



## Finance & Administration Committee

Meeting ID: 869 7733 7763

Passcode: 484726

### AGENDA

Monday September 25, 2023

Item	Description	
1	<b>Call to Order &amp; Introductions</b>	Pierre LeBlanc
2	<b>Declarations of Conflict of Interest</b>	Pierre LeBlanc
3	<b>Approval of Previous Minutes, April 24<sup>th</sup>, 2023</b>	Pierre LeBlanc
4	<b>Business Arising</b>	
5	<b>Unaudited Financial Statements for each of the first four periods of the 2023/24 fiscal year (April, May, June &amp; July) for:</b> <ul style="list-style-type: none"> <li>• York Care Centre Inc.</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
6	<b>New Business</b> <ul style="list-style-type: none"> <li>6.1 Finance &amp; Administration Q4 staff Report</li> <li>6.2 YCC Electronic Signature Stick – change of authorized names.</li> <li>6.3 Committee Mandate and Annual Workplan</li> <li>6.4 Committee Membership – community member</li> </ul>	Shelley/Byard/Michel Geri / Byard  Pierre / Geri Geri
7	<b>Other</b>	
8	<b>Date of Next Meeting: Monday, Dec 4, 2023 @ 5:30PM</b>	

## **Motions**

1. Be it resolved that the minutes of April 24, 2023 be approved by the Finance and Administration Committee as presented.
2. Be it resolved that the Finance and Administration Committee recommend the unaudited financial statements for YCC, YDI, CIRA and YCP for April, May, June and July 2023 be accepted as presented.
3. Be it resolved that the Finance and Administration recommend that the signatures on the YCC electronic signature stick be changed to Pierre LeBlanc and Geri Geldart.



**Minutes of meeting of the Finance & Administration Committee  
at York Care Centre, 100 Sunset Drive, Fredericton NB and virtual meeting  
on April 24, 2023 at 5:30pm**

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

Regrets: Andrew Currie

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

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

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

*It was moved by Deborah Wybou and seconded by Gary Beattie that the agenda be approved as presented.*

*All in favour.*

*Motion carried.*

**2. Declarations of Conflict of Interest**

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

**3. Approval of Minutes – March 20, 2023**

The minutes of March 20, 2023 were reviewed by the committee.

***Motion:***

*It was moved by Gary Beattie and seconded by Lyne St-Pierre-Ellis that the minutes of March 20, 2023 be accepted as presented.*

*All in favour.*

*Motion carried.*

**4. Business Arising**

**4.1**

None.

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

**5.1 Unaudited Financial Statements for the period ending February 28, 2023**

The unaudited financial statements for the month of February 28 were included in the

meeting package for information. No issues raised.

## **5.2 Unaudited Financial Statements for the period ending March 31, 2023**

The unaudited financial statements for the month of March 31, 2023 were included in the meeting package for information. New balance sheets were handed out as there was an incorrect mortgage number. Mr. Smith highlighted that there may be adjustments before the audited statements are finalized.

### **York Care Centre Inc.**

Current revenue for the end of March showed a total of \$2,043,930. Expenses were \$2,305,200. Deficit of \$261,271, with a year-to-date surplus of \$255,419.

- Main contributors to the surplus include underspending in salary and benefits, and revenue from bank interest that was higher than anticipated - \$64,125.

### **York Developments Inc.**

Current revenue: \$116,968, expenses are \$103,233 with a surplus of \$13,735. Year-to-date surplus \$64,679.

- Revenue was underbudget due to the Adult Day Program starting later than expected and supportive housing care hours were less than budgeted. Bank interest was higher than budgeted by \$8,318.
- Legal fees incurred were due to previous liens that were cleared from the mortgage.

### **CIRA**

Current revenue \$46,704, expenses are \$45,301 with a surplus of \$1,402. Year to date surplus \$13,702.

- Bank interest alone created \$13,702 surplus.

### **York County Properties**

Year-to-date total revenue and expenses is \$15,616. Surplus is \$0.

Overall, YCC, YDI and CIRA are each in an accumulated surplus position at March 13, 2023 totalling \$339,275.

#### ***Motion:***

***It was moved by Doug Holt, seconded by Gary Beattie that the Financial Statements for February and March 2023 be approved as presented.***

***All in favour.***

***Motion carried.***

## **6. New Business**

### **6.1 Q4 Report – Finance and Administration**

Shelley Kenny presented the Q4 report for human resources highlighting the following:

- There were 19 new staff onboarded in quarter 4. Additionally in this quarter, 15 employees resigned, 2 employees retired, and 2 employees were terminated due to an unsuccessful probationary period.
- This fiscal year we conducted 12 onboarding sessions, welcomed over 90 new staff to

YCC, acknowledged 68 resignations, 3 terminations and 7 retirements.

- The recruitment mission to the Philippines resulted in 13 employment agreements, including 1 RN, 2 LPN's and 10 RA's.
- A second Internal Resident Attendant Training courses was held in January, with 5 graduating Resident Attendants in February.
- Confirmation for 3 federal grants have been approved through the SEED program.

Human Resources key performance indicators were discussed and reviewed.

- Ms. Kenny noted that staffing levels for RNs and LPNs have continued to improve.
- Retention rate went up this quarter; resignations stayed the same.
- Sick time went down to 13.25%.
- Turnover remains a challenge as we're only retaining 70% of our staff.

Michel Boyer presented a report on the facilities, building and infrastructure which highlighted the following:

- Spending in IT replacements.
- Wireless infrastructure upgrade.
- The completion of a YDI energy audit.
- Replacement of tower server countertops.
- The Disaster and Emergency Plan has been updated; a cybersecurity response plan is in the works.
- A-wing encountered a flood as a result of a frozen sprinkler line; damage was limited to floor tiles in 2 rooms which needed replacement.
- An energy audit was conducted; awaiting report.

Byard Smith advised that all three companies have a Q4 deficit of (\$252,199) and a year-end surplus of \$339,275 on the cumulative actual revenue of \$26.6 million. This equals 1.26% of the revenue for the 2022-23 fiscal year. It was noted that the surplus and deficits are preliminary only.

Geri Geldart reviewed the 2022-23 operating plan status report. Ten objectives were completed, while the remaining five will carry over to the next year. These include reduction in drop shifts, redesigning and enhancing the performance appraisal process and orientation program, All the Right Moves Training, and the Wetlands Project.

## **7. Other Items**

Gary Beattie was thanked for his contributions to the Finance and Administration Committee.

## **8. Date of Next Meeting**

TBD.

## **9. Adjournment** - On a motion by Wayne Snowdon, the meeting was adjourned at 6:40 pm.

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Pierre LeBlanc, Chair

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Renee Lowe, Recording Secretary

**YORK CARE CENTRE INC.  
BALANCE SHEET  
4/30/2023**

	Current Month	Prior Month	Difference
<b><u>ASSETS</u></b>			
<b>CURRENT</b>			
CASH AND CASH EQUIVALENTS	1,824,017.22	2,141,188.76	(317,171.54)
CASH - RESTRICTED FUNDS	79,577.47	61,744.22	17,833.25
ACCOUNTS RECEIVABLE			
- RESIDENTS	57,756.91	40,075.10	17,681.81
- DEPT of SOCIAL DEVELOPMENT	8,920.00	44,607.00	(35,687.00)
- HST	61,335.09	67,672.44	(6,337.35)
- OTHER	138,083.28	47,805.62	90,277.66
INVENTORIES	148,058.66	148,058.66	0.00
PREPAID EXPENSES	747,206.21	48,059.00	699,147.21
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	<u>3,064,954.84</u>	<u>2,599,210.80</u>	<u>465,744.04</u>
CASH RESTRICTED FOR FUTURE CAPITAL	0.00	0.00	0.00
LAND, BUILDING AND FURNITURE (Net)	17,053,171.57	17,267,995.69	(214,824.12)
TOTAL FIXED ASSETS	<u>17,053,171.57</u>	<u>17,267,995.69</u>	<u>(214,824.12)</u>
TOTAL ASSETS	<u><u>20,118,126.41</u></u>	<u><u>19,867,206.49</u></u>	<u><u>250,919.92</u></u>
<b><u>LIABILITIES</u></b>			
<b>CURRENT</b>			
PAYABLES & ACCRUALS	3,789,051.41	3,507,142.41	281,909.00
DEFERRED REVENUE	104,635.09	108,801.76	(4,166.67)
TOTAL CURRENT	<u>3,893,686.50</u>	<u>3,615,944.17</u>	<u>277,742.33</u>
<b>LONG TERM</b>			
LONG TERM DEBT	14,419,339.41	14,520,339.18	(100,999.77)
DEFERRED CONTRIBUTIONS	1,737,020.03	1,761,227.64	(24,207.61)
TOTAL LIABILITIES	<u>16,156,359.44</u>	<u>16,281,566.82</u>	<u>(125,207.38)</u>
<b><u>FUND BALANCES</u></b>			
FUNDS RESTRICTED	71,726.47	61,744.74	9,981.73
UNRESTRICTED	(92,324.24)	(328,106.08)	235,781.84
NET INCOME (LOSS) FOR PERIOD	88,678.24	236,056.84	(147,378.60)
TOTAL FUNDS	<u>68,080.47</u>	<u>(30,304.50)</u>	<u>98,384.97</u>
TOTAL LIABILITIES & FUNDS	<u><u>20,118,126.41</u></u>	<u><u>19,867,206.49</u></u>	<u><u>250,919.92</u></u>

**YORK CARE CENTRE INC.**  
**REVENUE AND EXPENSE SUMMARY - CURRENT MONTH**  
**MONTH ENDING 4/30/2023**

Description	Actual Current Month	Budget Current Month	Variance Budget vs. Actual	Variance Analysis Budget vs Actual
<b>REVENUE</b>				
Total Operating Revenue	\$1,915,893	\$1,916,518	-\$625	9 vacant bed days
Non-Recurring Budget Amend	\$8,920	\$8,920	\$0	
Administration	\$32,440	\$34,797	-\$2,358	
Care Services	\$9,383	\$11,872	-\$2,489	
Operations	\$28,370	\$27,300	\$1,071	
Mortgage / Loan Payments	\$24,208	\$24,208	\$0	
<b>TOTAL REVENUE</b>	<b>\$2,019,214</b>	<b>\$2,023,615</b>	<b>-\$4,401</b>	
<b>OPERATING EXPENSES</b>				
Administration	\$324,347	\$331,111	\$6,765	Salaries underspent by \$5,750, El. CPP and WHSCC overspent by \$543, overexpend in pension/group health expense of \$1,149, underspent on bank chgs & bad debts by \$255, overspent in advertising by \$909, underspent on office equip and supplies by \$135, underspent in prof'l fees & travel by \$200, overexpend on NBANH Membership \$240; underspent on staff & volunteer recognition \$1,952; underspent on minor equipment by \$375, underspent on education by \$939, plus other minor variances.
Care Services	\$807,021	\$869,443	\$62,421	Underexpend in salaries of \$61,949, underexpend in fall reduction, care supplies and meds \$5,626, overspent on incontinent supplies by \$1,023, overspent in minor equipment by \$4,738, overspent on recruitment by \$23, underspent on research \$392, underspent in recreation supplies by \$77, underspent on pastoral supplies by \$163; plus other minor variances.
Operations	\$541,364	\$560,492	\$19,128	Salaries underspent by \$4,941, food & thickeners overspent by \$461, dietary supplies underspent by \$2,071, laundry supplies & linen underspent by \$5,181, housekeeping supplies underspent by \$1,267, telephone & cable overspent by \$607, insurance overspent by \$46, maintenance underspent by \$13,679, heating fuel and electricity underspent by \$4,375, vehicle expenses underspent by \$830, minor equipment overspent by \$19,198, consulting fees underspent by \$333, computer supplies and support underspent by \$3,538, underspent re website & commun events \$1,994, GET Inspired comm underspent by \$1,032, underspent on recruitment \$197, plus other minor variances.
Mortgage / Loan Payments	\$257,804	\$259,258	\$1,454	Under expend \$1,454 due to timing of new year Capital purch
<b>TOTAL EXPENSES</b>	<b>\$1,930,536</b>	<b>\$2,020,304</b>	<b>\$89,768</b>	
<b>NET SURPLUS (DEFICIT)</b>	<b>\$88,678</b>	<b>\$3,311</b>	<b>\$85,368</b>	

**YORK CARE CENTRE INC.**  
**REVENUE AND EXPENSE - SUMMARY FOR YEAR TO DATE**  
**11 MONTHS ENDING 4/30/2023**

Description	Actual	Actual	Budget	Variance	Year to Date	Forecast to	2023-24	Variance Budget
	Previous YTD	Current YTD	Current YTD	Budget vs Actual	Variance Analysis Budget vs Actual	Year End 31-Mar-24	Full Year Budget	us Forecast Year End
<b>REVENUE AND RECOVERIES</b>								
Operating Revenue	\$1,783,662	\$1,915,893	\$1,916,518	-\$625		\$22,998,219	\$22,998,219	\$0
Non-recurring Budget Amendments	\$40,371	\$8,920	\$8,920	\$0	9 Vacant bed days	8,920	\$8,920	\$0
Administration	\$48,087	\$32,440	\$34,797	-\$2,358		434,569	\$434,569	\$0
Care Services	\$17,019	\$9,383	\$11,872	-\$2,489		142,462	\$142,462	\$0
Operations	\$26,317	\$28,370	\$27,300	\$1,071		327,596	\$327,596	\$0
Mortgage / Loan Payments	\$25,044	\$24,208	\$24,208	\$0		290,491	\$290,491	\$0
<b>TOTAL REVENUE AND RECOVERIES</b>	<b>\$1,935,501</b>	<b>\$2,019,214</b>	<b>\$2,023,615</b>	<b>-\$4,401</b>		<b>\$24,202,257</b>	<b>\$24,202,257</b>	<b>\$0</b>
<b>OPERATING EXPENSES</b>								
Administration	289,521	324,347	331,111	6,765	Salaries underspent by \$5,750, EI, CPP and WHSCC overspent by \$543, overexpended in pension/group health expense of \$1,149, underspent on bank chgs & bad debts by \$255, overspent in advertizing by \$909, underspent on office equip and supplies by \$135 underspent in prof'l fees & travel by \$200, overspent on NBANH Fees \$240; underspent on staff & volunteer recognition \$1,952; underspent on minor equipment by \$375; underspent on education by \$939, plus other minor variances.	\$3,912,303	3,912,303	(0)
Care Services	754,761	807,021	869,443	62,421	Underexpended in salaries of \$61,949, underexpended in fall reduction, care supplies and meds \$5,626 overspent on incontinent supplies by \$1,023, overspent in minor equipment by \$4,738, overspent on recruitment by \$23, underspent on research by \$392, underspent in recreation supplies by \$77, underspent on pastoral supplies by \$163; plus other minor variances.	10,452,953	10,452,953	(0)
Operations	503,805	541,364	560,492	19,128	Salaries underspent by \$4,941, food & thickeners overspent by \$461, dietary supplies underspent by \$2,071, laundry supplies & linen underspent by \$5,181, housekeeping supplies underspent by \$1,267, telephone & cable overspent by \$607, insurance overspent by \$46, maintenance underspent by \$13,679, heating fuel and electricity underspent by \$4,375, vehicle expenses underspent by \$830, minor equipment underspent by \$19,198, consulting fees underspent by \$333, computer supplies and support underspent by \$3,538, underspent re website & commun events \$1,994, GET inspired comm underspent by \$1,032, underspent on recruitment \$197, plus other minor variances.	6,725,901	6,725,901	0
Mortgage / Loan Payments	258,172	257,804	259,258	1,454	Underexpended \$1,454 due to firming of new year Capital purchases.	3,111,100	3,111,100	0
<b>TOTAL EXPENSES</b>	<b>\$1,806,260</b>	<b>\$1,930,536</b>	<b>\$2,020,304</b>	<b>\$89,768</b>		<b>\$24,202,257</b>	<b>\$24,202,257</b>	<b>\$0</b>
<b>NET SURPLUS (DEFICIT)</b>	<b>\$129,241</b>	<b>\$88,678</b>	<b>\$3,311</b>	<b>\$85,368</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Less: Transfer to replacement reserve		275	0	(275)		3,300	0	(3,300)
(increase) or Decrease in Operating Fund Accumulated Deficit		\$88,403	\$3,311	\$85,643		-\$3,300	\$0	\$-3,300

YDIDAT YORK DEVELOPMENT INC  
BALANCE SHEET - CONSOLIDATED  
4/30/2023

	Current Month	Prior Month	Difference
<b><u>ASSETS</u></b>			
<b>CURRENT ASSETS</b>			
CASH	376,990	306,551	70,439
ACCOUNTS RECEIVABLE	27,148	21,885	5,262
HST RECEIVABLE	2,555	2,597	(42)
PREPAID EXPENSES	99,180	58,901	40,278
<b>TOTAL CURRENT ASSETS</b>	<b>505,872</b>	<b>389,936</b>	<b>115,937</b>
<b>RESTRICTED CASH AND DEPOSITS</b>			
REPLACEMENT RESERVE FUND	251,959	253,727	(1,768)
DEFERRED VACANCY SUBSIDY	43,921	43,737	184
<b>TOTAL RESTRICTED CASH &amp; DEPOSITS</b>	<b>295,880</b>	<b>297,465</b>	<b>(1,585)</b>
<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	(4,189,336)	(4,174,762)	(14,574)
<b>TOTAL FIXED ASSETS</b>	<b>2,136,081</b>	<b>2,150,656</b>	<b>(14,574)</b>
<b>TOTAL ASSETS</b>	<b>2,937,834</b>	<b>2,838,056</b>	<b>99,778</b>
<b><u>LIABILITIES</u></b>			
<b>CURRENT LIABILITIES</b>			
ACCOUNTS PAYABLE & ACCRUED LIABILITIES	273,163	182,149	91,014
DEFERRED REVENUE	21,400	9,483	11,917
<b>TOTAL CURRENT LIABILITIES</b>	<b>294,563</b>	<b>191,632</b>	<b>102,931</b>
<b>LONG TERM DEBT</b>			
MORTGAGE 116 SUNSET DRIVE	444,611	450,727	(6,116)
<b>TOTAL LONG TERM LIABILITIES</b>	<b>444,611</b>	<b>450,727</b>	<b>(6,116)</b>
<b>DEFERRED CONTRIBUTIONS</b>			
DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS	4,835	5,002	(167)
<b>TOTAL DEFERRED</b>	<b>4,835</b>	<b>5,002</b>	<b>(167)</b>
<b>FUND BALANCES</b>			
REPLACEMENT RESERVE RESTRICTED	252,443	251,572	871
VACANCY SUBSIDY RESERVE	43,921	43,737	184
EARNED SURPLUS	659,579	596,589	62,991
NET INCOME (LOSS) FOR PERIOD	8,210	64,491	(56,281)
<b>TOTAL EQUITY</b>	<b>964,153</b>	<b>956,388</b>	<b>7,765</b>
<b>TOTAL LIABILITIES &amp; FUND BALANCES</b>	<b>1,708,162</b>	<b>1,603,749</b>	<b>104,413</b>

YDIDAT YORK DEVELOPMENT INC  
INCOME STATEMENT - CONSOLIDATED  
1 MONTHS ENDING 4/30/2023

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
<b>REVENUE</b>						
RENTALS	62,593	63,943	(1,350)	62,593	63,943	(1,350)
TENANT SUBSIDY	(1,975)	(2,087)	112	(1,975)	(2,087)	112
RENT SUPPLEMENT - SH	9,483	9,483	0	9,483	9,483	0
ADULT DAY PROGRAM FEES	7,454	12,650	(5,197)	7,454	12,650	(5,197)
WASHER & DRYER REVENUE	906	925	(19)	906	925	(19)
INTEREST INCOME	1,514	869	645	1,514	869	645
REVENUE - SD CARE HOURS	10,991	8,435	2,556	10,991	8,435	2,556
REVENUE - OTHER CARE HOURS	322	221	101	322	221	101
REVENUE - TENNANT SERVICES	18,763	19,562	(799)	18,763	19,562	(799)
AMORT OF DEFERRED CONTRIB	6,282	6,283	(0)	6,282	6,283	(0)
RECOVERY PROJECT WORKERS	2,037	0	2,037	2,037	0	2,037
MISCELLANEOUS INCOME	2,275	2,261	14	2,275	2,261	14
<b>TOTAL REVENUE</b>	<b>120,645</b>	<b>122,544</b>	<b>(1,899)</b>	<b>120,645</b>	<b>122,544</b>	<b>(1,899)</b>
<b>OPERATING EXPENSES</b>						
<b>WAGES &amp; BENEFITS</b>						
SALARIES	37,577	36,821	(756)	37,577	36,821	(756)
BENEFITS	3,747	4,321	574	3,747	4,321	574
TRAVEL EXPENSE	89	83	(5)	89	83	(5)
	<b>41,412</b>	<b>41,225</b>	<b>(188)</b>	<b>41,412</b>	<b>41,225</b>	<b>(188)</b>
<b>TENANT / ADP CLIENT SUPPORT COSTS</b>						
FOOD COST	4,933	6,832	1,898	4,933	6,832	1,898
	<b>4,933</b>	<b>6,832</b>	<b>1,898</b>	<b>4,933</b>	<b>6,832</b>	<b>1,898</b>
<b>MAINTENANCE</b>						
ELECTRICITY	6,646	7,202	556	6,646	7,202	556
ELEVATOR SERVICE / INSPECTION	376	456	80	376	456	80
GARBAGE REMOVAL	842	779	(64)	842	779	(64)
PEST CONTROL	58	210	152	58	210	152
ALARMS AND MONITORING	386	447	61	386	447	61
TENANT SPECIAL OCCASIONS	185	167	(18)	185	167	(18)
CABLE TV	23	50	27	23	50	27
INSURANCE	4,048	4,008	(41)	4,048	4,008	(41)
PHONE	171	344	173	171	344	173
PROPERTY TAXES	6,205	6,205	0	6,205	6,205	0
REPAIRS & MAINTENANCE	2,061	4,553	2,492	2,061	4,553	2,492
BUILDING EXPENSES - ADP	367	860	493	367	860	493
REPLACEMENT RESERVE - R&M	0	2,114	2,114	0	2,114	2,114
SECURITY	4,629	4,629	(0)	4,629	4,629	(0)
GROUNDS MAINTENANCE	0	850	850	0	850	850
SUPPLIES EXPENSE	425	1,334	909	425	1,334	909
MINOR EQUIP & FURNISHING	1,298	592	(707)	1,298	592	(707)
WATER & SEWAGE	1,250	1,251	0	1,250	1,251	0
	<b>28,972</b>	<b>36,050</b>	<b>7,077</b>	<b>28,972</b>	<b>36,050</b>	<b>7,077</b>
<b>ADMINISTRATION</b>						
ADMINISTRATION CHARGES	15,974	15,974	0	15,974	15,974	0
BOARD EXPENSES	0	122	122	0	122	122
ADVERTISING	192	250	58	192	250	58
AUDIT EXPENSES	809	753	(57)	809	753	(57)
BANK INTEREST & CHARGES	58	92	34	58	92	34
BAD DEBT EXPENSE	0	42	42	0	42	42
LOAN INTEREST EXPENSE	5,356	5,357	0	5,356	5,357	0
MEMBERSHIP FEES / DUES	55	260	205	55	260	205
LEGAL FEES	0	4,500	4,500	0	4,500	4,500
MISCELLANEOUS EXPENSE	98	208	111	98	208	111
PRINTING & OFFICE SUPPLIES	0	484	484	0	484	484
	<b>22,542</b>	<b>28,040</b>	<b>5,498</b>	<b>22,542</b>	<b>28,040</b>	<b>5,498</b>
<b>CAPITAL</b>						
DEPRECIATION	14,574	13,154	(1,421)	14,574	13,154	(1,421)
	<b>14,574</b>	<b>13,154</b>	<b>(1,421)</b>	<b>14,574</b>	<b>13,154</b>	<b>(1,421)</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>112,435</b>	<b>125,301</b>	<b>12,866</b>	<b>112,435</b>	<b>125,301</b>	<b>12,866</b>
<b>NET EARNINGS (LOSS) FOR PERIOD</b>	<b>8,210</b>	<b>(2,756)</b>	<b>10,966</b>	<b>8,210</b>	<b>(2,756)</b>	<b>10,966</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**  
**4/30/2023**

	Current Month	Prior Month	Difference
<b><u>ASSETS</u></b>			
<b>CURRENT</b>			
CASH AND CASH EQUIVALENTS	607,690.48	546,797.95	60,892.53
ACCOUNTS RECEIVABLE	4,518.36	1,243.12	3,275.24
ALLOWANCE FOR DOUBTFUL ACCOUNTS	0.00	0.00	0.00
HST RECEIVABLE	12,129.81	11,859.65	270.16
PREPAID EXPENSES	0.00	0.00	0.00
LONG TERM RECEIVABLE	0.00	0.00	0.00
<b>TOTAL CURRENT ASSETS</b>	<u>624,338.65</u>	<u>559,900.72</u>	<u>64,437.93</u>
<b>CAPITAL ASSETS</b>			
EQUIPMENT AND FURNITURE	16,186.37	16,186.37	0.00
ACCUMULATED DEPRECIATION	<u>(11,331.88)</u>	<u>(11,125.28)</u>	<u>(206.60)</u>
	4,854.49	5,061.09	(206.60)
<b>TOTAL ASSETS</b>	<u><u>629,193.14</u></u>	<u><u>564,961.81</u></u>	<u><u>64,231.33</u></u>
<b><u>LIABILITIES</u></b>			
<b>CURRENT</b>			
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES	50,940.48	50,496.00	444.48
DUE TO YORK MANOR INC.	11,701.50	5,202.62	6,498.88
DUE TO YORK DEVELOPMENTS INC.	2,230.62	781.89	1,448.73
DEFERRED REVENUE	539,675.82	486,818.43	52,857.39
<b>TOTAL CURRENT</b>	<u>604,548.42</u>	<u>543,298.94</u>	<u>61,249.48</u>
<b><u>FUND BALANCES</u></b>			
<b>FUND BALANCES</b>			
FUNDS UNRESTRICTED	21,662.87	2,485.09	19,177.78
NET INCOME (LOSS) FOR THE PERIOD	2,981.85	19,177.78	(16,195.93)
<b>TOTAL FUNDS</b>	<u>24,644.72</u>	<u>21,662.87</u>	<u>2,981.85</u>
<b>TOTAL LIABILITIES &amp; FUNDS</b>	<u><u>629,193.14</u></u>	<u><u>564,961.81</u></u>	<u><u>64,231.33</u></u>

**Centre for Innovation and Research**  
**INCOME STATEMENT - CONSOLIDATED**  
**1 MONTHS ENDING 4/30/2023**

	<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	3,750	3,750	0
IMPROVE IMMUNIZATION PROJECT	4,402	3,196	1,205	4,402	3,196	1,205
POLYPHARM APP PHASE 2 PROJECT	839	7,172	(6,334)	839	7,172	(6,334)
GENIE PROJECT	14,323	16,679	(2,356)	14,323	16,679	(2,356)
PASSIVE AWARE PROJECT	13,632	13,646	(13)	13,632	13,646	(13)
PASSIVE AWARE AT HOME PROJECT	3,947	4,167	(220)	3,947	4,167	(220)
A DAY IN THE LIFE PROJECT	0	4,167	(4,167)	0	4,167	(4,167)
INTEREST INCOME	4,416	600	3,816	4,416	600	3,816
<b>TOTAL UNRESTRICTED REVENUE</b>	<b>45,308</b>	<b>53,377</b>	<b>(8,069)</b>	<b>45,308</b>	<b>53,377</b>	<b>(8,069)</b>
<b>OPERATING EXPENSES</b>						
<b>WAGES &amp; BENEFITS</b>						
SALARIES AND BENEFITS	29,221	34,819	5,598	29,221	34,819	5,598
SALARIES & BEN CHARGED TO PROJECT	(29,221)	(34,819)	(5,598)	(29,221)	(34,819)	(5,598)
	0	0	0	0	0	0
<b>ADMINISTRATION</b>						
ADMINISTRATION STAFF CHARGEBACKS	2,746	2,746	0	2,746	2,746	0
AUDIT EXPENSES	612	612	0	612	612	0
BANK INTEREST & CHARGES	0	0	0	0	0	0
DEPRECIATION EXPENSE	207	207	(0)	207	207	(0)
INSURANCE	0	0	0	0	0	0
OFFICE AND COMPUTER SUPPLIES	460	83	(377)	460	83	(377)
OFFICE SPACE COSTS	263	325	62	263	325	62
TELEPHONE	0	0	0	0	0	0
IT SUPPORT	0	42	42	0	42	42
TRAVEL AND ACCOMODATION	0	33	33	0	33	33
MEALS AND ENTERTAINMENT	0	29	29	0	29	29
CONFERENCES AND TRAINING	0	125	125	0	125	125
MINOR EQUIPMENT	0	63	63	0	63	63
MISCELLANEOUS	897	897	0	897	897	0
	5,184	5,161	(23)	5,184	5,161	(23)
<b>PROJECT RELATED EXPENDITURES</b>						
IMPROVE IMMUNIZATION PROJECT	4,402	3,196	(1,205)	4,402	3,196	(1,205)
POLYPHARM APP PHASE 2 PROJECT	839	7,172	6,334	839	7,172	6,334
GENIE PROJECT	14,323	16,679	2,356	14,323	16,679	2,356
PASSIVE AWARE PROJECT	13,632	13,646	13	13,632	13,646	13
PASSIVE AWARE AT HOME PROJECT	3,947	4,167	220	3,947	4,167	220
A DAY IN THE LIFE PROJECT	0	4,167	4,167	0	4,167	4,167
MISCELLANEOUS	0	0	0	0	0	0
	37,143	49,027	11,884	37,143	49,027	11,884
<b>TOTAL EXPENSES</b>	<b>42,326</b>	<b>54,187</b>	<b>11,861</b>	<b>42,326</b>	<b>54,187</b>	<b>11,861</b>
<b>NET EARNINGS (LOSS)</b>	<b>2,982</b>	<b>(811)</b>	<b>3,792</b>	<b>2,982</b>	<b>(811)</b>	<b>3,792</b>

YCPDAT YORK COUNTY PROPERTIES  
BALANCE SHEET  
4/30/2023

ASSETS

CURRENT ASSETS

CASH	\$449,170
ACCOUNTS RECEIVABLE	1,829
TOTAL CURRENT ASSETS	\$450,999

LONG-TERM ASSETS

PROPERTY AND EQUIPMENT

YORK FARM	\$7,601
TOTAL PROPERTY AND EQUIPMENT	\$7,601
TOTAL ASSETS	\$458,599

LIABILITIES

CURRENT LIABILITIES

ACCOUNTS PAYABLE AND ACCRUALS	\$1,829
TOTAL CURRENT LIABILITIES	\$1,829

LONG TERM LIABILITIES

TOTAL LONG TERM LIABILITIES	\$0
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DEFERRED CONTRIBUTIONS

TOTAL DEFERRED	\$0
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FUND BALANCES

OPERATING SURPLUS	\$449,170
CAPITAL FUND	7,601
TOTAL FUNDS	\$456,771

TOTAL LIABILITIES & FUND BALANCES	\$458,599
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YCPDAT YORK COUNTY PROPERTIES  
 INCOME STATEMENT  
 1 MONTHS ENDING 4/30/2023

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
REVENUE						
INTEREST INCOME	1,829	0	1,829	1,829	0	1,829
TOTAL REVENUE	\$1,829	\$0	\$1,829	\$1,829	\$0	\$1,829
OPERATING EXPENSES:						
SALARIES & BENEFITS						
	\$0	\$0	\$0	\$0	\$0	\$0
BUILDING & GROUNDS						
PROPERTY TAXES						
	\$299	\$0	\$299	\$299	\$0	\$299
	\$299	\$0	\$299	\$299	\$0	\$299
ADMINISTRATION						
REIMBURSEMENT OF PARENT COMPANY						
	\$1,530	\$0	\$1,530	\$1,530	\$0	\$1,530
	\$1,530	\$0	\$1,530	\$1,530	\$0	\$1,530
TOTAL OPERATING EXPENSES	\$1,829	\$0	\$1,829	\$1,829	\$0	\$1,829
OPERATING SURPLUS (DEFICIT)	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$0	\$0	\$0	\$0	\$0
NET SURPLUS (DEFICIT)	\$0	\$0	\$0	\$0	\$0	\$0

**YORK CARE CENTRE INC.  
BALANCE SHEET  
5/31/2023**

	Current Month	Prior Month	Difference
<b><u>ASSETS</u></b>			
<b>CURRENT</b>			
CASH AND CASH EQUIVALENTS	1,753,526.18	1,824,017.22	(70,491.04)
CASH - RESTRICTED FUNDS	86,002.89	79,577.47	6,425.42
ACCOUNTS RECEIVABLE			
- RESIDENTS	75,332.82	57,756.91	17,575.91
- DEPT of SOCIAL DEVELOPMENT	16,708.00	8,920.00	7,788.00
- HST	79,519.50	61,335.09	18,184.41
- OTHER	62,638.38	138,083.28	(75,444.90)
INVENTORIES	148,058.66	148,058.66	0.00
PREPAID EXPENSES	727,078.28	747,206.21	(20,127.93)
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	<u>2,948,864.71</u>	<u>3,064,954.84</u>	<u>(116,090.13)</u>
CASH RESTRICTED FOR FUTURE CAPITAL	0.00	0.00	0.00
LAND, BUILDING AND FURNITURE (Net)	16,827,473.85	17,053,171.57	(225,697.72)
TOTAL FIXED ASSETS	<u>16,827,473.85</u>	<u>17,053,171.57</u>	<u>(225,697.72)</u>
TOTAL ASSETS	<u><u>19,776,338.56</u></u>	<u><u>20,118,126.41</u></u>	<u><u>(341,787.85)</u></u>
<b><u>LIABILITIES</u></b>			
<b>CURRENT</b>			
PAYABLES & ACCRUALS	3,699,960.69	3,789,051.41	(89,090.72)
DEFERRED REVENUE	114,320.02	104,635.09	9,684.93
TOTAL CURRENT	<u>3,814,280.71</u>	<u>3,893,686.50</u>	<u>(79,405.79)</u>
<b>LONG TERM</b>			
LONG TERM DEBT	14,148,638.44	14,419,339.41	(270,700.97)
DEFERRED CONTRIBUTIONS	1,712,812.42	1,737,020.03	(24,207.61)
TOTAL LIABILITIES	<u>15,861,450.86</u>	<u>16,156,359.44</u>	<u>(294,908.58)</u>
<b><u>FUND BALANCES</u></b>			
FUNDS RESTRICTED	63,838.47	71,726.47	(7,888.00)
UNRESTRICTED	(92,599.24)	(92,324.24)	(275.00)
NET INCOME (LOSS) FOR PERIOD	129,367.76	88,678.24	40,689.52
TOTAL FUNDS	<u>100,606.99</u>	<u>88,080.47</u>	<u>32,526.52</u>
TOTAL LIABILITIES & FUNDS	<u><u>19,776,338.56</u></u>	<u><u>20,118,126.41</u></u>	<u><u>(341,787.85)</u></u>

YORK CARE CENTRE INC.  
REVENUE AND EXPENSE SUMMARY - CURRENT MONTH  
MONTH ENDING 5/31/2023

Description	Actual Current Month	Budget Current Month	Variance Budget vs. Actual	Variance Analysis Budget vs Actual
<b>REVENUE</b>				
Total Operating Revenue	\$1,916,768	\$1,916,518	\$250	2 vacant bed days
Non-Recurring Budget Amend	\$7,788	\$7,788	\$0	
Administration	\$32,255	\$39,047	-\$6,793	
Care Services	\$9,369	\$11,872	-\$2,503	
Operations	\$30,035	\$27,300	\$2,736	
Mortgage / Loan Payments	\$24,208	\$24,208	\$0	
<b>TOTAL REVENUE</b>	<b>\$2,020,423</b>	<b>\$2,026,733</b>	<b>-\$6,310</b>	
<b>OPERATING EXPENSES</b>				
Administration	\$301,738	\$329,979	\$28,241	Salaries underspent by \$173, EI, CPP and WH-SCC overspent by \$1,559, underspend in pension/group health expense of \$18578, underspent on bank chgs & bad debts by \$201, underspent in advertizing by \$308, underspent on office equip and supplies by \$1,218, underspent in prof'l fees & travel by \$2,269, overexpend on NBANH Membership \$240; overspent on staff & volunteer recognition \$426; underspent on minor equipment by \$147, underspent on education by \$7,395, plus other minor variances.
Care Services	\$840,659	\$869,443	\$28,783	Underexpend in salaries of \$30,167, overexpend in fall reduction, care supplies and meds \$2,999, overspent on incontinent supplies by \$492, underpent in minor equipment by \$2,089, underspent on recruitment by \$53, underspent on research \$392, overspent in recreation supplies by \$589 underspent on pastoral supplies by \$163; plus other minor variances.
Operations	\$575,532	\$560,492	-\$19,040	Salaries overspent by \$6,821, food & thickeners overspent by \$14,602, dietary supplies overspent by \$99, laundry supplies & linen underspent by \$3,443, housekeeping supplies underspent by \$2,479, telephone & cable overspent by \$1,695, maintenance underspent by \$4,598, heating fuel and electricity underspent by \$9,544, vehicle expenses underspent by \$239, minor equipment underspent by \$27, consulting fees overspent by \$20,202, computer supplies and support underspent by \$2,176, underspent re website & commun events \$1,984, GET Inspired comm underspent by \$161, overspent on recruitment \$229, plus other minor variances.
Mortgage / Loan Payments	\$257,804	\$259,258	\$1,454	Under expend \$1,454 due to timing of new year Capital purch
<b>TOTAL EXPENSES</b>	<b>\$1,979,733</b>	<b>\$2,019,172</b>	<b>\$39,439</b>	
<b>NET SURPLUS (DEFICIT)</b>	<b>\$40,690</b>	<b>\$7,561</b>	<b>\$33,129</b>	

**YORK CARE CENTRE INC.**  
**REVENUE AND EXPENSE - SUMMARY FOR YEAR TO DATE**  
**2 MONTHS ENDING 5/31/2023**

Description	Actual Previous YTD	Actual Current YTD	Budget Current YTD	Variance Budget vs Actual	Year to Date Variance Analysis Budget vs Actual	Forecast to	2023-24	Variance Budget
						Year End 31-Mar-24	Full Year Budget	vs Forecast Year End
<b>REVENUE AND RECOVERIES</b>								
Operating Revenue	\$3,623,124	\$3,832,662	\$3,833,037	-\$375	11 Vacant bed days	\$22,998,219	\$22,998,219	\$0
Non-recurring Budget Amendments	\$70,194	\$16,708	\$16,708	\$0		16,708	\$16,708	\$0
Administration	\$98,564	\$64,695	\$73,845	-\$9,150		434,569	\$434,569	\$0
Care Services	\$20,960	\$18,752	\$23,744	-\$4,992		142,462	\$142,462	\$0
Operations	\$55,769	\$58,406	\$54,599	\$3,806		327,596	\$327,596	\$0
Mortgage / Loan Payments	\$50,089	\$48,415	\$48,415	\$0		290,491	\$290,491	\$0
<b>TOTAL REVENUE AND RECOVERIES</b>	<b>\$3,918,700</b>	<b>\$4,039,637</b>	<b>\$4,050,347</b>	<b>-\$10,711</b>		<b>\$24,210,045</b>	<b>\$24,210,045</b>	<b>\$0</b>
<b>OPERATING EXPENSES</b>								
Administration	583,606	626,085	661,091	35,006	Salaries underspent by \$6,098, El, CPP and WHSCC overspent by \$2,103, underexpend in pension/group health expense of \$17,429, underspent on bank chgs & bad debts by \$456, overspent in advertizing by \$601, underspent on office equip and supplies by \$1,353 underspent in profit fees & travel by \$2,470, overspent on NBANH Fees \$479; underspent on staff & volunteer recognition \$1,525; underspent on minor equipment by \$522, underspent on education by \$8,336, plus other minor variances.	\$3,920,091	3,920,091	(0)
Care Services	1,616,233	1,647,681	1,738,886	91,205	Underexpend in salaries of \$92,113, underexpend in fall reduction, care supplies and meds \$2,627 overspent on incontinent supplies by \$1,516, overspent in minor equipment by \$2,650, underspent on recruitment by \$30, underspent on research by \$783, overspent in recreation supplies by \$513, underspent on pastoral supplies by \$329; plus other minor variances.	10,452,953	10,452,953	(0)
Operations	1,084,376	1,120,896	1,120,984	88	Salaries overspent by \$2,548, food & thickeners overspent by \$15,063, dietary supplies underspent by \$1,973, laundry supplies & linen underspent by \$8,625, housekeeping supplies underspent by \$4,470, telephone & cable by \$2,303, insurance overspent by \$46, maintenance underspent by \$18,279, heating fuel and electricity underspent by \$13,920, vehicle expenses underspent by \$1,068, minor equipment overspent by \$19,171, consulting fees overspent by \$19,868, computer supplies and support underspent by \$5,714, underspent re website & commun events \$3,978, GET inspired comm underspent by \$1,193, overspent on recruitment \$32, plus other minor variances.	6,725,901	6,725,901	0
Mortgage / Loan Payments	516,345	515,608	518,517	2,909	Underexpend of \$2,909 due to timing of new year Capital purchases.	3,111,100	3,111,100	0
<b>TOTAL EXPENSES</b>	<b>\$3,800,560</b>	<b>\$3,910,269</b>	<b>\$4,039,476</b>	<b>\$129,207</b>		<b>\$24,210,045</b>	<b>\$24,210,045</b>	<b>\$0</b>
<b>NET SURPLUS (DEFICIT)</b>	<b>\$118,140</b>	<b>\$129,368</b>	<b>\$10,871</b>	<b>\$118,497</b>		<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Less: Transfer to replacement reserve		550	0	(550)		3,300	0	(3,300)
at								
(increase) or Decrease in Operating								
Fund Accumulated Deficit		\$128,818	\$10,871	\$119,047		-\$3,300	\$0	\$3,300

YDIDAT YORK DEVELOPMENT INC  
BALANCE SHEET - CONSOLIDATED  
5/31/2023

	Current Month	Prior Month	Difference
<b><u>ASSETS</u></b>			
<b>CURRENT ASSETS</b>			
CASH	223,246	376,990	(153,744)
ACCOUNTS RECEIVABLE	36,441	27,148	9,293
HST RECEIVABLE	1,923	2,555	(632)
PREPAID EXPENSES	87,914	99,180	(11,265)
<b>TOTAL CURRENT ASSETS</b>	<b>349,524</b>	<b>505,872</b>	<b>(156,348)</b>
<b>RESTRICTED CASH AND DEPOSITS</b>			
REPLACEMENT RESERVE FUND	252,984	251,959	1,025
DEFERRED VACANCY SUBSIDY	44,100	43,921	179
<b>TOTAL RESTRICTED CASH &amp; DEPOSITS</b>	<b>297,083</b>	<b>295,880</b>	<b>1,203</b>
<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	(4,203,911)	(4,189,336)	(14,574)
<b>TOTAL FIXED ASSETS</b>	<b>2,121,507</b>	<b>2,136,081</b>	<b>(14,574)</b>
<b>TOTAL ASSETS</b>	<b>2,768,114</b>	<b>2,937,834</b>	<b>(169,719)</b>
<b><u>LIABILITIES</u></b>			
<b>CURRENT LIABILITIES</b>			
ACCOUNTS PAYABLE & ACCRUED LIABILITIES	112,000	273,163	(161,163)
DEFERRED REVENUE	20,222	21,400	(1,178)
<b>TOTAL CURRENT LIABILITIES</b>	<b>132,222</b>	<b>294,563</b>	<b>(162,341)</b>
<b>LONG TERM DEBT</b>			
MORTGAGE 116 SUNSET DRIVE	438,496	444,611	(6,116)
<b>TOTAL LONG TERM LIABILITIES</b>	<b>438,496</b>	<b>444,611</b>	<b>(6,116)</b>
<b>DEFERRED CONTRIBUTIONS</b>			
DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS	4,668	4,835	(167)
<b>TOTAL DEFERRED</b>	<b>4,668</b>	<b>4,835</b>	<b>(167)</b>
<b>FUND BALANCES</b>			
REPLACEMENT RESERVE RESTRICTED	255,933	252,443	3,490
VACANCY SUBSIDY RESERVE	44,100	43,921	179
EARNED SURPLUS	655,079	659,579	(4,500)
NET INCOME (LOSS) FOR PERIOD	12,581	8,210	4,371
<b>TOTAL EQUITY</b>	<b>967,693</b>	<b>964,153</b>	<b>3,540</b>
<b>TOTAL LIABILITIES &amp; FUND BALANCES</b>	<b>1,543,079</b>	<b>1,708,162</b>	<b>(165,084)</b>

YDIDAT YORK DEVELOPMENT INC  
INCOME STATEMENT - CONSOLIDATED  
2 MONTHS ENDING 5/31/2023

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
<b>REVENUE</b>						
RENTALS	60,982	63,401	(2,419)	123,575	127,343	(3,768)
TENANT SUBSIDY	(1,975)	(2,087)	112	(3,950)	(4,174)	224
RENT SUPPLEMENT - SH	10,025	10,025	0	19,508	19,508	0
ADULT DAY PROGRAM FEES	10,361	12,650	(2,289)	17,815	25,300	(7,486)
WASHER & DRYER REVENUE	1,018	925	93	1,924	1,850	74
INTEREST INCOME	1,690	869	822	3,204	1,737	1,467
REVENUE - SD CARE HOURS	14,295	8,435	5,860	25,286	16,871	8,416
REVENUE - OTHER CARE HOURS	322	221	101	644	442	202
REVENUE - TENNANT SERVICES	18,763	19,562	(799)	37,526	39,125	(1,599)
AMORT OF DEFERRED CONTRIB	6,282	6,283	(0)	12,565	12,565	(0)
RECOVERY PROJECT WORKERS	2,011	900	1,111	4,048	900	3,148
MISCELLANEOUS INCOME	2,275	2,261	14	4,550	4,522	28
<b>TOTAL REVENUE</b>	<b>126,050</b>	<b>123,444</b>	<b>2,606</b>	<b>246,695</b>	<b>245,988</b>	<b>707</b>
<b>OPERATING EXPENSES</b>						
<b>WAGES &amp; BENEFITS</b>						
SALARIES	43,961	39,237	(4,724)	81,538	76,057	(5,481)
BENEFITS	3,986	4,321	335	7,733	8,642	909
TRAVEL EXPENSE	114	83	(30)	202	167	(36)
	<b>48,061</b>	<b>43,641</b>	<b>(4,420)</b>	<b>89,473</b>	<b>84,866</b>	<b>(4,607)</b>
<b>TENANT / ADP CLIENT SUPPORT COSTS</b>						
FOOD COST	5,261	6,832	1,570	10,195	13,664	3,469
	<b>5,261</b>	<b>6,832</b>	<b>1,570</b>	<b>10,195</b>	<b>13,664</b>	<b>3,469</b>
<b>MAINTENANCE</b>						
ELECTRICITY	6,740	7,202	462	13,386	14,404	1,018
ELEVATOR SERVICE / INSPECTION	376	456	80	752	913	160
GARBAGE REMOVAL	842	779	(64)	1,685	1,557	(128)
PEST CONTROL	373	210	(163)	432	421	(11)
ALARMS AND MONITORING	194	447	253	580	894	314
TENANT SPECIAL OCCASIONS	152	167	14	337	333	(4)
CABLE TV	23	50	27	46	100	54
INSURANCE	4,048	4,008	(41)	8,097	8,015	(82)
PHONE	194	344	149	366	688	322
PROPERTY TAXES	6,205	6,205	0	12,410	12,410	0
REPAIRS & MAINTENANCE	3,385	4,553	1,167	5,446	9,105	3,659
BUILDING EXPENSES - ADP	367	860	493	734	1,721	987
REPLACEMENT RESERVE - R&M	0	2,114	2,114	0	4,229	4,229
SECURITY	4,629	4,629	(0)	9,259	9,259	(0)
GROUNDS MAINTENANCE	0	850	850	0	1,701	1,700
SUPPLIES EXPENSE	942	1,334	392	1,367	2,667	1,300
MINOR EQUIP & FURNISHING	1,701	592	(1,110)	3,000	1,183	(1,816)
WATER & SEWAGE	1,250	1,251	0	2,501	2,501	0
	<b>31,424</b>	<b>36,050</b>	<b>4,625</b>	<b>60,397</b>	<b>72,100</b>	<b>11,703</b>
<b>ADMINISTRATION</b>						
ADMINISTRATION CHARGES	15,974	15,974	0	31,948	31,948	0
BOARD EXPENSES	0	122	122	0	244	244
ADVERTISING	12	250	238	204	500	296
AUDIT EXPENSES	809	753	(57)	1,619	1,505	(113)
BANK INTEREST & CHARGES	93	92	(1)	150	183	33
BAD DEBT EXPENSE	0	42	42	0	83	83
LOAN INTEREST EXPENSE	5,356	5,357	0	10,713	10,713	0
MEMBERSHIP FEES / DUES	55	260	205	110	520	409
LEGAL FEES	0	2,500	2,500	0	7,000	7,000
MISCELLANEOUS EXPENSE	59	208	150	156	417	260
PRINTING & OFFICE SUPPLIES	0	484	484	0	967	967
	<b>22,358</b>	<b>26,040</b>	<b>3,683</b>	<b>44,900</b>	<b>54,081</b>	<b>9,181</b>
<b>CAPITAL</b>						
DEPRECIATION	14,574	13,154	(1,421)	29,149	26,307	(2,842)
	<b>14,574</b>	<b>13,154</b>	<b>(1,421)</b>	<b>29,149</b>	<b>26,307</b>	<b>(2,842)</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>121,679</b>	<b>125,717</b>	<b>4,038</b>	<b>234,114</b>	<b>251,017</b>	<b>16,904</b>
<b>NET EARNINGS (LOSS) FOR PERIOD</b>	<b>4,371</b>	<b>(2,272)</b>	<b>6,644</b>	<b>12,581</b>	<b>(5,029)</b>	<b>17,610</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**  
**5/31/2023**

	Current Month	Prior Month	Difference
<b><u>ASSETS</u></b>			
CURRENT			
CASH AND CASH EQUIVALENTS	601,032.88	607,690.48	(6,657.60)
ACCOUNTS RECEIVABLE	5,044.61	4,518.36	526.25
ALLOWANCE FOR DOUBTFUL ACCOUNTS	0.00	0.00	0.00
HST RECEIVABLE	366.12	12,129.81	(11,763.69)
PREPAID EXPENSES	0.00	0.00	0.00
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	<u>606,443.61</u>	<u>624,338.65</u>	<u>(17,895.04)</u>
CAPITAL ASSETS			
EQUIPMENT AND FURNITURE	16,186.37	16,186.37	0.00
ACCUMULATED DEPRECIATION	(11,538.48)	(11,331.88)	(206.60)
	<u>4,647.89</u>	<u>4,854.49</u>	<u>(206.60)</u>
TOTAL ASSETS	<u><u>611,091.50</u></u>	<u><u>629,193.14</u></u>	<u><u>(18,101.64)</u></u>
<b><u>LIABILITIES</u></b>			
CURRENT			
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES	57,330.68	50,940.48	6,390.20
DUE TO YORK MANOR INC.	17,228.63	11,701.50	5,527.13
DUE TO YORK DEVELOPMENTS INC.	3,200.65	2,230.62	970.03
DEFERRED REVENUE	508,445.02	539,675.82	(31,230.80)
TOTAL CURRENT	<u>586,204.98</u>	<u>604,548.42</u>	<u>(18,343.44)</u>
<b><u>FUND BALANCES</u></b>			
FUND BALANCES			
FUNDS UNRESTRICTED	21,662.87	21,662.87	0.00
NET INCOME (LOSS) FOR THE PERIOD	3,223.65	2,981.85	241.80
TOTAL FUNDS	<u>24,886.52</u>	<u>24,644.72</u>	<u>241.80</u>
TOTAL LIABILITIES & FUNDS	<u><u>611,091.50</u></u>	<u><u>629,193.14</u></u>	<u><u>(18,101.64)</u></u>

**Centre for Innovation and Research**  
**INCOME STATEMENT - CONSOLIDATED**  
**2 MONTHS ENDING 5/31/2023**

	CURRENT MONTH	BUDGET MONTH	ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	ACTUAL VS BUDGET
<b>REVENUE</b>						
GENERAL CONTRIBUTIONS	3,750	3,750	0	7,500	7,500	0
IMPROVE IMMUNIZATION PROJECT	5,824	3,196	2,628	10,226	6,393	3,833
POLYPHARM APP PHASE 2 PROJECT	826	7,172	(6,347)	1,664	14,345	(12,680)
GENIE PROJECT	12,304	16,679	(4,375)	26,628	33,358	(6,731)
PASSIVE AWARE PROJECT	15,395	13,646	1,749	29,027	27,291	1,736
PASSIVE AWARE AT HOME PROJECT	5,677	4,167	1,511	9,624	8,333	1,291
A DAY IN THE LIFE PROJECT	0	4,167	(4,167)	0	8,333	(8,333)
INTEREST INCOME	318	600	(282)	4,734	1,200	3,534
STUDENT FUNDING	2,416	1,400	1,016	2,416	1,400	1,016
<b>TOTAL UNRESTRICTED REVENUE</b>	<b>46,510</b>	<b>54,777</b>	<b>(8,267)</b>	<b>91,818</b>	<b>108,154</b>	<b>(16,335)</b>
<b>OPERATING EXPENSES</b>						
<b>WAGES &amp; BENEFITS</b>						
SALARIES AND BENEFITS	35,152	34,819	(333)	64,374	69,638	5,264
SALARIES & BEN CHARGED TO PROJECT	(35,152)	(34,819)	333	(64,374)	(69,638)	(5,264)
PROJECT WORKERS EXPENSES	2,416	1,400	(1,016)	2,416	1,400	(1,016)
	2,416	1,400	(1,016)	2,416	1,400	(1,016)
<b>ADMINISTRATION</b>						
ADMINISTRATION STAFF CHARGEBACKS	2,746	2,746	0	5,492	5,492	0
AUDIT EXPENSES	612	612	0	1,223	1,223	0
BANK INTEREST & CHARGES	0	0	0	0	0	0
DEPRECIATION EXPENSE	207	207	(0)	413	413	(0)
INSURANCE	0	0	0	0	0	0
OFFICE AND COMPUTER SUPPLIES	0	83	83	460	167	(293)
OFFICE SPACE COSTS	263	325	62	525	649	124
TELEPHONE	0	0	0	0	0	0
IT SUPPORT	0	42	42	0	83	83
TRAVEL AND ACCOMODATION	0	33	33	0	67	67
MEALS AND ENTERTAINMENT	0	29	29	0	58	58
CONFERENCES AND TRAINING	0	125	125	0	250	250
MINOR EQUIPMENT	0	63	63	0	125	125
MISCELLANEOUS	(0)	13	13	897	910	13
	3,826	4,276	450	9,010	9,437	427
<b>PROJECT RELATED EXPENDITURES</b>						
IMPROVE IMMUNIZATION PROJECT	5,824	3,196	(2,628)	10,226	6,393	(3,833)
POLYPHARM APP PHASE 2 PROJECT	826	7,172	6,347	1,664	14,345	12,680
GENIE PROJECT	12,304	16,679	4,375	26,628	33,358	6,731
PASSIVE AWARE PROJECT	15,395	13,646	(1,749)	29,027	27,291	(1,736)
PASSIVE AWARE AT HOME PROJECT	5,677	4,167	(1,511)	9,624	8,333	(1,291)
A DAY IN THE LIFE PROJECT	0	4,167	4,167	0	8,333	8,333
MISCELLANEOUS	0	0	0	0	0	0
	40,026	49,027	9,001	77,169	98,054	20,885
<b>TOTAL EXPENSES</b>	<b>46,268</b>	<b>54,703</b>	<b>8,435</b>	<b>88,595</b>	<b>108,891</b>	<b>20,296</b>
<b>NET EARNINGS (LOSS)</b>	<b>242</b>	<b>74</b>	<b>168</b>	<b>3,224</b>	<b>(737)</b>	<b>3,961</b>

YCPDAT YORK COUNTY PROPERTIES  
BALANCE SHEET  
5/31/2023

ASSETS

CURRENT ASSETS

CASH	\$449,170
ACCOUNTS RECEIVABLE	1,894
TOTAL CURRENT ASSETS	\$451,064

LONG-TERM ASSETS

PROPERTY AND EQUIPMENT

YORK FARM	\$7,601
TOTAL PROPERTY AND EQUIPMENT	\$7,601
TOTAL ASSETS	\$458,665

LIABILITIES

CURRENT LIABILITIES

ACCOUNTS PAYABLE AND ACCRUALS	\$1,894
TOTAL CURRENT LIABILITIES	\$1,894

LONG TERM LIABILITIES

TOTAL LONG TERM LIABILITIES	\$0
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DEFERRED CONTRIBUTIONS

TOTAL DEFERRED	\$0
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FUND BALANCES

OPERATING SURPLUS	\$449,170
CAPITAL FUND	7,601
TOTAL FUNDS	\$456,771

TOTAL LIABILITIES & FUND BALANCES	\$458,665
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YCPDAT YORK COUNTY PROPERTIES  
 INCOME STATEMENT  
 2 MONTHS ENDING 5/31/2023

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
REVENUE						
INTEREST INCOME	1,894	0	1,894	3,723	0	3,723
TOTAL REVENUE	\$1,894	\$0	\$1,894	\$3,723	\$0	\$3,723
OPERATING EXPENSES:						
SALARIES & BENEFITS						
	\$0	\$0	\$0	\$0	\$0	\$0
BUILDING & GROUNDS						
PROPERTY TAXES	\$0	\$0	\$0	\$299	\$0	\$299
	\$0	\$0	\$0	\$299	\$0	\$299
ADMINISTRATION						
REIMBURSEMENT OF PARENT COMPANY	\$1,894	\$0	\$1,894	\$3,424	\$0	\$3,424
	\$1,894	\$0	\$1,894	\$3,424	\$0	\$3,424
TOTAL OPERATING EXPENSES	\$1,894	\$0	\$1,894	\$3,723	\$0	\$3,723
OPERATING SURPLUS (DEFICIT)	\$0	\$0	\$0	(\$0)	\$0	(\$0)
NET SURPLUS (DEFICIT)						
	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$0	\$0	(\$0)	\$0	(\$0)

**YORK CARE CENTRE INC.  
BALANCE SHEET  
6/30/2023**

	Current Month	Prior Month	Difference
<b><u>ASSETS</u></b>			
CURRENT			
CASH AND CASH EQUIVALENTS	1,575,843.37	1,753,526.18	(177,682.81)
CASH - RESTRICTED FUNDS	90,499.10	82,740.69	7,758.41
ACCOUNTS RECEIVABLE			
- RESIDENTS	79,892.71	75,332.82	4,559.89
- DEPT of SOCIAL DEVELOPMENT	25,865.00	16,708.00	9,157.00
- HST	53,399.17	79,519.50	(26,120.33)
- OTHER	114,151.37	62,638.38	51,512.99
INVENTORIES	148,058.66	148,058.66	0.00
PREPAID EXPENSES	644,546.64	727,078.28	(82,531.64)
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	<u>2,732,256.02</u>	<u>2,945,602.51</u>	<u>(213,346.49)</u>
CASH RESTRICTED FOR FUTURE CAPITAL	0.00	0.00	0.00
LAND, BUILDING AND FURNITURE (Net)	16,663,357.18	16,827,473.85	(164,116.67)
TOTAL FIXED ASSETS	<u>16,663,357.18</u>	<u>16,827,473.85</u>	<u>(164,116.67)</u>
TOTAL ASSETS	<u><u>19,395,613.20</u></u>	<u><u>19,773,076.36</u></u>	<u><u>(377,463.16)</u></u>
<b><u>LIABILITIES</u></b>			
CURRENT			
PAYABLES & ACCRUALS	3,463,912.26	3,698,843.34	(234,931.08)
DEFERRED REVENUE	113,087.30	114,320.02	(1,232.72)
TOTAL CURRENT	<u>3,576,999.56</u>	<u>3,813,163.36</u>	<u>(236,163.80)</u>
LONG TERM			
LONG TERM DEBT	13,962,788.07	14,148,638.44	(185,850.37)
DEFERRED CONTRIBUTIONS	1,688,604.81	1,712,812.42	(24,207.61)
TOTAL LIABILITIES	<u>15,651,392.88</u>	<u>15,861,450.86</u>	<u>(210,057.98)</u>
<b><u>FUND BALANCES</u></b>			
FUNDS RESTRICTED	69,231.25	61,693.62	7,537.63
UNRESTRICTED	(92,874.24)	(92,599.24)	(275.00)
NET INCOME (LOSS) FOR PERIOD	190,863.75	129,367.76	61,495.99
TOTAL FUNDS	<u>167,220.76</u>	<u>98,462.14</u>	<u>68,758.62</u>
TOTAL LIABILITIES & FUNDS	<u><u>19,395,613.20</u></u>	<u><u>19,773,076.36</u></u>	<u><u>(377,463.16)</u></u>

**YORK CARE CENTRE INC.**  
**REVENUE AND EXPENSE SUMMARY - CURRENT MONTH**  
**MONTH ENDING 6/30/2023**

Description	Actual		Budget		Variance	Variance Analysis Budget vs Actual
	Current Month	Current Month	Current Month	Budget vs. Actual		
<b>REVENUE</b>						
Total Operating Revenue	\$1,916,268	\$1,916,518		-\$250		
Non-Recurring Budget Amend	\$9,157	\$9,157		\$0		6 vacant bed days
Administration	\$51,409	\$39,047		\$12,362		
Care Services	\$17,418	\$11,872		\$5,546		
Operations	\$33,233	\$27,300		\$5,934		
Mortgage / Loan Payments	\$24,208	\$24,208		\$0		
<b>TOTAL REVENUE</b>	<b>\$2,051,693</b>	<b>\$2,028,102</b>		<b>\$23,592</b>		
<b>OPERATING EXPENSES</b>						
Administration	\$350,543	\$331,348		-\$19,195		Salaries overspent by \$11,674, EI, CPP and WHSCC overspent by \$17,800, underexpend in pension/group health expense of \$750, overspent on BA Sitters \$1,934, underspent on bank chgs & bad debts by \$258, underspent in advertizing by \$308, overspent on office equip and supplies by \$216, underspent in profit fees & travel by \$2,382, overexpend on NBANH Membership \$240; underspent on staff & volunteer recognition \$1,060; underspent on minor equipment by \$375, underspent on education by \$7,571, plus other minor variances.
Care Services	\$837,283	\$869,443		\$32,160		Underexpend in salaries of \$31,642, underexpend in fall reduction, care supplies and meds \$439, overspent on incontinent supplies by \$1,626, underper in minor equipment by \$2,089, underspent on recruitment by \$18, underspent on research \$392, overspent in recreation supplies by \$850 underspent on pastoral supplies by \$58; plus other minor variances.
Operations	\$544,568	\$560,492		\$15,924		Salaries underspent by \$3,491, food & thickeners underspent by \$988, dietary supplies underspent by \$987, laundry supplies & linen overspent by \$3,921, housekeeping supplies overspent by \$408, telephone & cable overspent by \$2,463, maintenance underspent by \$432, heating fuel and electricity underspent by \$21,227, vehicle expenses overspent by \$54, minor equipment overspent by \$1,255, consulting fees underspent by \$333, computer supplies and support overspent by \$4,761, underspent re website & commun events \$1,756, GET inspired comm overspent by \$276, overspent on recruitment \$145, plus other minor variances.
Mortgage / Loan Payments	\$257,804	\$259,258		\$1,454		Under expend \$1,454 due to timing of new year Capital purch
<b>TOTAL EXPENSES</b>	<b>\$1,990,197</b>	<b>\$2,020,541</b>		<b>\$30,344</b>		
<b>NET SURPLUS (DEFICIT)</b>	<b>\$61,496</b>	<b>\$7,561</b>		<b>\$53,935</b>		

**YORK CARE CENTRE INC.**  
**REVENUE AND EXPENSE - SUMMARY FOR YEAR TO DATE**  
**3 MONTHS ENDING 6/30/2023**

Description	Actual	Actual	Budget	Variance	Year to Date		Forecast to Year End 31-Mar-24	2023-24 Full Year Budget	Variance Budget vs Forecast Year End
	Previous YTD	Current YTD	Current YTD	Budget vs Actual	Actual	Budget vs Actual			
<b>REVENUE AND RECOVERIES</b>									
Operating Revenue	\$5,870,456	\$5,748,930	\$5,749,555	-\$625			\$22,998,219	\$22,998,219	\$0
Non-recurring Budget Amendments	\$130,151	\$25,865	\$25,865	\$0			25,865	\$25,865	\$0
Administration	\$161,764	\$116,104	\$112,892	\$3,212			434,569	\$434,569	\$0
Care Services	\$29,982	\$36,169	\$35,615	\$554			142,462	\$142,462	\$0
Operations	\$82,350	\$91,639	\$81,899	\$9,740			327,596	\$327,596	\$0
Mortgage / Loan Payments	\$75,133	\$72,623	\$72,623	\$0			290,491	\$290,491	\$0
<b>TOTAL REVENUE AND RECOVERIES</b>	<b>\$6,349,836</b>	<b>\$6,091,330</b>	<b>\$6,078,449</b>	<b>\$12,881</b>			<b>\$24,219,202</b>	<b>\$24,219,202</b>	<b>\$0</b>
<b>OPERATING EXPENSES</b>									
Administration	1,064,431	976,628	992,439	15,811			\$3,929,248	3,929,248	(0)
Care Services	2,731,913	2,484,963	2,608,328	123,365			10,452,953	10,452,953	(0)
Operations	1,600,543	1,665,464	1,681,475	16,012			6,725,901	6,725,901	0
Mortgage / Loan Payments	774,517	775,412	777,775	4,363			3,111,100	3,111,100	0
<b>TOTAL EXPENSES</b>	<b>\$6,171,404</b>	<b>\$5,900,466</b>	<b>\$6,060,017</b>	<b>\$159,551</b>			<b>\$24,219,202</b>	<b>\$24,219,202</b>	<b>\$0</b>
<b>NET SURPLUS (DEFICIT)</b>	<b>\$178,432</b>	<b>\$190,864</b>	<b>\$18,432</b>	<b>\$172,432</b>			<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Less: transfer to replacement reserve		825	0	(825)			3,300	0	(3,300)
(Increase) or Decrease in Operating Fund Accumulated Deficit		\$190,039	\$18,432	\$173,257			-\$3,300	\$0	\$3,300

17 Vacant bed days

Salaries: overspent by \$5,576, EI, CPP and WHSCC overspent by \$4,948, underexpend in pension/group health expense of \$3,221, overspent on BA Sitters \$1,934, underspent on bank chgs & bad debts by \$714, overspent in advertising by \$293, underspent on office equip and supplies by \$1,138, underspent in prof'l fees & travel by \$4,852, overspent on NBANH Fees \$719; underspent on staff & volunteer recognition \$2,586; underspent on minor equipment by \$897, underspent on education by \$15,908, plus other minor variances.

Underexpend in salaries of \$123,755, underexpend in fall reduction, care supplies and meds \$3,067, overspent on incontinent supplies by \$3,142, overspent in minor equipment by \$561, underspent on recruitment by \$48, underspent on research by \$1,175, overspent in recreation supplies by \$1,364, underspent on pastoral supplies by \$387; plus other minor variances.

Salaries underspent by \$942, food & thickeners overspent by \$14,075, dietary supplies underspent by \$2,961, laundry supplies & linen underspent by \$4,704, housekeeping supplies underspent by \$3,967, telephone & cable overspent by \$4,766, insurance overspent by \$46, maintenance underspent by \$18,711, heating fuel and electricity underspent by \$35,147, vehicle expenses underspent by \$1,013, minor equipment overspent by \$20,436, consulting fees overspent by \$19,535, computer supplies and support underspent by \$954, underspent re website & commun events \$5,733, GET inspired comm underspent by \$917, overspent on recruitment \$177, plus other minor variances.

Underexpend of \$4,363 due to timing of new year Capital purchases.

YDIDAT YORK DEVELOPMENT INC  
BALANCE SHEET - CONSOLIDATED  
6/30/2023

	Current Month	Prior Month	Difference
<b><u>ASSETS</u></b>			
<b>CURRENT ASSETS</b>			
CASH	249,639	223,246	26,393
ACCOUNTS RECEIVABLE	54,009	36,441	17,569
HST RECEIVABLE	1,785	1,923	(138)
PREPAID EXPENSES	77,023	87,914	(10,892)
<b>TOTAL CURRENT ASSETS</b>	<b>382,456</b>	<b>349,524</b>	<b>32,932</b>
<b>RESTRICTED CASH AND DEPOSITS</b>			
REPLACEMENT RESERVE FUND	259,995	252,984	7,011
DEFERRED VACANCY SUBSIDY	44,285	44,100	185
<b>TOTAL RESTRICTED CASH &amp; DEPOSITS</b>	<b>304,280</b>	<b>297,083</b>	<b>7,196</b>
<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	(4,218,485)	(4,203,911)	(14,574)
<b>TOTAL FIXED ASSETS</b>	<b>2,106,932</b>	<b>2,121,507</b>	<b>(14,574)</b>
<b>TOTAL ASSETS</b>	<b>2,793,668</b>	<b>2,768,114</b>	<b>25,554</b>
<b><u>LIABILITIES</u></b>			
<b>CURRENT LIABILITIES</b>			
ACCOUNTS PAYABLE & ACCRUED LIABILITIES	141,657	112,000	29,657
DEFERRED REVENUE	17,014	20,222	(3,208)
<b>TOTAL CURRENT LIABILITIES</b>	<b>158,671</b>	<b>132,222</b>	<b>26,449</b>
<b>LONG TERM DEBT</b>			
MORTGAGE 116 SUNSET DRIVE	432,380	438,496	(6,116)
<b>TOTAL LONG TERM LIABILITIES</b>	<b>432,380</b>	<b>438,496</b>	<b>(6,116)</b>
<b>DEFERRED CONTRIBUTIONS</b>			
DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS	4,502	4,668	(167)
<b>TOTAL DEFERRED</b>	<b>4,502</b>	<b>4,668</b>	<b>(167)</b>
<b>FUND BALANCES</b>			
REPLACEMENT RESERVE RESTRICTED	259,995	255,933	4,062
VACANCY SUBSIDY RESERVE	44,285	44,100	185
EARNED SURPLUS	652,079	655,079	(3,000)
NET INCOME (LOSS) FOR PERIOD	21,357	12,581	8,776
<b>TOTAL EQUITY</b>	<b>977,716</b>	<b>967,693</b>	<b>10,023</b>
<b>TOTAL LIABILITIES &amp; FUND BALANCES</b>	<b>1,573,268</b>	<b>1,543,079</b>	<b>30,189</b>

YDIDAT YORK DEVELOPMENT INC  
INCOME STATEMENT - CONSOLIDATED  
3 MONTHS ENDING 6/30/2023

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
<b>REVENUE</b>						
RENTALS	63,311	62,304	1,007	186,886	189,647	(2,761)
TENANT SUBSIDY	(1,975)	(2,087)	112	(5,925)	(6,261)	336
RENT SUPPLEMENT - SH	11,122	11,122	0	30,630	30,630	0
ADULT DAY PROGRAM FEES	10,138	12,650	(2,513)	27,952	37,950	(9,998)
WASHER & DRYER REVENUE	807	925	(118)	2,731	2,775	(44)
INTEREST INCOME	1,154	869	285	4,358	2,606	1,752
REVENUE - SD CARE HOURS	11,879	8,435	3,443	37,165	25,306	11,859
REVENUE - OTHER CARE HOURS	1,177	221	956	1,820	662	1,158
REVENUE - TENNANT SERVICES	20,113	20,430	(317)	57,639	59,555	(1,916)
AMORT OF DEFERRED CONTRIB	6,282	6,283	(0)	18,847	18,848	(0)
RECOVERY PROJECT WORKERS	3,845	900	2,945	7,894	1,800	6,094
MISCELLANEOUS INCOME	3,190	2,261	929	7,740	6,783	957
<b>TOTAL REVENUE</b>	<b>131,042</b>	<b>124,312</b>	<b>6,730</b>	<b>377,737</b>	<b>370,300</b>	<b>7,437</b>
<b>OPERATING EXPENSES</b>						
<b>WAGES &amp; BENEFITS</b>						
SALARIES	43,174	39,237	(3,938)	124,712	115,294	(9,418)
BENEFITS	4,266	4,321	55	11,999	12,962	964
TRAVEL EXPENSE	171	83	(87)	373	250	(123)
	<b>47,611</b>	<b>43,641</b>	<b>(3,970)</b>	<b>137,084</b>	<b>128,506</b>	<b>(8,577)</b>
<b>TENANT / ADP CLIENT SUPPORT COSTS</b>						
FOOD COST	5,500	6,832	1,332	15,694	20,495	4,801
	<b>5,500</b>	<b>6,832</b>	<b>1,332</b>	<b>15,694</b>	<b>20,495</b>	<b>4,801</b>
<b>MAINTENANCE</b>						
ELECTRICITY	6,711	7,202	491	20,098	21,606	1,508
ELEVATOR SERVICE / INSPECTION	376	456	80	1,128	1,369	240
GARBAGE REMOVAL	842	779	(64)	2,527	2,336	(192)
PEST CONTROL	261	210	(50)	692	631	(61)
ALARMS AND MONITORING	301	447	145	881	1,340	459
TENANT SPECIAL OCCASIONS	73	167	94	410	500	90
CABLE TV	24	50	26	70	150	80
INSURANCE	4,048	4,008	(41)	12,145	12,023	(122)
PHONE	166	344	178	531	1,031	500
PROPERTY TAXES	6,205	6,205	0	18,615	18,616	0
REPAIRS & MAINTENANCE	4,996	4,553	(443)	10,442	13,658	3,216
BUILDING EXPENSES - ADP	367	860	493	1,101	2,581	1,480
REPLACEMENT RESERVE - R&M	0	2,114	2,114	0	6,343	6,343
SECURITY	4,629	4,629	(0)	13,888	13,888	(0)
GROUNDS MAINTENANCE	96	850	754	96	2,551	2,455
SUPPLIES EXPENSE	1,854	1,334	(521)	3,221	4,001	780
MINOR EQUIP & FURNISHING	0	592	592	3,000	1,775	(1,225)
WATER & SEWAGE	1,250	1,251	0	3,751	3,752	1
	<b>32,200</b>	<b>36,050</b>	<b>3,850</b>	<b>92,597</b>	<b>108,150</b>	<b>15,553</b>
<b>ADMINISTRATION</b>						
ADMINISTRATION CHARGES	15,974	15,974	0	47,922	47,922	0
BOARD EXPENSES	0	122	122	0	366	366
ADVERTISING	0	250	250	204	750	546
AUDIT EXPENSES	809	753	(57)	2,428	2,258	(170)
BANK INTEREST & CHARGES	72	92	20	222	275	53
BAD DEBT EXPENSE	0	42	42	0	125	125
LOAN INTEREST EXPENSE	5,356	5,357	0	16,069	16,070	0
MEMBERSHIP FEES / DUES	55	260	205	166	780	614
LEGAL FEES	0	2,500	2,500	0	9,500	9,500
MISCELLANEOUS EXPENSE	31	208	177	187	625	438
PRINTING & OFFICE SUPPLIES	85	484	399	85	1,451	1,366
	<b>22,382</b>	<b>26,040</b>	<b>3,658</b>	<b>67,282</b>	<b>80,121</b>	<b>12,839</b>
<b>CAPITAL</b>						
DEPRECIATION	14,574	13,154	(1,421)	43,723	39,461	(4,262)
	<b>14,574</b>	<b>13,154</b>	<b>(1,421)</b>	<b>43,723</b>	<b>39,461</b>	<b>(4,262)</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>122,267</b>	<b>125,717</b>	<b>3,450</b>	<b>356,380</b>	<b>376,734</b>	<b>20,353</b>
<b>NET EARNINGS (LOSS) FOR PERIOD</b>	<b>8,776</b>	<b>(1,404)</b>	<b>10,180</b>	<b>21,357</b>	<b>(6,433)</b>	<b>27,790</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**  
**6/30/2023**

	Current Month	Prior Month	Difference
<b><u>ASSETS</u></b>			
<b>CURRENT</b>			
CASH AND CASH EQUIVALENTS	546,064.62	601,032.88	(54,968.26)
ACCOUNTS RECEIVABLE	2,538.53	5,044.61	(2,506.08)
ALLOWANCE FOR DOUBTFUL ACCOUNTS	0.00	0.00	0.00
HST RECEIVABLE	1,503.94	366.12	1,137.82
PREPAID EXPENSES	0.00	0.00	0.00
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	550,107.09	606,443.61	(56,336.52)
<b>CAPITAL ASSETS</b>			
EQUIPMENT AND FURNITURE	16,186.37	16,186.37	0.00
ACCUMULATED DEPRECIATION	(11,745.08)	(11,538.48)	(206.60)
	4,441.29	4,647.89	(206.60)
<b>TOTAL ASSETS</b>	<b>554,548.38</b>	<b>611,091.50</b>	<b>(56,543.12)</b>
<b><u>LIABILITIES</u></b>			
<b>CURRENT</b>			
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES	65,976.71	57,330.68	8,646.03
DUE TO YORK MANOR INC.	11,073.27	17,228.63	(6,155.36)
DUE TO YORK DEVELOPMENTS INC.	1,822.16	3,200.65	(1,578.49)
DEFERRED REVENUE	448,646.24	508,445.02	(59,798.78)
TOTAL CURRENT	527,318.38	586,204.98	(58,886.60)
<b><u>FUND BALANCES</u></b>			
<b>FUND BALANCES</b>			
FUNDS UNRESTRICTED	21,662.87	21,662.87	0.00
NET INCOME (LOSS) FOR THE PERIOD	5,567.13	3,223.65	2,343.48
TOTAL FUNDS	27,230.00	24,886.52	2,343.48
<b>TOTAL LIABILITIES &amp; FUNDS</b>	<b>554,548.38</b>	<b>611,091.50</b>	<b>(56,543.12)</b>

**Centre for Innovation and Research**  
**INCOME STATEMENT - CONSOLIDATED**  
**3 MONTHS ENDING 6/30/2023**

	<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	11,250	11,250	0
IMPROVE IMMUNIZATION PROJECT	2,277	6,110	(3,833)	12,503	12,503	0
POLYPHARM APP PHASE 2 PROJECT	838	7,172	(6,335)	2,502	21,517	(19,015)
GENIE PROJECT	18,337	16,679	1,658	44,965	50,037	(5,072)
PASSIVE AWARE PROJECT	14,131	13,646	485	43,158	40,937	2,221
PASSIVE AWARE AT HOME PROJECT	1,406	4,167	(2,760)	11,031	12,500	(1,469)
A DAY IN THE LIFE PROJECT	17,750	4,167	13,583	17,750	12,500	5,250
HEC ADVANCED CAREGIVER TRAINING	33	0	33	33	0	33
INTEREST INCOME	2,436	600	1,836	7,170	1,800	5,370
STUDENT FUNDING	2,610	1,400	1,210	5,026	2,800	2,226
<b>TOTAL UNRESTRICTED REVENUE</b>	<b>63,569</b>	<b>57,691</b>	<b>5,878</b>	<b>155,387</b>	<b>165,844</b>	<b>(10,457)</b>
<b>OPERATING EXPENSES</b>						
<b>WAGES &amp; BENEFITS</b>						
SALARIES AND BENEFITS	34,765	34,819	54	99,138	104,457	5,319
SALARIES & BEN CHARGED TO PROJECT	(34,765)	(34,819)	(54)	(99,138)	(104,457)	(5,319)
PROJECT WORKERS EXPENSES	2,614	1,400	(1,214)	5,030	2,800	(2,230)
	2,614	1,400	(1,214)	5,030	2,800	(2,230)
<b>ADMINISTRATION</b>						
ADMINISTRATION STAFF CHARGEBACKS	2,746	2,746	0	8,238	8,238	0
AUDIT EXPENSES	612	612	0	1,835	1,835	0
BANK INTEREST & CHARGES	0	0	0	0	0	0
DEPRECIATION EXPENSE	207	207	(0)	620	620	(0)
INSURANCE	0	0	0	0	0	0
OFFICE AND COMPUTER SUPPLIES	0	83	83	460	250	(210)
OFFICE SPACE COSTS	263	325	62	788	974	186
TELEPHONE	0	0	0	0	0	0
IT SUPPORT	12	42	30	12	125	113
TRAVEL AND ACCOMODATION	0	33	33	0	100	100
MEALS AND ENTERTAINMENT	0	29	29	0	88	88
CONFERENCES AND TRAINING	0	125	125	0	375	375
MINOR EQUIPMENT	0	63	63	0	188	188
MISCELLANEOUS	0	13	13	897	922	26
	3,839	4,276	438	12,849	13,713	865
<b>PROJECT RELATED EXPENDITURES</b>						
IMPROVE IMMUNIZATION PROJECT	2,277	6,110	3,833	12,503	12,503	0
POLYPHARM APP PHASE 2 PROJECT	838	7,172	6,335	2,502	21,517	19,015
GENIE PROJECT	18,337	16,679	(1,658)	44,965	50,037	5,072
PASSIVE AWARE PROJECT	14,131	13,646	(485)	43,158	40,937	(2,221)
PASSIVE AWARE AT HOME PROJECT	1,406	4,167	2,760	11,031	12,500	1,469
A DAY IN THE LIFE PROJECT	17,750	4,167	(13,583)	17,750	12,500	(5,250)
HEC ADVANCED CAREGIVER TRAINING	33	0	(33)	33	0	(33)
MISCELLANEOUS	0	0	0	0	0	0
	54,773	51,941	(2,832)	131,941	149,994	18,053
<b>TOTAL EXPENSES</b>	<b>61,225</b>	<b>57,617</b>	<b>(3,608)</b>	<b>149,820</b>	<b>166,508</b>	<b>16,688</b>
<b>NET EARNINGS (LOSS)</b>	<b>2,343</b>	<b>74</b>	<b>2,270</b>	<b>5,567</b>	<b>(663)</b>	<b>6,230</b>

YCPDAT YORK COUNTY PROPERTIES  
BALANCE SHEET  
6/30/2023

ASSETS

CURRENT ASSETS

CASH	\$449,170
ACCOUNTS RECEIVABLE	1,898
TOTAL CURRENT ASSETS	\$451,068

LONG-TERM ASSETS

PROPERTY AND EQUIPMENT

YORK FARM	\$7,601
TOTAL PROPERTY AND EQUIPMENT	\$7,601
TOTAL ASSETS	\$458,669

LIABILITIES

CURRENT LIABILITIES

ACCOUNTS PAYABLE AND ACCRUALS	\$1,898
TOTAL CURRENT LIABILITIES	\$1,898

LONG TERM LIABILITIES

TOTAL LONG TERM LIABILITIES	\$0
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DEFERRED CONTRIBUTIONS

TOTAL DEFERRED	\$0
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FUND BALANCES

OPERATING SURPLUS	\$449,170
CAPITAL FUND	7,601
TOTAL FUNDS	\$456,771

TOTAL LIABILITIES & FUND BALANCES	\$458,669
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YCPDAT YORK COUNTY PROPERTIES  
 INCOME STATEMENT  
 3 MONTHS ENDING 6/30/2023

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
<b>REVENUE</b>						
INTEREST INCOME	1,898	0	1,898	5,621	0	5,621
TOTAL REVENUE	\$1,898	\$0	\$1,898	\$5,621	\$0	\$5,621
<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	\$299	\$0	\$299
	\$0	\$0	\$0	\$299	\$0	\$299
<b>ADMINISTRATION</b>						
REIMBURSEMENT OF PARENT COMPANY	\$1,898	\$0	\$1,898	\$5,322	\$0	\$5,322
	\$1,898	\$0	\$1,898	\$5,322	\$0	\$5,322
TOTAL OPERATING EXPENSES	\$1,898	\$0	\$1,898	\$5,621	\$0	\$5,621
OPERATING SURPLUS (DEFICIT)	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$0	\$0	\$0	\$0	\$0
NET SURPLUS (DEFICIT)	\$0	\$0	\$0	\$0	\$0	\$0

**YORK CARE CENTRE INC.  
BALANCE SHEET  
7/31/2023**

	Current Month	Prior Month	Difference
<b><u>ASSETS</u></b>			
<b>CURRENT</b>			
CASH AND CASH EQUIVALENTS	1,740,664.67	1,575,843.37	164,821.30
CASH - RESTRICTED FUNDS	85,447.46	90,499.10	(5,051.64)
ACCOUNTS RECEIVABLE			
- RESIDENTS	53,723.92	79,892.71	(26,168.79)
- DEPT of SOCIAL DEVELOPMENT	32,428.00	25,865.00	6,563.00
- HST	51,830.35	53,399.17	(1,568.82)
- OTHER	40,660.33	114,151.37	(73,491.04)
INVENTORIES	148,058.66	148,058.66	0.00
PREPAID EXPENSES	588,221.30	644,546.64	(56,325.34)
LONG TERM RECEIVABLE	0.00	0.00	0.00
TOTAL CURRENT ASSETS	<u>2,741,034.69</u>	<u>2,732,256.02</u>	<u>8,778.67</u>
CASH RESTRICTED FOR FUTURE CAPITAL	0.00	0.00	0.00
LAND, BUILDING AND FURNITURE (Net)	16,436,093.04	16,663,357.18	(227,264.14)
TOTAL FIXED ASSETS	<u>16,436,093.04</u>	<u>16,663,357.18</u>	<u>(227,264.14)</u>
TOTAL ASSETS	<u><u>19,177,127.73</u></u>	<u><u>19,395,613.20</u></u>	<u><u>(218,485.47)</u></u>
<b><u>LIABILITIES</u></b>			
<b>CURRENT</b>			
PAYABLES & ACCRUALS	3,377,592.57	3,463,912.26	(86,319.69)
DEFERRED REVENUE	99,696.58	113,087.30	(13,390.72)
TOTAL CURRENT	<u>3,477,289.15</u>	<u>3,576,999.56</u>	<u>(99,710.41)</u>
<b>LONG TERM</b>			
LONG TERM DEBT	13,776,937.70	13,962,788.07	(185,850.37)
DEFERRED CONTRIBUTIONS	1,664,397.20	1,688,604.81	(24,207.61)
TOTAL LIABILITIES	<u>15,441,334.90</u>	<u>15,651,392.88</u>	<u>(210,057.98)</u>
<b><u>FUND BALANCES</u></b>			
FUNDS RESTRICTED	63,379.18	69,231.25	(5,852.07)
UNRESTRICTED	(93,149.24)	(92,874.24)	(275.00)
NET INCOME (LOSS) FOR PERIOD	288,273.74	190,863.75	97,409.99
TOTAL FUNDS	<u>258,503.68</u>	<u>167,220.76</u>	<u>91,282.92</u>
TOTAL LIABILITIES & FUNDS	<u><u>19,177,127.73</u></u>	<u><u>19,395,613.20</u></u>	<u><u>(218,485.47)</u></u>

**YORK CARE CENTRE INC.**  
**REVENUE AND EXPENSE SUMMARY – CURRENT MONTH**  
**MONTH ENDING 7/31/2023**

Description	Actual Current Month	Budget Current Month	Variance Budget vs. Actual	Variance Analysis Budget vs Actual
<b>REVENUE</b>				
Total Operating Revenue	\$1,916,393	\$1,916,518	-\$125	
Non-Recurring Budget Amend	\$6,563	\$0	\$0	5 vacant bed days
Administration	\$46,403	\$39,047	\$7,356	
Care Services	\$9,383	\$11,872	-\$2,489	
Operations	\$27,964	\$27,300	\$664	
Mortgage / Loan Payments	\$24,208	\$24,208	\$0	
<b>TOTAL REVENUE</b>	<b>\$2,030,914</b>	<b>\$2,025,508</b>	<b>\$5,406</b>	
<b>OPERATING EXPENSES</b>				
Administration	\$314,230	\$328,754	\$14,524	Salaries overspent by \$7,631, EI, CPP and WHSCC underspent by \$7,931, underexpend in pension/group health expense of \$357, underspent on BA Sitters \$334, underspent on bank chgs & bad debts by \$267, underspent in advertizing by \$308, underspent on office equip and supplies by \$1,820, underspent in profi fees & travel by \$1,589, overexpend on MBANH Membership \$540; underspent on staff & volunteer recognition \$1,803; underspent on minor equipment by \$375, underspent on education by \$7,911, plus other minor variances.
Care Services	\$826,986	\$869,443	\$42,457	Underexpend in salaries of \$47,996, underexpend in fall reduction, care supplies and meds \$25, overspent on Incontinent supplies by \$4,753, underpernt in minor equipment by \$258, overspent on recruitment by \$814, underspent on research \$392, overspent in recreation supplies by \$807 underspent on pastoral supplies by \$163; plus other minor variances.
Operations	\$534,485	\$560,492	\$26,007	Salaries underspent by \$19,937, food & thickeners underspent by \$1,532, dietary supplies overspent by \$166, laundry supplies & linen underspent by \$4,658, housekeeping supplies overspent by \$4,130, telephone & cable overspent by \$876, maintenance underspent by \$4,234, heating fuel and electricity underspent by \$5,403, vehicle expenses overspent by \$624, minor equipment overspent by \$4,848, consulting fees overspent by \$4,865, computer supplies and support underspent by \$3,344, underspent re website & commun events \$763, GET inspired comm underspent by \$1,461, underspent on recruitment \$180, plus other minor variances. Under expend \$1,454 due to timing of new year Capital purch
Mortgage / Loan Payments	\$257,804	\$259,258	\$1,454	
<b>TOTAL EXPENSES</b>	<b>\$1,933,504</b>	<b>\$2,017,947</b>	<b>\$84,443</b>	
<b>NET SURPLUS (DEFICIT)</b>	<b>\$97,410</b>	<b>\$7,561</b>	<b>\$89,849</b>	

**YORK CARE CENTRE INC.**  
**REVENUE AND EXPENSE - SUMMARY FOR YEAR TO DATE**  
**4 MONTHS ENDING 7/31/2023**

Description	Actual	Actual	Budget	Variance	Year to Date		Forecast to Year End 31-Mar-24	2023-24 Full Year Budget	Variance Budget vs Forecast Year End
	Previous YTD	Current YTD	Current YTD	Budget vs Actual	Budget vs Actual	Year End			
<b>REVENUE AND RECOVERIES</b>									
Operating Revenue	\$7,720,391	\$7,665,323	\$7,666,073	-\$750			\$22,998,219	\$22,998,219	\$0
Non-recurring Budget Amendments	\$161,161	\$32,428	\$32,428	\$0			32,428	\$32,428	\$0
Administration	\$195,784	\$162,507	\$151,940	\$10,567			434,569	\$434,569	\$0
Care Services	\$41,817	\$45,553	\$47,487	-\$1,935			142,462	\$142,462	\$0
Operations	\$110,297	\$119,603	\$109,199	\$10,404			327,596	\$327,596	\$0
Mortgage / Loan Payments	\$100,178	\$96,830	\$96,830	\$0			290,491	\$290,491	\$0
<b>TOTAL REVENUE AND RECOVERIES</b>	<b>\$8,329,628</b>	<b>\$8,122,244</b>	<b>\$8,103,957</b>	<b>\$18,287</b>			<b>\$24,225,765</b>	<b>\$24,225,765</b>	<b>\$0</b>
<b>OPERATING EXPENSES</b>									
Administration	1,382,466	1,290,857	1,321,193	30,336			\$3,935,811	3,935,811	(0)
Care Services	3,538,271	3,311,949	3,477,771	165,822			10,452,953	10,452,953	(0)
Operations	2,118,723	2,199,948	2,241,967	42,019			6,725,901	6,725,901	0
Mortgage / Loan Payments	1,052,689	1,031,216	1,037,033	5,818			3,111,100	3,111,100	0
<b>TOTAL EXPENSES</b>	<b>\$8,072,149</b>	<b>\$7,833,970</b>	<b>\$8,077,964</b>	<b>\$243,994</b>			<b>\$24,225,765</b>	<b>\$24,225,765</b>	<b>\$0</b>
<b>NET SURPLUS (DEFICIT)</b>	<b>\$257,478</b>	<b>\$288,274</b>	<b>\$25,992</b>	<b>\$262,281</b>			<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Class: Transfer to replacement reserve		1,100	0	(1,100)			3,300	0	(3,300)
(Increase) or Decrease in Operating Fund Accumulated Deficit		\$287,174	\$25,992	\$263,381			-\$3,300	\$0	-\$3,300

22 Vacant bed days

Salaries overspent by \$13,207, Ei, CPP and WHSCC underspent by \$2,982, underexpend in pension/group health expense of \$3,577, overspent on BA Sitters \$1,600, underspent on bank chgs & bad debts by \$981, underspent in advertising by \$15, underspent on office equip and supplies by \$2,923 underspent in profi fees & travel by \$6,441, overspent on NBANH Fees \$1,258; underspent on staff & volunteer recognition \$4,388; underspent on minor equipment by \$1,272, underspent on education by \$23,821, plus other minor variances.

Underexpend in salaries of \$171,749, underexpend in fall reduction, care supplies and meds \$3,091 overspent on incontinent supplies by \$7,896, overspent in minor equipment by \$304, overspent on recruitment by \$766, underspent on research by \$1,567, overspent in recreation supplies by \$2,172, underspent on pastoral supplies by \$550; plus other minor variances.

Salaries underspent by \$20,879, food & thickeners overspent by \$12,543, dietary supplies underspent by \$2,793, laundry supplies & linen underspent by \$9,362, housekeeping supplies overspent by \$164, telephone & cable overspent by \$5,642, insurance overspent by \$46, maintenance underspent by \$22,942, heating fuel and electricity underspent by \$40,549, vehicle expenses underspent by \$390, minor equipment overspent by \$25,285, consulting fees overspent by \$24,400, computer supplies and support underspent by \$4,299, underspent re website & commun events \$6,497, GET Inspired comm underspent by \$2,378, underspent on recruitment \$3, plus other minor variances.

Underexpend of \$5,817 due to timing of new year Capital purchases.

YDIDAT YORK DEVELOPMENT INC  
BALANCE SHEET - CONSOLIDATED  
7/31/2023

	Current Month	Prior Month	Difference
<b><u>ASSETS</u></b>			
<b>CURRENT ASSETS</b>			
CASH	213,860	249,639	(35,779)
ACCOUNTS RECEIVABLE	45,426	54,009	(8,583)
HST RECEIVABLE	1,662	1,785	(124)
PREPAID EXPENSES	70,554	77,023	(6,469)
<b>TOTAL CURRENT ASSETS</b>	<b>331,502</b>	<b>382,456</b>	<b>(50,954)</b>
<b>RESTRICTED CASH AND DEPOSITS</b>			
REPLACEMENT RESERVE FUND	264,088	259,995	4,093
DEFERRED VACANCY SUBSIDY	44,472	44,285	187
<b>TOTAL RESTRICTED CASH &amp; DEPOSITS</b>	<b>308,559</b>	<b>304,280</b>	<b>4,280</b>
<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	(4,233,060)	(4,218,485)	(14,574)
<b>TOTAL FIXED ASSETS</b>	<b>2,092,358</b>	<b>2,106,932</b>	<b>(14,574)</b>
<b>TOTAL ASSETS</b>	<b>2,732,419</b>	<b>2,793,668</b>	<b>(61,249)</b>
<b><u>LIABILITIES</u></b>			
<b>CURRENT LIABILITIES</b>			
ACCOUNTS PAYABLE & ACCRUED LIABILITIES	78,344	141,657	(63,312)
DEFERRED REVENUE	15,376	17,014	(1,638)
<b>TOTAL CURRENT LIABILITIES</b>	<b>93,720</b>	<b>158,671</b>	<b>(64,950)</b>
<b>LONG TERM DEBT</b>			
MORTGAGE 116 SUNSET DRIVE	426,264	432,380	(6,116)
<b>TOTAL LONG TERM LIABILITIES</b>	<b>426,264</b>	<b>432,380</b>	<b>(6,116)</b>
<b>DEFERRED CONTRIBUTIONS</b>			
DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS	4,335	4,502	(167)
<b>TOTAL DEFERRED</b>	<b>4,335</b>	<b>4,502</b>	<b>(167)</b>
<b>FUND BALANCES</b>			
REPLACEMENT RESERVE RESTRICTED	260,526	259,995	532
VACANCY SUBSIDY RESERVE	44,472	44,285	187
EARNED SURPLUS	654,691	652,079	2,612
NET INCOME (LOSS) FOR PERIOD	32,646	21,357	11,289
<b>TOTAL EQUITY</b>	<b>992,335</b>	<b>977,716</b>	<b>14,620</b>
<b>TOTAL LIABILITIES &amp; FUND BALANCES</b>	<b>1,516,654</b>	<b>1,573,268</b>	<b>(56,613)</b>

YDIDAT YORK DEVELOPMENT INC  
INCOME STATEMENT - CONSOLIDATED  
4 MONTHS ENDING 7/31/2023

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
<b>REVENUE</b>						
RENTALS	63,329	62,322	1,007	250,215	251,969	(1,754)
TENANT SUBSIDY	(1,975)	(2,087)	112	(7,900)	(8,348)	448
RENT SUPPLEMENT - SH	11,104	11,104	0	41,734	41,734	0
ADULT DAY PROGRAM FEES	9,804	12,650	(2,847)	37,756	50,600	(12,845)
WASHER & DRYER REVENUE	911	925	(14)	3,642	3,700	(58)
INTEREST INCOME	1,314	869	445	5,672	3,475	2,197
REVENUE - SD CARE HOURS	12,696	8,435	4,261	49,861	33,741	16,120
REVENUE - OTHER CARE HOURS	1,000	221	779	2,820	883	1,937
REVENUE - TENNANT SERVICES	20,925	20,430	495	78,564	79,985	(1,421)
AMORT OF DEFERRED CONTRIB	6,282	6,283	(0)	25,130	25,130	(0)
RECOVERY PROJECT WORKERS	5,376	900	4,476	13,270	2,700	10,570
MISCELLANEOUS INCOME	2,580	2,261	319	10,320	9,044	1,276
<b>TOTAL REVENUE</b>	<b>133,346</b>	<b>124,312</b>	<b>9,034</b>	<b>511,083</b>	<b>494,613</b>	<b>16,471</b>
<b>OPERATING EXPENSES</b>						
<b>WAGES &amp; BENEFITS</b>						
SALARIES	42,032	39,237	(2,795)	166,744	154,531	(12,213)
BENEFITS	3,840	4,321	481	15,839	17,283	1,445
TRAVEL EXPENSE	185	83	(101)	558	333	(224)
	46,056	43,641	(2,415)	183,140	172,147	(10,993)
<b>TENANT / ADP CLIENT SUPPORT COSTS</b>						
FOOD COST	5,357	6,832	1,475	21,052	27,327	6,275
	5,357	6,832	1,475	21,052	27,327	6,275
<b>MAINTENANCE</b>						
ELECTRICITY	6,651	7,202	551	26,749	28,808	2,060
ELEVATOR SERVICE / INSPECTION	397	456	60	1,525	1,825	300
GARBAGE REMOVAL	857	779	(79)	3,384	3,114	(270)
PEST CONTROL	216	210	(5)	908	842	(67)
ALARMS AND MONITORING	467	447	(20)	1,348	1,787	439
TENANT SPECIAL OCCASIONS	68	167	99	478	667	189
CABLE TV	23	50	27	93	200	107
INSURANCE	4,048	4,008	(41)	16,193	16,030	(163)
PHONE	166	344	178	697	1,375	678
PROPERTY TAXES	6,205	6,205	0	24,821	24,821	0
REPAIRS & MAINTENANCE	1,725	4,553	2,827	12,167	18,210	6,043
BUILDING EXPENSES - ADP	367	860	493	1,468	3,441	1,974
REPLACEMENT RESERVE - R&M	5,612	2,114	(3,498)	5,612	8,458	2,846
SECURITY	4,629	4,629	(0)	18,518	18,518	(0)
GROUNDS MAINTENANCE	31	850	819	127	3,401	3,274
SUPPLIES EXPENSE	1,028	1,334	306	4,249	5,335	1,086
MINOR EQUIP & FURNISHING	0	592	592	3,000	2,367	(633)
WATER & SEWAGE	1,250	1,251	0	5,001	5,002	1
	33,741	36,050	2,309	126,337	144,200	17,862
<b>ADMINISTRATION</b>						
ADMINISTRATION CHARGES	15,974	15,974	0	63,895	63,896	0
BOARD EXPENSES	0	122	122	0	489	489
ADVERTISING	0	250	250	204	1,000	796
AUDIT EXPENSES	809	753	(57)	3,237	3,011	(226)
BANK INTEREST & CHARGES	71	92	20	293	367	74
BAD DEBT EXPENSE	0	42	42	0	167	167
LOAN INTEREST EXPENSE	5,356	5,357	0	21,426	21,426	0
MEMBERSHIP FEES / DUES	55	260	205	221	1,039	819
LEGAL FEES	0	500	500	0	10,000	10,000
MISCELLANEOUS EXPENSE	63	208	146	250	833	583
PRINTING & OFFICE SUPPLIES	0	484	484	85	1,935	1,850
	22,329	24,040	1,712	89,611	104,162	14,551
<b>CAPITAL</b>						
DEPRECIATION	14,574	13,154	(1,421)	58,298	52,615	(5,683)
	14,574	13,154	(1,421)	58,298	52,615	(5,683)
<b>TOTAL OPERATING EXPENSES</b>	<b>122,057</b>	<b>123,717</b>	<b>1,659</b>	<b>478,437</b>	<b>500,450</b>	<b>22,013</b>
<b>NET EARNINGS (LOSS) FOR PERIOD</b>	<b>11,289</b>	<b>596</b>	<b>10,693</b>	<b>32,646</b>	<b>(5,838)</b>	<b>38,483</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**  
**7/31/2023**

	<b>Current Month</b>	<b>Prior Month</b>	<b>Difference</b>
<b><u>ASSETS</u></b>			
<b>CURRENT</b>			
CASH AND CASH EQUIVALENTS	481,334.81	546,064.62	(64,729.81)
ACCOUNTS RECEIVABLE	2,522.26	2,538.53	(16.27)
ALLOWANCE FOR DOUBTFUL ACCOUNTS	0.00	0.00	0.00
HST RECEIVABLE	1,979.32	1,503.94	475.38
PREPAID EXPENSES	0.00	0.00	0.00
LONG TERM RECEIVABLE	0.00	0.00	0.00
<b>TOTAL CURRENT ASSETS</b>	<b>485,836.39</b>	<b>550,107.09</b>	<b>(64,270.70)</b>
<b>CAPITAL ASSETS</b>			
EQUIPMENT AND FURNITURE	16,186.37	16,186.37	0.00
ACCUMULATED DEPRECIATION	(11,951.68)	(11,745.08)	(206.60)
	4,234.69	4,441.29	(206.60)
<b>TOTAL ASSETS</b>	<b>490,071.08</b>	<b>554,548.38</b>	<b>(64,477.30)</b>
<b><u>LIABILITIES</u></b>			
<b>CURRENT</b>			
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES	45,001.01	65,976.71	(20,975.70)
DUE TO YORK MANOR INC.	5,213.38	11,073.27	(5,859.89)
DUE TO YORK DEVELOPMENTS INC.	93.13	1,622.16	(1,529.03)
DEFERRED REVENUE	410,246.12	448,646.24	(38,400.12)
<b>TOTAL CURRENT</b>	<b>460,553.64</b>	<b>527,318.38</b>	<b>(66,764.74)</b>
<b><u>FUND BALANCES</u></b>			
<b>FUND BALANCES</b>			
FUNDS UNRESTRICTED	21,662.87	21,662.87	0.00
NET INCOME (LOSS) FOR THE PERIOD	7,854.57	5,567.13	2,287.44
<b>TOTAL FUNDS</b>	<b>29,517.44</b>	<b>27,230.00</b>	<b>2,287.44</b>
<b>TOTAL LIABILITIES &amp; FUNDS</b>	<b>490,071.08</b>	<b>554,548.38</b>	<b>(64,477.30)</b>

**Centre for Innovation and Research**  
**INCOME STATEMENT - CONSOLIDATED**  
**4 MONTHS ENDING 7/31/2023**

	<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	15,000	15,000	0
IMPROVE IMMUNIZATION PROJECT	0	0	0	12,503	12,503	0
POLYPHARM APP PHASE 2 PROJECT	835	7,172	(6,337)	3,337	28,689	(25,352)
GENIE PROJECT	13,028	16,679	(3,651)	57,993	66,717	(8,724)
PASSIVE AWARE PROJECT	11,585	13,646	(2,061)	54,742	54,583	160
PASSIVE AWARE AT HOME PROJECT	3,791	4,167	(375)	14,822	16,667	(1,845)
A DAY IN THE LIFE PROJECT	6,584	4,167	2,418	24,334	16,667	7,668
HEC ADVANCED CAREGIVER TRAINING	1,320	0	1,320	1,354	0	1,354
INTEREST INCOME	2,419	600	1,819	9,589	2,400	7,189
STUDENT FUNDING	1,257	1,400	(143)	6,283	4,200	2,083
<b>TOTAL UNRESTRICTED REVENUE</b>	<b>44,570</b>	<b>51,580</b>	<b>(7,011)</b>	<b>199,957</b>	<b>217,425</b>	<b>(17,468)</b>
<b>OPERATING EXPENSES</b>						
<b>WAGES &amp; BENEFITS</b>						
SALARIES AND BENEFITS	26,911	34,819	7,908	126,049	139,276	13,227
SALARIES & BEN CHARGED TO PROJECT	(26,911)	(34,819)	(7,908)	(126,049)	(139,276)	(13,227)
PROJECT WORKERS EXPENSES	1,257	1,400	143	6,286	4,200	(2,086)
	1,257	1,400	143	6,286	4,200	(2,086)
<b>ADMINISTRATION</b>						
ADMINISTRATION STAFF CHARGEBACKS	2,746	2,746	0	10,984	10,984	0
AUDIT EXPENSES	612	612	0	2,446	2,446	0
BANK INTEREST & CHARGES	0	0	0	0	0	0
DEPRECIATION EXPENSE	207	207	(0)	826	826	(0)
INSURANCE	0	0	0	0	0	0
OFFICE AND COMPUTER SUPPLIES	0	83	83	460	333	(127)
OFFICE SPACE COSTS	301	325	24	1,089	1,298	209
TELEPHONE	0	0	0	0	0	0
IT SUPPORT	0	42	42	12	167	155
TRAVEL AND ACCOMODATION	0	33	33	0	133	133
MEALS AND ENTERTAINMENT	0	29	29	0	117	117
CONFERENCES AND TRAINING	0	125	125	0	500	500
MINOR EQUIPMENT	0	63	63	0	250	250
MISCELLANEOUS	0	13	13	897	935	38
SYMPOSIUM	17	0	(17)	17	0	(17)
	3,882	4,276	394	16,731	17,990	1,259
<b>PROJECT RELATED EXPENDITURES</b>						
IMPROVE IMMUNIZATION PROJECT	0	0	0	12,503	12,503	0
POLYPHARM APP PHASE 2 PROJECT	835	7,172	6,337	3,337	28,689	25,352
GENIE PROJECT	13,028	16,679	3,651	57,993	66,717	8,724
PASSIVE AWARE PROJECT	11,585	13,646	2,061	54,742	54,583	(160)
PASSIVE AWARE AT HOME PROJECT	3,791	4,167	375	14,822	16,667	1,845
A DAY IN THE LIFE PROJECT	6,584	4,167	(2,418)	24,334	16,667	(7,668)
HEC ADVANCED CAREGIVER TRAINING	1,320	0	(1,320)	1,354	0	(1,354)
MISCELLANEOUS	0	0	0	0	0	0
	37,144	45,830	8,687	169,085	195,825	26,740
<b>TOTAL EXPENSES</b>	<b>42,282</b>	<b>51,507</b>	<b>9,225</b>	<b>192,102</b>	<b>218,014</b>	<b>25,912</b>
<b>NET EARNINGS (LOSS)</b>	<b>2,287</b>	<b>74</b>	<b>2,214</b>	<b>7,855</b>	<b>(590)</b>	<b>8,444</b>

YCPDAT YORK COUNTY PROPERTIES  
BALANCE SHEET  
7/31/2023

ASSETS

CURRENT ASSETS

CASH	\$449,170
ACCOUNTS RECEIVABLE	2,045
TOTAL CURRENT ASSETS	\$451,215

LONG-TERM ASSETS

PROPERTY AND EQUIPMENT

YORK FARM	\$7,601
TOTAL PROPERTY AND EQUIPMENT	\$7,601
TOTAL ASSETS	\$458,816

LIABILITIES

CURRENT LIABILITIES

ACCOUNTS PAYABLE AND ACCRUALS	\$2,045
TOTAL CURRENT LIABILITIES	\$2,045

LONG TERM LIABILITIES

TOTAL LONG TERM LIABILITIES	\$0
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DEFERRED CONTRIBUTIONS

TOTAL DEFERRED	\$0
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FUND BALANCES

OPERATING SURPLUS	\$449,170
CAPITAL FUND	7,601
TOTAL FUNDS	\$456,771

TOTAL LIABILITIES & FUND BALANCES	\$458,816
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YCPDAT YORK COUNTY PROPERTIES  
INCOME STATEMENT  
4 MONTHS ENDING 7/31/2023

	CURRENT MONTH	BUDGET MONTH	VAR ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
<b>REVENUE</b>						
INTEREST INCOME	2,045	0	2,045	7,666	0	7,666
TOTAL REVENUE	\$2,045	\$0	\$2,045	\$7,666	\$0	\$7,666
<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	\$299	\$0	\$299
	\$0	\$0	\$0	\$299	\$0	\$299
<b>ADMINISTRATION</b>						
REIMBURSEMENT OF PARENT COMPANY	\$2,045	\$0	\$2,045	\$7,367	\$0	\$7,367
	\$2,045	\$0	\$2,045	\$7,367	\$0	\$7,367
TOTAL OPERATING EXPENSES	\$2,045	\$0	\$2,045	\$7,666	\$0	\$7,666
OPERATING SURPLUS (DEFICIT)	\$0	\$0	\$0	\$0	\$0	\$0
	\$0	\$0	\$0	\$0	\$0	\$0
NET SURPLUS (DEFICIT)	\$0	\$0	\$0	\$0	\$0	\$0

1.



# REPORT TO THE FINANCE & ADMINISTRATION COMMITTEE

April 1 – June 30, 2023  
Quarter 1 Activity

The purpose of this report is to apprise the Board's Finance & Administration Committee of key activities within each quarter of the fiscal year, including an update on key performance indicators and the two strategic pillars: Resources and Environment. Accordingly, the Committee receives four reports per year with content from the following senior leaders.

**Senior Leader**

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

**Key Areas of Reporting**

Human Resources  
Financial Services  
Facilities, Building and Infrastructure

## 1. Human Resources

- During Quarter 1 (April - June), we on-boarded and welcomed **9 new staff members**. Eight are members of the Care Services team and one is a member of the support services team. As always, the HR team continues to actively recruit.
- In the Q1, 17 employees resigned, 1 employee was terminated due to an unsuccessful probationary period and 2 employees retired.
- IEN Recruitment: Originally, we extended to 13 candidates: 1 RN, 2 LPN's and 10 RA's and to date one candidate will be accompanying his spouse, 1 candidate we have rescinded the offer, 1 candidate's arrival will be postponed due to pregnancy. Information required from the employer re. input into the employers' portal has been completed. Candidates are currently working with Staffhouse to complete remaining paperwork.
- Activities coordinated amongst the Get Inspired Team and Human Resources included: celebration of Care Services Week (May) and Nursing Home Week (June), Spring exercise challenge, and frozen treats distributed in staff rooms.
- We welcomed 3 students from NBCC as part of their clinical placement.
- We hired 7 summer students through both the provincial and federal summer student programs.
- The Q1 Employee Pulse Survey was conducted with a summary below. The focus of this survey was on communication and job satisfaction.
- As well, a summary is provided on the survey conducted to gain feedback regarding Leadership Development suggestions.

### Leadership Development Survey

In June, the Leaders Forum was polled to gain an understanding of the leadership and professional development needs and preferences of the group. 22/30 (73%) members responded to the survey.

The top ten topics of interest were:

1. Tackling challenging conversations
2. Addressing negativity in the workplace
3. Team Building strategies
4. Improving team communication
5. Quality improvement techniques
6. Improving organizational communication
7. Supporting mental wellness in the workplace
8. Change management – introducing new ideas.
9. Working with different personality types
10. Person-centered care.

In addition to questions regarding preferred topics, information was also gathered regarding preferred format and frequency. This information will guide SLT in planning future educational offerings for the leadership group. A Quality Improvement workshop, provided by Healthcare Excellence Canada, was offered in September.

## Employee Pulse Survey Results – Q1

<b>140 Respondents:</b> 12- Admin/CIRA                      89 – Care Services 38 -Support Services                1 – HSW/ADP	Strongly Agree %	Agree %	Neutral %	Disagree %	Strongly Disagree %
The communication I receive from YCC keeps me well informed.	19	48	24	8	1
How could we improve overall communication within YCC	Open ended survey question				
There is good communication within my team / department	16	41	32	9	1
How could communication within your team / department be improved	Open ended survey question				
I am satisfied with my job	23	54	17	6	0
The work I do is meaningful	53	42	4	1	0
I have the necessary tools & resources to do my job effectively	24	48	16	10	2
York Care Centre is a great place to work	19	53	24	3	1
I'd recommend YCC as a place to work	27	46	22	4	1
Do you have any suggestions on how the working environment of YCC could be improved?	Open ended survey question				

### Preliminary Observations

- Survey sent to all YCC/YDI/CIRA employee emails. Approximately 50% response rate
- Focus for this survey was communication. Although the questions are not identical to previous surveys, the score is slightly higher than the 2021 survey.
- The score is slightly lower for “communication with your team/department”.
- Strongest score – “The work I do is meaningful.”
- Further review and discussion to occur at Senior Leadership Team.
- Surveys will be conducted quarterly. Each quarter will focus on a different area of interest / concern, but questions regarding overall communication, “great place to work” and inclination to recommendation YCC as a place to work will be included each quarter.

## Human Resources Key Performance Indicators

	Q1 2022-23	Q2 2022-23	Q3 2022-23	Q4 2022-23	Q1 2023-24
<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.	71%	73%	70%	72%	78%
<b>Resignations Within One Year (#)</b> Number of resignations within the first year of employment	5	9	7	7	8
<b>Sick Time</b> Sick days / FTE (standardized - # of days/1957.5 hours worked within the quarter.)	20.24	16.18	17.28	13.25	12.74
<b>Sick Time (%)</b> - Sick hours as a percentage of total paid hours	7.7%	6.1%	6.6%	5.1%	4.9%
<b>Overtime Hours (%)</b> Overtime hours as a percentage of total worked hours.	4.3%	5.3%	5.9%	6.5%	5.3%
<b>Care Hours (Short)</b> Average # hours worked per day below the target (RN,LPN,RA)	93.76	78.03	71.64	60.31	41.00
<b>% RN Hours</b> Number of RN hours worked as a percentage of the target.	77%	83%	101%	101%	94%
<b>% hours of professional care (RN/LPN)</b> Number of RN/LPN hours worked as a percentage of the target.	85%	87%	97%	93%	91%

## 2. Facilities, Building, and Infrastructure

- **Facility IT Replacement Plan** - Completion of the 2022/23 IT Server replacement and decommissioning of servers and web filter. Installation of 2 x projector and sound systems in resident dining rooms to facilitate easier setup of movies and other events for residents.
- **Wireless Infrastructure Upgrade** – This project is still ongoing as the installing contractor struggles with staffing issues.
- **Replacement of Commercial Washing Machine in Laundry** – A 60-lb washing machine was replaced as part of our capital replacement program.
- **Installation of Resident Air Conditioners and Fridges** – Work commenced on the installation of 26 dedicated electrical circuits throughout the facility to accommodate air conditioners and refrigerators requested by residents.
- **Roofing Projects** – Initial site visits for both (BG shingled and Dixon Flat) roofing projects have been completed. The anticipated start date for the BG project is the end of September and for the Dixon flat roof it is sometime in October. Both projects are managed by DTI.
- **Environmental Audit** – In collaboration with a current employee undertaking the Master of Environmental Management course at UNB we are undertaking an Environmental Audit of the facility. Areas being audited include Waste Management (Clinical, Food and Plastic), Energy Consumption, Water Management, Indoor Air Quality, Chemical Management and Green Procurement. Final report is expected in January 2024.
- **WSNB Inspection** – We were visited by our local WSNB Inspector to undertake an inspection. During this inspection, we were given 2 infractions. 1 – The employer shall assess the risk of violence at the place of employment. This infraction was addressed by having the JOHSC complete a Workplace Risk Assessment provided by WSNB. 2 – Safety Program to include written policy around lockout and specific procedures for each piece of equipment. Although we had a written general policy requiring employees to lockout/tagout, they were not specific to each piece of equipment. An inventory was taken of critical equipment and procedures were developed for those pieces of equipment.
- **95 Sunset** – Very recently we suffered some water damage in 95 Sunset Drive Units 2 and 8 as a result of the tenant in unit 8 leaving her kitchen sink running and overflowing onto the floor and subsequently in the ceiling of unit 2. I have engaged the services of First Onsite Property Restoration to help with fixing the damage. Early indications in Unit 8 see the replacement of laminate flooring in the main living area and the replacement of most of the ceiling in the main living area. Complications with demolition arose when we discovered asbestos in the textured ceiling and drywall compound.
- **Friendship Centre** – we are beginning to assess the opportunity to do a minor refresh of the Friendship Centre (paint, drapes, installation of a donated stained-glass window). We may need the assistance of an interior decorator.

### Facilities, Building and Infrastructure Key Performance Indicators

	Q1 2022-23	Q2 2022-23	Q3 2022-23	Q4 2022-23	Q1 2023-24
<b>Recyclables diverted from landfill</b> This indicator looks at the total weight of recyclables diverted from landfill	102 kg	280 kg	895 kg	268 kg	126 kg
<b>Food Cost per Resident Day</b>	\$9.80	\$9.73	\$11.00	\$11.21	\$12.26

### 3. Financial Services

- YCC finished Q1 with a surplus of \$190,864. This resulted primarily from under expenditures in salaries and benefits of \$117,394, heat & electricity of \$35,147, maintenance & repairs of \$18,711 and education of \$15,908. There was an over expenditure in minor equipment of \$20,100.
- CIRA finished Q1 with a surplus of \$5,567. This was primarily due to the interest revenue earned on the bank account being higher than budgeted, and the majority of the other expenditures are offset by HSPP research projects revenue.
- YDI finished Q1 with a surplus of \$21,357. This was partly a planned surplus due to the YDI mortgages now paid in full and also due to under expenditure in the repairs and maintenance expenses.
- Overall, the three companies have a Q1 surplus of \$217,788 on the cumulative actual revenue of \$6.6 million. This equals 3.29% of the revenue for Q1.

### 4. Operating Plan 2023-24 – Status Report

Only one of the objectives which are reported on through the Finance and Administration Committee were scheduled for completion by Quarter 1.

Note: Shaded Cell Indicates the Target Date for Completion

Care Pillar	Q1	Q2	Q3	Q4
To improve the quality of Dietary Services with a focus on:				
- Increasing the variety of menu options by expanding to a 4-week menu	In progress			
- Serving food with an acceptable temperature (audits)	Not started			
- Improving the dining experience as measured by the Resident and Family Survey.	Complete			
Resources Pillar	Q1	Q2	Q3	Q4
Review/modify staff schedules to ensure care hour targets.	In progress			
Recruit 10 IENs in partnership with Provincial IEN strategy.	On Track			
To improve workplace experience by developing and implementing a staff engagement framework.	In progress			
To update the performance appraisal process.	On Track			
To update the orientation program to include a mentorship component.	On Track			

<b>Resources Pillar</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
To reduce workplace injuries by implementing the All the Right Moves program.	On Track			
To improve teamwork by testing a Team Nursing Pilot.	Not Started			
To improve communication to staff (survey results, QI, etc_ via e-boards in staff rooms.	Not Started			
To improve the quality improvement competency of leaders by: - Introducing the framework. - Providing focused training on the QI model	On Track			
To introduce QI initiatives as outlined in the QI Framework.	On Track			
To provide leadership development training based on assessed needs: - Complete a needs assessment - Launch implementation plan	On Track			
<b>Environment Pillar</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>
Develop and implement an organizational-wide program based on Reduce, Reuse and Recycle	In Progress			
To make improvements to the facility's public address system.	In Progress			
To make improvements to the facility's outdoor lighting.	In Progress			
To replace aging equipment as necessary.	In Progress			
Expand on the current Disaster and Emergency Plan to include cybersecurity and disaster plan exercises.	In Progress			
To assess the potential to convert Hawkins House to a Level 2 Special Care Home.	Not started			
To assess the financial viability of the Wetlands Proposal.	Not started			
To establish operational agreements with DSD to take advantage of financial benefits available for non-profit housing.	In progress			
To develop a comprehensive risk matrix to identify and prioritize potential risks.	Not Started			
To develop risk mitigation plans to be developed for all high priority risks.	Not Started			



## Finance and Administration Committee - Annual Work Plan 2023/24

### Introduction

The purpose of this document is to provide committee members with background and context information to support their plans for the upcoming board year. Each standing committee of the board is asked to establish a proposed workplan for the upcoming board year. A workplan will ensure that staff are prepared to bring appropriate information to the committee to support its work.

**Section 1** provides excerpts from the committee terms of reference, specifically the purpose and scope statements. These terms of reference were reviewed and approved by the board in the 2022/23 year.

**Section 2** provides excerpts from the Board's Strategic Plan which are aligned with the mandate of the Finance and Administration Committee. Work of the committee should support the organization in achieving the objectives of the strategic plan.

**Section 3** provides excerpts from Management's operating plan which are aligned with the mandate of the Finance and Administration Committee. The CEO and the executive team are responsible for the developing and implementing the operating plan in support of the overall strategic plan. The Committee can expect progress updates from the leadership team.

**Section 4** is a summary of the accomplishments of the Finance and Administration Committee in the previous year, as well as an issues which were considered / addressed.

**Section 5** is a list of issues which might be of interest / concern to the Committee when planning for the upcoming year.

**Section 6** is a list of committee members.

**Section 7** is a proposed workplan for the committee. This is a draft and should be discussed at the September meeting. The committee is asked to present a final workplan to the board of directors at the October meeting.

## **Section 1 - Excerpts from the Terms of Reference**

The purpose of the Committee is to make recommendations to assist the Board in fulfilling financial oversight and to help govern management administration related to financial budgeting and reporting, human resources, and overall administration.

The Committee will provide advice and/or recommendations in relation to the development and operation of relevant policies, processes and/or procedures, which may include:

1. Reviewing and recommending approval of an annual operating and capital budget.
2. Reviewing regular and ad hoc financial statements and recommending their approval, or other action, to the Board and monitoring implementation and operation of any approved actions.
3. Reviewing, together with the Chair of the Governance and Audit Committee, the financial audit results, and external auditors' recommendations with the President & CEO, leading to the development of a plan of action in response to the results and recommendations to bring forward to the Board.
4. Reviewing human resource policies and programs, and when applicable, recommending action to the Board and monitoring implementation and operation of any approved actions.
5. Reviewing and recommending approval of remuneration and benefits packages associated with non- bargaining personnel to the Board.
6. Recommend approval of collective agreements as negotiated through the New Brunswick Association of Nursing Homes and the New Brunswick Nurses Union and the Canadian Union of Public Employees to the Board.
7. Reviewing environmental services and housing reports regarding the maintenance, replacement and/or upgrade of infrastructure and equipment, and when applicable, recommending action to the Board.
8. Reviewing information technology and any other administration and/or care support services reports, and when applicable, recommending action to the Board and monitoring the implementation and operation of any approved actions.

## **Section 2 - Excerpts from the Strategic Plan which align with the Finance and Admin Committee Mandate**

### **The Resources Pillar**

- Continued attention to our resources, including our people, financial and technological resources.
- For YCC to be a Centre of Excellence, it is essential that continued attention be given to our resources, which include human, financial and technological resources.

#### **Goals**

1. To improve resident/client outcomes by efficiently using the current funding model and resources.
2. To enhance staff experience, increase recruitment and improve retention.
3. To develop and implement a quality improvement framework.
4. To develop and implement a leadership development program.

### **The Environment Pillar**

- A safe and supportive environment for residents, staff, and volunteers
- Maintenance of the internal and external environments is essential to ensure the well-being of our residents and ensure that staff and volunteers are functioning within a supportive and safe environment.

#### **Goals**

1. To maintain the internal and external surroundings of our residential facilities at a "near new state"
2. To ensure a safe and secure environment for residents, clients, and staff.
3. To explore options to expand the seniors' housing program.
4. To develop and implement a comprehensive risk management program.

### **Section 3 – Excerpts from Mgmt’s Operating Plan which align with the Finance & Admin Comm. Mandate**

#### **The Resources Pillar**

- 1a. Review/modify staff schedules to ensure care hour targets are achieved.
- 1b. Recruit IENs in partnership with provincial strategy.
  
- 2a. Develop and implement a staff engagement framework.
- 2b. Update the performance appraisal process.
- 2c. Update the orientation program to include a mentorship component.
- 2d. Reduce workplace injuries through “All the Right Moves” training.
- 2e. Improve teamwork by testing a Team Nursing Pilot on Tower 2
  
- 3a. Improve the quality improvement competency of leaders.
- 3b. To introduce the improvement initiatives as outlined in the Quality Framework.
  
- 4a. To provide leadership development training based on assessed needs.

#### **The Environment Pillar**

- 1a. To develop and implement an organization-wide program based on Reduce, Reuse, Recycle.
  
- 2a. To make improvements to the Public Address system
- 2b. To make improvements to the facility’s outdoor lighting.
- 2c. To replace aging equipment as necessary.
- 2d. Expand on the current disaster and emergency plan.
  
- 3a. Assess the potential to convert Hawkins House to a Level 2 Special Care Home
- 3b. To assess the financial viability of the Wetlands proposal.
- 3c. To establish operational agreements with DSD to take advantage of financial benefits available for non-profit housing.
  
- 4a. To develop a comprehensive risk matrix and prioritize risks.
- 4b. To develop risk mitigation plans for all high priority risks.

#### **Section 4 - Issues & Accomplishments from 2022/23**

- Terms of Reference updated.
- Review of the Quarterly Financial Statements and the Year End Financial Statements.
- Review of the 2023-24 Annual Budgets
- Quarterly reporting from the Chief Financial Officer, the VP People and Culture and the Director, Facilities and Infrastructure.
- Monitored the following:
  - Budget surplus and actions to address.
  - Transition of YDI – Supportive Housing mortgage on 116 Sunset Drive to new lending institution.
  - Human resource indicators regarding recruitment, turnover, sick time, training, care hour compliance
- Received reports regarding:
  - Facility & Infrastructure improvements – wireless infrastructure, IT equipment upgrades, Bioscan replacement, laundry equipment replacement, energy audit
  - Capital spending thresholds
  - Discussions with NB Housing and CMHC regarding housing development.
  - Results of flex time pilot.
  - International Recruitment mission
  - Management salaries
  - Cybersecurity risk assessment
  - Reinstatement of the Disaster and Emergency Committee
  - Potential fundraising projects for York Care Foundation.

#### **Section 5 - Issues to Consider for Upcoming Year**

- Generally strong results on committee evaluation. Areas which scored below 90% include having a review of the terms of reference, ensuring that matters brought before the committee align with the terms of reference, having the agenda circulated on time, and members coming prepared.
- Management has re-established the quarterly employee pulse surveys.
- Last year there was a request for a presentation on Human Resource processes (recruitment, retention, indicators, etc). The presentation was deferred due to the Philippines recruitment trip.
- We haven't discussed our worksafe experience....which has been quite good compared to other long term care homes...but long term care, as a sector, has very high rates.
- Although the quality improvement goal falls under the Resources pillar, the Quality Framework was presented to the Board through the Care Committee. The Resources Committee may, or may not, wish to be updated on the implementation of the Quality Framework.
- The Risk Management Plan will be developed over the course of the year.
- Housing – we will be considering the potential of various housing projects/ opportunities. (Hawkins, Wetlands, Non-profit operational agreements.
- Qualified / Unqualified Financial Statements issue.
- Are there any education topics this committee would like to consider?

**Section 6 - Committee Membership**

- Pierre LeBlanc, Chair
- Lyne St-Pierre-Ellis (?)
- Wayne Snowdon
- Martin Ferguson
- Doug Holt
- Brenda Bosse
- Deborah Wybou
- Marjorie Belzile, ex officio
- Andrew Currie, Community Member
- Geri Geldart, ex officio
- Byard Smith, Shelley Kenny, Michel Boyer, staff

**Section 7 - Proposed Workplan**

<b>Meeting</b>	<b>Date</b>	<b>Reports and Documents</b>
Q1	Monday, September 25 @ 1730	<ul style="list-style-type: none"> <li>• Review of Annual Workplan</li> <li>• Review of Financial Statements</li> <li>• Report from the CFO, VP People &amp; Culture and Director of Facilities/Infrastructure</li> <li>• Update on IEN Recruitment</li> <li>• Review of Quarter 1 Pulse Survey Results</li> <li>• Review of initial Leadership Development survey results.</li> </ul>
Q2	Monday, Dec 4, 2023 @ 5:30 PM	<ul style="list-style-type: none"> <li>• Review of Financial Statements</li> <li>• Report from the CFO, VP People &amp; Culture and Director of Facilities/Infrastructure</li> <li>• Update on IEN Recruitment</li> <li>• Review of Quarter 2 Pulse Survey Results</li> </ul>
Q3	Monday, Feb 12, 2024 @ 5:30 PM	<ul style="list-style-type: none"> <li>• Review of Financial Statements</li> <li>• Report from the CFO, VP People &amp; Culture and Director of Facilities/Infrastructure</li> <li>• Update on IEN Recruitment</li> <li>• Review of Quarter 3 Pulse Survey Results</li> <li>• Review of potential YCF Projects</li> <li>• Introduction of the Risk Matrix</li> <li>• Consideration of “Free Wifi” suggestion prior to budget meeting.</li> <li>• Presentation of Leadership Development Plan</li> </ul>
March	Monday, March 18, 2024 @ 5:30PM	<ul style="list-style-type: none"> <li>• Annual Budget Meeting</li> </ul>
Q4	Monday, May 6, 2024 @ 5:30PM	<ul style="list-style-type: none"> <li>• Review of Financial Statements</li> <li>• Report from the CFO, VP People &amp; Culture and Director of Facilities/Infrastructure</li> <li>• Update on IEN Recruitment</li> <li>• Review of Quarter 4 Pulse Survey Results</li> <li>• Review of Employee Engagement Framework</li> <li>• Introduction of the Risk Management Plan for high priority risks.</li> </ul>