

## Board of Directors AGENDA

Monday June 20, 2022, 5:30pm

Join Zoom Meeting

<https://us02web.zoom.us/j/83734540967?pwd=RjFVdVhRclJXVGZKRnNvdzNzTmFBQT09>

Meeting ID: 837 3454 0967 Passcode: 700488

Item	Description	MRP
1.0	Call to Order & Introductions	Lyne St. Pierre-Ellis
2.0	Declarations of Conflict of Interest	
3.0	Approval of Previous Minutes: April 25, 2022	
4.0	Business Arising	
4.1	The Return of Unvaccinated Employees – Update	Geri Geldart
4.2	Vacant Beds – Update	Geri Geldart
5.0	New Business	
5.1	<b>Governance &amp; Audit Report</b>	
	5.1.1 Draft Audited Financial Statements 2021/2022(YCC, YDI & CIRA)	Byard Smith
	5.1.2 Draft Unaudited Financial Statements 2021/2022 (YCP)	Byard Smith
5.2	<b>Auditing Process (YCP)</b>	Byard Smith
5.3	<b>Appointment of Auditors</b>	Gary Beattie
5.4	<b>Board Appointments (YMI, YDI, YCP &amp; CIRA)</b>	Lyne St. Pierre-Ellis
	5.4.1 Appointments to the Board	
	5.4.2 Appointments to Officers	
	5.4.3. Appointment of Chairs of Committee	
5.5	<b>Members Attendance</b>	Lyne St. Pierre-Ellis
5.6	<b>Board Assessment</b>	Gary Beattie
5.6	<b>Report from the President &amp; CEO*</b>	Geri Geldart
	5.6.1 Quarterly Report	
	5.6.2 Operations Plan	
5.7	<b>Draft Annual Report 2021-2022</b>	Geri Geldart
5.8	<b>YC Foundation Report</b>	Hector Losier
5.8	<b>Social Development Inspection Report</b>	Geri Geldart
5.9	<b>Approval of Draft Meeting Schedule</b>	Lyne St. Pierre-Ellis
5.10	Strategic Plan	Lyne St. Pierre-Ellis
6.0	Date of Next Meeting: TBD	Lyne St. Pierre-Ellis



**Minutes of meeting of the Board of Directors for York Care Centre, 100 Sunset Drive,  
Fredericton NB,  
Virtual Meeting On April 25, 2022 at 5:30pm**

Virtual: Lyne St. Pierre-Ellis, Marjorie Belzile, Marilyn Born, Gary Beattie, Keith McAlpine, Wayne Snowdon, Martin Ferguson, Doug Holt, Pierre LeBlanc, Brenda Bosse, Trina MacDonald, Geri Geldart (non-voting), Hector Losier (non-voting)

Staff: Byard Smith

**1. Call to Order & Introductions**

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

**2. Declarations of Conflict of Interest**

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

**3. Approval of Minutes: February 7, 2022.**

***It was moved by Mr. Beattie and seconded by Ms. Born that the Minutes of February 7, 2022 be accepted as presented by the board - Motion carried***

**4. Business Arising**

**4.1 Research & Ethics Committee**

**4.1.1 Q2 Report of Committee Chair**

Mr. McAlpine, summarized the Q4 Research and Ethics Report highlighting:

- CIRA is collaborating with the NB Health Research Foundation to deliver a one-day aging research symposium in conjunction with the NBHRF Annual Research Conference in November.
- Justine Henry is on the planning committee for the Canadian Frailty Network showcase being held on May 11<sup>th</sup> at the Delta Fredericton.
- Two new research proposals have been approved under the Healthy Seniors Pilot Project.
  - The GENIE project is commencing soon. Other NB nursing homes have been recruited and sample sizes have been determined.
  - The Passive Aware has a condition approval and work is also underway.
  - All the projects have one-year funding (March 2023). There is opportunity to extend the projects to do wrap up work to the end of June 2023.
  - Justine Henry was interviewed by the Daily Gleaner about the two new projects.
- Justine Henry to follow up on the two projects which were not approved to determine if revisions might improve the likelihood of future funding approval.

- Ongoing projects: All projects have had COVID challenges, but all are progressing well. 17 staff are employed. The Promoting Physical Activity with Augmented Reality is going well. The analysis of the results will help form the second phase which will include a long-term care home in Moncton. The project was featured as part of the Healthy Seniors project in March. There is also a podcast on the Age Well website.
- The Strategic Plan objective to create a Centre of Excellence did not proceed. Ms. St. Pierre-Ellis reminded the Board of the proposal presented to Social Development. She contacted Eric Beaulieu, Deputy Minister and was advised that the proposal would not be developed further at this time. However, this does not preclude YCC from approaching the NB Nursing Home Association to position YCC/CIRA as a learning facility.

## 4.2 Care Services Committee

### 4.2.1 Q4 Report of Committee Chair

Ms. Belzile presented the Q3 Care Service Report highlighting:

- Care Services committee met on April 14. Admissions were delayed in January and February but March saw 22 admissions. Hawkins House had 3 admissions in the last quarter.
- The Memory Lane murals are complete.
- The Key Performance Indicators are trending in a positive direction. However, there is work still to be done on reducing the use of restraints.
- The York Care Centre quality indicators are now available on the “CIHI Your Health System” site. Ms. Belzile encouraged members to look at the indicators.  
<https://yourhealthsystem.cihi.ca>
- The Progress on Strategic Goals for Q4 was reported:
  - Development & Implementation of the InterRAI orientation program - complete,
  - ITACIT Training Module - 50% completion
  - All the Right Moves Training - 80% completion.
- The Seniors Advocate Report recommendations will be reviewed in the Fall to determine if any changes to our policies and protocols are required.

## 4.3 Finance & Administration Committee

### 4.3.1 Q3 Report of the Committee

Mr. LeBlanc presented the Chair’s Summary Report, highlighting Q4 Financial Reports – 11 months ending on February 28, 2022.

- York Care Centre has a cash balance of \$1,334,000, payables \$3,018,00 and a surplus of \$127,000.
- York Developments – cash balance of \$258,000 versus payables of \$130,000 and a surplus of \$42,000
- CIRA – cash balance \$723,000, payables \$726,000 and a surplus of \$131,000 which includes the one-time contribution of \$126,000 by YCC. Projects will be done next year and the surplus will be depleted at the end of the project terms.
- York County Properties – cash balance of \$409,000, payables \$200 and projected surplus of \$0

- Totals for all four companies – cash balance \$2,724,000, payables at \$3,874,200 and a surplus for the year is approximately \$300,000.
- Payables appear to be more than the cash balance but this is due to an issue with payroll which will balance out. All companies will either break even or be in a surplus position.
- The penalty for vacant beds days in 2021-2022 is in excess of \$50,000 – to be discussed in more detail this evening.

#### **4.3.2 Unaudited Financial Statements for the period ending February 28, 2022**

Mr. Snowdon asked for explanation for variances in spending - salaries and administration being overspent, care services being underspent and operations being overspent. Regarding salaries, Mr. Smith explained the retroactive payments required by the collective agreement created an over-expenditure. Although fully funded by Social Development, it creates offsetting variances in both revenue and expenditures. The variance in Care Services is due to significant staffing shortages. YCC has not delivered the Care hours as planned resulting in an under expenditure. Regarding Operations, employees who were on long-term sick before retirement created an over expenditure. In addition, our sick pay is running higher than budget. Mr. Smith confirmed that there was an overspend in pensions as the rate of employer's contributions increased on January 1, 2022.

#### **4.3.4 Proposed Budgets for the 2022-23 Year**

Mr. Smith presented the 2022-23 Proposed budgets and Assumptions:

- YCC Proposed budget total revenue \$22,733,507 and total expenses \$22,733,507, showing a \$0 balanced budget. Mr. Smith confirmed we are finishing this year with a significant surplus so this can be used to offset any additional costs.
- York Developments total revenue \$1,401,437 with total expenditure \$1,376,050 with a surplus of \$25,387. Pressure points are around the increase of insurance costs. Increase of service fees in supportive housing. The Mortgage on Supportive housing outstanding \$1,254,000. Finding a replacement funder for the mortgage when it matures October 2022.
- CIRA budget for 2022-23 reflects all of the 7 research projects underway which need to be completed by March 2023. Total revenue \$1,266,788, total expenditure 1,263,534 with a small surplus of \$3,254.
- York County Properties – Total revenue \$3,833, total expenditure \$3,883 and a surplus \$0.

***It was moved by Ms. Born and seconded by Ms. Bosse that the Board of Directors approve the proposed budget for the 2022-23 year for all four companies as presented. - Motion carried***

#### 4.4 The Return of Unvaccinated Employees

Ms. Geldart referred to the briefing note sent this month regarding the termination of 6 employees for failure to provide evidence of vaccination. Ms. Geldart advised that the Senior Leadership Team recommends that the terminated employees be returned to their positions. Ms. Geldart confirmed we will be working with our local CUPE representatives to develop a grievance settlement agreement which would return the employees to their former positions, with benefits reinstated, but no further compensation offered. All positions were filled when these staff were terminated and we are working on whether we can absorb these positions.

Our policy on COVID vaccination will be updated to reflect government policy. Ms. Geldart confirmed we will continue to ask applicants for proof of vaccination even though the definition of “fully vaccinated” continues to evolve. Our efforts will focus on encouraging staff to be fully vaccinated.

***It was moved by Mr. Beattie and seconded by Ms. Belzile that Board of Directors recommends the President & CEO moves forward with the return of the unvaccinated employees.***

- ***Motion carried***

#### 5.0 New Business

##### 5.1 Vacant Beds - Communication with Social Development

Ms. St. Pierre-Ellis announced there were 564 vacant bed days in this fiscal year, mostly in the month of January and February 2022 and we usually budget for around 4 per month. Therefore, Ms. St. Pierre-Ellis asked for opinions on whether the YCC Board of Directors should send a letter to the Minister of Social Development asking for consideration on a one-time waiver on penalty payments during outbreaks out of our control, as directed by Public Health. The total spend to date is approximately \$70,000. A discussion around the unusual number of vacant bed days was had. It was agreed that in the short term we ask for the waiver and not to review the policy.

***It was moved by Mr. Beattie and seconded by Ms. Born that the Board of Directors write a letter to the Minister of Social Development requesting a waiver of the penalties relating to delayed admissions due to outbreaks.***

- ***Motion Carried***

##### 5.2 Q4 Report from the President and CEO

Ms. Geldart presented the Q4 President and CEO report highlighting:

- The Strategic Plan Operating Goals achieved 67% progress. Ms. Geldart will bring forward 2022-23 operating goals at the next meeting of the board. Mr. LeBlanc confirmed the Wetlands Project is on hold and the proposal will be revisited again in the Fall.

- 41 residents have contracted COVID-19. Symptoms have been mild. In February, 30 staff tested positive, in March 30 staff and by April 25, 54 staff reported positive cases.
- A proposal to re-open the Adult Day Program is being prepared for submission to the Department of Social Development for funding.
- Recreation activities have been limited due to the number of COVID cases. The June Concert was cancelled but two evening concerts will still be hosted.
- Recruitment – 76 new hires but turnover is a challenge. We plan to host another Resident Attendant course again in the Fall.
- On May 18th 6 retirees will be recognized including Tim Boone.
- Ms. Geldart thanked the Board for the warm welcome.

### **5.3 Report from the YCF Board Chair**

Mr. Losier presented the YCF report, highlighting:

- Golf Tournament 2022 on June 9 and there are 29 out of 30 teams signed up. To include a shot gun start. Anticipating 20 sponsors in total. First prize will be a and third prize will be. Buffet style meal to be served.
- Laugh for Care - November 19 at 6:30pm at the Fredericton Inn – to include a magician and Comedian.
- Ms. St. Pierre-Ellis asked if the Foundation has a ‘wish list’ of projects or items they can fundraise for and Mr. Losier explained there are plans to do this but they have lost Members, however, two new members are joining the YCF board next wee

### **5.4 NB Association of Nursing Homes – AGM & Virtual Conference**

Ms. St. Pierre-Ellis reminded members to contact Caroline if they are interested in participating in either event.

### **5.5 Strategic Plan**

Ms. Geldart advised that achievement of the Strategic Plan objectives has been a challenge due to COVID. Ms. St. Pierre-Ellis recommends that that a Strategic Planning Committee be established in the Fall to look at the next 5-year plan. Members interested in sitting on the committee are to email Ms. St. Pierre-Ellis. Caroline Marygold will circulate the current Strategic Plan.

### **5.6 Board Survey**

Mr. Beattie reminded Members to complete the surveys by May 13. The survey findings will be announced at the next Board of Directors meeting

### **6.0 Date of next meeting and AGM: Monday June 20 at 5:30pm.**

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

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Lyne St. Pierre-Ellis, Chair

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Caroline Marygold, Recording Secretary

**YORK CARE CENTRE INC.**

**Financial Statements**

**Year Ended March 31, 2022**

**YORK CARE CENTRE INC.**

**Index to Financial Statements**

**Year Ended March 31, 2022**

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## INDEPENDENT AUDITORS' REPORT

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To the Board of Directors of York Care Centre Inc.

### *Qualified Opinion*

We have audited the financial statements of York Care Centre Inc. (the "Corporation"), which comprise the statement of financial position as at March 31, 2022, and the statements of operations and changes in net assets (liabilities), operations - operating fund and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, except for the possible effects of the matter described in the *Basis for Qualified Opinion* section of our report, the accompanying financial statements present fairly, in all material respects, the financial position of the Corporation as at March 31, 2022, and the results of its operations and cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO).

### *Basis for Qualified Opinion*

As described in Note 2 to the financial statements, the Corporation has a policy to record depreciation on the original buildings equal to the principal reduction of long-term debt rather than based on estimate useful life which is a departure from ASPNO. The Corporation's records indicate that had management recorded depreciation based on estimated useful lives of buildings, depreciation would be reduced by \$1,111,765 (2021 - \$1,001,302) and net income for the year would have increased by \$1,111,765 (2021 - \$1,001,302). In addition, capital assets and net assets would have increased by \$8,806,511 (2021 - \$7,695,432).

The Corporation has an obligation for post-employment benefits for most of its' employees. The value of the retirement allowance obligation has not been actuarially determined and the amount cannot be reasonably determined by other methods; therefore, no liability has been recorded. These benefits are funded by the Province of New Brunswick at the time the employee receives the benefits. The receivable is not recorded as the amount is not determinable. Due to the absence of the actuarial determination of the retirement allowance obligation, we are unable to determine whether any adjustments were necessary to receivables, revenues or expenditures or to any post-employment benefits assets or liabilities.

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 Corporation in accordance with 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 qualified audit opinion.

### *Other Matter*

The prior year financial statements were audited by another firm who also expressed a qualified opinion, as noted in their audit report dated June 17, 2021. The reasons cited are consistent with the rationale for the current year's qualification.

### *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 ASNPO, 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 Corporation'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 Corporation or to cease operations, or has no realistic alternative but to do so.

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

(continues)

Independent Auditors' Report to the Board of Directors of York Care Centre Inc. *(continued)*

*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.

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 Corporation'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 Corporation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' 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 auditors' report. However, future events or conditions may cause the Corporation 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.

The comparative figures were audited by another firm of Chartered Professional Accountants and are presented for comparative purposes only.

*Teed Saunders Doyle*

Saint John, New Brunswick  
June 13, 2022

CHARTERED PROFESSIONAL ACCOUNTANTS

**YORK CARE CENTRE INC.**

**Statement of Financial Position**

**March 31, 2022**

	Operating Fund	Replacement Reserve	Residents Trust	Activity Fund	2022	2021
<b>ASSETS</b>						
<b>CURRENT</b>						
Cash	\$ 1,323,966	\$ 16,788	\$ 37,711	\$ 1,342	\$ 1,379,807	\$ 1,436,767
Accounts receivable (Note 4)	210,510	-	15,052	-	225,562	201,183
Due from related parties (Note 5)	62,143	-	-	-	62,143	66,719
Inventory	122,092	-	-	-	122,092	104,186
Prepaid expenses	43,775	-	-	-	43,775	47,091
	1,762,486	16,788	52,763	1,342	1,833,379	1,855,946
<b>CAPITAL ASSETS (Note 6)</b>	19,720,916	-	-	-	19,720,916	22,072,725
	\$ 21,483,402	\$ 16,788	\$ 52,763	\$ 1,342	\$ 21,554,295	\$ 23,928,671
<b>LIABILITIES</b>						
<b>CURRENT</b>						
Accounts payable and accrued liabilities (Note 7)	\$ 2,948,237	\$ -	\$ 674	\$ -	\$ 2,948,911	\$ 3,151,471
Deferred revenue	110,179	-	-	-	110,179	108,808
Current portion of long term debt (Note 8)	2,167,739	-	-	-	2,167,739	2,107,031
	5,226,155	-	674	-	5,226,829	5,367,310
<b>LONG TERM DEBT (Note 8)</b>	14,520,290	-	-	-	14,520,290	16,687,978
<b>DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS (Note 9)</b>	2,061,761	-	-	-	2,061,761	2,289,447
	21,808,206	-	674	-	21,808,880	24,344,735
<b>NET ASSETS (LIABILITIES)</b>						
<b>UNRESTRICTED</b>	(1,295,930)	-	-	-	(1,295,930)	(1,471,234)
<b>INVESTED IN CAPITAL ASSETS</b>	971,126	-	-	-	971,126	988,267
<b>RESTRICTED</b>	-	16,788	52,089	1,342	70,219	66,903
	(324,804)	16,788	52,089	1,342	(254,585)	(416,064)
	\$ 21,483,402	\$ 16,788	\$ 52,763	\$ 1,342	\$ 21,554,295	\$ 23,928,671

**CONTINGENCIES (Note 10)**

**ON BEHALF OF THE BOARD**

  
\_\_\_\_\_  
Director

  
\_\_\_\_\_  
Director

**YORK CARE CENTRE INC.**  
**Statement of Operations and Changes in Net Assets (Liabilities)**  
**Year Ended March 31, 2022**

	Operating Fund 2022	Replacement Reserve 2022	Residents Trust 2022	Activity Fund 2022	Total 2022	Total 2021
<b>REVENUE</b>						
Residential	\$ 21,011,611	\$ -	\$ -	\$ -	\$ 21,011,611	\$ 21,734,158
Other	1,924,909	-	-	1,516	1,926,425	2,064,334
	22,936,520	-	-	1,516	22,938,036	23,798,492
<b>EXPENDITURES</b>	20,166,139	-	-	1,141	20,167,280	21,372,314
	2,770,381	-	-	375	2,770,756	2,426,178
<b>DEPRECIATION</b>	2,620,271	-	-	-	2,620,271	2,458,562
	150,110	-	-	375	150,485	(32,384)
<b>INVESTMENT INCOME</b>	11,353	104	-	9	11,466	8,808
	161,463	104	-	384	161,951	(23,576)
<b>CHANGE IN RESIDENT TRUST</b>	-	-	(472)	-	(472)	(2,505)
<b>NET INCOME (LOSS) FOR THE YEAR</b>	161,463	104	(472)	384	161,479	(26,081)
<b>NET ASSETS (LIABILITIES) - BEGINNING OF YEAR</b>	(482,967)	13,384	52,561	958	(416,064)	(389,983)
<b>INTER-FUND TRANSFERS</b>	(3,300)	3,300	-	-	-	-
<b>NET ASSETS (LIABILITIES) - END OF YEAR</b>	\$ (324,804)	\$ 16,788	\$ 52,089	\$ 1,342	\$ (254,585)	\$ (416,064)

**YORK CARE CENTRE INC.**  
**Statement of Operations - Operating Fund**  
**Year Ended March 31, 2022**

	2022	2021
<b>REVENUE</b>		
Province of New Brunswick subsidy	\$ 15,949,017	\$ 16,995,975
Subsidized residents	3,511,748	3,617,766
Private pay residents	1,550,846	1,120,417
	<u>21,011,611</u>	<u>21,734,158</u>
<b>OTHER REVENUES</b>		
Province of New Brunswick grants		
Retirement allowances	144,209	90,360
Other special needs	389,610	449,933
Dietary	90,840	190,770
Administration (Note 11)	605,798	557,920
Care	111,425	129,598
Support services (Note 11)	188,089	287,282
Education	50,000	50,000
Project workers	30,455	27,947
Amortization of deferred contributions - capital assets (Note 9)	314,483	279,142
	<u>1,924,909</u>	<u>2,062,952</u>
<b>EXPENDITURES</b>		
Nursing	8,855,486	9,396,054
Employee benefits	3,087,387	3,314,359
Plant operation	2,234,564	2,210,509
Food services	2,139,815	2,255,480
Administration	1,270,015	1,526,811
Housekeeping	1,161,365	1,205,914
Interest on long term debt	496,650	658,022
Laundry	333,554	354,184
Recreation	286,892	282,423
Research	208,329	65,000
Education	31,209	38,149
Project workers	30,711	29,177
Pastoral	30,162	28,057
	<u>20,166,139</u>	<u>21,364,139</u>
<b>EXCESS OF REVENUE OVER EXPENDITURES FROM OPERATIONS BEFORE DEPRECIATION AND INVESTMENT INCOME</b>	<b>2,770,381</b>	<b>2,432,971</b>
<b>DEPRECIATION</b>	<b>2,620,271</b>	<b>2,458,562</b>
<b>EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURES BEFORE INVESTMENT INCOME</b>	<b>150,110</b>	<b>(25,591)</b>
<b>INVESTMENT INCOME</b>	<b>11,353</b>	<b>8,684</b>
<b>EXCESS OF REVENUE OF EXPENDITURES</b>	<b>\$ 161,463</b>	<b>(16,907)</b>

**YORK CARE CENTRE INC.**

**Statement of Cash Flows**

**Year Ended March 31, 2022**

	2022	2021
<b>OPERATING ACTIVITIES</b>		
Net income (loss) for year	\$ 161,463	\$ (16,907)
Items not affecting cash:		
Amortization of capital assets	2,620,271	2,458,562
Amortization of deferred contributions	(314,483)	(279,142)
	<u>2,467,251</u>	<u>2,162,513</u>
Changes in non-cash working capital:		
Accounts receivable	(24,379)	130,775
Inventory	(17,906)	(16,399)
Prepaid expenses	3,316	(14,673)
Accounts payable and accrued liabilities	(202,560)	653,290
Deferred revenue	1,371	(3,296)
	<u>(240,158)</u>	<u>749,697</u>
Cash flow from operating activities	<u>2,227,093</u>	<u>2,912,210</u>
<b>INVESTING ACTIVITY</b>		
Purchase of capital assets	<u>(268,462)</u>	<u>(931,787)</u>
<b>FINANCING ACTIVITIES</b>		
Due from related parties	4,576	-
Repayment of long term debt	(2,106,980)	(1,999,223)
Deferred contributions received relating to capital assets	86,797	730,580
Cash flow used by financing activities	<u>(2,015,607)</u>	<u>(1,268,643)</u>
<b>OTHER CASH FLOW ITEMS</b>		
Net expense (income) - Replacement reserve	104	(6,326)
Net expense - Residents trust	(472)	(2,505)
Net expense (income) - Activity fund	384	(343)
	<u>16</u>	<u>(9,174)</u>
<b>INCREASE (DECREASE) IN CASH FLOW</b>	<b>(56,960)</b>	<b>702,606</b>
<b>CASH - BEGINNING OF YEAR</b>	<u>1,436,767</u>	<u>734,161</u>
<b>CASH - END OF YEAR</b>	<u>\$ 1,379,807</u>	<u>\$ 1,436,767</u>
<b>CASH FLOWS SUPPLEMENTARY INFORMATION</b>		
Interest paid	<u>\$ 496,650</u>	<u>\$ 658,022</u>

**YORK CARE CENTRE INC.**  
**Notes to Financial Statements**  
**Year Ended March 31, 2022**

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**1. NATURE OF OPERATIONS**

York Care Centre Inc. (the "Corporation") is a registered charity under the Income Tax Act. The Corporation's primary purpose is to provide nursing home care and to advance matters that impact the elderly and aging in the Fredericton region.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

Basis of presentation

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNFP), with the exception of the following accounting policies:

The Corporation records depreciation on original buildings equal to the principal reduction of the related long-term debt rather than based on estimated useful life.

The Corporation does not record the liability associated with their employee's post-employment benefits as it has not been actuarially determined and the amount cannot be reasonably determined by other methods.

Fund accounting

York Care Centre Inc. follows the restricted fund method of accounting for contributions and has established the following funds:

Replacement reserve

In accordance with agreements signed with the Province of New Brunswick, the Corporation is required to establish a funded replacement reserve for capital assets. This reserve is increased by annual charges against income equal to the amount provided by the Province of New Brunswick in the annual budget until it has reached a maximum level of \$341,630. The amount funded and contributed to the replacement reserve for the year was \$3,300 (2021 - \$3,300)

Residents trust

The Corporation administers residents' trust fund on behalf of its residents. These funds are not available for the benefit of the Corporation.

Activity Fund

Amounts reported in this fund represent fundraising by the residents and related expenses for quality of life improvements and social events. Expenditures from this fund are processed at the request of the Residents Council and after Chief Executive Officer approval.

Cash and cash equivalents

The Corporation considers cash on hand, short-term deposits and balances with banks, net of overdrafts as cash and cash equivalents. Bank borrowings are considered to be financing activities.

Revenue recognition

The Corporation generates revenue through residential accommodation and related services to qualifying individuals. Revenue is recognized from the provision of these services on an accrual basis, using the restricted fund method. Revenue is recognized when there is persuasive evidence of an arrangement, the associate fees are fixed or determinable and collection is reasonably assured.

Investment income is not subject to external restrictions and includes dividend and interest income, realized and unrealized investment gains and losses, and where applicable, charges for other than temporary impairment of investments. Dividend and interest income, as well as realized and unrealized gains and losses, have been recorded directly in the statement of operations.

*(continues)*

**YORK CARE CENTRE INC.**

**Notes to Financial Statements**

**Year Ended March 31, 2022**

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)***

Contributed services

Volunteers contribute an undeterminable number of hours per year to assist the Corporation in carrying out its activities. Because of the difficulty of determining their fair value, contributed services are not recognized in the financial statements.

Inventory

Inventory is valued at the lower of cost and net realizable value with the cost being determined on a first-in, first-out basis.

Capital assets and deferred contributions

Capital assets and deferred contributions are stated at cost or deemed cost less accumulated amortization. Capital assets and deferred contributions are amortized over their estimated useful lives on a straight-line basis at the following rates:

Original buildings	Over the term of the associated debt in amounts equal to the annual principal amount
Improvements	10 years
Other buildings	30 - 40 years
Equipment	5 years

The Corporation regularly reviews its capital assets and deferred contributions to eliminate obsolete items. When a capital asset no longer has any long-term service potential to the Corporation, the excess of its net carrying value over any residual value should be recognized as an expense in the statement of operations and changes in net assets (liabilities).

Certain of these assets are funded by specific grants. The Corporation accounts for these capital grants as deferred contributions. Amortization of these deferred contributions is provided for at the same rate as depreciation on the related assets.

Interest expense incurred to finance construction is capitalized with the related asset on large projects.

No depreciation is recorded on assets under construction. Depreciation on constructed assets commences in the year the total project is completed.

Measurement uncertainty

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenditures during the period. Such estimates are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Actual results could differ from these estimates.

*(continues)*

**YORK CARE CENTRE INC.**

**Notes to Financial Statements**

**Year Ended March 31, 2022**

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

Example of significant estimates include:

- the allowance for doubtful accounts;
- the allowance for inventory obsolescence;
- providing for amortization of capital assets;
- the estimated useful lives of assets; and
- the recoverability of tangible assets.

Financial instruments

Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, financial assets with actively traded markets are reported at fair value, with any unrealized gains and losses reported in excess (deficiency) of revenue over expenditures. All other financial instruments are reported at amortized cost, and tested for impairment at each reporting date. Transaction costs on the acquisition, sale, or issue of financial instruments are expensed when incurred.

Pension Plans

Substantially all full-time employees of the Corporation belong to the Pension Plan for General and Service Employees of New Brunswick Nursing Homes, the Pension Plan for Management Employees of New Brunswick Nursing Homes or the Pension Plan for Nursing and Paramedical Employees of New Brunswick Nursing Homes. All are multi-employer defined benefit pension plans. Contributions are made by both the Corporation and the employees. Since sufficient information is not readily available to account for the Corporation's participation in the plan using defined benefit pension plan accounting, these financial statements have been prepared using accounting rules for defined contribution pension plans.

Retiring allowances

Retiring allowances are paid to employees in accordance with their respective collective bargaining agreement. Retiring allowances are funded by the Department of Social Development, Province of New Brunswick and are recorded in the year of retirement when funding is provided.

**3. FINANCIAL INSTRUMENTS**

The Corporation is exposed to various risks through its financial instruments and has a comprehensive risk management framework to monitor, evaluate and manage these risks. The following analysis provides information about the Corporation's risk exposure and concentration as of March 31, 2022.

Credit Risk

Credit risk arises from the potential that a counter party will fail to perform its obligations. The Corporation is exposed to credit risk from residents. The risk is mitigated as follows:

- certain admission standards are maintained which include a thorough review of a resident's financial resources and ability to contribute towards their cost of care;
- the amount of private pay revenue that nursing homes can charge is capped by the Province of New Brunswick;
- the Corporation does not have significant exposure to any individual resident or counterpart; and
- the Corporation closely monitors outstanding accounts receivable and has provided for potential credit losses in the amount of \$19,668 (2021 - \$19,668).

*(continues)*

**YORK CARE CENTRE INC.**

**Notes to Financial Statements**

**Year Ended March 31, 2022**

**3. FINANCIAL INSTRUMENTS (continued)**

Liquidity Risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The Corporation is exposed to this risk mainly in respect of its receipt of funds from its residents and other related sources, long-term debt, and accounts payable, government remittances payable and other obligations. Liquidity risk is mitigated as follows:

- the Corporation prepares and closely monitors detailed annual operating budgets and reviews working capital on a regular basis;
- The Corporation has the ability to obtain working capital loans through the Province of New Brunswick, should cash requirements exceed cash generated from operating activities.

Interest Rate Risk

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. In seeking to minimize the risks from interest rate fluctuations, the Corporation manages exposure through its normal operating and financing activities. The Corporation is exposed to interest rate risk primarily through its floating interest rate bank indebtedness and credit facilities.

**4. ACCOUNTS RECEIVABLE**

	<u>2022</u>	<u>2021</u>
Department of Social Development - Province of New Brunswick	\$ 129,754	\$ 72,649
Other	23,435	21,116
Harmonized sales tax receivable	42,124	51,169
Accounts receivable - residents	34,865	63,712
Trust fund receivable	15,052	12,205
Allowance for doubtful accounts	<u>(19,668)</u>	<u>(19,668)</u>
	<u>\$ 225,562</u>	<u>\$ 201,183</u>

**5. DUE FROM RELATED PARTIES**

	<u>2022</u>	<u>2021</u>
York Care Foundation Inc.	\$ 17,681	\$ 26,080
Centre for Innovation and Research in Aging Inc.	15,982	10,137
York Developments Inc.	17,199	18,603
York Developments Inc. - Supportive Housing	10,590	11,298
York Developments Inc. - Adult Day Program	367	367
York County Properties	<u>324</u>	<u>234</u>
	<u>\$ 62,143</u>	<u>\$ 66,719</u>

**YORK CARE CENTRE INC.**  
**Notes to Financial Statements**  
**Year Ended March 31, 2022**

**6. CAPITAL ASSETS**

	Cost	Accumulated amortization	2022 Net book value	2021 Net book value
Land	\$ 3,350	\$ -	\$ 3,350	\$ 3,350
<u>Original buildings</u>				
Building	4,033,704	3,860,096	173,608	202,813
Major refurbishment - Phase I	12,640,757	8,185,392	4,455,365	5,230,984
Major refurbishment - Phase II	23,301,590	11,123,086	12,178,504	13,484,846
<u>Improvements</u>				
Land	177,940	108,393	69,547	88,601
Buildings	4,807,647	2,754,319	2,053,328	2,235,554
Solarium	85,520	70,761	14,759	18,039
<u>Other buildings</u>				
Friendship and resource center	440,853	304,068	136,785	147,806
Chapel	157,831	41,036	116,795	123,108
<u>Equipment</u>				
Original	3,694,126	3,175,251	518,875	537,624
Furniture and fixtures	649,380	649,380	-	-
	<u>\$ 49,992,698</u>	<u>\$ 30,271,782</u>	<u>\$ 19,720,916</u>	<u>\$ 22,072,725</u>

**7. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES**

	2022	2021
Accrued wages	\$ 898,912	\$ 813,332
Vacation pay	888,530	971,287
Suppliers and sundry	835,807	964,932
Department of Social Development - Province of New Brunswick	229,490	295,233
Government remittances payable	79,088	91,152
Other	17,082	15,535
	<u>\$ 2,948,909</u>	<u>\$ 3,151,471</u>

**8. LONG TERM DEBT**

	2022	2021
National Bank of Canada term loan bearing interest at 3.17% per annum, repayable in monthly blended payments of \$16,285. The loan matures on November 23, 2027.	\$ 1,012,187	\$ 1,172,729
National Bank of Canada term loan bearing interest at 2.76% per annum, repayable in monthly blended payments of \$59,858. The loan matures on April 2, 2027.	3,403,102	4,018,232

*(continues)*

**YORK CARE CENTRE INC.**  
**Notes to Financial Statements**  
**Year Ended March 31, 2022**

**8. LONG TERM DEBT (continued)**

	2022	2021
National Bank of Canada term loan bearing interest at 2.89% per annum, repayable in monthly blended payments of \$102,482. The loan matures on March 29, 2030.	8,774,364	9,735,454
National Bank of Canada term loan bearing interest at 2.27% per annum, repayable in monthly blended payments of \$35,216. The loan matures on February 23, 2031.	3,408,294	3,749,306
Province of New Brunswick mortgage payable bearing interest at 8% per annum, repayable in monthly blended payments of \$3,130. The loan matures on November 1, 2024 and is secured by a fixed charge on the Dixon building with a carrying value of \$173,608.	90,082	119,288
	<b>16,688,029</b>	<b>18,795,009</b>
Amounts payable within one year	(2,167,739)	(2,107,031)
	<b>\$ 14,520,290</b>	<b>\$ 16,687,978</b>

Principal repayment terms are approximately:

2023	\$ 2,167,739
2024	2,230,292
2025	2,282,069
2026	2,321,177
2027	2,386,372
Thereafter	5,300,380
	<b>\$ 16,688,029</b>

All monthly interest and principal payments on term loans have been included in the annual budget funded by the Department of Social Development and the Province of New Brunswick.

**9. DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS**

	2022	2021
Balance - beginning of year	\$ 2,289,447	\$ 1,838,009
Add: contributions in year	86,797	730,580
Less: Amounts amortized to revenue	(314,483)	(279,142)
Balance - end of year	<b>\$ 2,061,761</b>	<b>\$ 2,289,447</b>

**YORK CARE CENTRE INC.**  
**Notes to Financial Statements**  
**Year Ended March 31, 2022**

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**10. CONTINGENCIES**

As at March 31, 2022 the balance of the Province of New Brunswick unearned capital contribution was \$3,507 (2021 - \$4,821). Should the Corporation default on its loan payments to the Province of New Brunswick, this balance, as well as the outstanding principal balance, of the loan would become payable.

The Corporation is from time to time involved in certain legal proceedings, as well as demands, claims and threatened litigation that arise in the normal course of its operations. The ultimate outcome of any litigation is uncertain and, regardless of outcome, litigation can have an adverse impact on the business because of defense costs, negative publicity, diversion of management resources and other factors.

**11. RELATED PARTY TRANSACTIONS**

The Corporation had the following transactions with related parties in the normal course of business; all transactions are recorded at their exchange value.

- The Corporation acts as a payroll agent for York Developments Inc. and the Centre for Innovation and Research on Aging Inc. ("CIRA"), who all share common management, and has receivables (*Note 5*) at year end with respect to these transactions. Balances due from related parties are non-interest bearing and have no fixed repayment terms.
- The Corporation received property management fees of \$53,143 (2021 - \$50,574) and management fees of \$188,487 (2021 - \$183,055) included in other revenue from York Developments Inc.
- The Corporation received management fees of \$100,125 (2021 - \$138,937) included in other revenue from CIRA.

**12. CAPITAL MANAGEMENT**

Management considers capital to be fund balances. The Corporation's objective when managing capital is to maintain financial strength to sustain delivery of its core activities.

**13. EMPLOYEE FUTURE BENEFITS**

The corporation expensed retiring allowances, included in employee benefit expenses, for which matching funding was received of \$144,209 (2021 - \$90,371).

## **York Care Centre Inc.**

The accompanying financial information is presented as supplementary information only. In this respect, they do not form part of the financial statements of York Care Centre Inc. for the year ended March 31, 2022

## York Care Centre Inc.

Comparison of Department of Social Development budget and actual revenue and expenditure

(Unaudited)

For the year ended March 31, 2022

	Budget	Actual	Variance
<b>Revenue</b>			
Residents	\$ 21,082,109	\$ 21,011,611	\$ 70,498
Equipment and repairs grants	86,797	86,797	-
Recoveries - Department of Social Development- Province of NB	859,603	859,603	-
Recoveries- CMHC	-	-	-
	<b>\$ 22,028,509</b>	<b>\$ 21,958,011</b>	<b>\$ 70,498</b>
<b>Expenditure</b>			
<b>Salaries</b>			
Administration	\$ 480,075	\$ 820,483	\$ (340,408)
Nursing care services	8,443,161	8,453,572	-
Research	-	-	-
Education	-	-	-
Pastoral	-	27,780	27,780
Recreation	253,007	257,582	4,575
Food services	1,272,742	1,280,716	7,974
Laundry	482,622	256,798	225,824
Housekeeping	1,180,320	1,085,891	94,429
Plant operations	228,686	325,444	96,758
	<b>\$ 12,340,613</b>	<b>\$ 12,508,266</b>	<b>\$ (167,653)</b>
<b>Supplies</b>			
Administration	\$ 133,165	\$ 445,744	\$ (312,579)
Nursing care services	103,460	393,470	290,010
Research	-	208,329	208,329
Recreation	10,732	25,659	14,927
Food services	670,874	857,875	187,001
Laundry	103,390	76,757	26,633
Housekeeping	76,311	75,473	838
Plant operations	1,982,477	1,894,692	87,785
Minor equipment	12,186	32,223	20,037
	<b>\$ 3,092,595</b>	<b>\$ 4,010,222</b>	<b>\$ (917,627)</b>
<b>Other</b>			
Pastoral services	\$ 3,746	\$ 601	\$ 3,145
Employee benefits	3,026,842	3,087,386	60,544
Education	11,600	32,303	20,703
	<b>\$ 3,042,188</b>	<b>\$ 3,120,290</b>	<b>\$ (78,102)</b>
<b>Capital</b>			
Mortgage blended payments	\$ 951,263	\$ 951,263	-
Approved bank loan	1,652,150	1,652,368	218
Depreciation	-	513,290	513,290
Reserve per CMHC agreement	3,300	3,300	-
	<b>\$ 2,606,713</b>	<b>\$ 3,120,221</b>	<b>\$ (513,508)</b>
<b>Total operating expenditure</b>	<b>\$ 21,082,109</b>	<b>\$ 22,758,999</b>	<b>\$ (1,676,890)</b>
<b>Net variance</b>	<b>\$ 946,400</b>	<b>\$ (800,988)</b>	<b>\$ 1,747,388</b>
<b>Due to government</b>			
Recoveries - project worker	\$ -	\$ 30,455	\$ (30,455)
Project worker expenditures	-	30,711	30,711
	<b>\$ -</b>	<b>\$ (256)</b>	<b>\$ 256</b>

## York Care Centre Inc.

Comparison of Department of Social Development budget and actual revenue and expenditure

(Unaudited)

For the year ended March 31, 2022

Due to York Care Centre operations				
Investment income	\$	-	\$ 11,353	\$ (11,353)
Recoveries - dietary		-	90,840	- 90,840
Recoveries - administration		-	280,014	- 280,014
Recoveries - care		-	111,425	- 111,425
Recoveries - education		-	50,000	- 50,000
Recoveries - operations		-	188,089	- 188,089
Other		-	-	-
	\$	-	\$ 731,721	\$ (731,721)
Net surplus		-	69,523	1,015,923
Reconciling items				
Capital Budget Amend Revenue in Deferred Contributions			\$ (86,797)	
Replacement reserve per CMHC agreement		-	3,300	-
Amortization of deferred contributions		-	314,483	-
Excess of revenue over expenditures per financial statements	\$	-	\$ 161,463	\$ 1,015,923

## York Care Centre Inc.

Year - End Reconciliation of Non - Transferrable Expenditures

(Unaudited)

For the year ended March 31, 2022

	Budget \$	Actual \$	Variance \$
Mortgage	951,263	951,263	-
Bank loan	1,652,150	1,652,368	- 218
CMHC reserve	3,300	3,300	-
Pension plans - general services/nurses/SHCP	1,010,682	930,020	80,662
Pension plan - management	79,429	79,429	-
Nurses retention premium	4,948	10,074	- 5,126
Retirement allowance	144,221	144,209	12
<b>Total</b>	<b>3,845,993</b>	<b>3,770,663</b>	<b>75,330</b>

Year end reconciliation of non - transferrable expenditures due to  
Department of Social Development - Province of New Brunswick

75,330

Note - only variances reported above are required to be paid

# York Care Centre Inc.

## Details of non-transferable expenditures

(Unaudited)

For the year ended March 31, 2022

	G / L	Balance	Loan proceeds received (converted)	Balance	Interest	Repaid	Repaid	Total
	<u>Account</u>	<u>April 1, 2021</u>	<u>2020-2021</u>	<u>March 31, 2022</u>	<u>Rate</u>	<u>Principal</u>	<u>Interest</u>	<u>Paid</u>
III	4702	119,288	0	90,082	8.00%	29,206	8,349	37,555
IV	4409	4,018,232	0	3,403,101	2.76%	615,131	103,161	718,292
V	4406	1,172,729	0	1,012,187	3.17%	160,542	34,874	195,416
VI	4749	3,749,306	0	3,408,294	2.27%	341,011	81,576	422,587
VII	4750	9,735,454	0	8,774,364	2.89%	961,090	268,691	1,229,781
		<u>\$18,795,009</u>	<u>\$0</u>	<u>\$16,688,028</u>		<u>\$2,106,980</u>	<u>\$496,651</u>	<u>\$2,603,631</u>

C.M.H.C  
Replacement  
Reserve

Balance	Contributions	Interest	Funds	Balance
<u>April 1, 2021</u>	<u>During</u>	<u>Earned</u>	<u>Expended</u>	<u>March 31, 2022</u>
	<u>Year</u>	<u>During</u>	<u>During</u>	
		<u>Year</u>	<u>Year</u>	
\$13,384	\$3,300	\$104	\$0	\$16,788

## York Care Centre Inc.

### Reconciliation of Province of New Brunswick Subsidies to Financial Statements

(Unaudited)

For the year ended March 31, 2022

<b>Per Department of Social Development pay documents</b>		<b>16,785,608</b>
Add:		
License	20	
Revenue Adjustment for March/21 (Deducted in May/21)	25,976	
Feb 2021 Vacant Bed Days (Deducted in April/21)	250	
March 2021 Vacant Bed Days (Deducted in May/21)	875	
2020-21 Year-end Adjustment Deducted March 2022	182,432	
Revenue Adjustment for Feb/22 (Paid in April/22)	7,593	
SD Revenue on Pay Documents minor difference to budget	<u>5</u>	
		<u>217,151</u>
Deduct:		
Feb 2022 Vacant Bed Days (Deducted in April/22)	28,125	
March 2022 Vacant Bed Days (Deducted in May/22)	16,625	
Revenue Adjustment for Feb/21 (Paid in April/21)	7,385	
Revenue Adjustment for March/22 (Deducted in May/22)	<u>12,675</u>	
		<u>64,810</u>
Government grants and Budget Amendments:		
Retirement Allowance	144,221	
Special Needs / Extra Hours of Care	314,057	
COVID Related Expenses	371,083	
Maternity Leave	9,248	
General and education and leadership	20,994	
Capital projects	86,797	
BA 835 and 837 Paid twice by SD Oct 20/21	37,351	
BA 799 from 2020-21 paid in 2021-22 year	<u>5,181</u>	
		<u>988,932</u>
<b>Per financial statements</b>		<b><u><u>15,949,017</u></u></b>

## York Care Centre Inc.

Schedule of Salaries and Supplies ( unaudited )

For the year ended March 31, 2022

	Salaries	Supplies	2022	2021
	\$	\$	\$	\$
<b>Expenditures</b>				
Administration	820,483	449,532	1,270,015	1,526,811
Depreciation	-	2,620,271	2,620,271	2,458,562
Education	-	31,209	31,209	38,149
Employee Benefits (note 13)	-	3,087,387	3,087,387	3,314,360
Food Services	1,280,716	859,099	2,139,815	2,255,480
Housekeeping	1,085,891	75,474	1,161,365	1,205,915
Interest on long-term debt	-	496,650	496,650	658,022
Laundry	256,798	76,756	333,554	354,184
Nursing Care Services	8,453,572	401,914	8,855,486	9,396,053
Pastoral	27,780	2,382	30,162	28,057
Plant Operations	325,444	1,909,120	2,234,564	2,210,511
Project workers	30,711	-	30,711	29,177
Recreation	257,582	29,310	286,892	282,420
Research	-	208,329	208,329	65,000
Total	<u>12,538,977</u>	<u>10,247,433</u>	<u>22,786,410</u>	<u>23,822,701</u>

# York Care Centre Inc.

## Schedule of supplementary detail of certain expenditures

(Unaudited)

For the year ended March 31, 2022

2022

2021

	\$	\$
<b>Administration</b>		
Advertising	5,415	5,081
Association fees	38,067	38,067
Bank interest and charges	3,332	3,304
Business machine expense	18,908	20,430
Computer hardware, Software, Support & Supplies	111,550	189,066
Consulting	18,873	55,581
Covid19 expenses	88,294	278,558
Postage	4,151	3,178
Printing and office supplies	8,422	9,607
Professional services - audit	20,117	19,651
Travel and convention - board	-	4,840
Other supplies and expenses	113,490	72,099
Minor equipment	3,358	9,810
Other budget amendment related expenses	13,054	21,330
Legal	1,860	64
Local travel	213	203
	<b>\$ 449,104</b>	<b>\$ 730,869</b>
<b>Care services</b>		
Medical supplies	144,125	122,076
Drug supplies	2,924	1,298
Other	54,559	48,578
Incontinent supplies	134,305	123,816
Fees - medical staff (net)	19,700	19,200
Care related budget amendments	10,153	8,600
Birch Grove Memory Lane Project	27,703	15,177
Minor equipment	7,866	19,706
	<b>\$ 401,335</b>	<b>\$ 358,451</b>
<b>Research</b>		
Supplies	<b>\$ 208,329</b>	<b>\$ 65,000</b>
<b>Recreation and Pastoral</b>		
Recreation - supplies	29,311	30,128
Pastoral supplies	2,295	557
	<b>\$ 31,606</b>	<b>\$ 30,685</b>
<b>Food Services</b>		
Food	699,255	745,011
Supplements	41,332	43,084
Supplies	109,659	110,289
Dish and utensil replacement	8,020	6,396
Minor equipment	833	3,802
	<b>\$ 859,099</b>	<b>\$ 908,582</b>

## York Care Centre Inc.

### Schedule of supplementary detail of certain expenditures (continued)

(Unaudited)

For the year ended March 31, 2022

	2022	2021
<b>Laundry and linen</b>		
Supplies - general	42,234	38,260
Linen replacement	31,491	33,500
Mattress replacement	3,032	2,007
	<u>\$ 76,757</u>	<u>\$ 73,767</u>
<b>Housekeeping supplies</b>	<u>\$ 75,473</u>	<u>\$ 68,947</u>
<b>Plant operation</b>		
Fuel and heating	190,787	196,124
Electricity	445,511	463,319
Insurance - plant and vehicles	56,731	43,257
Property taxes	713,727	713,725
Water and sewerage	56,100	55,300
Telephone	61,132	47,283
Cablevision	45,295	43,732
	<u>\$ 1,569,283</u>	<u>\$ 1,562,740</u>
<b>Maintenance</b>		
Other maintenance Items	60,140	43,674
Purchased services	126,395	69,013
Vehicle expenses	9,795	18,906
Minor equipment	14,428	29,025
	<u>\$ 210,758</u>	<u>\$ 160,618</u>
<b>Repairs</b>		
Buildings and grounds	<u>\$ 129,079</u>	<u>\$ 146,675</u>
<b>Employee benefits</b>		
Canada pension	574,906	585,602
Employment insurance	233,890	244,035
Workers' Compensation	661,617	748,032
Health care insurance	311,629	298,241
Retirement allowances	144,209	90,371
Professional fees	3,600	3,400
Uniform allowance	33,017	33,363
General pension plan	697,357	762,778
Management pension plan	107,791	106,903
Nursing pension plans	244,040	232,953
Non-transferable - pension	75,330	208,682
	<u>\$ 3,087,386</u>	<u>\$ 3,314,360</u>
<b>Education seminars, fees and supplies</b>	<u>\$ 32,303</u>	<u>\$ 30,436</u>
	<u>\$ 7,130,512</u>	<u>\$ 7,451,130</u>

**YORK DEVELOPMENTS INC.**  
**Financial Statements**  
**Year Ended March 31, 2022**

**YORK DEVELOPMENTS INC.**

**Index to Financial Statements**

**Year Ended March 31, 2022**

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## INDEPENDENT AUDITORS' REPORT

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To the Board of Directors of York Developments Inc.

### *Opinion*

We have audited the financial statements of York Developments Inc. (the "Corporation"), which comprise the statement of financial position as at March 31, 2022, and the statements of operations and changes in net assets, operations - operating fund 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 the Corporation as at March 31, 2022, and the results of its operations and cash flows for the year then ended in accordance with the financial reporting provisions of the Province of New Brunswick, Department of Social Development policy 401-3 dated November 30, 1991.

### *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 Corporation in accordance with 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.

### *Emphasis of Matter*

We draw attention to note 2 to the financial statements, which describes the basis of accounting. The financial statements are prepared to assist the the Corporation to comply with the reporting provisions of the Province of New Brunswick, Department of Social Development policy 401-3 dated November 30, 1991.

### *Other Matter*

The prior year financial statements were audited by another firm who also expressed an unqualified opinion, as noted in their audit report dated June 17, 2021.

### *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 reporting provisions of the Province of New Brunswick, Department of Social Development policy 401-3 dated November 30, 1991, 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 Corporation'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 Corporation or to cease operations, or has no realistic alternative but to do so.

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

(continues)

*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.

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 Corporation'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 Corporation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' 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 auditors' report. However, future events or conditions may cause the Corporation 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.

*Teed Saunders Doyle*

Saint John, New Brunswick  
June 13, 2022

CHARTERED PROFESSIONAL ACCOUNTANTS


**YORK DEVELOPMENTS INC.**

**Statement of Financial Position**

**March 31, 2022**

	Operating Fund	Replacement Reserve	Supporting Housing Replacement Reserve	Vacancy Reserve	2022	2021
<b>ASSETS</b>						
<b>CURRENT</b>						
Cash	\$ 253,677	\$ 85,395	\$ 145,568	\$ 42,423	\$ 527,063	\$ 438,139
Accounts receivable	27,877	-	-	-	27,877	33,061
Prepaid expenses	57,446	-	-	-	57,446	56,042
	339,000	85,395	145,568	42,423	612,386	527,242
<b>CAPITAL ASSETS (Note 4)</b>	2,331,007	-	-	-	2,331,007	2,514,522
	\$ 2,670,007	\$ 85,395	\$ 145,568	\$ 42,423	\$ 2,943,393	\$ 3,041,764
<b>LIABILITIES</b>						
<b>CURRENT</b>						
Payables and accruals	\$ 187,389	\$ -	\$ -	\$ -	\$ 187,389	\$ 157,436
Deferred revenue	7,780	-	-	-	7,780	9,783
Current portion of mortgages payable (Note 5)	1,310,129	-	-	-	1,310,129	79,830
	1,505,298	-	-	-	1,505,298	247,049
<b>MORTGAGES PAYABLE (Note 5)</b>	19,448	-	-	-	19,448	1,329,391
<b>FORGIVABLE SUPPORTING HOUSING LOANS (Note 6)</b>	524,117	-	-	-	524,117	597,507
<b>DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS (Note 7)</b>	7,002	-	-	-	7,002	9,002
	2,055,865	-	-	-	2,055,865	2,182,949
	143,831	-	-	-	143,831	107,258
<b>UNRESTRICTED</b>						
<b>RESTRICTED</b>	-	85,395	145,568	42,423	273,386	252,766
<b>INVESTED IN CAPITAL ASSETS</b>	470,311	-	-	-	470,311	498,791
	614,142	85,395	145,568	42,423	887,528	858,815
	\$ 2,670,007	\$ 85,395	\$ 145,568	\$ 42,423	\$ 2,943,393	\$ 3,041,764

**ON BEHALF OF THE BOARD**

  
 \_\_\_\_\_  
 Director

  
 \_\_\_\_\_  
 Director

**YORK DEVELOPMENTS INC.**  
**Statement of Operations and Changes in Net Assets**  
**Year Ended March 31, 2022**

	Operating Fund 2022	Replacement Reserve 2022	Supportive Housing Replacement Reserve 2022	Vacancy Reserve 2022	Total 2022	Total 2021
<b>REVENUE</b>						
Rentals and care	\$ 1,105,116	\$ -	\$ -	\$ -	\$ 1,105,116	\$ 1,086,973
Other revenue	101,212	-	-	-	101,212	114,860
	<u>1,206,328</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,206,328</u>	<u>1,201,833</u>
<b>EXPENDITURES</b>						
	994,990	-	-	-	994,990	950,766
	<u>211,338</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>211,338</u>	<u>251,067</u>
<b>DEPRECIATION</b>	183,514	-	-	-	183,514	176,675
	<u>27,824</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>27,824</u>	<u>74,392</u>
<b>INVESTMENT INCOME</b>	-	593	-	296	889	898
<b>NET REVENUES</b>	<u>27,824</u>	<u>593</u>	<u>-</u>	<u>296</u>	<u>28,713</u>	<u>75,290</u>
<b>NET ASSETS - BEGINNING OF YEAR</b>	606,049	83,071	127,568	42,127	858,815	783,529
<b>INTER-FUND TRANSFERS</b>	<u>(19,731)</u>	<u>1,731</u>	<u>18,000</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>NET ASSETS - END OF YEAR</b>	<u>\$ 614,142</u>	<u>\$ 85,395</u>	<u>\$ 145,568</u>	<u>\$ 42,423</u>	<u>\$ 887,528</u>	<u>\$ 858,819</u>

**YORK DEVELOPMENTS INC.**  
**Statement of Operations - Operating Fund**  
**Year Ended March 31, 2022**

	2022	2021
<b>REVENUE</b>		
Rentals	\$ 678,202	\$ 659,532
Tenant services	203,794	201,543
Province of New Brunswick subsidy payments (Note 8)	110,985	106,754
Province of New Brunswick care revenue	108,754	113,578
Forgiveness of debt (Note 6)	73,390	73,390
Other	20,794	34,445
Amortization of deferred contributions (Note 7)	2,000	2,461
Project workers	5,028	4,564
Client paid care revenue	3,381	5,566
	<u>1,206,328</u>	<u>1,201,833</u>
<b>EXPENDITURES</b>		
Salaries and wages	297,172	319,906
Administration charges (Note 9)	154,059	135,741
Repairs and maintenance - building	87,613	60,381
Property taxes	70,375	65,876
Electricity	63,010	72,450
Security (Note 9)	53,743	50,574
Food services	53,393	52,768
Mortgage interest	49,563	50,402
Employee benefits	35,129	37,636
Insurance	29,999	19,001
Fire alarm, sprinkler and elevator inspection	19,338	8,900
Water and sewage	14,732	14,232
Grounds maintenance	12,403	5,172
Professional fees	11,539	12,577
Repairs and maintenance - equipment	10,891	8,464
Garbage removal	8,101	7,545
Minor equipment and furnishings	7,986	6,685
Supplies	5,587	8,856
Project workers	4,924	4,564
Pager/telephone	2,601	2,485
Bank charges	769	811
Housing association	662	662
Travel	651	839
Cable	623	768
Advertising and promotion	127	-
	<u>994,990</u>	<u>947,295</u>
<b>EXCESS OF REVENUE OVER EXPENDITURES FROM OPERATIONS BEFORE DEPRECIATION</b>	<b>211,338</b>	<b>254,538</b>
<b>DEPRECIATION</b>	<b>183,514</b>	<b>176,678</b>
<b>NET EXCESS OF REVENUE OVER EXPENDITURES</b>	<b>27,824</b>	<b>77,860</b>

**YORK DEVELOPMENTS INC.**

**Statement of Cash Flows  
Year Ended March 31, 2022**

	2022	2021
<b>OPERATING ACTIVITIES</b>		
Excess of revenue over expenditures	\$ 27,824	\$ 77,860
Items not affecting cash:		
Amortization of capital assets	183,514	176,678
Forgiveness of debt	(73,390)	(73,390)
Amortization of deferred contributions	(2,000)	(2,461)
	<u>135,948</u>	<u>178,687</u>
Changes in non-cash working capital:		
Accounts receivable	5,184	(15,658)
Prepaid expenses	(1,404)	(1,466)
Deferred revenue	(2,003)	1,032
Accounts payable	29,953	14,675
	<u>31,730</u>	<u>(1,417)</u>
Cash flow from operating activities	<u>167,678</u>	<u>177,270</u>
<b>INVESTING ACTIVITY</b>		
Purchase of capital assets	-	(92,116)
<b>FINANCING ACTIVITY</b>		
Repayment of mortgages payable	(79,644)	(76,810)
<b>OTHER CASH FLOW ITEMS</b>		
Net revenue - replacement reserve	593	568
Net revenue (expense) - vacancy reserve	296	(782)
Net expense - supportive housing replacement reserve	-	(2,360)
	<u>889</u>	<u>(2,574)</u>
<b>INCREASE IN CASH FLOW</b>	<b>88,923</b>	<b>5,770</b>
<b>CASH - BEGINNING OF YEAR</b>	<b>438,139</b>	<b>432,369</b>
<b>CASH - END OF YEAR</b>	<b>\$ 527,062</b>	<b>\$ 438,139</b>
<b>CASH FLOWS SUPPLEMENTARY INFORMATION</b>		
Interest paid	\$ 49,563	\$ 50,402

# YORK DEVELOPMENTS INC.

## Notes to Financial Statements

Year Ended March 31, 2022

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### 1. NATURE OF OPERATIONS

York Developments Inc. (the "Corporation") owns and rents subsidized apartment units in the Fredericton area. The Corporation is a not-for-profit organization and exempt from federal and provincial corporate taxes under paragraph 149(1)(1) of the Income Tax Act.

### 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

#### Basis of Presentation

The financial statements have been prepared in accordance with the significant accounting policies noted below to comply with the Province of New Brunswick, Department of Social Development policy 401-3 dated November 30, 1991. In this regard, the basis of accounting used in these financial statements materially differs from Canadian accounting standards for not-for-profit organizations because depreciation is recorded according to principal reduction on mortgages and not as a measurement of consumption of the estimated useful life of the related capital asset. Further details on accounting policies are provided below.

#### Replacement Reserve

Under the terms of an agreement with the Province of New Brunswick, the replacement reserve account is to be credited with an annually adjusted amount of \$18,373 until the reserve amount accumulates to \$183,730 plus interest. These funds, along with accumulated interest, must be held in a separate bank account and/or invested only in accounts or instruments insured by the Canada Direct Deposit Insurance Corporation or as may otherwise be approved by the Province of New Brunswick from time to time. The funds in the account may only be used as approved by the Province of New Brunswick. Withdrawals are credited to interest first and then principal.

#### Replacement Reserve - Supportive Housing

Industrial Alliance (the "Approved Lender"), as part of its monthly mortgage payment collection process, collects \$1,500 per month during the amortization period of the loan. This amount is to be used as a reserve for major capital repairs and is subject to the prior written consent of Canada Mortgage and Housing Corporation (CMHC) to cover any material cash flow disruption. These funds shall be placed in trust with the Approved Lender to ensure control of disbursement of the Reserve Fund. Should there be a claim under the mortgage insurance policy, the reserve shall be utilized by the Approved Lender and applied to reduce the principal balance of the insured housing loan. The Approved Lender may, at its own discretion, allow the borrower to draw on the fund for major capital repairs.

#### Cash and Cash Equivalents

The Corporation considers cash on hand, short term deposits and balances with banks, net of overdrafts as cash and cash equivalents. Bank borrowings are considered to be financing.

#### Revenue Recognition

Rental and care revenue are recorded as revenue on an accrual basis and when collection is reasonably assured.

*(continues)*

# YORK DEVELOPMENTS INC.

## Notes to Financial Statements

Year Ended March 31, 2022

### 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

#### Capital assets, deferred contributions and forgivable loans

Capital assets are recorded at cost and depreciation over their estimated useful lives on a straight-line basis using the following rates:

Original land and buildings	Over the term of the associated debt in amounts equal to the annual principal amount
Buildings and land improvements	10 years
Other facilities	20 - 30 years
Equipment	5 years

Certain of these assets are funded by specific grants or forgivable loans. The Corporation accounts for these capital grants as deferred contributions. Depreciation of the deferred contributions is provided for at the same rate as depreciation on the related assets.

The depreciation method and the estimated useful lives of capital assets are reviewed on a regular basis or when events and circumstances warrant. When a capital asset no longer has long - term service potential to the Corporation, the excess of its net carrying amount over any residual value is recognized as an expense in the statement of operations - operating fund.

Interest expense incurred to finance construction is capitalized with the related asset on large projects.

No depreciation is recorded on assets under construction. Depreciation on constructed assets commences in the year the total project is completed.

#### Impairment of Long Lived Assets

The Corporation tests for impairment whenever events or changes in circumstances indicate that the carrying amount of the assets may not be recoverable. Recoverability is assessed by comparing the carrying amount to the projected future net cash flows the long-lived assets are expected to generate through their direct use and eventual disposition. When a test for impairment indicates that the carrying amount of an asset is not recoverable, an impairment loss is recognized to the extent the carrying value exceeds its fair value. No impairment charges were recorded during the years ended March 31, 2022 or 2021.

#### Measurement uncertainty

The preparation of financial statements in conformity with the financial reporting provisions of the Province of New Brunswick, Department of Social Development policy 401-3 dated November 30, 1991 requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenditures during the period. Such estimates are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Actual results could differ from these estimates.

Example of significant estimates include:

- the allowance for doubtful accounts;
- providing for depreciation of capital assets;
- the estimated useful lives of assets; and
- the recoverability of tangible assets.

**YORK DEVELOPMENTS INC.**

**Notes to Financial Statements**

**Year Ended March 31, 2022**

**3. FINANCIAL INSTRUMENTS**

The Corporation is exposed to various risks through its financial instruments and has a comprehensive risk management framework to monitor, evaluate and manage these risks. The following analysis provides information about the Corporation's risk exposure and concentration as of March 31, 2022.

Credit Risk

Credit risk arises from the potential that a counter party will fail to perform its obligations. The Corporation is exposed to credit risk from its tenants. In order to reduce its credit risk, the Corporation reviews a new tenant's credit history before extending credit and conducts regular reviews of its existing tenants' credit performance. An allowance for doubtful accounts is established based upon factors surrounding the credit risk of specific accounts, historical trends and other information. The Corporation has a significant number of tenants which minimizes concentration of credit risk. As at March 31, 2022, the corporation does not have significant exposure to any individual tenant or counter party.

Liquidity Risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The Corporation is exposed to this risk mainly in respect of its receipt of funds from its tenants and the other related sources, mortgages payable, accounts payable, and other obligations.

Interest Rate Risk

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. In seeking to minimize the risks from interest rate fluctuations, the Corporation manages exposure through its normal operating and financing activities. The Corporation is exposed to interest rate risk primarily through its mortgages payable, which bear interest rates as described in note 5.

**4. CAPITAL ASSETS**

	Cost	Accumulated amortization	2022 Net book value	2021 Net book value
<u>Original land and buildings</u>				
91 Sunset Drive*	\$ 518,208	\$ 477,162	\$ 41,046	\$ 41,046
95 Sunset Drive*	516,127	452,256	63,871	63,871
116 Sunset Drive (12 units)*	1,333,457	587,489	745,968	808,066
116 Sunset Drive (19 units)*	2,062,837	949,830	1,113,007	1,189,501
120 Sunset Drive*	973,166	834,643	138,523	138,523
Buildings and land improvements	765,131	608,038	157,093	179,477
Equipment	156,492	84,992	71,500	94,038
	<u>\$ 6,325,418</u>	<u>\$ 3,994,410</u>	<u>\$ 2,331,008</u>	<u>\$ 2,514,522</u>

\*The depreciation on these assets is equal to the principal repayments of the related mortgages in accordance with the Department of Social Development policy 401-3.

**YORK DEVELOPMENTS INC.**

**Notes to Financial Statements**

**Year Ended March 31, 2022**

**5. MORTGAGES PAYABLE**

	<u>2022</u>	<u>2021</u>
Industrial Alliance - 3.65% first mortgage on 116 Sunset Drive, repayable at \$6,203 per month including principal and interest and amortized over 30 years with a five year term maturing October 1, 2022	\$ 885,407	\$ 926,952
York County Properties - 3.65% first mortgage on 116 Sunset Drive (12 Units), repayable at \$1,632 per month including principal and interest amortized over 12 years maturing March 31, 2024, unless renewed	38,198	56,278
Industrial Alliance - 3.65% first mortgage on 116 Sunset Drive, repayable at \$2,927 per month including principal and interest and amortized over 25 years with a five year term maturing October 1, 2022, unless renewed	<u>405,972</u>	<u>425,991</u>
	1,329,577	1,409,221
Amounts payable within one year	<u>(1,310,129)</u>	<u>(79,830)</u>
	<u>\$ 19,448</u>	<u>\$ 1,329,391</u>

Principal repayment terms are approximately:

2023	\$ 1,310,129
2024	19,448
	<u>\$ 1,329,577</u>

**6. FORGIVABLE SUPPORTIVE HOUSING LOANS**

	<u>2022</u>	<u>2021</u>
Province of New Brunswick (Affordable Rental Housing Program) 4.80% forgivable loan. The forgivable loan is earned evenly over 20 years ending May 1, 2027 subject to continuing to meet certain terms and conditions.	\$ 169,021	\$ 202,271
Province of New Brunswick (Affordable Rental Housing Program) 4.30% forgivable loan. The forgivable loan is earned evenly over 20 years ending March 31, 2031 subject to continuing to meet certain terms and conditions.	216,000	240,000
Province of New Brunswick (Affordable Rental Housing Program) 3.10% forgivable loan. The forgivable loan is earned evenly over 17 years ending May 1, 2031 subject to continuing to meet certain terms and conditions.	58,627	65,377
Province of New Brunswick (Affordable Rental Housing Program) 3.30% forgivable loan. The forgivable loan is earned evenly over 16 years ending May 1, 2031 subject to continuing to meet certain terms and conditions.	80,469	89,859

*(continues)*

**YORK DEVELOPMENTS INC.**

**Notes to Financial Statements**

**Year Ended March 31, 2022**

**6. FORGIVABLE SUPPORTIVE HOUSING LOANS (continued)**

	2022	2021
	\$ 524,117	\$ 597,507

As at March 31, 2022, all terms and conditions of the forgivable loans have been met.

The changes in the forgivable loans are as follows:

	2022	2021
Balance - Beginning of year	\$ 597,507	\$ 670,896
Less: Amount forgiven	(73,390)	(73,659)
	\$ 524,117	\$ 597,237

Amount of loans forgiven is included in amortization of deferred contributions and forgiveness of debt in the statement of operations - operating fund.

**7. DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS**

	2022	2021
Balance - Beginning of year	\$ 9,002	\$ 11,463
Less: Amounts amortized to revenue	(2,000)	(2,461)
Balance - End of year	\$ 7,002	\$ 9,002

Amount amortized to revenue is included in amortization of deferred contributions and forgiveness of debt in the statement of operations- operating fund.

**8. PROVINCE OF NEW BRUNSWICK SUBSIDY PAYMENTS**

The Corporation has received assistance totaling \$110,985 (2021 - \$106,754) through the Province of New Brunswick Department of Social Development in relation to supportive housing tenant occupancy.

**9. RELATED PARTY TRANSACTIONS**

The Corporation had the following transactions with related parties in the normal course of business; all transactions are recorded at their exchange value.

- Project management fees of supportive services of \$53,143 (2021 - \$50,574), and management fees of \$188,487 (2021 - \$183,055) were paid to York Care Centre Inc., who share common management, during the fiscal year. The March 31, 2022 payables and accrual balance includes payables to York Care Centre Inc. of \$28,156 (2021 - \$30,268).
- The Corporation pays certain expenses for the Centre for Research in Aging Inc., who share common management, and has receivables as at March 31, 2022, with respect to those transactions of \$1,199 (2021 - \$8)

The Corporation has a first mortgage on the property at 116 Sunset Dr. with York County Properties, an entity for which there is a common board of directors (note 4).

**YORK DEVELOPMENTS INC.**

**Notes to Financial Statements**

**Year Ended March 31, 2022**

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**10. CAPITAL MANAGEMENT**

Management considers capital to be fund balances. The Corporation's objective when managing capital is to maintain financial strength to sustain long-term delivery of its core activities within its own organization and within its related parties.

**11. COMPARATIVE FIGURES**

Some of the comparative figures have been reclassified to conform to the current year's presentation.

**YORK DEVELOPMENTS INC. - 91, 95, 120 SUNSET DRIVE**

**Financial Statements**

**Year Ended March 31, 2022**

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Statement of Operations and Changes in Net Assets - Replacement Reserve	3

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## COMPILATION ENGAGEMENT REPORT

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To the Shareholders of York Developments Inc. - 91, 95, 120 Sunset Drive

On the basis of information provided by management, we have compiled the statement of operations and change in net assets for the operating fund and the replacement reserve fund, for the year ended March 31, 2022.

Management is responsible for the accompanying financial statements, including the accuracy and completeness of the underlying information used to compile it and the selection of the basis of accounting.

We performed this engagement in accordance with reporting provisions of the Province of New Brunswick, Department of Social Development policy 401-3 dated November 30, 1991. Our responsibility is to assist management in the preparation of the financial statements.

We have not performed an audit engagement or a review engagement, nor were we required to perform procedures to verify the accuracy or completeness of the statements provided by management. Accordingly, we do not express an audit opinion or a review conclusion, or provide any form of assurance on the financial statements.

Readers are cautioned that the financial statements may not be appropriate for their purposes.

*Teed Saunders Doyle*

Saint John, New Brunswick  
June 13, 2022

CHARTERED PROFESSIONAL ACCOUNTANTS

**YORK DEVELOPMENTS INC. - 91, 95, 120 SUNSET DRIVE**  
**Statement of Operations and Change in Net Assets - Operating Fund**  
**Year Ended March 31, 2022**

	2022	2021
<b>REVENUE</b>		
Rentals	\$ 475,338	\$ 461,442
Other	12,096	12,422
Project workers	5,028	4,564
Amortization of deferred contributions	16,140	16,140
	<u>508,602</u>	<u>494,568</u>
<b>EXPENDITURES</b>		
Administration charges	127,141	110,326
Salaries	69,654	76,635
Repairs and maintenance - building	68,234	42,585
Property taxes	47,364	46,136
Security	37,620	35,402
Insurance	21,336	13,468
Utilities	16,910	23,024
Repairs and maintenance - equipment	10,891	8,464
Water and sewage	10,876	10,376
Fire alarm rental, sprinkler and elevator inspection	9,849	4,747
Employee benefits	9,748	11,030
Grounds maintenance	8,869	4,253
Professional fees	7,958	7,688
Garbage removal	5,946	5,498
Project workers	4,924	4,564
Pager/telephone	2,391	2,485
Travel	651	708
Supplies	560	1,911
Bank charges	3	9
Depreciation	16,832	17,571
	<u>477,757</u>	<u>426,880</u>
<b>EXCESS OF REVENUE OVER EXPENDITURES</b>	<b>30,845</b>	<b>67,688</b>
<b>NET ASSETS - BEGINNING OF YEAR</b>	<b>499,051</b>	<b>449,497</b>
	<b>529,896</b>	<b>517,185</b>
<b>TRANSFER TO REPLACEMENT RESERVE</b>	<b>(20,734)</b>	<b>(32,373)</b>
<b>TRANSFER FROM REPLACEMENT RESERVE</b>	<b>19,003</b>	<b>14,239</b>
<b>NET ASSETS - END OF YEAR</b>	<b>\$ 528,165</b>	<b>\$ 499,051</b>

**YORK DEVELOPMENTS INC. - 91, 95, 120 SUNSET DRIVE**  
**Statement of Operations and Changes in Net Assets - Replacement Reserve**  
**Year Ended March 31, 2022**

	2022	2021
<b>INTEREST INCOME</b>	\$ 693	\$ 568
<b>TRANSFERS</b>		
Transfer from Operating Fund	20,734	32,373
Transfer to Operating Fund	(19,003)	(14,239)
<b>CHANGE IN FUND BALANCE</b>	2,424	18,702
<b>NET ASSETS - BEGINNING OF YEAR</b>	83,071	64,369
<b>NET ASSETS - END OF YEAR</b>	\$ 85,495	\$ 83,071

**YORK DEVELOPMENTS INC. - 116 SUNSET DRIVE**

**Financial Statements**

**Year Ended March 31, 2022**

**YORK DEVELOPMENTS INC. - 116 SUNSET DRIVE**

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**Year Ended March 31, 2022**

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## COMPILATION ENGAGEMENT REPORT

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To the Shareholders of York Developments Inc. - 116 Sunset Drive

On the basis of information provided by management, we have compiled the statement of operations and changes in net assets for the operating fund, supportive housing replacement reserve, and the vacancy reserve for the year ended March 31, 2022.

Management is responsible for the accompanying financial statements, including the accuracy and completeness of the underlying information used to compile it and the selection of the basis of accounting.

We performed this engagement in accordance with reporting provisions of the Province of New Brunswick, Department of Social Development policy 401-3 dated November 30, 1991. Our responsibility is to assist management in the preparation of the financial statements.

We have not performed an audit engagement or a review engagement, nor were we required to perform procedures to verify the accuracy or completeness of the statements provided by management. Accordingly, we do not express an audit opinion or a review conclusion, or provide any form of assurance on the financial statements.

Readers are cautioned that the financial statements may not be appropriate for their purposes.

*Teed Saunders Doyle*

Saint John, New Brunswick  
June 13, 2022

CHARTERED PROFESSIONAL ACCOUNTANTS

**YORK DEVELOPMENTS INC. - 116 SUNSET DRIVE**  
**Statement of Operations and Changes in Net Assets - Operating Fund**  
**Year Ended March 31, 2022**

	2022	2021
<b>REVENUE</b>		
Tenant Services	\$ 203,794	\$ 201,543
Rentals	202,864	198,090
Province of New Brunswick subsidy payments	110,985	106,754
Province of New Brunswick care revenue	108,754	113,578
Other	8,698	22,023
Client paid care revenue	3,381	5,566
Amortization of deferred contributions	57,250	57,250
	<u>695,726</u>	<u>704,804</u>
<b>EXPENDITURES</b>		
Salaries and wages	227,518	242,757
Food services	53,393	52,768
Mortgage interest	49,563	50,402
Electricity	46,100	49,426
Administration charges	26,918	25,415
Employee benefits	25,381	26,555
Property taxes	23,011	19,741
Security	16,123	15,172
Repairs and maintenance	14,977	13,086
Fire alarm rental, sprinkler and elevator inspection	9,489	4,153
Insurance	8,073	5,096
Minor equipment and furnishings	7,859	6,685
Supplies	5,005	6,710
Water and sewage	3,856	3,856
Accounting fees	3,579	3,492
Ground maintenance	3,534	919
Garbage removal	2,154	2,048
Bank charges	769	800
Housing association	662	662
Cable	623	768
Telephone	210	-
Advertising	127	-
Legal fees	-	1,397
Travel	-	131
Depreciation	166,394	157,040
	<u>695,318</u>	<u>689,079</u>
<b>EXCESS OF REVENUE OVER EXPENDITURES</b>	<b>408</b>	<b>15,725</b>
<b>NET ASSETS - BEGINNING OF YEAR</b>	<u><b>138,968</b></u>	<u><b>141,243</b></u>
	<b>139,376</b>	<b>156,968</b>
<b>TRANSFER TO SUPPORTIVE HOUSING REPLACEMENT RESERVE</b>	<u><b>(18,000)</b></u>	<u><b>(18,000)</b></u>
<b>NET ASSETS - END OF YEAR</b>	<u><b>\$ 121,376</b></u>	<u><b>\$ 138,968</b></u>

**YORK DEVELOPMENTS INC. - 116 SUNSET DRIVE**  
**Statement of Operations and Changes in Net Assets - Supportive Housing Replacement Reserve**  
**Year Ended March 31, 2022**

	2022	2021
<b>EXPENDITURES</b>	\$ -	\$ 2,360
<b>TRANSFER FROM OPERATING FUND</b>	<u>18,000</u>	<u>18,000</u>
<b>CHANGE IN FUND BALANCE</b>	18,000	15,640
<b>NET ASSETS - BEGINNING OF YEAR</b>	<u>127,568</u>	<u>111,928</u>
<b>NET ASSETS - END OF YEAR</b>	<u>\$ 145,568</u>	<u>\$ 127,568</u>

**YORK DEVELOPMENTS INC. - 116 SUNSET DRIVE**  
**Statement of Operations and Changes in Net Assets - Vacancy Reserve**  
**Year Ended March 31, 2022**

	2022	2021
<b>INTEREST INCOME</b>	\$ 296	\$ 330
<b>EXPENDITURES</b>	-	1,112
<b>EXCESS (DEFICIENCY) OF INTEREST INCOME OVER EXPENDITURES</b>	296	(782)
<b>NET ASSETS - BEGINNING OF YEAR</b>	42,127	42,909
<b>NET ASSETS - END OF YEAR</b>	\$ 42,423	\$ 42,127

**YORK DEVELOPMENTS INC. - ADULT DAY PROGRAM**

**Financial Statements**

**Year Ended March 31, 2022**

**YORK DEVELOPMENTS INC. - ADULT DAY PROGRAM**

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## COMPILATION ENGAGEMENT REPORT

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To the Shareholders of York Developments Inc. - Adult Day Program

On the basis of information provided by management, we have compiled the statement of loss and deficit for the year ended March 31, 2022.

Management is responsible for the accompanying financial statement, including the accuracy and completeness of the underlying information used to compile it and the selection of the basis of accounting.

We performed this engagement in accordance with reporting provisions of the Province of New Brunswick, Department of Social Development policy 401-3 dated November 30, 1991. Our responsibility is to assist management in the preparation of the financial statements.

We have not performed an audit engagement or a review engagement, nor were we required to perform procedures to verify the accuracy or completeness of the statement provided by management. Accordingly, we do not express an audit opinion or a review conclusion, or provide any form of assurance on the financial statement.

Readers are cautioned that the financial statement may not be appropriate for their purposes.

*Teed Saunders Doyle*

Saint John, New Brunswick  
June 13, 2022

CHARTERED PROFESSIONAL ACCOUNTANTS

**YORK DEVELOPMENTS INC. - ADULT DAY PROGRAM**

**Statement of Loss and Deficit**

**Year Ended March 31, 2022**

	<b>2022</b>	<b>2021</b>
<b>REVENUE</b>		
Amortization of deferred contributions	\$ 2,000	\$ 2,461
<b>EXPENDITURES</b>		
Repairs and maintenance - building	4,403	4,711
Insurance	590	437
Minor equipment and furnishings	127	-
Supplies	24	235
Salaries	-	515
Employee benefits	-	51
Depreciation	288	2,066
	<u>5,432</u>	<u>8,015</u>
<b>DEFICIENCY OF REVENUE OVER EXPENDITURES</b>	<b>(3,432)</b>	<b>(5,554)</b>
<b>DEFICIT - BEGINNING OF YEAR</b>	<b>(31,971)</b>	<b>(26,417)</b>
<b>DEFICIT - END OF YEAR</b>	<b>\$ (35,403)</b>	<b>\$ (31,971)</b>



**CENTRE FOR INNOVATION AND RESEARCH IN AGING INC.**

**Financial Statements**

**Year Ended March 31, 2022**

**CENTRE FOR INNOVATION AND RESEARCH IN AGING INC.**

**Index to Financial Statements**

**Year Ended March 31, 2022**

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## INDEPENDENT AUDITORS' REPORT

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To the Board of Directors of Centre for Innovation and Research in Aging Inc.

### *Opinion*

We have audited the financial statements of Centre for Innovation and Research in Aging Inc. (the "Corporation"), which comprise the statement of financial position as at March 31, 2022, 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 the organization as at March 31, 2022, and the results of its operations and cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO).

### *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 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.

### *Other Matter*

The financial statements for the year ended March 31, 2021 were audited by another auditor who expressed an unmodified opinion on those financial statements on June 17, 2021.

### *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 ASNPO, 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 auditors' 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.

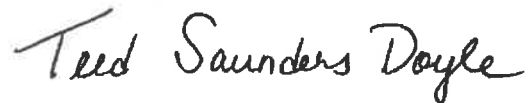
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Independent Auditors' Report to the Board of Directors of Centre for Innovation and Research in Aging Inc.  
(continued)

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 auditors' 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 auditors' 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.



Saint John, New Brunswick  
June 13, 2022

CHARTERED PROFESSIONAL ACCOUNTANTS


**CENTRE FOR INNOVATION AND RESEARCH IN AGING INC.**


**Statement of Financial Position**

**March 31, 2022**

	2022	2021
<b>ASSETS</b>		
<b>CURRENT</b>		
Cash	\$ 694,357	\$ 868,493
Accounts receivable	3,760	583
Harmonized sales tax recoverable	5,177	33,061
	<u>703,294</u>	<u>902,137</u>
<b>CAPITAL ASSET (Note 3)</b>	<b>8,298</b>	<b>11,535</b>
	<u>\$ 711,592</u>	<u>\$ 913,672</u>
<b>LIABILITIES</b>		
<b>CURRENT</b>		
Accounts payable and accrued liabilities (Note 4)	\$ 87,181	\$ 98,105
Due to related parties (Note 5)	17,182	10,145
	<u>104,363</u>	<u>108,250</u>
<b>DEFERRED CONTRIBUTIONS (Note 6)</b>	<b>604,744</b>	<b>934,484</b>
	<u>709,107</u>	<u>1,042,734</u>
<b>NET ASSETS</b>		
<b>UNRESTRICTED</b>	<b>(5,813)</b>	<b>(140,597)</b>
<b>INVESTED IN CAPITAL ASSETS</b>	<b>8,298</b>	<b>11,535</b>
	<u>2,485</u>	<u>(129,062)</u>
	<u>\$ 711,592</u>	<u>\$ 913,672</u>

**ON BEHALF OF THE BOARD**

  
 \_\_\_\_\_ Director

  
 \_\_\_\_\_ Director

**CENTRE FOR INNOVATION AND RESEARCH IN AGING INC.**

**Statement of Operations**  
**Year Ended March 31, 2022**

	2022	2021
<b>REVENUE</b>		
Project grants	\$ 657,689	\$ 866,935
Operational grants <i>(Note 8)</i>	191,000	50,000
Other	-	2,572
	<u>848,689</u>	<u>919,507</u>
<b>EXPENDITURES</b>		
Project related expenditures	657,689	866,935
Administration	60,589	66,418
Depreciation	3,237	2,377
	<u>721,515</u>	<u>935,730</u>
<b>EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURES FROM OPERATIONS</b>	<b>127,174</b>	<b>(16,223)</b>
<b>INVESTMENT INCOME</b>	<u>4,373</u>	<u>6,352</u>
<b>EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURES</b>	<u><b>\$ 131,547</b></u>	<u><b>\$ (9,871)</b></u>

CENTRE FOR INNOVATION AND RESEARCH IN AGING INC.

Statement of Changes in Net Assets

Year Ended March 31, 2022

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	Unrestricted	Invested in capital assets	2022	2021
<b>NET ASSETS (DEFICIT) - BEGINNING OF YEAR</b>	\$ (140,597)	\$ 11,535	\$ (129,062)	\$ (119,191)
<b>EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURES</b>	134,784	(3,237)	131,547	(9,871)
<b>NET ASSETS (DEFICIT) - END OF YEAR</b>	<u>\$ (5,813)</u>	<u>\$ 8,298</u>	<u>\$ 2,485</u>	<u>\$ (129,062)</u>

**CENTRE FOR INNOVATION AND RESEARCH IN AGING INC.****Statement of Cash Flows  
Year Ended March 31, 2022**

	2022	2021
<b>OPERATING ACTIVITIES</b>		
Excess (deficiency) of revenue over expenditures	\$ 131,547	\$ (9,871)
Item not affecting cash:		
Amortization of capital asset	3,237	2,377
	<u>134,784</u>	<u>(7,494)</u>
Changes in non-cash working capital:		
Accounts receivable	(3,177)	(466)
Harmonized sales tax payable (recoverable)	27,884	(9,651)
Accounts payable	(10,924)	71,890
Deferred contributions	(329,740)	519,874
	<u>(315,957)</u>	<u>581,647</u>
Cash flow from (used by) operating activities	<u>(181,173)</u>	<u>574,153</u>
<b>INVESTING ACTIVITY</b>		
Purchase of capital asset	-	(8,606)
<b>FINANCING ACTIVITY</b>		
Due to (from) related parties	7,037	(16,208)
<b>INCREASE (DECREASE) IN CASH</b>	<b>(174,136)</b>	<b>549,339</b>
<b>CASH - BEGINNING OF YEAR</b>	<b>868,493</b>	<b>319,154</b>
<b>CASH - END OF YEAR</b>	<b>\$ 694,357</b>	<b>\$ 868,493</b>

**1. NATURE OF OPERATIONS**

Centre for Innovation and Research in Aging Inc., (the "Corporation"), was incorporated on March 15, 2018 for the primary purpose of conducting scientific research to advance matters that impact the elderly and aging. The Corporation is a not-for-profit organization and is exempt from federal and provincial corporate taxes under paragraph 149(1) of the Income Tax Act.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

Basis of Presentation

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations ("ASNFPO").

Cash and Cash Equivalents

The Corporation consists cash on hand, short-term deposits and balances with banks, net of overdrafts as cash and cash equivalents.

Revenue Recognition

The Corporation generates revenue through project grants and related research services. Grant revenue is recognized when there is reasonable assurance that the Corporation has complied with and will continue to comply with all conditions necessary to obtain the grants. Other revenue is recognized when there is a persuasive evidence of an arrangement, the associated fees are fixed or determinable and collection is reasonably assured.

Contributed Services

Volunteers contribute, as participants, numerous hours per year to assist the Corporation in carrying out its activities. The fair value of these donated services cannot be reasonably determined and are therefore not reflected in these financial statements.

Financial Instruments

Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, financial assets with actively traded markets are reported at fair value, with any unrealized gains and losses reported in excess (deficiency) of revenue over expenditures. All other financial instruments are reported at amortized cost, and tested for impairment at each reporting date. Transaction costs on the acquisition, sale, or issue of financial instruments are expensed when incurred.

Measurement Uncertainty

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenditures during the period. Such estimates are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Actual results could differ from these estimates.

Examples of significant estimates include

- providing for amortization of capital assets;
- the estimated useful lives of assets; and
- the recoverability of tangible assets.

*(continues)*

**CENTRE FOR INNOVATION AND RESEARCH IN AGING INC.**

**Notes to Financial Statements**

**Year Ended March 31, 2022**

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

Capital Assets

Capital Assets are stated at cost or deemed cost less accumulated depreciation. Capital Assets are depreciated over their estimated useful lives on a straight-line basis at the following rate:

Equipment	5 years
-----------	---------

The Corporation regularly reviews its capital assets to eliminate obsolete items.

Certain of these assets may be funded by specific grants. The Corporation accounts for these capital grants as deferred contributions. Depreciation of these deferred contributions is provided for at the same rate as depreciation on the related assets.

Interest expense incurred to finance construction is capitalized with the related asset on large projects.

No depreciation is recorded on assets under construction. Depreciation on constructed assets commences in the year the total project is completed.

**3. CAPITAL ASSET**

	Cost	Accumulated amortization	2022 Net book value	2021 Net book value
Equipment	\$ 16,186	\$ 7,888	\$ 8,298	\$ 11,535

**4. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES**

	2022	2021
Trade accounts payable	\$ 32,224	\$ 10,038
Government remittances payable	22,556	6,227
Accrued liabilities	21,933	75,675
Vacation payable	10,469	6,165
	<b>\$ 87,182</b>	<b>\$ 98,105</b>

**5. DUE TO RELATED PARTIES**

	2022	2021
York Care Centre Inc.	\$ 15,982	\$ 10,137
York Developments Inc.	1,199	8
	<b>\$ 17,181</b>	<b>\$ 10,145</b>

**CENTRE FOR INNOVATION AND RESEARCH IN AGING INC.**

**Notes to Financial Statements**

**Year Ended March 31, 2022**

**6. DEFERRED CONTRIBUTIONS**

The changes in the deferred contributions balance for the year are as follows:

	<u>2022</u>	<u>2021</u>
Balance - Beginning of year	\$ 934,484	\$ 442,830
Add: Contributions received during year	324,751	1,358,589
Less: Amounts amortized to revenue	<u>(654,491)</u>	<u>(866,935)</u>
Balance - End of year	<u>\$ 604,744</u>	<u>\$ 934,484</u>

**7. FINANCIAL INSTRUMENTS**

The organization is exposed to various risks through its financial instruments and has a comprehensive risk management framework to monitor, evaluate and manage these risks. The following analysis provides information about the organization's risk exposure and concentration as of March 31, 2022.

Credit Risk

Credit risk arises from the potential that a counter party will fail to perform its obligations. The Corporation is exposed to credit risk through receivables. As at March 31, 2022, the corporation does not have significant exposure to any individual client or counterparty.

Liquidity Risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The organization is exposed to this risk mainly in respect of its receipt of funds from its grantors and other related sources, and accounts payable and accrued liabilities. To manage liquidity risk, the Corporation has the ability to obtain working capital loans through the Province of New Brunswick, should cash requirements exceed cash generated from operating activities.

Currency Risk

Currency risk is the risk to the corporation's earnings that arise from fluctuations of foreign exchange rates and the degree of volatility of these rates. The Corporation is not exposed to exchange risk as it does not hold any cash, accounts receivable or accounts payable in foreign currencies.

Interest Rate Risk

Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in the interest rates. The Corporation is not exposed to interest rate risk as it does not have any variable interest rate debt or bank indebtedness.

**8. RELATED PARTY TRANSACTIONS**

The Corporation had the following transactions with related parties in the normal course of business; all transactions are recorded at their exchange value. Balances due from related parties are non-interest bearing and have no fixed repayment terms.

- York Care Centre Inc. acts as the payroll agent for the Centre for Innovation and Research in Aging Inc. who share common management and has payables at year end with respect of these transactions for \$15,982 (2021 - \$10,137). York Care Centre Inc. also provided an operational grant to the Corporation of \$191,000 (2021 - \$50,000) during the year.

*(continues)*

**8. RELATED PARTY TRANSACTIONS *(continued)***

- York Developments Inc. pays certain expenses on the Corporation's behalf and share common management. The expenses are charged back to the Corporation. The amount of such expenses included in accounts payable at March 31, 2022 is \$1,199 (2021 - \$8).

**9. CAPITAL MANAGEMENT**

Management considers capital to be fund balances. The Corporation's objective when managing capital is to maintain financial strength to sustain long-term delivery of its core activities within its own organization and within its related parties.

**10. COMPARATIVE FIGURES**

Some of the comparative figures have been reclassified to conform to the current year's presentation.

**CENTRE FOR INNOVATION AND RESEARCH IN AGING INC.**

**Project Related Revenue and Expenditures (Unaudited)**

**Year Ended March 31, 2022**

The accompanying financial information is presented as supplementary information only. In this respect, it does not form part of the financial statements of Centre for Innovation and Research in Aging Inc. for the year ended March 31, 2022.

	Opening deferred revenue 2021	Revenue received 2022	Revenue recognized 2022	Ending deferred revenue 2022
RA Co-op program Dept of PETL	\$ 19,349	\$ -	\$ -	\$ 19,349
VR - Fall Risk Screening CABHI	9,500	2,500	12,000	-
VR Rehab Project HSPP	185,203	-	116,431	68,773
VR Fall Prevention	(5,000)	5,000	-	-
Promote Physical Activity Project HSPP	109,840	-	62,249	47,591
Improve Immunization Project HSPP	267,340	-	201,998	65,342
Palliative Care Project HSPP	51,685	-	32,351	19,334
Poly pharmacy App Phase 2 Project HSPP	296,567	-	173,373	123,193
SEED Funding	-	3,918	3,918	-
GENIE	-	163,333	12,449	150,884
Passive Aware	-	150,000	39,722	110,278
	<b>\$ 934,484</b>	<b>\$ 324,751</b>	<b>\$ 654,491</b>	<b>\$ 604,744</b>





**Financial Statements  
(Unaudited)**

**York County Properties Inc.**

**March 31, 2022**

# York County Properties Inc.

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**York County Properties Inc.**  
**Statement of Operations and Changes**  
**in Net Assets**  
**(Unaudited)**

Year Ended March 31,	2022	2021
Revenue		
Mortgage Interest	\$ 1,754	\$ 2,401
Interest income	<u>2,894</u>	<u>2,690</u>
	<u>4,648</u>	<u>5,090</u>
Expenses		
Reimbursement of parent company expenses	4,320	4,767
Miscellaneous	2	0
Property taxes	<u>325</u>	<u>323</u>
	<u>4,648</u>	<u>5,090</u>
Excess of (expenditures over revenue) revenues over expenditures	<u>\$ -</u>	<u>\$ -</u>
Net assets, beginning of year	\$ 456,771	\$ 456,771
Excess of (expenditures over revenue) revenues over expenditures	-	-
Net assets, end of year	<u>\$ 456,771</u>	<u>\$ 456,771</u>

See accompanying notes to the financial statements.

**York County Properties Inc.**  
**Statement of Financial Position**  
**(Unaudited)**

March 31,	2022	2021
<b>Assets</b>		
Current		
Cash and cash equivalents	\$ 410,972	\$ 392,892
Receivables (includes mortgage this year)	38,522	56,511
Prepays	0	325
	<u>449,494</u>	<u>449,729</u>
Land (Note 3)	7,601	7,601
	<u>\$ 457,095</u>	<u>\$ 457,330</u>
<b>Liabilities</b>		
Current		
Payables and accruals	\$324	\$559
	<u>\$324</u>	<u>\$559</u>
<b>Fund Balances</b>	<u>456,771</u>	<u>456,771</u>
	<u>\$ 457,095</u>	<u>\$ 457,330</u>

ON BEHALF OF THE BOARD



Director



Director

See accompanying notes to the financial statements.

**York County Properties Inc.**  
**Statement of Cash Flows**  
**(Unaudited)**

Year Ended March 31,

2022

2021

Increase (decrease) in cash and cash equivalents

**Operating**

Excess of (expenditures over revenues)  
revenues over expenditures

\$	-	\$	-
	-		-
	<u>\$0</u>		<u>\$0</u>

Gain on sale of assets

Changes in

Receivables

17,988	17,674
--------	--------

Prepays

325	(325)
-----	-------

Payables and accruals

(235)	85
-------	----

Deferred revenue

-	-
---	---

<u>18,079</u>	<u>17,434</u>
---------------	---------------

**Investing**

Proceeds on sale of assets net of disposal costs

-	-
---	---

-	-
---	---

Net (decrease) increase in cash and cash equivalents

18,079	17,434
--------	--------

Cash and cash equivalents, beginning of year

<u>392,893</u>	<u>375,459</u>
----------------	----------------

Cash and cash equivalents, end of year

<u>\$ 410,972</u>	<u>\$ 392,893</u>
-------------------	-------------------

See accompanying notes to the financial statements.

---

**York County Properties Inc.**  
**Notes to the Financial Statements**  
(Unaudited)  
March 31, 2022

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**1. Nature of operations**

The corporation operated the historic W.W.Boyce Farmer's Market for many years. As of February 28, 2009 the the W.W Boyce Farmer's Market was sold to the Province of New Brunswick. As per a review performed by Canada Revenue Agency in the fall of 2010, the organization no longer qualifies as a not-for-profit, and is required to calculate federal and provincial corporate taxes.

---

**2. Summary of significant accounting policies**

**Revenue and expenditures**

Revenue and expenditures are recorded according to the accrual basis of accounting. Administration expenditures are not subject to reallocation procedures to projects and activities.

**Capital assets**

Capital assets are recorded at cost.

**Cash and cash equivalents**

Cash and cash equivalents include cash on hand and balances with banks.

**Use of estimates**

Under Canadian Generally Accepted Accounting Principles management is required to make estimates and assumptions to prepare financial statements. These estimates are based on management's best knowledge of current events and actions that the corporation may undertake in the future. These estimates and assumptions may affect the amount of assets and liabilities presented as at the reporting date and the reported amount of revenue and expenses during the fiscal period. Actual results may be different from the estimates and assumptions used.

---

**3. Land**

	<b>Cost</b>	<b>Accumulated Depreciation</b>	<b>2022 Net Book Value</b>	<b>2021 Net Book Value</b>
Land - York Farm	7,601	-	7,601	7,601
	<u>\$ 7,601</u>	<u>\$ -</u>	<u>\$ 7,601</u>	<u>\$ 7,601</u>

---

---

**York County Properties Inc.**  
**Notes to the Financial Statements**  
**(Unaudited)**  
**March 31, 2022**

---

<b>4. Net Assets</b>	<b>2022</b>	<b>2021</b>
Capital fund	\$ 7,601	\$ 7,601
Operating Fund	<u>449,170</u>	<u>449,170</u>
	<u>\$ 456,771</u>	<u>\$ 456,771</u>

---

**6. Financial instruments**

The company's financial instruments consist of cash and cash equivalents, receivables or payables and amounts due to/from related parties. Unless otherwise noted it is management's opinion that the company is not exposed to significant interest, currency or credit risk arising from these financial instruments. The fair value of these financial instruments approximates their carrying values, unless otherwise noted due to their short period to maturity.

---

**7. Other**

During the 2017-18 fiscal year, York County properties changed banking services from the National Bank to CIBC. At March 31, 2018, the company no longer has available any line of credit facility.

---

**8. Capital Management**

Management considers capital to be net assets. The company's objective when managing capital is to maintain financial strength to sustain long term delivery of its core activities within its own organization and within the York Group of Companies.

---

**MEMORANDUM for RECOMMENDATIONS**  
**To Board of Directors of York Care Centre**

**DATE:** June 8, 2022

**SOURCE:** Chief Financial Officer

**SUBJECT:** Signing Officers for York Care group of companies.

**RECOMMENDED ACTION:**

The bank signing officers for York Care Centre Inc., York Developments Inc., Centre for Innovation and Research in Aging Inc. and York County Properties Inc. be approved as 2 of Chair of Board, Lyne St.Pierre-Ellis; Treasurer, Pierre E. LeBlanc; President and CEO, Geri Geldart, Chief Financial Officer, Byard Smith and VP of Care Services and Quality, Jamie Roy for all bank accounts, effective June 20, 2022. With respect to agreements dealing with borrowing, either the Board Chair or the Treasurer must sign.

**BACKGROUND AND CONTENT:**

Due to the resignation of Tony Weeks, and the addition of Geri Geldart as President and CEO, we wish to have a new board motion approving the complete slate of authorized signing officers for all the companies.

**LEGAL AUTHORITY:**

Bylaws and Rules of Order

**INTERNAL CONSULTATIONS:**

None

**EXTERNAL COMMUNICATIONS:**

With YCC CIBC corporate account representative.

**FINANCIAL CONSIDERATIONS:**

There is no financial impact of this decision. It is an administrative type motion to satisfy bank requirements.

**RESOURCE PERSONS RESPONSIBLE FOR FOLLOW UP:**

Byard Smith

**ATTACHMENTS:**

None

**CONTACT:**

Byard Smith, CPA, BBA, CMA  
Chief Financial Officer



## **Report to the Board**

President & Chief Executive Officer

For the period: April 1, 2022 to June 22, 2022

### **Prepared By:**

Gerri Geldart, President & Chief Executive Officer  
Presented on June 20, 2022

## 1.0 STRATEGIC PLAN

### 1.1 STRATEGIC PLAN – ANNUAL OPERATING GOALS

- The visual below summarizes progress towards our 5-year strategy, including progress for the current fiscal year.
- Progress on specific goals will be reported at the quarterly board committee meetings and included in the supporting staff reports.
- The operational goals, metrics and timelines for 22/23 have been established and work is now underway.

Annual Strategic Scorecard		2019 / 2020	2020 / 2021	2021 / 2022	2022 / 2023	2023 / 2024
Care Services	Target (goals)	5	3	3	8	TBD
	Avg % Progress	93%	64%	59%	13%	
Resources	Target (goals)	10	4	3	9	TBD
	Avg % Progress	68%	70%	10%	0%	
Environment	Target (goals)	10	2	3	4	TBD
	Avg % Progress	74%	55%	47%	0%	
Partnerships	Target (goals)	7	3	3	8	TBD
	Avg % Progress	100%	67%	42%	0%	
Research	Target (goals)	8	2	3	5	TBD
	Avg % Progress	94%	100%	42%	0%	
Year End Target (# of goals)		40	14	15	34	
TBD Avg Goals Achieved		86%	71%	40%	3%	

## 2.0 CARE SERVICES

### 2.1 CURRENT PANDEMIC STATUS & HIGHLIGHTS

- Covid continues to be present in our community and in our facility. Between April 1st – June 13th, 106 residents and 73 staff members have contracted COVID-19. Although cause of death is not always clear, it appears that 7 residents died as a result of a COVID infection.
- We have started the administration of COVID booster doses to residents. Administration dates will be staggered as many residents have had COVID.
- We have re-activated our Relief Care program which had been closed since December due to staffing.
- Visitation policies and protocols now reflect pre-COVID practice, with the exception of masking, hand hygiene and passive screening. POCT remains available for visitors, if requested.
- Staff absenteeism due to COVID is declining with 127 shifts affected in April and only 61 in May.
- Only 1 of the 7 unvaccinated employees who were terminated has elected to return to work. The remaining rejected our offer of reinstatement. It will now be up to CUPE and the employees if they choose to refer their grievance to adjudication.

### 2.2 ADULT DAY PROGRAM

- Funding proposal for the Adult Day Program has been submitted to the Department of Social Development. If we receive approval this month, we anticipate opening in August or September.
- A marketing plan is being developed to ensure the program is fully enrolled.

### 2.3 THERAPEUTIC RECREATION AND VOLUNTEERS

- Our Resident Council and Family Advisory Councils have been re-activated.
- Throughout the months of May and June, we gradually reduced our visitation restrictions and our gathering restrictions. This has enabled us to resume group activities in our Friendship Centre including the very popular “Drum-Fit”, “Zumba” and Carnival Days!
- Visitors can now access the facility through any public entrance. Entrances will be open between 9AM – 9PM.
- Our volunteer programs are resuming, including our Junior Volunteer Program which will operate over the summer. A summer SEED student will be assisting with this program. Summer employment is an excellent way to introduce students to the career opportunities in long term care.

### 2.4 NURSING HOME INSPECTION

- Inspectors from the Department of Social Development visited YCC on June 7th and 8th to conduct the annual inspection. We have received a verbal report which identified 25 infractions. This is a larger number than previous years. Many are related to documentation of care processes. The infraction of most concern to me is that we have been unable to meet the level of staffing (care hours) that are required by DSD. This is not a surprise given the staffing challenges and the impact of COVID. Our daily hours of care and our percentage of hours covered by RN & LPN staff are below the funded standard. Recruitment of registered staff is clearly a priority requirement for YCC. Many of the remaining infractions can be directly attributed to staffing shortages (documentation gaps, missing signatures / dates, etc.)

### 2.5 VACANT BED DAYS

- We continue to have vacant bed days due to COVID outbreaks.
  - Vacant bed days in 2021-22: 564 Penalty \$70,500
  - Vacant bed days Q4 21-22: 538 Penalty \$67,250
  - Vacant bed days April & May 22: 340 Penalty \$42,500
- Given that DSD has provided additional funding to address the costs of COVID, and that we have not been staffing to the prescribed levels resulting in an operating surplus, we have not requested DSD to review their policy regarding vacant bed day penalties.
- Public Health guidelines are now more flexible and admissions may be considered during outbreaks with caution. We expect to see a decline in vacant bed day in June as admissions are resuming.

### 2.6 FUNDED CARE HOURS

- Written confirmation received from DSD of the increase in funded care hours and the impact on FTEs and skill mix.
- Direct care hours increased by 0.1 hour per resident per day on Oct 1, 2021 bringing the total direct care hours to 2.99 and increased by an additional 0.1 hour on April 1, 2022 bringing the total direct care hours to 3.09.
- Our skill mix ratio is now RN:15%, LPN: 21.12%, RA: 63.88%, with the increased hours being allocated to RN and RA categories.
- Our total daily direct hours of care are now 673.62 hours.
- Our total FTEs have increased by 4.94.

## **3.0 PEOPLE AND CULTURE**

### **3.1 RECRUITMENT**

- The Human Resources team continues an aggressive recruitment campaign. Since April 1/22 we have onboarded 30 new employees, including 6 RNs and 4 LPNs.
- We are partners with GNB in their international recruitment program. We have interviewed four Internationally Educated Nurses (IENs) and we now have 2 accepted offers. As we gain experience with this collaborative, I expect this will become a valuable source of candidates.

### **3.2 NBNU COLLECTIVE AGREEMENT**

- Our team have adjusted our payroll system to reflect the new salary rates and benefits included in the NBNU collective agreement. The new wage rates were implemented on May 20<sup>th</sup>. Retroactive payments have been calculated and will be issued as a separate cheque on June 23, 2022. We are expecting a cash transfer from DSD on June 20<sup>th</sup> to cover this expenditure, expecting it to exceed \$300,000.

### **3.3 STAFF RECOGNITION**

- In May we celebrated Care Services Week, recognizing, and thanking our staff who work directly with residents.
- On June 15<sup>th</sup>, we held our annual Staff Appreciation Barbeque and awarded 41 Long Service Awards – six of which are for service greater than 20 years!

### **3.4 STAFF BURSARIES**

- Two staff bursaries have been announced. The Judy Yeamans Bursary, awarded by the York Care Foundation, is offered to employees enrolled in a Nursing diploma or degree program. The second bursary, new this year, is a General Scholarship awarded by York Care Centre to an individual who is enrolled in a diploma or degree program. We expect the scholarship winners to be announced in late June or early July.

### **3.5 FLEXIBLE WORK SCHEDULES**

- Staff in CIRA and Administration are trialing flexible work arrangements. There are a variety of models including partial “work from home”, 4 day week, 9 day bi-weekly, etc. An evaluation of the impact on operations and employee satisfaction will be conducted in Q4.

## **4.0 FACILITIES, INFRASTRUCTURE & RESOURCES**

### **4.1 NEW DIRECTOR, FACILITIES AND INFRASTRUCTURE**

- I am pleased to announce the appointment of Michel Boyer to the position of Director, Facilities and Infrastructure. Michel is no stranger to the York Care Centre community, having joined our organization in 2010 as the Maintenance Supervisor. His demonstrated skill in scheduling and information technology led to his next position as the Manager, Employee Services where he played a large role in the introduction of our scheduling system. Most recently Michel has served as the Manager, Support Services, IT and Process Improvement. Michel has shown a commitment to continuous professional development and has completed the Management Development Program at UNB, the Lean Six Sigma Green Belt program with Barrington Consultants and is currently enrolled in the Food Service and Nutrition Management program with CHA Learning. Michel’s new assignment began on May

30<sup>th</sup>.

- We are recruiting a new Manager of Support Services. In the interim, a former employee has agreed to return and cover the temporary vacancy.

#### **4.2 SIDEWALK AND PAVING PROJECTS**

- The City of Fredericton has approved the installation of a sidewalk in front of York Care Centre. This will be a great addition to our campus, improving accessibility and providing another opportunity for our residents, their families and our staff to safely and comfortably move around the property. Our staff have lobbied for this project for several years.
- During the summer, we will pave the fire road behind York Care Centre. Combined with the City's project, the paving project will give our residents and staff a fully paved path around our facility.

### **5.0 RESEARCH, INNOVATION & PARTNERSHIPS**

#### **5.1 CENTRE FOR INNOVATION AND RESEARCH IN AGING**

- CIRA had a strong presence at the Canadian Frailty Network conference held in Fredericton where they were able to showcase many of their research projects to a national audience.
- CIRA is continuing to establish relationships with key partners. A meeting is scheduled for late June with the CAN Health Network (Atlantic). CAN Health (Coordinated Accessible National) Health Network is an integrated network for healthcare organizations and industry partners to collectively address healthcare needs, develop technology and scale up Canadian companies. We would like to explore how York Care Centre and CIRA can become part of the CAN Health Network to develop partnerships with industry innovators in the aging space.
- CIRA is working with the New Brunswick Health Research Foundation in the delivery of the annual research day in November.

#### **5.2 NB ASSOCIATION OF NURSING HOMES**

- There has been significant turnover at the NBANH including the CEO, the Board Chair, the operations director and a lawyer. Julie Weir has been appointed as the new CEO for the NB Association of Nursing Homes. Julie has extensive experience in long term care, health care, government and the association. We look forward to working with Julie.
- NBANH membership fees have increased by 10%. For York Care Centre this represents \$41,874, an increase of \$3,807.



# YORK CARE CENTRE

EXCELLENCE IN LONG-TERM CARE



Annual Report  
2021-2022

# From the Chair and President.....



Lyne St. Pierre - Ellis  
Chair, Board of Directors

On behalf of the Board and the Senior Leadership Team, we are pleased to present our Annual Report for 2021 - 2022 - Reflections on Caring and Resiliency.

It has been another challenging and eventful year for our community and our organization. COVID-19 has tested our strength, our creativity and our resilience... and through it all, our staff have continued to rise to every occasion and every challenge. We thank our incredible staff for showing such care, compassion, collaboration, and courage!

For our residents it has been even more challenging. It was reassuring to receive the results of the “Voice of the Residents” survey. Through this feedback tool, residents told us:

- 98% feel they are treated with respect by our staff,
- 96% feel it is easy to make friends here, and
- 98% rate YCC as a great place to live!

Although these results are a positive testament to the skill, commitment and compassion of our staff, we know the social isolation created by COVID-19 protocols has been difficult to overcome. Only 80% of our residents reported participating in meaningful activities and only 88% felt they could go where they wanted to on the spur of the moment. We are happy to say that our team is already planning for social events that were put on hold during the pandemic. Going forward, we will navigate this path, balancing safety with the need for social engagement.

Even in the face of these challenges, our team has continued to make progress in achieving the goals of our strategic plan and we are pleased to provide an update in this report.

The Board of Directors would like to thank Mr. Tony Weeks who served as President and CEO over the past three years. His leadership and his dedication to our residents is appreciated. The Board also welcomes Ms. Geri Geldart as our new President and CEO and, together, we look forward to setting a new strategic path for our organization.



Geri Geldart  
President and  
Chief Executive Officer

# Our Board of Directors



**Lyne Ste. Pierre - Ellis**  
Chair



**Gary Beattie**  
Past Chair &  
Chair, Governance and Audit



**Keith McAlpine**  
Director &  
Chair, Research and Ethics



**Marjorie Belzile**  
Director &  
Chair, Care Services



**Pierre LeBlanc**  
Director  
Chair, Finance and Admin.



**Marilyn Born**  
Director



**Sonya Gilks**  
Director



**Jim Wolstenholme**  
Director



**Wayne Snowdon**  
Director



**Martin Ferguson**  
Director



**Doug Holt**  
Director



**Trina MacDonald**  
Director



**Brenda Bosse**  
Director



**Hector Losier**  
Director &  
President,  
York Care Foundation



**Geri Geldart**  
President & C.E.O.

# About York Care Centre



## Vision

*York Care Centre will be a  
"Centre of Excellence"  
in Long Term Care*

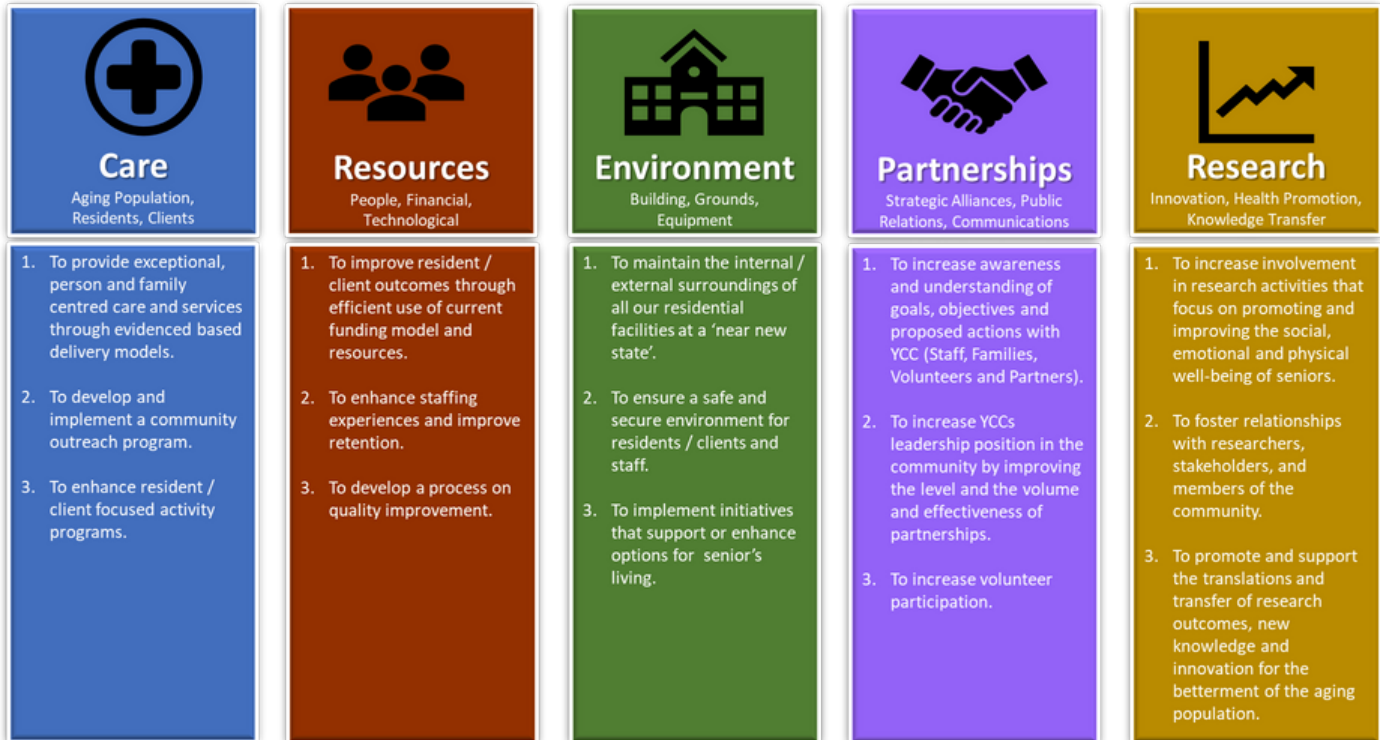
## Mission

*To lead and provide an enhanced  
quality of life by using an  
individualized approach for  
residents, families and clients.*

## Values

*Character  
Accountability  
Respect  
Excellence*

# Strategic Plan



Our strategic plan, developed in 2020, set a five year path to become a Centre of Excellence in Long Term Care. The plan is founded on five inter-related pillars and for each of the pillars, the Board of Directors has established goals with appropriate measures and objectives. On an annual basis, operational plans are developed to ensure accomplishment of the goals and objectives.

- **Pillar One: Care to the Aging Population / Care to Clients:** Within the range of services currently available, the Board of Directors is committed to continuing and enhancing its services to meet the changing demographics of YCC and its community.
- **Pillar Two: Resources (Human/Financial & Technological):** In order for YCC to continue to be a Centre of Excellence, it is essential that continued attention be given to our resources. The Board of Directors is committed to meeting resident needs, enhancing the employment experience and improving the quality of care through the effective use of resources.
- **Pillar Three: Environment (Building/Grounds & Equipment):** Maintaining the interior and exterior of the facility is essential to ensure the well-being of our residents and ensure that staff and volunteers are functioning with a supportive and safe environment.
- **Pillar Four: Partnership/Public Relations and Communications:** To maintain and improve the services being provided both within the YCC facilities and within our catchment area, it is imperative that strong partnerships be established with our residents, staff, volunteers, health professionals, families, government and non-government agencies, and the community as a whole.
- **Pillar Five: Research:** YCC wants to build a self-sustaining research centre that will focus on improving care, delivering services and implementation of evidence-based best practices to the betterment of YCC clients and other long term care providers.



1. To provide exceptional, person and family centred care and services through evidenced based delivery models.
2. To develop and implement a community outreach program.
3. To enhance resident / client focused activity programs.

# Accomplishments

## Confronting the Pandemic

- COVID-19 created significant challenges for our Care Services Team. Their careful adherence to COVID precautions ensured the safety of our residents.
- The Visitation / Caregiver course was maintained throughout the pandemic, thereby ensuring that our residents were able to receive valuable support from family and friends.
- 98 % of the residents were vaccinated and 100% of our staff members were vaccinated.

## Social Engagement and Therapeutic Activity

- The Recreation Department held 1584 activities for residents, despite restrictions.
- The Memory Lane Project created a more home-like atmosphere on our dementia care unit.

## Quality and Practice Improvement

- We conducted resident satisfaction surveys as part of our plan to improve overall meal satisfaction.
- The funded care hours were increased from 3.1 to 3.3 hours of care per resident per day.
- The admissions process was reviewed and the family information package was updated.
- A Wound Care Team was established.
- We reduced the inappropriate use of antipsychotic medication by 5%.
- The narcotic drug storage system was upgraded and the policy on controlled substances reviewed and updated to improve safety and security.
- RNs are now able to access the Provincial Electronic Health Record (EHR) to access residents' test results and medications.



## Resources

People, Financial,  
Technological

1. To improve resident / client outcomes through efficient use of current funding model and resources.
2. To enhance staffing experiences and improve retention.
3. To develop a process on quality improvement.

# Accomplishments

## Recruitment and Staffing

- Welcomed 77 new employees
- Human Resources participated in a virtual provincial job fair for recruitment of Internationally Educated Nurses.
- Staff Schedule Care System received a complete update

## Staff Development and Education

- Hosted our 5th Resident Attendant Training program. Seven graduates are now York Care Centre employees.
- Hosted 2 high school ‘Long-Term Care Co-op 120 program’ cohorts.
- 30 staff members completed the “Gentle Persuasive Approach” training program to enhance our care of residents with dementia.
- All The Right Moves (ATRM) program was provided to support services staff. York Care Centre participated in developing the program in collaboration with the NB Continuing Care Safety Association.
- Phlebotomy course was offered to LPNs.
- Provided clinical placements to students from NBCC and UNB.

## Wellness, Recognition and Engagement

- Launched “Staff Wellness Challenges” which encouraged staff to be active, use our staff gym, reflect on good things that happened during the month and more.
- Purchased a new treadmill for the staff gym.
- Celebrated various special occasions with the Halloween Costume Contest, the Christmas Sweater Contest and the Staff Turkey Dinner.
- Held over 25 employee recognition events.
- Recognized and celebrated six employee retirements.
- Implemented a new “Years of Service” program and created a new “Real-Time Rewards” program to support staff recognition.
- We had a 93% staff retention rate for the fiscal year.



## Environment

Building, Grounds,  
Equipment

1. To maintain the internal / external surroundings of all our residential facilities at a 'near new state'.
2. To ensure a safe and secure environment for residents / clients and staff.
3. To implement initiatives that support or enhance options for senior's living.

# Accomplishments

## Building

- In partnership with York Care Foundation, completed the refurbishment of the Birch Grove Unit as part of the Memory Lane Campaign.
- Refurbished 89 resident rooms.
- Created a new shower room to complement the employee fitness centre.
- Replaced the hot water tempering valve in Birch Grove.
- Upgraded the transfer switch for the Tower to improve emergency power switchover.
- Replaced the roofing on Dixon North.
- Completed the lift rail project. All rooms now outfitted with a lift rail, enabling the use of a ceiling mounted lift in all rooms.

## Grounds

- We developed a new resident patio in Dixon.

## Equipment

- We were able to acquire several new pieces of equipment, including:
  - A resident tub for Birch Grove
  - New blanket warmers
  - A "geri" mannequin
  - An ice machine
  - A ceiling mounted video projection system
  - A new automatic floor scrubber.



## Partnerships

Strategic Alliances, Public Relations, Communications

1. To increase awareness and understanding of goals, objectives and proposed actions with YCC (Staff, Families, Volunteers and Partners).
2. To increase YCCs leadership position in the community by improving the level and the volume and effectiveness of partnerships.
3. To increase volunteer participation.

## Accomplishments

- We officially changed our name to York Care Centre Inc. to fully reflect our vision and mission.
- Strengthened our social media presence to improve communication with families and our community. YCC gained 343 followers, while CIRA gained 431 new followers.
- Staff Dress-Down Days supported a donation to the Fredericton Community Kitchen.
- The “Adopt-a-Senior” program with Dooley’s on Prospect Street provided personalized gifts for our residents at Christmas.
- The Nashwaaksis Lions Club donation supported the Narrative Program.
- The McAdam Avenue Elementary School adopted 5 residents and provided them with Christmas gifts.
- The Fredericton Youth Hockey Association U11 Comp Wildcats Hockey Team donated Christmas gifts for distribution to our residents.



1. To increase involvement in research activities that focus on promoting and improving the social, emotional and physical well-being of seniors.
2. To foster relationships with researchers, stakeholders, and members of the community.
3. To promote and support the translations and transfer of research outcomes, new knowledge and innovation for the betterment of the aging population.

## Accomplishments

- CIRA grew from a team of two to a team of twelve.
- Two new projects were funded from Round 3 of the Health Seniors Pilot Project for \$940,000; CIRA now has seven funded research projects.
- Five projects were featured at the Canadian Association on Gerontology Conference and three projects at the Healthy Seniors Pilot Project Showcase.
- CIRA projects were featured in three episodes of the MILEage Age-Well Podcast.
- CIRA launched a research assistant volunteer program and recruited five volunteers.
- An article on MedReviewRx was published in the peer-reviewed journal 'Trials'.
- CIRA hosted their first ever summer SEED student and was approved for a St. Thomas University Research Assistant Intern.
- The white paper, *More Than a Visitor: The Emerging Role of Essential Caregivers in Long-Term Care*, was published online and shared among all long-term care stakeholders.
- Ambient Activity Technologies kindly agreed to donate a Genie telecommunications portal that will be custom made into a phone booth for the Memory Lane Campaign.
- An interRAI improvement webinar was hosted and approximately 80 attendees from the long-term care sector attended.

# Year End Financials

## **York Care Centre Inc.**

The summary of financial results for York Care Centre Inc. for the fiscal year ended March 31, 2022 is as follows:

Total Revenue	\$22,947,873
Total Expenditures	<u>\$22,786,410</u>
Operating Surplus	\$ 161,465

## **York Developments Inc.**

The summary of financial results for York Developments Inc. for the fiscal year ended March 31, 2022 is as follows:

Total Revenue	\$1,206,328
Total Expenditures	<u>\$1,178,504</u>
Operating Surplus	\$ 27,824

## **Centre for Innovation and Research in Aging Inc.**

The summary of financial results for the Centre for Innovation and Research in Aging Inc. for the fiscal year ended March 31, 2022 is as follows:

Total Revenue	\$ 853,062
Total Expenditures	<u>\$ 721,515</u>
Operating Surplus	\$ 131,547

## **York County Properties Inc.**

The summary of financial results for York County Properties Inc. for the fiscal year ended March 31, 2022 is as follows:

Total Revenue	\$ 4,648
Total Expenditures	<u>\$ 4,648</u>
Operating Surplus	\$ 0

Teed Saunders Doyle were the auditors for York Care Centre, Inc., York Developments Inc. and the Centre for Innovation and Research in Aging Inc. for the 2021-22 fiscal year.



# YORK CARE CENTRE

EXCELLENCE IN LONG-TERM CARE

100 Sunset Drive, Fredericton, NB E3A 1A3

506-444-3880

[www.yorkcarecentre.ca](http://www.yorkcarecentre.ca)

# 2021 Annual Report



**YORK CARE  
FOUNDATION**

**SUPPORTING EXCELLENCE IN LONG-TERM CARE**

# President's Report

I am pleased, once again, to bring forward my report to the Annual General Meeting of the York Care Foundation. The past year has been full of disruption and uncertainty. The Foundation faced many challenges as we adapted to the restrictions created by the COVID-19 pandemic but our team was resilient, and many activities continued in the face of the pandemic.

The “Golf Fore Care” tournament continues to be our major fundraising event with proceeds exceeding our expectations. Given that COVID was still a major concern in our community, this represents a significant achievement. I would like to thank Cathy Maddot and her committee for their commitment to our cause. They are truly a well-oiled machine.

The Foundation has introduced opportunities for donors to support us in many ways – large or small. This year our sales of holiday wreaths and the holiday cookbook magazine appealed to those with a holiday spirit, while our Play\$2Care and 50/50 programs created a fun way to support our programs.

Unfortunately, our “Laugh For Care” event was again deferred due to COVID concerns but plans are already underway for a 2022 event. We certainly need to laugh after the past two years!

Our fundraising efforts have allowed us to support York Care Centre in the development of the Memory Lane Project. With over \$30,000 raised for this project, the Birch Grove Dementia Unit Team have been able to complete a total facelift for the unit. This major refresh introduced a sensory-friendly décor, murals of familiar neighbourhood scenes, a more spa-like tub room, etc. These changes create a home-like atmosphere and spark the attention of our residents, and in doing so, reduce some of the stress and frustration associated with their illness.

Our Foundation's mandate enables us to improve the care provided to residents of York Care Centre not only through equipment and facility improvements, but also through the support of programs, research and staff education. The Foundation was able to award two Judy Yeamans' Scholarships to York Care Centre employees in 2021. An important part of YCC's overall staff recognition program, these scholarships support employees who are enrolled in nursing programs at the college or university level.

None of these initiatives would be possible without our donors. We are blessed to have donors who make York Care Centre a regular part of their charitable giving plan. Our new Donor Recognition Wall is a wonderful tool to thank our donors for their gifts and to keep our messages current and relevant to our donor community.

I am incredibly proud to report that our obligations under the Memorandum of Understanding with York Care Centre have been met in full. This marks the completion of a 5-year recovery plan and the Foundation members are to be commended for their commitment to this organization and to York Care Centre. We are now able to focus on the future and I look forward to an exciting year ahead.

In closing, I would like to thank Tony Weeks, President and CEO of York Care Centre for his help and support and for establishing an administrative support structure which allows us to continue our work. I would also like to thank the York Care Centre Board for their advice and support and I look forward to a year full of opportunity and success.

Respectfully submitted

Hector Losier,  
President & Chair  
York Care Foundation

## Board of Directors 2021



**Hector Losier**  
Chair



**Rachel Brown**  
Director



**Paul Wentzell**  
Director & Treasurer



**Lloyd Burns**  
Director



**Gary Beattie**  
Director &  
YCC Board Rep



**Luke Kelly**  
Director



**Tony Weeks**  
Chief Executive Officer

### Missing from picture

**Shelley Mills**  
Director & Vice President

**Tom Meadus**  
Director & Secretary

# 2021

# Highlights



Thank you for your continued support



## Donor Recognition

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In collaboration with York Care Centre, a joint donor recognition wall was developed and installed in the Main Lobby of YCC. The digital display highlights our donors and important messages for our community.

## Memory Lane Campaign

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Through the generosity of our Donors, we were able to begin the refresh of the Birch Grove Dementia Unit, creating a more home-like environment for residents with dementia.

## Golf Fore Care

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Our signature event, the annual Golf Fore Care was truly a successful event, especially given the impact of COVID-19. Outstanding work by a dedicated committee of volunteers.



## Play\$2Care

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Adjusting to the impact of COVID-19, YCF launched an on-line opportunity to support Foundation efforts through an online weekly 50/50 draw.



## Baby Barn Donation

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The donation of a Baby Barn from the Atlantic Canada Regional Council of Carpenters, Millwrights and Allied Workers was transformed into a significant financial donation! The Carpenters Union has been a steadfast supporter of York Care Foundation.



## Holiday Campaign

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In the spirit of the holidays, many from our community supported our efforts through the purchase of Christmas wreaths and holiday cookbook magazines.

# York Care Foundation Inc.

## Summary of Financial Results for year ended December 31, 2021

	2021	2020
<b>REVENUE</b>		
Contributions / Donations	\$ 72,896	\$ 23,489
Fund Raising Events	53,984	23,122
Investment Income	448	324
	\$127,328	\$46,935
<b>EXPENDITURES</b>		
General and administration	\$ 15,347	\$ 7,525
Fundraising event expenses	26,548	11,126
Distribution to York Care Centre equipment & programs	39,190	10,884
Scholarship	2,000	2,000
	\$83,085	\$31,535
	\$44,243	\$15,400
<b>EXCESS OF REVENUE OVER EXPENSES</b>	<b>\$83,085</b>	<b>\$15,400</b>



# YORK CARE FOUNDATION

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## CONFIDENTIAL BRIEFING NOTE

To: Governance and Audit Committee

From: Caroline Marygold

Date: June 10, 2022

**RE: Board Assessment Survey Results**

### Purpose

To provide the Governance and Audit Committee of the Board with a summary of survey results from the recent board and board sub-committee assessment surveys.

### Background

The Board of Directors of York Care Centre is committed to monitoring the processes and performance of the Board, its Chair and Members as well as its committees, their Chairs and Members. As a result, the Board has implemented an annual assessment process. This has assisted the Board in identifying strengths, areas where improvement should be considered, and in identifying topics for inclusion in educational sessions for Board and Committee Members.

### Results

Board Assessment			
Board activities are confined to policy issues rather than management issues.	86%	The President & CEO is evaluated annually with input from Directors.	92%
We have a written statement of Vision, Mission and Values for our organization.	96%	Directors are given an orientation session within a reasonable amount of time.	82%
The material and information provided to members allows for an understanding of the critical issues, the long range plans, the goals and strategy of the organization.	90%	The board has a 5 year strategic plan which is reviewed regularly.	86%
As a Board member I feel comfortable in approaching the Chair of the Board, the Chair of Committees or the President & CEO to seek clarification on issues that are not clear to me.	94%	Directors are provided opportunities through educational/information sessions to keep current on sector issues and trends which may impact on the organization and the needs of the community it serves	76%

We know what our business is and what it isn't.	82%	Differences of opinions are encouraged during discussions, but all are expected to carry out the decisions reached.	92%
We have a Code of Conduct for Board Members.	92%	Directors do not cross the boundaries between board and staff.	80%
We know the difference between the roles of the Directors and that of the staff.	88%	Information is provided in a timely and easy to read manner, and as a Board we are informed regularly and completely.	88%
All management activities are delegated to the President & CEO.	88%	Directors trust each other and have a high degree of disclosure among themselves.	90%
As a member of the Board I feel comfortable in challenging the strategy, direction, goals and plans and to take an unpopular position if required.	86%	Directors understand their fiduciary, ethical and legal responsibilities.	88%
The history and tradition of the organization are clear to this Board and are honored or changed with deliberation and agreement.	88%	The goals of our organization are clear and re-visited regularly.	88%
The responsibilities of the Directors are defined.	88%		

<b>Chair Assessment</b>	
Board meetings are held often enough to keep everyone informed and actively able to serve the organization well.	86%
Information, such as minutes of meetings, agendas and details are provided in a timely and informative manner.	88%
Meetings are professionally managed, member participation is encouraged, agenda is followed and matters under consideration are concluded in a timely and effective manner.	90%
There is time for closed sessions as well as for business at hand.	86%
Each year the Board sets out its top priorities and meetings attend to these priorities.	80%
Items that should be handled by the staff, or delegated to specific committees, are handled in that manner.	86%
When making decisions this Board uses a variety of procedures and resorts to parliamentary procedure only when required.	78%
The CEO is a valued member of the Board even if he is not a formal member.	98%

Staff members are invited to attend board meetings as appropriate.	84%
Maintains a constructive working relationship with the President & CEO and Board members.	94%

<b>Committee Assessment</b>					
	<b>Governance</b>	<b>Finance</b>	<b>Research</b>	<b>Care</b>	<b>Avg/Variance</b>
I understand the organization's vision, mission, values and goals.	85%	86%	89%	89%	<b>87%</b>
The Terms of reference for the Committee were provided and explained to members.	85%	91%	91%	83%	<b>88%</b>
Matters brought before the Committee respect the Term of Reference.	85%	89%	89%	80%	<b>86%</b>
The agenda for meetings and related documents are circulated in sufficient time to allow for review and preparation prior to the meeting.	85%	94%	89%	91%	<b>90%</b>
The material and information provided allows for an understanding of the issues to be considered and if required I feel comfortable in approaching the Chair of the Committee to seek clarification on issues that are not clear to me.	90%	94%	91%	91%	<b>92%</b>
Members come to the meeting prepared and ready to contribute.	85%	86%	89%	80%	<b>85%</b>
Meetings are professionally managed, make good use of members' time, follow the agenda and are concluded within a reasonable time.	90%	89%	89%	89%	<b>89%</b>
The minutes of the meetings are accurate and reflect the discussions and conclusions/decisions reached.	90%	91%	94%	86%	<b>90%</b>
Meetings are held regularly and with appropriate frequency.	90%	86%	86%	83%	<b>86%</b>
Members treat each other with respect and courtesy.	90%	89%	94%	94%	<b>90%</b>
When I speak, I feel listened to and my views/comments are valued.	90%	89%	91%	89%	<b>90%</b>

## **Overall Comments**

### Board Assessment

1. Strong agreement with statements regarding our vision/mission/values, code of conduct for Board members, annual evaluation of the CEO and that differences of opinion are encouraged during discussion.
2. Areas for consideration / improvement may include “knowing what our business is / isn’t”, confining board activities to policy issues, board orientation, board education and understanding and review of the strategic plan.

### Chair of the Board Assessment

1. Strong agreement with statements regarding the management of board meetings (professional, participation, agenda) as well as the chair maintaining a constructive working relationship with the CEO and valuing the CEO as a staff member of the board.
2. Areas of consideration / improvement may include using a variety of procedures when making decisions and inviting staff members to board meetings as appropriate.

### Committee Assessment – Governance and Audit

1. All responses were generally strong. No concerns identified.

### Committee Assessment – Finance

1. All responses were generally strong.
2. Committee may wish consider meeting frequency, member preparedness and understanding of mission/vision/values

### Committee Assessment – Research

1. All responses were generally strong.
2. Committee may wish consider meeting frequency.

### Committee Assessment – Care

1. Responses were somewhat mixed.
2. Strong agreement with statements regarding meeting materials (agenda, timely distribution), approachable chair, meetings managed professionally and understanding of mission/vision/values.
3. Committee may wish to consider / review the terms of reference and member’s preparedness for meetings.



# **Operating Plan 2022-23**

**June 2022**



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

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

Key Results			
A. Improved resident / client quality of life B. Improve resident / client and family satisfaction C. Increase participation in outreach programs D. Ensure residents / client are satisfied with programs and services E. Met or exceed standards, licensing requirements and key performance indicators. F. Increase the number of activities available.			
Strategic Goal	Operational Goal	Metric	Progress
1. To provide exceptional, person and family centred care and services through evidenced- based delivery models	a. Improvements in Dietary services to include meal quality, menu options, efficiency and reduce food waste. (Boyer/Roy) b. To create and implement Bedside Audits to measure quality of care for residents (Roy) c. To establish a “Cautious Re-opening Plan” respectful of Public Health Guidelines which increases the number of in-person events and activities while managing outbreak risk and resident safety. (Roy) d. Participate in NBCCSA product trial of “Vendlet” Resident Positioning technology (Roy/Henry) e. Review Senior’s Advocate report to determine if YCC policy changes are required (Geldart/Roy)	<ul style="list-style-type: none"> <li>Review of current practices and taste testing by September 30, 2022. Improvements implemented by Mar 31<sup>st</sup>.</li> <li>To achieve 90% on the audits on all units by March 31, 2023.</li> <li>Plan to be developed by June 1<sup>st</sup> which will address visitation, volunteers, activity program, use of Friendship Centre, Dave’s Café, Family Advisory Council, etc.</li> <li>Product trial to be initiated in 2023.</li> <li>Recommendations to be presented to Care Services Committee by Oct 2022.</li> </ul>	
2. To develop and implement a community outreach program	a. Re-open & rebuild Adult Day Program (Roy)	<ul style="list-style-type: none"> <li>To have program operational by July 31<sup>st</sup>, 2022 at 60% capacity &amp; 90% capacity by Dec 31<sup>st</sup>, 2022</li> </ul>	
3. To enhance resident/client focused activity programs	a. Re-build the entertainment program (Roy) b. Re-build the recreation programs (Roy)	<ul style="list-style-type: none"> <li>Increase by 2 entertainers by October 31<sup>st</sup>, 2022.</li> <li>Re-instate the following programs by Dec 31<sup>st</sup>, 2022:                -Hymn Sing,                -Art Therapy,                -Men’s program,                -Outings,                -Drum Fit</li> </ul>	

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

For YCC to be a Centre of Excellence, it is essential that continued attention be given to our resources which include human, financial and technological resources.

Key Results			
<p>A. Satisfied workforce through wellness and a safe workplace.                      B. Improve staffing processes to enhance overall care; more time with residents / clients.                      C. Responsible fiscal management with a focus on continuous quality improvement.                      D. Enhance training to staff, clarify roles and ensure adequate supervision across YCC.</p>			
Strategic Goal	Operational Goal	Metric	Progress
1. To improve resident / client outcomes through efficient use of current funding model and resources	<p>a. Modify staffing schedules to ensure care hour targets are achieved for each occupational group. (SLT)</p> <p>b. Reduce the number of “dropped shifts” through an analysis of root causes and the implementation of a targeted improvement plan (Kenny / Roy)</p> <p>c. Recruit at least one IEN in partnership with the Provincial IEN Recruitment strategy (Kenny)</p>	<ul style="list-style-type: none"> <li>97-100% total care hour compliance</li> <li>20% reduction in “all-cause” dropped shifts by Oct 31 and sustained through 2022/23.</li> <li>IEN Recruitment – 1 in 2022/23.</li> </ul>	
2. To enhance staffing experience and improve retention.	a. Redesign & enhance performance appraisal process (Kenny)	<ul style="list-style-type: none"> <li>By March 2023, process review completed and implemented.</li> </ul>	
	b. Review and enhance “All the Right Moves” training to care services personnel and establish an audit plan – dependent on availability of educational modules from NBCCSA (Kenny/Roy/Boyer)	<ul style="list-style-type: none"> <li>Date of completion is tentative due to dependency on NBCCSA</li> <li>Reduced worksafe claims</li> </ul>	
	c. Redesign and enhance orientation program (Kenny)	<ul style="list-style-type: none"> <li>By Dec 2022, have checklist developed, peer support and personnel trained.</li> <li>Reduce resignations within one year of hire.</li> </ul>	
	d. Test and evaluate flexible work model(s) in CIRA and administrative departments (SLT)	<ul style="list-style-type: none"> <li>Complete evaluation by Dec 31, 2022.</li> </ul>	
3. To develop a process on quality improvement.	<p>a. Formalize role and activities within the SQLI framework / program (Roy / Geldart)</p> <p>b. Establish a KPI framework for resident quality of care/life and quality of worklife. (SLT)</p>	<ul style="list-style-type: none"> <li>By Dec 2022, a structured QI program will be developed, describing objectives, KPIs, initiatives and reporting.</li> </ul>	

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

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

Key Results			
A. Continuous improvements in the internal and external surroundings. B. Positive feedback from residents, clients and families regarding our efforts to maintain our infrastructure in a “near new” state. C. Positive feedback from residents, clients and families articulating our ability to create a “home-like” atmosphere. D. Number of incidents are reduced/eliminated			
Strategic Goal	Operational Goal	Metric	Progress
1. To maintain the internal / external surroundings of all our residential facilities at a “near new” state.	a. Develop and implement an organizational-wide program based on Reduce, Reuse, Recycle. (Boone)	<ul style="list-style-type: none"> <li>Identify areas of concern along with action plans by December 31<sup>st</sup>. Implement 50% of plans by March 31<sup>st</sup>.</li> </ul>	
2. To ensure a safe and secure environment for residents, clients and staff.	a. Develop a walkway around YCC facility.(Boone)	<ul style="list-style-type: none"> <li>Work with City of Fredericton to have a sidewalk installed on the YCC side of Sunset Drive with 60% completion by Nov 2022.</li> </ul>	
	b. Paving of Fire Road. (Boone)	<ul style="list-style-type: none"> <li>Completion by Oct 31, 2022</li> </ul>	
	c. Update the Disaster and Emergency Response Plan (Boyer)	<ul style="list-style-type: none"> <li>Completion by Sept 30, 2022</li> </ul>	
3. To implement initiatives that support or enhance options for senior’s living	Wetland Project Plan now in abeyance New options will be reviewed as part of Strategic Plan Refresh in Sept 2022		

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

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

Key Results			
<p>A. Increase volume and effectiveness of partnerships.            B. Increase in number of volunteers, volunteer hours and programs.            C. Residents, clients and families needs and preferences are met through partnerships.            D. Improve communication with all stakeholders and partners.            E. Increase marketing initiatives that promote YCCs profile in the community.</p>			
Strategic Goal	Operational Goal	Metric	Progress
1. To increase awareness and understanding of goals, objectives and proposed actions with YCC (Staff, Families, Volunteers and Partners).	<p>a. Support YCF to develop a capital campaign focused on a specific project (community tub room, resident “home doors”) (Geldart)</p> <p>b. Establish a formal communication plan for YCC, including internal and external audiences. (Geldart)</p> <p>c. Establish a marketing plan for the Adult Day Program to support recruitment target. (Kenny/Roy)</p> <p>d. Complete the Memory Lane project and hold recognition event (Roy/Boyer)</p> <p>e. Conduct a review / refresh of the YCC Strategic Plan</p>	<ul style="list-style-type: none"> <li>List of potential projects developed before Oct 31, 2022</li> <li>Communication plan developed and approved by Dec 31, 2022</li> <li>Marketing plan developed by June 15<sup>th</sup>.</li> <li>Date to be determined.</li> <li>Completed by Feb 2023</li> </ul>	
2. To increase YCCs leadership position in the community by improving the level and the volume of effective partnerships.	a. CEO to make connections with key community and government leaders to prepare for Strategic Plan refresh – objective to identify opportunity for partnerships. (Geldart)	<ul style="list-style-type: none"> <li>Complete by Sept 15, 2022</li> </ul>	
3. To increase volunteer participation.	<p>a. To review the registered volunteer list and re-build the program. (Roy)</p> <p>b. Restart the Junior Volunteer Program (Roy)</p>	<ul style="list-style-type: none"> <li>Increase recruitment by 10% by Sept 30 2022 &amp; 20% by Dec 31, 2022.</li> <li>10 JV’s actively participating by August 2022.</li> </ul>	

## Pillar 5: Research – Innovation, Health Promotion, Knowledge Transfer

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

Key Results			
<p>A. Improved quality of life for residents, clients, families and staff.</p> <p>B. Situated at the forefront of health and aging research and recognized as a reputable research organization.</p> <p>C. Increase level of quality research projects, partnerships and collaborations.</p> <p>D. Increase amounts of monetary support from granting agencies, governments, communities and foundations.</p>			
Strategic Goal	Operational Goal	Metric	Progress
1. To increase involvement in research activities that focus on promoting and improving the social, emotional and physical well-being of seniors.	a. Apply for three funding opportunities to advance research initiatives and support the on-going employment of research staff. (Henry)	<ul style="list-style-type: none"> <li>Three funding applications submitted before March 31, 2023</li> </ul>	
	b. Develop a “CIRA Research Portal” to accompany the York Care Centre Family Portal to increase visibility, accessibility, and participation in research initiatives.(Henry)	<ul style="list-style-type: none"> <li>CIRA Research Portal fully implemented by October 31, 2022</li> </ul>	
2. To foster relationships with researchers, stakeholders and members of the community.	a. Host a one-day research symposium open to stakeholders, researchers and community members. (Henry)	<ul style="list-style-type: none"> <li>Research symposium successfully held by November 30, 2022</li> </ul>	
3. To promote and support the translation and transfer of research outcomes, new knowledge and innovation for the betterment of the aging population.	a. Develop a subscriber newsletter to promote research initiatives and support the dissemination of research findings to stakeholders, collaborators, and community members. (Henry)	<ul style="list-style-type: none"> <li>Newsletter 1st edition drafted by July 2022; first distribution on September 1, 2022.</li> </ul>	
	b. Explore research-based models for the sustainability of the organization and funding sources for the commercialization of current research technologies (Henry)		

2022/2023

## Board & Committee Meeting Schedule

September/October – 1 <sup>st</sup> Quarter Review				Package Distribution	Committee Chair	Executive Lead(s)
Research & Ethics	Tuesday	13-Sept	2:00	Wednesday, Sep 14 <sup>th</sup>	Keith McAlpine	Justine
Care Services	Thursday	15-Sept	4:00	Friday, Sep 16 <sup>th</sup>	Keith McAlpine	Justine
Finance & Administration	Thursday	22-Sept	5:30	Wednesday, Sep 14 <sup>th</sup>	Keith McAlpine	Justine
Governance & Audit	Thursday	29-Sept	5:00	Wednesday, Sep 14 <sup>th</sup>	Keith McAlpine	Justine
Board of Directors	Monday	03-Oct	5:30	Wednesday, Sep 14 <sup>th</sup>	Keith McAlpine	Justine
OCTOBER/NOVEMBER 2022- 2 <sup>nd</sup> Quarter Review				Package Distribution	Committee Chair	Executive Lead(s)
Research & Ethics	Tuesday	07-Nov	2:00	Wed, Nov 2 <sup>nd</sup>	Keith McAlpine	Justine
Care Services	Thursday	10-Nov	4:00	Friday, Nov 4 <sup>th</sup>	Marjorie Belzile	Jamie
Governance & Audit	Thursday	17-Nov	5:00	Friday, Nov 11 <sup>th</sup>	Gary Beattie	Geri
Finance & Administration	Thursday	24-Nov	5:30	Friday, Nov 18 <sup>th</sup>	Pierre LeBlanc	Byard/Shelley/Michel
Board of Directors	Monday	28-Nov	5:30	Wed, Nov 23 <sup>rd</sup>	Lyne St.Pierre-Ellis	Geri
JANUARY/FEBRUARY 2023- 3 <sup>rd</sup> Quarter Review				Package Distribution	Committee Chair	Executive Lead(s)
Research & Ethics	Tuesday	17-Jan	2:00	Wednesday, Jan 11 <sup>th</sup>	Keith McAlpine	Justine
Care Services	Thursday	19-Jan	4:00	Friday, Jan 13 <sup>th</sup>	Marjorie Belzile	Jamie
Governance & Audit	Thursday	26-Jan	5:00	Friday, Jan 20 <sup>th</sup>	Gary Beattie	Geri
Finance & Administration	Monday	30-Jan	5:30	Thursday, Jan 26 <sup>th</sup>	Pierre LeBlanc	Byard/Shelley/Michel
Board of Directors	Monday	13-Feb	5:30	Wednesday, Feb 8 <sup>th</sup>	Lyne St.Pierre-Ellis	Geri
Mar-22				Package Distribution	Committee Chair	Executive Lead(s)
Finance & Administration	Monday	20-Mar	5:30	Thursday, Mar 16 <sup>th</sup>	Pierre LeBlanc	Byard/Shelley/Michel
Board of Directors	Monday	27-Mar	5:30	Thursday, Mar 23 <sup>rd</sup>	Lyne St.Pierre-Ellis	Geri
APRIL/MAY 2023- 4 <sup>th</sup> Quarter Review				Package Distribution	Committee Chair	Executive Lead(s)
Research & Ethics	Tuesday	17-Apr	2:00	Wednesday, Apr 12 <sup>th</sup>	Keith McAlpine	Justine
Care Services	Thursday	20-Apr	4:00	Friday, Apr 14 <sup>th</sup>	Marjorie Belzile	Jamie
Finance & Administration	Thursday	27-Apr	5:30	Friday, Apr 21 <sup>st</sup>	Pierre LeBlanc	Byard/Shelley/Michel
Board of Directors	Monday	1-May	5:30	Wednesday, Apr 26 <sup>th</sup>	Lyne St.Pierre-Ellis	Geri
Jun-22				Package Distribution	Committee Chair	Executive Lead(s)
Governance & Audit (Q4 review)	Monday	12-Jun	5:00	Thursday, June 8 <sup>th</sup>	Gary Beattie	Geri
Board of Directors	Monday	19-Jun	5:30	Thursday, June 15 <sup>th</sup>	Lyne St.Pierre-Ellis	Geri
AGM	Monday	19-Jun	6:30	Thursday, June 15 <sup>th</sup>	Lyne St.Pierre-Ellis	Geri