



## Board of Directors AGENDA

Tuesday October 3<sup>rd</sup> at 5:30

Zoom Details: <https://us02web.zoom.us/j/85160312778?pwd=cHo1SHlvYm9wcmdPakp2UFVydXdqQT09>

Meeting ID: 851 6031 2778

Passcode: 321835

Item	Description	MRP
1.0	Call to Order & Introductions	Marjorie Belzile
2.0	Declarations of Conflict of Interest	Marjorie Belzile
3.0	Approval of Previous Minutes: June 19, 2023*	Marjorie Belzile
5.0	Standing Reports	
5.1	Report from the President and C.E.O*	Geri Geldart
5.2	Research & Ethics Committee	Marjorie Belzile
	5.2.1 Q1 Research & Ethics Committee Report of Committee Chair	
5.3	Care Services Committee	Lyne St-Pierre-Ellis
	5.3.1 Q1 Care Services Committee Report of Committee Chair	
5.4	Finance & Administration	Pierre LeBlanc
	5.4.1 Q1 Finance & Administration Report of Committee Chair*	
	5.4.2 Unaudited Financial Statements April – July, 2023*	
5.5	Governance & Audit Committee	Deborah Wybou
	5.5.1 Q1 Governance & Audit Report of Committee Chair	
6.0	New Business	
6.1	Executive Committee Recommendation - YCC Board representative to the York Care Foundation Board	Marjorie Belzile
6.2	Board of Directors Annual Workplan*	Geri Geldart
6.3	Board of Directors Meeting Schedule – Revised*	Geri Geldart
6.4	Board of Directors – Officers, Chairs and Committee Members- FYI*	Geri Geldart
6.5	Report from the York Care Foundation Board Chair*	Hector Losier
7.0	Date of Next Meeting: - December 11, 2023	

## Motions

1. Be it resolved that the minutes of the June 19, 2023 meeting of the York Care Centre Board of Directors be approved as presented.
2. Be it resolved that the unaudited financial statements for April, May, June and July 2023 be accepted as presented with an appropriate amendment to the York County Properties Balance Sheet.
3. Be it resolved that the signatures on the York Care Centre electronic signature stick be changed to Pierre LeBlanc and Geri Geldart.
4. Be it resolved that Donna Curtis Maillet and Bryanna White-Aubé be appointed to the Board of Directors effective Oct 4, 2023.
5. Be it resolved that Tracey Burkhardt be appointed as the Chair of the Research and Ethics Committee, on an interim basis.
6. Be it resolved that Lyne St-Pierre-Ellis be appointed as the York Care Centre representative to the York Care Foundation Board of Directors.



**Minutes of meeting of the Board of Directors for York Care Centre, 100 Sunset Drive,  
Fredericton NB,  
Meeting On June 19, 2023 at 5:30pm**

Present: Lyne St-Pierre-Ellis, Marjorie Belzile, Gary Beattie, Keith McAlpine, Wayne Snowdon, Martin Ferguson (VC), Doug Holt, Pierre LeBlanc, Brenda Bosse, Andrea Seymour, Geri Geldart (non-voting), Hector Losier (non-voting)

Regrets: Trina MacDonald, Marilyn Born

Staff: Byard Smith

**1. Call to Order & Introductions**

The Chair, Ms. St-Pierre-Ellis called the meeting to order.

**2. Declarations of Conflict of Interest**

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

**3. Approval of Minutes: May 1, 2023**

***It was moved by Andrea Seymour and seconded by Gary Beattie that the Minutes of May 1, 2023 be approved by the Board of Directors as presented. - Motion carried***

**4. Business Arising**

None.

**5.0 New Business**

**5.1 Governance & Audit Report**

**5.1.1 Audited Financial Statements 2022/2023 (YCC, YDI & CIRA)**

- The Governance and Audit Committee met last week and reviewed the financial statements.

***It was moved by Gary Beattie and seconded by Pierre LeBlanc that the Board of Directors recommend the audited financial statements for YCC, YDI & CIRA be approved by the Board of Directors as presented and recommended for acceptance at the AMM. - Motion Carried***

**5.1.2 Unaudited Financial Statements 2022/2023 (YCP)**

***It was moved by Gary Beattie and seconded by Pierre LeBlanc that the unaudited financial statements for YCP be approved by the Board of Directors as presented and recommended for acceptance at the AMM. - Motion Carried***

### 5.1.3 York County Properties – Auditing Process

It was explained that YCP will not be audited.

### 5.1.4 Appointment of Auditors

***It was moved by Gary Beattie and seconded by Doug Holt that the Board of Directors recommend the appointment of Teed Saunders Doyle go forward to the AMM for approval as the 2023-2024 Auditors. -Motion Carried***

### 5.1.5 Board Assessment

- Mr. Beattie referenced the results of the Board assessment that was completed in February. There was discussion regarding possibly moving to ‘yes’ or ‘no’ answers rather than ratings moving forward.

### 5.1.6 Board Appointments

#### 5.1.6.1 Appointments to the Board

- We have three people leaving the board this year: Trina MacDonald, Marilyn Born, and Gary Beattie. There is a need to recruit new board members. Skill sets to be sent to board members for consideration when recruiting new members.

#### 5.1.6.2 Appointments to Officers

Vice chair position will be vacant this year.

#### 5.1.6.3 Appointment of Chairs of Committee

Pierre and Keith stay, and Wayne as Secretary..

***It was moved by Gary Beattie and seconded by Wayne Snowdon that the Board of Directors recommend the appointment of Lyne St-Pierre-Ellis as chair of the Care Committee. - Motion carried***

***It was moved by Gary Beattie and seconded by Wayne Snowdon that the Board of Directors recommend the appointment of Deborah Wybou as the chair of the Governance and Audit Committee. - Motion carried***

## 5.2 Budget Update

### 5.2.1 2023-24 Funding from DSD and Certification of Budget Allocation

- Pierre LeBlanc explained that we received budget figures from Social Development. The funded amount is \$103, 000 less than estimated. Between non-transferable pension funds, bank interest, lower than anticipated insurance, and LPN and RA funding, we still anticipate a balanced budget with a small surplus.

***It was moved by Pierre LeBlanc and seconded by Doug Holt that the Board or Directors accept the total budget funding of \$23,004,219 provided by the Department of Social Development to York Care Centre Inc. and have the Board Chair and President and CEO sign the Certification of Budget Allocation for the 2023-24 fiscal year. -Motion Carried***

## 5.2.2 Revised 2023-24 budget for York Care Centre Inc.

***It was moved by Pierre LeBlanc and seconded by Gary Beattie that the Board of Directors approve an amended internal 2023-24 budget for York Care Centre summarized as total revenue of \$24,193,338 and total expenditures of \$24,193,338 for a net surplus of \$0.***

***-Motion Carried***

## 5.3 Report from the President & CEO

### 5.3.1 Quarterly Report

- Ms. Geldart gave an update, highlighting the following:
  - Mask mandate has been removed; we've had a few outbreaks since.
  - We were strongly encouraged to resubmit a proposal for Nursing Home Without Walls, which we are working on with a focus on having a navigator.
  - Preliminary results from the employee pulse survey and leadership development survey were shared.
  - Interview of Senior's Advocate was completed as well as a visit by Assistant Deputy Minister Elizabeth Dube.
  - Mobile X-rays will now be done on site in the near future.
  - We've had a lot of positive events, with the exception of the Old Time Country Fair which was postponed to September 23rd.

### 5.3.2 Annual Report 2022/23

- The final version of the 22/23 Annual Report was circulated with the package, which will be presented for approval at the Annual Meeting of Members.

***It was moved by Andrea Seymour and seconded by Marjorie Belzile that the Board of Directors recommend the annual report go forward to the AMM for approval.*** ***-Motion Carried***

### 5.3.3 Strategic Plan 2020-2025

- The updated 2020-25 strategic plan was circulated with the package. Leadership development and risk management were added as goals.

***It was moved by Gary Beattie and seconded by Brenda Bosse that the Board of Directors recommend the strategic plan go forward to the AMM for approval.*** ***-Motion Carried***

### 5.3.4 Operating Plan 2023-2024

- Ms. Geldart presented the Operating Plan for 2023/24.
- There was discussion regarding the workload involved; it was noted that some of these have already been started but not yet completed.

***It was moved by Keith McAlpine and seconded by Wayne Snowdon that the Board of Directors approve the operating plan.*** ***-Motion Carried***

## 5.4 YC Foundation Report

### 5.4.1 Chair Report

- Mr. Losier presented the Foundation report highlighting the following:
  - the Golf Tournament was successful.
  - Laugh Fore Care event details were shared; tickets are now available.
  - Community Breakfast exceeded our expectations.
  - The committee meets tomorrow to discuss donor recognition and determine which projects to move forward with it.

### 5.4.2 Annual Report 2023-24

- The annual report was included in the package.

## 5.5 Board and Committee Meeting Schedule 2023-24

- The 2023-24 schedule was included in the package.

***It was moved by Mr. Holt that the meeting be adjourned.***

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Lyne St-Pierre-Ellis, Chair

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Renee Lowe, Recording Secretary



## **Report to the Board**

President & Chief Executive Officer

For the period: July 1<sup>st</sup> – September 29, 2023

### **Prepared By:**

Gerri Geldart, President & Chief Executive Officer  
Presented on October 3, 2023

## 1.0 STRATEGIC PLAN AND OPERATIONAL GOALS

- Staff have started their work on the operational priorities which were set for this year. Our current progress report is attached.

## 2.0 CARE SERVICES

### 2.1 CURRENT PANDEMIC STATUS & HIGHLIGHTS

- With the mask mandate lifted on May 8<sup>th</sup>, we were able to see everyone's face over the summer season, but with the return to school in early September came an increased risk of respiratory infections, including COVID. For this reason, we re-instated our masking policy. There is no perfect approach, but we hope to remove the masking mandate when we have completed our round of COVID vaccinations in October, assuming the level of COVID in the community has not escalated.
- The fall vaccination program will begin shortly. This year we will be offering both COVID and Influenza vaccines.
- We experienced a significant GI outbreak in September which affected many residents and staff. The outbreak has been declared over. The impact on staffing was significant with many staff prohibited from work while symptomatic.

### 2.2 ANNUAL INSPECTION

- The DSD Annual Inspection was conducted in July 2023. Twelve infractions were noted. Many were related to documentation processes which have been relatively easy to resolve. The most concerning infraction relates to our failure to meet our targeted number of care hours. This is the second year for this infraction. Our situation has deteriorated over the summer and reached a critical shortage level in mid-September.
- Our liaison officer noted that I was not attending the Admissions Committee meetings. She was aware that the previous CEO had sought an exemption from this committee, given that Jamie Roy attendance could be a reasonable alternative. DSD has reconsidered this and has determined that such an exemption could not be provided as the requirement for the CEO to attend is outlined in the Regulations. I have been attending since receiving this information. I believe it is an appropriate function for the C.E.O.
- Although not identified during the inspection, we recently received a notice of "non-compliance related to a major incident which we failed to report to DSD. We have reviewed the situation and I am assured that the incident itself was handled appropriately. Although the staff member involved was aware of the requirement, he simply forgot to send in the report. We will attempt to find a better reminder system.

### 2.3 CRITICAL STAFFING SHORTAGE

- We had been feeling positive about our staffing situation earlier in the year, with many of our RN and LPN positions filled and work underway to improve our resident attendant staffing. We anticipated shortages over the summer as we attempted to provide as much vacation time as possible. What we did not anticipate was the number of resignations that occurred in late summer (retirements, resignations, leaves of absence, etc). At the same time, we experienced a significant GI outbreak which affected both residents and staff which increased workload and reduced the availability of staff.
- Senior leaders have been focused on finding solutions to this problem. Actions taken focus on immediate and mid-term solutions.
- Immediate solutions include engaging a second temporary staff agency to provide short

term relief, at a premium rate, and offering shifts to internal staff at premium overtime rates – rates which exceed that required by our collective agreement.

- Medium term solutions include broadening our job posting activity to new platforms, increasing our social media job ads, rotation redesign to reduce the number of scheduled week-end shifts, expansion of the Refer-A-Friend program, offering a Resident Attendant training program, and continuing with our international recruitment project.
- Although we did so reluctantly, we are delaying admissions to ease the workload until we can more reliably staff our units.
- I am concerned that our internal surveillance did not pick up the evolution of this situation and I am also concerned that it took this situation to crystallize an understanding amongst our team that certain scheduling practices need to change. This will be a priority for me going forward.

## **2.4 FAMILY ADVOCACY**

- The Family Advocacy group took a break over the summer and will resume meeting in October.

## **3.0 PEOPLE AND CULTURE**

### **3.1 INTERNAL RECRUITMENT**

- The Philippines recruitment work continues. It is possible that our first recruit will arrive before the end of October.
- Shelley Kenny and Reymer Salvador will convene a small group of our Filipino employees to assist with settlement of our new employees. Reymer has a strong relationship with the Multicultural Association and can engage this community as we help our new employees adjust to living in Canada.
- We met with ThriveNB, a service organization which provides settlement services for new immigrants. They have contracts with Horizon Health, Irving, McCains, etc. A service proposal has been requested. We know that housing availability will be an issue for our new employees. We are in discussions with Considerate Property Management who operate several of the properties on Ferris Street. We may sign a lease for up to three units if they become available in these buildings to provide temporary housing until permanent housing becomes available.

### **3.2 RESIGNATION OF C.F.O.**

- Byard Smith has submitted his resignation and is currently on leave until his resignation date. Kathy Palmer, the Senior Accountant, has agreed to cover the role until a permanent replacement can be found. The position has been advertised and interviews are pending.
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## **4.0 FACILITIES AND INFRASTRUCTURE**

#### **4.1 ROOFING REPAIR**

- We are still waiting for the roofing repair work to begin. We received notice that the Dixon flat roof project will begin on Monday, October 2<sup>nd</sup>. The Birch Grove project will begin as soon as certain supplies arrive, which could be any day.

#### **4.2 EXTERIOR LIGHTING**

- We have a contractor engaged to install lighting in the front and rear parking lots. This will improve safety for our visitors and our staff.

#### **4.3 ACCESSIBILITY**

- AbilityNB is offering a free service to help organizations address accessibility challenges. We applied for assistance in determining how to improve accessibility from our front parking lot into our Main entrance. The assessment is scheduled for November.

### **5.0 OTHER ITEMS**

#### **5.1 HEALTHCARE EXCELLENCE CANADA – QUALITY IMPROVEMENT WORKSHOP**

- With the generous support of Healthcare Excellence Canada, we were able to offer a free workshop on “Foundations of Quality Improvement”. We were also able to invite staff from local (Region 3) nursing homes. This was very well received, and it is clear there is a need for professional development support for long-term care staff. We should consider if being a coordinator / provider of such services is a role that YCC can play as we develop our **Centre of Excellence** status.

#### **5.2 NB Association of Nursing Homes**

- NBANH has advised that they expect the Seniors Advocate’s review of long-term care to be released on time, in October.
- Negotiations with CUPE continued over the summer. The process has moved to conciliation. The Senior Leadership team have refreshed our strike plan in the event an agreement is not reached.
- The Long-Term Care Act is slated for review. NBANH has been advised that the next step in the process will be a full public consultation.
- We were advised that 64 of the 73 long term care homes are operating under modified licenses, with most modifications due to failure to provide the required care hours.

#### **5.3 REQUEST FROM DSD FOR SUPPORT**

- We received a request from the Department of Social Development to conduct an organizational assessment of a nursing home that has experienced several issues. I have engaged the assistance of two external reviewers to conduct the review later in the Fall. Jamie Roy will also help with the review of clinical practice.

#### **5.4 EVENTS**

- Our summer concerts were a success, with strong attendance from our residents and

the public.

- We were lucky to have two officers from the RCMP Musical Ride visit York Care Centre. It was a hit!
- And... we finally pulled off the Old Time Country Fair – but attendance was affected by the GI outbreak. The historical display by the Fredericton North Heritage Society was well attended and we were able to recognize several founding families and former board chairs and administrators. Several “artifacts” were uncovered in the basement while preparing for this event. A staff member from the Provincial Archives is coming to YCC next week to view these items to determine if any would be suitable additions to their holdings.
- As part of our work to honour our past, Pastor Norm organized a “clean-up” of the York Municipal Cemetery in late August. Thanks to those who volunteered to help. He is also planning a memorial service for those who are buried there, later in the Fall.

## **5.5 ATTESTATION**

I, Geri Geldart, in my capacity as the Chief Executive Officer of York Care Centre, hereby attest and certify that all mandatory deductions from our employees' wages for the period of April 1, 2023 – June 30, 2023 have been submitted as required by applicable laws, regulations, and contractual agreements. These deductions include federal and provincial income taxes, employment insurance, Canada pension plan, employee pension plans and union dues. Furthermore, I affirm that all voluntary deductions, such as health insurance premiums, retirement plan contributions, and any other authorized deductions, have also been processed correctly and in accordance with our policies and the agreements in place with our employees.

Respectfully Submitted  
Geri Geldart  
September 29, 2023



# YORK CARE CENTRE

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EXCELLENCE IN LONG-TERM CARE

## Operating Plan Tracker

2023 - 2024












## Pillar 1: Care to the Aging Population, Residents & Clients

YCC provides services to the residents living in our long-term care facility, those living in our independent apartments and supportive housing units, and other persons living in our catchment area. Within the range of services currently available, the Board of Directors is committed to continuing and enhancing its services to meet the changing demographics of YCC and its community.

Key Results
<p>A. Improved resident / client quality of life</p> <p>B. Improved quality of care and services.</p> <p>C. Improve resident / client and family satisfaction.</p> <p>D. Increase participation in outreach programs.</p> <p>E. Meet or exceed standards, licensing requirements and key performance indicators.</p> <p>F. Increase the number of activities available.</p>

Strategic Goal	Operational Goal	Measure of Performance	Progress	Q1	Q2	Q3	Q4
To provide exceptional, person and family centred care and services through evidenced-based delivery models	To improve the quality of Dietary Services with a focus on: <ul style="list-style-type: none"> <li>Increasing the variety of menu options</li> <li>Serving food with an acceptable temperature.</li> <li>improving the dining experience</li> </ul>	<ul style="list-style-type: none"> <li>Expansion of current 3-week menu to a 4-week menu by September 2023</li> <li>Food temperature audits</li> <li>Resident and Family Survey</li> </ul>	New Dietary Information System in place.				
			On track to implement the 4-week menu, which will introduce new menu options.				
			Food temperature audits underway. Identifying opportunities for improvement.				
			Survey completed but with very low participation. Reconsidering approach.				
	To assess the quality of care for residents by implementing bedside audits.	<ul style="list-style-type: none"> <li>Target 90% compliance for each unit.</li> </ul>					
	As part of the Healthcare Excellence Project, to improve and implement the Advanced Caregiver Training course.	<ul style="list-style-type: none"> <li>Offer two courses by October 2023</li> <li>Submit final report to Healthcare Excellence Canada by December 2023</li> </ul>	On track. October courses have been announced.				
To improve the “welcoming” process for new residents and their families.	<ul style="list-style-type: none"> <li>Revise and distribute the YCC Handbook to all residents.</li> </ul>	Very near completion.					











Strategic Goal	Operational Goal	Measure of Performance	Progress	Q1	Q2	Q3	Q4
		<ul style="list-style-type: none"> <li>Establish a new "resident review" process occurring 4-6 weeks after admission by December 2023</li> </ul>					
	Participate in the NBANH Healthy Seniors Pilot Project to understand and improve our quality indicators, specifically around restraints, falls and inappropriate antipsychotic use.	<ul style="list-style-type: none"> <li>Establish improvement strategies for indicators (restraints, falls, antipsychotics) which fall below target by December 2023</li> </ul>	<p>Underway. Primary focus on improvement processes for restraint use.</p> <p>Improvement seen with antipsychotic use.</p>				
To develop and implement a community outreach program.	To expand the Adult Day Program.	<ul style="list-style-type: none"> <li>Program to operate 5 days/week at 90% capacity by September 2023.</li> </ul>	Making progress				
	To expand outreach programming as part of the Nursing Home Without Walls program, with a focus on service navigation and social engagement.	<ul style="list-style-type: none"> <li>Proposal to be submitted by June 2023.</li> </ul>					
To enhance resident/client focused activity programs	To rebuild the Spiritual Care Program.	<ul style="list-style-type: none"> <li>Increase spiritual program to once weekly by September 2023.</li> <li>Hold monthly communion for residents by December 2023.</li> </ul>	Weekly service now in place.				
			May be challenging to achieve.				
	To rebuild the Recreation Program.	<ul style="list-style-type: none"> <li>Implement 2 new community-based activity programs by December 2023.</li> </ul>					










Strategic Goal	Operational Goal	Measure of Performance	Progress	Q1	Q2	Q3	Q4
	To improve residents' quality of life through participation in the SQLI Social Life Project.	<ul style="list-style-type: none"> <li>• Determine area of focus by conducting a resident needs assessment for residents to determine what area to focus on by September 2023.</li> <li>• Determine Social Life Project and implement by March 2024.</li> </ul>	Needs assessment underway but is proving to be more challenging than anticipated.				
							

## Pillar 2: Resources – People, Financial, Technological

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.

Key Results
<p>A. Satisfied workforce through wellness and a safe workplace.</p> <p>B. Improve staffing processes to enhance overall care; more time with residents / clients.</p> <p>C. Responsible fiscal management with a focus on continuous quality improvement.</p> <p>D. Enhance training to staff, clarify roles and ensure adequate supervision across YCC.</p>







Strategic Goal	Operational Goal	Measure of Performance	Progress	Q1	Q2	Q3	Q4
Improve resident / client outcomes through efficient use of current funding model and resources	Review/modify staff schedules to ensure care hour targets can be achieved for each occupational group.	<ul style="list-style-type: none"> <li>Verification of schedule coverage for RNs, LPNs and RAs by Sept 2023.</li> </ul>	RN and LPNs schedules completed. R.A.s nearing completion				
	Recruit IEN's in partnership with the Provincial IEN Recruitment strategy	<ul style="list-style-type: none"> <li>Recruit and hire 10 IEN's by March 2024</li> </ul>	Well underway				
Enhance the staff experience, increase recruitment and improve retention.	To improve the workplace experience by developing and implementing a staff engagement framework	<ul style="list-style-type: none"> <li>Development of framework by November 30 with milestones for Q4.</li> <li>Monitor indicators of staff engagement through the use of quarterly pulse surveys.</li> </ul>	Not started				
							
	To update the performance appraisal process	<ul style="list-style-type: none"> <li>New appraisal tool and process in place by March 2024</li> </ul>	Not started				
	To update the orientation program to include a mentorship component.	<ul style="list-style-type: none"> <li>An updated orientation program in place by March 2024.</li> <li>Assess impact on Year 1 retention rate.</li> </ul>	Not started				
							Future year

Strategic Goal	Operational Goal	Measure of Performance	Progress	Q1	Q2	Q3	Q4
	To reduce workplace injuries by implementing "All the Right Moves" training for care services personnel and auditing compliance.	<ul style="list-style-type: none"> <li>Pilot project on one unit with Continuing Care Safety Assoc. to measure views pre/post training by June 2023.</li> <li>Provide training to remaining care areas reaching 90% of care services personnel by March 2024</li> </ul>	Started, but challenging due to staff shortages.				
							
	To improve teamwork by testing a Team Nursing Pilot on Tower 2.	<ul style="list-style-type: none"> <li>Complete by March 2024</li> </ul>	Not started				
	Improve communication to staff regarding survey results, quality indicators, education, facility happenings via e-boards in staff rooms.	<ul style="list-style-type: none"> <li>Complete by November 30, 2023</li> </ul>	Not started				
	To improve the quality improvement competency of leaders.	<ul style="list-style-type: none"> <li>Introduce framework in Sept 2023</li> <li>Provide focused training on the quality improvement model in Fall 2023.</li> </ul>	Training provided in Q2. Framework introduction deferred until Q3				
							
	a. To introduce improvement initiatives as outlined in the QI Annual Plan.	<ul style="list-style-type: none"> <li>Complete milestones identified in the QI Annual Plan.</li> </ul>	On track				
	To provide leadership development training based assessed needs.	<ul style="list-style-type: none"> <li>Needs assessment to be completed by August 2023.</li> <li>Implementation plan launched by December 2023.</li> </ul>	Needs assessment completed. Plan not yet finalized.				
							

**Pillar 3: Environment – Building, Grounds and Equipment.**

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

Key Results
<p>A. Continuous improvements in the internal and external surroundings.</p> <p>B. Positive feedback from residents, clients and families regarding our efforts to maintain our infrastructure in a “near new” state.</p> <p>C. Positive feedback from residents, clients and families articulating our ability to create a “home-like” atmosphere.</p> <p>D. Number of incidents are reduced/eliminated</p>












Strategic Goal	Operational Goal	Measure of Performance	Progress	Q1	Q2	Q3	Q4
Maintain the internal / external surroundings of all our residential facilities at a “near new” state.	To develop and implement an organizational-wide program based on Reduce, Reuse, Recycle.	<ul style="list-style-type: none"> <li>Identify areas of concern along with action plans by September 30th. Implement 100% of plans by March 31st.</li> <li>Med carts to convert to reusable cups and spoons by August 31, 2023.</li> </ul>	Conversion is underway				
							
Ensure a safe and secure environment for residents, clients and staff.	To make improvements to the facilities Public Address System	<ul style="list-style-type: none"> <li>Complete audit of the current system and either enhance or replace current system by Sept 30<sup>th</sup></li> </ul>	Project underway				
	To make improvements to the facility's outdoor lighting	<ul style="list-style-type: none"> <li>Addition of more lighting in the front Dixon and back parking lot by September 30<sup>th</sup></li> </ul>	Contract awarded				
	To replace aging equipment as necessary.	<ul style="list-style-type: none"> <li>Replacement of a commercial washing machine and a Burlodge oven by March 31st</li> </ul>	Plans in place				




Strategic Goal	Operational Goal	Measure of Performance	Progress	Q1	Q2	Q3	Q4
	Expand on the current Disaster and Emergency Plan	<ul style="list-style-type: none"> <li>• Include a Cyber Security Response in Disaster and Emergency plan by March 2024</li> <li>• Establish a schedule for disaster plan exercises by September 2023.</li> </ul>	Not started				
							
Explore options to expand the senior's housing program.	To assess the potential to convert Hawkins House to a Level 2 Special Care Home	<ul style="list-style-type: none"> <li>• Complete by March 31, 2024</li> </ul>	Not started				
	To assess the financial viability of the Wetlands proposal	<ul style="list-style-type: none"> <li>• To complete a financial assessment in collaboration with CMHC by October 2023</li> </ul>	Not started				
	To establish operational agreements with DSD to take advantage of financial benefits available for non-profit housing.	<ul style="list-style-type: none"> <li>• To finalize agreements with GNB Housing prior to December 2023</li> </ul>	Not started				
Develop and implement a comprehensive risk management plan.	To develop a comprehensive risk matrix to identify and prioritize potential risks.	<ul style="list-style-type: none"> <li>• Risk Matrix to be completed by November 2023.</li> </ul>	Not started				
	To develop risk mitigation plans to be developed for all high priority risks.	<ul style="list-style-type: none"> <li>• Risk mitigation plans in place by March 2024</li> </ul>	Not started				

## Pillar 4: Partnerships – Strategic Alliances, Public Relations, Communications

To maintain and improve the services being provided both within the YCC facilities and within our catchment area, it is imperative that strong partnerships be established with out residents, staff, volunteers, health professionals, families, government and non-government agencies, and the community as a whole. Our partnership with the York Care Foundation is essential not only to increase the visibility of YCC but also to ensure that the Foundation can assist with financial and operational requirements.

Key Results
<p>A. Increase volume and effectiveness of partnerships.</p> <p>B. Increase in number of volunteers, volunteer hours and programs.</p> <p>C. Residents, clients and families needs and preferences are met through partnerships.</p> <p>D. Improve communication with all stakeholders and partners.</p> <p>E. Increase marketing initiatives that promote YCCs profile in the community.</p>







Strategic Goal	Operational Goal	Measure of Performance	Progress	Q1	Q2	Q3	Q4
To increase awareness and understanding of goals, objectives and proposed actions with YCC (Staff, Families, Volunteers and Partners).	To develop and implement a comprehensive communication plan which addresses internal and external audiences.	<ul style="list-style-type: none"> <li>Plan, with implementation targets, to be developed by August 2023.</li> <li>Implementation targets tracked quarterly.</li> <li>Improved employee rating of communication on quarterly pulse survey</li> </ul>	In development				
							
							
To increase YCCs leadership position in the community by improving the level and the volume of effective partnerships.	To identify new opportunities for YCC to evolve its role as a Centre of Excellence in partnership with other organizations (Region 3 nursing homes, AlzheimersNB, etc).	<ul style="list-style-type: none"> <li>New program or service established in alignment with Centre of Excellence concept by end of year.</li> </ul>	Exploration underway. Offering educational opportunities to other homes. Providing assistance, when requested.				
	Establish a fund development plan for York Care Foundation	<ul style="list-style-type: none"> <li>Plan to be developed and approved by Sept 2023</li> </ul>	Not Started				
	Develop and implement a donor recognition policy for York Care Foundation	<ul style="list-style-type: none"> <li>Policy to be developed and approved by June 2023</li> </ul>	Completed				

Strategic Goal	Operational Goal	Measure of Performance	Progress	Q1	Q2	Q3	Q4
To increase volunteer participation.	Rebuild the Volunteer Program by increasing the number of active volunteers	<ul style="list-style-type: none"> <li>• Increase recruitment by 10% by September 30, 2023 &amp; 20% by December 31, 2023</li> <li>• Launch a marketing campaign focused on volunteer recruitment.</li> </ul>	In progress				
							

## Pillar 5: Research – Discovery, Innovation, Knowledge Transfer

YCC wants to build a self-sustaining research centre that will focus on improving care, delivering services through a person-centered approach, and to implement evidence based best practices to the betterment of YCC clients.

Key Results
<p>A. Improved quality of life for residents, clients, families and staff.</p> <p>B. Situated at the forefront of health and aging research and recognized as a reputable research organization.</p> <p>C. Increase level of quality research projects, partnerships and collaborations.</p> <p>D. Increase amounts of monetary support from granting agencies, governments, communities and foundations.</p>

Strategic Goal	Operational Goal	Measure of Performance	Progress	Q1	Q2	Q3	Q4
To increase involvement in research activities that focus on promoting and improving the social, emotional and physical well-being of seniors.	Conduct a facility-wide needs assessment to determine the direction and focus of future research studies and programming.	<ul style="list-style-type: none"> <li>Complete needs assessment by September 30, 2023</li> <li>Establish plan for regular needs “check-ins”</li> </ul>	Underway but completion is challenging				
							
	To ensure research activity is reflective of the needs, interests and issues of the YCC community, establish an advisory committee comprised of staff, families, and residents.	<ul style="list-style-type: none"> <li>Terms of reference developed by September 2023.</li> <li>Committee established by December 2023</li> </ul>	Not started				
							
To foster relationships with researchers, stakeholders and members of the community.	Hold the 13 <sup>th</sup> Annual Aging Care and Research Symposium with an increase in attendance from the previous year.	<ul style="list-style-type: none"> <li>By November 2023</li> </ul>	On track				
To promote and support the translation and transfer of research outcomes, new knowledge and innovation for the betterment of the aging population.	Plan a YCC open house for staff, residents, and family members to learn about the findings from our research projects.	<ul style="list-style-type: none"> <li>By December 2023</li> </ul>	Not started				



# YCC Performance Dashboard

- Top 3 Ranking
- Middle 4 Ranking
- Bottom 5 Ranking
- ↑ Performance Improving
- ↓ Performance Declining
- ↔ Performance Staying about the Same

## Quality of Life - Resident Survey Most recent data - Dec 2022

	2019	2021	2022	Rank	Progress
Personal Control (max 25)	15.1	17.0	16.0	●	↓
Staff Responsiveness (max 25)	17	18.5	17.5	●	↓
Social Life (max 30)	14.5	14.0	11.5	●	↓
Food (max 9)	5.1	5.0	5.3	●	↑
Caring Staff (max 14)	8.7	8.8	7.9	●	↓

## Family Survey - International Most recent data - Dec 2022

	SQLI	YCC	Rank	Progress
Family Survey - Trust the staff (SQLI comparator)	88.0	100.0	●	↑
Family survey - Average Score - (SQLI comparator)	87.0	94.0	●	↑

## Quality of Care

	Q3 22/23	Q4 22/23	Q1 23/24	Target	Progr/Rank
Antipsychotics-no Dx psychosis (%)	16	7	4	18	↑
Residents with Pain (% of residents)	5	7	3	5	↑
Residents with Worsened Pain (%)	11	12	14	12	↓
Behavioral Symptoms Improved	10	10	7	10	↓
Behavioral Symptoms Worsened	12	10	11	10	↓
Symptoms of Depression Worsened	21	21	20	18	↑
Falls in last 30 days (% of residents who i	18	18	22	20	↓
Falls with injury (% off falls in quarter that re	N/A	0	22%	TBD	
Respiratory Infections (%)	N/A	N/A	N/A		
New Pressure Ulcer	2	4	2	3	↑
Pressure Ulcer Worsened	3	3	2	3	↑
Physical Restraints (%)	19	18	20	14	↓
Hospitalizations (%)	6	4	5	3	↓
COVID - Days on Outbreak Status	44	32	23	0	↑
COVID - % Residents Fully Vaccinated	79	52	76	98	↑

Dashboard Updated on 01 September, 2023 by Geri Geldart

## Resident & Family Survey - YCC Will report in Quarter 2 of 23/24

	2021	2023
Resident Overall Rating (% scoring 3 or greater)	98.0	
Resident - Enjoy Meal Times	82.8	
Resident - Meaningful Activities	66.3	
Family Overall Rating (% scoring 3 or greater)	96.8	

## Quality of Worklife Most recent results June 2023

	2021	2023	Target	Progress
Corporate Communication -% agree	87.0	91	90	↑
Team Communication -% agree	81.0	90	90	↑
YCC is a great place to work- % agree (new question)		95	90	
Satisfied with my job -% agree (new question)		94	90	
Recommend as a place to work- % agree (new question)		95	90	

## Human Resource Indicators New - Worksafe Claims reported

	Q3 22/23	Q4 22/23	Q1 23/24	Target	Progress
Care hrs short per day	72	60	41	0	↑
RN hrs act to standard (%) in quarter	101	101	94	100	↓
Retention Rate -12 month look-back (%)	70	72	72	85	↔
Vacancy Rate - not yet available					
Resignations in 1st year employed	7	7	8	< 5	↓
Sick time / 1957 paid hours (std)	17.3	13.3	12.7	13	↑
Overtime % of Pd Hrs in quarter	5.9	6.5	5.3	4.0	↑
Worksafe Claims in quarter	3	0	1	0	↓

## Financial & Support Indicators

	Q3 22/23	Q4 22/23	Q1 23/24	Target	Progress
YCC YTD Expense Budget to Act Var \$	439,474	203,871	159,551		
YCC YTD Net Surplus(Deficit) \$	544,157	236,057	190,874		
YC Foundation - Net Profit YTD \$		6,430	16,668	27,520	↑
YTD Vacant Bed Day Penalty \$	5,875	4,750	2,125	1,500	↑
YTD Food Cost per Resident Day \$	11.00	11.21	12.26		

## Operating Plan

	Q2 22/23	Q3 22/23	Q4 22/23	Y/E Target	Progress
% Objectives achieved	31%	66%	11%	71%	↓
% Objectives Falling Behind	11%	29%	2%	0%	↑

**Finance Committee Chair's Summary Report to Board of Directors  
4 months ending on July 31, 2023**

- The Finance Committee met on September 25, 2023.
- Reviewed the monthly financial reports for April, May, June, and July 31, 2023.
- Recommended that the financial report for the four months ending on July 31, 2023 be presented to the Board of Directors.
- The total year to date surplus is \$329,000 (of which \$288,000 is at YCC) which is about 3.63% of the cumulative revenue of \$9.050 million.

**Summary of unrestricted financials as of July 31, 2023:**

<b>Company</b>	<b>Cash Balance</b>	<b>Payables/Accruals</b>	<b>Surplus(deficit)</b>
York Care Centre	\$1,741,000	\$3,477,000	\$288,000
York Developments Inc.	332,000	94,000	33,000
CIRA	481,000	461,000	8,000
York County Properties	449,000	2,000	0
<b>Totals</b>	<b>\$3,003,000</b>	<b>\$4,034,000</b>	<b>\$329,000</b>

**Observations:**

- All companies have a cash balance.
- All payables can be paid as they become due.
- All companies are in a breakeven or in a surplus position.
- Surplus at YCC can be attributed to challenges in filling care positions, heat and electricity, maintenance, and education.
- Surplus at CIRA primarily due to interest revenue.
- York Development Inc. surplus primarily due to mortgage being paid off and an under-expenditure in maintenance.

Pierre LeBlanc, Chair  
Finance Committee  
2023-09-26

**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, EI, 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 advertizing 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**  
**1 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	9 Vacant bed days	\$22,998,219	\$22,998,219	\$0
Non-recurring Budget Amendments	\$40,371	\$8,920	\$8,920	\$0		8,920	\$8,920	\$0
Administration	\$48,087	\$32,440	\$34,797	-\$2,358		434,569	\$434,569	\$0
Care Services	\$12,019	\$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, overexpend 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	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 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 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.	6,725,901	6,725,901	0
Mortgage / Loan Payments	258,172	257,804	259,258	1,454	Underexpend of \$1,454 due to timing 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
TOTAL CURRENT ASSETS	<u>505,872</u>	<u>389,936</u>	<u>115,937</u>
<b>RESTRICTED CASH AND DEPOSITS</b>			
REPLACEMENT RESERVE FUND	251,959	253,727	(1,768)
DEFERRED VACANCY SUBSIDY	43,921	43,737	184
TOTAL RESTRICTED CASH & DEPOSITS	<u>295,880</u>	<u>297,465</u>	<u>(1,585)</u>
<b>FIXED ASSETS</b>			
BUILDING & LAND 91 SUNSET DR	518,208	518,208	0
BUILDING & LAND 95 SUNSET DR	516,127	516,127	0
BUILDING & LAND 120 SUNSET DR	973,166	973,166	0
BUILDING & LAND 116 SUNSET DR PROJECT#2	1,333,457	1,333,457	0
BUILDING & LAND 116 SUNSET DR	2,062,837	2,062,837	0
BUILDING IMPROVEMENTS & EQUIPMENT	921,623	921,623	0
ACCUMULATED DEPRECIATION	(4,189,336)	(4,174,762)	(14,574)
TOTAL FIXED ASSETS	<u>2,136,081</u>	<u>2,150,656</u>	<u>(14,574)</u>
TOTAL ASSETS	<u><u>2,937,834</u></u>	<u><u>2,838,056</u></u>	<u><u>99,778</u></u>
<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
TOTAL CURRENT LIABILITIES	<u>294,563</u>	<u>191,632</u>	<u>102,931</u>
<b>LONG TERM DEBT</b>			
MORTGAGE 116 SUNSET DRIVE	1,674,283	1,685,034	(10,751)
TOTAL LONG TERM LIABILITIES	<u>1,674,283</u>	<u>1,685,034</u>	<u>(10,751)</u>
<b>DEFERRED CONTRIBUTIONS</b>			
DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS	4,835	5,002	(167)
TOTAL DEFERRED	<u>4,835</u>	<u>5,002</u>	<u>(167)</u>
<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)
TOTAL EQUITY	<u>964,153</u>	<u>956,388</u>	<u>7,765</u>
TOTAL LIABILITIES & FUND BALANCES	<u><u>2,937,834</u></u>	<u><u>2,838,056</u></u>	<u><u>99,778</u></u>

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	<u>\$450,999</u>

LONG-TERM ASSETS

PROPERTY AND EQUIPMENT

YORK FARM	\$7,601
TOTAL PROPERTY AND EQUIPMENT	<u>\$7,601</u>
TOTAL ASSETS	<u><u>\$458,599</u></u>

LIABILITIES

CURRENT LIABILITIES

ACCOUNTS PAYABLE AND ACCRUALS	\$1,829
TOTAL CURRENT LIABILITIES	<u>\$1,829</u>

LONG TERM LIABILITIES

TOTAL LONG TERM LIABILITIES	<u>\$0</u>
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DEFERRED CONTRIBUTIONS

TOTAL DEFERRED	<u>\$0</u>
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FUND BALANCES

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

TOTAL LIABILITIES & FUND BALANCES	<u><u>\$458,599</u></u>
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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
<b>REVENUE</b>						
INTEREST INCOME	1,829	0	1,829	1,829	0	1,829
TOTAL REVENUE	\$1,829	\$0	\$1,829	\$1,829	\$0	\$1,829
<b>OPERATING EXPENSES:</b>						
<b>SALARIES &amp; BENEFITS</b>						
	\$0	\$0	\$0	\$0	\$0	\$0
<b>BUILDING &amp; GROUNDS</b>						
PROPERTY TAXES	\$299	\$0	\$299	\$299	\$0	\$299
	\$299	\$0	\$299	\$299	\$0	\$299
<b>ADMINISTRATION</b>						
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>			
CURRENT			
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>			
CURRENT			
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>
LONG TERM			
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>68,080.47</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		Variance Analysis Budget vs Actual
			Budget vs. Actual	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 WHSCC overspent by \$1,559, underexpend 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	\$579,532	\$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 Year End 31-Mar-24	2023-24 Full Year Budget	Variance 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, EI, 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 prof'l 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 overspent 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)
(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)
TOTAL CURRENT ASSETS	<u>349,524</u>	<u>505,872</u>	<u>(156,348)</u>
<b>RESTRICTED CASH AND DEPOSITS</b>			
REPLACEMENT RESERVE FUND	252,984	251,959	1,025
DEFERRED VACANCY SUBSIDY	44,100	43,921	179
TOTAL RESTRICTED CASH & DEPOSITS	<u>297,083</u>	<u>295,880</u>	<u>1,203</u>
<b>FIXED ASSETS</b>			
BUILDING & LAND 91 SUNSET DR	518,208	518,208	0
BUILDING & LAND 95 SUNSET DR	516,127	516,127	0
BUILDING & LAND 120 SUNSET DR	973,166	973,166	0
BUILDING & LAND 116 SUNSET DR PROJECT#2	1,333,457	1,333,457	0
BUILDING & LAND 116 SUNSET DR	2,062,837	2,062,837	0
BUILDING IMPROVEMENTS & EQUIPMENT	921,623	921,623	0
ACCUMULATED DEPRECIATION	(4,203,911)	(4,189,336)	(14,574)
TOTAL FIXED ASSETS	<u>2,121,507</u>	<u>2,136,081</u>	<u>(14,574)</u>
TOTAL ASSETS	<u><u>2,768,114</u></u>	<u><u>2,937,834</u></u>	<u><u>(169,719)</u></u>
<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)
TOTAL CURRENT LIABILITIES	<u>132,222</u>	<u>294,563</u>	<u>(162,341)</u>
<b>LONG TERM DEBT</b>			
MORTGAGE 116 SUNSET DRIVE	1,663,531	1,674,283	(10,751)
TOTAL LONG TERM LIABILITIES	<u>1,663,531</u>	<u>1,674,283</u>	<u>(10,751)</u>
<b>DEFERRED CONTRIBUTIONS</b>			
DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS	4,668	4,835	(167)
TOTAL DEFERRED	<u>4,668</u>	<u>4,835</u>	<u>(167)</u>
<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
TOTAL EQUITY	<u>967,693</u>	<u>964,153</u>	<u>3,540</u>
TOTAL LIABILITIES & FUND BALANCES	<u><u>2,768,114</u></u>	<u><u>2,937,834</u></u>	<u><u>(169,719)</u></u>

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 CONTOL	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	<u>\$451,064</u>

LONG-TERM ASSETS

PROPERTY AND EQUIPMENT

YORK FARM	\$7,601
TOTAL PROPERTY AND EQUIPMENT	<u>\$7,601</u>
TOTAL ASSETS	<u><u>\$458,665</u></u>

LIABILITIES

CURRENT LIABILITIES

ACCOUNTS PAYABLE AND ACCRUALS	\$1,894
TOTAL CURRENT LIABILITIES	<u>\$1,894</u>

LONG TERM LIABILITIES

TOTAL LONG TERM LIABILITIES	<u>\$0</u>
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DEFERRED CONTRIBUTIONS

TOTAL DEFERRED	<u>\$0</u>
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FUND BALANCES

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

TOTAL LIABILITIES & FUND BALANCES	<u><u>\$458,665</u></u>
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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)
	\$0	\$0	\$0	\$0	\$0	\$0
NET SURPLUS (DEFICIT)	\$0	\$0	\$0	(\$0)	\$0	(\$0)

Aug. 1, 2023  
7:30 AM

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)	<u>16,663,357.18</u>	<u>16,827,473.85</u>	<u>(164,116.67)</u>
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	<u>113,087.30</u>	<u>114,320.02</u>	<u>(1,232.72)</u>
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	<u>1,688,604.81</u>	<u>1,712,812.42</u>	<u>(24,207.61)</u>
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	<u>190,863.75</u>	<u>129,367.76</u>	<u>61,495.99</u>
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 Current Month	Budget Current Month	Variance Budget vs. Actual	Variance Analysis 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	2023-24	Variance Budget
	Previous YTD	Current YTD	Current YTD	Budget vs Actual	Budget vs Actual	Year End 31-Mar-24	Full Year Budget	us Forecast Year End
<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	17 Vacant bed days	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	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 NIBANH 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.	\$3,929,248	3,929,248	(0)
Care Services	2,731,913	2,484,963	2,608,328	123,365	Underexpend in salaries of \$123,755, underexpend in fall reduction, care supplies and meds \$3,067 overspent on incontinent supplies by \$3,142, underspent 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.	10,452,953	10,452,953	(0)
Operations	1,600,543	1,665,464	1,681,475	16,012	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.	6,725,901	6,725,901	0
Mortgage / Loan Payments	774,517	773,412	777,775	4,363	Underexpend of \$4,363 due to timing of new year Capital purchases.	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

**YORK CARE CENTRE INC.**  
**CURRENT MONTH AND YTD REVENUE ANALYSIS - DETAIL**  
**MONTH ENDING 6/30/2023**

Description	Current Month	Current Month	Current Month	YTD	YTD	YTD Variance
	Actual	Budget	Actual vs Budget	Actual	Budget	Actual vs Budget
<b>REVENUE</b>						
Operating Revenue						
RESIDENT INCOME SUBSIDIZED-SOCIAL D	\$1,434,027	\$1,917,018	-\$482,992	\$4,314,750	\$5,751,055	-\$1,436,305
SOCIAL DEVELOPMENT- VACANT BED DA'	-\$750	-\$500	-\$250	-\$2,125	-\$1,500	-\$625
INCOME-SUBSID RESIDENT SHARE	\$311,138	\$0	\$311,138	\$943,333	\$0	\$943,333
RESIDENT INCOME-PRIVATE PAY	\$171,854	\$0	\$171,854	\$492,971	\$0	\$492,971
Total Operating Revenue	\$1,916,268	\$1,916,518	-\$250	\$5,748,930	\$5,749,555	-\$625
Non-Recurring Budget Amendments	\$9,157	\$9,157	\$0	\$25,865	\$25,865	\$0
Administration						
INVESTMENT INCOME	\$9,412	\$10,000	-\$588	\$27,760	\$30,000	-\$2,240
RECOVERIES - EDUCATION	\$4,167	\$4,167	\$0	\$12,500	\$12,500	\$0
RECOVERIES - ADMINISTRATION	\$5,748	\$3,868	\$1,880	\$11,194	\$11,603	-\$408
RECOVERIES - ADMINISTRATION YDI	\$9,006	\$9,006	\$0	\$27,017	\$27,017	\$0
RECOVERIES - ADMINISTRATION SH	\$1,920	\$1,920	\$0	\$5,760	\$5,760	\$0
RECOVERIES - ADMINISTRATION ADP	\$258	\$258	\$0	\$775	\$775	\$0
RECOVERIES - ADMINISTRATION CIRA	\$3,913	\$3,913	\$0	\$11,738	\$11,738	\$0
PRIOR YEAR RECOVERIES	\$0	\$833	-\$833	\$2,373	\$2,500	-\$127
RECOVERIES - PROJECT WORKERS	\$16,987	\$5,083	\$11,903	\$16,987	\$11,000	\$5,987
Total Administration	\$51,409	\$39,047	\$12,362	\$116,104	\$112,892	\$3,212
Care Services						
RECOVERIES - CARE SERVICES	\$10,881	\$3,411	\$7,470	\$16,559	\$10,232	\$6,327
RECOVERIES - CARE SERVICES YDI	\$2,620	\$2,620	\$0	\$7,861	\$7,861	\$0
RECOVERIES - CARE SERVICES SH	\$525	\$525	\$0	\$1,574	\$1,574	\$0
RECOVERIES - CARE SERVICES CIRA	\$2,792	\$2,792	\$0	\$8,376	\$8,375	\$0
RECOVERIES - UDEM RESEARCH PROJECT	\$0	\$1,924	-\$1,924	\$0	\$5,773	-\$5,773
RECOVERIES - CARE SERV REBATE	\$600	\$600	\$0	\$1,800	\$1,800	\$0
Total Care Services	\$17,418	\$11,872	\$5,546	\$36,169	\$35,615	\$554
Operations						
RECOVERIES - DIETARY	\$949	\$283	\$666	\$1,003	\$850	\$153
RECOVERIES - CAFETERIA	\$6,090	\$5,250	\$840	\$17,759	\$15,750	\$2,009
RECOVERIES - DIETARY OTHER	\$875	\$0	\$875	\$2,415	\$0	\$2,415
RECOVERIES - FOOD SERV REBATE	\$2,600	\$2,625	-\$25	\$7,800	\$7,875	-\$75
RECOVERIES - GET INSPIRED COMMITTEE	\$1,042	\$1,042	\$0	\$3,125	\$3,125	\$0
RECOVERIES - SUPPORT SERVICES	\$6,572	\$4,629	\$1,942	\$15,831	\$13,888	\$1,942

**YORK CARE CENTRE INC.**  
**CURRENT MONTH AND YTD REVENUE ANALYSIS - DETAIL**  
**MONTH ENDING 6/30/2023**

Description	Current Month		Curr Month Variance		YTD Actual	YTD Budget	YTD Variance Actual vs Budget
	Actual	Budget	Actual vs Budget	Budget			
RECOVERIES - VAN	\$17	\$55	-\$38	\$170	\$165	\$5	
RECOVERIES - CABLEVISION	\$4,056	\$3,738	\$319	\$12,220	\$11,213	\$1,007	
RECOVERIES - OPERATIONS	\$1,226	\$0	\$1,226	\$1,761	\$0	\$1,761	
RECOVERIES - OPERATIONS YDI	\$3,282	\$3,282	\$0	\$9,845	\$9,845	\$0	
RECOVERIES - OPERATIONS SH	\$983	\$984	\$0	\$2,950	\$2,951	\$0	
RECOVERIES - OPERATIONS CIRA	\$2,333	\$2,333	\$0	\$6,998	\$6,998	\$0	
RECOVERIES - TELEPHONE	\$2,451	\$2,430	\$21	\$7,301	\$7,290	\$11	
RECOVERIES - INTERNET	\$758	\$650	\$108	\$2,462	\$1,950	\$512	
Total Operations	\$33,233	\$27,300	\$5,934	\$91,639	\$81,899	\$9,740	
Mortgage / Loan Payments							
AMORT.OF DEFERRED CONTRIBUTION	\$24,208	\$24,208	\$0	\$72,623	\$72,623	\$0	
Total Mortgage / Loan Payments	\$24,208	\$24,208	\$0	\$72,623	\$72,623	\$0	
<b>TOTAL REVENUE</b>	<b>\$2,051,693</b>	<b>\$2,028,102</b>	<b>\$23,592</b>	<b>\$6,091,330</b>	<b>\$6,078,449</b>	<b>\$12,881</b>	

**YORK CARE CENTRE INC.  
CURRENT MONTH AND YTD EXPENSE ANALYSIS - Detailed for CEO  
MONTH ENDING 6/30/2023**

DESCRIPTION	Current Month	Current Month	Current Month	YTD	YTD	YTD
	Actual	Budget	Actual vs Budget	Actual	Budget	Actual vs Budget
<b>OPERATING EXPENSES</b>						
Administration						
ADMIN - SALARIES	41,257	44,320	3,063	127,541	132,959	5,418
ADMIN - SALARY EXP NON RECURRING BA	2,842	2,842	(0)	18,110	18,110	0
ADMIN - OTHER EXP NON RECURRING BA	8,249	6,315	(1,934)	9,689	7,755	(1,934)
ADMIN - SALARIES PROJECT WORKERS	16,987	2,250	(14,737)	17,744	6,750	(10,994)
ADMIN - ADVERTISING	0	308	308	1,217	925	(293)
ADMIN - OFFICE EQUIP RENT & REPAIRS	1,872	1,416	(457)	5,879	4,247	(1,631)
ADMIN - BANK SERVICE CHARGE	250	300	50	811	900	89
ADMIN - GENERAL OFFICE SUPPLIES	1,418	449	(969)	1,767	1,348	(420)
ADMIN - POSTAGE	31	337	306	1,082	1,012	(70)
ADMIN - STATIONARY/COPY PAPER	423	532	109	762	1,596	834
ADMIN - AUDIT	1,389	1,389	0	4,168	4,168	0
ADMIN - LEGAL & PROFESSIONAL FEES	0	250	250	0	750	750
ADMIN - BOARD EXPENSES	0	583	583	328	1,749	1,421
ADMIN - TRAVEL CARFARE & LOCAL	45	83	38	71	250	179
ADMIN - NBANH MEMBERSHIP	3,490	3,250	(240)	10,469	9,750	(719)
ADMIN - STAFF RECOGNITION	869	1,279	410	3,282	3,836	554
ADMIN - VOLUNTEER RECOGNITION	0	458	458	17	1,374	1,357
ADMIN - PROFESSIONAL MEMBERSHIP DUES	311	544	233	883	1,631	749
ADMIN - VOLUNTEER SUPPLIES	58	250	192	75	749	675
ADMIN - MEALS/ENTERTAINMENT/MISC.	221	541	320	221	1,624	1,402
ADMIN - SUBSCRIPTIONS	53	63	10	179	189	10
ADMIN - CONFERENCE FEES & TRAVEL	0	958	958	2,522	2,873	351
ADMIN - MINOR EQUIPMENT	0	375	375	228	1,125	897
ADMIN - BAD DEBT EXPENSE	0	208	208	0	625	625
ADMIN - OTHER SUPPLIES & EXPENSE	253	1,001	748	626	3,004	2,378
EMPLOYER SHARE - EI	23,207	22,691	(515)	71,367	68,074	(3,293)
EMPLOYER SHARE - CPP	58,060	60,277	2,217	180,309	180,830	521
EMPLOYER SHARE - MGT PENSION	7,674	11,013	3,339	21,951	33,038	11,087
EMPLOYER SHARE-GENERAL PENSION	55,748	60,621	4,873	165,865	181,863	15,998
EMPLOYER SHARE-NURSING PENSION	24,522	31,546	7,024	77,817	94,637	16,819
N/T PENSION	13,267	(2,070)	(15,337)	37,692	(6,211)	(43,904)
EMPLOYEE BENEFITS-GROUP HEALTH	25,265	26,116	851	75,126	78,347	3,221
WORKERS COMPENSATION	62,208	42,705	(19,502)	130,293	128,116	(2,176)
RN EDUCATION FUND	171	0	(171)	512	0	(512)
EDUCATION - SALARIES	382	0	(382)	4,002	0	(4,002)
EDUCATION - SUPPLIES	0	0	0	58	0	(58)
EDUC - SEMINARS/COURSES/WORKSHOPS	0	5,315	5,315	0	13,946	13,946
EDUCATION - STUDY GRANTS	(100)	1,833	1,933	(181)	5,500	5,681
EDUC - CONFERENCES/TRAVEL	124	1,000	876	4,147	5,000	853
Total Administration	350,543	331,348	(19,195)	976,628	992,439	15,811

**YORK CARE CENTRE INC.**  
**CURRENT MONTH AND YTD EXPENSE ANALYSIS - Detailed for CEO**  
**MONTH ENDING 6/30/2023**

DESCRIPTION	Current Month		Curr Month Variance		YTD Actual	YTD Budget	YTD Variance Actual vs Budget
	Actual	Budget	Actual vs Budget	Budget			
Care Services							
NURSING - SALARIES	34,988	37,075	2,087	118,529	111,224	(7,305)	
NURSING - RN SALARIES	163,323	173,315	9,993	513,394	519,946	6,552	
NURSING - LPN SALARIES	165,447	181,982	16,536	472,726	545,947	73,221	
NURSING - RA SALARIES	391,208	403,837	12,629	1,144,302	1,211,511	67,210	
NURSING - REHAB SALARIES	11,279	11,110	(170)	32,246	33,329	1,083	
NURSING - CONTRACTED CARE STAFF	8,731	0	(8,731)	16,552	0	(16,552)	
NURSING SUPPLIES - PERSONAL CARE	2,875	1,954	(921)	7,151	5,863	(1,287)	
NURSING SUPPLIES - FALL REDUCTION	0	1,764	1,764	0	5,291	5,291	
NURSING - MEDICAL SUPPLIES	8,625	6,803	(1,822)	25,566	20,408	(5,159)	
NURSING - DRUGS & MEDICINE	162	147	(16)	367	440	73	
NURSING - INFECTION CONTROL	0	1,769	1,769	572	5,306	4,734	
NURSING - INCONTINENT SUPPLIES	12,248	10,621	(1,626)	35,006	31,864	(3,142)	
NURSING - OFFICE SUPPLIES	115	0	(115)	590	0	(590)	
NURSING FEES-MEDICAL STAFF	1,700	1,700	0	5,100	5,100	0	
NURSING - PURCHASED SERVICES	46	552	506	46	1,656	1,610	
NURSING - RESEARCH	858	1,250	392	2,575	3,750	1,175	
RESEARCH - CIRA CONTRIBUTION	3,750	3,750	0	11,250	11,250	0	
NURSING - RECRUITMENT	150	168	18	456	504	48	
NURSING - MINOR EQUIPMENT	0	1,544	1,544	6,826	4,632	(2,195)	
NURSING - MISC. & COURIER	1,766	1,039	(726)	4,723	3,118	(1,605)	
PASTORAL SALARIES	2,520	2,267	(253)	7,200	6,800	(400)	
PASTORAL - SUPPLIES	115	65	(50)	134	195	61	
PASTORAL - TRAVEL	0	25	25	0	76	76	
PASTORAL - MISCELLANEOUS	0	83	83	0	250	250	
RECREATION - SALARIES	24,739	24,289	(449)	72,922	72,868	(54)	
RECREATION - SUPPLIES	2,639	1,346	(1,293)	6,518	4,038	(2,480)	
RECREATION - EDUCATION & RESOURCES	0	118	118	0	353	353	
RECREATION - FOOD/BEVERAGES	0	325	325	212	975	763	
RECREATION - MINOR EQUIPMENT	0	545	545	0	1,634	1,634	
<b>Total Care Services</b>	<b>837,283</b>	<b>869,443</b>	<b>32,160</b>	<b>2,484,963</b>	<b>2,608,328</b>	<b>123,365</b>	
Operations							
FOOD SERVICES - SALARIES	104,748	104,605	(144)	317,366	313,814	(3,553)	
FOOD SERVICE - THICKENS	2,045	1,933	(112)	5,738	5,800	62	
FOOD SERVICE - SUPPLEMENTS	2,854	2,088	(767)	8,895	6,263	(2,633)	
FOOD SERVICE - CLEANING SUPPLIES	662	2,655	1,993	1,809	7,964	6,155	
FOOD SERVICE - FOOD	70,325	72,192	1,867	228,080	216,576	(11,504)	
FOOD SERVICE - PAPER/DISP. SUPPLY	5,421	4,651	(771)	16,832	13,952	(2,880)	
FOOD SERVICES - SMALL WARES/CUTLERY/EQUIP.	726	1,060	334	3,966	3,180	(785)	
FOOD SERVICE - CAFE Food & supplies	4,246	3,392	(855)	10,496	10,175	(321)	

**YORK CARE CENTRE INC.  
CURRENT MONTH AND YTD EXPENSE ANALYSIS - Detailed for CEO  
MONTH ENDING 6/30/2023**

DESCRIPTION	Current Month		Curr Month Variance		YTD Actual	YTD Budget	YTD Variance Actual vs Budget
	Actual	Budget	Actual	Budget			
FOOD SERVICE - MINOR EQUIP	3,094	417	(2,677)	4,119	1,250	(2,869)	
FOOD SERVICES - MISCELLANEOUS	6	292	286	83	875	792	
LAUNDRY - SALARIES	20,835	22,621	1,785	64,897	67,862	2,965	
LAUNDRY - GENERAL SUPPLIES	3,589	2,914	(675)	11,003	8,742	(2,261)	
LAUNDRY - LINEN REPLACEMENT	7,376	4,130	(3,246)	7,376	12,391	5,015	
LAUNDRY - MATTRESSES	0	475	475	0	1,425	1,425	
LAUNDRY-FEES-PURCHASED SERVICE	0	500	500	0	1,500	1,500	
LAUNDRY-OTHER SUPPLIES & EXPEN	975	0	(975)	975	0	(975)	
HOUSEKEEPING - SALARIES	94,133	89,199	(4,935)	276,641	267,596	(9,045)	
JOB UNLIMITED SALARIES	3,103	2,083	(1,020)	5,424	6,250	826	
HOUSEKEEPING - GENERAL SUPPLIES	5,972	4,408	(1,565)	17,035	13,223	(3,812)	
HOUSEKEEPING-SUPPLIES-CLEANING	311	2,500	2,189	438	7,500	7,062	
HOUSEKEEPING-OTHER SUP & EXPEN	12	0	(12)	109	0	(109)	
MAINT - SALARIES	24,829	26,509	1,680	78,909	79,527	618	
MAINT-SUPPLIES-GENERAL	0	558	558	254	1,675	1,421	
MAINT. - TELEPHONE (DATA)	1,086	968	(118)	3,433	2,903	(530)	
MAINT. - TELEPHONE (VOICE)	4,337	2,053	(2,284)	10,211	6,158	(4,053)	
MAINT - CABLE	3,982	3,921	(61)	11,946	11,764	(183)	
MAINT - FUEL & HEATING	7,992	18,771	10,780	43,695	56,314	12,619	
MAINT - ELECTRICITY	29,701	40,148	10,447	97,917	120,445	22,528	
MAINT - WATER & SEWAGE	4,192	4,192	0	12,575	12,575	0	
MAINT - INSURANCE (BLDG & VEHICLE)	6,187	6,187	0	18,608	18,561	(46)	
MAINT - R&M PARTS & MISCELLANEOUS	16,559	19,566	3,007	35,730	58,699	22,969	
MAINT - PURCHASED SERVICES	8,860	7,264	(1,596)	22,776	21,792	(984)	
MAINT - VEHICLE EXPENSE	57	999	942	586	2,998	2,411	
MAINT - VEHICLE EXPENSE BUS	605	0	(605)	978	0	(978)	
MAINT - VEHICLE EXPENSE VAN	142	0	(142)	358	0	(358)	
MAINT - PROPERTY TAX	56,608	56,608	(0)	169,824	169,824	(0)	
MAINT - VEHICLE FUEL	426	417	(9)	795	1,250	455	
MAINT - BUS FUEL	240	0	(240)	424	0	(424)	
MAINT - VAN FUEL	0	0	0	93	0	(93)	
MAINT - GROUNDS MAINTENANCE	1,575	0	(1,575)	6,610	0	(6,610)	
MAINT - SNOW FLOWING	1,211	1,499	1,499	(0)	4,497	4,497	
MAINT - PEST CONTROL	0	167	(1,044)	1,715	500	(1,215)	
MAINT - MONITORING & ALARM SYS	0	417	417	102	1,250	1,148	
MAINT - CONTRACTED SERVICES	3,438	2,632	(807)	10,908	7,895	(3,013)	
SUPPORT SERVICES RECRUITMENT	151	0	(151)	243	0	(243)	
MAINT - MINOR EQUIPMENT	222	1,634	1,412	22,470	4,903	(17,567)	
MAINT - MISCELLANEOUS	209	333	124	259	1,000	741	
OPERS - SALARIES	21,294	26,399	5,105	69,238	79,196	9,957	
OPERS - CONSULTING FEES	0	333	333	0	1,000	1,000	
ADMIN - CONSULTING FEES	0	0	0	20,535	0	(20,535)	

**YORK CARE CENTRE INC.  
CURRENT MONTH AND YTD EXPENSE ANALYSIS - Detailed for CEO  
MONTH ENDING 6/30/2023**

DESCRIPTION	Current Month		YTD		YTD Variance	
	Actual	Budget	Actual	Budget	Actual vs Budget	Actual vs Budget
OPERS - COMPUTER HARDWARE	6,563	3,927	8,998	11,782	2,783	2,783
OPERS - COMPUTER SUPPLIES	1,878	1,384	4,688	4,153	(535)	(535)
OPERS - COMPUTER SOFTWARE	2,693	3,089	7,511	9,267	1,756	1,756
OPERS - STAFF SCHEDULE CARE	1,180	1,259	3,541	3,778	238	238
OPERS - COMPUTER SUPPORT (IT)	5,294	3,187	12,849	9,561	(3,288)	(3,288)
OPERS - PROMOTIONS COMM & WEBSITE	328	2,083	433	6,250	5,817	5,817
OPERS - COMMUNITY EVENTS	0	0	84	0	(84)	(84)
OPERS - GET INSPIRED COMMITTEE	1,943	1,667	4,083	5,000	917	917
OPERS - RECRUITMENT	353	209	803	626	(177)	(177)
Total Operations	544,568	560,492	1,665,464	1,681,475	16,012	16,012
Mortgage / Loan Payments						
DEPRECIATION	226,685	228,140	680,055	684,419	4,363	4,363
TOWER (17.2M) - INTEREST	17,631	17,631	52,893	52,894	0	0
MAJOR REFURBISHMENT 05-07 (2.6M) - INTEREST	2,035	2,035	6,105	6,105	(0)	(0)
MAJOR REFURBISHMENT 05-07 (10M) - INTEREST	5,691	5,691	17,073	17,073	0	0
MAJOR REFURB.- ALLEN (6.1M) - INTEREST	5,479	5,479	16,438	16,438	(0)	(0)
CMHC MORTGAGE DIXON -INTEREST	282	282	847	847	0	0
Total Mortgage / Loan Payments	257,804	259,258	773,412	777,775	4,363	4,363
<b>TOTAL EXPENSES</b>	<b>1,990,197</b>	<b>2,020,541</b>	<b>5,900,466</b>	<b>6,060,017</b>	<b>159,551</b>	<b>159,551</b>

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)
TOTAL CURRENT ASSETS	<u>382,456</u>	<u>349,524</u>	<u>32,932</u>
<b>RESTRICTED CASH AND DEPOSITS</b>			
REPLACEMENT RESERVE FUND	259,995	252,984	7,011
DEFERRED VACANCY SUBSIDY	44,285	44,100	185
TOTAL RESTRICTED CASH & DEPOSITS	<u>304,280</u>	<u>297,083</u>	<u>7,196</u>
<b>FIXED ASSETS</b>			
BUILDING & LAND 91 SUNSET DR	518,208	518,208	0
BUILDING & LAND 95 SUNSET DR	516,127	516,127	0
BUILDING & LAND 120 SUNSET DR	973,166	973,166	0
BUILDING & LAND 116 SUNSET DR PROJECT#2	1,333,457	1,333,457	0
BUILDING & LAND 116 SUNSET DR	2,062,837	2,062,837	0
BUILDING IMPROVEMENTS & EQUIPMENT	921,623	921,623	0
ACCUMULATED DEPRECIATION	(4,218,485)	(4,203,911)	(14,574)
TOTAL FIXED ASSETS	<u>2,106,932</u>	<u>2,121,507</u>	<u>(14,574)</u>
TOTAL ASSETS	<u><u>2,793,668</u></u>	<u><u>2,768,114</u></u>	<u><u>25,554</u></u>
<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)
TOTAL CURRENT LIABILITIES	<u>158,671</u>	<u>132,222</u>	<u>26,449</u>
<b>LONG TERM DEBT</b>			
MORTGAGE 116 SUNSET DRIVE	1,652,780	1,663,531	(10,751)
TOTAL LONG TERM LIABILITIES	<u>1,652,780</u>	<u>1,663,531</u>	<u>(10,751)</u>
<b>DEFERRED CONTRIBUTIONS</b>			
DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS	4,502	4,668	(167)
TOTAL DEFERRED	<u>4,502</u>	<u>4,668</u>	<u>(167)</u>
<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
TOTAL EQUITY	<u>977,716</u>	<u>967,693</u>	<u>10,023</u>
TOTAL LIABILITIES & FUND BALANCES	<u><u>2,793,668</u></u>	<u><u>2,768,114</u></u>	<u><u>25,554</u></u>

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)
	47,611	43,641	(3,970)	137,084	128,506	(8,577)
<b>TENANT / ADP CLIENT SUPPORT COSTS</b>						
FOOD COST	5,500	6,832	1,332	15,694	20,495	4,801
	5,500	6,832	1,332	15,694	20,495	4,801
<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 CONTOL	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
	32,200	36,050	3,850	92,597	108,150	15,553
<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
	22,382	26,040	3,658	67,282	80,121	12,839
<b>CAPITAL</b>						
DEPRECIATION	14,574	13,154	(1,421)	43,723	39,461	(4,262)
	14,574	13,154	(1,421)	43,723	39,461	(4,262)
<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	

YDIDAT YORK DEVELOPMENT INC  
INCOME STATEMENT - SUPPORTIVE HOUSING  
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	18,397	18,063	334	53,399	56,926	(3,527)
SD RENT SUPPLEMENT	11,122	11,122	0	30,630	30,630	0
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 - CARE HOURS OTHERS	1,177	221	956	1,820	662	1,158
REVENUE - TENANT SERVICES	20,113	20,430	(317)	57,639	59,555	(1,916)
AMORT OF FORGIVEABLE LOAN	4,771	4,771	0	14,312	14,312	0
RECOVERY - PROJECT WORKERS	3,845	0	3,845	7,894	0	7,894
<b>TOTAL REVENUE</b>	<b>72,457</b>	<b>63,911</b>	<b>8,546</b>	<b>207,217</b>	<b>189,997</b>	<b>17,220</b>
<b>OPERATING EXPENSES</b>						
<b>WAGES &amp; BENEFITS</b>						
SALARIES	27,639	21,298	(6,341)	80,911	63,895	(17,017)
BENEFITS	2,576	2,534	(42)	7,452	7,602	150
	30,215	23,832	(6,383)	88,363	71,497	(16,867)
<b>TENANT SUPPORT COSTS</b>						
FOOD COST	4,572	5,098	526	13,187	15,293	2,106
	4,572	5,098	526	13,187	15,293	2,106
<b>MAINTENANCE</b>						
ELECTRICITY	4,266	4,806	540	12,729	14,419	1,690
ELEVATOR SERVICE / INSPECTION	184	226	42	552	677	125
GARBAGE REMOVAL	224	207	(17)	672	620	(51)
PEST CONTROL	103	58	(45)	220	175	(45)
ALARMS AND MONITORING	33	159	126	100	478	378
TENANT SPECIAL OCCASIONS	73	167	94	410	500	90
CABLE TV	24	50	26	70	150	80
INSURANCE	1,037	1,019	(17)	3,110	3,058	(52)
TELEPHONES	0	183	183	0	550	550
PROPERTY TAXES	1,812	1,813	0	5,437	5,438	0
REPAIRS & MAINTENANCE	2,431	1,500	(931)	3,895	4,500	605
REPLACEMENT RESERVE - R&M	0	583	583	0	1,750	1,750
SECURITY	1,389	1,389	(0)	4,167	4,166	(0)
GROUDS MAINTENANCE	0	213	213	(0)	638	638
SUPPLIES EXPENSE	1,104	528	(576)	1,660	1,584	(76)
MINOR EQUIPMENT & FURNISHINGS	0	83	83	1,298	250	(1,048)
WATER & SEWAGE	321	321	0	964	964	0
	13,001	13,305	304	35,284	39,916	4,633
<b>ADMINISTRATION</b>						
ADMINISTRATION CHARGE	3,428	3,428	0	10,285	10,285	0
BOARD EXPENSES	0	29	29	0	86	86
ADVERTISING	0	42	42	204	125	(79)
AUDIT EXPENSE	298	242	(57)	895	725	(170)
BANK & INTEREST CHARGES	72	75	4	222	225	3
LOAN INTEREST EXPENSE	5,356	5,357	0	16,069	16,070	0
MEMBERSHIP FEES / DUES	55	113	58	166	340	175
LEGAL FEES	0	500	500	0	1,500	1,500
MISCELLANEOUS EXPENSE	31	42	11	172	125	(47)
PRINTING & OFFICE SUPPLIES	0	128	128	0	383	383
	9,241	9,955	714	28,012	29,864	1,852
<b>CAPITAL</b>						
DEPRECIATION	13,175	11,723	(1,452)	39,524	35,169	(4,355)
	13,175	11,723	(1,452)	39,524	35,169	(4,355)
<b>TOTAL OPERATING EXPENSES</b>	<b>70,204</b>	<b>63,913</b>	<b>(6,291)</b>	<b>204,370</b>	<b>191,739</b>	<b>(12,631)</b>
<b>NET EARNINGS (LOSS) FOR PERIOD</b>	<b>2,253</b>	<b>(2)</b>	<b>2,255</b>	<b>2,847</b>	<b>(1,741)</b>	<b>4,588</b>
<b>LESS: TRANSFER TO</b>						
REPLACEMENT RESERVE	1,500	/mth		18,000	/year	
VACANCY LOSS - SUPPORTIVE	266	/mth		3,192	/year	

YDIDAT YORK DEVELOPMENT INC  
INCOME STATEMENT - YDI  
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	44,914	44,240	674	133,487	132,721	766
TENANT SUBSIDY	(1,975)	(2,087)	112	(5,925)	(6,261)	336
WASHER & DRYER REVENUES	807	925	(118)	2,731	2,775	(44)
AMORTIZATION OF DEFERRED CONTRI	1,345	1,345	(0)	4,035	4,035	(0)
RECOVERY PROJECT WORKERS	0	900	(900)	0	1,800	(1,800)
<b>TOTAL REVENUE</b>	<b>45,091</b>	<b>45,323</b>	<b>(232)</b>	<b>134,328</b>	<b>135,070</b>	<b>(742)</b>
<b>OPERATING EXPENSES</b>						
<b>WAGES &amp; BENEFITS</b>						
SALARIES	6,267	8,208	1,941	19,376	22,208	2,832
BENEFITS	587	556	(30)	1,769	1,669	(100)
TRAVEL EXPENSE	105	83	(22)	209	250	41
STAFF DEVELOPMENT	0	67	67	0	200	200
	<b>6,959</b>	<b>8,914</b>	<b>1,955</b>	<b>21,355</b>	<b>24,327</b>	<b>2,972</b>
<b>MAINTENANCE</b>						
ELECTRICITY	2,445	2,396	(49)	7,369	7,187	(182)
ELEVATOR SERVICE / INSPECTION	192	230	38	576	691	115
GARBAGE REMOVAL	619	572	(47)	1,856	1,715	(140)
PEST CONTROL	157	152	(5)	472	456	(16)
ALARMS AND MONITORING	268	288	19	781	863	81
INSURANCE	2,955	2,905	(50)	8,865	8,715	(150)
PHONE	166	160	(5)	531	481	(50)
PROPERTY TAXES	4,393	4,393	(0)	13,178	13,178	(0)
REPAIRS & MAINTENANCE	2,564	3,053	488	6,522	9,158	2,636
REPLACEMENT RESERVE - R&M	0	1,531	1,531	0	4,593	4,593
SECURITY	3,241	3,241	(0)	9,722	9,722	(0)
GROUNDS MAINTENANCE	96	638	542	96	1,913	1,817
SUPPLIES EXPENSE	100	92	(9)	347	275	(72)
MINOR EQUIPMENT & FURNISHINGS	0	425	425	0	1,275	1,275
WATER & SEWAGE	929	929	0	2,787	2,788	1
	<b>18,124</b>	<b>21,003</b>	<b>2,879</b>	<b>53,102</b>	<b>63,010</b>	<b>9,908</b>
<b>ADMINISTRATION</b>						
ADMINISTRATION CHARGES	12,287	12,287	0	36,862	36,862	0
BOARD EXPENSES	0	93	93	0	280	280
ADVERTISING	0	42	42	0	125	125
AUDIT EXPENSE	511	511	0	1,533	1,533	0
BANK INTEREST & CHARGES	0	17	17	0	50	50
BAD DEBT EXPENSE	0	42	42	0	125	125
MEMBERSHIP FEES / DUES	0	146	146	0	439	439
LEGAL FEES	0	2,000	2,000	0	8,000	8,000
MISCELLANEOUS EXPENSE	0	83	83	0	250	250
PRINTING & OFFICE SUPPLIES	85	273	188	85	818	733
	<b>12,883</b>	<b>15,494</b>	<b>2,611</b>	<b>38,480</b>	<b>48,482</b>	<b>10,003</b>
<b>CAPITAL</b>						
-	0	0	0	0	0	0
DEPRECIATION	1,400	1,431	31	4,199	4,292	93
	<b>1,400</b>	<b>1,431</b>	<b>31</b>	<b>4,199</b>	<b>4,292</b>	<b>93</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>39,366</b>	<b>46,843</b>	<b>7,476</b>	<b>117,136</b>	<b>140,112</b>	<b>22,976</b>
<b>NET EARNINGS (LOSS) FOR PERIOD</b>	<b>5,725</b>	<b>(1,519)</b>	<b>7,244</b>	<b>17,192</b>	<b>(5,042)</b>	<b>22,234</b>
NET EARNINGS (LOSS) SUPPORTIVE				2,847	(1,741)	
NET EARNINGS (LOSS) ADULT DAY PROG				1,318	350	
<b>CONSOLIDATED EARNINGS (LOSS)</b>				<b>21,357</b>	<b>(6,433)</b>	
LESS: TRANSFER TO REPLACEMENT RESERVE	3,531 /mth			42,372 /year		

YDIDAT YORK DEVELOPMENT INC  
INCOME STATEMENT - ADULT DAY PROGRAM  
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>						
REVENUE - ADP- SD	6,275	9,590	(3,316)	17,437	28,770	(11,333)
REVENUE - ADP - CLIENT	3,863	3,060	803	10,515	9,180	1,335
AMORT. OF DEFERRED CONTRIB-ADP	167	167	0	500	500	0
MISCELLANEOUS INCOME - ADP	3,190	2,261	929	7,740	6,783	957
<b>TOTAL REVENUE</b>	<b>13,494</b>	<b>15,078</b>	<b>(1,584)</b>	<b>36,192</b>	<b>45,233</b>	<b>(9,041)</b>
<b>OPERATING EXPENSES</b>						
<b>WAGES &amp; BENEFITS</b>						
SALARIES	9,268	9,730	462	24,392	29,191	4,799
PROJECT WORKERS SALARIES - ADP	0	0	0	32	0	(32)
BENEFITS	1,103	1,122	19	2,777	3,366	589
STAFF DEVELOPMENT - ADP	0	42	42	0	125	125
	<b>10,371</b>	<b>10,894</b>	<b>523</b>	<b>27,202</b>	<b>32,682</b>	<b>5,481</b>
<b>PROGRAM SUPPORT COSTS</b>						
FOOD - ADP	928	1,734	807	2,508	5,203	2,695
SUPPLIES EXPENSE - ADP	650	714	64	1,214	2,142	928
MINOR EQUIP & FURNISHINGS - ADP	0	83	83	1,701	250	(1,451)
TRAVEL EXPENSE - ADP	65	0	(65)	164	0	(164)
MISCELLANEOUS EXP. - ADP	0	83	83	16	250	234
REPAIRS & MAINTENANCE - ADP	0	0	0	25	0	(25)
ADVERTISING - ADP	0	167	167	0	500	500
	<b>1,643</b>	<b>2,782</b>	<b>1,138</b>	<b>5,627</b>	<b>8,345</b>	<b>2,718</b>
<b>ADMINISTRATION AND OVERHEAD</b>						
ADMINISTRATIVE CHARGES - ADP	258	258	(0)	775	775	(0)
PRINTING AND OFFICE SUPPLIES - ADP	0	83	83	0	250	250
BUILDING EXPENSES - ADP	367	860	493	1,101	2,581	1,480
INSURANCE - ADP	57	83	27	170	250	80
	<b>682</b>	<b>1,285</b>	<b>603</b>	<b>2,046</b>	<b>3,856</b>	<b>1,810</b>
<b>CAPITAL</b>						
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>12,696</b>	<b>14,961</b>	<b>2,265</b>	<b>34,875</b>	<b>44,883</b>	<b>10,009</b>
<b>NET EARNINGS (LOSS) FOR PERIOD</b>	<b>798</b>	<b>117</b>	<b>681</b>	<b>1,318</b>	<b>350</b>	<b>968</b>

July 27, 2023  
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Centre for Innovation and Research  
BALANCE SHEET  
6/30/2023

	Current Month	Prior Month	Difference
<b><u>ASSETS</u></b>			
CURRENT			
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	<u>550,107.09</u>	<u>606,443.61</u>	<u>(56,336.52)</u>
CAPITAL ASSETS			
EQUIPMENT AND FURNITURE	16,186.37	16,186.37	0.00
ACCUMULATED DEPRECIATION	(11,745.08)	(11,538.48)	(206.60)
	<u>4,441.29</u>	<u>4,647.89</u>	<u>(206.60)</u>
TOTAL ASSETS	<u><u>554,548.38</u></u>	<u><u>611,091.50</u></u>	<u><u>(56,543.12)</u></u>
<b><u>LIABILITIES</u></b>			
CURRENT			
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.	1,622.16	3,200.65	(1,578.49)
DEFERRED REVENUE	448,646.24	508,445.02	(59,798.78)
TOTAL CURRENT	<u>527,318.38</u>	<u>586,204.98</u>	<u>(58,886.60)</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	5,567.13	3,223.65	2,343.48
TOTAL FUNDS	<u>27,230.00</u>	<u>24,886.52</u>	<u>2,343.48</u>
TOTAL LIABILITIES & FUNDS	<u><u>554,548.38</u></u>	<u><u>611,091.50</u></u>	<u><u>(56,543.12)</u></u>

**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
TOTAL UNRESTRICTED REVENUE	<u>63,569</u>	<u>57,691</u>	<u>5,878</u>	<u>155,387</u>	<u>165,844</u>	<u>(10,457)</u>
<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)
	<u>2,614</u>	<u>1,400</u>	<u>(1,214)</u>	<u>5,030</u>	<u>2,800</u>	<u>(2,230)</u>
<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
	<u>3,839</u>	<u>4,276</u>	<u>438</u>	<u>12,849</u>	<u>13,713</u>	<u>865</u>
<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
	<u>54,773</u>	<u>51,941</u>	<u>(2,832)</u>	<u>131,941</u>	<u>149,994</u>	<u>18,053</u>
<b>TOTAL EXPENSES</b>	<u>61,225</u>	<u>57,617</u>	<u>(3,608)</u>	<u>149,820</u>	<u>166,508</u>	<u>16,688</u>
<b>NET EARNINGS (LOSS)</b>	<u>2,343</u>	<u>74</u>	<u>2,270</u>	<u>5,567</u>	<u>(663)</u>	<u>6,230</u>

**Centre for Innovation and Research**  
**CURRENT MONTH AND YTD EXPENSE ANALYSIS - Detailed for CEO**  
**MONTH ENDING 6/30/2023**

DESCRIPTION	Current Month Actual	Current Month Budget	Curr Month Variance Actual vs Budget	YTD Actual	YTD Budget	YTD Variance Actual vs Budget
<b>OPERATING REVENUE AND EXPENSES</b>						
ADMINISTRATION - REVENUE						
REVENUE - YMI	(3,750)	(3,750)	0	(11,250)	(11,250)	0
REVENUE - INTEREST INCOME	(2,436)	(600)	1,836	(7,170)	(1,800)	5,370
REVENUE - PROJECT WORKER	(2,610)	(1,400)	1,210	(5,026)	(2,800)	2,226
TOTAL ADMINISTRATION REVENUE	(8,796)	(5,750)	3,046	(23,446)	(15,850)	7,596
ADMINISTRATION - EXPENSES						
SALARY & BENEFITS EXPENSE	34,765	34,819	54	99,138	104,457	5,319
STAFF CHARGED TO PROJECTS	(34,765)	(34,819)	(54)	(99,138)	(104,457)	(5,319)
PROJECT WORKER EXPENSE	2,614	1,400	(1,214)	5,030	2,800	(2,230)
ADMINISTRATION CHARGES	2,746	2,746	0	8,238	8,238	0
OFFICE SPACE COSTS	263	325	62	788	974	186
LOCAL TRAVEL EXPENSE	0	33	33	0	100	100
MEALS AND ENTERTAINMENT	0	29	29	0	88	88
TRAVEL CONFERENCES (NON-PROJECT)	0	125	125	0	375	375
OFFICE & COMPUTER SUPPLIES	0	83	83	460	250	(210)
MINOR EQUIPMENT	0	63	63	0	188	188
MISCELLANEOUS	0	13	13	897	922	26
IT SUPPORT	12	42	30	12	125	113
AUDIT EXPENSE	612	612	0	1,835	1,835	0
DEPRECIATION EXPENSE	207	207	(0)	620	620	(0)
TOTAL ADMINISTRATION EXPENSES	6,453	5,676	(776)	17,879	16,513	(1,365)
NET EARNINGS (LOSS)	2,343	74	(2,270)	5,567	(663)	(6,230)
SYMPOSIUM - REVENUE						
TOTAL SYMPOSIUM REVENUE	0	0	0	0	0	0
SYMPOSIUM - EXPENSES						
TOTAL SYMPOSIUM EXPENSES	0	0	0	0	0	0
NET EARNINGS (LOSS)	0	0	0	0	0	0
IMPROVE IMMUNIZATION PROJECT - REVENUE						
REV-GNB IMPROVE IMMUNIZATIONS	(2,277)	(6,110)	(3,833)	(12,503)	(12,503)	0
TOTAL IMPROVE IMMUNIZATION - REVENUE	(2,277)	(6,110)	(3,833)	(12,503)	(12,503)	0
IMPROVE IMMUNIZATION PROJECT - EXPENSES						
IMPROVE IMMUNIZ - SALARIES & BENEFITS	1,916	5,786	3,871	11,417	11,532	114
IMPROVE IMMUNIZ - SUPPLIES	38	0	(38)	114	0	(114)
IMPROVE IMMUNIZ - RENT & UTILITIES	324	324	0	971	971	0
TOTAL IMPROVE IMMUNIZATION - EXPENSES	2,277	6,110	3,833	12,503	12,503	0

**Centre for Innovation and Research**  
**CURRENT MONTH AND YTD EXPENSE ANALYSIS - Detailed for CEO**  
**MONTH ENDING 6/30/2023**

DESCRIPTION	Current Month	Current Month	Curr Month	YTD	YTD	YTD
	Actual	Budget	Actual vs Budget	Actual	Budget	Actual vs Budget
NET EARNINGS (LOSS)	0	0	0	0	0	0
POLYPHARMACY APP PHASE 2 PROJECT - REVENUE						
REV-GNB POLYPHARM APP PHASE 2	(838)	(7,172)	(6,335)	(2,502)	(21,517)	(19,015)
TOTAL POLYPHARMACY APP PHASE 2 - REVENUE	(838)	(7,172)	(6,335)	(2,502)	(21,517)	(19,015)
POLYPHARMACY APP PHASE 2 PROJECT - EXPENSES						
POLYPHARM APP2 - SALARIES & BENEFITS	729	3,576	2,847	2,186	10,728	8,542
POLYPHARM APP2 - PROFESSIONAL & TECHNICAL	72	2,917	2,845	206	8,750	8,544
POLYPHARM APP2 - SUPPLIES	24	0	(24)	71	0	(71)
POLYPHARM APP2 - TRAVEL & CONFERNCES	0	667	667	0	2,000	2,000
POLYPHARM APP2 - Rent & Utilities	13	13	0	39	39	0
TOTAL POLYPHARMACY APP PHASE 2 - EXPENSES	838	7,172	6,335	2,502	21,517	19,015
NET EARNINGS (LOSS)	0	0	0	0	0	0
RECONNECTING WITH GENIE - REVENUE PROJECT						
REV - GNB GENIE	(18,337)	(16,679)	1,658	(44,965)	(50,037)	(5,072)
TOTAL RECONNECTING WITH GENIE - REVENUE	(18,337)	(16,679)	1,658	(44,965)	(50,037)	(5,072)
RECONNECTING WITH GENIE PROJECT - EXPENSES						
GENIE - SALARIES & BENEFITS	16,467	15,721	(746)	38,945	47,162	8,218
GENIE - PROFESSIONAL & TECHNICAL	227	0	(227)	961	0	(961)
GENIE - TRAVEL & CONFERENCE	422	0	(422)	1,321	0	(1,321)
GENIE - MISC	263	0	(263)	863	0	(863)
GENIE - RENT & UTILITIES	958	958	0	2,875	2,875	0
TOTAL RECONNECTING WITH GENIE - EXPENSES	18,337	16,679	(1,658)	44,965	50,037	5,072
NET EARNINGS (LOSS)	0	0	0	0	0	0
PASSIVELY MONITORING PROJECT - REVENUE						
REV - GNB PASSIVE AWARE	(14,131)	(13,646)	485	(43,158)	(40,937)	2,221
TOTAL PASSIVELY MONITORING - REVENUE	(14,131)	(13,646)	485	(43,158)	(40,937)	2,221
PASSIVELY MONITORING PROJECT - EXPENSES						
PASSIVE AWARE - SALARIES & BENEFITS	12,945	7,971	(4,975)	39,413	23,912	(15,501)
PASSIVE AWARE - PROFESSIONAL & TECHNICAL	99	167	68	689	500	(189)
PASSIVE AWARE - SUPPLIES	0	0	0	50	0	(50)
PASSIVE AWARE - TRAVEL & CONFERENCE	162	0	(162)	231	0	(231)
PASSIVE AWARE - MISC	0	4,583	4,583	0	13,750	13,750
PASSIVE AWARE - RENT & UTILITIES	925	925	0	2,775	2,775	0
TOTAL PASSIVELY MONITORING - EXPENSES	14,131	13,646	(485)	43,158	40,937	(2,221)

**Centre for Innovation and Research**  
**CURRENT MONTH AND YTD EXPENSE ANALYSIS - Detailed for CEO**  
**MONTH ENDING 6/30/2023**

DESCRIPTION	Current Month	Current Month	Curr Month	YTD	YTD	YTD Variance
	Actual	Budget	Actual vs Budget	Actual	Budget	Actual vs Budget
NET EARNINGS (LOSS)	0	0	0	0	0	0
PASSIVE AWARE AT HOME PROJECT - REVENUE						
REV - SPARK- PASSIVE AWARE AT HOME	(1,406)	(4,167)	(2,760)	(11,031)	(12,500)	(1,469)
TOTAL PASSIVE AWARE AT HOME - REVENUE	(1,406)	(4,167)	(2,760)	(11,031)	(12,500)	(1,469)
PASSIVE AWARE AT HOME PROJECT - EXPENSES						
PASSIVE AWARE AT HOME - SALARIES & BENEFITS	1,125	3,292	2,167	7,927	9,875	1,948
PASSIVE AWARE AT HOME- PROFESSIONAL & TECH	23	250	227	2,845	750	(2,095)
PASSIVE AWARE AT HOME- EQUIPMENT	0	250	250	0	750	750
PASSIVE AWARE AT HOME- SUPPLIES	258	125	(133)	258	375	117
PASSIVE AWARE AT HOME- TRAVEL & CONF	0	250	250	0	750	750
TOTAL PASSIVE AWARE AT HOME - EXPENSES	1,406	4,167	2,760	11,031	12,500	1,469
NET EARNINGS (LOSS)	0	0	0	0	0	(0)
A DAY IN THE LIFE PROJECT - REVENUE						
REV - SPARK- A DAY IN THE LIFE	(17,750)	(4,167)	13,583	(17,750)	(12,500)	5,250
TOTAL A DAY IN THE LIFE - REVENUE	(17,750)	(4,167)	13,583	(17,750)	(12,500)	5,250
A DAY IN THE LIFE PROJECT - EXPENSES						
A DAY IN THE LIFE - SALARIES & BENEFITS	2,750	2,417	(333)	2,750	7,250	4,500
A DAY IN THE LIFE- CONTRACT EMPLOYEES	0	1,125	1,125	0	3,375	3,375
A DAY IN THE LIFE- CONSULTING	15,000	0	(15,000)	15,000	0	(15,000)
A DAY IN THE LIFE- PROFESSIONAL & TECH	0	250	250	0	750	750
A DAY IN THE LIFE- SUPPLIES	0	125	125	0	375	375
A DAY IN THE LIFE- TRAVEL & CONF	0	250	250	0	750	750
TOTAL A DAY IN THE LIFE - EXPENSES	17,750	4,167	(13,583)	17,750	12,500	(5,250)
NET EARNINGS (LOSS)	0	0	0	0	0	0
HEC - ADVANCED CAREGIVER TRAINING - REVENUE						
REV - HEC- ADVANCED CAREGIVER TRAINING	(33)	0	33	(33)	0	33
TOTAL ADVANCED CAREGIVER TRAINING - REVENUE	(33)	0	33	(33)	0	33
HEC - ADVANCED CAREGIVER TRAINING - EXPENSES						
HEC - ADVANCED CAREGIVER TRAIN- SUPPLIES	33	0	(33)	33	0	(33)
TOTAL ADVANCED CAREGIVER TRAINING - EXPENSES	33	0	(33)	33	0	(33)
NET EARNINGS (LOSS)	0	0	0	0	0	0
PUBLIC HEALTH AGENCY OF CDA - REVENUE						

**Centre for Innovation and Research**  
**CURRENT MONTH AND YTD EXPENSE ANALYSIS - Detailed for CEO**  
**MONTH ENDING 6/30/2023**

DESCRIPTION	Current Month	Current Month	Curr Month	YTD	YTD	YTD Variance
	Actual	Budget	Actual vs Budget	Actual	Budget	Actual vs Budget
TOTAL PUBLIC HEALTH AGENCY OF CDA - REVENUE	0	0	0	0	0	0
PUBLIC HEALTH AGENCY OF CDA - EXPENSES	0	0	0	0	0	0
TOTAL PUBLIC HEALTH AGENCY OF CDA - EXPENSES	0	0	0	0	0	0
NET EARNINGS (LOSS)						
BUDGET UNALLOCATED TO PROJECTS - REVENUE	0	0	0	0	0	0
TOTAL UNALLOCATED TO PROJECTS - REVENUE						
BUDGET UNALLOCATED TO PROJECTS - EXPENSES	0	0	0	0	0	0
TOTAL UNALLOCATED TO PROJECTS - EXPENSES	0	0	0	0	0	0
NET EARNINGS (LOSS)						
<b>TOTAL REVENUE</b>	(63,569)	(57,691)	5,878	(155,387)	(165,844)	(10,457)
<b>TOTAL EXPENSES</b>	61,225	57,617	(3,608)	149,820	166,508	16,688
<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>

July 27, 2023  
11:00 AM

YCPDAT YORK COUNTY PROPERTIES  
BALANCE SHEET  
6/30/2023

ASSETS

CURRENT ASSETS

CASH	\$449,170
ACCOUNTS RECEIVABLE	1,898
TOTAL CURRENT ASSETS	<u>\$451,068</u>

LONG-TERM ASSETS

PROPERTY AND EQUIPMENT

YORK FARM	\$7,601
TOTAL PROPERTY AND EQUIPMENT	<u>\$7,601</u>
TOTAL ASSETS	<u><u>\$458,669</u></u>

LIABILITIES

CURRENT LIABILITIES

ACCOUNTS PAYABLE AND ACCRUALS	\$1,898
TOTAL CURRENT LIABILITIES	<u>\$1,898</u>

LONG TERM LIABILITIES

TOTAL LONG TERM LIABILITIES	<u>\$0</u>
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DEFERRED CONTRIBUTIONS

TOTAL DEFERRED	<u>\$0</u>
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FUND BALANCES

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

TOTAL LIABILITIES & FUND BALANCES	<u><u>\$458,669</u></u>
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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
REVENUE						
INTEREST INCOME	1,898	0	1,898	5,621	0	5,621
TOTAL REVENUE	\$1,898	\$0	\$1,898	\$5,621	\$0	\$5,621
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	\$1,898	\$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

Aug. 23, 2023  
1:45 PM

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

	Current Month	Prior Month	Difference
<b><u>ASSETS</u></b>			
CURRENT			
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>			
CURRENT			
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>
LONG TERM			
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	5 vacant bed days
Non-Recurring Budget Amend	\$6,563	\$6,563	\$0	
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 prof'l fees & travel by \$1,589, overexpend on NBANH 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, underpent 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 & thickens underspent by \$1,532, dietary supplies overspent by \$166, laundry supplies & linen underspent by \$4,658, houskeeping 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	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	vs Forecast Year End
<b>REVENUE AND RECOVERIES</b>								
Operating Revenue	\$7,720,391	\$7,665,323	\$7,666,073	-\$750	22 Vacant bed days	\$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	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 prof'l 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.	\$3,935,811	3,935,811	(0)
Care Services	3,538,271	3,311,949	3,477,771	165,822	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.	10,452,953	10,452,953	(0)
Operations	2,118,723	2,199,948	2,241,967	42,019	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.	6,725,901	6,725,901	0
Mortgage / Loan Payments	1,032,689	1,031,216	1,037,033	5,818	Underexpend of \$5,817 due to timing of new year Capital purchases.	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>
Less: 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

**YORK CARE CENTRE INC.**  
**CURRENT MONTH AND YTD REVENUE ANALYSIS - DETAIL**  
**MONTH ENDING 7/31/2023**

Description	Current Month		Current Month		YTD		YTD	
	Actual	Budget	Budget	Variance	Actual	Budget	Actual	Variance
<b>REVENUE</b>								
Operating Revenue								
RESIDENT INCOME SUBSIDIZED-SOCIAL D	\$1,437,883	\$1,917,018	\$1,917,018	-\$479,135	\$5,752,634	\$7,668,073	\$5,752,634	-\$1,915,439
SOCIAL DEVELOPMENT- VACANT BED DA'	-\$625	-\$500	-\$500	-\$125	-\$2,750	-\$2,000	-\$2,750	-\$750
INCOME-SUBSID RESIDENT SHARE	\$303,467	\$0	\$0	\$303,467	\$1,246,800	\$0	\$1,246,800	\$1,246,800
RESIDENT INCOME-PRIVATE PAY	\$175,668	\$0	\$0	\$175,668	\$668,639	\$0	\$668,639	\$668,639
Total Operating Revenue	\$1,916,393	\$1,916,518	\$1,916,518	-\$125	\$7,665,323	\$7,666,073	\$7,665,323	-\$750
Non-Recurring Budget Amendments	\$6,563	\$6,563	\$6,563	\$0	\$32,428	\$32,428	\$32,428	\$0
Administration								
INVESTMENT INCOME	\$9,693	\$10,000	\$10,000	-\$307	\$37,454	\$40,000	\$37,454	-\$2,546
RECOVERIES - EDUCATION	\$4,167	\$4,167	\$4,167	\$0	\$16,667	\$16,667	\$16,667	\$0
RECOVERIES - ADMINISTRATION	\$4,042	\$3,868	\$3,868	\$175	\$15,237	\$15,470	\$15,237	-\$234
RECOVERIES - ADMINISTRATION YDI	\$9,006	\$9,006	\$9,006	\$0	\$36,022	\$36,022	\$36,022	\$0
RECOVERIES - ADMINISTRATION SH	\$1,920	\$1,920	\$1,920	\$0	\$7,680	\$7,680	\$7,680	\$0
RECOVERIES - ADMINISTRATION ADP	\$258	\$258	\$258	\$0	\$1,033	\$1,033	\$1,033	\$0
RECOVERIES - ADMINISTRATION CIRA	\$3,913	\$3,913	\$3,913	\$0	\$15,650	\$15,650	\$15,650	\$0
PRIOR YEAR RECOVERIES	\$0	\$833	\$833	-\$833	\$2,373	\$3,333	\$2,373	-\$960
RECOVERIES - PROJECT WORKERS	\$13,404	\$5,083	\$5,083	\$8,321	\$30,391	\$16,083	\$30,391	\$14,307
Total Administration	\$46,403	\$39,047	\$39,047	\$7,356	\$162,507	\$151,940	\$162,507	\$10,567
Care Services								
RECOVERIES - CARE SERVICES	\$2,846	\$3,411	\$3,411	-\$564	\$19,406	\$13,643	\$19,406	\$5,763
RECOVERIES - CARE SERVICES YDI	\$2,620	\$2,620	\$2,620	\$0	\$10,481	\$10,481	\$10,481	\$0
RECOVERIES - CARE SERVICES SH	\$525	\$525	\$525	\$0	\$2,099	\$2,099	\$2,099	\$0
RECOVERIES - CARE SERVICES CIRA	\$2,792	\$2,792	\$2,792	\$0	\$11,167	\$11,167	\$11,167	\$0
RECOVERIES - UDEM RESEARCH PROJECT	\$0	\$1,924	\$1,924	-\$1,924	\$0	\$7,697	\$0	-\$7,697
RECOVERIES - CARE SERV REBATE	\$600	\$600	\$600	\$0	\$2,400	\$2,400	\$2,400	\$0
Total Care Services	\$9,383	\$11,872	\$11,872	-\$2,489	\$45,553	\$47,487	\$45,553	-\$1,935
Operations								
RECOVERIES - DIETARY	\$22	\$283	\$283	-\$262	\$1,025	\$1,133	\$1,025	-\$109
RECOVERIES - CAFETERIA	\$4,849	\$5,250	\$5,250	-\$401	\$22,607	\$21,000	\$22,607	\$1,607
RECOVERIES - DIETARY OTHER	\$870	\$0	\$0	\$870	\$3,285	\$0	\$3,285	\$3,285
RECOVERIES - FOOD SERV REBATE	\$2,600	\$2,625	\$2,625	-\$25	\$10,400	\$10,500	\$10,400	-\$100
RECOVERIES - GET INSPIRED COMMITTEE	\$1,042	\$1,042	\$1,042	\$0	\$4,167	\$4,167	\$4,167	\$0
RECOVERIES - SUPPORT SERVICES	\$4,629	\$4,629	\$4,629	\$0	\$20,460	\$18,518	\$20,460	\$1,942

**YORK CARE CENTRE INC.**  
**CURRENT MONTH AND YTD REVENUE ANALYSIS - DETAIL**  
**MONTH ENDING 7/31/2023**

Description	Current Month		Current Month		YTD Actual	YTD Budget	YTD Variance Actual vs Budget
	Actual	Budget	Budget	Variance Actual vs Budget			
RECOVERIES - VAN	\$34	\$55	\$204	-\$21	\$204	\$220	-\$16
RECOVERIES - CABLEVISION	\$4,195	\$3,738	\$16,415	\$458	\$16,415	\$14,950	\$1,465
RECOVERIES - OPERATIONS	\$147	\$0	\$1,908	\$147	\$1,908	\$0	\$1,908
RECOVERIES - OPERATIONS YDI	\$3,282	\$3,282	\$13,127	\$0	\$13,127	\$13,127	\$0
RECOVERIES - OPERATIONS SH	\$983	\$984	\$3,934	\$0	\$3,934	\$3,934	\$0
RECOVERIES - OPERATIONS CIRA	\$2,009	\$2,333	\$9,007	-\$324	\$9,007	\$9,330	-\$324
RECOVERIES - TELEPHONE	\$2,557	\$2,430	\$9,858	\$127	\$9,858	\$9,720	\$138
RECOVERIES - INTERNET	\$745	\$650	\$3,207	\$95	\$3,207	\$2,600	\$607
Total Operations	\$27,964	\$27,300	\$119,603	\$664	\$119,603	\$109,199	\$10,404
Mortgage / Loan Payments							
AMORT.OF DEFERRED CONTRIBUTION	\$24,208	\$24,208	\$96,830	\$0	\$96,830	\$96,830	\$0
Total Mortgage / Loan Payments	\$24,208	\$24,208	\$96,830	\$0	\$96,830	\$96,830	\$0
<b>TOTAL REVENUE</b>	<b>\$2,030,914</b>	<b>\$2,025,508</b>	<b>\$8,122,244</b>	<b>\$5,406</b>	<b>\$8,122,244</b>	<b>\$8,103,957</b>	<b>\$18,287</b>

**YORK CARE CENTRE INC.**  
**CURRENT MONTH AND YTD EXPENSE ANALYSIS - Detailed for CEO**  
**MONTH ENDING 7/31/2023**

DESCRIPTION	Current Month	Current Month	Current Month	YTD	YTD	YTD
	Actual	Budget	Actual vs Budget	Actual	Budget	Actual vs Budget
<b>OPERATING EXPENSES</b>						
Administration						
ADMIN - SALARIES	40,797	44,320	3,523	168,338	177,278	8,941
ADMIN - SALARY EXP NON RECURRING BA	6,229	6,229	(0)	24,339	24,339	(0)
ADMIN - OTHER EXP NON RECURRING BA	0	334	334	9,689	8,089	(1,600)
ADMIN - SALARIES PROJECT WORKERS	13,404	2,250	(11,154)	31,148	9,000	(22,148)
ADMIN - ADVERTISING	0	308	308	1,217	1,233	15
ADMIN - OFFICE EQUIP RENT & REPAIRS	1,236	1,416	180	7,114	5,663	(1,451)
ADMIN - BANK SERVICE CHARGE	241	300	59	1,052	1,200	148
ADMIN - GENERAL OFFICE SUPPLIES	34	449	415	1,802	1,797	(5)
ADMIN - POSTAGE	0	337	337	1,082	1,350	268
ADMIN - STATIONARY/COPY PAPER	254	532	278	1,016	2,128	1,112
ADMIN - AUDIT	1,389	1,389	0	5,557	5,557	0
ADMIN - LEGAL & PROFESSIONAL FEES	0	250	250	0	1,000	1,000
ADMIN - BOARD EXPENSES	0	583	583	328	2,332	2,004
ADMIN - TRAVEL CARFARE & LOCAL	0	83	83	71	333	262
ADMIN - NBANH MEMBERSHIP	3,790	3,250	(540)	14,258	13,000	(1,258)
ADMIN - STAFF RECOGNITION	6	1,279	1,273	3,288	5,115	1,827
ADMIN - VOLUNTEER RECOGNITION	0	458	458	17	1,832	1,815
ADMIN - PROFESSIONAL MEMBERSHIP DUES	1,330	544	(786)	2,212	2,175	(37)
ADMIN - VOLUNTEER SUPPLIES	178	250	72	253	999	746
ADMIN - MEALS/ENTERTAINMENT/MISC.	0	541	541	221	2,165	1,943
ADMIN - SUBSCRIPTIONS	53	63	10	231	252	21
ADMIN - CONFERENCE FEES & TRAVEL	40	958	918	2,562	3,831	1,269
ADMIN - MINOR EQUIPMENT	0	375	375	228	1,500	1,272
ADMIN - BAD DEBT EXPENSE	0	208	208	0	833	833
ADMIN - OTHER SUPPLIES & EXPENSE	401	1,001	600	1,028	4,006	2,978
EMPLOYER SHARE - EI	21,480	22,691	1,211	92,847	90,765	(2,081)
EMPLOYER SHARE - CPP	54,956	60,277	5,321	235,265	241,107	5,842
EMPLOYER SHARE - MGT PENSION	7,406	11,013	3,607	29,357	44,051	14,694
EMPLOYER SHARE-GENERAL PENSION	58,202	60,621	2,419	224,067	242,484	18,416
EMPLOYER SHARE-NURSING PENSION	24,307	31,546	7,239	102,124	126,182	24,058
N/T PENSION	11,194	(2,070)	(13,264)	48,886	(8,282)	(57,168)
EMPLOYEE BENEFITS-GROUP HEALTH	25,760	26,116	356	100,886	104,463	3,577
WORKERS COMPENSATION	41,307	42,705	1,399	171,599	170,822	(778)
RN EDUCATION FUND	171	0	(171)	682	0	(682)
EDUCATION - SALARIES	0	0	0	4,002	0	(4,002)
EDUCATION - SUPPLIES	0	0	0	58	0	(58)
EDUC - SEMINARS/COURSES/WORKSHOPS	0	5,315	5,315	0	19,262	19,262
EDUCATION - STUDY GRANTS	0	1,833	1,833	(181)	7,333	7,514
EDUC - CONFERENCES/TRAVEL	66	1,000	934	4,213	6,000	1,787
Total Administration	314,230	328,754	14,524	1,290,857	1,321,193	30,336

**YORK CARE CENTRE INC.  
CURRENT MONTH AND YTD EXPENSE ANALYSIS - Detailed for CEO  
MONTH ENDING 7/31/2023**

DESCRIPTION	Current Month	Current Month	Current Month	YTD	YTD	YTD Variance
	Actual	Budget	Actual vs Budget	Actual	Budget	Actual vs Budget
Care Services						
NURSING - SALARIES	33,585	37,075	3,490	152,114	148,299	(3,815)
NURSING - RN SALARIES	140,811	173,315	32,504	654,205	693,261	39,056
NURSING - LPN SALARIES	164,046	181,982	17,937	636,772	727,930	91,157
NURSING - RA SALARIES	403,421	403,837	416	1,547,723	1,615,348	67,625
NURSING - REHAB SALARIES	9,973	11,110	1,137	42,219	44,439	2,219
NURSING - CONTRACTED CARE STAFF	13,342	0	(13,342)	29,894	0	(29,894)
NURSING SUPPLIES - PERSONAL CARE	2,338	1,954	(384)	9,489	7,818	(1,671)
NURSING SUPPLIES - FALL REDUCTION	276	1,764	1,488	276	7,055	6,779
NURSING - MEDICAL SUPPLIES	8,475	6,803	(1,672)	34,041	27,210	(6,831)
NURSING - DRUGS & MEDICINE	647	147	(500)	1,015	587	(428)
NURSING - INFECTION CONTROL	84	1,769	1,685	656	7,075	6,419
NURSING - INCONTINENT SUPPLIES	15,375	10,621	(4,753)	50,381	42,486	(7,896)
NURSING - OFFICE SUPPLIES	836	0	(836)	1,426	0	(1,426)
NURSING FEES-MEDICAL STAFF	1,700	1,700	0	6,800	6,800	0
NURSING - PURCHASED SERVICES	35	552	518	81	2,208	2,128
NURSING - RESEARCH	858	1,250	392	3,433	5,000	1,567
RESEARCH - CIRA CONTRIBUTION	3,750	3,750	0	15,000	15,000	0
NURSING - RECRUITMENT	982	168	(814)	1,438	672	(766)
NURSING - MINOR EQUIPMENT	0	1,544	1,544	6,826	6,176	(651)
NURSING - MISC. & COURIER	1,314	1,039	(274)	6,036	4,157	(1,879)
PASTORAL SALARIES	1,620	2,267	647	8,820	9,067	247
PASTORAL - SUPPLIES	10	65	55	144	260	116
PASTORAL - TRAVEL	0	25	25	0	101	101
PASTORAL - MISCELLANEOUS	0	83	83	0	333	333
RECREATION - SALARIES	19,082	24,289	5,207	92,004	97,157	5,154
RECREATION - SUPPLIES	2,596	1,346	(1,250)	9,114	5,384	(3,730)
RECREATION - EDUCATION & RESOURCES	0	118	118	0	470	470
RECREATION - FOOD/BEVERAGES	0	325	325	212	1,300	1,088
RECREATION - MINOR EQUIPMENT	1,831	545	(1,286)	1,831	2,178	347
<b>Total Care Services</b>	<b>826,986</b>	<b>869,443</b>	<b>42,457</b>	<b>3,311,949</b>	<b>3,477,771</b>	<b>165,822</b>
Operations						
FOOD SERVICES - SALARIES	102,106	104,605	2,498	419,473	418,418	(1,055)
FOOD SERVICE - THICKENS	1,859	1,933	74	7,597	7,733	136
FOOD SERVICE - SUPPLEMENTS	2,648	2,088	(560)	11,543	8,350	(3,193)
FOOD SERVICE - CLEANING SUPPLIES	2,056	2,655	598	3,865	10,618	6,753
FOOD SERVICE - FOOD	70,174	72,192	2,018	298,254	288,768	(9,486)
FOOD SERVICE - PAPER/DISP. SUPPLY	6,284	4,651	(1,634)	23,116	18,602	(4,514)
FOOD SERVICES - SMALL WARES/CUTLERY/EQUIP.	(26)	1,060	1,087	3,939	4,240	301
FOOD SERVICE - CAFE Food & supplies	3,784	3,392	(392)	14,281	13,567	(714)

**YORK CARE CENTRE INC.  
CURRENT MONTH AND YTD EXPENSE ANALYSIS - Detailed for CEO  
MONTH ENDING 7/31/2023**

DESCRIPTION	Current Month		YTD		YTD		YTD Variance Actual vs Budget
	Actual	Budget	Actual	Budget	Actual	Budget	
FOOD SERVICES RECRUITMENT	117	0	117	0	(117)	0	(117)
FOOD SERVICE - MINOR EQUIP	213	417	4,332	1,667	204	1,667	(2,665)
FOOD SERVICES - MISCELLANEOUS	0	292	83	1,167	292	1,167	1,084
LAUNDRY - SALARIES	19,447	22,621	84,343	90,482	3,174	90,482	6,139
LAUNDRY - GENERAL SUPPLIES	5,064	2,914	16,067	11,656	(2,150)	11,656	(4,411)
LAUNDRY - LINEN REPLACEMENT	(1,703)	4,130	5,673	16,521	5,833	16,521	10,848
LAUNDRY - MATTRESSES	0	475	0	1,900	475	1,900	1,900
LAUNDRY-FEES-PURCHASED SERVICE	0	500	0	2,000	500	2,000	2,000
LAUNDRY-OTHER SUPPLIES & EXPEN	0	0	0	0	0	0	(975)
HOUSEKEEPING - SALARIES	87,151	89,199	363,792	356,794	2,047	356,794	(6,998)
JOB UNLIMITED SALARIES	1,779	2,083	7,203	8,333	305	8,333	1,130
HOUSEKEEPING - GENERAL SUPPLIES	10,130	4,408	27,165	17,630	(5,723)	17,630	(9,535)
HOUSEKEEPING-SUPPLIES-CLEANING	1,177	2,500	1,615	10,000	1,323	10,000	8,385
HOUSEKEEPING-OTHER SUP & EXPEN	35	0	144	0	(35)	0	(144)
MAINT - SALARIES	21,422	26,509	100,331	106,035	5,087	106,035	5,705
MAINT-SUPPLIES-GENERAL	0	558	254	2,233	558	2,233	1,979
MAINT. - TELEPHONE (DATA)	1,073	968	4,506	3,871	(105)	3,871	(635)
MAINT. - TELEPHONE (VOICE)	2,763	2,053	12,974	8,211	(710)	8,211	(4,763)
MAINT - CABLE	3,982	3,921	15,928	15,685	(61)	15,685	(244)
MAINT - FUEL & HEATING	10,325	18,771	54,020	75,085	8,446	75,085	21,065
MAINT - ELECTRICITY	43,192	40,148	141,109	160,593	(3,043)	160,593	19,484
MAINT - WATER & SEWAGE	4,192	4,192	16,767	16,767	0	16,767	0
MAINT - INSURANCE (BLDNG & VEHICLE)	6,187	6,187	24,795	24,748	0	24,748	(46)
MAINT - R&M PARTS & MISCELLANEOUS	10,038	19,566	45,768	78,265	9,528	78,265	32,496
MAINT - PURCHASED SERVICES	13,682	7,264	36,458	29,056	(6,418)	29,056	(7,403)
MAINT - VEHICLE EXPENSE	218	999	805	3,997	781	3,997	3,192
MAINT - VEHICLE EXPENSE BUS	1,109	0	2,086	0	(1,109)	0	(2,086)
MAINT - VEHICLE EXPENSE VAN	0	0	358	0	0	0	(358)
MAINT - PROPERTY TAX	56,608	56,608	226,432	226,432	(0)	226,432	(0)
MAINT - VEHICLE FUEL	449	417	1,245	1,667	(33)	1,667	422
MAINT - BUS FUEL	263	0	687	0	(263)	0	(687)
MAINT - VAN FUEL	0	0	93	0	0	0	(93)
MAINT - GROUNDS MAINTENANCE	21	0	6,632	0	(21)	0	(6,632)
MAINT - SNOW PLOWING	0	1,499	(0)	5,996	1,499	5,996	5,996
MAINT - PEST CONTROL	1,136	167	2,852	667	(970)	667	(2,185)
MAINT - MONITORING & ALARM SYS	102	417	203	1,667	315	1,667	1,463
MAINT - CONTRACTED SERVICES	3,222	2,632	14,130	10,526	(590)	10,526	(3,603)
SUPPORT SERVICES RECRUITMENT	0	0	243	0	0	0	(243)
MAINT - MINOR EQUIPMENT	6,686	1,634	29,157	6,537	(5,052)	6,537	(22,620)
MAINT - MISCELLANEOUS	0	333	259	1,333	333	1,333	1,074
OPERS - SALARIES	19,267	26,399	88,506	105,594	7,131	105,594	17,088
OPERS - CONSULTING FEES	0	333	0	1,333	333	1,333	1,333

**YORK CARE CENTRE INC.  
CURRENT MONTH AND YTD EXPENSE ANALYSIS - Detailed for CEO  
MONTH ENDING 7/31/2023**

DESCRIPTION	Current Month	Current Month	Curr Month Variance		YTD	YTD	YTD Variance
	Actual	Budget	Actual	vs Budget	Actual	Budget	Actual vs Budget
ADMIN - CONSULTING FEES	5,198	0	(5,198)		25,733	0	(25,733)
OPERS - COMPUTER HARDWARE	288	3,927	3,639		9,286	15,709	6,423
OPERS - COMPUTER SUPPLIES	1,825	1,384	(441)		6,513	5,537	(976)
OPERS - COMPUTER SOFTWARE	2,378	3,089	711		9,889	12,356	2,467
OPERS - STAFF SCHEDULE CARE	1,180	1,259	79		4,721	5,038	317
OPERS - COMPUTER SUPPORT (IT)	3,831	3,187	(644)		16,680	12,748	(3,932)
OPERS - PROMOTIONS COMM & WEBSITE	0	2,083	2,083		433	8,333	7,901
OPERS - COMMUNITY EVENTS	1,320	0	(1,320)		1,404	0	(1,404)
OPERS - GET INSPIRED COMMITTEE	205	1,667	1,461		4,288	6,667	2,378
OPERS - RECRUITMENT	29	209	180		832	835	3
Total Operations	534,485	560,492	26,007		2,199,948	2,241,967	42,019
Mortgage / Loan Payments							
DEPRECIATION	226,685	228,140	1,454		906,741	912,558	5,817
TOWER (17.2M) - INTEREST	17,631	17,631	0		70,524	70,525	0
MAJOR REFURBISHMENT 05-07 (2.6M) - INTEREST	2,035	2,035	(0)		8,140	8,140	(0)
MAJOR REFURBISHMENT 05-07 (10M) - INTEREST	5,691	5,691	0		22,764	22,764	0
MAJOR REFURB.- ALLEN (6.1M) - INTEREST	5,479	5,479	(0)		21,917	21,917	(0)
CMHC MORTGAGE DIXON -INTEREST	282	282	0		1,129	1,130	0
Total Mortgage / Loan Payments	257,804	259,258	1,454		1,031,216	1,037,033	5,818
<b>TOTAL EXPENSES</b>	<b>1,933,504</b>	<b>2,017,947</b>	<b>84,443</b>		<b>7,833,970</b>	<b>8,077,964</b>	<b>243,994</b>

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)
TOTAL CURRENT ASSETS	<u>331,502</u>	<u>382,456</u>	<u>(50,954)</u>
<b>RESTRICTED CASH AND DEPOSITS</b>			
REPLACEMENT RESERVE FUND	264,088	259,995	4,093
DEFERRED VACANCY SUBSIDY	44,472	44,285	187
TOTAL RESTRICTED CASH & DEPOSITS	<u>308,559</u>	<u>304,280</u>	<u>4,280</u>
<b>FIXED ASSETS</b>			
BUILDING & LAND 91 SUNSET DR	518,208	518,208	0
BUILDING & LAND 95 SUNSET DR	516,127	516,127	0
BUILDING & LAND 120 SUNSET DR	973,166	973,166	0
BUILDING & LAND 116 SUNSET DR PROJECT#2	1,333,457	1,333,457	0
BUILDING & LAND 116 SUNSET DR	2,062,837	2,062,837	0
BUILDING IMPROVEMENTS & EQUIPMENT	921,623	921,623	0
ACCUMULATED DEPRECIATION	(4,233,060)	(4,218,485)	(14,574)
TOTAL FIXED ASSETS	<u>2,092,358</u>	<u>2,106,932</u>	<u>(14,574)</u>
TOTAL ASSETS	<u><u>2,732,419</u></u>	<u><u>2,793,668</u></u>	<u><u>(61,249)</u></u>
<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)
TOTAL CURRENT LIABILITIES	<u>93,720</u>	<u>158,671</u>	<u>(64,950)</u>
<b>LONG TERM DEBT</b>			
MORTGAGE 116 SUNSET DRIVE	1,642,029	1,652,780	(10,751)
TOTAL LONG TERM LIABILITIES	<u>1,642,029</u>	<u>1,652,780</u>	<u>(10,751)</u>
<b>DEFERRED CONTRIBUTIONS</b>			
DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS	4,335	4,502	(167)
TOTAL DEFERRED	<u>4,335</u>	<u>4,502</u>	<u>(167)</u>
<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
TOTAL EQUITY	<u>992,335</u>	<u>977,716</u>	<u>14,620</u>
TOTAL LIABILITIES & FUND BALANCES	<u><u>2,732,419</u></u>	<u><u>2,793,668</u></u>	<u><u>(61,249)</u></u>

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 CONTOL	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	

YDIDAT YORK DEVELOPMENT INC  
INCOME STATEMENT - SUPPORTIVE HOUSING  
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	18,415	18,081	334	71,814	75,007	(3,193)
SD RENT SUPPLEMENT	11,104	11,104	0	41,734	41,734	0
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 - CARE HOURS OTHERS	1,000	221	779	2,820	883	1,937
REVENUE - TENANT SERVICES	20,925	20,430	495	78,564	79,985	(1,421)
AMORT OF FORGIVEABLE LOAN	4,771	4,771	0	19,083	19,083	0
RECOVERY - PROJECT WORKERS	5,376	0	5,376	13,270	0	13,270
<b>TOTAL REVENUE</b>	<b>75,601</b>	<b>63,911</b>	<b>11,690</b>	<b>282,818</b>	<b>253,909</b>	<b>28,909</b>
<b>OPERATING EXPENSES</b>						
<b>WAGES &amp; BENEFITS</b>						
SALARIES	27,974	21,298	(6,675)	108,885	85,193	(23,692)
BENEFITS	2,389	2,534	145	9,840	10,136	295
TRAVEL EXPENSES	20	0	(20)	20	0	(20)
	<b>30,382</b>	<b>23,832</b>	<b>(6,550)</b>	<b>118,745</b>	<b>95,329</b>	<b>(23,416)</b>
<b>TENANT SUPPORT COSTS</b>						
FOOD COST	4,467	5,098	630	17,654	20,390	2,736
	<b>4,467</b>	<b>5,098</b>	<b>630</b>	<b>17,654</b>	<b>20,390</b>	<b>2,736</b>
<b>MAINTENANCE</b>						
ELECTRICITY	4,235	4,806	572	16,963	19,225	2,262
ELEVATOR SERVICE / INSPECTION	189	226	37	742	903	162
GARBAGE REMOVAL	228	207	(21)	899	827	(72)
PEST CONTROL	58	58	(0)	278	233	(45)
ALARMS AND MONITORING	33	159	126	134	637	504
TENANT SPECIAL OCCASIONS	68	167	99	478	667	189
CABLE TV	23	50	27	93	200	107
INSURANCE	1,037	1,019	(17)	4,146	4,077	(69)
TELEPHONES	0	183	183	0	733	733
PROPERTY TAXES	1,812	1,813	0	7,250	7,250	0
REPAIRS & MAINTENANCE	1,339	1,500	161	5,234	6,000	766
REPLACEMENT RESERVE - R&M	2,389	583	(1,806)	2,389	2,333	(56)
SECURITY	1,389	1,389	(0)	5,555	5,555	(0)
GROUDS MAINTENANCE	0	213	213	(0)	850	850
SUPPLIES EXPENSE	349	528	179	2,010	2,112	102
MINOR EQUIPMENT & FURNISHINGS	0	83	83	1,298	333	(965)
WATER & SEWAGE	321	321	0	1,285	1,285	0
	<b>13,471</b>	<b>13,305</b>	<b>(165)</b>	<b>48,754</b>	<b>53,222</b>	<b>4,468</b>
<b>ADMINISTRATION</b>						
ADMINISTRATION CHARGE	3,428	3,428	0	13,713	13,713	0
BOARD EXPENSES	0	29	29	0	115	115
ADVERTISING	0	42	42	204	167	(37)
AUDIT EXPENSE	298	242	(57)	1,193	967	(226)
BANK & INTEREST CHARGES	71	75	4	293	300	7
LOAN INTEREST EXPENSE	5,356	5,357	0	21,426	21,426	0
MEMBERSHIP FEES / DUES	55	113	58	221	454	233
LEGAL FEES	0	500	500	0	2,000	2,000
MISCELLANEOUS EXPENSE	63	42	(21)	235	167	(68)
PRINTING & OFFICE SUPPLIES	0	128	128	0	511	511
	<b>9,272</b>	<b>9,955</b>	<b>683</b>	<b>37,284</b>	<b>39,819</b>	<b>2,535</b>
<b>CAPITAL</b>						
DEPRECIATION	13,175	11,723	(1,452)	52,699	46,892	(5,807)
	<b>13,175</b>	<b>11,723</b>	<b>(1,452)</b>	<b>52,699</b>	<b>46,892</b>	<b>(5,807)</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>70,767</b>	<b>63,913</b>	<b>(6,854)</b>	<b>275,136</b>	<b>255,651</b>	<b>(19,485)</b>
<b>NET EARNINGS (LOSS) FOR PERIOD</b>	<b>4,834</b>	<b>(2)</b>	<b>4,836</b>	<b>7,682</b>	<b>(1,743)</b>	<b>9,424</b>
LESS: TRANSFER TO						
REPLACEMENT RESERVE	1,500	/mth		18,000	/year	
VACANCY LOSS - SUPPORTIVE	266	/mth		3,192	/year	

YDIDAT YORK DEVELOPMENT INC  
INCOME STATEMENT - YDI  
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	44,914	44,240	674	178,401	176,961	1,440
TENANT SUBSIDY	(1,975)	(2,087)	112	(7,900)	(8,348)	448
WASHER & DRYER REVENUES	911	925	(14)	3,642	3,700	(58)
AMORTIZATION OF DEFERRED CONTRI	1,345	1,345	(0)	5,380	5,380	(0)
RECOVERY PROJECT WORKERS	0	900	(900)	0	2,700	(2,700)
<b>TOTAL REVENUE</b>	<b>45,195</b>	<b>45,323</b>	<b>(128)</b>	<b>179,523</b>	<b>180,393</b>	<b>(870)</b>
<b>OPERATING EXPENSES</b>						
<b>WAGES &amp; BENEFITS</b>						
SALARIES	5,915	8,208	2,293	25,291	30,416	5,125
BENEFITS	538	556	18	2,308	2,226	(82)
TRAVEL EXPENSE	96	83	(13)	306	333	28
STAFF DEVELOPMENT	0	67	67	0	267	267
	<b>6,549</b>	<b>8,914</b>	<b>2,365</b>	<b>27,904</b>	<b>33,242</b>	<b>5,337</b>
<b>MAINTENANCE</b>						
ELECTRICITY	2,416	2,396	(20)	9,785	9,583	(202)
ELEVATOR SERVICE / INSPECTION	207	230	23	783	922	138
GARBAGE REMOVAL	629	572	(58)	2,485	2,287	(198)
PEST CONTROL	157	152	(5)	630	608	(22)
ALARMS AND MONITORING	434	288	(146)	1,215	1,150	(65)
INSURANCE	2,955	2,905	(50)	11,820	11,620	(200)
PHONE	166	160	(5)	697	642	(56)
PROPERTY TAXES	4,393	4,393	(0)	17,571	17,571	(0)
REPAIRS & MAINTENANCE	386	3,053	2,666	6,908	12,210	5,302
REPLACEMENT RESERVE - R&M	3,223	1,531	(1,692)	3,223	6,124	2,901
SECURITY	3,241	3,241	(0)	12,963	12,962	(0)
GROUNDS MAINTENANCE	31	638	606	127	2,551	2,424
SUPPLIES EXPENSE	193	92	(101)	540	367	(173)
MINOR EQUIPMENT & FURNISHINGS	0	425	425	0	1,700	1,700
WATER & SEWAGE	929	929	0	3,716	3,717	1
	<b>19,360</b>	<b>21,003</b>	<b>1,643</b>	<b>72,462</b>	<b>84,013</b>	<b>11,551</b>
<b>ADMINISTRATION</b>						
ADMINISTRATION CHARGES	12,287	12,287	0	49,149	49,149	0
BOARD EXPENSES	0	93	93	0	373	373
ADVERTISING	0	42	42	0	167	167
AUDIT EXPENSE	511	511	0	2,044	2,044	0
BANK INTEREST & CHARGES	0	17	17	0	67	67
BAD DEBT EXPENSE	0	42	42	0	167	167
MEMBERSHIP FEES / DUES	0	146	146	0	586	586
LEGAL FEES	0	0	0	0	8,000	8,000
MISCELLANEOUS EXPENSE	0	83	83	0	333	333
PRINTING & OFFICE SUPPLIES	0	273	273	85	1,091	1,006
	<b>12,798</b>	<b>13,494</b>	<b>696</b>	<b>51,278</b>	<b>61,976</b>	<b>10,698</b>
<b>CAPITAL</b>						
-	0	0	0	0	0	0
DEPRECIATION	1,400	1,431	31	5,599	5,723	124
	<b>1,400</b>	<b>1,431</b>	<b>31</b>	<b>5,599</b>	<b>5,723</b>	<b>124</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>40,107</b>	<b>44,843</b>	<b>4,735</b>	<b>157,243</b>	<b>184,954</b>	<b>27,711</b>
<b>NET EARNINGS (LOSS) FOR PERIOD</b>	<b>5,088</b>	<b>481</b>	<b>4,607</b>	<b>22,280</b>	<b>(4,561)</b>	<b>26,841</b>
NET EARNINGS (LOSS) SUPPORTIVE				7,682	(1,743)	
NET EARNINGS (LOSS) ADULT DAY PROG				2,685	466	
<b>CONSOLIDATED EARNINGS (LOSS)</b>				<b>32,647</b>	<b>(5,838)</b>	
LESS: TRANSFER TO REPLACEMENT RESERVE	3,531 /mth			42,372 /year		

YDIDAT YORK DEVELOPMENT INC  
 INCOME STATEMENT - ADULT DAY PROGRAM  
 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>						
REVENUE - ADP- SD	5,899	9,590	(3,692)	23,336	38,360	(15,025)
REVENUE - ADP - CLIENT	3,905	3,060	845	14,420	12,240	2,180
AMORT. OF DEFERRED CONTRIB-ADP	167	167	0	667	667	0
MISCELLANEOUS INCOME - ADP	2,580	2,261	319	10,320	9,044	1,276
<b>TOTAL REVENUE</b>	<b>12,550</b>	<b>15,078</b>	<b>(2,528)</b>	<b>48,742</b>	<b>60,311</b>	<b>(11,569)</b>
<b>OPERATING EXPENSES</b>						
<b>WAGES &amp; BENEFITS</b>						
SALARIES	8,144	9,730	1,587	32,536	38,922	6,386
PROJECT WORKERS SALARIES - ADP	0	0	0	32	0	(32)
BENEFITS	913	1,122	209	3,691	4,488	798
STAFF DEVELOPMENT - ADP	0	42	42	0	167	167
	<b>9,057</b>	<b>10,894</b>	<b>1,837</b>	<b>36,258</b>	<b>43,577</b>	<b>7,318</b>
<b>PROGRAM SUPPORT COSTS</b>						
FOOD - ADP	890	1,734	844	3,398	6,937	3,539
SUPPLIES EXPENSE - ADP	486	714	228	1,700	2,856	1,157
MINOR EQUIP & FURNISHINGS - ADP	0	83	83	1,701	333	(1,368)
TRAVEL EXPENSE - ADP	68	0	(68)	232	0	(232)
MISCELLANEOUS EXP. - ADP	0	83	83	16	333	318
REPAIRS & MAINTENANCE - ADP	0	0	0	25	0	(25)
ADVERTISING - ADP	0	167	167	0	667	667
	<b>1,444</b>	<b>2,782</b>	<b>1,337</b>	<b>7,071</b>	<b>11,127</b>	<b>4,055</b>
<b>ADMINISTRATION AND OVERHEAD</b>						
ADMINISTRATIVE CHARGES - ADP	258	258	(0)	1,033	1,033	(0)
PRINTING AND OFFICE SUPPLIES - ADP	0	83	83	0	333	333
BUILDING EXPENSES - ADP	367	860	493	1,468	3,441	1,974
INSURANCE - ADP	57	83	27	227	333	106
	<b>682</b>	<b>1,285</b>	<b>603</b>	<b>2,728</b>	<b>5,141</b>	<b>2,413</b>
<b>CAPITAL</b>						
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>11,183</b>	<b>14,961</b>	<b>3,778</b>	<b>46,058</b>	<b>59,844</b>	<b>13,787</b>
<b>NET EARNINGS (LOSS) FOR PERIOD</b>	<b>1,367</b>	<b>117</b>	<b>1,250</b>	<b>2,685</b>	<b>466</b>	<b>2,218</b>

Aug 18, 2023  
3:00 PM

Centre for Innovation and Research  
BALANCE SHEET  
7/31/2023

	Current Month	Prior Month	Difference
<b><u>ASSETS</u></b>			
CURRENT			
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
TOTAL CURRENT ASSETS	<u>485,836.39</u>	<u>550,107.09</u>	<u>(64,270.70)</u>
CAPITAL ASSETS			
EQUIPMENT AND FURNITURE	16,186.37	16,186.37	0.00
ACCUMULATED DEPRECIATION	<u>(11,951.68)</u>	<u>(11,745.08)</u>	<u>(206.60)</u>
	4,234.69	4,441.29	(206.60)
TOTAL ASSETS	<u><u>490,071.08</u></u>	<u><u>554,548.38</u></u>	<u><u>(64,477.30)</u></u>
<b><u>LIABILITIES</u></b>			
CURRENT			
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	<u>410,246.12</u>	<u>448,646.24</u>	<u>(38,400.12)</u>
TOTAL CURRENT	<u>460,553.64</u>	<u>527,318.38</u>	<u>(66,764.74)</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	<u>7,854.57</u>	<u>5,567.13</u>	<u>2,287.44</u>
TOTAL FUNDS	<u>29,517.44</u>	<u>27,230.00</u>	<u>2,287.44</u>
TOTAL LIABILITIES & FUNDS	<u><u>490,071.08</u></u>	<u><u>554,548.38</u></u>	<u><u>(64,477.30)</u></u>

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

	CURRENT MONTH	BUDGET MONTH	ACTUAL VS BUDGET	ACTUAL YTD	BUDGET YTD	ACTUAL VS BUDGET
<b>REVENUE</b>						
GENERAL CONTRIBUTIONS	3,750	3,750	0	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>

**Centre for Innovation and Research**  
**CURRENT MONTH AND YTD EXPENSE ANALYSIS - Detailed for CEO**  
**MONTH ENDING 7/31/2023**

DESCRIPTION	Current Month	Current Month	Curr Month	YTD	YTD	YTD Variance
	Actual	Budget	Actual vs Budget	Actual	Budget	Actual vs Budget
<b>OPERATING REVENUE AND EXPENSES</b>						
ADMINISTRATION - REVENUE						
REVENUE - YMI	(3,750)	(3,750)	0	(15,000)	(15,000)	0
REVENUE - INTEREST INCOME	(2,419)	(600)	1,819	(9,589)	(2,400)	7,189
REVENUE - PROJECT WORKER	(1,257)	(1,400)	(143)	(6,283)	(4,200)	2,083
TOTAL ADMINISTRATION REVENUE	(7,426)	(5,750)	1,676	(30,872)	(21,600)	9,272
ADMINISTRATION - EXPENSES						
SALARY & BENEFITS EXPENSE	26,911	34,819	7,908	126,049	139,276	13,227
STAFF CHARGED TO PROJECTS	(26,911)	(34,819)	(7,908)	(126,049)	(139,276)	(13,227)
PROJECT WORKER EXPENSE	1,257	1,400	143	6,286	4,200	(2,086)
ADMINISTRATION CHARGES	2,746	2,746	0	10,984	10,984	0
OFFICE SPACE COSTS	301	325	24	1,089	1,298	209
LOCAL TRAVEL EXPENSE	0	33	33	0	133	133
MEALS AND ENTERTAINMENT	0	29	29	0	117	117
TRAVEL CONFERENCES (NON-PROJECT)	0	125	125	0	500	500
OFFICE & COMPUTER SUPPLIES	0	83	83	460	333	(127)
MINOR EQUIPMENT	0	63	63	0	250	250
MISCELLANEOUS	0	13	13	897	935	38
IT SUPPORT	0	42	42	12	167	155
AUDIT EXPENSE	612	612	0	2,446	2,446	0
DEPRECIATION EXPENSE	207	207	(0)	826	826	(0)
TOTAL ADMINISTRATION EXPENSES	5,121	5,676	555	23,000	22,190	(810)
NET EARNINGS (LOSS)	2,305	74	(2,231)	7,872	(590)	(8,461)
SYMPOSIUM - REVENUE						
TOTAL SYMPOSIUM REVENUE	0	0	0	0	0	0
SYMPOSIUM - EXPENSES						
SYMPOSIUM EXPENSES	17	0	(17)	17	0	(17)
TOTAL SYMPOSIUM EXPENSES	17	0	(17)	17	0	(17)
NET EARNINGS (LOSS)	(17)	0	17	(17)	0	17
IMPROVE IMMUNIZATION PROJECT - REVENUE						
REV-GNB IMPROVE IMMUNIZATIONS	0	0	0	(12,503)	(12,503)	0
TOTAL IMPROVE IMMUNIZATION - REVENUE	0	0	0	(12,503)	(12,503)	0
IMPROVE IMMUNIZATION PROJECT - EXPENSES						
IMPROVE IMMUNIZ - SALARIES & BENEFITS	0	0	0	11,417	11,532	114
IMPROVE IMMUNIZ - SUPPLIES	0	0	0	114	0	(114)
IMPROVE IMMUNIZ - RENT & UTILITIES	0	0	0	971	971	0

**Centre for Innovation and Research**  
**CURRENT MONTH AND YTD EXPENSE ANALYSIS - Detailed for CEO**  
**MONTH ENDING 7/31/2023**

DESCRIPTION	Current Month	Current Month	Curr Month Variance	YTD	YTD	YTD Variance
	Actual	Budget	Actual vs Budget	Actual	Budget	Actual vs Budget
TOTAL IMPROVE IMMUNIZATION - EXPENSES	0	0	0	12,503	12,503	0
NET EARNINGS (LOSS)	0	0	0	0	0	0
POLYPHARMACY APP PHASE 2 PROJECT - REVENUE	(835)	(7,172)	(6,337)	(3,337)	(28,689)	(25,352)
REV-GNB POLYPHARM APP PHASE 2	(835)	(7,172)	(6,337)	(3,337)	(28,689)	(25,352)
TOTAL POLYPHARMACY APP PHASE 2 - REVENUE						
POLYPHARMACY APP PHASE 2 PROJECT - EXPENSES	729	3,576	2,847	2,914	14,304	11,390
POLYPHARM APP2 - SALARIES & BENEFITS	70	2,917	2,847	276	11,667	11,391
POLYPHARM APP2 - PROFESSIONAL & TECHNICAL	24	0	(24)	95	0	(95)
POLYPHARM APP2 - SUPPLIES	0	667	667	0	2,667	2,667
POLYPHARM APP2 - TRAVEL & CONFERENCES	13	13	0	52	52	0
POLYPHARM APP2 - Rent & Utilities	835	7,172	6,337	3,337	28,689	25,352
TOTAL POLYPHARMACY APP PHASE 2 - EXPENSES						
NET EARNINGS (LOSS)	0	0	0	0	0	0
RECONNECTING WITH GENIE - REVENUE PROJECT	(13,028)	(16,679)	(3,651)	(57,993)	(66,717)	(8,724)
REV - GNB GENIE	(13,028)	(16,679)	(3,651)	(57,993)	(66,717)	(8,724)
TOTAL RECONNECTING WITH GENIE - REVENUE						
RECONNECTING WITH GENIE PROJECT - EXPENSES	11,041	15,721	4,680	49,985	62,883	12,898
GENIE - SALARIES & BENEFITS	140	0	(140)	1,101	0	(1,101)
GENIE - PROFESSIONAL & TECHNICAL	889	0	(889)	2,210	0	(2,210)
GENIE - TRAVEL & CONFERENCE	0	0	0	863	0	(863)
GENIE - MISC	958	958	0	3,833	3,833	0
GENIE - RENT & UTILITIES	13,028	16,679	3,651	57,993	66,717	8,724
TOTAL RECONNECTING WITH GENIE - EXPENSES						
NET EARNINGS (LOSS)	0	0	0	0	0	0
PASSIVELY MONITORING PROJECT - REVENUE	(11,585)	(13,646)	(2,061)	(54,742)	(54,583)	160
REV - GNB PASSIVE AWARE	(11,585)	(13,646)	(2,061)	(54,742)	(54,583)	160
TOTAL PASSIVELY MONITORING - REVENUE						
PASSIVELY MONITORING PROJECT - EXPENSES	8,682	7,971	(711)	48,095	31,883	(16,212)
PASSIVE AWARE - SALARIES & BENEFITS	262	167	(95)	951	667	(284)
PASSIVE AWARE - PROFESSIONAL & TECHNICAL	1,716	0	(1,716)	1,716	0	(1,716)
PASSIVE AWARE - EQUIPMENT	0	0	0	50	0	(50)
PASSIVE AWARE - SUPPLIES	0	0	0	231	0	(231)
PASSIVE AWARE - TRAVEL & CONFERENCE	0	4,583	4,583	0	18,333	18,333
PASSIVE AWARE - MISC	925	925	0	3,700	3,700	0
PASSIVE AWARE - RENT & UTILITIES						

**Centre for Innovation and Research**  
**CURRENT MONTH AND YTD EXPENSE ANALYSIS - Detailed for CEO**  
**MONTH ENDING 7/31/2023**

DESCRIPTION	Current Month	Current Month	Curr Month Variance		YTD	YTD	YTD Variance
	Actual	Budget	Actual vs Budget	Budget	Actual	Budget	Actual vs Budget
TOTAL PASSIVELY MONITORING - EXPENSES	11,585	13,646	2,061	54,742	54,583	(160)	
NET EARNINGS (LOSS)	0	0	0	0	0	0	0
PASSIVE AWARE AT HOME PROJECT - REVENUE	(3,791)	(4,167)	(375)	(14,822)	(16,667)	(1,845)	
REV - SPARK- PASSIVE AWARE AT HOME	(3,791)	(4,167)	(375)	(14,822)	(16,667)	(1,845)	
TOTAL PASSIVE AWARE AT HOME - REVENUE							
PASSIVE AWARE AT HOME PROJECT - EXPENSES	1,953	3,292	1,339	9,880	13,167	3,286	
PASSIVE AWARE AT HOME- SALARIES & BENEFITS	122	250	128	2,967	1,000	(1,967)	
PASSIVE AWARE AT HOME- PROFESSIONAL & TECH	1,716	250	(1,466)	1,716	1,000	(716)	
PASSIVE AWARE AT HOME- EQUIPMENT	0	125	125	258	500	242	
PASSIVE AWARE AT HOME- SUPPLIES	0	250	250	0	1,000	1,000	
PASSIVE AWARE AT HOME- TRAVEL & CONF	3,791	4,167	375	14,822	16,667	1,845	
TOTAL PASSIVE AWARE AT HOME - EXPENSES							
NET EARNINGS (LOSS)	0	0	0	0	0	0	0
A DAY IN THE LIFE PROJECT - REVENUE	(6,584)	(4,167)	2,418	(24,334)	(16,667)	7,668	
REV - SPARK- A DAY IN THE LIFE	(6,584)	(4,167)	2,418	(24,334)	(16,667)	7,668	
TOTAL A DAY IN THE LIFE - REVENUE							
A DAY IN THE LIFE PROJECT - EXPENSES	4,353	2,417	(1,937)	7,103	9,667	2,564	
A DAY IN THE LIFE- SALARIES & BENEFITS	0	1,125	1,125	0	4,500	4,500	
A DAY IN THE LIFE- CONTRACT EMPLOYEES	0	0	0	15,000	0	(15,000)	
A DAY IN THE LIFE- CONSULTING	1,881	250	(1,631)	1,881	1,000	(881)	
A DAY IN THE LIFE- PROFESSIONAL & TECH	350	125	(225)	350	500	150	
A DAY IN THE LIFE- SUPPLIES	0	250	250	0	1,000	1,000	
A DAY IN THE LIFE- TRAVEL & CONF	6,584	4,167	(2,418)	24,334	16,667	(7,668)	
TOTAL A DAY IN THE LIFE - EXPENSES							
NET EARNINGS (LOSS)	0	0	0	0	0	0	0
HEC - ADVANCED CAREGIVER TRAINING - REVENUE	(1,320)	0	1,320	(1,354)	0	1,354	
REV - HEC- ADVANCED CAREGIVER TRAINING	(1,320)	0	1,320	(1,354)	0	1,354	
TOTAL ADVANCED CAREGIVER TRAINING - REVENUE							
HEC - ADVANCED CAREGIVER TRAINING - EXPENSES	1,320	0	(1,320)	1,320	0	(1,320)	
HEC - ADVANCED CAREGIVER TRAINI - SALARIES & BENEFITS	0	0	0	33	0	(33)	
HEC - ADVANCED CAREGIVER TRAIN- SUPPLIES	1,320	0	(1,320)	1,354	0	(1,354)	
TOTAL ADVANCED CAREGIVER TRAINING - EXPENSES							

Centre for Innovation and Research  
**CURRENT MONTH AND YTD EXPENSE ANALYSIS - Detailed for CEO**

**MONTH ENDING 7/31/2023**

DESCRIPTION	Current Month		Curr Month Variance		YTD		YTD Variance	
	Actual	Budget	Actual vs Budget	Budget	Actual	Budget	Actual vs Budget	Actual vs Budget
NET EARNINGS (LOSS)	0	0	0	0	0	0	0	0
PUBLIC HEALTH AGENCY OF CDA - REVENUE								
TOTAL PUBLIC HEALTH AGENCY OF CDA - REVENUE	0	0	0	0	0	0	0	0
PUBLIC HEALTH AGENCY OF CDA - EXPENSES								
TOTAL PUBLIC HEALTH AGENCY OF CDA - EXPENSES	0	0	0	0	0	0	0	0
NET EARNINGS (LOSS)	0	0	0	0	0	0	0	0
BUDGET UNALLOCATED TO PROJECTS - REVENUE								
TOTAL UNALLOCATED TO PROJECTS - REVENUE	0	0	0	0	0	0	0	0
BUDGET UNALLOCATED TO PROJECTS - EXPENSES								
TOTAL UNALLOCATED TO PROJECTS - EXPENSES	0	0	0	0	0	0	0	0
NET EARNINGS (LOSS)	0	0	0	0	0	0	0	0
<b>TOTAL REVENUE</b>	(44,570)	(51,580)	(7,011)	(199,957)	(217,425)	(17,468)		
<b>TOTAL EXPENSES</b>	42,282	51,507	9,225	192,102	218,014	25,912		
<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>		

Aug. 22, 2023  
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YCPDAT YORK COUNTY PROPERTIES  
BALANCE SHEET  
7/31/2023

ASSETS

CURRENT ASSETS

CASH	\$449,170
ACCOUNTS RECEIVABLE	2,045
TOTAL CURRENT ASSETS	<u>\$451,215</u>

LONG-TERM ASSETS

PROPERTY AND EQUIPMENT

YORK FARM	\$7,601
TOTAL PROPERTY AND EQUIPMENT	<u>\$7,601</u>
TOTAL ASSETS	<u><u>\$458,816</u></u>

LIABILITIES

CURRENT LIABILITIES

ACCOUNTS PAYABLE AND ACCRUALS	\$2,045
TOTAL CURRENT LIABILITIES	<u>\$2,045</u>

LONG TERM LIABILITIES

TOTAL LONG TERM LIABILITIES	<u>\$0</u>
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DEFERRED CONTRIBUTIONS

TOTAL DEFERRED	<u>\$0</u>
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FUND BALANCES

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

TOTAL LIABILITIES & FUND BALANCES	<u><u>\$458,816</u></u>
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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
REVENUE						
INTEREST INCOME	2,045	0	2,045	7,666	0	7,666
TOTAL REVENUE	\$2,045	\$0	\$2,045	\$7,666	\$0	\$7,666
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	\$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



## Board of Directors - 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** is a summary of the Board of Directors' accomplishments from the previous year, as well as any issues which were considered / addressed.

**Section 2** is a list of issues which might be of interest / concern to the Committee when planning for the upcoming year.

**Section 3** is a proposed workplan for the Board. This is draft should be discussed at the October meeting of the Board.

### **Section 1 - Issues and Accomplishments from 2022/23**

- Board orientation session
- Bylaws Updated.
- Strategic Plan Refresh completed.
- Committee Terms of Reference updated.
- Code of Ethics and Professional Conduct approved.
- Quality Framework approved.
- Launched international recruitment.
- Return / launch of Foundation events – Gala, Bingo, Breakfast
- Memory Lane Recognition event
- Response to NB Seniors' Advocate Report
- Policy change to permit tenants of independent housing to have home care services.
- Correspondence to DSD regarding management salary funding.
- Monitoring of COVID outbreaks and impact on organization.
- Discussion regarding privacy of resident personal health information.

### **Section 2 - Items to Consider for Upcoming Year.**

- Discussion regarding Director responsibilities and topics for board education / orientation.
- Board evaluation results – avg scores for each element ranged between 73 – 85% - reflecting some variability in opinion. Lowest scores reflect concerns with directors understanding their responsibilities, not being familiar with the organization's goals, not having a level of comfort which would allow members to challenge strategies and plans or to express a difference of opinion, and not being clear on the organization's history and traditions. These results suggest there are two issues – directors' comfort with each other and directors orientation/education is insufficient. There were also concerns that not enough time is available for closed sessions of the board – which on its own raises a concern.
- Understanding of the Policy Governance (Carver) model is varied, as evidenced during board policy review discussions.
- Management will be assessing factors related to our non-profit housing programs. The board may wish to consider how aggressive they wish to be in this market.
- CEO Evaluation methodology – including performance objectives identified in advance.

### Section 3 - Proposed Workplan

Meeting	Date	Reports and Documents
Q1	<ul style="list-style-type: none"> <li>Monday, October 2, 2023 @ 5:30</li> <li>This meeting may need to be rescheduled as it falls on the day that Truth and Reconciliation will be recognized.</li> </ul>	<ul style="list-style-type: none"> <li>Committee Reports</li> <li>Potential to discuss Board Orientation / Education plans.</li> <li>Report from the President and CEO               <ul style="list-style-type: none"> <li>Q1 Operating Plan Progress Report</li> <li>Q1 KPI Dashboard</li> </ul> </li> <li>Report from YCF Chair</li> <li>Review of Annual Workplan</li> <li>Consider new board member appointments</li> </ul>
Q2	<ul style="list-style-type: none"> <li>Monday, December 11, 2023 @ 5:30</li> </ul>	<ul style="list-style-type: none"> <li>Committee Reports</li> <li>Review the NB Seniors Advocate Review of LTC</li> <li>Report from the President and CEO               <ul style="list-style-type: none"> <li>Q2 Operating Plan Progress Report</li> <li>Q2 KPI Dashboard</li> </ul> </li> <li>Presentation of Communication Plan</li> <li>Report from YCF Chair</li> <li>Possible Christmas Event - ?</li> </ul>
Q3	<ul style="list-style-type: none"> <li>Monday, February 19, 2024 @ 5:30</li> <li>This meeting will need to be rescheduled as it falls on the Family Day Stat holiday.</li> </ul>	<ul style="list-style-type: none"> <li>Committee Reports</li> <li>Report from the President and CEO               <ul style="list-style-type: none"> <li>Q3 Operating Plan Progress Report</li> <li>Q3 KPI Dashboard</li> </ul> </li> <li>Review of Potential YCF Projects</li> <li>Report from YCF Chair</li> <li>CEO Performance Review</li> </ul>
March (Budget)	<ul style="list-style-type: none"> <li>Monday, March 25, 2024 @ 5:30</li> </ul>	<ul style="list-style-type: none"> <li>Approval of Annual Budget</li> </ul>
Q4	<ul style="list-style-type: none"> <li>Monday, May 13, 2024 @ 5:30</li> </ul>	<ul style="list-style-type: none"> <li>Committee Reports</li> <li>Report from the President and CEO               <ul style="list-style-type: none"> <li>Q4 Operating Plan Progress Report</li> <li>Q4 KPI Dashboard</li> </ul> </li> <li>Presentation of Risk Management Plan</li> <li>Presentation of Employee Engagement Framework</li> <li>Operating Plan 2024-25</li> <li>Report from YCF Chair</li> </ul>
June	<ul style="list-style-type: none"> <li>Monday, June 17, 2024 @ 5:30</li> </ul>	<ul style="list-style-type: none"> <li>Governance and Audit Committee Report</li> <li>Auditing Process &amp;</li> <li>Appointment of Auditors</li> <li>Board Appointments</li> <li>Board Evaluation</li> <li>Draft Annual Report</li> <li>Presentation on "Becoming a Centre of Excellence"</li> <li>YCF Annual Report</li> <li>Meeting Schedule</li> </ul>
AGM (June)	<ul style="list-style-type: none"> <li>Monday, June 17, 2024</li> </ul>	<ul style="list-style-type: none"> <li>Audited &amp; Unaudited Year End Financial Statements</li> <li>Auditors Report</li> <li>Appointment of Auditors</li> <li>Board Appointments for 24/25</li> <li>Annual Report 2023/24</li> </ul>

2023/2024

## Board & Committee Meeting Schedule

September/October 2023 – 1st Quarter Review				Package Distribution	Committee Chair	Executive Lead(s)
Research & Ethics	Tuesday	5-Sept	4:00	Tues, Aug 29th		Justine
Care Services	Thursday	14-Sept	4:00	Friday, Sept 8th	Lyne St-Pierre-Ellis	Jamie
Finance & Administration	Monday	25-Sept	5:30	Wed, Sept 20th	Pierre LeBlanc	Byard/Shelley/Michel
Governance & Audit	Thursday	28-Sept	5:00	Friday, Sept 22nd	Deborah Wybou	Geri
Board of Directors	Tuesday	03-Oct	5:30	Wed, Sept 27th	Marjorie Belzile	Geri
NOVEMBER/DECEMBER 2023 – 2 <sup>ND</sup> Quarter Review				Package Distribution	Committee Chair	Executive Lead(s)
Research & Ethics	Tuesday	28-Nov	4:00	Wed, Nov 22nd		Justine
Care Services	Thursday	30-Nov	4:00	Friday, Nov 24th	Lyne St-Pierre-Ellis	Jamie
Finance & Administration	Monday	4-Dec	5:30	Wed, Nov 29th	Pierre LeBlanc	Byard/Shelley/Michel
Governance & Audit	Thursday	7-Dec	5:00	Friday, Dec 1st	Deborah Wybou	Geri
Board of Directors	Monday	11-Dec	5:30	Wed, Dec 6th	Marjorie Belzile	Geri
JANUARY/FEBRUARY 2024 – 3 <sup>RD</sup> Quarter Review				Package Distribution	Committee Chair	Executive Lead(s)
Research & Ethics	Tuesday	30-Jan	4:00	Wed, Jan 24th		Justine
Care Services	Thursday	1-Feb	4:00	Friday, Jan 26th	Lyne St-Pierre-Ellis	Jamie
Governance & Audit	Thursday	8-Feb	5:00	Friday, 2nd	Pierre LeBlanc	Geri
Finance & Administration	Monday	12-Feb	5:30	Thursday, Feb 8th	Deborah Wybou	Byard/Shelley/Michel
Board of Directors	Monday	19-Feb	5:30	Wed, Feb 14th	Marjorie Belzile	Geri
MARCH 2024 – Budget Meeting				Package Distribution	Committee Chair	Executive Lead(s)
Finance & Administration	Monday	18-Mar	5:30	Thursday, Mar 14th	Pierre LeBlanc	Byard/Shelley/Michel
Board of Directors	Monday	25-Mar	5:30	Thursday, Mar 21st	Marjorie Belzile	Geri
APRIL/MAY 2024 – 4 <sup>TH</sup> Quarter Review				Package Distribution	Committee Chair	Executive Lead(s)
Research & Ethics	Tuesday	23-Apr	4:00	Wed, April 17th		Justine
Care Services	Thursday	2-May	4:00	Friday, April 26 <sup>th</sup>	Lyne St-Pierre-Ellis	Jamie
Governance & Audit	Thursday	25-Apr	5:00	Thurs, April 18th	Deborah Wybou	Geri
Finance & Administration	Monday	6-May	5:30	Wed, May 1st	Pierre LeBlanc	Byard/Shelley/Michel
Board of Directors	Monday	13-May	5:30	Wed, May 8th	Marjorie Belzile	Geri
JUNE 2024				Package Distribution	Committee Chair	Executive Lead(s)
Governance & Audit	Monday	10-Jun	5:00	Thursday, June 6th	Deborah Wybou	Geri
Board of Directors	Monday	24-Jun	5:30	Thursday, June 20th	Marjorie Belzile	Geri
Annual General Meeting	Monday	24-Jun	6:30	Thursday, June 20th	Marjorie Belzile	Geri

**York Care Centre – Board of Directors - 2023-2024**

**Board and Committee Membership**

**Board of Directors 2023 - 2024**

- Marjorie Belzile – Chair
- Lyne St-Pierre-Ellis – Past Chair; Chair of Care Services Committee, Member – Finance, Governance
- Pierre LeBlanc – Treasurer & Chair of Finance and Administration Committee
- Wayne Snowdon – Secretary
- Deborah Wybou – Chair of Governance and Audit Committee, Member, Finance
- Martin Ferguson – Member, Finance
- Doug Holt – Member, Finance, Care
- Brenda Bossé – Member- Research, Finance
- Andrea Seymour – Member – Care, Governance
- Tracey Burkhardt – Member - Research
- Hector Losier – non-voting – representative of York Care Foundation Board
- Geri Geldart, CEO (ex officio)

<b>Name</b>	<b>Officer</b>	<b>Chair</b>	<b>Member</b>
Marjorie Belzile	Chair	Executive	All committees
Lyne St-Pierre-Ellis		Care Services	Finance & Admin Governance and Audit Executive
Pierre LeBlanc	Treasurer	Finance and Administration	Executive Committee
Wayne Snowdon	Secretary		Finance and Admin Governance & Audit Executive Committee
Deborah Wybou		Governance and Audit	Finance and Admin Executive Committee
Martin Ferguson			Finance and Admin
Doug Holt			Care Services Finance and Admin
Brenda Bossé			Research and Ethics Finance and Admin
Andrea Seymour			Care Services Governance and Audit
Tracey Burkhardt		Research & Ethics – pending approval	Research Governance and Audit
Hector Losier			York Care Foundation representative
Geri Geldart	Chief Executive Officer		All committees, except Governance and Audit
Comments	Vice Chair not yet appointed		

## Committee Listing and Membership

### Research and Ethics Committee

- Chair – Tracey Burkhardt – pending approval
- Brenda Bosse
- Tracey Burkhardt
- Donna Curtis-Maillet – Community member

### Care Services Committee

- Lyne St-Pierre-Ellis – Chair
- Doug Holt
- Andrea Seymour
- Bonny Hoyt-Hallet – Community member
- Kelly Clark – Community member

### Finance and Administration Committee

- Pierre LeBlanc – Chair
- Wayne Snowdon
- Martin Ferguson
- Doug Holt
- Lyne St-Pierre-Ellis
- Brenda Bossé
- Deborah Wybou

### Governance and Audit Committee

- Deborah Wybou – Chair
- Lyne St-Pierre-Ellis
- Tracey Burkhardt
- Wayne Snowdon
- Andrea Seymour

### Executive Committee

- Marjorie Belzile – Chair
- Wayne Snowdon – Secretary
- Pierre LeBlanc – Treasurer & Chair of F&A
- Lyne St-Pierre-Ellis – Chair of Care Services
- Deborah Wybou, Chair of G&A
- Tracey Burkhardt, Chair of R&E – pending approval



## **Report from the YCF Board Chair to the YCC Board of Directors October 3, 2023**

### **1. Laugh For Care Dinner**

- Planning continues for the 2023 event which will be held on October 28<sup>th</sup>.
- Tickets are still available.

### **2. Bingo is popular.**

- Bingo has been a very popular activity and the Foundation is pleased to be able to provide this service.

### **3. Old Time Country Fair**

- Although the attendance was not what we had expected, we were pleased to staff the BBQ at the Old Time Country Fair.

### **4. Community Breakfast**

- We have been approved to be the recipient organization of the Community Breakfast which is offered by the Nashwaaksis Y Service Club. Our breakfast will be in November and we expect the date is November 25<sup>th</sup> – but this is yet to be confirmed. Volunteer servers will be required.

### **5. Major Projects**

- The board approved the purchase of two items:
  - i. A new piano for Tower 2.
  - ii. A Snoozelen Mini-Cart for the Activities Department.

Respectfully submitted,  
Hector Losier.