

CRAIGWOOD YOUTH SERVICES

Financial Statements

March 31, 2022

CRAIGWOOD YOUTH SERVICES

Financial Statements

For The Year Ended March 31, 2022

Table of Contents	PAGE
Independent Auditors' Report	1 - 2
Statement of Financial Position	3
Statement of Changes in Net Assets (Liabilities)	4
Statement of Operations	5
Statement of Cash Flows	6
Notes to the Financial Statements	7 - 13
Schedule of Operations by Program	14



INDEPENDENT AUDITORS' REPORT

To the Members of **Craigwood Youth Services**:

Opinion

We have audited the financial statements of **Craigwood Youth Services**, which comprise the statement of financial position as at March 31, 2022, and the statement of operations, statement of changes in net assets (liabilities) and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the Organization's financial statements present fairly, in all material respects, the financial position of the Organization as at March 31, 2022, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.



GRAHAM SCOTT ENNS LLP
CHARTERED PROFESSIONAL ACCOUNTANTS

P. 519-633-0700 · F. 519-633-7009
450 Sunset Drive, St. Thomas, ON N5R 5V1

P. 519-773-9265 · F. 519-773-9683
25 John Street South, Aylmer, ON N5H 2C1

www.grahamscottenns.com

INDEPENDENT AUDITORS' REPORT (CONTINUED)

Auditors' Responsibilities for the Audit of the Financial Statements (Continued)

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

St. Thomas, Ontario

June 22, 2022

Graham Scott Enns LLP

CHARTERED PROFESSIONAL ACCOUNTANTS

Licensed Public Accountants

CRAIGWOOD YOUTH SERVICES

Statement of Financial Position As At March 31, 2022

ASSETS

	2022	2021
	<u>\$</u>	<u>\$</u>
CURRENT ASSETS		
Cash	1,003,431	85,787
Accounts receivable (Note 9)	98,344	291,372
Government assistance receivable (Note 15)	-	207,742
Government remittances recoverable	81,833	72,385
Prepaid expenses	<u>48,934</u>	<u>38,207</u>
	1,232,542	695,493
TANGIBLE CAPITAL ASSETS (NOTE 2)	<u>851,240</u>	<u>896,182</u>
TOTAL ASSETS	<u>2,083,782</u>	<u>1,591,675</u>

LIABILITIES AND NET ASSETS (LIABILITIES)

CURRENT LIABILITIES		
Accounts payable and accrued liabilities (Note 9)	193,260	184,220
Government remittances payable	-	43,160
Accrued vacation payable	325,341	322,536
Deferred contributions (Note 5)	<u>495,169</u>	<u>208,344</u>
	1,013,770	758,260
DEFERRED CAPITAL CONTRIBUTIONS (NOTE 3)	<u>783,103</u>	<u>868,144</u>
TOTAL LIABILITIES	1,796,873	1,626,404
NET ASSETS (LIABILITIES)	<u>286,909</u>	<u>(34,729)</u>
TOTAL LIABILITIES AND NET ASSETS (LIABILITIES)	<u>2,083,782</u>	<u>1,591,675</u>

On behalf of the Board:


Director


Director

See accompanying notes to the financial statements.

CRAIGWOOD YOUTH SERVICES

Statement of Changes in Net Assets (Liabilities) For The Year Ended March 31, 2022

	2022	2021
	<u>\$</u>	<u>\$</u>
NET LIABILITIES, BEGINNING OF YEAR	(34,729)	(607,415)
Excess of revenues over expenditures for the year	<u>321,638</u>	<u>572,686</u>
NET ASSETS (LIABILITIES), END OF YEAR	<u>286,909</u>	<u>(34,729)</u>

See accompanying notes to the financial statements.

CRAIGWOOD YOUTH SERVICES

Statement of Operations For The Year Ended March 31, 2022

	2022	2021
	<u>\$</u>	<u>\$</u>
REVENUES		
Ministry funding - operating	4,042,564	3,829,081
OPR and other programs	1,357,968	1,908,986
Other funding - COVID-19 (Note 7)	186,713	414,426
Other income	195,616	144,528
Ministry funding - capital	136,088	103,504
Interest income	<u>3,347</u>	<u>2,072</u>
	<u>5,922,296</u>	<u>6,402,597</u>
EXPENDITURES		
Wages and benefits	5,024,115	5,294,987
Other supplies and equipment	158,264	162,485
Repairs and maintenance services	140,646	120,615
Capital funded expenses	136,088	103,504
Utilities	96,573	86,836
Purchased client services	74,968	54,583
Insurance	74,851	43,460
Professional and contracted services	67,025	79,318
Rent	58,759	58,757
Communications	57,430	47,027
IT services, supplies and equipment	55,829	56,387
Transportation and travel	28,588	46,382
Staff training	24,645	22,068
Supplies and equipment - R&M	21,827	23,480
Other services	20,604	19,955
COVID-19 support and other	15,000	178,834
Advertising and promotion	<u>10,092</u>	<u>8,383</u>
	<u>6,065,304</u>	<u>6,407,061</u>
DEFICIENCY OF REVENUES OVER EXPENDITURES BEFORE OTHER ITEMS	<u>(143,008)</u>	<u>(4,464)</u>
OTHER ITEMS		
Add: Canada Emergency Wage Subsidy (Note 14)	424,549	596,206
Add: Amortization of deferred contributions	85,041	85,041
Less: Amortization of tangible capital assets	<u>(44,944)</u>	<u>(104,097)</u>
	<u>464,646</u>	<u>577,150</u>
EXCESS OF REVENUES OVER EXPENDITURES FOR THE YEAR	<u>321,638</u>	<u>572,686</u>

See accompanying notes to the financial statements.

CRAIGWOOD YOUTH SERVICES

Statement of Cash Flows For The Year Ended March 31, 2022

	2022	2021
	<u>\$</u>	<u>\$</u>
CASH FLOWS FROM OPERATING ACTIVITIES		
Excess of revenues over expenditures for the year	321,638	572,686
Adjustments for non-cash items:		
Amortization of tangible capital assets	44,944	104,097
Amortization of deferred contributions related to tangible capital assets	<u>(85,041)</u>	<u>(85,041)</u>
	<u>281,541</u>	<u>591,742</u>
Changes in non-cash working capital		
Increase in prepaid expenses	(10,727)	(32,207)
Decrease (increase) in accounts receivable	193,028	(44,721)
Decrease (increase) in government assistance receivable	207,742	(207,742)
Increase in government remittances recoverable	(9,448)	(48,195)
Decrease in government remittances payable	(43,160)	(4,664)
Increase in accounts payables and accrued liabilities	9,038	113,743
Increase in deferred contributions	286,825	208,344
Increase (decrease) in accrued vacation payable	<u>2,805</u>	<u>(70,419)</u>
	<u>636,103</u>	<u>(85,861)</u>
Cash flows from operating activities	<u>917,644</u>	<u>505,881</u>
CASH FLOWS USED IN FINANCING ACTIVITIES		
Repayments to Craigwood Community Ventures	<u>-</u>	<u>(500,000)</u>
Cash flows used in financing activities	<u>-</u>	<u>(500,000)</u>
NET CHANGE IN CASH	917,644	5,881
CASH, BEGINNING OF YEAR	<u>85,787</u>	<u>79,906</u>
CASH, END OF YEAR	<u>1,003,431</u>	<u>85,787</u>

See accompanying notes to the financial statements.

CRAIGWOOD YOUTH SERVICES

Notes to the Financial Statements For The Year Ended March 31, 2022

NATURE OF THE ORGANIZATION

Craigwood Youth Services ("the Organization") operates residential and non-residential programs to provide for the physical, personal, custody and mental health needs of troubled or alienated young men and women. It operates under the provisions of the Child, Youth and Family Services Act (Ontario) ("CYFSA") and the Youth Criminal Justice Act. The CYFSA is an Ontario law that governs certain programs and services for children, youth, and families, provided by the organization including: residential care, youth justice and children's mental health. The paramount purpose of the CYFSA is to promote the best interests, protection and well-being of children. The Youth Criminal Justice Act contains the procedural provisions and federal statutes for young persons who are alleged to have committed a criminal offense and who are subject to the provisions of the Criminal Code of Canada. The Organization is a non-profit organization incorporated without share capital. As a registered charity, the Organization is exempt from income taxes under paragraph 149(1)(f) of the Income Tax Act of Canada.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations and include the following significant accounting policies:

Accounting Estimates

The preparation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amount of revenues and expenses during the reporting period. These estimates are reviewed periodically, and, as adjustments become necessary, they are reported in excess (deficiency) of revenues over expenditures in the period in which they become known.

In particular, the Organization uses estimates when accounting for certain items, including:

- Allowance for doubtful accounts
- Useful lives of tangible capital assets
- Vacation pay accrual

Revenue Recognition

The Organization follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when they are received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Externally restricted contributions for tangible capital assets are deferred and recognized as revenue on the same basis as amortization is recorded.

Specifically, the Organization recognizes:

- Ministry funding relating to operational funding in the period for which the funding relates to.
- Outside paid resources ("OPR") funding at the end of the month for which the services are performed.

CRAIGWOOD YOUTH SERVICES

Notes to the Financial Statements For The Year Ended March 31, 2022

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Contributed Materials and Services

Due to the difficulty in determining their fair value, contributed services and donations in-kind are not recognized in the financial statements.

Financial Instruments

Measurement of financial instruments

The Organization initially measures its financial assets and financial liabilities at fair value, except for certain non-arm's length transactions.

The Organization subsequently measures all its financial assets and financial liabilities at amortized cost.

Financial assets measured at amortized cost include accounts receivable and government assistance receivable.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities and accrued vacation payable.

Impairment

Financial assets measured at cost are tested for impairment when there are indicators of impairment. The amount of the write-down is recognized in deficiency of revenues over expenditures. The previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account, provided it is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in excess (deficiency) of revenues over expenditures.

Tangible Capital Assets and Amortization

Purchased tangible capital assets are recorded at cost. Contributed tangible capital assets are recorded at fair value at the date of contribution. When an asset is sold or otherwise disposed of, the original cost and related accumulated amortization are removed from the accounts and the gain or loss is recognized in excess (deficiency) of revenues over expenditures. Amortization is calculated using the following annual rates:

Cottages, group home, and institutional buildings	Straight-line over 40 years
Water works	Straight-line over 40 years
Furniture and equipment	Straight-line over 3 - 5 years
Vehicles	Straight-line over 5 years
Fencing	Straight-line over 30 years
Leasehold improvements	Straight-line over 10 years

Pension Plan

The Organization contributes to a defined contribution pension plan which provides pension benefits. Pension benefit costs are expensed as contributions are made.

CRAIGWOOD YOUTH SERVICES

Notes to the Financial Statements For The Year Ended March 31, 2022

2. TANGIBLE CAPITAL ASSETS

	Cost	Accumulated Amortization	2022	2021
	<u>\$</u>	<u>\$</u>	<u>\$</u>	<u>\$</u>
Land	64,279	-	64,279	64,279
Cottages	2,398,729	2,031,912	366,817	417,392
Group home	185,987	131,977	54,010	58,659
Institutional buildings	491,539	184,053	307,486	317,578
Water works	10,085	9,693	392	494
Furniture and equipment	952,861	952,861	-	7,483
Vehicles	232,130	232,130	-	-
Fencing	13,115	2,186	10,929	11,366
Leasehold improvements	<u>94,654</u>	<u>47,327</u>	<u>47,327</u>	<u>18,931</u>
	<u>4,443,379</u>	<u>3,592,139</u>	<u>851,240</u>	<u>896,182</u>

3. DEFERRED CAPITAL CONTRIBUTIONS

Deferred capital contributions related to tangible capital assets represent the unamortized amount and unspent amount of donations and grants received for the purchase of tangible capital assets. The amortization of contributed capital contributions is recorded as revenue in the Statement of Operations. Changes in the deferred capital contributions balance are as follows:

	2022	2021
	<u>\$</u>	<u>\$</u>
Balance, beginning of year	868,144	953,185
Less: Amount recognized as revenue in the year	<u>(85,041)</u>	<u>(85,041)</u>
Balance, end of year	<u>783,103</u>	<u>868,144</u>

4. CREDIT FACILITY

The Organization has an authorized credit facility with Libro Financial Group to a maximum limit of \$500,000. The credit facility bears interest at bank prime plus 2%, principal is due on demand. As at March 31, 2022, there was a balance owing of \$Nil (2021 - \$Nil) on the credit facility. The following has been pledged as security:

- General security agreement covering all accounts receivable, inventory, motor vehicles and equipment of the Organization;
- First collateral charge on the lands and improvements located at 26996-27088 New Ontario Rd., Ailsa Craig, Ontario.

CRAIGWOOD YOUTH SERVICES

Notes to the Financial Statements For The Year Ended March 31, 2022

5. DEFERRED CONTRIBUTIONS

	2022	2021
	<u>\$</u>	<u>\$</u>
MCCSS Partner Facility Renewal - Capital Funding	351,757	109,288
MCCSS Temporary Wage Enhancement	90,633	-
Other funding and grants	<u>52,779</u>	<u>99,056</u>
	<u>495,169</u>	<u>208,344</u>

During the year, the Organization received Partner Facility Renewal capital funding of \$241,300 from the Ministry of Children, Community and Social Services ("MCCSS") relating to capital projects at its Woodview residence and an additional \$119,700 of capital funding for a storm water drainage project. In the current year, \$9,243 was spent, leaving \$232,057 to be incurred for the Woodview project and \$Nil was spent on the storm water drainage project leaving a combined balance of \$351,757 to be incurred in the next fiscal year.

The MCCSS also provided funding of \$209,753 for the Temporary Wage Enhancement in the current year. During the year, \$171,559 has been spent, leaving \$90,633 to be incurred in the next fiscal year.

The organization has also received various other funding and grants that have been externally restricted by the funders and grantors to fund future programs and initiatives.

6. DISCLOSURE OF ALLOCATED GENERAL SUPPORT COSTS

The Organization allocates its central administration support expenses to its programs consistently each year using a percentage of revenues. The allocation for Ministry funded programs cannot exceed a maximum of 10% of the Ministry subsidy for that particular program.

7. OTHER FUNDING - COVID-19

	Ministry of Health	MCCSS	Lead Agency	2022	2021
	<u>\$</u>	<u>\$</u>	<u>\$</u>	<u>\$</u>	<u>\$</u>
Temporary Wage Enhancement	-	171,559	-	171,559	189,711
COVID-19 special funding	<u>-</u>	<u>-</u>	<u>15,154</u>	<u>15,154</u>	<u>224,715</u>
	<u>-</u>	<u>171,559</u>	<u>15,154</u>	<u>186,713</u>	<u>414,426</u>

CRAIGWOOD YOUTH SERVICES

Notes to the Financial Statements For The Year Ended March 31, 2022

8. CRAIGWOOD COMMUNITY VENTURES

The Organization and Craigwood Community Ventures ("CCV") share a common Board of Directors. CCV is a not-for-profit corporation without share capital incorporated in the Province of Ontario and was established for the purpose of providing programs and services which are beneficial to the community as a whole and also provides research, support and services to the community regarding the programs and services it offers. CCV is not subject to income tax under paragraph 149(1)(l) of the Income Tax Act. The financial results of CCV have not been consolidated into these financial statements.

The financial results for CCV for the year ended March 31, 2022 are as follows:

	2022	2021
	<u>\$</u>	<u>\$</u>
<i>Statement of Financial Position</i>		
Assets	1,134,327	1,128,750
Liabilities	<u>25,532</u>	<u>55,760</u>
Net assets	<u>1,108,795</u>	<u>1,072,990</u>
<i>Statement of Operations</i>		
Revenues	200,728	338,894
Expenditures	<u>164,923</u>	<u>322,233</u>
Excess of revenues over expenditures	<u>35,805</u>	<u>16,661</u>
<i>Statement of Cash Flows</i>		
Cash flows from operating activities	67,190	9,265
Cash flows (used in) from investing activities	<u>(700,000)</u>	<u>500,000</u>
Net change in cash	<u>(632,810)</u>	<u>509,265</u>

9. RELATED PARTY BALANCES AND TRANSACTIONS

The Organization and CCV are related parties as both Organization's share a common Board of Directors.

During the fiscal year, rent in the amount of \$52,000 (2021 - \$52,000) was paid to CCV for the use of a building. This transaction was in the normal course of operations and has been recorded at the exchange amount.

As at March 31, 2022, \$12,268 (2021 - \$Nil) of the accounts payable balance represents amounts owing to CCV for information technology related purchases with normal terms of repayment.

As at March 31, 2022, \$Nil (2021 - \$45,343) of the accounts receivable balance represents amounts owing from CCV with normal terms of repayment.

CRAIGWOOD YOUTH SERVICES

Notes to the Financial Statements For The Year Ended March 31, 2022

10. FINANCIAL INSTRUMENTS AND RISKS

Risks and Concentrations

The Organization is exposed to various risks through its financial instruments. The following analysis provides a measure of the Organization's risk exposure and concentrations at the Statement of Financial Position date.

Liquidity Risk

Liquidity risk is the risk that the Organization will encounter difficulty in meeting obligations associated with financial liabilities. The Organization is exposed to this risk mainly in respect of its accounts payable and accrued liabilities and accrued vacation payable.

Credit Risk

The majority of the Organization's accounts receivable are due from various Children's Aid Societies in Ontario. It is management's opinion that the Organization has no significant exposure to credit risk.

No financial liabilities of the Organization were in default during the period. The Organization was not subject to any covenants during the year.

There were no changes to the Organization's risks from the prior year.

11. LEASE COMMITMENTS

The Organization is committed to the following annual payments under operating lease agreements for equipment and use of a building as follows:

2023	53,111
2024	53,111
2025	53,111

12. PENSION PLAN

The Organization maintains a contributory money-purchase pension plan, providing a benefit to be paid upon retirement, dependent on the amount of contributions and investment income accumulated during the term of the employee's participation in the plan. The Organization contributes, on behalf of each full-time member, an amount equal to 4% of the full-time member's annual pensionable earnings and all such contributions are included in wages and benefits in the Statement of Operations.

Total employer contributions to the plan during the year amounted to \$116,690 (2021 - \$120,920). There were no significant changes to contribution levels during the year which would affect comparability.

CRAIGWOOD YOUTH SERVICES

Notes to the Financial Statements For The Year Ended March 31, 2022

13. COMPARATIVE FIGURES

Certain comparative figures presented in the financial statements have been reclassified to conform to the presentation adopted in the current year.

14. SIGNIFICANT EVENT - COVID 19

During and subsequent to the year, the Organization was exposed to economic risks associated with the COVID-19 pandemic. These risks continued past the year end date and are beyond the Organization's control. The impact of these risks cannot be identified at this time but could impact the Organization's operations, future surplus, cash flows and financial conditions.

15. CANADIAN EMERGENCY WAGE SUBSIDY

During the year, the Organization experienced a reduction in revenue that qualified the Organization to recover a portion of its wages under the Canada Emergency Wage Subsidy (CEWS) program. The Organization received \$424,549 (2021 - \$596,206) in CEWS funding. As at March 31, 2022 \$Nil (2021 - \$207,742) of CEWS funding was receivable.

CRAIGWOOD YOUTH SERVICES

Schedule of Operations by Program For The Year Ended March 31, 2022

	Admin	Ministry	OPR	2022	2021
	<u>\$</u>	<u>\$</u>	<u>\$</u>	<u>\$</u>	<u>\$</u>
REVENUES					
Ministry funding - operating	-	4,004,246	38,318	4,042,564	3,829,081
OPR and other programs	-	-	1,357,968	1,357,968	1,908,986
Other funding - COVID-19 (Note 7)	-	171,559	15,154	186,713	414,426
Other income	104,980	37,217	53,419	195,616	144,528
Ministry funding - capital	-	136,088	-	136,088	103,504
Interest income	3,347	-	-	3,347	2,072
Revenue transfer allocation	-	<u>69,978</u>	<u>(69,978)</u>	<u>-</u>	<u>-</u>
	<u>108,327</u>	<u>4,419,088</u>	<u>1,394,881</u>	<u>5,922,296</u>	<u>6,402,597</u>
EXPENDITURES					
Wages and benefits	386,737	3,281,491	1,355,887	5,024,115	5,294,986
Other supplies and equipment	14,795	97,276	46,193	158,264	162,485
Repairs and maintenance services	8,944	87,354	44,348	140,646	120,615
Capital funded expenses	-	136,088	-	136,088	103,504
Utilities	9,802	63,832	22,939	96,573	86,836
Purchased client services	-	57,687	17,281	74,968	54,583
Insurance	6,581	55,154	13,116	74,851	43,460
Professional and contracted services	13,985	42,184	10,856	67,025	79,318
Rent	22,724	36,035	-	58,759	58,757
Communications	12,879	31,303	13,248	57,430	47,027
IT services, supplies and equipment	7,408	43,101	5,320	55,829	56,387
Transportation and travel	4,180	23,551	857	28,588	46,382
Staff training	10,250	10,234	4,161	24,645	22,068
Supplies and equipment - R&M	2,343	16,243	3,241	21,827	23,480
Other services	4,000	13,093	3,511	20,604	19,955
COVID-19 support and other	-	-	15,000	15,000	178,834
Advertising and promotion	6,200	<u>3,431</u>	<u>461</u>	<u>10,092</u>	<u>8,383</u>
	510,828	3,998,057	1,556,419	6,065,304	6,407,060
Administrative allocation	<u>(420,088)</u>	<u>390,079</u>	<u>30,009</u>	<u>-</u>	<u>-</u>
	<u>90,740</u>	<u>4,388,136</u>	<u>1,586,428</u>	<u>6,065,304</u>	<u>6,407,060</u>
EXCESS (DEFICIENCY)					
BEFORE OTHER ITEMS	<u>17,587</u>	<u>30,952</u>	<u>(191,547)</u>	<u>(143,008)</u>	<u>(4,463)</u>
OTHER ITEMS					
Canada Emergency Wage Subsidy	-	-	424,549	424,549	596,206
Amortization of deferred contributions	85,041	-	-	85,041	85,041
Amortization of tangible capital assets	<u>(44,944)</u>	<u>-</u>	<u>-</u>	<u>(44,944)</u>	<u>(104,097)</u>
	<u>40,097</u>	<u>-</u>	<u>424,549</u>	<u>464,646</u>	<u>577,150</u>
EXCESS OF REVENUES OVER					
EXPENDITURES FOR THE YEAR	<u><u>57,684</u></u>	<u><u>30,952</u></u>	<u><u>233,002</u></u>	<u><u>321,638</u></u>	<u><u>572,687</u></u>