

**Board of Directors
AGENDA
Monday, May 5, 2025 @ 5:30pm**

Item	Description	MRP
1.	Call to Order and Introductions	Bryanna White-Aubé
2.	Declaration of Conflict of Interest	Bryanna White-Aubé
3.	Approval of Agenda*	Bryanna White-Aubé
4.	York Care Foundation Campaign – Tom Meadus	Bryanna White-Aubé
5.	Approval of Previous Minutes: March 31, 2025*	Bryanna White-Aubé
6.	Business Arising from the Minutes	
7.	Standing Reports	
7.1.	Quarterly Update from the President & CEO	Geri Geldart
7.1.1	Report from President & CEO*	
7.1.2	Q4 Operating Plan Progress Report*	
7.1.3	Strategic Plan Feedback from World Café	
7.2.	Research & Ethics Committee	Tracey Burkhardt
7.2.1	Q4 Report of Committee Chair	
7.2.2	Code of Ethics & Professional Conduct*	
7.3.	Care Services Committee	Andrea Seymour
7.3.1	Q4 Report of Committee Chair	
7.4.	Finance & Administration Committee	Pierre LeBlanc
7.4.1	Q4 Report of Committee Chair*	
7.4.2	Unaudited Financial Statements period ending March 31, 2025*	
7.4.3	Worksafe NB Rebate	
7.4.4	YDI Inc Rental Rates and Other Conditions*	
7.4.5	Retention Bonus – Director of Care and VP, Care Services	
7.5.	Governance & Audit Committee	Lyne St-Pierre-Ellis
7.5.1	Q4 Governance & Audit Report of Committee Chair	
7.5.2	York Development Inc & York County Properties Bylaws Review*	
7.5.3	Appointment of Directors for 2025 – 2026	
7.5.4	York Care Foundation Representative Policy#Gov-N-261*	
7.5.5	Board Member Applications*	
7.5.6	2025-26 Board and Committee Meeting Schedule*	

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| 7.6. | Report from the York Care Foundation Board Chair* | Hector Losier |
| 8. | New Business | |
| 8.1. | NBANH Annual General Meeting Voting Delegates | Geri Geldart |
| 9. | Next Meeting: Monday, June 16, 2025 @ 5:30pm | |

****Denotes attachment***

Proposed Motions

1. That the minutes of March 31, 2025, be approved.
2. That the Board of Directors approve the revised Code of Ethics & Professional Conduct document as presented by the Research & Ethics Committee.
3. That the Board of Directors approve the unaudited financial statements for the period ending March 31, 2025 as presented by the Finance & Admin Committee.
4. That the Board of Directors approve that the Worksafe NB rebate of \$526,000 be treated as deferred income for the 2024 – 2025 year.
5. That the Board of Directors approve that the gross annual income limit for tenancy applicants be increased to match the NB housing criteria (currently \$42,500) and that adjustments be made when necessary to maintain match to NB Housing.
6. That the Board of Directors approve that YDI no longer offer a rent subsidy program to any tenant who is not presently receiving a rent subsidy from YDI Inc. Tenants will be informed of the Direct to Tenant Subsidy Program.
7. That the Board of Directors approve that YDI continue to offer the rent subsidy program for the 25/26 year to all tenants who currently receive the subsidy. However, tenants will be advised that YDI will be phasing out the subsidy program in future years. All tenants currently receiving the YDI subsidy will be encouraged to apply for the Direct to Tenant Subsidy Program. This policy will be reviewed annually until such time as no tenants are receiving a subsidy from YDI.
8. That the Board of Directors approve that all new tenants be required to provide a security deposit equal to one-month's rent.
9. That the Board of Directors approve that all tenants be required to show proof of tenant insurance on an annual basis.
10. That the Board of Directors approved that the \$10,000 one-time retention bonus be granted to the VP, Care Services & Quality and the Director of Aging Care.

11. That the Board of Directors approved the revised bylaws for York County Properties Inc and York Development Inc as presented by the Governance & Audit Committee.
12. That the Board of Directors appoint the 2025 – 2026 directors as presented by the Governance & Audit Committee.
13. That the Board of Directors approve the amended York Care Foundation Representative Policy Gov-N-261 to remove cross representation between York Care Centre Inc and York Care Foundation Inc effective the Annual General Meeting of June 16, 2025 as presented by the Governance & Audit Committee.
14. That the Board of Directors approve Tim Boone to be invited to join the York Care Centre Inc Board of Directors.
15. That the Board of Directors approve Jane Mathews-Clark to be invited to join the York Care Centre Inc Board of Directors.

**Minutes of meeting of the Board of Directors for York Care Centre, 100 Sunset Drive,
Fredericton NB,
Meeting on March 31, 2025 at 5:30pm**

Present: Marjorie Belzile, Lyne St-Pierre-Ellis, Pierre LeBlanc, Donna Curtis-Maillet, Dana Bursey(virtual), Wayne Albert, Wayne Snowdon, Tracey Burkhardt(virtual), Geri Geldart (non-voting), Bryanna White-Aubé
Regrets: Andrea Seymour, Hector Losier (non-voting)

1. **Call to Order** The chair, Ms. Belzile called the meeting to order at 5:29 pm.

2. **Declaration of Conflict of Interest**

Ms. Belzile asked members to review the agenda and self identify if there was the potential for a conflict of interest. None identified.

3. **Approval of Agenda**

It was moved by Donna Curtis-Maillet and seconded by Pierre LeBlanc that the agenda be approved as presented. All in favour. - Motion carried

4. **Approval of Minutes – February 18, 2025**

It was moved by Wayne Albert and seconded by Wayne Snowdon that the minutes of February 18, 2025 be approved as presented. All in favour. - Motion carried

5. **Business Arising from the Minutes**

Nothing to report.

6. **Standing Reports**

6.1. **Finance & Administration Report**

Mr. P LeBlanc, Finance and Administration chair, provided an overview of the preliminary 2025 – 2026 budget, which could require adjustments once the Social Development funding is received. Highlights included:

- York Care Centre represents 93% of the budget, York Development Inc. is 6% and the others are 1%.
- The budget includes a cost-of-living increase (COLA) for non-bargaining staff members, 1.5% increase April and October, and a contract rate increase for the Dietician.
- Supply budgets have been adjusted for inflation. These adjustments have been made at the category level, rather than providing an overall inflation adjustment.
- The impact of tariffs will be factored into the revised budget once DSD funding is known.

- Budget reflects full staffing required to meet resident care hours and aligns with DSD funding.

6.2 2025 – 2026 Annual Budgets

Ms. Heather Harris-Jones provided an overview of the proposed 2025 – 2026 budget for York Care Centre Inc., York Development Inc., Centre of Innovation & Research in Aging Inc., and York County Properties which were included in the meeting package. A summary of all companies shows combined estimated revenue of \$26,023,607 and total estimated expenses of \$26,012,328, with a surplus of \$11,278. Further highlights included:

6.2.1 York Care Centre Inc.

- Total estimated revenue is \$24,244,214 versus expenditures of \$24,271,749 for a shortfall of \$27,534. The organization will use \$27,534 of the Work Safe refund for Culture and Professional Development initiatives. The budget has a COLA increase of 2.25% average increase for the year and a contract increase for the dietician. No standard inflation rate was applied. The impact of tariffs will be factored into the revised budget once DSD funding is known.

6.2.2 York Development Inc.

- Ms. Harris-Jones explained that the budget is presented in three areas. Supportive Housing, Independent Apartments and Adult Day Program (ADP). Consolidated revenue is \$1,686,130 versus expenditures of \$1,639,437.
- Social Development has approved a rent increase of 3% effective June 1st for Supportive Housing along with a \$12/month increase in tenant service fee effective November 1st. A food cost review resulted in food costs increasing from \$2.65 to \$3.55 per meal.
- Increased rental revenue in the independent apartments due to 3% rental increase applied to all three buildings October 1st. An additional permanent part-time maintenance worker offset by consolidation of YCC Recoveries within the Admin charges along with reduced recovery for security.
- ADP program revenue increases due to average clients per day to 9 up from 8 in 2024-25. Increase of hours for activity assistant due to additional clients requiring toilet support.
- Total estimated revenue is \$24,244,214 versus expenditures of \$24,271,749 for a shortfall of \$27,534. The organization will use \$27,534 of the Work Safe refund for Culture and Professional Development

6.2.3 Centre of Innovation & Research in Aging Inc.

- Total revenue \$80,900 versus \$88,781 expenses for a deficit of \$7,881.
- There are 3 staff remaining, 2 have contracts that expire at the end of June and 1 at the end of July. No further projects have been awarded at this time.

6.2.4 York County Properties

- Total revenue is \$12,362 versus expenses of \$12,362. This represents bank interest.

The Board thanked Heather Harris-Jones for her efforts. Ms. Geldart acknowledged the improvement in the 1.5 years since having Heather join the organization.

***Motion: It was moved by Pierre LeBlanc and seconded by Wayne Snowdon that the 2025 – 2026 Annual Budgets for York Care Centre Inc., York Developments Inc., Centre of Innovation & Research in Aging Inc., and York County Properties be approved as presented. All in favour.
- Motion Carried***

6.3 Report from the President & CEO

Ms. Geldart provided an update, which was detailed in the meeting package. Highlights included:

- The pharmacy RFP transition to Lawton's completed smoothly. The Board would like to send a letter of thanks to Tamsen, Jamie & Michel for their contribution.
- We have several residents who smoke but are not following our policies. One resident continues to ignore the policy and poses a safety risk. Hopefully better weather will resolve the issue.
- CUPE has reached a tentative agreement with GNB. Membership vote is being held on April 2nd.
- Government has introduced legislation to repeal the Pension Plan Sustainability and Transfer Act. As a result, all work to transfer the three plans to a shared risk model have ceased. Government plans to negotiate a new arrangement to ensure pension sustainability.
- The nurse call system replacement is progressing well. The tower is almost completed, with Dixon remaining.
- Tower 2 refurbishment painting has begun. York Foundation board members have requested to join the May 5th Board of Directors meeting.
- The front entry project received budget amendment approval. The total project cost was \$30,000.
- We have a developing scenario with a resident who currently has an outstanding debt of \$16,000. The Finance & Care Services teams have been working with this resident and the POA for several months. We are following our policy/process. The Department of Social Development have been notified.
- NBANH is making good strides at rebuilding the staff with qualified individuals. The AGM will be held on May 14th & 15th. Registration is open for board members wishing to attend.
- The call for new board members will be posted shortly on social media with a submission date of April 20th.

6.4 Strategic Planning Committee Update

Ms. White-Aubé provided the progress statement and next steps of the strategic planning committee which was included in the meeting package. The Vision & Mission statement drafts were included for member consideration. Ms. Geldart is looking for table leader volunteers for the World Café on April 22th from 1pm – 3:30pm.

7. In-Camera Session

The meeting was adjourned at 7:14pm on a motion by Wayne Snowdon.

8. Next meeting: Monday May 5, 2025 @ 5:30pm

DRAFT



Report to the Board

President & Chief Executive Officer

For the period: March 28 – April 30, 2025

Prepared By:

Gerri Geldart, President & Chief Executive Officer
Presented on May 5, 2025

1.0 STRATEGIC PLAN, OPERATIONAL GOALS AND KPI DASHBOARD

- Included in our meeting package is the Q4 Progress Report for the 24/25 Operating Plan. As of the end of quarter 4, we have completed 90% of our operational goals, somewhat behind target. All goals in the Care Services and Research Pillars were accomplished. Within the Resources Pillar, we have deferred a relaunch of the Better Culture Program until 25/26. Within Building/Grounds/Equipment, we will carry over several initiatives (maintenance plans for independent housing, resident room cooling, viability of senior housing development, potential to convert Hawkins House to a Special Care Home). Within the Partnership Pillar, the only goal which will carry over is the 2025-2030 Strategic Plan.
- Strategic Plan 2025-2030 – We held a very successful World Café session on April 24th. A verbal update will be provided at the board meeting.

2.0 CARE SERVICES

2.1 OUTBREAKS

- For the first time in many years, we were affected by an outbreak of Influenza A, which affected most units, and many staff members. COVID activity is limited, not resulting in any outbreaks.

2.2 NURSING HOME WITHOUT WALLS

- We have received a 5-year funding commitment from DSD for the NHWW program. The funding increase will allow us to provide the current range of services to a larger number of clients.

3.0 PEOPLE AND CULTURE

3.1 LABOUR RELATIONS

- GNB, NBANH and CUPE have reached a final agreement. We have received the preliminary summary of changes. This agreement represents a significant improvement in the wage rates for many classifications. Most classifications will reach parity with their acute sector comparators by the end of the 5 year agreement. Over the next few months, we will work with NBANH and DSD to provide the required retroactive payments. There is some concern that a new provision (wellness days) could result in significant cost increase. I have expressed my concern to NBANH.
- Negotiations with NBNU are expected to begin in June 2025.

4.0 FACILITIES AND INFRASTRUCTURE

4.1 NURSE CALL SYSTEM REPLACEMENT

- This project is progressing well. We expect to be complete by mid-May.

5.0 OTHER ITEMS

5.1 RESIDENT WITH LARGE OUTSTANDING DEBT

As I reported last meeting, we have a evolving Bad Debt situation with one resident. We have engaged DSD and NBANH in discussions regarding approach. As a result, we have reported the situation to Adult Protection.

5.2 NBANH UPDATE

The AGM will be held on May 14 and 15th. As a member organization, we can have three members (or their proxies) vote at the AGM. I will be looking for your decision on this item.

Respectfully Submitted

Geri Geldart

April 30, 2025



Operating Plan - 2024 – 2025

Quarter 4 – Progress Report

Prepared April 2025

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
<p>A. Improved resident / client quality of life</p> <p>B. Improved quality of care and services.</p> <p>C. Improve resident / client and family satisfaction.</p> <p>D. Increase participation in outreach programs.</p> <p>E. Meet or exceed standards, licensing requirements and key performance indicators.</p> <p>F. Increase the number of activities available.</p>

Strategic Goal	Operational Goal	Measure of Performance	Responsibility / Progress
To provide exceptional, person and family centred care and services through evidenced-based delivery models	Measure and improve the quality of care by completing bedside audits and using results to establish quality improvement objectives	<ul style="list-style-type: none"> • Conduct audits (10% of residents) in Q1 and Q3 with a 95% compliance target. 	<p>Q1 Audits COMPLETE</p> <p>Q3 Audits COMPLETE</p> <p><i>Resp - Jamie Roy</i></p>
To develop and implement a community outreach program.	Introduce and develop the Nursing Home Without Walls Program	<ul style="list-style-type: none"> • Recruit Manager, NHWW and market program by June 2024 • Recruit other staff and engage up to 75 new clients by Sept 2024. • Reassess outcome measures and determine plan for next year by Dec 2024 • Submit Proposal for next fiscal year by March 2025 	<ul style="list-style-type: none"> • COMPLETE • COMPLETE • COMPLETE. • COMPLETE <p><i>Resp - Jamie Roy</i></p>
To enhance resident/client focused activity programs	To improve resident and family input in therapeutic recreation programming.	<ul style="list-style-type: none"> • Create assessment form for residents and families by June 2024 • By March 2025, 50% of residents and 25% of family members will have completed the assessment form. • Data collected will be analyzed to determine plan for next fiscal year by March 2025 	<ul style="list-style-type: none"> • COMPLETE • COMPLETE • COMPLETE <p><i>Resp - Jamie Roy</i></p>

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.</p> <p>B. Improve staffing processes to enhance overall care; more time with residents / clients.</p> <p>C. Responsible fiscal management with a focus on continuous quality improvement.</p> <p>D. Enhance training to staff, clarify roles and ensure adequate supervision across YCC.</p>

Strategic Goal	Operational Goal	Measure of Performance	Responsibility / Progress
Improve resident / client outcomes through efficient use of current funding model and resources	Negotiate a new Pharmacy Services contract.	<ul style="list-style-type: none"> New Contract in place by March 2025 	<ul style="list-style-type: none"> COMPLETE <i>Resp - Heather Harris-Jones and Jamie Roy</i>
	Conduct an administration process review to address areas for improving efficiency and reducing overlap.	<ul style="list-style-type: none"> Processes reviewed and updated by March 2025 	<ul style="list-style-type: none"> COMPLETE FOR 24/25. Will become normal operations. <i>Resp - Heather Harris-Jones and Shelley Kenny</i>
	To improve management control, review the following processes: <ul style="list-style-type: none"> - shipping and receiving, - credit card policy, - inventory count procedure, - procurement process - financial statement format 	<ul style="list-style-type: none"> Processes reviewed and updated by March 2025 	<ul style="list-style-type: none"> COMPLETE <i>Resp - Heather Harris-Jones and Michel Boyer</i>
	To improve the knowledge and expertise of budget managers, provide education and support for the budget manager role.	<ul style="list-style-type: none"> Quarterly meetings with each budget manager, aiming for monthly meetings in Q3 and Q4 	<ul style="list-style-type: none"> COMPLETE <i>Resp - Heather Harris-Jones</i>
	To ensure employees have access to up-to-date policies and procedures, initiate a 3-year policy review process.	<ul style="list-style-type: none"> 33% of all administrative and clinical policies will be reviewed and updated within the fiscal year. 	<ul style="list-style-type: none"> COMPLETE 24/25 Target Met. <i>Resp - Geri Geldart and Jennifer Vos</i>
Enhance the staff experience, increase recruitment and improve retention.	To improve the workplace experience by developing and implementing a staff engagement framework	<ul style="list-style-type: none"> Finalize the draft engagement framework developed in 23/24 by August 2024. Establish implementation milestones for 24/25 and 25/26 by September 2024 	<ul style="list-style-type: none"> COMPLETE. COMPLETE <i>Resp - Geri Geldart and Shelley Kenny.</i>

Strategic Goal	Operational Goal	Measure of Performance	Responsibility / Progress
Enhance the staff experience, increase recruitment and improve retention (continued)	To support the development of a positive workplace culture, introduce the 20 Tenets Program from “Better Culture”	<ul style="list-style-type: none"> • Program to be introduced by September 2024 • Achieve and maintain at least 65% participation in the program 	<ul style="list-style-type: none"> • COMPLETE – Introduced in August. Technology issues interfered with uptake. Issues now resolved. • Relaunch deferred to 25/26 <i>Resp - Geri Geldart and Shelley Kenny</i>
	Evaluate the effectiveness of the mentorship program introduced in 2024.	<ul style="list-style-type: none"> • Evaluation complete by December 2024 	<ul style="list-style-type: none"> • COMPLETE <i>Resp- Shelley Kenny</i>
	Complete a staff rotation review for the Support Services departments.	<ul style="list-style-type: none"> • Review to be complete by December 2024. 	<ul style="list-style-type: none"> • Dietary rotations COMPLETE <i>Resp - Shelley Kenny and Michel Boyer</i>
	To increase engagement of management staff, introduce a monthly management forum focused on alignment, communication and collaboration.	<ul style="list-style-type: none"> • Management Forum to be established by September 2024. 	<ul style="list-style-type: none"> • COMPLETE • First meeting held in July 2024 <i>Resp - Geri Geldart</i>
	Provide two professional development workshops for leaders.	<ul style="list-style-type: none"> • Workshops to be delivered in Fall 2024 and Winter 2025 	<ul style="list-style-type: none"> • COMPLETE. • “Creating Effective Teams” session held in October. • Mental Health Session held in Q4 <i>Resp - Shelley Kenny</i>
	Offer one wellness education day focused on personal well-being	<ul style="list-style-type: none"> • Workshop to be delivered by June 2024 	<ul style="list-style-type: none"> • COMPLETE • Wellness Day held in May 2024 <i>Resp - Geri Geldart</i>
	To improve work-life balance, increase the amount of paid vacation taken.	<ul style="list-style-type: none"> • Vacation hours taken in Q2 and Q3 will be at least 5% higher than previous years. 	<ul style="list-style-type: none"> • COMPLETE • Q1 – 26% increase in paid vacation hours • Q2 – 8.2% increase in paid vacation hours taken. • Q3 – 3.7% increase – Fewer requests received – Overall, the target was reached. Far fewer vacation requests in Q3. • Resp – SLT

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
<p>A. Continuous improvements in the internal and external surroundings.</p> <p>B. Positive feedback from residents, clients and families regarding our efforts to maintain our infrastructure in a “near new” state.</p> <p>C. Positive feedback from residents, clients and families articulating our ability to create a “home-like” atmosphere.</p> <p>D. Number of incidents are reduced/eliminated</p>

Strategic Goal	Operational Goal	Measure of Performance	Responsibility / Progress
Maintain the internal / external surroundings of all our residential facilities at a “near new” state.	Complete a 5- and 10-year maintenance plan for 91, 95, 116 and 120 to ensure the buildings remain viable and sustainable.	<ul style="list-style-type: none"> A maintenance plan completed by December 2024 	<ul style="list-style-type: none"> FALLING BEHIND– due to contractor availability for Building Condition Assessments. Anticipate completion in Q1 25/26. Maintenance plan will follow. <p><i>Resp - Michel Boyer</i></p>
Ensure a safe and secure environment for residents, clients and staff.	In collaboration with DTI and Infrastructure, replace the Nurse Call System.	<ul style="list-style-type: none"> A new nurse call system has been installed in the LTC facility by end of March 2025 	<ul style="list-style-type: none"> Essentially COMPLETE – Majority of work completed in 24/25 – Dixon will be complete by early May. <p><i>Resp - Michel Boyer</i></p>
	In collaboration with the DTI, assist with the completion of the engineering study for cooling in resident rooms.	<ul style="list-style-type: none"> Study to be completed, conditional on schedule established by DTI 	<ul style="list-style-type: none"> In progress – DTI has re-established communication re this project. Expect action in 25/26 and 26/27. <p><i>Resp - Michel Boyer</i></p>
	Engage engineers to develop options to improve flow at the front entrance. If feasible, carry out the recommendations	<ul style="list-style-type: none"> Study completed and recommendation submitted for consideration to proceed. 	<ul style="list-style-type: none"> COMPLETE <p><i>Resp - Michel Boyer</i></p>
Explore options to expand the senior’s housing program.	Establish operating agreements with DSD to take advantage of the financial benefits available for non-profit housing	<ul style="list-style-type: none"> Operating Agreements to be in place by September 2024. Assessment of potential participation in the provincial rent supplement program complete by Dec. 2024 	<ul style="list-style-type: none"> COMPLETE COMPLETE Discussions with NB Housing complete. Verified opportunity to participate. Transition plan to be developed. Expect transition to be slow (unit by unit) <p><i>Resp - Heather Harris-Jones</i></p>

Strategic Goal	Operational Goal	Measure of Performance	Responsibility / Progress
	Assess the viability of the seniors housing development proposal	<ul style="list-style-type: none"> • Report on viability of project to be presented by March 2025 	<ul style="list-style-type: none"> • Deferred. • Will reconsider if deemed a priority in next strategic plan. <p><i>Resp - Geri Geldart and Heather Harris-Jones</i></p>
	Assess the potential to convert Hawkins House to a Level 2 Special Care Home.	<ul style="list-style-type: none"> • Analysis to be presented by March 2025 	<ul style="list-style-type: none"> • FALLING BEHIND Initial discussion held with Loch Lomond who have taken similar action. <p><i>Resp - Geri Geldart, Heather Harris-Jones and Jamie Roy.</i></p>
Develop and implement a comprehensive risk management plan.	To develop a comprehensive risk matrix to identify and prioritize potential risks	<ul style="list-style-type: none"> • Risk matrix to be completed by December 2024 	<ul style="list-style-type: none"> • COMPLETE <p><i>Resp - Geri Geldart</i></p>
	Risk mitigation plans to be developed	<ul style="list-style-type: none"> • Risk mitigation plans to be in place by March 2025 	<ul style="list-style-type: none"> • COMPLETE <p><i>Resp - Geri Geldart</i></p>

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.</p> <p>B. Increase in number of volunteers, volunteer hours and programs.</p> <p>C. Residents, clients and families needs and preferences are met through partnerships.</p> <p>D. Improve communication with all stakeholders and partners.</p> <p>E. Increase marketing initiatives that promote YCCs profile in the community.</p>

Strategic Goal	Operational Goal	Measure of Performance	Responsibility / Progress
To increase awareness and understanding of goals, objectives and proposed actions with YCC (Staff, Families, Volunteers and Partners).	Develop a monitoring framework for the board to assess achievement of their stated “Ends”.	<ul style="list-style-type: none"> Monitoring framework to be presented by Sept 2024 	<ul style="list-style-type: none"> COMPLETE <p><i>Resp - Geri Geldart</i></p>
	Develop and implement a social media content plan to support programs/services.	<ul style="list-style-type: none"> Plan to be developed by September 2024 	<ul style="list-style-type: none"> COMPLETE AND ONGOING <p><i>Resp - Geri Geldart and Tara Thibault</i></p>
	Refresh the YCC video displays (donor boards, etc.)	<ul style="list-style-type: none"> Refreshed displays by Oct 2024. 	<ul style="list-style-type: none"> COMPLETE <p><i>Resp - Tara Thibault</i></p>
	Complete a refresh of the York Care Centre website	<ul style="list-style-type: none"> Refresh completed by March 2025. 	<ul style="list-style-type: none"> COMPLETE <p><i>Resp - Geri Geldart and Tara Thibault</i></p>
	Support the Board in the development of the 2025 – 2030 Strategic Plan	<ul style="list-style-type: none"> Strategic Plan complete by March 2025 in preparation for June 2025 Annual Meeting. 	<ul style="list-style-type: none"> IN PROGRESS. <p><i>Resp - Geri Geldart</i></p>
To increase YCCs leadership position in the community by improving the level and the volume of effective partnerships.	Establish a fund development plan for York Care Foundation	Plan to be developed and approved by December 2024	<ul style="list-style-type: none"> COMPLETE <p>The Foundation</p> <p><i>Resp - Geri Geldart</i></p>
	Increase the number of volunteer hours over the course of the year.	<ul style="list-style-type: none"> Determine baseline number of hours for on unit/spiritual volunteers by Dec 2024. By March 2025, increase the number of volunteer hours by 10%. 	<ul style="list-style-type: none"> COMPLETE – Tracking process implemented. Baseline established. Target not yet reached – affected by outbreaks. <p><i>Resp - Jamie Roy</i></p>

Pillar 5: Research – Discovery, Innovation, 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	Measure of Performance	Responsibility / Progress
To increase involvement in research activities that focus on promoting and improving the social, emotional and physical well-being of seniors.	Improve the dining experience through the introduction of the Suzy-Q method of meal delivery (CABHI Grant)	<ul style="list-style-type: none"> Acquire the Suzy-Q equipment by June 2024 Implementation process complete by Sept 2024 Final evaluation report by Dec 2024 	<ul style="list-style-type: none"> COMPLETE COMPLETE COMPLETE <p><i>Resp - Kelsey Rusk, Michel Boyer & Jamie Roy</i></p>
To foster relationships with researchers, stakeholders and members of the community.	Increase the enrollment of long term care staff at the annual research symposium	<ul style="list-style-type: none"> December 2024 	<ul style="list-style-type: none"> COMPLETE – Target not reached. <p><i>Resp - Kelsey Rusk</i></p>
To promote and support the translation and transfer of research outcomes, new knowledge and innovation for the betterment of the aging population.	Develop a sustainability plan for 2 RACE with Me	<ul style="list-style-type: none"> Plan developed by September 2024 	<ul style="list-style-type: none"> COMPLETE <p><i>Resp - Kelsey Rusk</i></p>
	Develop a sustainability plan for Genie	<ul style="list-style-type: none"> Plan developed by September 2024 	<ul style="list-style-type: none"> COMPLETE <p><i>Resp - Kelsey Rusk</i></p>

- Top 3 Ranking
 - Middle 4 Ranking
 - Bottom 5 Ranking
- ↑ Performance Improving
 - ↓ Performance Declining
 - ↔ Performance Staying about the Same

NEW

Quality of Life - Resident Survey SQLI - Most recent data - Dec 2024

2024 Survey results available in Q4

	2022	2023	2024	Rank	Progress
Personal Control (max 25)	16	15.0	16.2	●	↑
Staff Responsiveness (max 25)	17.5	17.6	19.8	●	↑
Social Life (max 30)	11.5	14.0	12.9	●	↓
Food (max 9)	5.3	5.6	4.6	●	↓
Caring Staff (max 14)	7.9	8.6	10.2	●	↑

Quality of Life - Family Survey SQLI - Most recent data - Dec 2023

2024 Survey results delayed

	YCC	Rank	Progress
Basic Needs	72.0	3/10	
Respect and Trust	69.0	1/10	
Visiting the Facility	69.0	1/10	
Engaging in Care	64.0	2/10	
Global Rating	61.0	1/10	

NEW

Quality of Care

	Q2 24/25	Q3 24/25	Q4 24/25	Target	Progress
Antipsychotics-no Dx psychosis (%)	4	4	7	5	Improved
Residents with Pain (% of residents)	1	1	0	5	Stable
Residents with Worsened Pain (%)	6	6	5	12	Improved

Symptoms of Depression Worsened	18	16	18	18	Stable
Falls in last 30 days (% of residents who fell)	17	20	16	20	Improved
Falls with major injury - %	2	2	2	0	Stable
New Pressure Ulcer	1	1.0	3.0	3	Stable
Pressure Ulcer Worsened	2	1.0	3.0	3	Stable
Physical Restraints (%)	12	14	18	14	Worse
Hospitalizations (%) Includes overnight stays	5	11	6	3	Improved

Quality of Worklife

Next survey in summer 2025

	Q3 23/24	Q4 23/24	Q1 24/25	Target	Progress
Overall I feel valued at work			57	60	new
Immediate supervisor keeps me informed			73	75	new
I receive meaningful recognition			53	55	new
I have opportunity for input into decisions			56	60	new
YCC -a great place to work- % agree		66	70	75	Improved

NEW

Human Resource Indicators

	Q2 24/25	Q3 24/25	Q4 24/25	Target	Progress
Care Hour (Short / Over)	6	13	-7	>0	On Target
RN hrs act to standard (%) in quarter	97	98	98	>97	On Target
Retention Rate -12 month look-back (%)	85	85	86	85	On Target
Temp Agency Use Hours in Quarter	42	0	0	0	Improved
Resignations in 1st year employed	9	4	4	< 5	Improved
Sick time / 1957 paid hours (std)	15.8	12.9	14.4	13	Improved
Overtime % of Pd Hrs in quarter	5.7	6.1	6.7	4	Stable
Worksafe Claims in quarter	2	0	7	0	Stable

NEW

Financial & Support Indicators

	Q2 24/25	Q3 24/25	Q3 24/25	Target	Progress
YCC YTD Net Surplus(Deficit) \$	654,073	1,426,938	1,926,592	931,991	Better than plan
YCC YTD Net Surplus/Def-- Bud to Act Var \$	74,324	494,947	651,575	0	Better than plan
YC Fdn - Net Profit Calendar Yr -Dec 24	33,490	40,285	0	29,442	Better than plan
Food Cost per Resident Day \$	11.83	12.80	11.95		Stable
Vacant Bed Day Penalty \$	6,125	1,000	N/A	1,500	Better than plan
Temp Agency Use \$ in Quarter	124,959	0	0	-	At target

NEW

Operating Plan

	Q3 24/25	Q4 24/25	Q4 Target
% of Annual Objectives Complete	47%	90%	100%



CODE OF ETHICS & PROFESSIONAL CONDUCT

For Employees and Members of the Board

DRAFT

~~March~~ ~~January~~ 2025



CODE OF ETHICS & PROFESSIONAL CONDUCT

Message from the Board Chair and the President and Chief Executive Officer

The reputation of our organization is shaped by our actions, choices, and decisions each day. Together, we must:

- Work in the best interests of our residents and clients
- Act fairly and objectively
- Recognize and address conflicts of interest
- Think about how our actions may impact our residents, co-workers, clients, and community partners

Exercise our best judgment

- Protect the confidentiality of the information entrusted to us
- Come forward if we see something significant or material that we think is not in the best interests of the people we serve or our organization
- Have the courage to stand up for what is right

Our Code of Ethics & Professional Conduct (Code) outlines the values, principles and standards of conduct that guide our actions and interactions.

The Code is at the heart of our bylaws, principles, directives, policies, procedures, protocols, standards, codes of practice and any other applicable guidelines, regulations and directives that set out how we conduct ourselves as we carry out our work on behalf of York Care Centre, The Centre for Innovation and Research in Aging, and York Developments, herein referred to “The Organization”.

Sincerely,

Board Chair

President & CEO

CODE OF ETHICS & PROFESSIONAL CONDUCT

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CODE OF ETHICS & PROFESSIONAL CONDUCT

APPLICABILITY

The provisions of this Code are mandatory and full compliance is required from all board members, employees, students, contractors, and volunteers.

Although specific elements of this Code are employee-specific, contractors and business partners are also required to comply where the provisions are relevant to doing business with the organization. For greater clarity, where applicable, the term ‘employees’ is inclusive of everyone working or doing business (paid or unpaid) with the organization.

This Code will be supplied to each employee at the time of hiring, ~~and will be reviewed by employees, when doing their annual on-line education modules.~~ Any employee who becomes aware of a contravention of the Code must report the facts promptly to his or her supervisor or to a higher authority or see that they are so reported. Employees who make reports in good faith regarding another employee will be protected against retaliation, discipline, and other sanctions as stipulated in the *Whistleblower Protection Policy*, ~~and the *Public Interest Disclosure Act*.~~

Employees who are members of professional bodies, such as nurses, licensed practical nurses, and accountants must also conform to their respective professional codes of conduct.

Each department may have additional Operational Policies and Procedures that may be applicable in a particular situation. Employees should familiarize themselves with the applicable rules within their department as well as Corporate Policies and Procedures.

The Research and Ethics Committee of the Board of Directors has been charged with the responsibility for monitoring compliance of the Code with respect to the Board of Directors and the Chief Executive Officer.

CODE OF ETHICS & PROFESSIONAL CONDUCT

PURPOSE OF THE CODE

Employees continue to show their support for maintaining a commitment to excellent care to residents of the nursing home, tenants of its independent and supportive living units, and clients in the community.

This Code was developed with an understanding that personal integrity is a quality of character and cannot be created by written rules. However, in assessing their conduct against general standards of integrity, employees may require some guidance.

The primary purpose of this Code is to provide such guidance to employees in making lawful and ethical decisions during employment.

Employees must fully comply with the rules contained herein which, when used with sound judgment and common sense, protect the organization, its employees, residents, tenants and clients- ~~in the community~~. Employees who breach the Code may be subject to disciplinary actions up to and including termination of their employment.

BASIC OBJECTIVES

Underlying the Code of Ethics are the following objectives:

- To provide information about standards and practices for employees, prospective employees and other stakeholders.
- To promote universal understanding and application of ethical standards.
- To assist employees and directors in avoiding situations that might give rise to unprofessional conduct and/or conflict of interest.
- To encourage the most efficient and productive use of corporate resources while discouraging wasteful or fraudulent practices.
- To promote fair and honest dealings amongst employees, fair hiring and promotion practices, and equitable treatment of all employees, .
- To assist Senior Leadership and the Board of Directors in carrying out their responsibility of ensuring integrity of operations.

CODE OF ETHICS & PROFESSIONAL CONDUCT

ABIDING BY THE LAW

The organization has an obligation to comply with all applicable laws and regulations. Employees play a key role in maintaining such compliance.

Employees should make themselves aware of the complex and changing laws and regulations applicable to their functions. Should an employee be in doubt about these legal requirements or their responsibilities, they should contact Human Resources. A safeguard for employees is strict adherence to this Code, policies and procedures, operating rules, and regulations, including governance rules and financial signing limitations.

NON-DISCRIMINATION/RESPECTFUL BEHAVIOUR

All persons are equal in dignity and human rights without regard to race, colour, national origin, place of origin, ancestry, religion, age, marital status, sex (including pregnancy and gender identity), sexual orientation, physical disability, mental disability, social condition (includes source of income, level of education and occupation), political belief or activity.

All employees are required to understand and adhere to the *York Care Centre Code of Professional Conduct*.

We seek to foster and promote safety, competence, care, respect, recognition, and inclusion in the workplace.

CODE OF ETHICS & PROFESSIONAL CONDUCT

HIRING

The organization has implemented and follows policies governing the hiring of new employees. Employees involved in a hiring process are required to be familiar with and adhere to these policies.

RELATIONSHIPS WITH SUPPLIERS

The organization strives to maintain the highest ethical standards in its buying practices. In purchasing materials and services ~~from numerous suppliers within and outside of New Brunswick, employees must we subscribe to the principles outlined in the Procurement Act and the Crown Construction Contracts Act. ensure our actions and decisions reflect value for money, accountability, transparency and avoid conflict of interest and favouritism.~~

~~Employees responsible for buying, leasing, or otherwise acquiring materials and services are required to be familiar with these Acts and are required to follow the various procedures laid out by their department.~~

~~The organization does not require suppliers to forgo trade with others seeking similar service or products in the marketplace. It may, however, refuse to deal with a supplier who is in an actual or perceived conflict of interest situation.~~

REQUESTS FOR INFORMATION

Unless prohibited by law, the organization meets all reasonable requests for information and provides information that is accurate, complete, and comprehensible. All requests for information are dealt with by the President & CEO and/or their designate.

PUBLIC STATEMENTS/COMMENTS

On behalf of the Board of Directors, the President & CEO and/or their designate is the official spokesperson for the organization. Other than the CEO, board members, employees, volunteers, and contractors may not make any public statement or comment on policy issues on behalf of the organization, unless authorized by the President & CEO. This restriction applies to all forms of expression, including use of social media.

All employees are required to be familiar with and adhere to the organization's policies on use of social media. . ~~Statements of Policy and Procedures related to internet usage and social media.~~

The reputation of the organization represents significant effort to generate goodwill. No employees may make any public remarks that disparage its services, brand, reputation, or personnel.

CODE OF ETHICS & PROFESSIONAL CONDUCT

~~PUBLIC INTEREST DISCLOSURE (WHISTLEBLOWER PROTECTION)~~

~~The organization maintains a position of public trust and employees are expected to conduct themselves with honesty and integrity throughout the course of performing their duties. The *Public Interest Disclosure Act*, known as whistleblower legislation for the public service, provides the framework for the disclosure and investigation of significant and serious matters in the public service that are potentially unlawful, dangerous to the public or injurious to the public interest. The Act also provides protection to those employees who make a disclosure.~~

All employees are encouraged to become familiar with York Care Centre's the -Whistleblower Protection Policy and to make disclosures about any serious wrongdoings. The *Whistleblower Protection Policy* and related procedures are supplement to the Code of Ethics.

CONFIDENTIAL INFORMATION – NON-PERSONAL

Confidential information gained by virtue of employment with the organization shall not be used for personal gain, and disclosure of said information to anyone outside is strictly prohibited without permission either during the employee's term of employment, or at any time thereafter. As a function of their employment, employees should share confidential information on a need-to-know basis only.

CONFIDENTIAL INFORMATION – PERSONAL

Employees may from time to time collect, use, and have the need to disclose the personal information of its residents, tenants, clients in the community, fellow employees and/or third parties. The collection, use and disclosure of personal information shall be in strict compliance with the *Personal Health Information Privacy and Access Act (PHIPAA) and the Personal Information Protection and Electronic Documents Act (PIPEDA)*.-

All employees shall adhere to the security measures as set out under the corporate policies C-08-Confidentiality – Employees, and C-10 Confidentiality – Resident Information, as well as any procedures and guidelines approved by their department.

CORPORATE PROPERTY

Employees are responsible for the protection of all corporate property, including intellectual property, documents, electronic data and information, equipment, tools, materials, supplies and vehicles, including exercising safeguards to prevent theft, negligence or misuse. Without permission from the appropriate Director, employees may neither loan nor borrow corporate property for their personal use or the personal use of others. Specific processes exist and must be followed for the sale or destruction of corporate property.

CODE OF ETHICS & PROFESSIONAL CONDUCT

MISAPPROPRIATION

Employees are prohibited from making use of corporate funds, assets, or property, including electronic and information facilities, for their own personal gain or benefit, or from knowingly assisting another in such misappropriation.

The acquisition, disposal or removal of funds and assets by employees in the course of their employment must be transparent, and funds or assets must not be diverted for other than their proper use.

CORPORATE BUSINESS RECORDS

Corporate business records must be prepared reliably and accurately. They are of critical importance in meeting our financial, legal, technical and management commitments. They are to be carefully safeguarded and kept current, relevant and accurate. Records should be disclosed only to authorized personnel or in accordance with lawful processes. In addition:

1. No unrecorded or inadequately recorded fund or asset shall be established or maintained.
2. No false, artificial, or misleading entries in the books and records shall be made.
3. No transaction shall be affected, and no payment shall be made with the intention or understanding that the transaction or payment is other than as described in the documentation evidencing the transaction or supporting the payment.
4. Records may only be destroyed according to the ~~applicable retention standards~~— Corporate Policy A-G-052 Records and Documents – Retention and Destruction.

SOFTWARE USAGE

Software agreements licensing the use of software permit the use of that software only in a specific manner. The agreements also typically contain clauses restricting the duplication, modification, conversion or otherwise alteration of the product. All employees must strictly adhere to provisions contained in the various agreements.

INTERNET USAGE

The organization may provide employees with access to the information resources of the internet with the intention of providing access to knowledge while increasing productivity. It is important to use the Internet in a manner that ensures any actions fall within the corporate policies and acceptable levels of performance.

In addition to corporate restrictions, employees must be aware of and abide by restrictions relative to the downloading or copying of any material on the internet including but not limited to copyright restrictions regarding multimedia and music.

All employees are required to be familiar with and adhere to ~~the~~ corporate policies on Social Media (HR 5.14.NB and Wireless Devices P-14).

CODE OF ETHICS & PROFESSIONAL CONDUCT

WORK ETHIC

Employees are expected to show a strong work ethic, both with honesty regarding working hours and with concentration while at work. However, lack of concentration is sometimes not deliberate but is due to personal circumstances beyond the employee's control. Theft of time, that is, doing more than a nominal amount of personal business on company time, is prohibited.

Employees who find themselves distracted or preoccupied by personal issues during working hours should talk to their manager and/or seek assistance from Employee and Family Assistance programs which can be accessed through the Human Resources department.

EXPENSES

Employees, volunteers, and contractors are required to ensure that reasonable expenses are charged only in accordance with corporate policy.

Anyone spending corporate money or personal money that will be reimbursed is expected to strive to ensure good value.

RELATIONSHIPS

The organization makes substantial efforts to avoid compromising, or the appearance of compromising, the objectivity and reputation of our employees or the Corporation. Employees must maintain an appropriate relationship with those who report to them or to whom they report.

In addition, employees are required to maintain a professional boundary between themselves and the residents, tenants, clients, and their partners and families, and other people chosen by the residents and/or tenants to be involved in their care. Interactions of a sexual nature between a staff member and a resident/tenant/client are prohibited. All employees are required to understand, sign and adhere to York Care Centre's Code of Professional Conduct – Form C-9.

This section of the Code is not intended to impede the development of strong working relationships between employees or the development of appropriate relationships with our residents, tenants and/or clients.

CODE OF ETHICS & PROFESSIONAL CONDUCT

DRUG AND ALCOHOL-FREE WORKPLACE

The organization is committed to the highest practical standards of health and safety by providing a safe and comfortable work environment for all its employees. Due to the nature of our operations, all employees are considered to be in 'designated safety-sensitive positions'².

The organization recognizes that the use of illegal or non-prescription drugs, alcohol or any other controlled substances can adversely affect job performance, the work environment and the safety of our employees, residents, and the public.

To help ensure a safe, healthy workplace, the organization strictly prohibits its employees and/or its contractors from reporting to work while under the influence of any illegal or non-prescription drugs, alcohol or any other controlled substances including recreational and/or medical cannabis.

OUTSIDE EMPLOYMENT

While the organization recognizes its employees' right to privacy and their right to make use of their spare time as they see fit, care should be taken by employees in accepting outside employment. For example, employees should not accept outside employment:

1. When the employment or business activities encroach on working hours or otherwise adversely affect, in a real or perceived way, an employee's performance on the job;
2. When the employment results in an obligation that could affect, in a real or perceived way, the employee's judgment or ability to act in the best interests of the organization.

COMMUNITY ACTIVITIES

Employees have the right and are encouraged to become active members of their respective communities. With appropriate management approval, support of non-profit organizations may occasionally involve the provision of "in-kind" services.

Outside activity must not be allowed to interfere with the employee's performance on the job, nor must it conflict with the organization's responsibilities or best interests.

~~Political activity by any employee is governed by provincial government guidelines and employees are required to be familiar with and adhere to these guidelines. Political activity – An employee shall not engage in any form of political activity during working hours or on the premises of York Care Centre.~~

CONFLICT OF INTEREST

All employees must conduct their duties in a manner reflecting the best interests of the organization. Conflict of interest exists in any situation where an employee's ability to fulfill their responsibility may be adversely affected by their private interests or personal considerations. While it is difficult to provide a comprehensive list of conflict-of-interest situations, in general terms it can be said that an employee should avoid any situation that could:

1. Impair the employee's judgment, initiative, or efficiency on the job.
2. Give rise to questions of integrity in relation to employees exploiting the vulnerability of persons who are or have been in our care.
3. Be harmful or detrimental to the organization's activities or reputation.

- **GIFTS AND BRIBERY**

The organization ~~subscribes to the principles outlined in the *Procurement Act and the Crown Construction Contracts Act* and~~ holds a position of public trust. It is essential to preserve its reputation for fair and unbiased business dealings by avoiding any reasonable apprehension of bias in its relationship with suppliers. Bribery or kickbacks in the criminal sense (the giving or accepting of money or valuables intended to influence decisions) is generally obvious and is strictly prohibited. However, exchanging of gifts on a lesser scale can be a grey area, since it is a routine aspect of modern business practice that organizations give and receive small gifts for promotional or recognition purposes. It is acceptable for employees to participate in the giving or receiving of such gifts provided the item has a real or perceived value that is nominal (generally considered to be under \$100 Canadian). If you are offered or receive a gift whose value is greater than nominal, you should refuse and/or return the item promptly, together with an explanation of the organization's policy.

In addition, employees are expected to act in ways that cannot be interpreted as, or do not result in employees gaining personal benefit from their position. Accepting gifts or favours of hospitality may compromise the professional relationship with our residents and/or tenants. Gifts of more than a token value could be interpreted as the employee gaining personal benefit and/or taking advantage of a vulnerable resident and/or tenant in an attempt to gain preferential treatment. Under no circumstances are employees to ask for or accept loans or bequests from residents and/or tenants or anyone close to a resident and/or tenant.

CODE OF ETHICS & PROFESSIONAL CONDUCT

- **ENTERTAINMENT**

An employee may not participate in excessive or extravagant entertainment while conducting business on behalf of the organization. This is not intended to preclude the exchange of reasonable meals, social amenities or hospitality between persons doing business together.

- **PRIVATE BUSINESS BENEFIT**

It is a conflict of interest for an employee to participate in, or attempt to influence, a corporate decision that could result in financial benefit to that employee or his/her immediate family. Examples include the awarding of contracts for the supply of goods or services to a company in which the employee has a private interest.

Transactions with a business owned or controlled by an employee are prohibited unless written approval is requested and received from the Board of Directors.

CONCLUSION

This Code is designed to reaffirm the value of high ethical standards and to provide employees with certain rules of behavior. The topics included herein are neither complete nor exclusive but will serve to give employees a clearer understanding of what is expected. Ethical conduct however is, and always will be, every employee's responsibility.

Employees must fully comply with the rules contained herein which, when used with sound judgment and common sense, protect the organization, its residents, tenants or clients, its employees and the public. Employees who breach the Code may be subject to disciplinary actions up to and including termination of their employment.

In the event questions arise concerning the application of a specific rule or policy, an employee should consult his or her supervisor. Should the situation not be resolved at this point, the employee or supervisor shall refer the matter to Human Resources.

**Finance Committee Chair’s Summary Report to Board of Directors
Twelve months ending March 31, 2025**

- The Finance Committee met on April 28, 2025.
- Reviewed the March 31, 2025 quarterly reports.
- Recommended financial reports to March 31, 2025 to be presented to the Board of Directors.
- Quarterly reports were prepared and presented in accordance with the revised format approved at the November 2024 board meeting.

Summary of unrestricted financials as of March 31, 2025:

Company	Unrestricted Cash Balance	Payables/Accruals	Surplus(deficit)
York Care Centre	\$2 790 000	\$3 808 000	\$1 924 000(1)
York Developments Inc.	665 000	170 000	82 000
CIRA	173 000	54 000	2,200
Totals	\$3 628 000	\$4 032 000	\$581 200

(1) Includes a one-time WSNB refund of approximately \$526 000. Accounting treatment for the rebate to be discussed at board meeting. Excluding the impact of the change to depreciation, the surplus is \$652 000 and excluding both depreciation and the WSNB refund, the surplus is \$126 000.

Observations - financial:

- All companies have a cash balance
- All payables can be paid as they become due
- All companies are in a breakeven or in a surplus position
- Other than the WSNB rebate, there are no significant variations from budgeted revenues and expenditures
- Very busy time of year for the financial services group – completing year- end financial reports and schedules, preparing files for the annual audit which begins on May 5, inputting budget figures for the companies for 2025-26, etc. the new contract with Lawton Drugs will free up time for the Accounts Receivable and Trust Administrator to pivot to other activities, etc.
-

KPI observations over past 12 months:

- Employee retention rate increased from 78% to 86%

- Sick days per FTE has increased slightly in the quarter due to illness outbreaks in residents and staff
- Overtime hours increased slightly to 6.7% due to illness outbreaks.
- RN hours worked is stable at 98% of target
- Professional care hours (RN/LPN) are at 96% of the target.

Facilities, building and Infrastructure

- Two large projects – replacement of the Nurse Call System and portable phone system and resident rooms air conditioning. The nurse call system and the portable phone system is proceeding well and is currently slightly ahead of schedule. There have been no significant developments on the air conditioning project since the last board meeting although communication with government confirmed the project is being worked on. Do not expect the work to be carried out for the 2025 summer season.
- 31 computer devices will need to be replaced due to the ending of support for Windows 10.
- 33 rooms at YCC and 9 units at YDI have been refurbished.

Operating Plan

All operational goals have been completed or nearing completion. One was deferred to 2025-26.

Policy changes – Independent Apartments

Several policy changes are recommended by the Finance and Administration Committee to the board for consideration. See board package.

Pierre LeBlanc, Chair
Finance Committee
2025-04-30

York Care Centre - Summary Financial Position - Report to the Board
March 2025

	YCC		YDI		CIRA		COMBINED
Cash and Receivables							
Unrestricted Cash	\$ 2,789,726	\$	664,791	\$	\$ 173,458	\$	\$ 3,627,975
Total Receivables	\$ 779,942	\$	40,700	\$	8,467	\$	829,109
Total Liabilities							
Trade	\$ 1,419,344	\$	170,019	\$	54,491	\$	1,643,854
Accrued Salary/Payroll Costs	\$ 856,602					\$	856,602
Accrued Vacation / Stats	\$ 1,202,356					\$	1,202,356
Pension Payable to Social Development	\$ 329,383					\$	329,383

Summary Observations - Results from Operations

YCC finished better than budget resulting in a positive variance of \$651.6K. The WSNB refund of \$526.0K and overall lower salaries of \$106.3K are the main drivers of the positive variance . Other smaller drivers were reduced spends with equipment, linens, professional fees, communication, education that were offset by overspends with supplies, utilities, recruiting costs and bad debt. Without the WSNB refund YCC has a positive variance of \$125.6K.

YDI finished better than budget with a positive variance of \$52.6K. **Independent Living** did better than budget \$15.8K mainly due to the capitalization of the spend for the roof. **Supportive Housing** did better than budget by \$ 35.5K due to higher revenue for care hours and interest, plus lower maintenance, audit and depreciation costs offset by higher payroll and food costs. The **Adult Day Program** finished with a small positive variance of \$1.1K due to higher revenue, lower program and audit costs that were offset by higher payroll. **NHWW** reflects no net income as revenue is matched to expenses.

CIRA finished with no net earnings but a positive variance to budget of \$6.0K due to higher interest, lower Admin expenses, offset by lower net income from the Symposium. Symposium shows a net loss of \$3.0K.

Capital Expenditure YTD Update: The commercial washer - purchased, the Commercial Oven, Blast Chiller - ordered and the video Surveillance - on hold. The front ramp project - complete. The installation of the Nurse Call System - near completion.

YDI Building Update: Received full payment of \$45K for insurance claim at 91 Sunset. Building assessments completed for 91, 95 and 120 Sunset . Reports not yet received.

Key Performance Indicators

York Care Center			Independent Apartments	
Revenue per resident day (Less WSNB Revenue)	\$315		Revenue per Unit per month	\$651
Expenditures / resident day	\$297		Expenditures per Unit per month	610
Number of beds	218		Number of Units	72
Vacant bed days - YTD	88		Supportive Housing	
Staffing	<i>Perm Positions</i>	<i>Vacant</i>	Revenue per Unit per month	\$2,492
Admin/HR	12	0	<i>Rent revenue/unit/month</i>	\$987
Care	160	18	<i>Care revenue/unit/month</i>	\$599
Support	55	8	<i>Service fee revenue/unit/month</i>	\$665
Expenditure Distribution			Expenditures per Unit per month	\$2,329
<i>YTD Expenditures</i>	<i>Actual</i>	<i>Percent</i>	Number of Units	31
Salary and Benefits	\$ 17,778,496	75.3%	Adult Day Program	
Supplies & Other Expenses	\$ 3,976,051	16.9%	Revenue per client day	79
Depreciation & Mortgage	\$ 1,852,046	7.8%	Expenditures per client day	75

YORK CARE CENTRE INC
Statement of Financial Position
3/31/2025

	Current Quarter	Prior Quarter	Difference
<u>ASSETS</u>			
CURRENT			
CASH AND CASH EQUIVALENTS	2,789,726	1,755,729 1*	1,033,997
CASH - RESTRICTED FUNDS	74,374	77,145	(2,771)
ACCOUNTS RECEIVABLE			
- RESIDENTS	108,104	59,055	49,049
- DEPT of SOCIAL DEVELOPMENT	466,871	60,670 2*	406,201
- HST	157,858	49,878	107,979
- OTHER	47,109	648,258 3*	(601,148)
INVENTORIES	83,319	97,837	(14,518)
PREPAID EXPENSES	5,436	167,287 4*	(161,851)
LONG TERM RECEIVABLE	-	-	-
TOTAL CURRENT ASSETS	<u>3,732,797</u>	<u>2,915,859</u>	<u>816,938</u>
CASH RESTRICTED FOR FUTURE CAPITAL	-	-	-
LAND, BUILDING AND FURNITURE (Net)	25,668,342	24,869,576 5*	798,766
TOTAL FIXED ASSETS	<u>25,668,342</u>	<u>24,869,576</u>	<u>798,766</u>
TOTAL ASSETS	<u><u>29,401,139</u></u>	<u><u>27,785,435</u></u>	<u><u>1,615,704</u></u>
<u>LIABILITIES</u>			
CURRENT			
PAYABLES & ACCRUALS	3,807,687	3,009,895 6*	797,792
DEFERRED REVENUE	111,965	296,798 7*	(184,833)
TOTAL CURRENT	<u>3,919,651</u>	<u>3,306,693</u>	<u>612,959</u>
LONG TERM			
LONG TERM DEBT	10,008,020	10,572,467	(564,447)
DEFERRED CONTRIBUTIONS	2,332,141	1,262,685 8*	1,069,456
TOTAL LIABILITIES	<u>12,340,161</u>	<u>11,835,152</u>	<u>505,009</u>
<u>FUND BALANCES</u>			
FUNDS RESTRICTED	65,662	67,306	(1,644)
UNRESTRICTED	11,149,072	11,149,347	(275)
NET INCOME (LOSS) FOR PERIOD	1,926,592	1,426,938	499,655
TOTAL FUNDS	<u>13,141,326</u>	<u>12,643,591</u>	<u>497,736</u>
TOTAL LIABILITIES & FUNDS	<u><u>29,401,139</u></u>	<u><u>27,785,435</u></u>	<u><u>1,615,704</u></u>

Notes:

- Increase due to receipt of Worksafe Refund \$526K, Nurse Call System and other Budget Amendments \$350K (funding received in this quarter but paid in prior quarter or outstanding at year end) and Lawton's funding \$49K.
- Increase due the third claim for Nurse Call System \$346K & Budget Amendments \$76K .
- Decrease mainly due to receipt of Worksafe funds \$526K.
- Decrease due to monthly amortization to expense the annual property tax and insurance.
- Increase mainly due to the addition of \$1.1M for the Nurse Call System completed in 2024/25 year offset by three months of amortization.
- Increase due to Salary/Payroll Cost Payable \$290K (16 Days Accrued) & Trade Payables \$509K (Nurse Call \$450K).
- Decrease mainly due to the Property Taxes, booked to Revenue monthly offset by addition of Lawton's funding \$49K.
- Increase mainly due to addition of Nurse Call System \$1.1M.

YORK CARE CENTRE INC
Statement of Operations - Year to Date
12 MONTHS ENDING 3/31/2025

	Actual Current YTD	Budget Current YTD	Variance Budget vs Actual
REVENUE AND RECOVERIES			
Operating Revenue	23,037,833	23,043,045	-5,212
Non-recurring Budget Amendments	646,966	619,715	27,251
Administration	949,861	441,292	508,569
Care Services	182,052	66,126	115,926
Operations	379,135	330,065	49,070
Deferred Contributions	337,339	277,402	59,937
TOTAL REVENUE AND RECOVERIES	<u>25,533,186</u>	<u>24,777,645</u> *1.	<u>755,541</u>
OPERATING EXPENSES			
Administration	4,801,583	4,868,240	*2. 66,657
Care Services	10,587,252	10,586,527	*3. -725
Operations	6,365,713	6,254,054	*4. -111,659
Mortgage Interest & Depreciation	1,852,046	1,793,807	*5. -58,239
TOTAL EXPENSES	<u>23,606,593</u>	<u>23,502,627</u>	<u>-103,966</u>
NET SURPLUS (DEFICIT)	<u>1,926,592</u>	<u>1,275,018</u>	<u>651,575</u>
Less: Transfer to replacement reserve	2,200	0	-2,200
(Increase) or Decrease in Operating Fund	<u>1,924,392</u>	<u>1,275,018</u>	<u>653,775</u>

Notes (Actual to Budget):

- 1 Higher revenue due to higher Admin Rev - WSNB Refund \$526.0K, Care - Secondment Rev \$125.9K, Operations - Dietary Rev. \$28.6K, Café \$6.2K, Ops Combined Other \$13.2K, Non Reoccurring BA \$27.5K, Deferred Revenue \$60.0K offset by lower Operating Rev - SD \$5.2K, Lower Admin Combined Other \$17.0K, Care Rebate \$9.2K.
- 2 Lower due to lower overall Salary/Payroll Costs \$52.0K, Get Inspired/Adver./Com \$14.2K, Prof. Fees \$19.4K (mainly audit), Education \$28.3K, Travel \$2.6K, offset by higher Recruitment \$17.8K, Office Supplies \$15.3K, Bad Debt \$16.7K.
- 3 Higher due to higher Payroll Costs \$44.3K (Secondment \$125K) offset by lower Supplies \$31.4K and Equip. \$12.2K.
- 4 Higher due to higher Supply Costs \$65.8K, Salary Costs \$55.0K, Utilities \$25.4K, Maintenance \$5.9K, Computer Hardware/Software \$1.4K offset by lower Linen/Mattress \$26.2K, Equipment \$14.2K, Vehicle \$1.5K.
- 5 Higher Depreciation due to addition of capital purchases (mainly Nurse Call System) \$58.2K.

YDIDAT YORK DEVELOPMENT INC
Statement of Financial Position - CONSOLIDATED
3/31/2025

	Current Quarter	Prior Quarter	Difference
<u>ASSETS</u>			
CURRENT ASSETS			
CASH	664,791	607,463 ^{1*}	57,328
ACCOUNTS RECEIVABLE	38,574	60,995 ^{2*}	-22,422
HST RECEIVABLE	2,126	1,172	954
PREPAID EXPENSES	0	12,927	-12,927
TOTAL CURRENT ASSETS	705,490	682,557	22,933
RESTRICTED CASH AND DEPOSITS			
REPLACEMENT RESERVE FUND	308,092	296,376	11,716
DEFERRED VACANCY SUBSIDY	48,326	47,890	435
TOTAL RESTRICTED CASH & DEPOSITS	356,417	344,266	12,151
FIXED ASSETS			
BUILDING & LAND 91 SUNSET DR	518,208	518,208	0
BUILDING & LAND 95 SUNSET DR	516,127	516,127	0
BUILDING & LAND 120 SUNSET DR	973,166	973,166	0
BUILDING & LAND 116 SUNSET DR PROJECT#2	1,333,457	1,333,457	0
BUILDING & LAND 116 SUNSET DR	2,062,837	2,062,837	0
BUILDING IMPROVEMENTS & EQUIPMENT	968,032	968,032	0
ACCUMULATED DEPRECIATION	-4,507,764	-4,467,168	-40,595
TOTAL FIXED ASSETS	1,864,063	1,904,658	-40,595
TOTAL ASSETS	2,925,970	2,931,482	-5,512
<u>LIABILITIES</u>			
CURRENT LIABILITIES			
ACCOUNTS PAYABLE & ACCRUED LIABILITIES	170,019	106,813 ^{3*}	63,206
DEFERRED REVENUE	128,042	187,524 ^{4*}	-59,481
TOTAL CURRENT LIABILITIES	298,061	294,337	3,724
LONG TERM DEBT			
MORTGAGE 116 SUNSET DRIVE	1,474,133	1,508,038	-33,905
TOTAL LONG TERM LIABILITIES	1,474,133	1,508,038	-33,905
DEFERRED CONTRIBUTIONS			
DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS	1,001	1,501	-500
TOTAL DEFERRED	1,001	1,501	-500
FUND BALANCES			
REPLACEMENT RESERVE RESTRICTED	308,092	296,376	11,716
VACANCY SUBSIDY RESERVE	48,326	47,890	435
EARNED SURPLUS	692,362	701,362	-9,000
NET INCOME (LOSS) FOR PERIOD	103,995	81,975	22,019
TOTAL EQUITY	1,152,774	1,127,604	25,171
TOTAL LIABILITIES & FUND BALANCES	2,925,970	2,931,480	-5,510

Notes:

1. Insurance funds of \$25.0K and Worksafe Refund \$6.2K received in January, overall funds received for higher revenue.
2. Decrease due to receipt of the insurance claim funds \$25.0K.
3. Increase due to accrued property taxes and payroll.
4. Decrease mainly due to spend for the NHWW program.

YORK DEVELOPMENT INC
Statement of Operations - CONSOLIDATED
12 MONTHS ENDING 03/31/2025

	Actuals YTD March 31	Budget YTD March 31	Variance
Independent Housing			
Total Revenue	562,429	567,765	-5,336
Operating Expenses			
Wages & Benefits	96,601	93,912	-2,689
Maintenance	269,436	291,136	21,700
Administration	143,225	146,058	2,833
Depreciation	17,892	17,168	-724
Total Operating	527,154	548,274	21,120
Net Earnings	35,275	19,491	*1 15,784
Supportive Housing			
Total Revenue	927,111	850,061	77,050
Operating Expenses			
Wages & Benefits	382,010	338,035	-43,975
Tenant Support Costs	72,626	61,170	-11,456
Maintenance	158,390	164,084	5,694
Administration	113,164	117,666	4,502
Depreciation	140,216	143,869	3,653
Total Operating	866,406	824,824	-41,582
Net Earnings	60,705	25,237	*2 35,468
ADP			
Total Revenue	162,126	153,984	8,142
Operating Expenses			
Wages & Benefits	122,672	102,234	-20,438
Program Support Costs	17,990	28,068	10,078
Administration	13,725	17,001	3,276
Depreciation	0	0	0
Total Operating	154,387	147,303	-7,084
Net Earnings	7,739	6,681	*3 1,059
NHWW			
Total Revenue	137,094	253,391	-116,297
Operating Expenses			
Wages & Benefits	112,837	177,595	64,758
Program Support Costs	9,357	54,796	45,439
Administration	14,625	21,000	6,375
Depreciation	0	0	0
Total Operating	136,818	253,391	116,573
Net Earnings	275	0	*4 275
TOTAL NET EARNINGS	103,995	51,409	52,586

Notes: (Actuals to Budget)

1. Higher Net Earnings due to lower expenses mainly in Maintenance Cost Center \$21.1K, offset by lower revenue \$5.3K. Lower R&M/RR \$18.0K, Utility \$1.5K, Equipment/Supplies \$3.8K offset by higher Ground Maint. \$1.7K. Revenue was lower mainly due to lower overall Rental Income \$1.7K, Student Funding \$4.8K.
2. Higher Net Earnings due to higher revenue \$77.0K offset by higher expenses \$41.5K. Higher Revenue was with higher Care Hr Rev. \$62.0K, interest \$12.1K, & Worksafe Refund \$4.6K that was offset by lower Revenue Tenant Services \$3.2K. Expenses were higher for payroll \$44.0K, food costs \$11.5K, Utility \$5.0K offset by lower R&M/RR \$7.4K, Equip Purchase \$3.2K, no audit costs \$4.2K, lower depreciation \$3.7K.
3. Higher Net Earnings due to higher revenue \$8.1K offset by higher expenses \$7.1K. Revenue was higher for Support Services \$7.3 K, Worksafe Refund \$0.9K. Expenses were higher mainly due to payroll costs \$20.4K offset by lower Program Costs - Food \$10.1K,Supplies \$3.9K, Admin - Adv/Printing/Other \$3.0K.
4. Lower due to lower revenue \$116.6K and offsetting lower expenses Wages \$64.8K, Program Costs \$45.4K and Admin \$6.4K.

Centre for Innovation and Research
Statement of Financial Position
3/31/2025

	Current Quarter	Prior Quarter	Difference
<u>ASSETS</u>			
CURRENT			
CASH AND CASH EQUIVALENTS	173,458	207,562 1*	(34,104)
ACCOUNTS RECEIVABLE	513	11,282	(10,768)
ALLOWANCE FOR DOUBTFUL ACCOUNTS	-	-	-
HST RECEIVABLE	7,954	5,584	2,371
PREPAID EXPENSES	-	-	-
LONG TERM RECEIVABLE	-	-	-
TOTAL CURRENT ASSETS	<u>181,926</u>	<u>224,427</u>	<u>(42,501)</u>
CAPITAL ASSETS			
EQUIPMENT AND FURNITURE	16,186	16,186	-
ACCUMULATED DEPRECIATION	<u>(15,326)</u>	<u>(14,895)</u>	<u>(430)</u>
	861	1,291	(430)
TOTAL ASSETS	<u><u>182,787</u></u>	<u><u>225,718</u></u>	<u><u>(42,932)</u></u>
<u>LIABILITIES</u>			
CURRENT			
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES	50,271	10,807 2*	39,464
DUE TO YORK MANOR INC.	3,865	3,869	(4)
DUE TO YORK DEVELOPMENTS INC.	355	175	180
DEFERRED REVENUE	<u>89,755</u>	<u>170,242 3*</u>	<u>(80,487)</u>
TOTAL CURRENT	144,246	185,094	(40,848)
<u>FUND BALANCES</u>			
FUND BALANCES			
FUNDS UNRESTRICTED	38,448	38,448	-
NET INCOME (LOSS) FOR THE PERIOD	93	2,177	(2,084)
TOTAL FUNDS	<u>38,541</u>	<u>40,625</u>	<u>(2,084)</u>
TOTAL LIABILITIES & FUNDS	<u><u>182,787</u></u>	<u><u>225,718</u></u>	<u><u>(42,932)</u></u>

Notes:

1. Decrease due to cashflow to cover regular monthly expenditure costs.
2. Increase due to an invoice for web design for the Human Resource Project \$33.0K.
3. Decrease due to monthly amortization of unearned revenue to earned revenue.

Centre for Innovation and Research
Statement of Operations - CONSOLIDATED
12 MONTHS ENDING 3/31/2025

	ACTUAL	BUDGET	ACTUAL VS
	YTD	YTD	BUDGET
REVENUE			
GENERAL CONTRIBUTIONS	45,000	45,000	0
POLYPHARM APP PHASE 2 PROJECT	10,774	15,000	-4,226
GENIE PROJECT	4,987	22,000	-17,013
PASSIVE AWARE PROJECT	6,565	15,000	-8,435
PASSIVE AWARE AT HOME PROJECT	26,563	31,560	-4,997
A DAY IN THE LIFE PROJECT	16,268	21,270	-5,002
CABHI - DISCOVER & ADOPT	100,002	100,000	2
PHAC ISAF - HUMAN RIGHTS	183,980	250,000	-66,020
PHAC - ANTIBIOTIC STUDY	16,392	20,000	-3,608
INTEREST INCOME	14,475	10,800	3,675
STUDENT FUNDING	0	5,814	-5,814
SYMPOSIUM	29,830	40,000	-10,170
OTHER INCOME	1,359	0	1,359
TOTAL UNRESTRICTED REVENUE	456,195	576,444 ^{1*}	-120,249
OPERATING EXPENSES			
WAGES & BENEFITS	0	5,814 ^{2*}	5,814
ADMINISTRATION	90,568	101,711 ^{3*}	11,143
PROJECT RELATED EXPENDITURES	365,533	474,830 ^{4*}	109,297
TOTAL EXPENSES	456,102	582,355	126,253
NET EARNINGS (LOSS)	93	-5,911	6,004

Notes:

- *1. Lower than budget due to overall lower Project Income \$109.3K (Lower Project funds \$39.7K, \$69.6K for 2024-25), Symposium revenue \$10.2K, no Student Funding \$5.8K, offset by higher Interest Income \$3.7K, Worksafe Refund \$1.4K.
- *2. Lower than budget as no Summer Students \$5.8K, (Other Employee Wages charged to projects \$270K).
- *3. Lower than budget due to no audit fees \$7.3K, lower Symposium Costs \$7.2K offset by higher insurance / Other \$3.4K.
- *4. Project expenditures align with project revenue above (in grey).

YCPDAT YORK COUNTY PROPERTIES
STATEMENT OF CHANGES IN FINANCIAL POSITION
2025-03-31

ASSETS

	2025	2024
CURRENT ASSETS		
CASH	449,170	449,170
ACCOUNTS RECEIVABLE	1,260	2,086
TOTAL CURRENT ASSETS	450,430	451,256
LONG-TERM ASSETS		
YORK FARM	7,601	7,601
TOTAL PROPERTY AND EQUIPMENT	7,601	7,601
TOTAL ASSETS	458,031	458,857

LIABILITIES

CURRENT LIABILITIES		
ACCOUNTS PAYABLE AND ACCRUALS	1,260	2,086
TOTAL CURRENT LIABILITIES	1,260	2,086
FUND BALANCES		
OPERATING SURPLUS	449,170	449,170
CAPITAL FUND	7,601	7,601
TOTAL FUNDS	456,771	456,771
TOTAL LIABILITIES & FUND BALANCES	458,031	458,857

YORK COUNTY PROPERTIES
Statement of operations
12 MONTHS ENDING 3/31/2025

	ACTUAL YTD	BUDGET YTD	VAR ACTUAL VS BUDGET
REVENUE			
INTEREST INCOME	20,291	20,000	291
TOTAL REVENUE	<u>20,291</u>	<u>20,000</u>	<u>291</u>
BUILDING & GROUNDS			
PROPERTY TAXES	312	312	-
	<u>312</u>	<u>312</u>	<u>-</u>
ADMINISTRATION			
REIMBURSEMENT OF PARENT COMPANY EXP.	19,977	19,638	339
BANK CHARGES / OTHER	2	50 -	48
	<u>19,979</u>	<u>19,688</u>	<u>291</u>
TOTAL OPERATING EXPENSES	<u>20,291</u>	<u>20,000</u>	<u>291</u>
NET SURPLUS (DEFICIT)	<u>-</u>	<u>-</u>	<u>-</u>

BRIEFING NOTE

To: Finance and Administration Committee

From: Heather Harris-Jones

Date: April 22, 2025

RE: Policy Change – Independent Apartments

Purpose

To advise the Finance and Admin committee of recommendations regarding YDI rental subsidies, damage deposits, annual inspections and tenants' insurance.

Background

- York Developments Inc. operates 72 independent apartments in three separate buildings – 91, 95 and 120 Sunset Drive. There are 38 2-bedroom apartments and 34 one-bedroom apartments.
- **Current Eligibility:** Applicants must meet the following criteria:
 - Must be able to live independently.
 - Must be 55 years of age or over; with a special exception for a person 50 years of age and retired from the workforce due to a disability as defined by the Canada Pension Plan.
 - Gross annual income limit cannot be more than \$40,000 per year. (Note NB Housing uses a limit of \$42,500)
 - Must be residents of Canada.
- **Rent Increases:** Government has implemented rental increase caps. Beginning February 1, 2025, rent increases are capped at 3%. This amount is set annually by the Province and has been tied to the inflation rate. Landlords are not generally permitted to raise rent by more than 3% annually. As recently approved by the Board (annual budget), YDI will increase the rents of all units by 3% effective October 1, 2025. Letters advising the tenants of this increase will be sent in May.
- **Rent Subsidy:** YDI has, for many years, offered a rent subsidy program to tenants of the independent units which would limit the monthly rent to 35% of the tenant's gross monthly income. Notice of the subsidy program was typically included in the annual "rent notice" letter. Tenants are required to apply each year for the subsidy and their "CRA Notice is Assessment", with supporting T4 and other documents, is used to verify income. For 2024, 11 tenants were subsidized, representing a total cost of \$26,328. We have recently become aware of a subsidy program which might benefit our tenants. The "Direct to Tenant Benefit (DTT)" is a shared funding initiative between the Government of Canada (CMHC) and the Province of New Brunswick. This benefit helps families and seniors living in New Brunswick who are struggling to afford rent. This benefit provides help with rent so participants can address the rising costs of living.
- **Security Deposit:** YDI has not required tenants to provide a security deposit. In the general market, tenants are typically required to provide a damage deposit equal to one months rent.

- **Tenants Insurance:** YDI has not required tenants to provide proof of tenants' insurance. In a recent event (overflowing sink), the tenant had insurance which covered the cost of the repair. Such insurance could also provide benefit to the tenant for loss of personal property, relocation costs, etc.

Recommendations

1. That YDI increase tenant rents by 3% effective October 1, 2025.
2. That the gross annual income limit for tenancy applicants be increased to match the NB Housing criteria (currently \$42,500), and that adjustments be made when necessary to maintain match to NB Housing.
3. That YDI no longer offer a rent subsidy program to any tenant who is not presently receiving a rent subsidy from YDI Inc. Tenants will be informed of the Direct to Tenant Subsidy Program.
4. That YDI continue to offer the rent subsidy program for the 25/26 year to all tenants who currently receive the subsidy. However, tenants will be advised that YDI will be phasing out the subsidy program in future years. All tenants currently receiving the YDI subsidy will be encouraged to apply for the Direct-to-Tenant Subsidy Program. This policy will be reviewed annually until such time as no tenants are receiving a subsidy from YDI.
5. That all new tenants be required to provide a security deposit equal to one-month's rent.
6. That all tenants be required to obtain tenants insurance and be required to show proof of such insurance on an annual basis.

Other Information

- YDI has been using a lease template which was developed internally several years ago. We will transition to using the standard form of lease which is provided by NB Housing. We will use the standard form and incorporate any YDI specific rules (no smoking in units, etc). We intend to use the new lease format with all new tenants effective June 1, 2025. We will also transition all current tenants to the new lease format over the course of the next 12 months.
- YDI has the right to conduct annual inspections of rental units but due to staffing limitations has not done so. We will be introducing annual inspections of all units over the next 12 months.

**YORK COUNTY
PROPERTIES
INC.**

GENERAL BYLAWS

MAY 2025 ~~JANUARY 2022~~

YORK COUNTY PROPERTIES INC.

GENERAL BYLAWS

PREAMBLE:

WHEREAS YORK COUNTY PROPERTIES INC. (the Corporation), was incorporated by Special Act of the Legislature entitled "An Act to Incorporate YORK COUNTY PROPERTIES INC." Ch. c-145 of the statutes of New Brunswick 1966, and amendments thereto;

AND WHEREAS the affairs of YORK COUNTY PROPERTIES INC., shall be managed by a Board of Directors, and where authorized, by a Bylaw of the Corporation, the Executive Committee of the Directors may exercise such powers of the Board of Directors as are delegated to it by such Bylaw;

AND WHEREAS it is the purpose of YORK COUNTY PROPERTIES INC., to serve the Community;

AND WHEREAS the objectives as governed by its Board are to:

1. Supply and render services of a charitable and benevolent nature to the inhabitants of the County of York.
2. Assist the inhabitants of the County, including the aged, by the establishment and operation of properly supervised rest and convalescent homes for the benefit of persons who are elderly, of low income or otherwise disadvantaged as may be determined by the Company from time to time and to make charges (if any) therefore, as the Corporation may determine.
3. Enter into agreements with the Province of New Brunswick or any municipality for the purpose of carrying out or better effecting its purposes and objects.
4. Participate in governmental and community projects and activities.

AND WHEREAS the following terms, conditions and provisions shall be unalterable:

1. The Corporation shall be carried on without the purpose of gain for its members and any profits or other accretion to the Corporation shall be used in promoting its objects.
2. No part of the income of the Corporation may be payable to or otherwise available for the personal benefit of any member thereof, except as otherwise provided in Article 6 c).
3. Upon the dissolution of the Corporation and after the payment of all debts and liabilities, its remaining property shall be distributed or disposed of to charitable organizations which carry on their work solely in Canada.

NOW THEREFORE, be it enacted and it is hereby enacted, that the following Bylaws be adopted for regulating the affairs of York County Properties Inc.

1. CORPORATE SEAL

The Corporate Seal of the Corporation shall be a design formed of two concentric circles between which shall be the name of the Corporation. Inside the concentric circles shall be the words and figures "Incorporated 1966" as shown on the margin thereof.

The Corporate Seal shall not be used without the sanction of the Chair, or in his/her absence, the Vice-Chair and Secretary of the Corporation; or the sanction of such Director or Officer of the Corporation as the Board of Directors may by resolution appoint for general or specific purposes.

2. HEAD OFFICE

The principal or head office of the Corporation shall be at the City of Fredericton, County of York, and Province of New Brunswick, and at the principal premises of the Corporation therein or such other place therein as the Directors of the Corporation may from time to time decide.

3. INTERPRETATION

- a) Member means the Members of the Corporation appointed pursuant to a Special Act of the Legislature of the Province of New Brunswick.
- b) Board means the Board of Directors appointed pursuant to a Special Act of the Legislature of the Province of New Brunswick.
- c) Corporation means the corporation constituted under a Special Act of the Legislature of the Province of New Brunswick to incorporate York County Properties Inc.
- d) Director means a member of the Board of Directors.

4. ANNUAL MEMBERS MEETING OF THE CORPORATION

- a) Notice of the Annual Members Meeting and regular meetings of the Board shall be given in such manner as the Board shall determine.
- b) The Annual Members Meeting of the Corporation shall be held on or before the 30th day of June of each year.
 - (1) At each Annual Members Meeting, the vacancies in the membership of the Corporation occurring by reason of the expiration of the term of office of Members or for any other cause shall be filled by appointment by the remaining Members of the Corporation.
 - (2) The same rules of conduct and conditions shall apply to the Annual Members Meeting of the Corporation as to all meetings of the Board. The Minutes of the Annual Members Meetings

of the Corporation shall be recorded and have validity as Minutes of the Board. However, the Annual Members Meeting will conduct the following business:

- (i) Approve minutes of the previous Annual Members Meeting.
- (ii) Receive the report of the Board, including the Audited Financial Statements, and the report thereon of the Auditor.
- (iii) Receive the report of the unfinished business from the previous Members Meeting of the Corporation.
- (iv) Receive the report of the Chair.
- (v) Receive the report of Committees.
- ~~(v)~~(vi) Receive the report of the President and Chief Executive Officer
- ~~(vi)~~(vii) New Business.
- ~~(vii)~~(viii) Receive the report of the Governance and Audit Committee of appointments of members of the Corporation and the Chairs of standing committees not provided for by Bylaw-
- ~~(viii)~~(ix) Elect a Chair, Vice-Chair, Secretary, Treasurer, and Chairs of Committees.
- ~~(ix)~~(x) Appoint an Auditor to the Corporation, to hold office until the next Annual Members Meeting.

5. **MEMBERS**

- a) The number of Members of the Corporation shall be no fewer than ten and no greater than fifteen.
- b) Every Member of the Corporation shall be a Director, except as provided for in Article 16 c).
- c) Membership is not transferable or assignable.
- d) A vacancy in the Membership of the Corporation occurring by reason of the expiration of the term of office of Members shall be filled by appointment by the remaining Members of the Corporation.
- e) There shall be one third Members appointed each successive year, whose terms of office shall be three years.
- f) A vacancy occurring by reason of death, resignation, or for any other cause between annual meetings, may be filled by appointment by the Board for the balance of the term of office of the retiring Member, subject to ratification at the next Annual Meeting.
- g) A Member whose term of office has expired shall, unless reappointed, cease to be a Member upon the appointment of his or her successor.
- h) A person appointed to fill the vacancy occurring by reason of the expiration of the term of office of a Member shall hold office for a term of three years.
- i) No person may be reappointed as a Member after they have completed nine years of continuous service. However, following a break in continuous service of at least ~~two~~one years, the same person may be reappointed as a Member of the Corporation.

- j) If a Member is appointed to fill the balance of a term (by virtue of resignation, death, or other), or appointed by virtue of Article 5 h), that member's maximum years of service may not exceed nine years of service.
- k) No employee, or spouse, child, parent, brother or sister of an employee, of the Corporation, York Care Centre Inc. or York Developments Inc., or employee of the Department of Social Development Family and Community Services, or member of the Legislative Assembly of New Brunswick, or Health Care professional delivering health care services to the residents of York Care Centre Inc. or York Developments Inc., or receiving a retainer from York Care Centre Inc. or York Developments Inc., shall be eligible for appointment as a Member.
- l) No spouse, child, parent, brother, or sister of any Member or Director of the Corporation shall be eligible for appointment as a Member.
- m) In the appointment of new Members, the Members of the Corporation shall recognize that York County Properties Inc. has been established by a special act of the New Brunswick Legislature, with public assets, to render services of a charitable and benevolent nature, to operate rest and convalescent homes. In that regard, new Members shall be chosen, to ensure the efficient operation of the Corporation and its affiliates, and to reflect the composition of the population of the service area.
- n) A person appointed as a member of the Board will be expected to serve on Committees of the Board unless so exempted by the Chair of the Board.

6. BOARD OF DIRECTORS

- a) The Board shall consist of the Members of the Corporation, except as stated in Article 16 c).
- b) Officers, Chairs and Members of Standing Committees are to be appointed for a two year term from the membership of the corporation. They may be re-appointed at the end of their two year term for a further two year term and a turnover after four years is encouraged.
- c) (1) The Directors shall serve as Directors and Officers without remuneration and no Director shall, directly or indirectly, receive any profit from his or her position as Director or Officer, provided that a Director may be paid reasonable expenses incurred by him or her, in the performance of his or her duties.
- (2) Conflict of Interest:
 - (i) Members or Directors may contract with the Corporation in the same manner that they may validly contract with corporations in the Province of New Brunswick.
 - (ii) If a Member or Director contracts with the Corporation, or is a Director or an Officer of, or has a material interest in a party that contracts or proposes to contract, then he or

she must disclose in writing to the Corporation, and request to have entered in the Minutes of the Board the nature and extent of his or her interest.

- (iii) The declaration of interest shall be carried out prior to the entering of the contract.
- (iv) A Member or Director contracting with the corporation shall not be present and shall not vote at any meeting on any resolution to approve the contract.
- (v) A Member of the Board of Directors shall not vote on any matter considered by the Board in which the Member has a financial or other interest, and the Member must declare such interest before the vote is taken.

7. REGULAR MEETINGS OF THE BOARD

- a) Meetings of the Board may be held either at York County Properties Inc., or elsewhere as the Directors may from time to time determine, provided that at least quarterly meetings are held in each fiscal year.
- b) A meeting of the Board may be held without notice immediately following the Annual Members Meeting of the Corporation.
- c) Any other Notice of regular meetings may be served at least 24 hours in advance of the meeting.
- d) Non-Board Members may attend meetings of the Board, only upon:
 - (1) Invitation by the Chair.
 - (2) Invitation by a resolution of the Board.

8. QUORUM OF BOARD AND COMMITTEES

A quorum for meetings of the Board and Committees of the Board shall consist of not less than fifty percent (50%) of the Members of the Board or the Committee respectively.

9. ATTENDANCE AT MEETINGS

Regular attendance at board and committee meetings is essential for the effective functioning of the Board. Board members are expected to attend a minimum of 75% of all scheduled meetings. Should a member be unable to attend meetings, regrets must be given within twenty four hours prior to the meeting. Members who fail to meet the 75% attendance threshold without preauthorization from the Chair may be asked to vacate the board membership.

10. CHAIR

- a) The Chair of the Board.
- b) The Vice-Chair of the Board if the Chair is absent.
- c) An elected Chair if the Chair and Vice-Chair are absent.

11. SPECIAL MEETINGS OF THE BOARD

- a) The Chair or, in his or her absence, a Vice-Chair of the Board may call special meetings.
- b) If three Directors request in writing, which writing shall contain details on the topic to be considered, the Secretary of the Board shall call a meeting of the Board.
- c) Notification of any such meeting shall be given by telephone or in writing to each Director at least 24 hours in advance of the meeting, and such notification shall specify the topic to be considered.
- d) Such meeting shall be held no later than one week from the date when the Secretary has been requested to call the meeting. If the Secretary does not call the meeting, any Director may call such meeting by one-quarter of the Directors acting jointly.

12. VOTING

- a) At any meeting, each Member or Director shall have the right to exercise one vote. The Chair shall not vote with the exception that, in the case of an equality of votes, the Chair shall have the deciding vote.
- b) Unless the Chair deems it desirable to take a secret ballot, every question shall be decided in the first instance by a show of hands.
- c) For other matters, including the election of Members, Directors, Officers, Chair, or other such individual, or matters relating to the status of such individuals, a ballot may be held if so demanded by any Member or Director present.

13. OFFICERS OF BOARD AND CHAIRS OF STANDING COMMITTEES

- a) The Members shall elect the Chair, Vice-Chair, Secretary, and Treasurer of the Board at the Annual Members Meeting.
- b) The Secretary shall be responsible for the election duties set forth in these Bylaws.
- c) The Standing Committees of the Corporation shall be:
 - (1) Executive
 - (2) Finance and Administration
 - (3) Care Services
 - (4) Governance and Audit
 - (5) Ethics and Research

14. COMMITTEES OF THE BOARD

- a) At the Annual Members Meeting and following the election of the Members and Officers of the Corporation, the Chair of the Governance and Audit Committee will submit the recommendations

of the Committee for the Chair of each Standing Committee not provided for by Bylaw, and thereafter, the Members shall elect the Chair of each Standing Committee to take office immediately following the Annual Members Meeting.

- b) The Chair of each Committee shall select their Committee members on an annual basis, subject to review and approval by the Executive Committee.
- c) Each standing Committee of the corporation shall develop Terms of Reference to be reviewed by the Governance & Audit Committee and approved by the Board ~~and reviewed from time to time~~.
- d) The Board may, at any meeting, appoint any Special Committee and name the Chair and its members.
- e) Special Committees shall confine their deliberations to the matters prescribed in their terms of reference.
- f) The Board may dissolve any Special Committee at any time.
- g) The Committee Chair, with the approval of the Board, may appoint community members ~~non-members~~ of the Board to the committee he/she chairs. A community member ~~non-member~~ shall have the same privileges as a regular Board member, but only at the committee level. A community member ~~non-member~~ shall be appointed for a two year term which will be renewable at the discretion of the Board.
- h) The following shall be members of the appropriate committees:
 - (1) Executive Committee
 - (i) The Chair who shall chair the Committee.
 - (ii) The Vice-Chair who shall serve as Chair in the Chair's absence.
 - (iii) The Secretary.
 - (iv) The Treasurer.
 - (v) The Past Chair of the Board.
 - (vi) The Chair of the Finance and Administration Committee
 - (vii) The Chair of the Care Services Committee.
 - (viii) The Chair of the Governance and Audit Committee.
 - (ix) The Chair of the Research and Ethics Committee.
 - (2) Finance and Administration Committee
 - (i) The Treasurer who shall be the Chair of the Committee
 - (3) Care Services Committee
 - (i) A Chair appointed by the Board from within its membership.
 - (4) Governance and Audit Committee
 - (i) A Chair appointed by the Board from within its membership.

- (ii) The Secretary of the Board.
- (iii) No less than two Board members who are not on the Executive Committee.

(5) Ethics and Research Committee

- (i) A Chair appointed by the Board from within its membership.

Standing Committees shall have at least two other Board Members in addition to the Chair.

15. EXECUTIVE COMMITTEE

The Executive Committee shall exercise the full powers of the Board, except those duties stated in Article 28, in the management and direction of the Corporation: when delegated by the Board; in emergency circumstances between Board meetings; and during the months in which the Board does not hold regular meetings.

16. PROCEDURES

- a) The statutory declaration of the Secretary that notice has been given pursuant to the Bylaws shall be sufficient and conclusive evidence of the giving of such notice.
- b) No error or omission in giving notice for a meeting of the Board shall invalidate or make void any proceedings taken or had at such meeting and any member may, at any time, waive notice of any such meeting and may ratify and approve any or all proceedings taken or had thereat.
- c) Any Officer or Director of the Corporation shall cease to hold office and any member of the Board shall cease to be a member of a Committee upon resolution of the Board. Such resolution shall require a two-thirds majority of a properly constituted Board meeting.
- d) Minutes shall be kept for all meetings of the Board and all meetings of the Committees.
- e) Questions arising at any meeting of the Board and Committees shall be decided by majority of votes. The Chair shall not vote with the exception that, in the case of an equality of votes, the Chair shall have the deciding vote, all votes to be taken by a show of hands. A declaration by the Chair that a resolution has been carried and any entry to that effect in the Minutes shall be admissible in evidence as prima facie proof of the fact without proof of the number or proportion of the votes recorded in favour of or against such resolution. The names of the Proposer and Seconder of each resolution shall be recorded in the Minutes.

17. DUTIES OF THE CHAIR

The Chair of the Board shall:

- a) Preside at the Annual Members Meeting and at all meetings of the Board of Directors.
- b) Be Chair of the Executive Committee.

- c) Be a member ex-officio, with voting privileges, of all Standing and Special Committees.
- d) Report at each Annual Members Meeting concerning the operation of the Corporation.
- e) Represent York County Properties Inc. at public or official functions.
- f) Sign all instruments which require the Chair's signature, perform all duties incident to the office and shall have such powers and duties as may from time to time be assigned by the Board.

18. DUTIES OF THE VICE-CHAIR

The Vice-Chair of the Board shall:

- a) Be the Vice-Chair of the Corporation.
- b) Have all the powers and perform all the duties of the Chair in the absence or disability of the Chair.
- c) Perform such other duties, as the Board may direct.

19. DUTIES OF THE TREASURER

The Treasurer of the Corporation shall:

- a) Be the custodian of the Books of Accounts and accounting records of the Corporation as required to be kept by provisions of the Companies Act and other applicable Legislation.
- b) Submit a financial statement at each regular meeting of the Board, indicating the financial position of York County Properties Inc. at the close of the preceding period.
- c) Have all accounts audited by an auditor appointed at the Annual Members Meeting of the Corporation.
- d) Perform such other duties as the Board may direct.
- e) The Treasurer shall, upon request by a Member of the Board, make available for examination the books and accounts of the Corporation at all reasonable times during normal business hours.

20. DUTIES OF THE SECRETARY

The Secretary shall:

- a) Attend the Annual Members Meeting and all meetings of the Board.
- b) Keep a record of all Minutes.
- c) Attend to all official Board correspondence.
- d) Prepare all reports required under any Act or Regulation of the Province of New Brunswick.
- e) Be the custodian of all Minute Books, Documents and Registers of the Corporation required to be kept by the provisions of the Companies Act.
- f) Be the custodian of the Corporate Seal.
- g) Keep copies of all testamentary documents and trust instruments by which benefits are given, bequeathed or devised to or for the use of the Corporation.

- h) Perform such other duties as the Board may direct.
- i) Sign with the Chair or other signing officer or officers of the Corporation such instruments as require such signature.
- j) Issue or cause to be issued Notices of all Meetings.
- k) Keep a book wherein shall be recorded the following:
 - (1) A copy of the Special Act and copy of the incorporation and any amending statutes and copies of all Bylaws.
 - (2) The names of all persons who are or have been members of the Corporation.
 - (3) The address of every person while a Member.
 - (4) The names and addresses of all persons who are or have been Directors of the Corporation, with the several dates at which each became or ceased to be such a Director.

21. BONDING

- a) Directors, Officers and Employees, as the Board may designate, shall secure from a guarantee company, a bond of fidelity in an amount approved by the Board.
- b) At the discretion of the Board, the requirements of subsection a) may be met by a blanket position bond.
- c) All costs of fidelity bonds shall be paid by the Corporation.

22. PROTECTION OF DIRECTORS

- a) Each and every Director of the Corporation, each and every member of any Committee created hereunder of York County Properties Inc., hereinafter referred to as the Director or Member, shall assume office on the express understanding, agreement and condition that every Director or Member of the Corporation and his or her heirs, executors or administrators, estate and effects respectively, shall from time to time and at all times be indemnified and saved harmless out of the funds of the Corporation from and against all costs, losses, charges and expenses whatsoever which such Director or Member sustains or incurs in or about any action, suit or proceeding which is brought, commenced or prosecuted against him or her for or in respect to any act, deed, matter or thing whatsoever made, done or permitted by him or her in or about the execution of the duties of his or her office, and also against all other costs, losses, charges and expenses whatsoever, including travelling expenses, which he or she sustains or incurs in or about or in relation to the affairs of the Corporation except such costs, losses, charges or expenses as are occasioned by his or her own wilful neglect or default. No Director or Member, for the time being, of the Corporation shall be liable for the acts, receipts, neglects or defaults, of any other Director, Member, Officer or Employee of the Corporation or for joining in any receipt or act for conformity or for any loss, damage or expense happening to the Corporation through the insufficiency or

deficiency of title to any property acquired by order of the Board for or on behalf of the Corporation or for the insufficiency or deficiency of any security in or upon which any of the money of or belonging to the Corporation shall be placed out or invested, or for any loss or damage arising from the bankruptcy, insolvency or tortious act of any person, firm or corporation with whom or which any moneys, securities or effects of the Corporation shall be lodged or deposited or for any loss, damage or misfortune whatsoever which may happen to the Corporation in the execution of the duties of his or her respective office or trust or in relation thereto unless the same shall happen by or through his or her own willful neglect or default.

- b) In addition to and not to restrict the generality of the foregoing, the Corporation shall further indemnify and save harmless any Director or Member, its staff and any witnesses or proceedings or investigations before the Board or any Committee for anything said or done in good faith in the course of any meeting, proceedings or other investigation or other witnesses of a Committee of the Board.

23. BANKING

- a) The Chair, Treasurer or Secretary, and the President and Chief Executive Officer or Comptroller, jointly are hereby authorized and in the name of the Corporation:
 - (1) To draw, accept, sign and make all or any bills of exchange, promissory notes, cheques and orders for payment of money.
 - (2) Subject to the approval of the Board, to assign and transfer to the bank all or any stocks, bonds and other securities.
 - (3) Subject to the approval of the Board, from time to time to borrow money from a bank by incurring an overdraft or otherwise.
 - (4) Generally, for and in the name and on behalf of York County Properties Inc., to transact with the said bank any business they may think fit.
- b) Any officer of the Corporation or any official as may from time to time be designated by the Board is hereby authorized on behalf of the Corporation:
 - (1) To negotiate with, deposit with, endorse or transfer to a bank, but for the credit of the Corporation only, all or any bills of exchange, promissory notes, cheques or orders for the payment of money and other negotiable paper.
 - (2) From time to time to arrange, settle, balance and certify all books and accounts between the Corporation and the Corporation's Bank.
 - (3) To receive all paid cheques and vouchers.
 - (4) To sign the Bank's form of settlement of balances and release.
 - (5) To receive all monies and to give receipts for same.

24. EXECUTION OF CONTRACTS

- a) The Chair or, in the Chair's absence, the Vice-Chair and the Secretary or, in the Secretary's absence, the Treasurer, shall sign on behalf of the Corporation and affix the Corporate Seal to all contracts, agreements or other documents requiring the Corporate Seal.
- b) The Board shall, by resolution, authorize for execution any other document by the President and Chief Executive Officer or such other officers or employees as the Board may deem necessary.
- c) Deeds, transfer documents, assignments, contracts and obligations on behalf of the Corporation may be signed by the Chair or, in the Chair's absence, the Vice-Chair and the Secretary or, in the Secretary's absence, the Treasurer, and the Corporate Seal shall be affixed to such instruments.

25. CORPORATE FUNDS

- a) The Board may transfer or loan funds, or other financial instruments, with interest to be established by the Finance and Administration Committee, to Corporate Affiliates or to a Foundation that has as its purposes and objects those that are in agreement with the purposes and objects of this corporation.
- b) The Board may invest in securities authorized by the Trustee Act of the Province of New Brunswick, the following:
 - (1) All endowment monies bequeathed in trust to the Board for the use of the Corporation or other monies accruing to the Corporation by lawful means;
 - (2) All Corporation monies not required for operating expenses.
- c) Notwithstanding the provision of Paragraph a), the Board may, in its discretion, retain investments not authorized by the Trustee Act which are given or bequeathed to the Corporation in specie.
- d) No benefit given, devised or bequeathed in trust to or for the use of the Corporation for endowment purposes, shall be hypothecated, transferred or assigned to obtain credit or to receive funds.
- e)

26. AUDITOR

At each Annual Members Meeting of the Corporation, an Auditor shall be appointed for the purpose of auditing and verifying the accounts of the Corporation for the current year, and the report shall be submitted at the next Annual Members Meeting.

The Auditor shall not be a Member of the Corporation.

The Auditor shall not be in partnership with a Member of the Corporation nor be an employee, nor spouse of a Member of the Corporation. The remuneration of the Auditor shall be determined from time to time by the Board.

26-27. OTHER SERVICES

⁷³The Board may also from time to time require other services, such as legal and medical, which may

be required on an ongoing basis, and for which a professional fee may be paid, or require the provision of goods with a high service content and not ordinarily subject to the tendering process. Should such a service be required, the individual or firm may be appointed by the Board, by appropriate means. The individual or individuals so appointed shall not be a Member of the Corporation, nor shall they be in a partnership with a Member of the Board, nor an employee, nor a spouse of a Member of the Corporation.

The remuneration for such a service shall be determined from time to time by the Board.

27-28. APPOINTMENT AND DUTIES OF THE PRESIDENT AND CHIEF EXECUTIVE OFFICER

The President and Chief Executive Officer shall be appointed or dismissed, only by resolution of the Board of Directors.

The Board of Directors shall appoint a President and Chief Executive Officer whose qualifications, authority and duties shall be defined in a written statement approved by the Board of Directors.

The President and Chief Executive Officer shall be responsible to the Board for the operation of York County Properties Inc.

The President and Chief Executive Officer should be qualified by education and/or experience appropriate to the discharge of the required duties.

The President and Chief Executive Officer, acting within policies and authority established by the Board of Directors, shall be the Chief Executive Officer and responsible for the management of York County Properties Inc.

The President and Chief Executive Officer shall be a non-voting ex officio member of all Standing Committees of the Board except the Governance & Audit Committee.–

28-29. RESERVE OR TRUST FUNDS

The Board may from time to time set aside such sums as they deem fit as a reserve fund or funds to meet contingencies for repairing, improving and maintaining any of the property of the Corporation, replacing wasting assets, forming an insurance fund and for such other purposes as the Board shall, in their absolute discretion, think conducive to the interest of the Corporation. It may divide the reserve fund into such special funds as may be thought fit, with full power to employ the assets constituting the reserve fund in the business of the Corporation without being bound to keep the same separate from other assets.

29-30. AMENDMENT OF BYLAWS

These Bylaws may be amended at an annual, regular or special Meeting of the Board of York County Properties Inc., but such amendments require a minimum of one month's Notice of Motion. The Notice of Motion must be submitted in writing with the proposed amendment, together with the names of the Mover and Secunder and shall be posted at York County Properties Inc. for a period of at least ten ⁷⁴ days prior to the meeting at which the amendment is to be moved. Such amendment shall be

circulated to the Board Members and, for adoption, shall require a two-thirds majority of those present, provided a quorum is present. Such amendments shall be effective when approved by the Board of Directors and subject to conformity with Provincial Acts and Regulations.

30.31. REPEAL

ALL BYLAWS hereto enacted are repealed from and after coming into force of this Bylaw Number 1 without prejudice to any action theretofore taken hereunder.

31.32. COMING INTO FORCE

This Bylaw shall come into force on XXX through a Board of Directors Meeting of the Corporation.

Enacted this XX day of MM/YR.

WITNESS the Corporate Seal of the Corporation.

CHAIR

SECRETARY

**YORK
DEVELOPMENTS
INC.**

GENERAL BYLAWS

MAY 2025

YORK DEVELOPMENTS INC.

GENERAL BYLAWS

PREAMBLE:

WHEREAS YORK DEVELOPMENTS INC., (the Corporation), was incorporated by Letters Patent dated December 30th, 1980, under the Companies Act, being Ch. C-13, of the Statutes of New Brunswick 1973, and amendments thereto, and Supplementary Letters Patent dated May 19th, 1982;

AND WHEREAS the Letters and Supplementary Letters Patent allow that the Members or Directors of York Developments Inc., shall be the same individuals as are Members or Directors of York County Properties Inc.;

AND WHEREAS the affairs of YORK DEVELOPMENTS INC., shall be managed by a Board of Directors, and where authorized by a Bylaw of the Corporation, the Executive Committee of the Directors may exercise such powers of the Board of Directors as are delegated to it by such Bylaw;

AND WHEREAS it is the purpose of YORK DEVELOPMENTS INC., to assist the inhabitants of the County, including the aged, by the establishment and operation of properly supervised rest and convalescent homes for the benefit of persons who are elderly, of low income or otherwise disadvantaged as may be determined by the Company from time to time and to make charges (if any) therefore, as the Corporation may determine.

AND WHEREAS the objectives as governed by its Board are to:

1. Supply and render services of a charitable and benevolent nature to the inhabitants of the County of York.
2. To construct or acquire and maintain dwelling accommodations or facilities of any kind, including houses and apartments, and to hold, operate and manage the same for the benefit of persons who are elderly, of low income, or otherwise disadvantaged, as may be determined by the Company from time to time and to make such charges (if any), therefore, as the Company may determine;
3. To construct, acquire, hold, operate and maintain nursing, convalescent or extended care homes or facilities;

4. To work for the betterment of the community in which any of the Company's activities are located;
5. To participate in governmental and community projects and activities.

AND WHEREAS the following terms, conditions and provisions shall be unalterable:

1. The Corporation shall be carried on without the purpose of gain for its members and any profits or other accretion to the Corporation shall be used in promoting its objects;
2. No part of the income of the Corporation may be payable to or otherwise available for the personal benefit of any member thereof;
3. Upon the dissolution of the Corporation and after the payment of all debts and liabilities, its remaining property shall be distributed or disposed of to charitable organizations which carry on their work solely in Canada.

NOW THEREFORE, be it enacted and it is hereby enacted, that the following Bylaws be adopted for regulating the affairs of York Developments Inc.

1. CORPORATE SEAL

The Corporate Seal of the Corporation shall be a design formed of two concentric circles between which shall be the name of the Corporation. Inside the concentric circles shall be the words and figures "Incorporated 1980" as shown on the margin thereof.

The Corporate Seal shall not be used without the sanction of the Chair, or in his/her absence, a Vice-Chair and Secretary of the Corporation; or the sanction of such Director or Officer of the Corporation as the Board of Directors may by resolution appoint for general or specific purposes.

2. HEAD OFFICE

The principal or head office of the Corporation shall be at the City of Fredericton, County of York, and Province of New Brunswick, and at the principal premises of the Corporation therein or such other place therein as the Directors of the Corporation may from time to time decide.

3. INTERPRETATION

- a) Member means the Members of the Corporation, which shall be the same Members as that of York Manor Inc.
- b) Board means the Board of Directors, which shall be the same Board of Directors as that of York Care Centre Inc.

- c) Corporation means the corporation constituted under a Letters Patent and Supplementary Letters Patent to incorporate York Developments Inc.
- d) Director means a member of the Board of Directors.

4. ANNUAL MEMBERS MEETING OF THE CORPORATION

- a) Notice of the Annual Members Meeting and regular meetings of the Board shall be given in such manner as the Board shall determine.
- b) The Annual Members Meeting of the Corporation shall be held on or before the 30th day of June of each year.
 - (1) The same rules of conduct and conditions shall apply to the Annual Members Meeting of the Corporation as to all meetings of the Board. The Minutes of the Annual Members Meetings of the Corporation shall be recorded and have validity as Minutes of the Board. However, the Annual Members Meeting will conduct the following business:
 - (i) Approve minutes of the previous Annual Members Meeting.
 - (ii) Receive the report of the Board, including the Audited Financial Statements, and the report thereon of the Auditor.
 - (iii) Receive the report of the unfinished business from the previous Members Meeting of the Corporation.
 - (iv) Receive the report of the Chair.
 - (v) Receive the report of Committees.
 - (vi) Receive the report of the President and Chief Executive Officer.
 - (vii) New Business.
 - (viii) Appoint an Auditor to the Corporation, to hold office until the next Annual Members Meeting.

5. MEMBERS

The Members of the Corporation from time to time shall be the Members of York ~~Care Centre~~County Properties-Inc.

6. BOARD OF DIRECTORS

- a) The affairs of the Corporation shall be managed by a Board of Directors, who shall be the same persons as are the Directors of ~~York Care Centre~~York County Properties Inc., Inc., and the Executive Committee of the Directors of ~~York Care Centre Inc.~~York County Properties Inc., shall be the Executive Committee of the Directorsof the Corporation and may exercise such powers of the Board of Directors as are delegated to it by the Board.

- b) (1) The Directors shall serve as Directors and Officers without remuneration and no Director shall, directly or indirectly, receive any profit from his or her position as Director or Officer, provided that a Director may be paid reasonable expenses incurred by him or her, in the performance of his or her duties.

(1) Conflict of Interest

- (i) Members or Directors may contract with the Corporation in the same manner that they may validly contract with corporations in the Province of New Brunswick.
- (ii) If a Member or Director contracts with the Corporation, or is a Director or an Officer of, or has a material interest in a party that contracts or proposes to contract, then he or she must disclose in writing to the Corporation, and request to have entered in the Minutes of the Board the nature and extent of his or her interest.
- (iii) The declaration of interest shall be carried out prior to the entering of the contract.
- (iv) A Member or Director contracting with the Corporation shall not be present and shall not vote at any meeting on any resolution to approve the contract.
- (v) A Member of the Board of Directors shall not vote on any matter considered by the Board in which the Member has a financial or other interest, and the Member must declare such interest before the vote is taken.

7. REGULAR MEETINGS OF THE BOARD

- a) Meetings of the Board may be held either at York Developments Inc., or elsewhere as the Directors may from time to time determine, provided that at least quarterly meetings are held in each fiscal year.
- b) A meeting of the Board may be held without notice immediately following the Annual Members Meeting of the Corporation.
- c) Any other Notice of regular meetings may be served at least 24 hours in advance of the meeting.
- d) Non-Board Members may attend meetings of the Board, only upon:
 - (1) Invitation by the Chair.
 - (2) Invitation by a resolution of the Board.

8. QUORUM OF BOARD AND COMMITTEES

A quorum for meetings of the Board and Committees of the Board shall consist of not less than fifty percent (50%) of the Members of the Board or the Committee respectively.

9. ATTENDANCE AT MEETINGS

Regular attendance at board and committee meetings is essential for the effective functioning of the Board. Board members are expected to attend a minimum of 75% of all scheduled meetings. Should a member be unable to attend meetings, regrets must be given within twenty four hours prior to the meeting. Members who fail to meet the 75% attendance threshold without preauthorization from the Chair may be asked to vacate the board membership.

10. CHAIR

- a) The Chair of the Board.
- b) The Vice-Chair of the Board if the Chair is absent.
- c) An elected Chair if the Chair and Vice-Chair are absent.

11. SPECIAL MEETINGS OF THE BOARD

- a) The Chair or, in his or her absence, a Vice-Chair of the Board may call special meetings.
- b) If three Directors request in writing, which writing shall contain details on the topic to be considered, the Secretary of the Board shall call a meeting of the Board.
- c) Notification of any such meeting shall be given by telephone or in writing to each Director at least 24 hours in advance of the meeting, and such notification shall specify the topic to be considered.
- d) Such meeting shall be held no later than one week from the date when the Secretary has been requested to call the meeting. If the Secretary does not call the meeting, any Director may call such meeting by one-quarter of the Directors acting jointly.

12. VOTING

- a) At any meeting, each Member or Director shall have the right to exercise one vote. The Chair shall not vote with the exception that, in the case of an equality of votes, the Chair shall have the deciding vote.
- b) Unless the Chair deems it desirable to take a secret ballot, every question shall be decided in the first instance by a show of hands.
- c) For other matters, a ballot may be held if so demanded any member or Director present.

13. OFFICERS OF BOARD AND CHAIRS OF STANDING COMMITTEES

- a) The Chair, Vice-Chair, Secretary, and Treasurer of the Board shall be the same persons as are elected to the same positions of York Manor Inc.
- b) The Standing Committees of the Corporation shall be:
 - (1) Executive
 - (2) Finance and Administration
 - (3) Care Services
 - (4) Governance and Audit
 - (5) Ethics and Research

14. COMMITTEES OF THE BOARD

- a) The Chair of each Committee shall select their Committee members on an annual basis, subject to review and approval by the Executive Committee.
- b) Each Standing Committee of the Corporation shall develop Terms of Reference to be approved by the Board and reviewed from time to time.
- c) The Board may, at any meeting, appoint any Special Committee and name the Chair and its members.
- d) Special Committees shall confine their deliberations to the matters prescribed in their terms of reference.
- e) The Board may dissolve any Special Committee at any time.
- f) The Committee Chair, with the approval of the Board, may appoint ~~non-members~~community members of the Board to the committee he/she chairs. A ~~non-member~~community member shall have the same privileges as a regular Board member, but only at the committee level. A ~~non-member~~community member shall be appointed for a two year term which will be renewable at the discretion of the Board.
- g) The following shall be members of the appropriate Committees:
 - (1) Executive Committee
The Executive Committee shall be the same Committee as that established for ~~York Care Centre Inc.~~York County Properties Inc.
 - (2) Finance and Administration Committee
The Finance and Administration Committee shall be the same Committee as that established for ~~York Care Centre Inc.~~York County Properties Inc.
 - (3) Care Services
The Care Services Committee shall be the same Committee as that established for ~~York Care Centre Inc.~~York County Properties Inc.

(4) Governance and Audit

The Governance and Audit Committee shall be the same committee as that established for ~~York Care Centre Inc.~~ York County Properties Inc.

(5) Ethics and Research

The Ethics and Research Committee shall be the same committee as that established for ~~York Care Centre Inc.~~ York County Properties Inc.

(6) Standing Committees shall have at least two other Board Members in addition to the Chair.

15. EXECUTIVE COMMITTEE

The Executive Committee shall exercise the full powers of the Board, except those duties stated in Article 27, in the management and direction of the Corporation: when delegated by the Board; in emergency circumstances between Board meetings; and during the months in which the Board does not hold regular meetings.

16. PROCEDURES

- a) The statutory declaration of the Secretary that notice has been given pursuant to the Bylaws shall be sufficient and conclusive evidence of the giving of such notice.
- b) No error or omission in giving notice for a meeting of the Board shall invalidate or make void any proceedings taken or had at such meeting and any member may, at any time, waive notice of any such meeting and may ratify and approve any or all proceedings taken or had thereat.
- c) Minutes shall be kept for all meetings of the Board and all meetings of the Committees.
- d) Questions arising at any meeting of the Board and Committees shall be decided by majority of votes. The Chair shall not vote with the exception that, in the case of an equality of votes, the Chair shall have the deciding vote, all votes to be taken by a show of hands. A declaration by the Chair that a resolution has been carried and any entry to that effect in the Minutes shall be admissible in evidence as prima facie proof of the fact without proof of the number or proportion of the votes recorded in favour of or against such resolution. The names of the Proposer and Seconder of each resolution shall be recorded in the Minutes.

17. DUTIES OF THE CHAIR

The Chair of the Board shall:

- a) Preside at the Annual Members Meeting and at all meetings of the Board of Directors.
- b) Be Chair of the Executive Committee.
- c) Be a member ex-officio, with voting privileges, of all Standing and Special Committees.
- d) Report at each Annual Members Meeting concerning the operation of the Corporation.

- e) Represent York Developments Inc. at public or official functions.
- f) Sign all instruments that require the Chair's signature, perform all duties incident to the office and shall have such powers and duties as may from time to time be assigned by the Board.

18. DUTIES OF THE VICE-CHAIR

The Vice-Chair of the Board shall:

- a) Be the Vice-Chair of the Corporation.
- b) Have all the powers and perform all the duties of the Chair in the absence or disability of the Chair.
- c) Perform such other duties as the Board may direct.

19. DUTIES OF THE TREASURER

The Treasurer of the Corporation shall:

- a) Be the custodian of the Books of Accounts and accounting records of the Corporation as required to be kept by provisions of the Companies Act and other applicable Legislation.
- b) Submit a financial statement at each regular meeting of the Board, indicating the financial position of York Developments Inc. at the close of the preceding period.
- c) Have all accounts audited by an auditor appointed at the Annual Members Meeting of the Corporation.
- d) Perform such other duties as the Board may direct.
- e) The Treasurer shall, upon request by a Member of the Board, make available for examination the books and accounts of the Corporation at all reasonable times during normal business hours.

20. DUTIES OF THE SECRETARY

The Secretary shall:

- a) Attend the Annual Members Meeting and all meetings of the Board.
- b) Keep a record of all Minutes.
- c) Attend to all official Board correspondence.
- d) Prepare all reports required under any Act or Regulation of the Province of New Brunswick.
- e) Be the custodian of all Minute Books, Documents and Registers of the Corporation required to be kept by the provisions of the Companies Act.
- f) Be the custodian of the Corporate Seal.
- g) Keep copies of all testamentary documents and trust instruments by which benefits are given, bequeathed or devised to or for the use of the Corporation.
- h) Perform such other duties as the Board may direct.

- i) Sign with the Chair or other signing officer or officers of the Corporation such instruments as require such signature.
- j) Issue or cause to be issued Notices of all Meetings.
- k) Keep a book wherein shall be recorded the following:
 - 1) A copy of the Letters Patent and Supplementary Letters Patent and copies of all Bylaws.
 - 2) The names of all persons who are or have been Members of the Corporation.
 - 3) The address of every person while a Member.
 - 4) The names and addresses of all persons who are or have been Directors of the Corporation, with the several dates at which each became or ceased to be such a Director.

21. BONDING

- a) Directors, Officers and Employees, as the Board may designate, shall secure from a guarantee company, a bond of fidelity in an amount approved by the Board.
- b) At the discretion of the Board, the requirements of subsection a) may be met by a blanket position bond.
- c) All costs of fidelity bonds shall be paid by the Corporation.

22. PROTECTION OF DIRECTORS

- a) Each and every Director of the Corporation, each and every member of any Committee created hereunder of York Developments Inc., hereinafter referred to as the Director or member, shall assume office on the express understanding, agreement and condition that every Director or member of the Corporation and his or her heirs, executors or administrators, estate and effects respectively, shall from time to time and at all times be indemnified and saved harmless out of the funds of the Corporation from and against all costs, losses, charges and expenses whatsoever which such Director or member sustains or incurs in or about any action, suit or proceeding which is brought, commenced or prosecuted against him or her for or in respect to any act, deed, matter or thing whatsoever made, done or permitted by him or her in or about the execution of the duties of his or her office, and also against all other costs, losses, charges and expenses whatsoever, including travelling expenses, which he or she sustains or incurs in or about or in relation to the affairs of the Corporation except such costs, losses, charges or expenses as are occasioned by his or her own wilful neglect or default. No Director or member, for the time being, of the Corporation shall be liable for the acts, receipts, neglects or defaults, of any other Director, member, Officer or Employee of the Corporation or for joining in any receipt or act for conformity or for any loss, damage or expense happening to the Corporation through the insufficiency or deficiency of title to any property acquired by order of the Board

for or on behalf of the Corporation or for the insufficiency or deficiency of any security in or upon which any of the money of or belonging to the Corporation shall be placed out or invested, or for any loss or damage arising from the bankruptcy, insolvency or tortious act of any person, firm or corporation with whom or which any moneys, securities or effects of the Corporation shall be lodged or deposited or for any loss, damage or misfortune whatsoever which may happen to the Corporation in the execution of the duties of his or her respective office or trust or in relation thereto unless the same shall happen by or through his or her own wilful neglect or default.

- b) In addition to and not to restrict the generality of the foregoing, the Corporation shall further indemnify and save harmless any Director or member, its staff and any witnesses or proceedings or investigations before the Board or any Committee for anything said or done in good faith in the course of any meeting, proceedings or other investigation or other witnesses of a Committee of the Board.

23. BANKING

- a) The Chair, Treasurer or Secretary, and the President and Chief Executive Officer or Comptroller, jointly are hereby authorized for and in the name of the Corporation:
- 1) To draw, accept, sign and make all or any bills of exchange, promissory notes, cheques and orders for payment of money.
 - 2) Subject to the approval of the Board, to assign and transfer to the bank all or any stocks, bonds and other securities.
 - 3) Subject to the approval of the Board, from time to time to borrow money from a bank by incurring an overdraft or otherwise.
 - 4) Generally, for and in the name and on behalf of York Developments Inc., to transact with the said bank any business they may think fit.
- b) Any officer of the Corporation or any official as may from time to time be designated by the Board is hereby authorized on behalf of the Corporation:
- 1) To negotiate with, deposit with, endorse or transfer to a bank, but for the credit of the Corporation only, all or any bills of exchange, promissory notes, cheques or orders for the payment of money and other negotiable paper.
 - 2) From time to time to arrange, settle, balance and certify all books and accounts between the Corporation and the Corporation's Bank.
 - 3) To receive all paid cheques and vouchers.
 - 4) To sign the Bank's form of settlement of balances and release.
 - 5) To receive all monies and to give receipts for same.

24. EXECUTION OF CONTRACTS

- a) The Chair or, in the Chair's absence, the Vice-Chair and the Secretary or, in the Secretary's absence, the Treasurer, shall sign on behalf of the Corporation and affix the Corporate Seal to all contracts, agreements or other documents requiring the Corporate Seal.
- b) The Board shall, by resolution, authorize for execution any other document by the President and Chief Executive Officer or such other officers or employees as the Board may deem necessary.
- c) Deeds, transfer documents, assignments, contracts and obligations on behalf of the Corporation may be signed by the Chair, or in the Chair's absence, the Vice-Chair and the Secretary or, in the Secretary's absence, the Treasurer, and the Corporate Seal shall be affixed to such instruments.

25. CORPORATE FUNDS

- a) The Board may transfer or loan funds, or other financial instruments, with interest to be established by the Finance and Administration Committee, to Corporate Affiliates or to a Foundation that has as its purposes and objects those that are in agreement with the purposes and objects of this corporation.
- b) The Board may invest in securities authorized by the Trustee Act of the Province of New Brunswick, the following:
 - 1) All endowment monies bequeathed in trust to the Board for the use of the Corporation or other monies accruing to the Corporation by lawful means;
 - 2) All Corporation monies not required for operating expenses.
- c) Notwithstanding the provision of Paragraph a), the Board may, in its discretion, retain investments not authorized by the Trustee Act which are given or bequeathed to the Corporation in specie.
- d) No benefit given, devised or bequeathed in trust to or for the use of the Corporation for endowment purposes, shall be hypothecated, transferred or assigned to obtain credit or to receive funds.

26. AUDITOR

At each Annual Members Meeting of the Corporation, an Auditor shall be appointed for the purpose of auditing and verifying the accounts of the Corporation for the current year, and the report shall be submitted at the next Annual Members Meeting.

The Auditor shall not be a Member of the Corporation.

The Auditor shall not be in partnership with a Member of the Corporation nor be an employee, nor spouse of a Member of the Corporation. The remuneration of the Auditor shall be determined from time to time by the Board.

27. OTHER SERVICES

The Board may also from time to time require other services, such as legal and medical, which may be required on an ongoing basis, and for which a professional fee may be paid, or require the provision of goods with a high service content and not ordinarily subject to the tendering process. Should such a service be required, the individual or firm may be appointed by the Board, by appropriate means.

The individual or individuals so appointed shall not be a Member of the Corporation, nor shall they be in a partnership with a Member of the Board, nor an employee, nor a spouse of a Member of the Corporation.

The remuneration for such a service shall be determined from time to time by the Board.

28. APPOINTMENT AND DUTIES OF THE PRESIDENT AND CHIEF EXECUTIVE OFFICER

The President and Chief Executive Officer shall be appointed or dismissed, only by resolution of the Board of Directors.

The Board of Directors shall appoint a President and Chief Executive Officer whose qualifications, authority and duties shall be defined in a written statement approved by the Board of Directors.

The President and Chief Executive Officer shall be responsible to the Board for the operation of York Developments Inc.

The President and Chief Executive Officer should be qualified by education and/or experience appropriate to the discharge of the required duties.

The President and Chief Executive Officer, acting within policies and authority established by the Board of Directors, shall be the Chief Executive Officer and responsible for the management of York Developments Inc.

The President and Chief Executive Officer shall be a non-voting ex-officio member of all Standing Committees of the Board except the Governance and Audit Committee.

29. RESERVE OR TRUST FUNDS

The Board may from time to time set aside such sums as they deem fit as a reserve fund or funds to meet contingencies for repairing, improving and maintaining any of the property of the Corporation, replacing wasting assets, forming an insurance fund and for such other purposes as the Board shall, in their absolute discretion, think conducive to the interest of the Corporation. It may divide the reserve fund into such special funds as may be thought fit, with full power to employ the assets constituting the reserve fund in the business of the Corporation without being bound to keep the same separate from other assets.

30. AMENDMENT OF BYLAWS

These Bylaws may be amended at an annual, regular or special Meeting of the Board of York Developments Inc., but such amendments require a minimum of one month's Notice of Motion. The Notice of Motion must be submitted in writing with the proposed amendment, together with the names of the Mover and Seconder and shall be posted at York Developments Inc. for a period of at least ten days prior to the meeting at which the amendment is to be moved. Such amendment shall be circulated to the Board Members and, for adoption, shall require a two-thirds majority of those present, provided a quorum is present. Such amendments shall be effective when approved by the Board of Directors and subject to conformity with Provincial Acts and Regulations.

31. REPEAL

ALL BYLAWS hereto enacted are repealed from and after coming into force of this Bylaw No. 1 without prejudice to any action theretofore taken hereunder.

32. COMING INTO FORCE

This Bylaw shall come into force on through a Board of Directors meeting of the Corporation.
Enacted this xxth day of Month, Year.

WITNESS the Corporate Seal of the Corporation.

Marjorie Belzile, Chair

Wayne Snowdon, Secretary

YORK CARE CENTRE
Corporate Governance Policy

Type: Governance Process	Date Issued: May 2014
Title: YORK FOUNDATION REPRESENTATIVE	Page: 1 of 1
Approved By: Board of Directors	Gov-N-261
Date Reviewed / Revised: 11/16; 3/18; 01/23; 04/25	

POLICY:

The York Care Foundation Inc. is responsible for all active fundraising on behalf of York Care Centre. From time to time, special committees may be empowered by the York Care Foundation with the task of fundraising for specific purposes

~~One member from each of York Care Centre and York Care Foundation Board of Directors will sit on the opposite Board of Directors. These members will not be eligible to hold a position of Officer, Committee Chair and or member of the Executive Committee on the opposite Board.~~

~~The York Care Centre Board of Directors designates its Past Chair as its representative on the Board of York Care Foundation Inc. In the cases where the position is vacant or when the Past Chair cannot assume such responsibilities the Board will appoint a representative from within its membership.~~

~~A position within the membership of the York Care Centre Board will be reserved for a representative from the York Care Foundation Board. The York Care Foundation Board will recommend to the York Care Centre Board the member from its Board that it wishes to have appointed to this position.~~

Prior to September of each year, the President and Chief Executive Officer will provide the Finance and Administration Committee with a list of potential York Care Centre capital and/or program projects which could benefit from funding by the York Care Foundation. The Finance and Administration Committee will review the list and make a recommendation to the York Care Centre Board for presentation to the York Care Foundation Board.

The Treasurer for York Care Centre will keep York Care Foundation updated on the financial requirements and needs of York Care Centre.

PROFESSIONAL EXPERIENCE

YORK CARE CENTRE, Fredericton, NB

2009 – 2022

Director Facility & Infrastructure Services

Effectively and efficiently led the Dietary, Environmental and Maintenance service departments within York Care Centre (YCC) in support of improving resident outcomes.

- Worked closely with the Finance Department on budget preparation and management
- Responsible for the application of standards and administration
- Identify capital equipment/repairs and maintenance requirements both long and short term
- Preparation of tender documents, pricing and work closely with architects and engineers to ensure that facilities are designed with a view to minimize maintenance challenges
- Management of projects
- Procure maintenance and inspection services as required
- Monitor and ensure a safe work environment is provided
- Completed Accreditation process
- Joint Health and Occupational Safety Committee Co-Chair
- Disaster and Emergency Planning Committee Chair
- Completed LMI Canada Inc. Effective Leadership Development Program

RIVER VALLEY HEALTH, Fredericton, NB

1997 – 2009

Regional Manager/Supervisor Clinical Engineering Department

Ensure the safe and effective application of technology to patient care

- Equipment control and management
- Development and administration of the Preventative Maintenance Program
- Educate users on appropriate equipment practices
- Provide consultation on equipment selection
- Ensure codes, laws and regulations are adhered to
- Involvement in Dialysis Program implementation both physical and clinical
- Worked closely with Engineers, Architects and contractors on the design and construction of many regional projects and expansions i.e., DECRH ER, Dialysis Program, new URV Hospital
- Successfully guided River Valley Health through many challenges i.e., Y2K and Daylight Savings Time changes
- Environmental Team member for three Accreditation processes
- Worked closely with the Engineering Services team on building management issues
- Chair of Provincial Clinical Engineering Committee for several years
- Graduate of the River Valley Health Integrated Leadership Program

REGION 3 HEALTH AUTHORITY, Fredericton, NB

1986 – 1997

Medical Equipment Technologist, Clinical Engineering Department

Preventative and corrective maintenance of medical equipment

PROCESS TECHNOLOGY LIMITED, Oromocto, NB

1985 – 1986

Equipment Engineer and Field Service Representative

Development, installation and repair of equipment used in semiconductor manufacturing processes

EDUCATION

NEW BRUNSWICK COMMUNITY COLLEGE

1984

Electronics Engineering Technology**CERTIFICATION**NEW BRUNSWICK SOCIETY OF CERTIFIED ENGINEERING TECHNICIANS AND
TECHNOLOGISTS (NBSCETT)

1987

Electronics Engineering Technologist (ET765)

JANE MATTHEWS-CLARK

PEOPLE LEADER/COMMUNICATIONS PROFESSIONAL

CONTACT

- 506 897-3951
- jmatthewsclark@gmail.com
- Fredericton NB
- [linkedin.com/in/jane-matthews-clark-8848b276](https://www.linkedin.com/in/jane-matthews-clark-8848b276)

EDUCATION

Bachelor of Arts degree
St. Thomas University, NB
1994-1998

Diploma in Print Journalism
Algonquin College, ON
1998-1999

TECHNICAL SKILLS

Microsoft Office Suite (Word, PowerPoint, Excel, Outlook)
Photoshop and Venngage (infographic software)
Dynamic Social Media content creation/management (Facebook, Instagram, X, LinkedIn)
Performance Excellence

CERTIFICATIONS

Certificate in Human Resource Management
University of New Brunswick
– September 2003 – June 2004

Bilingual proficiency (Oral French) - September 2022

PROFESSIONAL OVERVIEW

A **dynamic and seasoned leader**, dedicated to empowering teams, delivering project wins, and inspiring the desire to embrace new and efficient approaches. An **experienced bilingual communicator**, skilled at empowering spokespeople to take on media encounters, and creating comprehensive communications strategies and social media plans, while forging meaningful connections with stakeholders. A **skilled strategic planner and policy analyst**, driven to lead engagement initiatives and implement innovative strategies to drive organizational success.

PROFESSIONAL EXPERIENCE

DIRECTOR, PUBLIC AFFAIRS

Office of the Auditor General of New Brunswick | 2024– 2025

Achieved leading the redesign and development of the organization's website, launching a social media presence for the organization, and modernizing the look of communication products.

- Led all communications and public affairs initiatives, including strategic planning, social media management, and website redevelopment, to modernize and enhance AGNB's impact.
- Managed the creation of communications content for bi-annual audit chapters, media relations, and public engagement efforts to achieve organizational goals.
- Collaborated with provincial Auditor General offices to share best practices and provide mutual support.

COMMUNICATIONS SPECIALIST/GOVERNMENT RELATIONS

New Brunswick Nurses Union, Fredericton | 2022 – 2024

Led the development and launch of a very successful 2023 marketing campaign for NB Nurses that reignited pride and hope, while leading all external and internal communications activities for the Union.

- Directed comprehensive communications and marketing efforts, including strategic planning, social media management, and internal communications, such as newsletters and the Annual Report.
- Advised senior leadership on key issues, prepared them for media engagements, and coordinated messaging across national and provincial stakeholders.
- Led the development and execution of marketing campaigns, organized the Annual General Meeting, and managed the communications budget to meet strategic objectives.

PROFESSIONAL EXPERIENCE

DIRECTOR (ACTING)/SENIOR POLICY ADVISOR

Employment Analytics branch, Department of Post-secondary Education, Training and Labour, Fredericton | 2021– 2022

- Managed the Canada-New Brunswick Labour Market Transfer Agreement and represented the provincial government in federal-provincial-territorial discussions.
- Reported on program success relating to WorkingNB initiatives and labour market services.
- Acted as branch director, overseeing operations and ensuring alignment with strategic objectives.

MANAGER, OPERATIONS AND STAKEHOLDER RELATIONS/STRATEGIC INITIATIVES LEAD

Arts and Cultural Industries branch, Tourism, Heritage and Culture, Fredericton | 2014 – 2021

- Directed strategic initiatives to support New Brunswick's arts and cultural industries, including program development and delivery.
- Managed the cultural industries team, oversaw stakeholder engagement activities, and briefed senior officials on key developments.
- Planned, executed, and evaluated promotional campaigns while leading strategic planning and stakeholder relations activities.
- Nurtured effective partnerships with public and private sector partners to achieve key initiatives.
- Developed policy documents for the department, evaluated their success, and revised, as needed.
- Managed staff working at the Cultural Industries branch, as well as responsible for branch budget.

COMMUNICATIONS DIRECTOR

Department of Tourism, Heritage and Culture, Fredericton | 2010 – 2014

- Responsible for the success of media relations activities and events and all communications products created to support the Minister and departmental senior leaders.
- Provided coaching to Minister on responses to media, stakeholders and public on effectively responding to questions, aligned with strategic goals of the provincial government, as a whole.
- Researched and prepared briefing materials, speeches, press releases, and promotional content for the department and the Minister.
- Briefed the Minister and Deputy Minister on media activities, developed key messages, and organized media events.
- Collaborated with marketing teams to align communications strategies with ongoing initiatives and promoted programs via various platforms.
- Managed the branch's budget to ensure financial compliance.
- Mentored junior staff and supported departmental teams in effective program and service communication strategies.

SENIOR POLICY ANALYST(ACTING)

Department of Tourism, Heritage and Culture, Fredericton | 2013 – 2014

- Prepared briefing materials for the Minister, MLAs, pertaining to key initiatives in collaboration with public and private-sector partners.
- Researched, prepared, and created Cabinet documents and departmental policies.
- Developed strategic planning documents and led public consultation processes.
- Provided policy-related advice and support to divisions, departments, federal agencies; represented the department on interdepartmental and external committees to ensuring alignment and coordination.

COMMUNICATIONS DIRECTOR

Legislative Assembly of New Brunswick, Fredericton | 2009 – 2010

- Responsible for leading the communications team, providing strategic advice, messaging support, and guidance to opposition MLAs and the opposition leader.
- Provided strategic support and coaching to the Leader on responses to media and the public.
- Researched and prepared speeches, press releases, and promotional and website content for office.
- Briefed the Opposition Leader and MLAs on media activities, developed key messages, and organized media events.
- Mentored junior communication team members.

COMMUNICATIONS OFFICER

Legislative Assembly of New Brunswick, Fredericton | 2009 – 2009

- Supported the efforts of the communications team and provided communications services to Opposition MLAs and Opposition Leader.

RESOURCING/PROJECT MANAGER, LEAD QUALITY ASSURANCE ANALYST, HUMAN RESOURCES MANAGER(ACTING)

PulseLearning Global (Canadian office), Fredericton | 2005 – 2009

EXECUTIVE DIRECTOR/COMMUNICATIONS COORDINATOR

New Brunswick Trails Council Inc, Fredericton | 2002-2005

LEAD QUALITY ASSURANCE ANALYST

Learnstream, Fredericton | 2000-2002

RESEARCH COORDINATOR/MARKETING ASSISTANT

Carelink, Fredericton | 1999-2000

REFERENCES

- Maria Richard; Vice-president, New Brunswick Nurses Union; 506-381-3138; mrichard@nbnu.ca
- Thierry Arseneau; (former Executive Director, Government of New Brunswick/Independent consultant) 506-262-1611; tarseneau@hotmail.ca
- Greg Lutes; Associate Partner, Pivot Consulting Inc.; 506-999-3350; greg.lutes@pivotconsulting.ca

Board & Committee Meeting Schedule

SEPTEMBER 2025- 1st Quarter Review				Package Distribution	Committee Chair	Executive Lead(s)
Care Services	Tuesday	9-Sep	5:30	Wed, Sep 3 rd	Andrea Seymour	Jamie
Governance & Audit	Thursday	11-Sep	5:30	Fri, Sep 5 th	Lyne St-Pierre-Ellis	Geri
Finance & Administration	Tuesday	16-Sep	5:30	Wed, Sep 10 th	Pierre LeBlanc	Heather/Shelley/Michel
Research & Ethics	Thursday	18-Sep	5:30	Fri, Sep 12 th	Tracey Burkhardt	Geri
Board of Directors	Monday	22-Sep	5:30	Thurs, Sep 18 th	Marjorie Belzile	Geri
OCTOBER/NOVEMBER 2025- 2 nd Quarter Review				Package Distribution	Committee Chair	Executive Lead(s)
Governance & Audit	Tuesday	28-Oct	5:30	Wed, Oct 22 nd	Lyne St-Pierre-Ellis	Geri
Care Services	Thursday	06-Nov	5:30	Fri, Oct 31 st	Andrea Seymour	Jamie
Finance & Administration	Tuesday	04-Nov	5:30	Wed, Oct 29 th	Pierre LeBlanc	Heather/Shelley/Michel
Research & Ethics	Thursday	13-Nov	5:30	Fri, Nov 7 th	Tracey Burkhardt	Geri
Board of Directors	Monday	17-Nov	5:30	Thurs, Nov 13 th	Marjorie Belzile	Geri
JANUARY/FEBRUARY 2026- 3 rd Quarter Review				Package Distribution	Committee Chair	Executive Lead(s)
Governance & Audit	Tuesday	03-Feb	5:30	Wed, Jan 28 th	Lyne St-Pierre-Ellis	Geri
Care Services	Thursday	22-Jan	5:30	Fri, Jan 16 th	Andrea Seymour	Jamie
Finance & Administration	Tuesday	10-Feb	5:30	Wed, Feb 4 th	Pierre LeBlanc	Heather/Shelley/Michel
Research & Ethics	Thursday	12-Feb	5:30	Fri, Feb 6 th	Tracey Burkhardt	Geri
Board of Directors	Tuesday	17-Feb	5:30	Fri, Feb 13 th	Marjorie Belzile	Geri
MARCH 2026 - Budget Meeting				Package Distribution	Committee Chair	Executive Lead(s)
Finance & Administration	Monday	23-Mar	5:30	Fri, Mar 20 th	Pierre LeBlanc	Heather
Board of Directors	Monday	30-Mar	5:30	Fri, Mar 27 th	Marjorie Belzile	Geri
APRIL/MAY 2026- 4 th Quarter Review				Package Distribution	Committee Chair	Executive Lead(s)
Governance & Audit	Tuesday	28-Apr	5:30	Wed, Apr 22 nd	Lyne St-Pierre-Ellis	Geri
Care Services	Thursday	30-Apr	5:30	Fri, Apr 24 th	Andrea Seymour	Jamie
Finance & Administration	Tuesday	05-May	5:30	Wed, Apr 29 th	Pierre LeBlanc	Heather/Shelley/Michel
Research & Ethics	Thursday	07-May	5:30	Fri, May 1 st	Tracey Burkhardt	Geri
Board of Directors	Monday	11-May	5:30	Thurs, May 7 th	Marjorie Belzile	Geri
JUNE 2026 - Year End				Package Distribution	Committee Chair	Executive Lead(s)
Governance & Audit	Monday	08-Jun	5:30	Fri, June 5 th	Lyne St-Pierre-Ellis	Geri
Board of Directors	Monday	15-Jun	5:30	Fri, June 12 th	Marjorie Belzile	Geri
Annual General Meeting	Monday	15-Jun	6:30	Fri, June 12 th	Marjorie Belzile	Geri

March 13, 2025



THE LATEST BUZZ

Lawtons DRUGS

NEW PHARMACY PROVIDER: LAWTONS DRUGS

As of March 1st, York Care Centre has officially switched from Jean Coutu to Lawtons Drugs for pharmacy services.

Thanks to the dedication of YCC staff, the collaboration of both pharmacy providers, and the support of residents and families, the transition was completed seamlessly. A brief period of overlapping coverage ensured a smooth process and allowed YCC and Lawtons time to fine-tune operations before the full transition took effect.

We appreciate everyone's patience and support throughout this process.

As our new pharmacy provider, Lawtons Drugs has provided all YCC employees with a personalized discount card! This card entitles employees to discounts on many purchases (some exclusions apply) and may be used at any Lawtons Pharmacy retail location in Atlantic Canada.

Cards are available for pickup at reception, Monday–Friday, between 9 AM–4 PM.

MARCH 2025

Monthly Winners

HR Draw

BROOKLYN SPENCER

\$25 Irving Gift Card

FOR MARCH DRAW

\$25 Walmart Gift Card

Staff Pay2Play Lottery
Winners

CELEDONIO QUEBRAL

February 6

CARLY McFARLANE

February 20



CELEBRATING ACHIEVEMENTS

Congratulations to Constance Ebezi on obtaining her Masters in Business Administration!



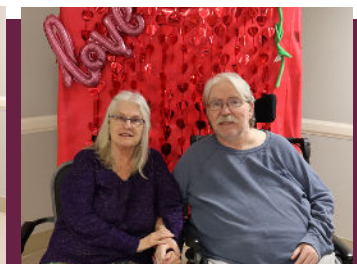
VALENTINE'S DAY

Residents celebrated Valentine's Day in style with a festive party in the Friendship Centre. They enjoyed delicious heart-shaped cookies and live music from Out & About. It was a wonderful way to share the spirit of the day with friends and family!



SWEETHEART'S EVENING

Our Sweetheart's Evening may have been delayed by the storm, but the love was still in the air! Couples enjoyed an outstanding selection of desserts while listening to wonderful music from Out & About.



RESIDENT OF THE MONTH



Daniel Theriault

Born in Arichat, Cape Breton, Daniel Theriault has lived a life rich with experience, family, and adventure.

Daniel grew up in a large Acadian family. His career in retail took him across the Maritimes, working in places like Sydney, Bathurst, and Edmundston, before eventually settling in Fredericton, where he ran a furniture store downtown. Married twice, Daniel raised five sons, who have all since retired and is a proud grandfather to 11 grandchildren.

A talented artist, Daniel spends hours each afternoon painting wildlife with acrylics. He also enjoys cartooning, a skill he picked up as a child. Beyond painting, he also enjoys puzzles and reading to keep his mind sharp. A passionate Montreal Canadiens fan, Daniel fondly recalls exchanging letters with hockey legend Maurice "Rocket" Richard in the late 1950s. A seasoned traveler, Daniel has explored the world, visiting places like Europe, Africa, Madagascar, Alaska, Cuba, and the Dominican Republic.

Daniel appreciates the care and comfort at York Care Centre, especially the wonderful staff and excellent service. He enjoys the worry-free lifestyle, joking that the free meals are what he likes most about York Care Centre

Daniel's advice for future generations:
"Have lots of hobbies, keep active and your mind working."



THURSDAY, MARCH 6TH

FRIENDSHIP CENTRE, 6PM

\$10 FOR 10 GAMES

\$1,000 JACKPOT!

YORK CARE CENTRE COOKBOOK: CALL FOR RECIPES



The York Care Centre Christmas Cookbook is back! We're collecting holiday recipes and favorite Christmas memories, stories, or traditions from residents, families, volunteers, staff, and friends of York Care Centre. Share your festive favorites by emailing communications@yorkcarecentre.ca or scan the QR code to submit your entry.

NURSE CALL REPLACEMENT PROJECT UPDATE



Introduction/ training videos for the new nurse call bell system have been added to the shared drive in the Education folder. Staff may also view the videos online at anytime using the link provided via email.

M2M DISCOUNT FOR EMPLOYEES

Stop by Dave's Café to pick up a Chamber of Commerce - Member 2 Member (M2M) discount card!

This card allows you to receive discounts on products and services from participating Chamber of Commerce member organizations such as York Dental, Moco Downtown, Precision Pilates, Surface Float, Scott's Nursery, Trites Flower Shop, The Royal Barbershop, Modern Komfort, Brookside Wellness Centre, Hotchkiss Home Furnishings, Downtown Optometry Clinic, Covey Basics, Dooly's, Algonquin Resort, Comfort Inn, Crowne Plaza Fredericton, Fredericton Delta, Hilton Garden Inn Fredericton, and so much more!



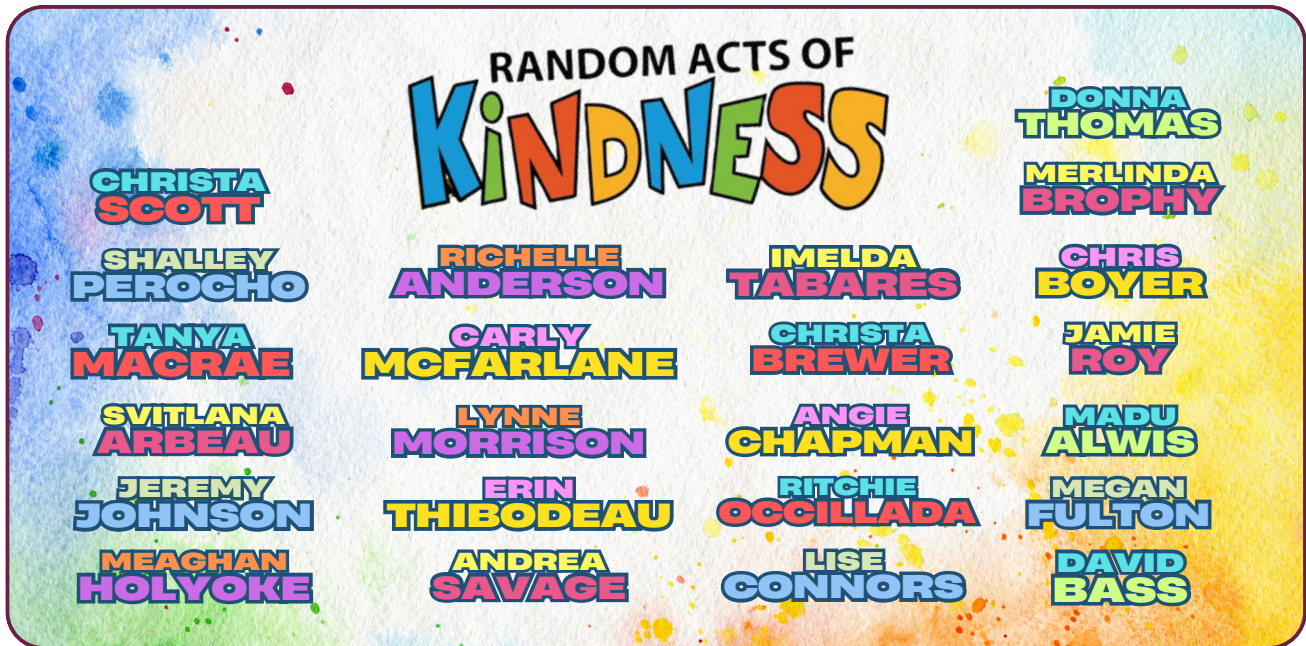
GOLF FORE CARE - SAVE THE DATE

Mark your calendar - Thursday, June 5, 2025, at the stunning West Hills Golf Course for York Care Foundation's 14th annual Golf Fore Care charity golf tournament! Stay tuned for more updates.



RANDOM ACT OF KINDNESS WEEK

Kudos to our incredible staff! YCC employees were invited to nominate their peers who EXCEL in their roles. The Get Inspired Committee received the following nominations for staff who have gone above and beyond in the eyes of their colleagues:



In celebration of Kindness Week, the Get Inspired Committee also held a random staff draw for three \$100 gift cards, congratulations to the winners: Angela Lyons, Megan Fulton, and Kathryn Chrysostom!

VALENTINE’S DAY WINNERS!

Congratulations Lori McFarlane, winner of the Get Inspired Valentine's Day random staff draw for a \$500 Visa gift card!

Guess the Kisses: This year we had TWO staff members guess the exact number of kisses of 237, congratulations Dawn Comeau and Jennifer Bannister!

SAVE THE DATE: EASTERN COLLEGE MASSAGE CLINIC

Eastern College will be back at York Care Centre on Monday, April 28th from 1-5 PM, offering complimentary 20-minute massages in the Friendship Centre!

The sign-up sheet will be posted at the employee entrance in April.





MELANIE WILLIAMS

Nickname: MEL

Designation: UNIT COORDINATOR, RN

Hometown: MIDDLETON, NS / FREDERICTON, NB

Can't Live Without: GOOD FOOD & MY DOGS

What Did You Want To Be When You Grew Up?

A 'K-MART GIRL'

Favorite Midnight Snack: CEREAL WITH MILK

Fun Fact: BORN ON VALENTINE'S DAY!

EMPLOYEE SPOTLIGHT



York Care Centre is proud to have compassionate and dedicated professionals like Melanie Williams, who serves as a Unit Coordinator and Registered Nurse (RN). As she celebrates her third year at York Care Centre this month, we shine a spotlight on her journey and recognize her passion, commitment, and invaluable contributions to our residents and team.

Melanie's journey into nursing began at the age of 14 when a hospital stay introduced her to a nurse whose compassion left a lasting impression. Inspired by that experience and the close bond she shared with her grandparents; Melanie knew that long-term care (LTC) was where she wanted to make a difference. Her dedication to residents and their families is evident in her daily work, and she finds fulfillment in knowing that she and her team contribute to the happiness and well-being of those in their care.

What Melanie loves most about her job is caring for residents and their families while collaborating with her colleagues across disciplines to provide the best quality of life. She takes pride in her role as Unit Coordinator, considering it one of her most meaningful accomplishments.

Recently, she completed a certificate in Nursing Leadership and Management, demonstrating her commitment to growth and professional development. Melanie is also the newly appointed Chair of the Get Inspired Committee, where she helps foster an engaging and positive workplace culture.

Outside of work, Melanie is always on the move—whether it's spending time with family, friends, and her dogs, or staying active. Recently, she and her partner launched a meal prep business, blending her love for food with her entrepreneurial spirit. One day, she dreams of traveling to every continent to experience different cultures, with Spain at the top of her list.

Melanie's aspirations include continuing to grow in leadership, potentially managing her own nursing home or even becoming a CEO in the long-term care field. With a strong work ethic, a heart for caregiving, and a drive for success, Melanie Williams is a valued member of the York Care Centre team and a shining example of dedication in healthcare.

MARCH IS NUTRITION MONTH!

President's Corner

By Geri Geldart

Dear YCC Team,

Even though the snow is still with us here in Fredericton, we know spring is coming soon! We're all looking forward to longer days, warmer weather, and seeing the first flowers break through the snow.

Over the past several months, our leadership team has been diligently working on our next strategic plan—a roadmap that will guide York Care Centre's journey in the coming years while reinforcing our commitment to providing our residents with the highest quality of care and quality of life possible.

I'm happy to tell you that in April, we'll share a draft of this plan with staff using something called a "World Café" approach. Let me explain what this means. A World Café is a simple but powerful way for us to talk and share ideas together. Picture multiple tables set up throughout the Friendship Centre, each focused on a specific aspect of our strategic plan. Staff members will rotate between tables in small groups, adding their thoughts and building on what others have said.

This approach ensures that everyone's voice is heard and valued. Your frontline experiences and daily interactions with our residents provide invaluable wisdom that no executive planning session could replicate.

Just as spring brings new growth, this strategic planning process is our opportunity to cultivate fresh ideas while honoring the strong roots we've established over the years. Our commitment remains strong: to provide care that helps our residents live with dignity, independence, and the best quality of life possible.

I'm excited to see you all at our World Café sessions in April. Until then, let's keep hoping for those first signs of spring while taking pride in the important work we do every day.

Sincerely
 Geri Geldart
 CEO, York Care Centre



YCC MARCH EVENT CALENDAR

Thursday

March 6, 6:30 pm
 YCF Bingo
 Friendship Centre

Friday

March 7, 2:00 pm
 Men's Program
 Friendship Centre

Monday

March 17, 2:00 pm
 St. Patrick's Day Party
 Friendship Centre

Friday

March 21, 2:00 pm
 Cotton Mill Quilters
 Guild Presentation
 Friendship Centre

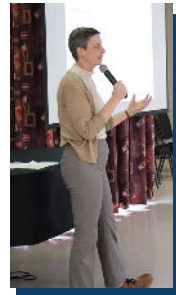
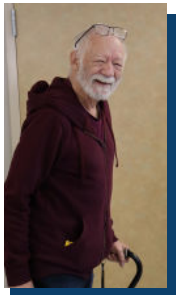




LUNCH & LEARN

Amy Floyd from the Canadian Mental Health Association of New Brunswick delivered an engaging and insightful presentation at our latest Lunch & Learn. Amy spoke on Mental Health and Depression Among Older Adults, providing valuable information and strategies to support well-being. We appreciate your time and expertise.

Save the Date! Our next Lunch & Learn is coming up on March 28th, featuring York Care Centre Dietitian Lynne Morrison! In celebration of Nutrition Month, Lynne will discuss nutrition and well-being and share practical tips for healthy aging. Stay tuned for more details!



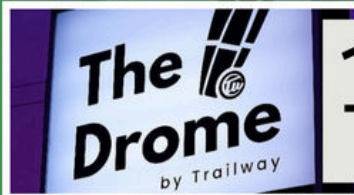
March



05/ **COFFEE TALK**
Community Activity
2:00 PM - 3:30 pm
WED Tim Horton's | 1050 Douglas Ave.



14/ **BOARD GAME CAFE**
NHWW Activity
1:00 PM - 3:00 PM
FRI Friendship Centre



18/ **BOWLING & BONDING**
NHWW Activity
1:30 PM - 2:30 PM
TUES The Drome | 301 Main Street



28/ **LUNCH & LEARN**
FOOD FOR THOUGHT: NUTRITION & WELLBEING
NHWW Event
1:00 PM - 3:00 PM
FRI Friendship Centre



Ageing rights are human rights.

Participants wanted for a research study



agingrights.ca



Public Health
Agency of Canada

Agence de la santé
publique du Canada

We are looking for participants for a research study on human rights. We are looking for older adults, organizations, industry partners and decision makers in your area.

Participation includes:

- Consent form
- A couple of surveys
- An interview (optional)
- Participate as little or as much as you'd like, and help create a new database of helpful resources

Interested participants are asked to contact CIRA at (506)444-3880 ext. 2562 or email communications@ycc-cira.ca

HEALTH & WELLNESS

Homewood Pathfinder - Your EFAP (Employee Family Assistance Program)

Visit Homeweb.ca

How to register:

Step One: Visit www.homeweb.ca and click 'Sign Up'.

Step Two: Type your company name and click 'Find it!' Select the correct company from the list provided. Health Services Invitation Code: NBA552. Enter information into the required fields, choose an email and password, and click 'Next Step'.

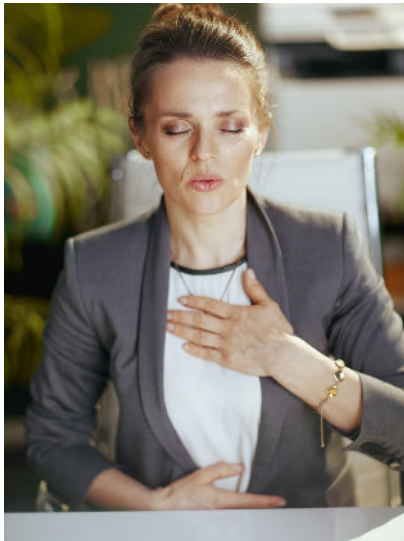
Step Three: Let us know how you are covered by Homewood, (e.g. through your organization or the organization of a family member), and let us know your relationship to the organization (e.g. employee, spouse, dependent, etc.). Submit the additional information required and click 'Sign Up' at the bottom of the page.

HEALTH & WELLNESS TIP: MENTAL WELLNESS AT WORK

Even if you absolutely love what you do, at times the pace of work can become overwhelming and exhausting. Many aspects of work can be stressful: co-worker issues, a demanding boss, an unhappy customer, a looming deadline, too much paperwork, and so on.

It is important to take time during our busy workdays to replenish and re-energize. Taking time to relax in the workplace is important, and it doesn't have to be difficult or time-consuming. Sometimes even a small investment of time for relaxation can have a big payoff. In fact, the following exercises can free up more time than they use because when you refresh yourself, you are more productive and efficient.

You can use the following relaxation exercises at work to help you manage your stress, maximize your energy, and maintain a healthy and positive attitude at work. In just a few minutes, you will feel more relaxed.



Deep Breathing:

- This Deep Breathing exercise is a simple but very effective method of relaxation. Here's how you do it: Take a long, slow, deep breath. Inhale through your nose, allowing your diaphragm to fill with air and letting your chest expand.
- Exhale through your mouth. As you exhale, dig deep and allow any stress, anxiety, or tension to be released along with that breath.
- Try, as best you can, to empty your head of all thoughts, plans, and worries: right now all you need to do is relax. Allow yourself to exhale negative thoughts along with your breath.
- Continue steps 1-3 for at least 10 seconds. When you feel more relaxed, allow your breath to return to normal.

Studies show the area of the brain that signals the stress response also signals the relaxation response. By breathing deeply for at least 10 seconds, you signal your brain to switch from stress mode to relaxation mode, giving your body and mind a break.

Do you ever run out of steam half way through the day?

This breathing exercise can help with the afternoon blues. Breathing deeply allows oxygen to reach your brain, which makes you more alert and re-energized. So instead of grabbing another cup of coffee, eating a chocolate bar, or taking an aspirin to fend off a headache, take a few seconds and **B-R-E-A-T-H-E**.



THE LATEST BUZZ

WELCOME TO THE YORK CARE CENTRE FAMILY!



Photo 1 (left to right) Lori Langin (DA), Breanne Purcell (LPN), Roselle Colobong (RA), Allen Dela Rosa (RA).

Photo 2 (left to right) Christopher Ramos (RA), Astrid Hinojosa (Activity Coordinator), Jonnel Fuentes (RA).

Join us in welcoming the newest members of the York Care Centre (YCC) family! These talented individuals bring valuable experience and expertise, and we are thrilled to have them on board.

Their dedication and passion for making a difference in the lives of others are already creating a positive impact. As YCC continues to grow, we are grateful to welcome compassionate professionals who share our commitment to excellence in care.

Welcome to the team!

APRIL 2025

Monthly Winners

HR Draw

SHELLEY SAUNDERS
\$25 Walmart Gift Card

FOR APRIL DRAW
\$25 Scott's Nursery Gift Card

Staff Pay2Play Lottery Winners

TRACY DEMERCHANT
March 6

ANGELA LYONS
March 20

WELCOME TO CANADA!

We are pleased to welcome Christopher Ramos, Jonnel Fuentes, and Allen Dela Rosa and family to Canada and the York Care Centre family!

Christopher, Jonnel, and Allen are Internationally Educated Nurse candidates who arrived from the 2024 Recruitment Mission in the Philippines.



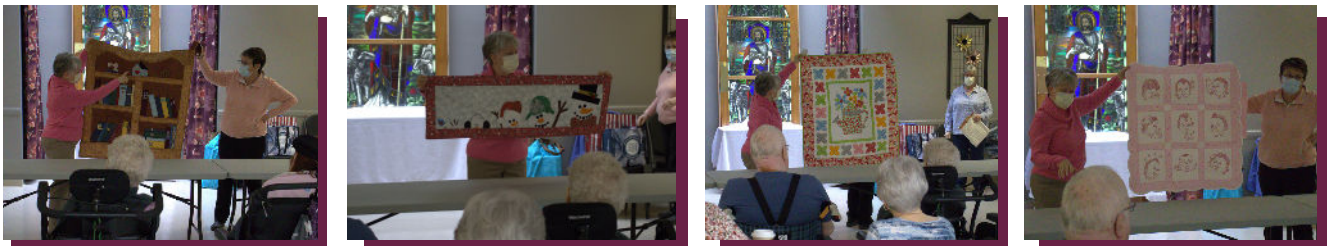
ST. PATRICK'S DAY

Residents celebrated St. Patrick's Day in style with a festive party in the Friendship Centre. They enjoyed delicious treats and lively music from Pat Thibodeau. It was fun to see so many staff and residents dressed in green to celebrate the occasion!



COTTON MILL QUILTERS GUILD PRESENTATION

A heartfelt thank you to the Cotton Mill Quilters Guild for sharing the stories behind their beautiful quilts with our residents last week! It was a wonderful experience to see the craftsmanship and hear the meaning behind each piece.



YORK CARE CENTRE COOKBOOK: CALL FOR RECIPES

York Care Centre Christmas
Cookbook Submission Form



The York Care Centre Christmas Cookbook is back! We're collecting holiday recipes and favorite Christmas memories, stories, or traditions from residents, families, volunteers, staff, and friends of York Care Centre. Share your festive favorites by emailing communications@yorkcarecentre.ca or scan the QR code to submit your entry.

RESIDENT OF THE MONTH



Myrna
Kelly

Born in Upper Hainesville, New Brunswick, Myrna Kelly grew up as a country girl in a musical family.

Myrna married her beloved husband, Monty Kelly, and together they built a life in Fredericton, raising their two children on Fulton Avenue in Nashwaaksis. They shared 55 years of marriage until Monty's passing in 2007. Myrna's family has grown to include three grandchildren and two great-grandchildren.

Throughout her life, Myrna took on many roles. She was a dedicated homemaker, worked as a clerk at Norrads Drugstore until it closed, and at Sobeys before retiring.

Myrna has always loved adventure. Once her children were grown, she embraced the opportunity to explore Canada and the U.S., even making a special trip to Europe to visit her son. She also enjoyed bus trips with her cousin, with Boston standing out as the "rudest" city she visited!

A woman of many talents, Myrna has a deep love for music and dancing. At York Care Centre, Myrna enjoys taking part in recreation activities, arts and crafts, painting, and most of all, the musical programs.

Myrna's advice for future generations:
"Go to school and get an education."

NURSE CALL REPLACEMENT PROJECT UPDATE

The Nurse Call System replacement project is progressing steadily. Installation in resident rooms in Birch Grove, Tower 1, and Tower 3 is now complete. Contractors are currently working on Tower 2, and once finished, they will move on to Dixon. Stay tuned for more updates as the project approaches completion!



GOLF FORE CARE

Join us on Thursday, June 5, 2025, at the stunning West Hills Golf Course for York Care Foundation's 14th annual Golf Fore Care charity golf tournament! Mark your calendars, early registration for will open on April 7th - stay tuned for for more information!

SHED FOR SALE

The York Care Foundation is thrilled to announce their upcoming fundraiser! Thanks to the generous donation by the Carpenters Union, Atlantic Canada Regional Council, YCF will be selling a premium storage shed this spring.

Shed Details: Size: 10.5 FT x 8 FT, solid wood frame, weather-resistant vinyl siding, asphalt shingles, and a double door. Stay tuned for more details!



YORK CARE FOUNDATION MEMORY CARE CAMPAIGN

Exciting News! You may have noticed renovations underway on Tower 2 - this is part of York Care Foundation's Memory Care Campaign! This project will enhance spaces for residents living with dementia, creating a more supportive and enriching environment.

This is just the beginning! Stay tuned for more updates and ways you can support this important initiative!



President's Corner

By Geri Geldart

Shaping Our Future Together: Join the Conversation at Our World Cafe Event

Last month, I shared a short update on the work underway to create a new strategic plan for YCC and an exciting opportunity for you to provide input—our upcoming World Cafe event. Now, I'm thrilled to share more details about where we're headed and how you can help shape the future of York Care Centre.

We've identified three key strategic priorities that will guide us over the next five years:

1. **Residence of Choice** – A place where residents and families feel at home, where quality of life and exceptional care go hand in hand.
2. **Employer of Choice** – A workplace where our incredible team feels valued, supported, and empowered to grow and succeed.

Centre of Excellence in Long-Term Care – A leader in aging care, known for innovation, expertise, and collaboration.

These priorities reflect what we believe is essential for our organization's future—but we want to hear from you! What does it truly mean to be a **Residence of Choice**? How do we become an **Employer of Choice**? What steps will take us to the next level as a **Centre of Excellence**? Your insights and experiences are vital in helping us turn these goals into reality.

That's why we're inviting you to join us for the **World Cafe Event on Thursday, April 24 from 1:00 – 3:30 PM**. This session will bring together small groups to discuss each of these priorities—and to explore anything we might have missed. It's your opportunity to contribute ideas, ask questions, and help shape our strategic direction for the years ahead.

Stay tuned for details on how you can sign up and be part of this important conversation. Your voice matters, and together, we can create a future that makes York Care Centre the very best it can be—for our residents, our team, and our community.

I look forward to hearing your thoughts!

Sincerely
Geri Geldart
CEO, York Care Centre



THURSDAY, APRIL 3RD

FRIENDSHIP CENTRE, 6PM

\$10 FOR 10 GAMES

\$1,000 JACKPOT!

GET INSPIRED 2025-2026



Get Inspired is dedicated to bringing joy to staff through year-round celebrations, exciting giveaways, special treat days, contests, and more! The committee also recognizes staff for their hard work and dedication with fun and engaging activities that enhance workplace culture.

We're excited to introduce the 2025-2026 Executive Team: Past Chair: Lynne Morrison; Chair: Melanie Williams; Secretary: Jennifer Vos; Treasurer: Emily Wright.

And our amazing committee members: Jennifer Beals, Tamsen Arnold, Stephanie Seymour, Tara Thibault, Kelsey Rusk, Candace Purcell, Robyn MacCara, and Tiffany Doucet.

Stay tuned for another fantastic year of celebrations and appreciation!

CONGRATULATIONS TO OUR SHINING STARS!

Department heads, managers, and team leaders were asked to nominate staff who go above and beyond—those who are true stand-out stars in their roles. We received an incredible number of Shining Star nominations, and from that amazing pool of staff, we randomly drew 20 Shining Stars to receive a \$50 Superstore gift card as a token of appreciation for their dedication and hard work.





Tomato Ground Turkey Orzo

Featured Recipe

Ingredients

3 minced garlic cloves	1 can tomato sauce (14 oz or 2 cups)
1 cup chopped yellow onion	3/4 cup water
1 lb lean ground turkey	1 cup heavy cream
1 tsp Italian seasoning	2 handfuls fresh baby spinach
1/2 tsp salt	1/2 cup grated parmesan cheese
1/4 tsp ground black pepper	
1 cup uncooked orzo pasta	

Directions

- Add chopped onion and minced garlic to a pot over medium high heat with a bit of cooking oil. Cook until onion turns translucent, about 1-2 minutes.
- Add ground turkey and break apart using a spatula. Cook until turkey is no longer pink. Drain any excess grease.
- Add tomato sauce, water, heavy cream, Italian seasoning and orzo. Stir together, bring to a very gentle boil then reduce heat to let simmer. Stir frequently, scraping along the bottom to prevent the orzo from sticking. Cook until the sauce has reduced and orzo is cooked, about 10 minutes.
- Remove the pot from the heat, mix in grated parmesan and spinach. Cover and let sit for 3 minutes.
- The sauce will begin to thicken as it cools. Serve with a sprinkle of parmesan on top.



Administrative Professionals Day
Wednesday, April 23, 2025



LUNCH & LEARN

On March 27, Nursing Home Without Walls at York Care Centre hosted Dr. Suzanne Dupuis-Blanchard, creator of NHWW, Judy Freeze from the Department of Social Development, and guests visiting from across Canada to learn more about the programs and services we offer through our NHWW location.

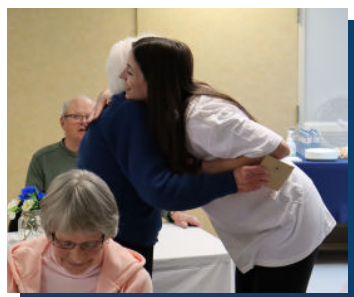
Candace and Robyn were thrilled to share the journey and the incredible growth of the program over the past eight months. It's inspiring to see the momentum building, and interest from stakeholders across Canada - looking forward to seeing similar programs emerge to support older adults in communities nationwide!



LUNCH & LEARN

A huge thank you to York Care Centre's registered dietitian, Lynne Morrison, for her engaging and informative presentation on healthy eating and aging in celebration of Nutrition Month! There was added excitement with Will from the Government of New Brunswick in attendance, getting footage for a Nursing Home Without Walls commercial!

Our next Lunch & Learn on April 10th, featuring Nicole Leary, First Link Coordinator at the Alzheimer Society of New Brunswick. Nicole will present "What is Dementia", the first session of a two-part education series.





Aging rights are human rights.

Participants wanted for a research study



agingrights.ca



Public Health
Agency of Canada

Agence de la santé
publique du Canada

We are looking for participants for a research study on human rights. We are looking for older adults, organizations, industry partners and decision makers in your area.

Participation includes:

- Consent form
- A couple of surveys
- An interview (optional)
- Participate as little or as much as you'd like, and help create a new database of helpful resources

Interested participants are asked to contact CIRA at (506)444-3880 ext. 2562 or email communications@ycc-cira.ca

HEALTH & WELLNESS

Homewood Pathfinder - Your EFAP (Employee Family Assistance Program)

[Visit Homeweb.ca or call 1-800-663-1142. Access to confidential 24 hour service.](#)

How to register:

Step One: Visit www.homeweb.ca and click 'Sign Up'.

Step Two: Type your company name and click 'Find it!' Select the correct company from the list provided. Health Services Invitation Code: NBA552. Enter information into the required fields, choose an email and password, and click 'Next Step'.

Step Three: Let us know how you are covered by Homewood, (e.g. through your organization or the organization of a family member), and let us know your relationship to the organization (e.g. employee, spouse, dependent, etc.). Submit the additional information required and click 'Sign Up' at the bottom of the page.

[Some health counselling services include:](#)

- Grief and Loss
- Addictions
- Workplace Issues
- Depression
- Culture & Identity
- Anxiety
- Relationship (Couples & Family)
- Life Changes



The 20 Tenets of Culture is a simple and effective development program designed for all employees. It starts with a quick self-assessment, which then delivers a yearlong series of coaching content straight to your inbox. **This is your opportunity to invest in yourself, take charge of your growth, and enhance your success at work and in life.**

Scan the QR code to register:




YCC APRIL EVENTS CALENDAR

Thursday

April 3, 6:30 pm
Friendship Centre
BING! in support of
York Care Foundation

CANCELLED

Wednesday

April 9, 2:00 pm
Friendship Centre
Palm Sunday Service

Wednesday

April 16, 2:00 pm
Friendship Centre
Good Friday/
Easter Service

Thursday

April 17, 10:30 am
Friendship Centre
Royal Road School
Grade 3 & 4 Visit

Wednesday

April 23, 6:30 pm
Friendship Centre
Volunteer Appreciation
Event (RSVP Required)

Thursday

April 24, 10:15 pm
Preschool Centre Visit

Friday

April 25, 10:30 am
Friendship Centre
Royal Road School
Grade 5 Visit



THE LATEST BUZZ

THANK YOU YORK CARE CENTRE VOLUNTEERS!



On April 23rd, York Care Centre's Friendship Centre was transformed into a tropical beach paradise as staff and residents gathered to celebrate the Centre's dedicated volunteers during their annual Volunteer Appreciation Event.

With a fitting "Making Waves" theme, the event highlighted the profound impact every volunteer has—whether through small gestures or decades of service. From first-year volunteers to those marking an incredible 66 years of giving back, each contribution was recognized as part of a growing wave of positive change within the community.

Adding a local touch to the celebration, volunteers were gifted coffee from Saltwinds Coffee Company to keep the ocean vibes—and the gratitude—flowing.

York Care Centre expressed heartfelt thanks to all volunteers for their time, energy, and unwavering commitment to enriching the lives of residents every day.

More photos on page 12

MAY 2025

Monthly Winners

HR Draw

ANGELA LYONS

\$25 Scott's Nursery Gift Card

FOR MAY DRAW

\$25 Cineplex Gift Card

Staff Pay2Play Lottery
Winners

TERRY GRANT

April 3

KATLYN FITZGERALD

APRIL 17



BIRTH ANNOUNCEMENT

Congratulations to Courtney Coffey who welcomed baby boy Hazen to their family on April 11th!



WELCOME TO CANADA!

We are pleased to welcome Gia Faith Caballero, Mary Joy Taingson, Grace Sermonet and Princess Viernes and family to Canada and the York Care Centre family!

Gia Faith, Mary Hoy, Grace and Princess are Internationally Educated Nurse candidates who arrived from the 2024 Recruitment Mission in the Philippines.



WELCOME TO THE YORK CARE CENTRE FAMILY!

Join us in welcoming the newest members of the York Care Centre (YCC) family! These talented individuals bring valuable experience and expertise, and we are thrilled to have them on board.



(left to right) Gia Faith Caballero (RA), Mary Joy Taingson (RA), Grace Sermonet (RA).



(left to right) Sonia Ormonde (DA), Burmun Damisa (EA), Princess Viernes (RA), Heather MacCara (DA).

YORK CARE CENTRE COOKBOOK: CALL FOR RECIPES



The York Care Centre Cookbook is back! We're collecting recipes and favorite Christmas memories, stories, or traditions from residents, families, volunteers, staff, and friends of York Care Centre. Share your festive favorites by emailing communications@yorkcarecentre.ca or scan the QR code to submit your entry.

RESIDENT OF THE MONTH



Suzette
Facini

Born in Fredericton at the old Victoria Public Hospital, Suzette is proud to call the city home. The middle child in her family, she grew up with two brothers and is a proud aunt to three nephews.

Throughout her life, Suzette held a variety of roles, including working in food service and housekeeping at the hospital. She also worked at Woolco, where she could be found on cash or assisting customers in the ladieswear department. It was during her time at the hospital that she met her partner of 19 years!

A creative spirit, Suzette enjoys crafting—especially ceramics—and is a regular at Bingo. She also loves games that test her musical knowledge. A champion of Name That Tune, Suzette shines when it comes to 1980s country and pop lyrics. Her all-time favourite song is Don't Close Your Eyes by Keith Whitley, with Kylie Minogue's Locomotion as a close second.

When asked what she enjoys most about York Care Centre, Suzette didn't hesitate to say: all the people and the wonderful staff.

Suzette's advice for future generations:
"Get an education - finish school."



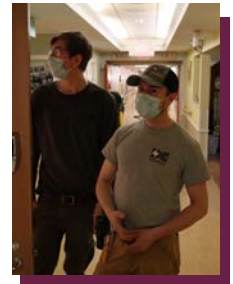
Care Services Week May 12 - 18, 2025



NURSE CALL REPLACEMENT PROJECT UPDATE

We're happy to share that the Nurse Call Bell Replacement Project is nearing completion!

Thank you to all staff, residents, and families for your patience during this important work. A big thank you as well to the incredible teams from DC Electrical and QSA for their expertise and professionalism throughout the project.



GOLF FORE CARE



Registration is now open with only a handful of spots left for team registration! Join us on Thursday, June 5, 2025, at West Hills Golf Course for York Care Foundation's 14th annual Golf Fore Care charity golf tournament!

Contact communications@yorkcarecentre.ca to get a team registration form.

WORLD CAFE

Earlier this month, we had the pleasure of hosting a World Café event, welcoming staff, as well as friends and family members of our residents, to share their ideas and perspectives. The focus of the event was to gather valuable input as we shape York Care Centre's 2025–2030 Strategic Plan.

We are incredibly grateful to everyone who took the time to attend and participate in the discussions. Your feedback was thoughtful, honest, and inspiring. It is clear that our community cares deeply about the future of York Care Centre, and your input will play a key role in ensuring our future direction reflects what is truly important to all of us.



INTERGENERATIONAL PROGRAMMING

April was filled with intergenerational activities as we welcomed young visitors to York Care Centre! A big thank you to the Grade 3/4 and Grade 5 classes from Royal Road School, who joined our residents for lively games of Bingo, and to the Preschool Centre children, who sang songs and created beautiful bookmarks with residents.



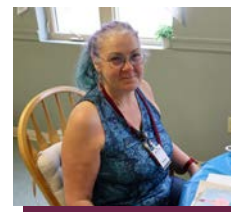
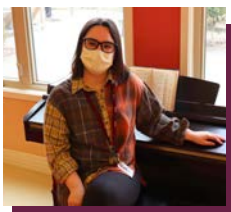
YORK CARE FOUNDATION'S MEMORY CARE CAMPAIGN

If you've noticed the fresh new paint colours in Tower 2, you're seeing the start of something exciting! It's all part of York Care Foundation's Memory Care Campaign, working to enhance spaces for residents living with dementia by creating a more comforting and engaging environment.

This is just the first step — stay tuned for more updates and ways you can get involved in supporting this amazing project!



SPRING STUDENT PLACEMENTS AT YCC



Welcome to the wonderful students who have been working with us this spring: Nicole Gonzalez-Garcia and Zoe Gotell are joining us from the Master of Social Work program at St. Thomas University, completing a 12-week placement with us! Paige Isherwood and Ginette Harvey are here for 3 weeks from the Social Service Community Worker program at NBCC!

We are so excited to have these bright and passionate students as part of our team. Your dedication to learning and caring for others makes a meaningful difference, and we're thrilled to have you at York Care Centre!

President's Corner

By Geri Geldart

Although it's been a bit of a cold and rainy spring, I am confident that we will soon be enjoying warmer and sunnier weather... and maybe complaining about the heat. 😊

As we welcome the warmth of May, I'd like to take this opportunity to reflect on our recent achievements and express my gratitude for your continued dedication.

Strategic Planning: Your Voices Matter

First, I want to extend my sincere thanks to everyone who participated in our World Cafe strategic planning session. I was particularly impressed with the energy and thoughtfulness you brought to these discussions. I would like to thank Jennifer Vos and Tara Thibault for their incredible efforts in organizing the event. We heard numerous innovative ideas and gained valuable insights into what you believe should be our priorities for the next five years. Your input has provided us with a clear sense of direction as we move forward. The baton now passes to our Board of Directors, who will establish the final plan. We anticipate sharing this completed roadmap with all of you in July, and I'm excited to see how your contributions will shape our future trajectory.

Nurse Call System: The Finish Line Is in Sight

I'm pleased to report that we're approaching the completion of our Nurse Call System replacement project. The success of this project is due, in part, to your flexibility and cooperation. Our contractors have commented on how seamlessly they were able to work in your areas, and I've received numerous compliments about the collaborative spirit demonstrated by all involved. Thank you for your patience during the inevitable disruptions and for your commitment to maintaining excellent service throughout the transition.

Welcoming New Team Members

Over the past few months, we've been fortunate to welcome several new colleagues to our organization. To our newest team members: we're delighted to have you on board, and we look forward to the fresh perspectives and talents you bring. To our existing staff: your welcoming approach and willingness to mentor new colleagues has not gone unnoticed. The supportive environment you create makes the onboarding process significantly smoother and reflects the compassionate culture that defines our organization. Thank you for embodying our values in such a meaningful way.

Celebrating Mental Health Awareness Month

May is Mental Health Awareness Month, and I'd like to take a moment to acknowledge its importance. The past few years have challenged us in unprecedented ways, both professionally and personally. I encourage everyone to utilize our employee wellness resources. Remember, taking care of your mental health isn't just beneficial for you—it enhances our collective ability to care for those we serve. We are committed to fostering a workplace where conversations about mental health are normalized and support is readily available.

Looking Ahead: Summer Staffing

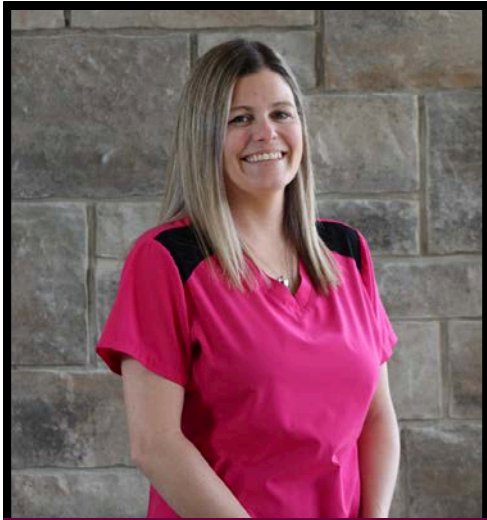
As we approach the summer months, our HR team is finalizing our seasonal coverage plans. I appreciate your patience and flexibility as we work to ensure adequate staffing while also accommodating well-deserved vacation time.

In closing, I continue to be inspired by your dedication and compassion and it's an honor to lead such an exceptional team.

With gratitude,

Geri Geldart

CEO, York Care Centre



NICOLE STEWART

Nickname: **NIKKI**

Designation: **REHAB ASSISTANT**

Hometown: **TAYMOUTH, NB**

Can't Live Without: **CHIPS! LAYS KETCHUP AND PLAIN MIXED TOGETHER**

What Did You Want To Be When You Grew Up?

TEACHER OR BABYSITTER (ACCORDING TO CHILDHOOD JOURNALS)

EMPLOYEE SPOTLIGHT



Nicole Stewart has been a valued member of the York Care Centre team since June 2016, working as a Rehab Assistant. Her passion for helping residents stay active and engaged shines through in her commitment to the Walking Program. This program not only supports residents' physical health, but also gives Nicole the chance to build meaningful connections through conversation and shared stories.

Her path to a career in rehabilitative care was shaped by a personal experience—her mother suffered a stroke 13 years ago. Seeing firsthand the impact that physiotherapists had on her mother's recovery inspired Nicole to pursue a career where she could make a similar difference. After exploring her options, she enrolled in an Occupational Therapy/Physiotherapy Assistant program within a month and never looked back.

Nicole has faced the challenges that often come with team transitions. When she first joined York Care Centre, she worked alongside a long-time staff member nearing retirement. Over the years, the team has seen changes through part-time roles, maternity leaves, and student placements. Despite the shifting faces, Nicole feels fortunate to now be part of a close-knit and supportive team.

Before starting her career in healthcare, Nicole worked at Staples for seven years. What started as a short-term job while she was in school turned into a longer commitment, thanks to a flexible schedule that helped her balance work and studies.

Outside of work, Nicole dreams of one day travelling to Africa or Asia to experience a safari and visit an elephant sanctuary. Locally, she enjoys spending time at MacTavish's for all things sports, indulging in her favorite meals at Mama's Pub and Cannons, and grabbing smoothies at the Fredericton Farmers Market with her kids on sunny summer mornings.

YCC MAY EVENTS CALENDAR

Thursday

May 1, 6:30 pm
Friendship Centre
BINGO in support of
York Care Foundation

Thursday

May 8, 3:00 pm
Dave's Café
Mother's Day Event
Seating #1
RSVP Required

Thursday

May 8, 6:00 pm
Dave's Café
Mother's Day Event
Seating #2
RSVP Required

Friday

May 23, 2:00 pm
Walk outside YCC

Walk for Alzheimer's

Thursday

May 29, 10:15 am
Friendship Centre
Celebrating
Intergenerational Day w/
Preschool Centre Visit



Ground Beef Teriyaki Stir Fry

Featured Recipe

Ingredients

Teriyaki Sauce

- 1 cup beef broth
- ¼ cup soy sauce
- 3 tbsp brown sugar
- 2 tbsp honey
- 3 garlic cloves - minced
- 1 tsp fresh ginger (grated or minced)
- 2 tbsp corn starch
- 1 tbsp orange zest
- ½ tsp black pepper
- ¼ - ½ tsp red pepper flakes

Stir Fry

- 2 tsp sesame oil
- 1 lb ground beef
- 3 cups broccoli florets (fresh or frozen)
- 1 cup shredded carrots
- 4 - 5 green onions (chopped)
- Sea salt to taste
- Sesame seeds (garnish)

Directions

- Whisk together all of the teriyaki sauce ingredients and set aside. Chop and prepare the vegetables.
- Heat a large skillet or wok to medium-high heat. Add the sesame oil to the skillet. Add in the ground beef and heat until fully cooked (internal temperature 160°F), about 6-8 minutes.
- Add in the broccoli, green onion and carrots and cook until heated through and tender. Change the heat to low and stir in the Teriyaki sauce. Simmer for several minutes until ready to serve and allow the sauce to thicken.
- Serve over rice or as desired! Store leftovers in the refrigerator for 3-4 days or freeze for up to 3 months.



THURSDAY, MAY 1ST
 FRIENDSHIP CENTRE, 6PM
 \$10 FOR 10 GAMES
 \$1,000 JACKPOT!



LUNCH & LEARN

A big thank you to Nicole Leary from the Alzheimer Society of NB for joining us and delivering an insightful session on “What is Dementia”—the first part of our two-part educational series!

We’re already looking forward to Part Two: "Dementia: Behaviours" on May 15th, presented by Ben McLaughlin, Dementia Friendly Communities Coordinator with the Alzheimer Society of NB.



Aging rights are human rights.

Participants wanted for a research study



agingrights.ca



Public Health
Agency of Canada

Agence de la santé
publique du Canada

We are looking for participants for a research study on human rights. We are looking for older adults, organizations, industry partners and decision makers in your area.

Participation includes:

- Consent form
- A couple of surveys
- An interview (optional)
- Participate as little or as much as you’d like, and help create a new database of helpful resources

Interested participants are asked to contact CIRA at (506)444-3880 ext. 2562 or email communications@ycc-cira.ca

HEALTH & WELLNESS TIP



How to Increase Your Self-Confidence

When you're in a situation where you don't feel self-confident, simply making sweeping affirmations probably will not work. You won't be convinced, and nobody else will be either.

Being self-confident is closely related to how you perceive yourself. How you perceive yourself is related to what you think about yourself, and to how you talk to yourself. People who lack self confidence repeat all kinds of negative sentences to themselves. They focus on negative experiences and memories of weaknesses. By doing so, they feel good-for-nothing, and consequently miss great opportunities—chances for growth and enjoyment.

Know yourself—and be realistic. Being self-confident is about displaying behaviours that show you know yourself—that you know how important you are, and what you want. And at the source of these behaviours are your thoughts about yourself.

To help you have good thoughts about yourself, try this simple exercise.

1. Write down ten of your strengths

You don't have to list all ten today, but make sure you write down at least one.



2. Illustrate each strength with at least two specific examples

Examples are important because they represent immovable and realistic proof that even your most negative thoughts can't beat. Actually, the more examples you write, the more power you attribute to your strengths, and the more convinced you will become. People tend to focus on their weaknesses, and they have plenty of examples of these. If you want to have a realistic perception of yourself, you need to accumulate examples of your strengths. Most people lack self-confidence in certain situations, or at particular moments in their lives. Sometimes people feel they've lost a confidence they'd like to regain; sometimes they feel they've reached a point where they simply want to develop new strategies.

3. Take responsibility for finding your own strengths

People have probably praised you at one time or another for some of your strengths. Do you believe in these strengths because someone else observed them? You want to become the one who knows your own strengths, so you need to work on finding them for yourself. Asking a significant other about your strengths is strictly forbidden for this exercise.

4. Read your list of strengths and examples often (at least daily)

By doing so, you will keep those strengths in mind, ready for use when you need them. You may continue to add to the list. Some people post it on the fridge, on the bathroom mirror, or they carry it in their wallet to make sure they see it every day.

5. Rehearse your list before difficult situations, and when you don't feel self-confident

By doing so, you will recall your strengths in situations that are critical. For example, if you have to talk to a coworker with whom you usually feel less than self-confident, you might want to take a few minutes first to remember your list and its examples.

6. Take the responsibility for initiating your own changes

If you wait for others to make you feel self-confident, you remain dependent on external factors. Self-confidence is learned and comes from practicing your strengths.

7. Persevere

Personalize these strategies and persevere in applying those you find relevant to your situation.

Homewood Pathfinder - Your EFAP (Employee Family Assistance Program)

[Visit Homeweb.ca or call 1-800-663-1142. Access to confidential 24 hour service.](#)

How to register:

Step One: Visit www.homeweb.ca and click 'Sign Up'.

Step Two: Type your company name and click 'Find it!' Select the correct company from the list provided. Health Services Invitation Code: NBA552. Enter information into the required fields, choose an email and password, and click 'Next Step'.

Step Three: Let us know how you are covered by Homewood, (e.g. through your organization or the organization of a family member), and let us know your relationship to the organization (e.g. employee, spouse, dependent, etc.). Submit the additional information required and click 'Sign Up' at the bottom of the page.

Some health counselling services include:

- Grief and Loss
- Addictions
- Workplace Issues
- Depression
- Culture & Identity
- Anxiety
- Relationship (Couples & Family)
- Life Changes



The 20 Tenets of Culture is a simple and effective development program designed for all employees. It starts with a quick self-assessment, which then delivers a yearlong series of coaching content straight to your inbox. **This is your opportunity to invest in yourself, take charge of your growth, and enhance your success at work and in life.**

Scan the QR code to register:



YORK CARE CENTRE VOLUNTEER APPRECIATION PARTY

... PHOTOS CONTINUED

