PARKWOOD MENNONITE HOME BUDGET 2021-2022 - ASSUMPTIONS

General Assumptions

Revenue and Expenses

- Parkwood's operating revenue is budgeted to be $608k higher than last year's budget due in large part to: Home and Community $164k, CMI Increase $188k, other LTC Funding $95k
- Resource Team Expenses are charged through Administration Charge Expense. In previous year, the majority of this expense was in Administration Wages and Benefits.
- administrative expense ratio: 50% Fairview / 50% Parkwood

Wages and Staffing

- general wage increase: 1.0% on April 1
- benefits: consistent with current benefit package

Utilities

- natural gas prices increased by 3% inflationary factor
- electricity rate: 3% inflation increase
- water and sewage rates adjusted for 3% inflation
- PMH property taxes consistent with 2020

Investment Income

- due to the uncertainty of investment return, no investment income has been budgeted on equity investments; income on fixed rate investments is budgeted on a consolidated basis.

Long-Term Care

Revenue

- Nursing Envelope: allowed for a MOHLTC per diem increase of 1% increase, effective April 1
- Program Envelope: allowed for a MOHLTC per diem increase of 1% increase, effective April 1
- Accommodation Envelope: allowed for a MOHLTC per diem increase of 1% increase, effective July 1
- Raw Food funding: allowed for a MOHLTC per diem increase of 1%, effective July 1
- we will maximize our mix of preferred accommodation similar to past experience
- PMH's funded CMI has been maintained at 1.0791, consistent with last year

Retirement Suites

- rent portion has been held fixed (0% increase) and the care and meal revenue increased by 2%;
- have allowed for a vacancy rate of 5%
- have included optional care packages at a ratio consistent with current experience

Garden Homes

- service fees will be increased by 2.0%

Statement of Operations - Consolidated
PARKWOOD BUDGET 2021-2022

	Prior Years Actual			Current Year Annual			2021-22		
	31-Mar-2018	31-Mar-2019	31-Mar-2020	Projected	Budget	Variance	Budget	Var vs Act	Var vs Bud
REVENUE									
Residents									
Basic Accommodation Contra	(1,970,809.30)	(1,976,090.36)	(1,995,436.14)	(1,964,764.39)	(1,990,224.00)	25,459.61	(2,000,736.00)	(35,971.61)	(10,512.00)
Basic Accommodation	1,970,809.30	1,976,090.36	1,995,436.14	1,964,764.39	1,990,224.00	(25,459.61)	2,000,736.00	35,971.61	10,512.00
Rent	-	1,200.00	-	84,750.00	2,000.04	82,749.96	-	(84,750.00)	(2,000.04)
Maintenance Fees	156,684.00	160,572.00	164,568.00	84,750.00	164,568.00	(79,818.00)	172,860.00	88,110.00	8,292.00
Accomodation Revenue	1,475,897.77	1,508,384.70	1,560,745.90	1,558,203.67	1,531,177.08	27,026.59	1,555,404.60	(2,799.07)	24,227.52
Care Revenue	997,005.22	1,023,894.73	1,074,919.07	1,167,448.22	1,011,232.32	156,215.90	1,198,962.00	31,513.78	187,729.68
Meals Revenue	588,932.45	600,095.19	622,427.36	603,327.97	597,219.12	6,108.85	623,165.04	19,837.07	25,945.92
Membership Fees	57,875.93	56,543.12	56,605.22	47,928.11	56,550.00	(8,621.89)	67,860.00	19,931.89	11,310.00
Telephone Revenue	23,609.66	23,013.89	22,681.36	22,580.84	24,500.04	(1,919.20)	24,500.00	1,919.16	(0.04)
Internet Revenue	4,654.46	4,813.59	5,625.22	7,336.06	5,000.04	2,336.02	5,500.00	(1,836.06)	499.96
Total Resident Revenue	**3,304,659.49**	**3,378,517.22**	**3,507,572.13**	**3,576,324.88**	**3,392,246.64**	**184,078.24**	**3,648,251.64**	**71,926.76**	**256,005.00**
Nursing Envelope									
Nursing and Personal Care	3,383,130.00	3,498,201.00	3,583,060.00	4,042,147.07	3,672,720.36	369,426.71	3,828,823.53	(213,323.54)	156,103.17
Project Funding	244,196.00	253,355.00	284,993.00	416,928.00	199,865.04	217,062.96	212,610.72	(204,317.28)	12,745.68
Physician On-Call Funding	14,527.00	14,527.00	15,094.74	15,997.38	15,000.00	997.38	15,000.00	(997.38)	-
Global Funding - Nursing	-	-	25,774.35	56,727.38	-	56,727.38	74,905.35	18,177.97	74,905.35
Equalization Funding - Nursing	73,047.12	73,048.15	75,802.99	73,047.24	73,047.12	0.12	73,047.18	(0.06)	0.06
Nurse Practitioner Funding	61,428.00	122,856.00	122,856.00	67,570.80	122,856.00	(55,285.20)	122,856.00	55,285.20	-
High Intensity - Nursing Supplies	39,117.00	34,445.00	22,838.00	22,776.00	7,591.80	15,184.20	22,775.50	(0.50)	15,183.70
Total Nursing Revenue	**3,815,445.12**	**3,996,432.15**	**4,130,419.08**	**4,695,193.87**	**4,091,080.32**	**604,113.55**	**4,350,018.28**	**(345,175.59)**	**258,937.96**
Program Envelope									
Program and Support Services	336,374.00	343,032.00	403,842.00	440,885.26	441,509.16	(623.90)	426,798.82	(14,086.43)	(14,710.34)
Physiotherapy Funding	77,952.00	79,488.00	19,885.00	-	-	-	-	-	-
Global Funding - Program	-	-	10,642.74	13,210.46	-	13,210.46	17,443.34	4,232.87	17,443.34
Equalization Funding - Program	4,262.76	4,261.73	3,919.10	4,262.64	4,262.76	(0.12)	4,262.73	0.09	(0.03)
Project Funding				-		-	19,125.36	19,125.36	19,125.36
Total Program Revenue	**418,588.76**	**426,781.73**	**438,288.84**	**458,358.36**	**445,771.92**	**12,586.44**	**467,630.25**	**9,271.89**	**21,858.33**
Raw Food Envelope									
Raw Food Funding	309,480.00	329,541.00	335,188.00	334,272.00	334,274.28	(2.28)	336,781.32	2,509.32	2,507.04
Global Funding - Raw Food	-	-	5,869.39	11,263.94	-	11,263.94	14,871.36	3,607.42	14,871.36
High Intensity - Raw Food	1,050.00	-	-	-	-	-	-	-	-
Total Raw Food Revenue	**310,530.00**	**329,541.00**	**341,057.39**	**345,535.94**	**334,274.28**	**11,261.66**	**351,652.68**	**6,116.74**	**17,378.40**
Accommodation Envelope									
Other Accommodation	1,930,311.00	1,960,100.00	1,973,199.00	2,692,586.60	2,000,263.56	692,323.04	1,982,561.79	(710,024.82)	(17,701.77)
Preferred Accommodation	501,166.64	520,279.30	538,862.47	504,818.16	517,590.00	(12,771.84)	539,422.30	34,604.14	21,832.30
Global Funding - Accommodation	-	-	19,899.52	38,212.61	-	38,212.61	50,456.49	12,243.89	50,456.49
Equalization Funding - Accommodation	26,406.12	26,406.12	24,277.91	26,406.12	26,406.12	-	26,406.09	(0.03)	(0.03)
Pay Equity	10,176.00	10,176.00	10,176.00	10,176.00	10,176.00	-	10,176.00	-	-
Quality Attainment Premium	11,568.00	12,351.00	12,647.00	12,612.00	12,614.16	(2.16)	12,614.12	2.12	(0.04)
Structural Compliance	362,652.00	362,652.00	363,646.00	362,652.00	362,652.00	-	362,652.00	-	-
Total Accommodation Revenue	**2,842,279.76**	**2,891,964.42**	**2,942,707.90**	**3,647,463.49**	**2,929,701.84**	**717,761.65**	**2,984,288.79**	**(663,174.70)**	**54,586.95**
TOTAL OPERATING REVENUE	**10,691,503.13**	**11,023,236.52**	**11,360,045.34**	**12,722,876.54**	**11,193,075.00**	**1,529,801.54**	**11,801,841.64**	**(921,034.90)**	**608,766.64**

Statement of Operations - Consolidated
PARKWOOD BUDGET 2021-2022

Prior Years Actual			Current Year Annual			2021-22		
31-Mar-2018	31-Mar-2019	31-Mar-2020	Projected	Budget	Variance	Budget	Var vs Act	Var vs Bud

Statement of Operations - Consolidated
PARKWOOD BUDGET 2021-2022

Parkwood SENIORS COMMUNITY

	Prior Years Actual			Current Year Annual			2021-22		
	31-Mar-2018	31-Mar-2019	31-Mar-2020	Projected	Budget	Variance	Budget	Var vs Act	Var vs Bud
EXPENSES									
Program									
Salaries - MOS/Admin	-	-	-	-	58,870.56	58,870.56	58,706.85	(58,706.85)	163.71
Salaries - PSW/Other UPP	305,802.64	296,699.45	317,929.65	361,981.36	275,988.72	(85,992.64)	290,321.41	71,659.95	(14,332.69)
Benefits - MOS/Admin	-	446.19	780.63	1,146.42	10,689.24	9,542.82	10,428.75	(9,282.33)	260.49
Benefits - PSW/Other UPP	61,813.31	62,186.55	65,241.07	61,285.03	58,883.28	(2,401.75)	68,487.20	(7,202.17)	(9,603.92)
Equipment Maintenance and Replacement	2,990.90	1,628.31	968.34	-	2,000.04	2,000.04	500.00	(500.00)	1,500.04
Supplies	1,263.06	1,306.38	1,893.03	12,236.14	500.04	(11,736.10)	1,000.00	11,236.14	(499.96)
Other Expenses	964.41	125.96	558.66	-	-	-	-	-	-
Recreation Entertainment Expense	26,687.32	41,078.75	47,182.71	25,036.50	35,000.04	9,963.54	38,000.00	(12,963.50)	(2,999.96)
Recreation Entertainment Recovery	(746.42)	(3,430.25)	(2,690.31)	(679.24)	-	679.24	-	(679.24)	-
Social Food Cost	1,236.00	211.91	179.63	-	500.04	500.04	500.00	(500.00)	0.04
Pastoral Care	3,743.29	3,257.18	2,186.32	2,462.23	3,999.96	1,537.73	4,000.00	(1,537.77)	(0.04)
Supplies - Paper Products	-	8.31	-	-	-	-	-	-	-
Membership Fees	617.95	415.00	215.00	198.00	150.00	(48.00)	150.00	48.00	-
Repairs & Maintenance - Equipment	-	-	-	3,156.53	-	(3,156.53)	-	3,156.53	-
Repairs & Maintenance - Vehicle	-	-	-	-	-	-	12,000.00	(12,000.00)	(12,000.00)
Purchased Services	19,113.50	22,813.20	25,183.08	21,450.46	24,000.00	2,549.54	25,000.00	(3,549.54)	(1,000.00)
Physiotherapy	53,322.00	98,711.00	87,520.00	79,488.00	69,999.96	(9,488.04)	70,000.00	9,488.00	(0.04)
Computer and Software Expense	-	-	-	465.91	-	(465.91)	-	465.91	-
Education Expense	794.03	1,330.84	330.73	598.20	999.96	401.76	1,000.00	(401.80)	(0.04)
Travel Expense	278.08	224.52	805.79	156.00	500.04	344.04	500.00	(344.00)	0.04
Staff Appreciation	-	-	-	417.70	-	(417.70)	-	417.70	-
Total Program Expenses	**477,880.07**	**527,013.30**	**548,284.33**	**569,399.23**	**542,081.88**	**(27,317.35)**	**580,594.21**	**(11,194.97)**	**(38,512.33)**
Food Services									
Salaries - MOS/Admin	-	-	-	-	64,337.28	64,337.28	62,404.56	(62,404.56)	1,932.72
Salaries - PSW/Other UPP	614,540.21	636,899.23	619,584.11	695,638.64	506,957.88	(188,680.76)	517,760.90	177,877.74	(10,803.02)
Benefits - MOS/Admin	-	347.42	1,071.30	2,099.57	13,136.88	11,037.31	9,462.96	(7,363.39)	3,673.92
Benefits - PSW/Other UPP	125,977.73	130,879.08	129,256.74	123,147.10	171,859.44	48,712.34	163,521.79	(40,374.69)	8,337.65
Equipment Maintenance and Replacement	10,653.43	11,019.21	20,060.68	2,917.76	12,000.00	9,082.24	16,500.00	(13,582.24)	(4,500.00)
Supplies	2,468.40	829.62	882.05	4,810.00	-	(4,810.00)	-	4,810.00	-
Other Expenses	98.22	-	-	-	-	-	-	-	-
Recreation Entertainment Expense	-	-	503.81	-	7,500.00	7,500.00	-	-	7,500.00
Recreation Entertainment Recovery	-	(390.03)	-	-	(500.04)	(500.04)	-	-	(500.04)
Social Food Cost	-	(86.91)	86.91	-	-	-	-	-	-
Pastoral Care	-	565.93	536.79	11.86	750.00	738.14	750.00	(738.14)	-
Chemicals	2,395.83	4,219.96	13,046.91	10,661.34	6,999.96	(3,661.38)	14,000.00	(3,338.66)	(7,000.04)
Supplies - Paper Products	14,531.21	12,843.75	9,466.66	11,202.28	12,999.96	1,797.68	13,000.00	(1,797.72)	(0.04)
Supplies - Dishes and Cutlery	10,993.86	7,687.69	6,103.74	5,940.96	8,500.08	2,559.12	8,500.00	(2,559.04)	0.08
Grocery Purchases	467,062.73	511,643.75	501,392.19	522,036.14	492,374.28	(29,661.86)	525,363.09	(3,326.94)	(32,988.81)
High Intensity - Raw Food	-	6,803.42	10,763.51	1,720.20	4,500.00	2,779.80	11,500.00	(9,779.80)	(7,000.00)
Provision Recovery - Raw Food	(3,981.80)	(2,225.97)	(305.35)	2,071.88	(4,500.00)	(6,571.88)	(4,500.00)	6,571.88	-
Membership Fees	-	477.69	200.00	330.00	-	(330.00)	-	330.00	-
Repairs & Maintenance - Equipment	-	-	-	21,641.11	-	(21,641.11)	-	21,641.11	-
Purchased Services	27,473.10	17,641.80	18,755.00	17,220.44	15,999.96	(1,220.48)	18,500.00	(1,279.56)	(2,500.04)
Staff Appreciation	-	-	-	781.76	-	(781.76)	-	781.76	-
Total Food Service Expenses	**1,272,212.92**	**1,339,155.64**	**1,331,506.65**	**1,422,231.05**	**1,312,915.68**	**(109,315.37)**	**1,356,763.29**	**65,467.76**	**(43,847.61)**
Nursing									
Salaries - MOS/Admin	-	75.24	-	-	574,644.36	574,644.36	462,174.89	(462,174.89)	112,469.47
Salaries - PSW/Other UPP	3,086,020.34	3,479,613.71	3,762,509.31	4,482,433.92	1,978,237.68	(2,504,196.24)	2,234,660.24	2,247,773.68	(256,422.56)

Statement of Operations - Consolidated
PARKWOOD BUDGET 2021-2022

	Prior Years Actual			Current Year Annual			2021-22		
	31-Mar-2018	31-Mar-2019	31-Mar-2020	Projected	Budget	Variance	Budget	Var vs Act	Var vs Bud
Salaries - RN	-	(2,180.98)	-	-	383,628.84	383,628.84	391,339.82	(391,339.82)	(7,710.98)
Salaries - RPN	713,206.44	407,858.69	262,297.28	309,712.15	570,061.92	260,349.77	770,690.18	(460,978.03)	(200,628.26)
Benefits - MOS/Admin	-	413.41	4,640.25	9,094.20	104,728.56	95,634.36	91,532.39	(82,438.19)	13,196.17
Benefits - PSW/Other UPP	549,160.20	653,900.37	698,152.34	675,823.15	682,009.80	6,186.65	711,008.77	(35,185.62)	(28,998.97)
Benefits - RN	-	-	-	-	142,869.48	142,869.48	126,700.71	(126,700.71)	16,168.77
Benefits - RPN	121,977.44	34,821.24	37,433.31	39,458.14	179,955.36	140,497.22	237,394.47	(197,936.33)	(57,439.11)
Equipment Maintenance and Replacement	38,441.37	34,973.89	57,878.69	356.30	35,000.04	34,643.74	500.00	(143.70)	34,500.04
Equipment Leasing Expense - EXPENSE	2,142.08	3,784.55	6,681.76	10,894.80	3,999.96	(6,894.84)	11,000.00	(105.20)	(7,000.04)
Supplies	13,262.56	3,557.93	3,921.80	233,650.76	2,499.96	(231,150.80)	6,500.00	227,150.76	(4,000.04)
Supplies - High Intensity	22,581.66	46,811.14	35,773.55	40,000.09	7,591.80	(32,408.29)	47,775.50	(7,775.41)	(40,183.70)
Supplies - Meds and Treatments	57,610.23	71,071.02	73,547.42	65,856.59	61,500.00	(4,356.59)	67,500.00	(1,643.41)	(6,000.00)
Nurse Practioner Expenses	-	1,318.30	1,653.30	(174.53)	124,846.44	125,020.97	115,443.78	(115,618.31)	9,402.66
Other Expenses	1,084.10	5,391.15	1,936.62	-	-	-	-	-	-
Recreation Entertainment Expense	-	344.05	-	-	-	-	-	-	-
Incontinent Supplies	60,445.64	62,870.56	60,931.33	67,783.72	44,851.20	(22,932.52)	44,851.20	22,932.52	-
Chemicals	-	-	-	93.48	-	(93.48)	-	93.48	-
Grocery Purchases	-	-	-	270.00	-	(270.00)	-	270.00	-
High Intensity - Raw Food	-	-	-	3,386.46	-	(3,386.46)	-	3,386.46	-
Membership Fees	-	310.75	-	-	500.04	500.04	500.00	(500.00)	0.04
Home Physician	18,014.40	18,014.40	17,114.40	18,014.40	18,099.96	85.56	18,100.00	(85.60)	(0.04)
Physician on Call	14,527.00	14,527.00	14,532.00	14,532.00	15,000.00	468.00	15,000.00	(468.00)	-
Repairs & Maintenance - Equipment	-	-	-	18,312.91	-	(18,312.91)	22,473.56	(4,160.65)	(22,473.56)
Purchased Services	25,290.48	35,519.56	19,969.02	6,308.33	33,000.00	26,691.67	20,000.00	(13,691.67)	13,000.00
Computer and Software Expense	-	-	11,792.37	16,691.64	-	(16,691.64)	10,500.00	6,191.64	(10,500.00)
Education Expense	3,501.50	1,362.26	5,107.95	786.01	7,000.08	6,214.07	5,000.00	(4,213.99)	2,000.08
Printing and Stationary Expense	-	169.49	-	-	-	-	-	-	-
Telephone Expense	-	-	-	430.49	-	(430.49)	-	430.49	-
Travel Expense	1,875.00	4,729.61	2,566.03	3,086.24	5,000.04	1,913.80	5,000.00	(1,913.76)	0.04
Staff Appreciation	-	-	-	5,245.90	-	(5,245.90)	-	5,245.90	-
Board Discretionary Spending	-	-	-	-	-	-	45,575.30	(45,575.30)	(45,575.30)
Total Nursing Expenses	**4,729,140.44**	**4,879,257.34**	**5,078,438.73**	**6,022,047.16**	**4,975,025.52**	**(1,047,021.64)**	**5,461,220.80**	**560,826.35**	**(486,195.28)**
Housekeeping									
Salaries - PSW/Other UPP	233,113.01	228,294.82	251,882.42	261,855.49	194,495.64	(67,359.85)	198,404.98	63,450.51	(3,909.34)
Benefits - MOS/Admin	-	260.44	803.07	1,573.94	-	(1,573.94)	-	1,573.94	-
Benefits - PSW/Other UPP	49,331.58	47,892.98	50,111.36	50,139.49	71,721.24	21,581.75	69,303.16	(19,163.67)	2,418.08
Benefits - RPN	-	39.37	-	-	-	-	-	-	-
Equipment Maintenance and Replacement	2,859.51	2,374.31	470.20	-	2,000.04	2,000.04	5,000.00	(5,000.00)	(2,999.96)
Supplies	53,212.02	72,761.87	55,924.73	68,982.01	53,499.96	(15,482.05)	53,500.00	15,482.01	(0.04)
Other Expenses	-	53.53	-	-	-	-	-	-	-
Repairs & Maintenance - Window and Doors	-	-	-	4,614.94	-	(4,614.94)	-	4,614.94	-
Repairs & Maintenance - Equipment	-	-	-	1,285.15	-	(1,285.15)	-	1,285.15	-
Purchased Services	7,162.32	5,887.97	13,724.35	4,695.48	9,999.96	5,304.48	13,500.00	(8,804.52)	(3,500.04)
Utilities - Electric	7,650.00	-	-	-	-	-	-	-	-
Staff Appreciation	-	-	-	259.26	-	(259.26)	-	259.26	-
Total Housekeeping Expenses	**353,328.44**	**357,565.29**	**372,916.13**	**393,405.77**	**331,716.84**	**(61,688.93)**	**339,708.14**	**53,697.63**	**(7,991.30)**
Laundry									
Salaries - PSW/Other UPP	96,395.05	98,177.18	96,436.54	102,025.19	92,436.36	(9,588.83)	94,294.37	7,730.82	(1,858.01)
Benefits - MOS/Admin	-	63.70	196.43	384.97	-	(384.97)	-	384.97	-
Benefits - PSW/Other UPP	20,264.46	21,712.83	18,982.20	15,729.72	31,018.08	15,288.36	30,185.90	(14,456.18)	832.18
Equipment Maintenance and Replacement	5,910.44	3,417.32	10,873.06	427.19	4,500.00	4,072.81	5,500.00	(5,072.81)	(1,000.00)

Statement of Operations - Consolidated
PARKWOOD BUDGET 2021-2022

	Prior Years Actual			Current Year Annual			2021-22		
	31-Mar-2018	31-Mar-2019	31-Mar-2020	Projected	Budget	Variance	Budget	Var vs Act	Var vs Bud
Supplies	6,629.53	8,553.68	16,788.81	16,488.62	6,000.00	(10,488.62)	16,000.00	488.62	(10,000.00)
Linens	7,012.19	11,034.54	8,127.12	8,142.90	12,000.00	3,857.10	12,000.00	(3,857.10)	-
Repairs & Maintenance - Equipment	-	-	-	4,279.09	-	(4,279.09)	-	4,279.09	-
Purchased Services	9,448.05	2,421.80	-	-	3,999.96	3,999.96	-	-	3,999.96
Staff Appreciation	-	-	-	120.83	-	(120.83)	-	120.83	-
Total Laundry Expenses	**145,659.72**	**145,381.05**	**151,404.16**	**147,598.51**	**149,954.40**	**2,355.89**	**157,980.27**	**(10,381.76)**	**(8,025.87)**
Maintenance									
Salaries - MOS/Admin	-	-	-	2,100.38	-	(2,100.38)	-	2,100.38	-
Salaries - PSW/Other UPP	214,365.10	229,093.94	167,873.61	200,507.50	201,183.72	676.22	164,865.14	35,642.35	36,318.58
Benefits - MOS/Admin	-	493.28	636.06	761.77	1,157.52	395.75	247.50	514.27	910.02
Benefits - PSW/Other UPP	48,130.51	60,957.84	36,485.57	31,892.23	38,127.00	6,234.77	32,327.96	(435.72)	5,799.04
Equipment Maintenance and Replacement	6,599.38	45,157.40	39,241.80	10,862.57	11,000.04	137.47	42,000.00	(31,137.43)	(30,999.96)
Equipment Leasing Expense - EXPENSE	2,806.39	-	-	-	-	-	-	-	-
Supplies	52,606.09	57,810.27	33,704.46	34,046.05	39,999.96	5,953.91	38,500.00	(4,453.95)	1,499.96
Other Expenses	1,029.13	1,105.19	-	-	999.96	999.96	1,000.00	(1,000.00)	(0.04)
Grocery Purchases	-	1,315.02	-	-	-	-	-	-	-
Repairs & Maintenance - Building	148,891.69	81,902.30	177,808.44	99,024.44	87,000.00	(12,024.44)	122,000.00	(22,975.56)	(35,000.00)
Repairs & Maintenance - Pool	5,119.06	44,019.61	13,441.12	7,912.88	9,999.96	2,087.08	10,000.00	(2,087.12)	(0.04)
Repairs & Maintenance - Lawn and Grounds	40,873.72	67,441.86	55,532.17	61,678.15	54,000.00	(7,678.15)	64,000.00	(2,321.85)	(10,000.00)
Repairs & Maintenance - Window and Doors	19,517.90	8,473.89	20,947.17	19,103.17	11,500.08	(7,603.09)	11,500.00	7,603.17	0.08
Repairs & Maintenance - Equipment	111,555.99	45,054.67	33,983.05	80,640.07	78,000.00	(2,640.07)	48,000.00	32,640.07	30,000.00
Repairs & Maintenance - Parking and Driveways	30,845.31	12,139.55	31,003.36	11,787.16	18,000.00	6,212.84	18,000.00	(6,212.84)	-
Repairs & Maintenance - Elevator	20,438.75	22,653.25	21,614.18	22,810.63	23,499.96	689.33	23,500.00	(689.37)	(0.04)
Garbage Pickup	19,551.64	29,574.64	22,341.68	16,318.12	19,500.00	3,181.88	19,500.00	(3,181.88)	-
Purchased Services	-	584.97	17,230.97	10,713.65	-	(10,713.65)	2,500.00	8,213.65	(2,500.00)
Utilities - Gas	-	55,851.72	75,578.43	49,766.50	36,947.52	(12,818.98)	67,254.82	(17,488.32)	(30,307.30)
Utilities - Electric	386,354.82	243,855.82	182,352.32	197,267.29	277,605.72	80,338.43	207,130.66	(9,863.36)	70,475.06
Utilities - Water	-	61,851.05	88,602.58	78,553.04	58,078.20	(20,474.84)	82,480.70	(3,927.65)	(24,402.50)
Education Expense	-	-	831.59	(48.00)	-	48.00	-	(48.00)	-
Printing and Stationary Expense	-	279.76	-	-	-	-	-	-	-
Staff Appreciation	-	-	-	208.84	-	(208.84)	-	208.84	-
Total Maintenance Expenses	**1,108,685.48**	**1,069,616.03**	**1,019,208.56**	**935,906.45**	**966,599.64**	**30,693.19**	**954,806.77**	**(18,900.33)**	**11,792.87**
Administration									
Salaries - MOS/Admin	392,177.53	372,164.98	577,881.32	784,386.17	644,709.72	(139,676.45)	259,273.71	525,112.45	385,436.01
Salaries - PSW/Other UPP	-	-	(10,085.74)	25,472.74	-	(25,472.74)	-	25,472.74	-
Benefits - MOS/Admin	78,192.17	64,202.33	97,294.19	120,602.72	122,674.20	2,071.48	36,998.96	83,603.76	85,675.24
Benefits - PSW/Other UPP	-	474.12	6,689.17	12,192.34	-	(12,192.34)	-	12,192.34	-
Equipment Maintenance and Replacement	86,070.10	19,862.44	11,018.84	1,163.66	9,500.04	8,336.38	9,500.00	(8,336.34)	0.04
Equipment Leasing Expense - EXPENSE	1,637.60	2,193.47	1,400.03	3,360.10	3,750.00	389.90	3,750.00	(389.90)	-
Supplies	1,233.78	2,557.80	9,945.02	8,644.24	-	(8,644.24)	30,000.00	(21,355.76)	(30,000.00)
Other Expenses	16,848.96	18,695.47	19,827.55	-	-	-	-	-	-
Supplies - Paper Products	-	1,048.59	-	-	-	-	-	-	-
Membership Fees	27,775.84	19,955.04	19,297.89	27,668.21	18,000.00	(9,668.21)	23,500.00	4,168.21	(5,500.00)
Repairs & Maintenance - Equipment	-	-	-	822.02	-	(822.02)	-	822.02	-
Garbage Pickup	-	2,962.18	-	-	-	-	-	-	-
Purchased Services	10,394.00	18,924.45	71,830.39	23,565.22	3,000.00	(20,565.22)	56,000.00	(32,434.78)	(53,000.00)
Computer and Software Expense	-	72,147.61	75,673.98	113,352.64	50,000.04	(63,352.60)	108,620.00	4,732.64	(58,619.96)
Education Expense	5,560.76	3,468.72	29,448.11	4,415.28	5,000.04	584.76	25,000.00	(20,584.72)	(19,999.96)
Advertising Expense	2,593.89	(362.37)	1,872.53	14,570.48	3,750.00	(10,820.48)	3,750.00	10,820.48	-
Auditing Expense	16,502.69	15,714.36	22,100.04	18,120.00	20,000.04	1,880.04	15,325.00	2,795.00	4,675.04
Legal Expense	363.79	2,834.65	5,335.19	2,536.98	6,000.00	3,463.02	6,000.00	(3,463.02)	-
Insurance Expense	54,324.96	63,288.28	62,160.00	60,057.02	54,999.96	(5,057.06)	72,000.00	(11,942.98)	(17,000.04)

Statement of Operations - Consolidated
PARKWOOD BUDGET 2021-2022

	Prior Years Actual			Current Year Annual			2021-22		
	31-Mar-2018	31-Mar-2019	31-Mar-2020	Projected	Budget	Variance	Budget	Var vs Act	Var vs Bud
Postage Expense	2,942.85	2,718.77	2,582.86	3,235.45	4,350.00	1,114.55	4,350.00	(1,114.55)	-
Printing and Stationary Expense	19,619.50	19,533.64	11,910.60	29,076.64	16,999.92	(12,076.72)	17,000.00	12,076.64	(0.08)
Telephone Expense	82,725.72	75,470.63	85,039.28	92,727.49	79,999.92	(12,727.57)	80,000.00	12,727.49	(0.08)
Travel Expense	10,779.68	13,675.25	13,069.58	9,712.88	18,000.12	8,287.24	18,000.00	(8,287.12)	0.12
Staff Appreciation	-	-	-	967.40	-	(967.40)	-	967.40	-
Administrative Charge FMH	19,999.92	19,999.92	19,999.92	119,076.44	19,999.92	(99,076.52)	564,624.72	(445,548.28)	(544,624.80)
Board Discretionary Spending	20,044.26	333.35	163.13	403.39	1,500.00	1,096.61	1,500.00	(1,096.61)	-
Fundraising Expenses	-	719.15	-	-	-	-	-	-	-
Total Administration Expenses	**849,788.00**	**812,582.83**	**1,134,453.88**	**1,476,129.52**	**1,082,233.92**	**(393,895.60)**	**1,335,192.40**	**140,937.12**	**(252,958.48)**
TOTAL OPERATING EXPENSES	**8,936,695.07**	**9,130,571.48**	**9,636,212.44**	**10,966,717.68**	**9,360,527.88**	**(1,606,189.80)**	**10,186,265.89**	**780,451.79**	**(825,738.01)**
TOTAL OPERATING INCOME	**1,754,808.06**	**1,892,665.04**	**1,723,832.90**	**1,756,158.86**	**1,832,547.12**	**(76,388.26)**	**1,615,575.76**	**(140,583.11)**	**(216,971.36)**
Non-Operating Revenue									
Prior Period Adjustments	7,951.89	(11,868.23)	(12,561.73)	-	-	-	-	-	-
Donations - Receiptable	4,415.63	14,764.48	10,222.50	22,857.11	2,499.96	(20,357.15)	11,000.00	(11,857.11)	8,500.04
Donations - Non-Receiptable/Special Fundraising	-	14,464.07	2,469.36	5,593.48	-	(5,593.48)	2,000.00	(3,593.48)	2,000.00
Interest Income - Investments	119,936.79	182,695.30	58,586.46	35,264.26	-	(35,264.26)	30,000.00	(5,264.26)	30,000.00
General Income	129,195.48	162,934.55	183,121.25	181,599.90	103,299.96	(78,299.94)	165,880.00	(15,719.90)	62,580.04
Amortization- Deferred Donation Revenues	111,604.21	125,370.07	121,858.23	121,858.32	134,500.08	12,641.76	143,400.00	21,541.68	8,899.92
Total Non-Operating Revenue	**373,104.00**	**488,360.24**	**363,696.07**	**367,173.06**	**240,300.00**	**126,873.06**	**352,280.00**	**(14,893.06)**	**111,980.00**
Non-Operating Expenses									
Bank Service Charges	(574.96)	389.75	393.12	394.14	-	(394.14)	-	(394.14)	-
Total Fixed Asset Depreciation	799,299.40	743,177.89	678,627.66	660,540.00	690,000.00	29,460.00	692,400.00	(31,860.00)	(2,400.00)
Mortgage Interest	1,009,060.44	974,719.05	922,248.52	862,888.18	932,000.04	69,111.86	816,842.75	46,045.43	115,157.29
Property Taxes	139,380.00	157,488.00	162,480.00	171,701.04	161,425.20	(10,275.84)	170,751.42	949.62	(9,326.22)
Total Non-Operating Expenses	**1,947,164.88**	**1,875,774.69**	**1,763,749.30**	**1,695,523.36**	**1,783,425.24**	**87,901.88**	**1,679,994.17**	**15,529.18**	**103,431.07**
NET INCOME	**180,747.18**	**505,250.59**	**323,779.67**	**427,808.57**	**289,421.88**	**138,386.69**	**287,861.58**	**(139,946.98)**	**(1,560.30)**

Statement of Operations - Consolidated
PARKWOOD BUDGET 2021-2022

	Historical Actual			Current Year Annual			2021-22			
	31-Mar-2018	31-Mar-2019	31-Mar-2020	Projected	Budget	Variance	Budget	Per Diem	Var vs Act	Var vs Bud
REVENUE										
Resident Revenue	3,304,659.49	3,378,517.22	3,507,572.13	3,576,324.88	3,392,246.64	184,078.24	3,648,251.64	104.12	71,926.76	256,005.00
MOHLTC Nursing Envelope Revenue	3,815,445.12	3,996,432.15	4,130,419.08	4,695,193.87	4,091,080.32	604,113.55	4,350,018.28	124.14	(345,175.59)	258,937.96
MOHLTC Program Envelope Revenue	418,588.76	426,781.73	438,288.84	458,358.36	445,771.92	12,586.44	467,630.25	13.35	9,271.89	21,858.33
MOHLTC Raw Food Revenue	310,530.00	329,541.00	341,057.39	345,535.94	334,274.28	11,261.66	351,652.68	10.04	6,116.74	17,378.40
MOHLTC Accom. Envelope Revenue	2,842,279.76	2,891,964.42	2,942,707.90	3,647,463.49	2,929,701.84	717,761.65	2,984,288.79	85.17	(663,174.70)	54,586.95
Total Revenue	**10,691,503.13**	**11,023,236.52**	**11,360,045.34**	**12,722,876.54**	**11,193,075.00**	**1,529,801.54**	**11,801,841.64**	**336.81**	**(921,034.90)**	**608,766.64**
EXPENSES										
Program Department	477,880.07	527,013.30	548,284.33	569,399.23	542,081.88	(27,317.35)	580,594.21	16.57	(11,194.97)	(38,512.33)
Dietary Department	1,272,212.92	1,339,155.64	1,331,506.65	1,422,231.05	1,312,915.68	(109,315.37)	1,356,763.29	38.72	65,467.76	(43,847.61)
Nursing Department	4,729,140.44	4,879,257.34	5,078,438.73	6,022,047.16	4,975,025.52	(1,047,021.64)	5,461,220.80	155.86	560,826.35	(486,195.28)
Housekeeping Department	353,328.44	357,565.29	372,916.13	393,405.77	331,716.84	(61,688.93)	339,708.14	9.69	53,697.63	(7,991.30)
Laundry Department	145,659.72	145,381.05	151,404.16	147,598.51	149,954.40	2,355.89	157,980.27	4.51	(10,381.76)	(8,025.87)
Maintenance Department	1,108,685.48	1,069,616.03	1,019,208.56	935,906.45	966,599.64	30,693.19	954,806.77	27.25	(18,900.33)	11,792.87
Administration	849,788.00	812,582.83	1,134,453.88	1,476,148.03	1,082,233.92	(393,914.11)	1,290,192.40	36.82	185,955.63	(207,958.48)
Total Operating Expenses	**8,936,695.07**	**9,130,571.48**	**9,636,212.44**	**10,966,736.20**	**9,360,527.88**	**(1,606,208.32)**	**10,141,265.89**	**289.42**	**825,470.31**	**(780,738.01)**
TOTAL OPERATING INCOME	**1,754,808.06**	**1,892,665.04**	**1,723,832.90**	**1,756,140.35**	**1,832,547.12**	**(76,406.77)**	**1,660,575.76**	**47.39**	**(95,564.59)**	**(171,971.36)**
Add: Non-Operating Revenue	373,104.00	488,360.24	363,696.07	366,496.43	240,300.00	126,196.43	352,280.00	10.05	(14,216.43)	111,980.00
Less: Non-Operating Expenses	1,947,164.88	1,875,774.69	1,763,749.30	1,695,523.36	1,783,425.24	87,901.88	1,679,994.17	47.95	15,529.18	103,431.07
NET INCOME	**180,747.18**	**505,250.59**	**323,779.67**	**427,113.42**	**289,421.88**	**137,691.54**	**332,861.58**	**9.50**	**(94,251.84)**	**43,439.70**

Statement of Operations - Long-Term Care
PARKWOOD BUDGET 2021-2022

Parkwood SENIORS COMMUNITY

	Historical Actual			Current Year Annual			2021-22			
	31-Mar-2018	31-Mar-2019	31-Mar-2020	Projected	Budget	Variance	Budget	Per Diem	Var vs Act	Var vs Bud
REVENUE										
Resident Revenue	-	2,029.00	734.94	-	2,750.04	(2,750.04)	750.00	0.02	750.00	(2,000.04)
MOHLTC Nursing Envelope Revenue	3,815,445.12	3,996,432.15	4,130,419.08	4,695,193.87	4,091,080.32	604,113.55	4,350,018.28	124.14	(345,175.59)	258,937.96
MOHLTC Program Envelope Revenue	418,588.76	426,781.73	438,288.84	458,358.36	445,771.92	12,586.44	467,630.25	13.35	9,271.89	21,858.33
MOHLTC Raw Food Revenue	310,530.00	329,541.00	341,057.39	345,535.94	334,274.28	11,261.66	351,652.68	10.04	6,116.74	17,378.40
MOHLTC Accom. Envelope Revenue	2,842,279.76	2,891,964.42	2,942,707.90	3,568,497.24	2,929,701.84	638,795.40	2,984,288.79	85.17	(584,208.45)	54,586.95
Total Revenue	**7,386,843.64**	**7,646,748.30**	**7,853,208.15**	**9,067,585.42**	**7,803,578.40**	**1,264,007.02**	**8,154,340.00**	**232.72**	**(913,245.41)**	**350,761.60**
EXPENSES										
Program Department	395,751.66	456,687.63	466,635.96	491,935.80	442,344.60	(49,591.20)	486,179.95	13.87	5,755.85	(43,835.35)
Dietary Department	981,652.71	1,015,387.78	1,020,119.23	1,087,613.53	992,493.72	(95,119.81)	1,022,872.34	29.19	64,741.19	(30,378.62)
Nursing Department	3,877,426.73	4,020,282.01	4,141,769.11	4,805,807.18	4,087,827.36	(717,979.82)	4,331,468.58	123.61	474,338.60	(243,641.22)
Housekeeping Department	308,434.81	328,512.45	347,910.16	363,478.62	313,216.92	(50,261.70)	317,708.14	9.07	45,770.48	(4,491.22)
Laundry Department	141,892.03	142,578.47	143,751.03	138,516.14	143,954.28	5,438.14	149,480.27	4.27	(10,964.13)	(5,525.99)
Maintenance Department	634,421.68	549,076.12	487,619.57	425,442.37	513,545.04	88,102.67	481,074.49	13.73	(55,632.12)	32,470.55
Administration	434,419.82	387,405.50	680,141.00	950,245.15	566,833.56	(383,411.59)	705,242.96	20.13	245,002.19	(138,409.40)
Total Operating Expenses	**6,773,999.44**	**6,899,929.96**	**7,287,946.06**	**8,263,038.80**	**7,060,215.48**	**(1,202,823.32)**	**7,494,026.73**	**213.87**	**769,012.07**	**(433,811.25)**
TOTAL OPERATING INCOME	**612,844.20**	**746,818.34**	**565,262.09**	**804,546.61**	**743,362.92**	**61,183.69**	**660,313.27**	**18.84**	**(144,233.34)**	**(83,049.65)**
Add: Non-Operating Revenue	154,144.81	104,360.00	85,833.54	94,690.80	124,500.00	(29,809.20)	124,500.00	3.55	29,809.20	-
Less: Non-Operating Expenses	778,839.29	782,486.68	763,892.55	729,771.00	770,000.04	40,229.04	707,009.24	20.18	22,761.76	62,990.80
NET INCOME	**(11,850.28)**	**68,691.66**	**(112,796.92)**	**169,466.41**	**97,862.88**	**71,603.53**	**77,804.03**	**2.22**	**(91,662.38)**	**(20,058.85)**

Statement of Operations - Suites
PARKWOOD BUDGET 2021-2022

	Historical Actual			Current Year Annual			2021-22			
	31-Mar-2018	31-Mar-2019	31-Mar-2020	Projected	Budget	Variance	Budget	Per Diem	Var vs Act	Var vs Bud
REVENUE										
Resident Revenue	3,147,975.49	3,215,916.22	3,342,269.19	3,406,824.88	3,224,928.60	181,896.28	3,474,641.64	123.63	67,816.76	249,713.04
MOHLTC Accom. Envelope Revenue	-	-	-	78,966.25	-	78,966.25	-	-	(78,966.25)	-
Total Revenue	**3,147,975.49**	**3,215,916.22**	**3,342,269.19**	**3,485,791.13**	**3,224,928.60**	**260,862.53**	**3,474,641.64**	**123.63**	**(11,149.49)**	**249,713.04**
EXPENSES										
Program Department	82,128.41	70,290.61	81,648.37	77,463.43	99,737.28	22,273.85	94,414.26	3.36	(16,950.83)	5,323.02
Dietary Department	290,560.21	323,767.86	311,387.42	334,617.52	320,421.96	(14,195.56)	333,890.95	11.88	726.57	(13,468.99)
Nursing Department	851,713.71	858,975.33	936,669.62	1,216,239.97	887,198.16	(329,041.81)	1,129,752.22	40.20	86,487.75	(242,554.06)
Housekeeping Department	27,995.68	19,612.22	22,641.33	28,555.14	18,499.92	(10,055.22)	22,000.00	0.78	6,555.14	(3,500.08)
Laundry Department	3,767.69	2,802.58	7,653.13	9,082.37	6,000.12	(3,082.25)	8,500.00	0.30	582.37	(2,499.88)
Maintenance Department	427,938.86	472,842.43	470,543.25	468,396.85	405,069.84	(63,327.01)	429,699.79	15.29	38,697.07	(24,629.95)
Administration	373,998.84	382,863.33	418,830.24	506,982.12	465,939.12	(41,043.00)	534,551.91	19.02	(27,569.79)	(68,612.79)
Total Operating Expenses	**2,058,103.40**	**2,131,154.36**	**2,249,373.36**	**2,641,337.40**	**2,202,866.40**	**(438,471.00)**	**2,552,809.13**	**90.83**	**88,528.27**	**(349,942.73)**
TOTAL OPERATING INCOME	**1,089,872.09**	**1,084,761.86**	**1,092,895.83**	**844,453.73**	**1,022,062.20**	**(177,608.47)**	**921,832.51**	**32.80**	**77,378.78**	**(100,229.69)**
Add: Non-Operating Revenue	90,660.64	115,901.53	99,687.57	95,392.36	34,500.00	60,892.36	98,380.00	3.50	2,987.64	63,880.00
Less: Non-Operating Expenses	1,109,869.55	1,025,837.97	929,038.22	894,870.22	945,111.00	50,240.78	902,284.36	32.10	(7,414.15)	42,826.64
NET INCOME	**70,663.18**	**174,825.42**	**263,545.18**	**44,975.87**	**111,451.20**	**(66,475.33)**	**117,928.15**	**4.20**	**72,952.28**	**6,476.95**

Statement of Operations - Garden Homes
PARKWOOD BUDGET 2021-2022

Parkwood SENIORS COMMUNITY

	Historical Actual			Current Year Annual			2021-22			
	31-Mar-2018	31-Mar-2019	31-Mar-2020	Projected	Budget	Variance	Budget	Per Diem	Var vs Act	Var vs Bud
REVENUE										
Resident Revenue	156,684.00	160,572.00	164,568.00	169,500.00	164,568.00	4,932.00	172,860.00	26.31	3,360.00	8,292.00
Total Revenue	**156,684.00**	**160,572.00**	**164,568.00**	**169,500.00**	**164,568.00**	**4,932.00**	**172,860.00**	**26.31**	**3,360.00**	**8,292.00**
EXPENSES										
Program Department	-	35.06	-	-	-	-	-	-	-	-
Dietary Department	-	-	-	-	-	-	-	-	-	-
Nursing Department	-	-	-	-	-	-	-	-	-	-
Housekeeping Department	16,897.95	9,440.62	2,364.64	1,372.01	-	(1,372.01)	-	-	1,372.01	-
Laundry Department	-	-	-	-	-	-	-	-	-	-
Maintenance Department	41,656.74	47,697.48	61,045.74	42,067.22	47,984.76	5,917.54	44,032.50	6.70	(1,965.28)	3,952.26
Administration	41,369.34	41,594.85	35,482.64	26,246.86	49,461.24	23,214.38	50,397.53	7.67	(24,150.67)	(936.29)
Total Operating Expenses	**99,924.03**	**98,768.01**	**98,893.02**	**69,686.09**	**97,446.00**	**27,759.91**	**94,430.03**	**14.37**	**(24,743.94)**	**3,015.97**
TOTAL OPERATING INCOME	**56,759.97**	**61,803.99**	**65,674.98**	**99,813.91**	**67,122.00**	**32,691.91**	**78,429.97**	**11.94**	**(21,383.94)**	**11,307.97**
Add: Non-Operating Revenue	409.87	393.25	7,686.53	8,201.16	-	8,201.16	8,900.00	1.35	698.84	8,900.00
Less: Non-Operating Expenses	59,031.00	67,060.29	70,425.41	70,476.00	68,314.20	(2,161.80)	70,700.57	10.76	(224.57)	(2,386.37)
NET INCOME	**(1,861.16)**	**(4,863.05)**	**2,936.10**	**37,539.07**	**(1,192.20)**	**38,731.27**	**16,629.41**	**2.53**	**(20,909.67)**	**17,821.61**

Capital Equipment
PARKWOOD BUDGET 2021-2022

Legend:

(yellow)	Take forward to next year
(blue)	Still to be purchased in current year

LTC

Item Description	Spent YTD	2020/21 Budget	New 2021/22	2022/23	2023/24	2024/25
Dishwasher Replacement			15,000	15,000	-	-
Double Steamer (2014)			25,000			
Food Cart Replace 1/year (Total of 6)			5,000	5,000	5,000	5,000
Hot Table - SC and WW Serveries			6,000	6,000		
Ice Machine - BH, SC/WW Dishrooms, Celebration Room Servery		5,000	5,000	5,000	5,000	5,000
Ice Machine - Main Kitchen			5,000			
Kitchen Range and Flat Top (2004)			13,000	-	-	-
Robo Coupe x 2 (2015, 2016)		7,000	7,000	-	-	-
Stainless Steel Fridge/Freezer - Main Kitchen Snack Area			-	12,000		
Steam Table - Celebration Room Servery				11,000		
OTR S/S Microwaves For BH, SC, and WW Serveries					4,000	
Black Kitchen Carts - 3 For Main Kitchen, 1 Each SC,WW,BH Serveries			5,400			
Rational ClimaPlus Combi Oven Electric & Gas (Large)						50,000
Rational ClimaPlus Combi Oven Electric & Gas (Small)					50,000	
Cleveland Electric Table Top Kettles (Double)			20,000			
Turbo Pot & Pan Sink						20,000
Hobart Stand Mixer				15,000		
Hobart Meat Slicer					7,000	
Robot Coupe Dicer / Shredder		7,000	7,000			
Edlund Electric Can Opener			1,500			
Sit stand lifts				6,000	6,000	6,000
Floor Lifts	7,763					
Tubs					30,000	
Tornados			4,000	4,000	4,000	
Atmos air mattress (4 per yr)				8,400	8,400	8,400
Wheel Chair Washer				-	-	-
AC units heat exchangers 2 per year		12,000	12,000	12,000	10,000	-
Boiler Chimney Code Upgrades			-	-	-	-
Concrete repairs		12,000				
Energy Recovery Units #1 and #3 (4 in total) not 1-4?	68,232			-	-	-
Flooring linoleum replacement	6,611	10,000	10,000	10,000	10,000	-
Make-up air unit burner assembly		5,000		-	-	-
Home Area Flooring replacement		25,000	42,000	45,000	45,000	-

Capital Equipment
PARKWOOD BUDGET 2021-2022

Legend:
- Take forward to next year
- Still to be purchased in current year

Item Description	Spent YTD	2020/21 Budget	New 2021/22	2022/23	2023/24	2024/25
Tub and Shower floors			26,000	13,000		
Door openers on tub rooms			21,000			
Servery floors			10,000			
Replace LTC Washers (3) AND Replace LTC Dryers (3)				20,000	20,000	20,000
TOTAL	82,606	83,000	239,900	187,400	204,400	114,400

Suites

Item Description	Spent YTD	2020/21 Budget	New 2021/22	2022/23	2023/24	2024/25
Black Kitchen Carts - 6 Carts Total			1,800	1,800	1,800	
Conveyor Toaster			1,500			
Dish Washer - Gourmet Kitchen			5,000			
Dish Washer - Servery					15,000	
Double Fridge - Servery						7,000
Fridge / freezer - Gourmet Kitchen						3,000
Ice Machine - Servery (50 Pounds/24 hours - "Manituk" brand Per Tim)				4,000		
Single Freezer - Servery				6,500		
Single Fridge - Servery				5,500		
Steam Table (2015)						11,000
Wall Oven - Gourmet Kitchen				3,000		
Boiler, burner & heat exchanger					35,000	-
Door opener		5,000	5,000			
Fan Heating and Cooling Units X 2/year		5,000	22,000	5,000	5,000	-
Rooftop HVAC (19 small 4 large)			32,000	-	-	-
Replace carpet in 7-8 units/year		25,000	25,000	25,000	15,000	-
2nd Floor Hallway Floor		12,200				
Pool Deck			-	15,000		
Pool Railings			-	3,500		
Mini Kitchen Replacements			10,000	10,000	10,000	10,000
Heat Exchange on boiller	13,881					
TOTAL	13,881	47,200	102,300	79,300	81,800	31,000

Garden Homes

Item Description	Spent YTD	2020/21 Budget	New 2021/22	2022/23	2023/24	2024/25

Capital Equipment
PARKWOOD BUDGET 2021-2022

Legend:
Take forward to next year
Still to be purchased in current year

Eaves Trough replacement		-	5,000	-	-	-
Windows 2 / year (front bay window)		5,000	5,000	5,000	5,000	-
Roofing	7,463	30,000	35,000	15,000		
TOTAL	7,463	35,000	45,000	20,000	5,000	-

IT

Item Description	Spent YTD	2020/21 Budget	New 2021/22	2022/23	2023/24	2024/25
Computer Replacements	4,212	10,000	10,000	-	-	-
Telephone System	23,901	-				
NAV Installation	20,692	-				
TOTAL	48,805	10,000	10,000	-	-	-

TOTAL PARKWOOD CAPITAL	152,755	175,200	397,200	286,700	291,200	145,400