



Financial Statements

Pacific Centre Family Services Association

March 31, 2023

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Independent Auditors' Report

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To the directors of Pacific Centre Family Services Association

Opinion

We have audited the financial statements of Pacific Centre Family Services Association ("the Association"), which comprise the statement of financial position as at March 31, 2023, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of Pacific Centre Family Services Association as at March 31, 2023, and its results of 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 Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Association 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 these 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 Association'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 Association or to cease operations, or has no realistic alternative but to do so.

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

Auditor's 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.

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 Association'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 Association'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 Association 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.

Report on other legal and regulatory requirements

As required by the Society's Act (British Columbia), we report that, in our opinion, the accounting principles in the Canadian accounting standards for not-for-profit organizations have been applied on a consistent basis with that of the preceding year.

Victoria, Canada
September 22, 2023



Chartered Professional Accountants

Pacific Centre Family Services Association

Statement of Financial Position

Year Ended March 31

	Capital Assets	Operating Fund	Restricted	Total 2023	Total 2022
Assets					
Current					
Cash (Note 5)	\$ -	\$ 733,293	\$ -	\$ 733,293	\$ 236,409
Receivables	-	98,706	-	98,706	212,219
Prepays	-	10,160	-	10,160	4,101
Interfund balances	-	-	40,560	40,560	40,560
	-	842,159	40,560	882,719	493,289
Tangible capital assets (Note 4 and 8)	4,667,371	-	-	4,667,371	3,963,866
	\$ 4,667,371	\$ 842,159	\$ 40,560	\$ 5,550,090	\$ 4,457,155
Liabilities					
Current					
Payables and accruals	\$ -	\$ 515,342	\$ -	\$ 515,342	\$ 330,781
Deferred revenue (Note 6)	-	690,590	-	690,590	466,689
Deferred capital contributions (Note 7)	1,467,128	-	-	1,467,128	642,682
Accrued benefits	-	169,759	-	169,759	141,673
Current portion of mortgage (Note 8)	56,449	-	-	56,449	1,813,786
Interfund balances	-	40,560	-	40,560	40,560
	1,523,577	1,416,251	-	2,939,828	3,436,171
Long-term portion of mortgage (Note 8)	1,702,369	-	-	1,702,369	-
	3,225,946	1,416,251	-	4,642,197	3,436,171
Net Assets					
Unrestricted	-	(574,092)	-	(574,092)	(526,974)
Invested in capital assets	1,441,425	-	-	1,441,425	1,507,398
Capital replacement reserve	-	-	24,733	24,733	24,733
Externally restricted (Note 9)	-	-	15,827	15,827	15,827
	1,441,425	(574,092)	40,560	907,893	1,020,984
	\$ 4,667,371	\$ 842,159	\$ 40,560	\$ 5,550,090	\$ 4,457,155

On behalf of the board



Director



Director

Pacific Centre Family Services Association

Statement of Operations

Year ended March 31	2023	2022
Revenue (Page 16)		
Westshore Community Health Centre	\$ 3,098,072	\$ 587,729
Community outreach prevention and education	412,794	320,000
Youth services	298,489	282,941
Substance use program	250,710	251,340
Community counselling	271,602	221,922
Administration	199,210	190,977
Sexual abuse intervention program	191,771	188,867
Stopping the violence	168,228	170,929
Youth gang intervention	150,200	156,615
Better at home	123,400	117,384
Intake program	208,125	95,590
Family violence program	63,801	72,638
ESP	-	51,330
	<u>5,436,402</u>	<u>2,708,262</u>
Salary costs (Page 16)		
Salaries	2,685,401	1,622,185
Physician and nurse practitioner fees	1,348,761	-
Employee benefits	664,980	410,091
	<u>4,699,142</u>	<u>2,032,276</u>
Expenditures (Page 16)		
Building occupancy	304,533	276,921
Amortization	228,133	130,093
Office	129,372	54,809
Supplies	74,466	10,733
Property taxes	36,000	36,000
Purchased services	26,683	46,862
Interest and bank charges	15,449	10,411
Membership dues	15,181	8,656
Staff training	9,284	6,600
Promotion and publicity	2,030	1,052
Transportation	9,220	1,035
Casual labour	-	8,601
	<u>850,351</u>	<u>591,773</u>
Excess (deficiency) of revenue over expenditures from operations	\$ <u>(113,091)</u>	\$ <u>84,213</u>

See accompanying notes to the financial statements.

Pacific Centre Family Services Association

Statement of Changes in Net Assets

Year Ended March 31

	Unrestricted	Invested In Capital Assets	Capital Replacement Reserve	Externally Restricted	Total 2023	Total 2022
Balance, beginning of year	\$ (526,974)	\$ 1,507,398	\$ 24,733	\$ 15,827	\$ 1,020,984	\$ 936,771
Excess (deficiency) of revenues over expenditures	115,042	(228,133)	-	-	(113,091)	84,213
Capital Contribution	824,444	(824,444)	-	-	-	-
Interfund transfers (Note 11)	(986,604)	986,604	-	-	-	-
Balance, end of year	\$ (574,092)	\$ 1,441,425	\$ 24,733	\$ 15,827	\$ 907,893	\$ 1,020,984

See accompanying notes to the financial statements.

Pacific Centre Family Services Association

Statement of Cash Flows

Year ended March 31

2023

2022

Increase (decrease) in cash

Operating

Excess (deficiency) of revenue over expenditures	\$ (113,091)	\$ 84,213
Amortization of tangible capital assets	<u>228,133</u>	<u>130,093</u>
	<u>115,042</u>	<u>214,306</u>

Change in non-cash operating working capital (Note 10)	<u>1,368,446</u>	<u>759,979</u>
	<u>1,483,488</u>	<u>974,285</u>

Investing

Purchase of tangible capital assets	(931,636)	(682,307)
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Financing

Mortgage repayments	<u>(54,968)</u>	<u>(33,743)</u>
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Net increase in cash	<u>496,884</u>	<u>258,235</u>
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Cash (bank indebtedness), beginning of year	<u>236,409</u>	<u>(21,826)</u>
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Cash, end of year	<u>\$ 733,293</u>	<u>\$ 236,409</u>
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See accompanying notes to the financial statements.

Pacific Centre Family Services Association

Notes to the Financial Statements

March 31, 2023

1. Nature of operations

By encouraging healthy patterns of living, Pacific Centre Family Services Association (the "Association") enhances and promotes the quality and dignity of life of individuals and families within our diverse community. The Association is incorporated under the British Columbia Society Act and is a registered charity in accordance with the Income Tax Act of Canada.

2. Summary of significant accounting policies

Basis of presentation

The Association has elected to apply the standards of Part III of the CPA Canada Handbook in accordance with Canadian accounting standards for not-for-profit organizations. The Association controls the Pacific Centre Family Services Foundation ("the Foundation") through common board members and management. As a permitted option under ASNPO, these financial statements are prepared on a non-consolidated basis.

Fund accounting

The Pacific Centre Family Services Association follows the deferral method of accounting for contributions.

The Operating Fund accounts for the Association's program delivery and administrative activities.

The Capital Asset Fund accounts for the capital assets employed in the operations of the Association.

The Capital Replacement Reserve accounts for internally restricted funds set aside by the Board for the required replacement of capital assets.

The Building Fund accounts for internally restricted funds set aside by the Board to accumulate resources for property acquisition. Interest earned on the investments held in the Building Fund are used in general operations.

Amortization

Rates and bases of amortization applied to write off the cost less estimated salvage value of capital assets over their estimated lives are as follows:

Building	4%, straight-line
Computer hardware	20%, straight-line
Furniture and equipment	20%, straight-line
Medical equipment	20%, straight-line
Computer software	20% straight-line

Pacific Centre Family Services Association

Notes to the Financial Statements

March 31, 2023

2. Summary of significant accounting policies (continued)

Financial instruments

The Association's financial instruments consist of cash, receivables, payables, accrued benefits and mortgage. Financial instruments are recorded at fair value on initial recognition. Investments that are quoted in an active market are subsequently measured at fair value. All other financial instruments are subsequently recorded at cost or amortized cost, unless management has elected to carry the instruments at fair value. The Association has not elected to carry any such financial instruments at fair value.

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indicator of impairment, the Association determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount the Association expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial carrying value.

Use of estimates

In preparing the Association's financial statements, management is required to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements and reported amounts of revenue and expenses during the period. Actual results could differ from these estimates.

3. Capital assets		2023		2022	
	Cost	Accumulated amortization	Net book value	Net book value	
Land	\$ 658,460	\$ -	\$ 658,460	\$ 658,460	
Building	4,146,763	393,194	3,753,569	2,614,217	
Capital work in progress	-	-	-	581,465	
Computer hardware	132,338	97,132	35,206	39,459	
Furniture and equipment	129,813	35,435	94,378	37,890	
Artwork	31,625	-	31,625	20,500	
Medical equipment	104,401	22,568	81,833	6,750	
Website	15,375	3,075	12,300	5,125	
Computer software	9,882	9,882	-	-	
	<u>\$ 5,228,657</u>	<u>\$ 561,286</u>	<u>\$ 4,667,371</u>	<u>\$ 3,963,866</u>	

Pacific Centre Family Services Association

Notes to the Financial Statements

March 31, 2023

4. Bank indebtedness

The Association has an operating line of credit with Island Savings Credit Union, authorized to a maximum of \$400,000. As of March 31, 2023, no amount was drawn on the line of credit (2022: \$nil). This line of credit bears interest at bank prime and is secured by a first floating charge over the accounts, investments, and capital assets of the Association.

The Association has an operating line of credit with Vancouver City Savings Credit Union, authorized to a maximum of \$200,000. As of March 31, 2023, the amount drawn on the line of credit was \$5,949 (2022: \$175,897). This line of credit bears interest at bank prime plus 2% and is secured by a General Security Agreement.

5. Deferred revenue

The amounts reported as deferred revenues represent those amounts that the Association has collected that do not relate to operations conducted during the current fiscal year.

	<u>2023</u>	<u>2022</u>
Balance beginning of the year	\$ 466,689	\$ 311,640
Amounts received	3,513,078	2,604,428
Recognition of deferred amounts	<u>(3,289,177)</u>	<u>(2,449,379)</u>
Balance, end of year	\$ <u>690,590</u>	\$ <u>466,689</u>

6. Deferred capital contributions

During the year, the Association received \$15,375 for the website, \$104,401 for medical equipment, \$723,857 (2022: \$581,365) for building renovations, \$8,092 (2022: \$30,280) for IT equipment and \$82,288 (2022: \$46,364) for furniture and equipment.

As at March 31, 2023, \$3,075 has been recognized as revenue for the website, \$52,209 (2022: \$nil) has been recognized for the building renovations, \$7,674 (2022: \$6,056) has been recognized as revenue for the IT equipment and \$25,731 (2022: \$9,273) has been recognized as revenue for the furniture and equipment, and \$20,880 (2022: \$nil) has been recognized as revenue for medical equipment.

Pacific Centre Family Services Association

Notes to the Financial Statements

March 31, 2023

7. Mortgage	2023	2022
VanCity Credit Union mortgage bearing interest at 4.13% with blended monthly payments of \$10,686 and maturing in May 2024. The mortgage is secured by land and building with a NBV of \$3,106,806 (2022 - \$3,272,677).	\$ 1,758,818	\$ 1,813,786

In accordance with the mortgage agreement the required principal repayments in the next year and thereafter are due as follows:

2024	56,449
Thereafter	1,702,369
	\$ 1,758,818

As part of the mortgage the Association has one financial covenants, as at March 31, 2023 the Association was onside with the covenant.

8. Externally restricted

During November 2008, Pacific Centre Family Services Association participated in the delivery of the Child Sexual Abuse Symposium. The Association holds the net assets from the Child Sexual Abuse Symposium in trust, for use toward future symposiums at the discretion of the Association and the Victoria Child Abuse Prevention and Counselling Centre (formerly Mary Manning Centre). No contributions were used towards symposiums in the year (2022: \$nil). As at March 31, 2023, the net assets the Association holds in trust for the delivery of future symposiums is \$15,827 (2022: \$15,827).

9. Supplemental cash flow information	2023	2022
Change in non-cash operating working capital		
Receivables	\$ 113,513	\$ (208,138)
Prepays	(6,059)	(1,464)
Payables and accruals	184,561	136,927
Deferred revenue	223,901	155,047
Deferred capital contributions	824,446	642,682
Accrued benefits	28,084	34,925
	\$ 1,368,446	\$ 759,979

10. Interfund transfers

During the year \$1,048,115 was transferred from the Operating Fund to the Capital Fund to pay costs related to the occupancy.

Pacific Centre Family Services Association

Notes to the Financial Statements

March 31, 2023

11. Allocated expenses

It is the practice of the Association to allocate salaries, wages and benefits of the executive director, administrative assistant, accounting administrator and program managers to specific programs. This allocation is based on resource requirements on an individual program basis. Other administrative costs which are in support of all programs are allocated by a combination of the number of full time employees in each program and the total program revenue.

12. Economic dependence

The Association receives a significant portion of its funding from government. The ongoing operation of the Association is dependent on continuing to receive adequate levels of funding from government.

13. Risk management

In the normal course of operations, the Association is exposed to interest rate risk, and credit risk. The Association's primary risk management objective is to protect earnings and cash flow and ultimately program service longevity. Risks are managed within limits ultimately established by the Association's Board of Directors and implemented by senior management. These risks and actions taken to manage them are as follows:

Interest rate risk

Interest rate risk is the risk that the value of a financial instrument will fluctuate due to changes in market interest rates. The Association is exposed to interest rate risk related to their mortgage.

Credit risk

Credit risk arises from the possibility that a debtor is unable to discharge its obligations to the Association in a timely manner. The Association minimizes its risk through regular monitoring and follow up of its outstanding receivables.

Liquidity risk

The Association's liquidity risk represents the risk that the Association could encounter difficulty in meeting obligations associated with its financial liabilities. The Association is, therefore, exposed to liquidity risk with respect to its accounts payable, accrued benefits, and the mortgage.

14. Comparative Figures

Certain of the comparative figures for the prior year have been changes to conform to the presentation adopted for the current year.

Pacific Centre Family Services Association

Notes to the Financial Statements

March 31, 2023

15. Employee pension plan

The Association and certain of its employees contribute to the Municipal Pension Plan. The Plan is a multi-employer defined benefit plan. The British Columbia Pension Corporation administers the Plan, including the payment of pension benefits on behalf of employers and employees in accordance with the Public Sector Pension Plans Act and the Municipal Pension Plan Rules.

The risks and rewards associated with the Plan's unfunded liability or surplus are shared between the employers and the Plan's members and may be reflected in their future contributions. During the year the Association contributed \$187,852 (2022: \$119,864) on behalf of the employees.

Based on the most recent actuarial valuation as of December 2022, the Municipal Pension Plan is fully funded as of that date. Portions of any surplus or deficiency are not attributed to individual employers.

16. Victoria Foundation Fund

The Association established the Pacific Centre Family Services Fund, a Hosted Endowment Fund with the Victoria Foundation. The Association or others may make additional gifts to be held in perpetuity as capital of the Fund. Annual distributable returns of the Fund may be distributed as grants to registered charities or other qualified donees. The fair market value of the Fund at March 31, 2023 is \$46,601 (2022: \$47,967).

17. Remuneration

Under the British Columbia Societies Act, there is a requirement to disclose the remuneration paid to all directors, the ten highest paid employees and all contractors who are paid at least \$75,000 annually.

During the year, the Association paid no remuneration to directors.

During the year, the Association paid \$1,794,197 (2022: \$269,000) in remuneration to fourteen employees and contractors (2022: three) whose remuneration during the period was at least \$75,000.

18. Related parties

Pacific Centre Family Services Association and the Pacific Centre Family Services Foundation are related societies. The Foundation exists to support the work of the Association. During the year no transactions took place between the Association and the Pacific Centre Family Services Foundation.

Pacific Centre Family Services Association

Schedule of Operations by Program

Year Ended March 31, 2023

Account	Administration	Better At Home	CHC On-going Overheads	CHC - One Time Funding	Community Counselling	COPE	FVP	INTAKE	SAIP + CYCC	STV	Substance USE (SUP)	Worklink ESP	YG-CRED	Youth Services	Total
Trading Income															
AC - Counselling Fees	\$ 300	\$ -	\$ -	\$ -	\$ 9,297	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,597
Canadian Mental Health Association	3,000	-	-	-	-	-	-	-	-	-	-	-	-	-	3,000
Canadian Women's Foundation	-	-	-	-	20,000	-	-	-	-	30,000	-	-	-	-	50,000
City of Colwood	-	-	-	-	-	164,500	-	-	-	-	-	-	-	-	164,500
City of Langford	-	-	-	-	-	233,294	-	-	-	-	-	-	-	-	233,294
Community Action Initiative (CAI)	-	-	-	-	120,000	-	-	-	-	-	-	-	-	-	120,000
Counselling Fees	-	-	-	-	51,984	-	-	-	-	-	-	-	-	-	51,984
Donations	23,782	-	-	-	963	-	-	-	-	-	-	-	-	2,014	26,759
First West Credit union	18,547	-	-	-	-	-	-	-	-	-	-	-	-	-	18,547
Gaming Corp	-	-	-	-	59,996	-	-	-	-	-	-	-	-	-	59,996
Memberships	375	-	-	-	-	-	-	-	-	-	-	-	-	-	375
Min of Public Safety & Solicitor Ge	-	-	-	-	-	-	33,451	-	-	138,228	-	-	150,000	-	321,678
Ministry for Children & Families	-	-	-	-	-	-	30,351	-	191,771	-	-	-	-	296,474	518,596
Other revenue	9,602	587	-	3,154	-	-	-	-	-	-	-	-	200	-	13,544
Recognition of deferred contributions	109,569	-	-	-	-	-	-	-	-	-	-	-	-	-	109,569
Rental Income	36,261	-	-	-	-	-	-	-	-	-	1,540	-	-	-	37,801
UBC Residence Program	8,750	-	-	-	-	-	-	-	-	-	-	-	-	-	8,750
United Way	-	122,848	-	-	-	-	-	30,000	-	-	-	-	-	-	152,848
Vancouver Island Health Authority	-	-	-	-	-	-	-	150,000	-	-	249,170	-	-	-	399,170
Victoria Foundation	-	-	-	-	9,375	15,000	-	28,125	-	-	-	-	-	-	52,500
VIHA - CHC One Time Funding	98,594	-	43,230	-	-	-	-	-	-	-	-	-	-	-	141,823
VIHA - CHC On-Going Overheads	-	-	-	2,942,072	-	-	-	-	-	-	-	-	-	-	2,942,072
Total Trading Income	\$ 308,779	\$ 123,435	\$ 43,230	\$ 2,945,227	\$ 271,614	\$ 412,794	\$ 63,801	\$ 208,125	\$ 191,771	\$ 168,228	\$ 250,710	\$ -	\$ 150,200	\$ 298,489	\$ 5,436,402
Cost of Sales															
Administration	\$ (248,025)	\$ 13,727	\$ -	\$ -	\$ 33,386	\$ 57,444	\$ 6,638	\$ 22,894	\$ 20,775	\$ 17,631	\$ 28,072	\$ -	\$ 16,522	\$ 30,935	\$ -
CPP Expense	20,194	2,867	-	40,502	8,072	12,289	2,454	5,903	6,823	6,174	6,895	-	3,776	9,344	125,293
EI Expense	7,849	1,186	-	16,627	3,282	4,820	1,027	2,321	2,787	2,471	2,702	-	1,440	3,562	50,076
Employee benefits	77,750	4,601	-	65,917	7,483	22,649	2,526	6,534	7,048	7,026	9,495	-	5,182	11,867	228,078
Employer Health Tax	996	-	-	20,251	-	-	-	-	-	-	-	-	-	-	21,246
Municipal Pension Plan	42,412	3,769	-	75,721	6,343	18,419	2,151	5,216	5,826	5,800	7,884	-	4,457	9,853	187,852
Physician & NP Costs	-	-	-	1,348,764	-	-	-	-	-	-	-	-	-	-	1,348,764
Sick Bank	-	-	-	13,364	-	-	-	-	-	-	-	-	-	-	13,364
Vacation Pay	-	-	-	12,032	-	-	-	-	-	-	-	-	-	-	12,032
Wages & Salaries	185,121	71,493	-	958,901	197,109	230,923	46,533	145,980	128,060	117,094	168,230	-	108,412	200,328	2,558,185
WCB Expense	2,013	399	-	9,610	692	1,956	220	565	576	622	833	-	424	1,050	18,959
Total Cost of Sales	\$ 88,310	\$ 98,042	\$ -	\$ 2,561,689	\$ 256,368	\$ 348,500	\$ 61,549	\$ 189,413	\$ 171,896	\$ 156,819	\$ 224,110	\$ -	\$ 140,214	\$ 266,940	\$ 4,563,849
Gross Profit	\$ 220,469	\$ 25,393	\$ 43,230	\$ 383,537	\$ 15,246	\$ 64,294	\$ 2,252	\$ 18,712	\$ 19,876	\$ 11,409	\$ 26,600	\$ -	\$ 9,986	\$ 31,549	\$ 872,553
Operating Expenses															
Accounting & Legal	\$ (2,145)	\$ 513	\$ -	\$ 12,202	\$ 844	\$ 3,022	\$ 285	\$ 1,223	\$ 789	\$ 786	\$ 1,064	\$ 55	\$ 587	\$ 1,330	\$ 20,554
Advertising & Promotions	766	-	-	205	-	-	-	-	-	-	-	-	-	-	971
Amortization Expense	228,133	-	-	-	-	-	-	-	-	-	-	-	-	-	228,133
Building Occupancy	(8,651)	706	-	181,326	1,160	3,967	392	1,495	5,932	890	6,524	76	807	1,828	196,451
Change Management - CHC	-	-	-	9,386	-	-	-	-	-	-	-	-	-	-	9,386
Computer/Technical	5,789	773	-	22,226	1,209	4,332	406	1,627	1,171	1,170	1,570	38	823	1,963	43,096
EMR Software	-	-	9,855	23,409	-	-	-	-	-	-	-	-	-	-	33,264
Equipment lease	2,078	-	-	-	-	-	-	-	-	-	-	-	-	-	2,078
Honorarium	200	-	-	-	-	-	-	-	-	-	-	-	-	-	200
Insurance	8,449	-	50	-	-	-	-	-	-	-	-	-	-	-	8,499
Interest and Bank Charges	617	-	5	6,642	528	10	-	-	1	-	-	-	-	-	7,804
Janitorial	2,671	1,450	-	39,276	2,327	7,654	784	2,578	3,213	2,207	3,476	114	1,602	3,720	71,072
Meals	432	428	-	-	-	-	-	-	-	-	-	-	-	-	859
Medical Supplies	-	-	454	8,257	-	-	-	-	-	-	-	-	-	-	8,711
Membership - Dues & Subscriptions	3,570	208	1,298	8,898	-	528	-	500	-	100	79	-	-	-	15,181
Mileage	189	1,594	-	1,308	14	2,452	-	-	158	-	340	-	213	1,373	7,641
Office Supplies	3,464	77	8,842	11,223	192	1,086	68	566	635	132	942	-	154	240	27,621
Postage & Courier	1,914	-	193	633	-	-	18	-	-	-	-	-	-	-	2,758
Purchased Services	1,907	18,486	2,980	870	-	-	-	-	1,220	-	1,220	-	-	-	26,683
Rent Expenses - LBC	-	-	-	-	-	21,090	-	-	-	-	-	-	-	-	21,090
Repair & Maintenance	1,738	-	-	-	-	-	-	-	-	-	-	-	-	-	1,738
Retro Pay Account	3,472	3,757	-	40,263	7,006	13,886	3,451	8,864	2,905	7,944	4,889	-	6,149	15,244	117,829
Security	1,119	-	-	-	-	-	-	-	24	-	-	-	-	-	1,119
Service Charges and Fees	3,163	13	-	3,922	314	59	12	12	24	23	34	-	27	42	7,644
Storage	2,282	-	-	516	-	500	-	500	500	-	-	-	-	-	4,799
Supplies	7,559	118	7,726	47,095	-	751	-	607	607	247	428	-	135	1,088	65,754
Telephone	2,496	659	-	18,016	1,124	4,262	340	1,347	1,768	1,014	2,092	87	843	1,720	35,767
Training & Development	20	-	3,747	1,881	1,559	524	-	-	700	52	400	-	-	400	9,284
Travel	-	512	-	1,067	-	-	-	-	-	-	-	-	-	-	1,579
WSCHC - Other One Time Costs	-	-	8,079	-	-	-	-	-	-	-	-	-	-	-	8,079
Total Operating Expenses	\$ 271,231	\$ 29,294	\$ 43,230	\$ 438,622	\$ 16,278	\$ 64,123	\$ 5,756	\$ 18,712	\$ 19,621	\$ 14,563	\$ 23,558	\$ 370	\$ 11,340	\$ 28,947	\$ 985,644
Net Profit	\$ (50,762)	\$ (3,901)	\$ -	\$ (55,084)	\$ (1,032)	\$ 171	\$ (3,503)	\$ -	\$ 254	\$ (3,154)	\$ 3,042	\$ (370)	\$ (1,354)	\$ 2,602	\$ (113,091)