>16,898,622.66</u>	<u>17,104,307.94</u>	<u>(205,685.28)</u>
<b><u>FUND BALANCES</u></b>			
FUNDS RESTRICTED	62,580.08	55,934.60	6,645.48
UNRESTRICTED	(327,281.08)	(327,006.08)	(275.00)
NET INCOME (LOSS) FOR PERIOD	544,157.17	621,867.41	(77,710.24)
TOTAL FUNDS	<u>279,456.17</u>	<u>350,795.93</u>	<u>(71,339.76)</u>
TOTAL LIABILITIES & FUNDS	<u><u>20,316,954.88</u></u>	<u><u>20,802,587.51</u></u>	<u><u>(485,632.63)</u></u>

YORK CARE CENTRE INC.  
REVENUE AND EXPENSE SUMMARY - CURRENT MONTH  
MONTH ENDING 12/31/2022

Description	Actual Current Month	Budget Current Month	Variance Budget vs. Actual	Variance Analysis Budget vs Actual
<b>REVENUE</b>				
Total Operating Revenue	\$1,900,947	\$1,905,072	-\$4,125	37 vacant bed days
Non-Recurring Budget Amend	\$9,940	\$9,940	\$0	
Administration	\$30,758	\$21,537	\$9,221	
Care Services	\$13,360	\$13,872	-\$512	
Operations	\$27,260	\$27,314	-\$54	
Mortgage / Loan Payments	\$25,044	\$25,044	\$0	
<b>TOTAL REVENUE</b>	<b>\$2,007,310</b>	<b>\$2,002,780</b>	<b>\$4,530</b>	
<b>OPERATING EXPENSES</b>				
Administration	\$302,328	\$354,911	-\$52,584	Salaries underspent by \$6,792, EI, CPP and WHSCC underspent by \$37,969, underspend in pension/group health expense of \$2,540, overspent on bank chgs & bad debts by \$912, overspent in advertising by \$580, underspent on office equip and supplies by \$5,819, overspent in prof'l fees & travel by \$5,018, overexpend on NBANH Membership \$240; overspent on staff & volunteer recognition \$4,165; underspent on minor equipment by \$125, underspent on education by \$10,965, plus other minor variances.
Care Services	\$921,733	\$894,188	-\$27,545	Underexpend in salaries of \$43,809, overexpend in fall reduction, care supplies and meds \$19,391, overspent on incontinent supplies by \$4,143, overspent in minor equipment by \$48,422, overspent on recruitment by \$417, underspent on BG memory Lane Project by \$2,500, overspent in recreation supplies by \$2,058, underspent on pastoral supplies by \$161; plus other minor variances.
Operations	\$602,787	\$548,457	-\$54,330	Salaries overspent by \$16,697, food & thickeners overspent by \$6,195, dietary supplies overspent by \$9,037, laundry supplies & linen overspent by \$5,492, housekeeping supplies underspent by \$2,566, telephone & cable overexpend by \$364, insurance overspent by \$775, maintenance underspent by \$1,416, heating fuel and electricity overspent by \$20,682, vehicle expenses underspent by \$453, minor equipment overspent by \$2,773, consulting fees overspent by \$2,379, computer supplies and support overspent by \$4,253, underspent re website & commun events \$10,401, GET Inspired comm overspent by \$387, overspent on recruitment \$131, plus other minor variances.
Mortgage / Loan Payments	\$258,172	\$259,547	-\$1,374	Under expend of \$1,374 due to timing of new year purchases
<b>TOTAL EXPENSES</b>	<b>\$2,085,020</b>	<b>\$2,057,104</b>	<b>-\$27,916</b>	
<b>NET SURPLUS (DEFICIT)</b>	<b>-\$77,710</b>	<b>-\$54,324</b>	<b>-\$23,386</b>	

**YORK CARE CENTRE INC.**  
**REVENUE AND EXPENSE - SUMMARY FOR YEAR TO DATE**  
**9 MONTHS ENDING 12/31/2022**

Description	Actual	Actual	Budget	Variance	Year to Date		Forecast to	2022-23	Variance Budget
	Previous	Current	Current	Budget	Budget vs Actual	Budget vs Actual	Year End	Full Year	vs Forecast
	YTD	YTD	YTD	vs Actual			31-Mar-23	Budget	Year End
<b>REVENUE AND RECOVERIES</b>									
Operating Revenue	\$15,715,803	\$17,547,796	\$17,619,046	-\$71,250		606 Vacant bed days	\$23,263,012	\$23,334,262	-\$71,250
Non-recurring Budget Amendments	\$390,524	\$279,954	\$279,954	\$0			279,954	\$279,954	\$0
Administration	\$509,372	\$348,242	\$292,279	\$55,963			389,324	\$356,890	\$32,434
Care Services	\$81,162	\$97,310	\$124,851	-\$27,541			142,468	\$166,468	-\$24,000
Operations	\$207,614	\$247,568	\$245,826	\$1,742			327,768	\$327,768	\$0
Mortgage / Loan Payments	\$232,607	\$225,400	\$225,399	\$1			300,532	\$300,532	\$0
<b>TOTAL REVENUE AND RECOVERIES</b>	<b>\$17,137,083</b>	<b>\$18,746,270</b>	<b>\$18,787,355</b>	<b>-\$41,085</b>			<b>\$24,703,058</b>	<b>\$24,765,874</b>	<b>-\$62,816</b>
<b>OPERATING EXPENSES</b>									
Administration	2,976,267	3,085,216	3,279,424	194,209		Salaries underspent by \$5,764; EI, CPP and WHSCC underspent by \$124,130, underspend in pension/group health expense of \$14,201, underspent on uniform allow \$5,692, underspent on bank chgs & bad debts by \$843, underspent in advertizing by \$149, underspent on office equip and supplies by \$13,864, underspent in prof fees & travel by \$16,891, underspent on audit \$3,180, overspent on NBANH Fees \$8,156; underspent on staff & volunteer recognition \$1,753; overspent on minor equipment by \$312, underspent on education by \$18,017, plus other minor variances.	\$4,266,040	4,284,338	18,298
Care Services	7,138,521	7,815,134	8,183,317	368,183		Underexpend in salaries of \$418,723, overexpend in fall reduction, care supplies and meds \$12,668, overspent on incontinence supplies by \$10,016, overspent in minor equipment by \$40,801, overspent on recruitment by \$4,322, underspent on research by \$3,750, underspent on BG memory lane Project by \$17,257, overspent in recreation supplies by \$4,695, underspent on pastoral supplies by \$1,450, plus other minor variances.	10,699,804	10,849,381	149,577
Operations	4,563,495	4,978,212	4,842,926	(135,286)		Salaries overspent by \$70,959, food & thickeners overspent by \$23,995, dietary supplies overspent by \$18,818, laundry supplies & linen overspent by \$25,811, housekeeping supplies underspent by \$28,474, telephone & cable overspent by \$16,115, insurance overspent by \$7,009, maintenance underspent by \$15,567, heating fuel and electricity underspent by \$7,840, vehicle expenses underspent by \$3,069, minor equipment overspent by \$16,455, consulting fees overspent by \$15,830, computer supplies and support overspent by \$17,630, underspent re website & commun events \$21,837, GET Inspired comm underspent by \$2,519, overspent on recruitment \$2,443, plus other minor variances.	6,513,298	6,463,298	(50,000)
Mortgage / Loan Payments	2,329,005	2,323,551	2,335,920	12,369		Under expend of \$12,369 due to timing of new year purchases	3,125,310	3,114,560	(10,750)
<b>TOTAL EXPENSES</b>	<b>\$17,007,289</b>	<b>\$18,202,113</b>	<b>\$18,641,587</b>	<b>\$439,474</b>			<b>\$24,604,452</b>	<b>\$24,711,578</b>	<b>\$107,126</b>
<b>NET SURPLUS (DEFICIT)</b>	<b>\$129,794</b>	<b>\$544,157</b>	<b>\$145,768</b>	<b>\$398,389</b>			<b>\$98,606</b>	<b>\$54,296</b>	<b>\$44,310</b>
Less: Transfer to replacement reserve		2,475	0	(2,475)			3,300	0	(3,300)
(increase) or Decrease in Operating Fund Accumulated Deficit		\$541,682	\$145,768	\$400,864			\$95,306	\$54,296	\$47,610

YDIDAT YORK DEVELOPMENT INC  
BALANCE SHEET - CONSOLIDATED  
12/31/2022

	Current Month	Prior Month	Difference
<b><u>ASSETS</u></b>			
<b>CURRENT ASSETS</b>			
CASH	231,172	241,807	(10,635)
ACCOUNTS RECEIVABLE	25,279	32,523	(7,244)
HST RECEIVABLE	1,482	1,369	113
PREPAID EXPENSES	14,008	23,611	(9,602)
TOTAL CURRENT ASSETS	271,941	299,310	(27,369)
<b>RESTRICTED CASH AND DEPOSITS</b>			
REPLACEMENT RESERVE FUND	247,704	244,405	3,299
DEFERRED VACANCY SUBSIDY	43,228	43,080	149
TOTAL RESTRICTED CASH & DEPOSITS	290,933	287,485	3,448
<b>FIXED ASSETS</b>			
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	(4,131,335)	(4,116,121)	(15,214)
TOTAL FIXED ASSETS	2,194,083	2,209,297	(15,214)
TOTAL ASSETS	2,756,956	2,796,091	(39,135)
<b><u>LIABILITIES</u></b>			
<b>CURRENT LIABILITIES</b>			
ACCOUNTS PAYABLE & ACCRUED LIABILITIES	105,983	114,190	(8,207)
DEFERRED REVENUE	8,730	8,775	(45)
TOTAL CURRENT LIABILITIES	114,713	122,965	(8,252)
<b>LONG TERM DEBT</b>			
MORTGAGE 116 SUNSET DRIVE	1,713,688	1,750,416	(36,728)
TOTAL LONG TERM LIABILITIES	1,713,688	1,750,416	(36,728)
<b>DEFERRED CONTRIBUTIONS</b>			
DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS	5,502	5,668	(167)
TOTAL DEFERRED	5,502	5,668	(167)
<b>FUND BALANCES</b>			
REPLACEMENT RESERVE RESTRICTED	246,703	244,405	2,298
VACANCY SUBSIDY RESERVE	43,228	43,080	149
EARNED SURPLUS	600,044	602,043	(1,999)
NET INCOME (LOSS) FOR PERIOD	33,077	27,514	5,564
TOTAL EQUITY	923,053	917,042	6,012
TOTAL LIABILITIES & FUND BALANCES	2,756,956	2,796,091	(39,135)

YDIDAT YORK DEVELOPMENT INC  
INCOME STATEMENT - CONSOLIDATED  
9 MONTHS ENDING 12/31/2022

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
<b>REVENUE</b>						
RENTALS	62,233	62,475	(242)	550,094	550,444	(350)
TENANT SUBSIDY	(1,868)	(2,996)	1,128	(22,601)	(26,960)	4,359
RENT SUPPLEMENT - SH	8,775	8,775	0	81,805	81,805	0
ADULT DAY PROGRAM FEES	5,253	8,699	(3,446)	14,573	54,352	(39,780)
WASHER & DRYER REVENUE	926	896	30	8,419	8,062	357
OTHER REVENUE	0	0	0	290	0	290
INTEREST INCOME	1,024	113	911	5,712	1,020	4,692
REVENUE - SD CARE HOURS	7,500	12,463	(4,963)	62,554	112,169	(49,615)
REVENUE - OTHER CARE HOURS	93	275	(182)	1,594	2,475	(881)
REVENUE - TENNANT SERVICES	20,057	18,994	1,063	165,715	170,950	(5,235)
AMORT OF DEFERRED CONTRIB	6,282	6,283	(0)	56,542	56,544	(2)
RECOVERY PROJECT WORKERS	0	0	0	0	3,600	(3,600)
MISCELLANEOUS INCOME	2,261	2,000	261	9,877	12,000	(2,123)
<b>TOTAL REVENUE</b>	<b>112,536</b>	<b>117,978</b>	<b>(5,442)</b>	<b>934,575</b>	<b>1,026,462</b>	<b>(91,887)</b>
<b>OPERATING EXPENSES</b>						
<b>WAGES &amp; BENEFITS</b>						
SALARIES	30,865	37,227	6,362	238,494	321,601	83,107
BENEFITS	3,859	4,385	526	25,007	37,334	12,327
TRAVEL EXPENSE	96	83	(13)	734	750	16
	<b>34,820</b>	<b>41,695</b>	<b>6,875</b>	<b>264,234</b>	<b>359,685</b>	<b>95,450</b>
<b>TENANT / ADP CLIENT SUPPORT COSTS</b>						
FOOD COST	5,161	5,552	391	39,958	47,261	7,303
	<b>5,161</b>	<b>5,552</b>	<b>391</b>	<b>39,958</b>	<b>47,261</b>	<b>7,303</b>
<b>MAINTENANCE</b>						
ELECTRICITY	6,369	6,295	(74)	59,741	56,658	(3,083)
ELEVATOR SERVICE / INSPECTION	376	358	(18)	4,074	3,220	(854)
GARBAGE REMOVAL	773	627	(145)	6,753	5,646	(1,107)
PEST CONTROL	204	215	11	1,837	1,932	95
ALARMS AND MONITORING	409	378	(31)	3,555	3,403	(153)
TENANT SPECIAL OCCASIONS	787	125	(662)	1,123	1,125	2
CABLE TV	0	49	49	178	441	263
INSURANCE	3,324	3,169	(155)	29,917	28,519	(1,397)
PHONE	168	399	230	1,398	3,589	2,191
PROPERTY TAXES	5,929	5,929	(0)	53,362	53,362	0
REPAIRS & MAINTENANCE	3,758	4,053	294	38,258	36,473	(1,785)
BUILDING EXPENSES - ADP	367	1,343	976	3,302	9,374	6,072
REPLACEMENT RESERVE - R&M	1,001	1,698	697	12,905	15,283	2,377
SECURITY	4,510	4,510	0	40,588	40,589	1
GROUNDS MAINTENANCE	636	851	214	4,443	7,657	3,214
SUPPLIES EXPENSE	654	1,041	386	4,782	8,207	3,425
MINOR EQUIP & FURNISHING	193	619	426	6,247	5,239	(1,008)
WATER & SEWAGE	1,228	1,227	(0)	11,049	11,046	(3)
	<b>30,688</b>	<b>32,885</b>	<b>2,198</b>	<b>283,513</b>	<b>291,761</b>	<b>8,248</b>
<b>ADMINISTRATION</b>						
ADMINISTRATION CHARGES	13,637	14,119	483	121,181	126,042	4,860
BOARD EXPENSES	68	97	29	608	869	261
ADVERTISING	89	284	194	722	2,153	1,431
AUDIT EXPENSES	719	975	256	5,669	8,773	3,104
BANK INTEREST & CHARGES	1,077	25	(1,052)	2,665	222	(2,443)
LOAN INTEREST EXPENSE	5,052	3,941	(1,111)	37,646	35,469	(2,177)
MEMBERSHIP FEES / DUES	145	311	166	1,303	2,798	1,495
MISCELLANEOUS EXPENSE	65	236	172	4,638	1,795	(2,844)
PRINTING & OFFICE SUPPLIES	239	520	281	2,435	4,348	1,914
	<b>21,091</b>	<b>20,508</b>	<b>(583)</b>	<b>176,867</b>	<b>182,468</b>	<b>5,601</b>
<b>CAPITAL</b>						
DEPRECIATION	15,214	15,360	146	136,925	138,240	1,315
	<b>15,214</b>	<b>15,360</b>	<b>146</b>	<b>136,925</b>	<b>138,240</b>	<b>1,315</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>106,973</b>	<b>115,999</b>	<b>9,027</b>	<b>901,497</b>	<b>1,019,416</b>	<b>117,918</b>
<b>NET EARNINGS (LOSS) FOR PERIOD</b>	<b>5,564</b>	<b>1,979</b>	<b>3,585</b>	<b>33,077</b>	<b>7,047</b>	<b>26,031</b>
<b>LESS: TRANSFER TO</b>						
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**  
**12/31/2022**

	Current Month	Prior Month	Difference
<b><u>ASSETS</u></b>			
<b>CURRENT</b>			
CASH AND CASH EQUIVALENTS	382,804.90	458,210.13	(75,405.23)
ACCOUNTS RECEIVABLE	4,577.38	10,191.13	(5,613.75)
ALLOWANCE FOR DOUBTFUL ACCOUNTS	0.00	0.00	0.00
HST RECEIVABLE	9,920.69	9,844.14	76.55
PREPAID EXPENSES	0.00	0.00	0.00
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	<u>397,302.97</u>	<u>478,245.40</u>	<u>(80,942.43)</u>
<b>CAPITAL ASSETS</b>			
EQUIPMENT AND FURNITURE	16,186.37	16,186.37	0.00
ACCUMULATED DEPRECIATION	(10,315.97)	(10,046.20)	(269.77)
	<u>5,870.40</u>	<u>6,140.17</u>	<u>(269.77)</u>
<b>TOTAL ASSETS</b>	<u><u>403,173.37</u></u>	<u><u>484,385.57</u></u>	<u><u>(81,212.20)</u></u>
<b><u>LIABILITIES</u></b>			
<b>CURRENT</b>			
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES	64,868.05	104,742.01	(39,873.96)
DUE TO YORK MANOR INC.	5,283.92	5,246.84	37.08
DUE TO YORK DEVELOPMENTS INC.	1,230.24	4,267.45	(3,037.21)
DEFERRED REVENUE	315,067.37	355,989.72	(40,922.35)
TOTAL CURRENT	<u>386,449.58</u>	<u>470,246.02</u>	<u>(83,796.44)</u>
<b><u>FUND BALANCES</u></b>			
<b>FUND BALANCES</b>			
FUNDS UNRESTRICTED	2,485.09	2,485.09	0.00
NET INCOME (LOSS) FOR THE PERIOD	14,238.70	11,654.46	2,584.24
TOTAL FUNDS	<u>16,723.79</u>	<u>14,139.55</u>	<u>2,584.24</u>
<b>TOTAL LIABILITIES &amp; FUNDS</b>	<u><u>403,173.37</u></u>	<u><u>484,385.57</u></u>	<u><u>(81,212.20)</u></u>

**Centre for Innovation and Research**  
**INCOME STATEMENT - CONSOLIDATED**  
**9 MONTHS ENDING 12/31/2022**

	<b>CURRENT MONTH</b>	<b>BUDGET MONTH</b>	<b>ACTUAL VS BUDGET</b>	<b>ACTUAL YTD</b>	<b>BUDGET YTD</b>	<b>ACTUAL VS BUDGET</b>
<b>REVENUE</b>						
GENERAL CONTRIBUTIONS	3,750	3,750	0	33,750	33,750	0
VR - REHAB PROJECT	2,374	5,731	(3,357)	48,873	51,580	(2,707)
PROMOTE PHYS ACTIVITY PROJECT	1,411	3,966	(2,555)	22,494	35,694	(13,200)
IMPROVE IMMUNIZATION PROJECT	3,793	5,460	(1,667)	38,687	49,139	(10,453)
PALLIATIVE CARE PROJECT	1,669	1,611	57	15,017	14,500	517
POLYPHARM APP PHASE 2 PROJECT	2,881	10,266	(7,385)	33,320	92,395	(59,075)
GENIE PROJECT	18,506	39,939	(21,433)	250,864	359,450	(108,586)
PASSIVE AWARE PROJECT	10,288	32,190	(21,902)	193,755	313,708	(119,953)
INTEREST INCOME	1,677	250	1,427	13,013	2,250	10,763
STUDENT FUNDING	0	0	0	9,985	4,833	5,152
SYMPOSIUM	0	0	0	40,470	0	40,470
OTHER INCOME	0	0	0	1,500	0	1,500
<b>TOTAL UNRESTRICTED REVENUE</b>	<b>46,349</b>	<b>103,163</b>	<b>(56,814)</b>	<b>701,728</b>	<b>957,299</b>	<b>(255,572)</b>
<b>OPERATING EXPENSES</b>						
<b>WAGES &amp; BENEFITS</b>						
SALARIES AND BENEFITS	35,752	69,003	33,251	425,060	621,031	195,971
SALARIES & BEN CHARGED TO PROJECT	(35,752)	(69,003)	(33,251)	(425,060)	(621,031)	(195,971)
PROJECT WORKERS EXPENSES	0	0	0	9,985	4,833	(5,152)
	0	0	0	9,985	4,833	(5,152)
<b>ADMINISTRATION</b>						
ADMINISTRATION STAFF CHARGEBACKS	2,051	2,051	0	18,462	18,463	1
AUDIT EXPENSES	582	481	(102)	6,181	4,326	(1,855)
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
OFFICE AND COMPUTER SUPPLIES	0	267	267	117	2,400	2,284
OFFICE SPACE COSTS	348	408	60	2,521	3,671	1,151
TELEPHONE	0	0	0	0	0	0
IT SUPPORT	0	42	42	234	375	141
TRAVEL AND ACCOMODATION	0	33	33	0	300	300
MEALS AND ENTERTAINMENT	0	29	29	0	263	263
CONFERENCES AND TRAINING	0	125	125	1,500	1,125	(375)
MINOR EQUIPMENT	0	83	83	0	750	750
MISCELLANEOUS	0	83	83	879	750	(129)
SYMPOSIUM	(408)	0	408	42,174	0	(42,174)
	2,843	3,729	886	74,494	33,559	(40,935)
<b>PROJECT RELATED EXPENDITURES</b>						
VR - REHAB PROJECT	2,374	5,731	3,357	48,873	51,580	2,707
PROMOTE PHYS ACTIVITY PROJECT	1,411	3,966	2,555	22,494	35,694	13,200
IMPROVE IMMUNIZATION PROJECT	3,793	5,460	1,667	38,687	49,139	10,452
PALLIATIVE CARE PROJECT	1,669	1,611	(57)	15,017	14,500	(517)
POLYPHARM APP PHASE 2 PROJECT	2,881	10,266	7,385	33,320	92,395	59,075
GENIE PROJECT	18,506	39,939	21,433	250,864	359,450	108,587
PASSIVE AWARE PROJECT	10,288	32,214	21,926	193,755	313,635	119,880
MISCELLANEOUS	0	0	0	0	0	0
	40,922	99,187	58,265	603,010	916,394	313,384
<b>TOTAL EXPENSES</b>	<b>43,765</b>	<b>102,916</b>	<b>59,151</b>	<b>687,489</b>	<b>954,786</b>	<b>267,297</b>
<b>NET EARNINGS (LOSS)</b>	<b>2,584</b>	<b>247</b>	<b>2,337</b>	<b>14,239</b>	<b>2,513</b>	<b>11,725</b>

YCPDAT YORK COUNTY PROPERTIES  
BALANCE SHEET  
12/31/2022

ASSETS

CURRENT ASSETS

CASH	\$449,246
ACCOUNTS RECEIVABLE	1,756
TOTAL CURRENT ASSETS	<u>\$451,002</u>

LONG-TERM ASSETS

PROPERTY AND EQUIPMENT

YORK FARM	\$7,601
TOTAL PROPERTY AND EQUIPMENT	<u>\$7,601</u>
TOTAL ASSETS	<u><u>\$458,603</u></u>

LIABILITIES

CURRENT LIABILITIES

ACCOUNTS PAYABLE AND ACCRUALS	\$1,832
TOTAL CURRENT LIABILITIES	<u>\$1,832</u>

LONG TERM LIABILITIES

TOTAL LONG TERM LIABILITIES	<u>\$0</u>
-----------------------------	------------

DEFERRED CONTRIBUTIONS

TOTAL DEFERRED	<u>\$0</u>
----------------	------------

FUND BALANCES

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

TOTAL LIABILITIES & FUND BALANCES	<u><u>\$458,603</u></u>
-----------------------------------	-------------------------

YCPDAT YORK COUNTY PROPERTIES  
 INCOME STATEMENT  
 9 MONTHS ENDING 12/31/2022

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
REVENUE						
MISCELLANEOUS SALES	\$154	\$90	\$64	\$876	\$812	\$64
INTEREST INCOME	1,756	233	1,523	9,326	2,100	7,226
TOTAL REVENUE	\$1,911	\$324	\$1,587	\$10,202	\$2,912	\$7,290
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	\$1,911	\$292	\$1,619	\$9,884	\$2,629	\$7,255
BANK INTEREST & CHARGES	-	5	(5)	-	45	(45)
	\$1,911	\$297	\$1,614	\$9,884	\$2,674	\$7,210
TOTAL OPERATING EXPENSES	\$1,911	\$297	\$1,614	\$10,202	\$2,992	\$7,210
OPERATING SURPLUS (DEFICIT)	\$0	\$27	(\$27)	\$0	(\$80)	\$80
	\$0	\$0	\$0	\$0	\$0	\$0
NET SURPLUS (DEFICIT)	\$0	\$27	(\$27)	\$0	(\$80)	\$80



# REPORT TO THE FINANCE & ADMINISTRATION COMMITTEE

October 1, 2022 to December 31, 2022  
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  
Michel Boyer, Director, Facilities & Infrastructure

#### **Key Areas of Reporting**

Human Resources  
Financial Services  
Facilities, Building and Infrastructure

## 1. Human Resources

- During Quarter 3 (October - December), we on-boarded and welcomed **21 new staff members**. Five new personnel are part of our Registered staff team. As always, the HR team continues to actively recruit and on-board regularly.
- In the Q3, 15 employees resigned, and 1 employee was terminated due to an unsuccessful probationary period.
- IEN Recruitment: In the Spring, an offer of employment was extended to a candidate in United Arab Emirates. This month, the candidate notified HR that they were taking a job offer in Moncton. Regarding the Philippines LTC Recruitment Strategy, all required paperwork has been completed and the potential date for this 'mission' is February.
- Activities coordinated amongst the Get Inspired Team and Human Resources included: Halloween Costume contest, Staff Christmas party, Staff Appreciation catered meal (Comfort Catering), Staff Holiday Turkey meal, Christmas door decorating contest, Staff care packages, Staff Holiday Gift card and Christmas wreaths give-away.
- We coordinated an Internal Resident Attendant Training course which started in October and graduated 8 Resident Attendants in November.
- As part of our 'Dress Down Friday' pay roll deduction, we presented the Fredericton Community Kitchen with a \$6742.00 cheque!!
- We welcomed one student to our Rehab department as part of their field placement.

### Human Resources Key Performance Indicators:

	Q3 2021-22	Q4 2021-22	Q1 2022-23	Q2 2022-23	Q3 2022-23
<b>Retention Rate (%) – 12 month look-back</b> Number of employees who remain on staff as percentage of those who were on staff 1 year ago.	79%	74%	71%	73%	70%
<b>Resignations Within One Year (#)</b> Number of resignations within the first year of employment	10	5	5	9	7
<b>Sick Time</b> Sick days / FTE (standardized - # of days/1957.5 hours worked within the quarter.)	17.16	21.64	20.24	16.18	17.28
<b>Sick Time (%)</b> - Sick hours as a percentage of total paid hours	6.5%	8.2%	7.7%	6.2%	6.6%
<b>Overtime Hours (%)</b> Overtime hours as a percentage of total worked hours.	4.3%	5.3%	4.3%	5.3%	5.9%
<b>Care Hours (Short)</b> Average # hours worked per day below the target (RN,LPN,RA)	45.09	95.51	95.26	84.17	76.77
<b>% RN Hours</b> Number of RN hours worked as a percentage of the target.	76%	80%	76%	77%	96%
<b>% hours of professional care (RN/LPN)</b> Number of RN/LPN hours worked as a percentage of the target.	88%	83%	84%	85%	95%

## 2. Facilities, Building, and Infrastructure

- **Facility IT Replacement Plan** - This year saw a need to replace 15 devices (desktop and laptops) and 18 monitors across the facility as part of the yearly IT replacement plan.
- **95 Sunset, Catch Basin Repair** - It was found during a bad rain that the rainwater catch basin located in the tenant parking lot of 95 Sunset was draining very slowly. It was found that a section of the Catch basin had collapsed causing the outlet to plug. Extensive repairs were needed to the catch basin and fill replaced that had been washed away.
- **SSC BioScan Replacement** - Upgrade of the facilities BioScan devices was complete. The BioScan devices are an integral component of our Staff Schedule Care Infrastructure and tracks employee's arrival and departure from the facility and enables the SSC to calculate employee timecards to ensure they are compensated properly.
- **Infrastructure Spending** - This quarter saw the replacement of a commercial grade dryer in the laundry, a floor buffer and various maintenance equipment to enhance the service out Maintenance can provide.
- **Reinstatement of Disaster and Emergency Committee** – The Disaster and Emergency Committee reconvened starting in the month of November. Our initial focus is to update the Disaster and Emergency Plan and to introduce a Cyber Security component.
- **Reduce, Reuse and Recycle (YCC Green practices)** – Effective December 20, 2023 the Government of Canada will begin to prohibit the use of single-use plastics through a phased approach. YCC staff are aware of this ban and are working with suppliers to, not only become compliant, but also to lessen the negative impact we place on the planet.

### Facilities, Building and Infrastructure Key Performance Indicators

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

### **3 Financial Services**

- YCC incurred a deficit of (\$40,473) in Q3 with a YTD surplus of \$544,157 at Dec 31, 2022. 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 over expenditures for various supplies accounts due to high inflation.
- CIRA incurred a deficit of (\$12,221) in Q3 with a YTD surplus of \$14,239 at Dec. 31, 2022. The Q3 deficit was due to expenses for the Symposium incurred in Q3 but most of the related revenue was in Q1 and Q2. Interest revenue earned on the bank account is higher than budget by \$10,763 for the first three quarters.
- YDI realized a surplus of \$20,804 in Q3 and has a YTD surplus of \$33,078 at Dec. 31, 2022. This was partly a planned surplus due to the YDI mortgages now paid in full. Bank interest earned is higher than budgeted by \$4,692 in the first three quarters. The Adult Day program started operating late in Q2 and has just recently has achieved enough clients to operate at a small surplus.
- Overall, the three companies have a Q3 deficit of (\$31,890) and a YTD surplus of \$591,474 at Dec. 31, 2022 on the cumulative actual revenue of \$20.4 million. This equals 2.9% of the revenue for the first three quarters of 2022-23.

## 4. Operating Plan 2022-23 – Status Report

Nine objectives were scheduled for completion by Quarter 3. Six have been completed and three are falling behind. The target for the disaster and emergency plan has been extended due to personnel changes. Delays in many of the staffing objectives have been due to the need to prioritize recruitment work.

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

# Implementation and Evaluation of a 4-day Work Week

Prepared by: Justine Henry, Executive Director, CIRA

## At a glance

The evaluation period for the 4-day work week pilot trial commenced on May 9th, 2022 and ended on December 30th, 2022. The overall recommendation is to continue the ongoing implementation of the 4-day work week within CIRA for full-time staff.

— “ —  
I recommend the 4-day work week to everyone I talk to. The 4-day work week has a strong influence on my dedication to CIRA & YCC - it makes me want to continue working here as long as possible due to the work-life balance the model provides.



4.7/5

Overall pilot rating

**CIRA**  
CENTRE FOR INNOVATION  
AND RESEARCH IN AGING

## RESULTS

The overall response to the 4-day work week trial was incredibly positive. Main takeaways include the ability to maintain a work-life balance, an increase in productivity and utilization of time, less time spent commuting, the ability to plan for personal appointments ahead of time, and feeling more rested.

*How often did you need to work more than 4-days a week because there was more work that needed to be done?*



*How often do you feel that you were able to meet your project goals on time?*



*Would you like to continue the 4-day work week model?*



*What was the impact of the 4-day work week on persons' outside of CIRA?*



## DISCUSSION POINTS

1

### Length of Days

Desire to explore models that reduce the day from 9.5 hours to 8.5 hours. Days are perceived as quite long, especially in the winter months.

2

### Stat Time Use

Employees inquired about maintaining the ability to use stat time for stat days, especially around the Christmas season. Questions about the ability to use stat time as vacation time.

3

### Continued Flexibility

Sometimes, employees opted to use their flex day on another day during the week, as opposed to Friday. They expressed that this additional layer of flexibility contributed significantly to the pilot.

**YORK CARE CENTRE**  
**Corporate Governance Policy**

<b>Type : Governance Process</b>	<b>Date Issued: May 2014</b>
<b>Title: York Care Foundation Representative</b>	<b>Page: 1 of 1</b>
<b>Approved By: Board of Directors</b>	Gov-N-261
<b>Date Reviewed / Revised: 11/16; 3/18</b>	

**POLICY:**

The York Care Foundation Inc. is responsible for all active fundraising on behalf of York Care Centre. From time to time, special committees may be empowered by the York Care Foundation with the task of fundraising for specific purposes. The President/Chief Executive Officer will ensure the co-operation of York Care Centre staff in any fundraising activity.

One member from each of York Care Centre and York Care Foundation Board of Directors will sit on the opposite Board of Directors. These members will not be eligible to hold a position of Officer, Committee Chair and or member of the Executive Committee on the opposite Board.

The York Care Centre Board of Directors designates its Past Chair as its representative on the Board of York Care Foundation Inc. In the cases where the position is vacant or when the Past Chair cannot assume such responsibilities the Board will appoint a representative from within its membership.

A position within the membership of the York Care Centre Board will be reserved of a representative from the York Care Foundation Board. The York Care Foundation Board will recommend to the York Care Centre Board the member from its Board that it wishes to have appointed to this position.

The President and Chief Executive Officer will provide assistance as needed to the Foundation staff.

The Treasurer for York Care Centre will keep York Care Foundation updated on the financial requirements and needs of York Care Centre.

Prior to September of each year, the President and Chief Executive Officer will provide the Finance and Administration Committee with a list of potential York Care Centre capital and/or program projects which could benefit from funding by the York Care Foundation. The Finance and Administration Committee will review the list and make a recommendation to the York Care Centre Board for presentation to the York Care Foundation Board.