



**FINANCIAL STATEMENTS OF
WEST ELGIN COMMUNITY HEALTH CENTRE
YEAR ENDED MARCH 31, 2023**



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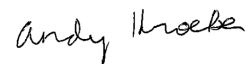
MANAGEMENT'S REPORT

The accompanying financial statements of The West Elgin Community Health Centre have been prepared by Management, and approved by the Board of Directors of the West Elgin Community Health Centre at their meeting of June 27, 2023.

Management works with the Board of Directors to carry out its responsibility for the financial statements principally through the Finance Committee. Voting membership of this Committee is comprised solely of independent volunteers possessing a high degree of financial literacy. The Finance Committee meets with Management and the external auditors to review audit plans and any significant accounting and auditing matters, and discuss the results of audit examinations. The Finance Committee also reviews the financial statements and the external auditor's report and submits its findings to the Board of Directors for their consideration in recommending the approval of the financial statements by The West Elgin Community Health Centre.

The West Elgin Community Health Centre maintains a system of internal controls over financial reporting that is continually reviewed and improved to provide assurance that financial information is relevant and reliable, and that assets are properly accounted for and safe-guarded.

The financial statements have been prepared in accordance with Canadian Accounting Standards for not-for-profit organizations. Where alternative accounting methods exist, Management has chosen those it deems most appropriate in the circumstances.



Andrew Kroeker,
Executive Director



John Mockler,
Director, Finance and Operations

Date: June 27, 2023



INDEPENDENT AUDITORS' REPORT

To the Members of the West Elgin Community Health Centre:

Opinion

We have audited the financial statements of the West Elgin Community Health Centre, which comprise the statement of financial position as at March 31, 2023, and the statement of operations, statement of changes in net assets 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, 2023, 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.



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 27, 2023

Graham Scott Enns LLP

CHARTERED PROFESSIONAL ACCOUNTANTS

Licensed Public Accountants

**Statement of Financial Position
As At March 31**

Assets	2023	2022
	\$	\$
Current assets		
Cash	624,485	865,263
HST recoverable	51,322	52,496
Accounts receivable - Note 3	115,924	78,126
Prepaid expenses	<u>81,121</u>	<u>63,289</u>
	872,852	1,059,174
Restricted cash, cash equivalents, and contributions - Note 8	102,740	101,260
Tangible capital assets - Note 4	<u>2,232,212</u>	<u>2,349,254</u>
	2,334,952	2,450,514
	<u>3,207,804</u>	<u>3,509,688</u>
Liabilities and Net assets		
Current liabilities		
Accounts payable and accrued liabilities	473,662	575,033
Government remittances	111,762	94,774
Deferred revenue - Note 6	136,275	183,454
Due to Ministry - CHC	207,701	222,433
Due to Ministry - CSS and AL	<u>26,845</u>	<u>66,872</u>
	956,245	1,142,566
Deferred capital funding - Note 4,7	2,157,055	2,262,758
Net assets		
Internally restricted - Note 8	102,740	101,260
Unrestricted	<u>(8,236)</u>	<u>3,104</u>
	94,504	104,364
	<u>3,207,804</u>	<u>3,509,688</u>

Approved on behalf of the Board

_____ *Director*

_____ *Director*

The accompanying notes are an integral part of these financial statements

**Statement of Changes in Net Assets
For the Year Ended March 31**

	Internally Restricted (Note 8)	Unrestricted	2023 \$	2022 \$
Balance, beginning of year	101,260	3,104	104,364	92,533
Excess (deficiency) of revenue over expenses		(9,860)	(9,860)	11,831
Transfers to internally restricted net assets	1,480	(1,480)	-	-
	_____	_____	_____	_____
Balance, end of year	<u>102,740</u>	<u>(8,236)</u>	<u>94,504</u>	<u>104,364</u>

The accompanying notes are an integral part of this financial statement.

**Statement of Operations
For the Year Ended March 31**

	2023	2022
	\$	\$
Revenue		
Government funding	5,995,358	5,970,572
Government funding - one time - Note 12	266,360	119,985
Amortization of deferred capital contributions -Note 7	136,951	142,653
Consumer income	85,120	102,669
Grants and program funding	10,177	6,671
Other revenue	297,058	406,227
Interest	<u>8,536</u>	<u>847</u>
	6,799,560	6,749,624
Expenses		
Salaries and wages	4,379,726	4,420,713
Benefits	958,574	929,250
Amortization – tangible capital assets	17,937	18,921
Amortization – tangible capital assets funded by deferred revenue - Note 7	136,951	142,653
Contracted out	234,450	204,481
Buildings and grounds	212,297	192,273
Equipment	90,889	110,789
Medical and surgical supplies	26,246	24,446
Supplies and sundry - Schedule B	<u>642,331</u>	<u>623,599</u>
	<u>6,699,401</u>	<u>6,667,125</u>
Excess revenue over expenses, prior to funding repayable	100,159	82,499
Funding repayable, Ministry of Health - Note 9	<u>(110,019)</u>	<u>(70,668)</u>
Excess (deficiency) of revenue over expenses	<u>(9,860)</u>	<u>11,831</u>

The accompanying notes are an integral part of this financial statement.

Statement of Cash Flows
Year ended March 31

	2023	2022
	\$	\$
Operating activities		
Excess (deficiency) of revenue over expenses	(9,860)	11,831
Items not requiring outlay of funds:		
• Amortization of capital assets	154,888	161,574
• Loss on disposal	-	-
• Amortization of deferred capital contributions	<u>(136,951)</u>	<u>(142,653)</u>
	<u>8,077</u>	<u>30,752</u>
Changes in non-cash working capital:		
• Accounts receivable and HST recoverable	(36,624)	75,138
• Prepaid expenses	(17,832)	(25,657)
• Accounts payable and government remittances payable	(85,383)	(56,410)
• Deferred revenue	(47,179)	(58,269)
• Due to Ministry of Health	<u>(54,759)</u>	<u>108,958</u>
	<u>(240,777)</u>	<u>43,760</u>
	<u>(232,700)</u>	<u>74,512</u>
Investing activities		
Purchase of tangible capital assets	<u>(37,846)</u>	<u>(35,684)</u>
Financing activities		
Net change in restricted cash and contributions	(1,480)	(256)
Deferred capital funding – Note 7	<u>31,248</u>	<u>5,187</u>
	29,768	4,931
Increase (decrease) to cash	(240,788)	43,759
Cash, beginning of year	<u>865,263</u>	<u>821,504</u>
Cash, end of year	<u>624,485</u>	<u>865,263</u>

The accompanying notes are an integral part of this financial statement.

Notes to the Financial Statements
March 31, 2023

Purpose of the organization

The West Elgin Community Health Centre (“Organization”) provides primary health care and social services in West Elgin and Dutton/ Dunwich, Ontario. The Organization was incorporated on December 2, 1992 as a non-profit corporation without share capital in the Province of Ontario and was granted registered charity status effective April 1, 1993. The Organization is exempt from income taxes under the Canadian Income Tax Act.

The Organization is funded primarily by the Province of Ontario in accordance with the funding policies established by the Ontario Ministry of Health (“Ministry”) and Ontario Health West (“OHW”). Any excess of revenue over expenses earned during a fiscal year is returned to the Ministry. The Ministry’s stated policy is that deficits incurred by the Organization will not be funded, and this policy has been consistently followed. Therefore, to the extent that deficits are incurred and not funded, future operations may be affected. OHW provides operating funding which is expected to be received on an annual basis, and special funding, which is non-recurring in nature and consequently is unconfirmed for future years.

The Organization operates under a Multi-Sector Accountability Agreement (“M-SAA”) with OHW. This agreement sets out the rights and obligations of the two parties including funding provided to the Organization together with performance standards and obligations of the Organization that establish acceptable performance results for the Organization.

If the Organization does not meet certain performance standards or obligations, the Ministry has the right to adjust some funding streams received by the Organization.

1. Significant accounting policies

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations. The significant accounting policies are as follows:

a) Revenue recognition

The Organization follows the deferral method of accounting for contributions and donations. Funding is recognized in the financial statements as revenue in the period in which events giving rise to the funding occur, providing the funding is authorized, any eligibility criteria have been met, and reasonable estimates of the amount can be made.

Client fees and other revenue are recognized as revenue when earned.

Capital contributions for the purposes of acquiring major depreciable assets are recorded as deferred capital contributions and amortized on the same basis and over the same periods as the related capital assets.

b) Restricted cash and cash equivalents

Restricted cash and cash equivalents represent internally restricted net assets; these amounts designated by the Board for future purposes, which are outlined in note 8.

c) Tangible capital assets

Tangible capital assets are stated cost less accumulated amortization. Amortization provided on a straight line basis over the estimated useful life of the assets at the rate of 20% for equipment and furniture and fixtures, 33.3% for computer equipment, 6.7% for building renovations, 4.0% for building service equipment, and 2.5% for the building. Amortization is not recognized on tangible capital assets not yet in service.

d) Use of estimates

The preparation for financial statements requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities as at the date of the financial statements and the reported amounts of revenue and expenses during the reported period. These estimates are reviewed periodically and, as adjustments become necessary, they are reported in operations in the period in which they become known.

e) Employee future benefits

The costs of multi-employer defined benefit pension plan benefits, such as the Healthcare of Ontario Pension Plan (“HOOPP”) pensions, are the employer’s contributions due to the plan in the period. As this plan is a multi-employer plan, no liability has been recorded in the Organization’s financial statements and contributions are expensed as contributions are due. Employee entitlement to plan contributions while on leave is accrued as earned. Contributions towards the legacy defined contribution pension plan are expensed as contributions are due.

f) Financial instruments

Measurement of financial instruments:

The Organization initially measures its financial assets and financial liabilities at fair value. The Organization subsequently measures all its financial assets and financial liabilities at amortized cost, except any investments in equity instruments that are quoted in an active market, which are measured at fair value. Changes in fair value are recognized in operations for the year.

Impairment:

Financial assets measured at cost are tested for impairment when there are indicators of impairment. The amount of the write-down and any subsequent reversal is recognized in operations for the year.

g) Cash and cash equivalents

The Organization’s policy is to include bank balances and term deposits with maturity period of three months or less from the date of acquisition under cash and cash equivalents.

h) Impairment of long-lived assets

Long-lived assets are comprised of tangible capital assets, amortized at rates disclosed in Note 1(c) above. The Organization reviews long-lived assets for impairment when events or changes in circumstances indicate the carrying amount may not be recoverable. An impairment loss is measured as the amount by which the carrying amount of the long-lived asset exceeds its fair value. Management is of the opinion that no such impairment loss existed at the year-end date.

i) Contributions

Volunteers contribute a considerable amount of time each year to assist the Organization in carrying out its service delivery activities. Because of the difficulty in determining their fair value, contributed services are not recognized in the financial statements.

The Organization recognizes contributions of assets at fair market value at the date of contribution.

2. Financial instruments risk management

The Organization is exposed to various risks through its financial instruments. The following analysis provides information about the corporation's risk exposure and concentration at March 31, 2023.

Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Organization is exposed to credit risk from government contributions provided by the Ministry; however, the Ministry is obligated to provide contributions under the terms of funding agreements. Other receivables are monitored closely and appropriate collection actions are taken as required.

Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The Organization reduces its exposure to liquidity risk by forecasting its cash needs on a regular basis and ensuring that it documents when authorized payments become due. The Organization has no financial liabilities in default.

Other risks

It is management's belief that the Organization is not exposed to significant currency, interest rate, or market risk.

There have been no significant changes in the nature or concentration of the risk exposures from the prior year.

3. Accounts receivable

	2023	2022
	\$	\$
Client and other	43,136	28,132
Allowance for doubtful accounts	(1,512)	(3,981)
Due from government agencies	<u>74,300</u>	<u>53,975</u>
	<u>115,924</u>	<u>78,126</u>

4. Tangible capital assets

Tangible capital assets are comprised of:

	Cost	Accumulated Amortization	2023 Net Book Value	2022 Net Book Value
	\$	\$	\$	\$
Land	168,078		168,078	168,078
Building	1,665,885	749,466	916,419	958,066
Building service	1,262,472	378,101	884,371	934,870
Fixtures	295,647	266,082	29,565	44,347
Renovations	391,077	196,062	195,015	207,992
Equipment	<u>317,715</u>	<u>278,951</u>	<u>38,764</u>	<u>35,901</u>
	<u>4,100,874</u>	<u>1,868,662</u>	<u>2,232,212</u>	<u>2,349,254</u>

5. Credit facilities

The Organization maintains a credit facility including an operating line of \$100,000 secured by a general assignment of debts with a stated rate of Prime plus 1%. At March 31, 2023 no amounts were drawn on this facility (2022 – NIL).

6. Deferred revenue

The Organization receives grants and program funding from a number of governmental and non-governmental organizations. Under the terms of the program funding agreements or as agreed by the funders, grants and program funding in excess of expenditures for the year are either returned to the funder or deferred to a subsequent fiscal year. Deferred revenue is comprised as follows:

	2023	2022
	\$	\$
Donations – current operations	19,448	15,245
SMART programs	10,963	7,776
Social prescribing	3,354	3,354
Youth task team	34,498	98,259
Homelessness grant	3,177	6,650
Westminster peer advocacy	10,610	16,578
United Way	2,503	3,177
Community Foundations of Canada garden	-	10,681
CHIPI	9,060	7,447
Westminster Digital Navigation	15,795	-
Dutton Seniors Grant	10,970	-
OCSA	2,133	-
Other programs	<u>13,764</u>	<u>14,287</u>
	<u>136,275</u>	<u>183,454</u>

7. Deferred capital funding

Deferred capital funding represents contributions received from the Ministry for the construction of the facility, and purchase of major renovations and equipment. These contributions are being amortized into income on the same basis as amortization is recorded on the related capital assets. Deferred capital contributions are as comprised:

	2023	2022
	\$	\$
Balance, beginning of year	2,262,758	2,400,224
Additions	31,248	5,187
Amortization included in revenue – current year	<u>(136,951)</u>	<u>(142,653)</u>
Balance, end of year	<u>2,157,055</u>	<u>2,262,758</u>

8. Restricted net assets

The Board has restricted \$102,740 (2022 - \$101,260) establishing a reserve for spending for the purposes of long term strategic or capital planning, and redevelopment of the Organization.

During 2021 the Organization was in receipt of several pieces of artwork. This artwork is recorded at fair market value of \$30,000 as independently determined. As these items must be held for a period of not less than eight years, they are recorded as restricted net assets.

9. Reconciliation of net surplus –Community Support, Assisted Living, and Community Health

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations that include the treatment of tangible capital assets as described in Note 1(c). The Ministry treats expenditures of a capital nature as an expense in the year the expenditure is incurred. Accordingly, the excess of revenue over expense prior to funding repayable shown on page 17 in these financial statements for Community Support, Assisted Living, and Community Health must be adjusted for the effect of capitalizing assets and unfunded deficits in order to derive the net surplus calculated by the Ministry. The reconciliation of net surplus is as follows:

	Community Support	Assisted Living	Community Health	2023 \$	2022 \$
Excess (deficiency) of revenue over expenses, prior to funding repayable	11,824	5,935	80,920	98,679	82,243
<ul style="list-style-type: none"> • Add back amortization of capital assets 	-	-	17,937	17,937	18,921
<ul style="list-style-type: none"> • Deduct expenditures recorded as capital assets 	=	=	<u>(6,597)</u>	<u>(6,597)</u>	<u>(30,496)</u>
Funding repayable	<u>11,824</u>	<u>5,935</u>	<u>92,260</u>	<u>110,019</u>	<u>70,668</u>

10. Commitments and Contingencies

- (a) In the normal course of operations, the Organization may be subject to various human resource matters. Currently, no significant matters are pending resolution.
- (b) The Organization participates in the Healthcare Insurance Reciprocal of Canada (“HIROC”). HIROC is a pooling of the public liability insurance risks of its healthcare members. All members of the HIROC pool pay annual premiums which are actuarially determined. All members are subject to assessment for losses, if any, experienced by the pool for the years in which they were members. No assessments have been made for the year ended March 31, 2023.

11. Employee Future Benefits

- a) Substantially all full time employees of the Organization are member of the Healthcare of Ontario pension Plan (“HOOPP”). As HOOPP is a multi-employer, defined benefit pension plan, no actuarial liability has been recorded on the Organization’s financial statements. Employer contributions to HOOPP are expensed as contributions are due.
- b) Employer contributions to HOOPP on behalf of employees amounted to \$367,609 for the year ended March 31, 2023 (2022 - \$353,608). The financial statements for the year ended December 31, 2022 for HOOPP disclosed net assets available for benefits of \$103.7 billion (2021 – \$114.4 billion) with pension obligations of \$92.7 billion (2021 - \$85.9 billion) resulting in a surplus of \$11 billion (2021 - \$28.5 billion). The cost of pension benefits is determined by HOOPP at \$1.26 per every dollar of employee contributions. As at December 31, 2022, the HOOPP was 117 % funded (2021 - 120%) .

Some employees remain with the legacy pension plan provider, Sun Life. This is a defined contribution pension plan. Employees can transition to HOOPP upon request. Employer contribution to Sun Life on behalf of employees amounted to \$14,085 (2022 - \$16,060).

12. One-time funding for Mental Health

In 2023 the Organization received \$168,200 in one-time funding from the Ministry to improve access to mental health resources as part of Ontario’s Mental Health and Addictions strategy. Of these funds, \$73,200 is recognized as one-time funding to offset one-time expenses. The remaining funds of \$95,000 were transferred to St. Thomas Elgin General Hospital to manage within a broader Elgin Ontario Health Team strategy consistent with the funding objective.

13. Comparative figures

Certain of the 2022 comparative information has been reclassified to conform to the financial statement presentation adopted in the current year.

**Schedule A: Operations by Program
For the Year Ended March 31**

	Local	Community Support	Assisted Living	Community Health	Total 2023	Total 2022
	\$	\$	\$	\$	\$	\$
Revenue						
Government funding	-	165,012	1,099,122	4,731,224	5,995,358	5,970,572
Government funding - one time	-	-	67,418	198,942	266,360	119,985
Amortization of deferred capital contributions	-	-	-	136,951	136,951	142,653
Consumer income	-	85,120	-	-	85,120	102,669
Grants and program funding	10,177	-	-	-	10,177	6,671
Other revenue	-	27,654	14,860	254,544	297,058	406,227
Interest	<u>1,480</u>	-	-	<u>7,056</u>	<u>8,536</u>	<u>847</u>
	<u>11,657</u>	<u>277,786</u>	<u>1,181,400</u>	<u>5,328,717</u>	<u>6,799,560</u>	<u>6,749,624</u>
Expenses						
Salaries and wages	-	96,580	838,817	3,444,329	4,379,726	4,420,713
Benefits	-	21,794	199,450	737,330	958,574	929,250
Amortization – tangible capital assets	-	-	-	17,937	17,937	18,921
Amortization – tangible deferred capital assets	-	-	-	136,951	136,951	142,653
Loss on disposal of land	-	-	-	-	-	-
Contracted out	1,034	20,472	10,008	202,936	234,450	204,481
Building and grounds	-	6,210	27,073	179,014	212,297	192,273
Equipment expenses	-	8,797	3,028	79,064	90,889	110,789
Medical and surgical supplies	-	-	828	25,418	26,246	24,446
Supplies and sundry	<u>9,143</u>	<u>112,109</u>	<u>96,261</u>	<u>424,818</u>	<u>642,331</u>	<u>623,599</u>
	<u>10,177</u>	<u>265,962</u>	<u>1,175,465</u>	<u>5,247,797</u>	<u>6,699,401</u>	<u>6,667,125</u>
Excess revenue over expenses, prior to funding repayable	1,480	11,824	5,935	80,920	100,159	82,499
Funding repayable to Ministry of Health - Note 9	-	<u>(11,824)</u>	<u>(5,935)</u>	<u>(92,260)</u>	<u>(110,019)</u>	<u>(70,668)</u>
Excess (deficiency) of revenue over expenses	1,480	0	0	(11,340)	(9,860)	11,831
Transfer to restricted net assets	(1,480)	-	-	-	(1,480)	(256)
Unrestricted net assets, beginning of year	-	-	-	<u>3,104</u>	<u>3,104</u>	<u>(8,471)</u>
Unrestricted net assets, end of year	-	-	-	<u>8,236</u>	<u>(8,236)</u>	<u>3,104</u>

**Schedule B: Expenses- Supplies and Sundry
For the Year Ended March 31**

	Local	Community Support	Assisted Living	Community Health	Total 2023	Total 2022
	\$	\$	\$	\$	\$	\$
Supplies and sundry						
Travel / transportation	8,900	57,845	17,276	7,421	91,442	97,927
Computer expenses	-	20	30,496	85,298	115,814	106,642
Resources / materials	-	-	1,200	6,324	7,524	3,520
Telephone	-	1,232	9,182	32,151	42,565	50,556
Legal / audit	-	-	2,833	7,997	10,830	12,987
Food costs	-	30,249	-	35,571	44,620	38,376
General supplies	243	10,164	6,733	40,980	58,120	67,347
Covid expenses	-	-	-	2,756	2,756	13,588
Grant funded expenses	-	9,530	-	113,304	144,034	134,532
Memberships	-	50	4,519	28,919	33,488	27,725
Staff development	-	169	12,461	25,241	37,871	13,141
Printing / photocopy	-	63	3,057	8,746	11,866	15,126
Insurance	-	4,505	7,557	24,027	36,089	31,832
Bad debt expense	-	(2,203)	-	695	(1,508)	3,068
Meeting	-	31	748	689	1,468	1,327
Postage / courier	-	-	-	3,248	3,248	3,522
Accreditation	-	-	-	1,451	1,451	1,163
Volunteer recognition	-	454	-	-	454	388
Service supplies	-	-	199	-	199	832
	<u>9,143</u>	<u>112,109</u>	<u>96,261</u>	<u>424,818</u>	<u>642,331</u>	<u>623,599</u>