

**Board of Directors
AGENDA
Monday, September 22, 2025 @ 5:30pm**

Item	Description	MRP
1.	Call to Order	Marjorie Belzile
2.	Declaration of Conflict of Interest	Marjorie Belzile
3.	Approval of Agenda*	Marjorie Belzile
4.	Approval of Previous Minutes: June 16, 2025*	Marjorie Belzile
5.	Business Arising from the Minutes	
6.	Standing Reports	
6.1.	Quarterly Update from the President & CEO	Geri Geldart
6.1.1.	Report from President & CEO*	
6.1.2.	Q1 Operating Plan Progress Report*	
6.1.3.	Board of Directors – Annual Workplan*	
6.2.	Research & Ethics Committee	Tracey Burkhardt
6.2.1.	Q1 Report of Committee Chair	
6.3.	Care Services Committee	Andrea Seymour
6.3.1.	Q1 Report of Committee Chair	
6.3.2.	Quality Framework – For information*	
6.4.	Finance & Administration Committee	Pierre LeBlanc
6.4.1.	Q1 Report of Committee Chair	
6.4.2.	Unaudited Financial Statements period ending June 30, 2025*	
6.4.3.	Management Salaries – Proposed Adjustments	
6.4.4.	Budget 2025/26 – Proposed Revision*	
6.5.	Governance & Audit Committee	Lyne St-Pierre-Ellis
6.5.1.	Q1 Governance & Audit Report of Committee Chair	
6.5.2.	York County Properties Bylaws*	
6.5.3.	Governance Policies*	
	- Gov-Exec-A-405 Asset Protection	
	- Gov-Exec-C-410 Communication and Support to the Board	
	- Gov-Exec-E-420 Emergency Planning	
	- Gov-Exec-E-425 Emergency President and CEO Replacement	
6.5.4.	Governance Committee Terms of Reference - Proposed Revision*	
6.5.5.	Board Sub-committees – Proposed Role Change for Research and Ethics Committee*	
6.5.6.	Board Education Topics and Date for Board Dinner	
7.	New Business	
8.	Next Meeting: Monday, November 17, 2025 @ 5:30pm	

***Denotes attachment**

Proposed Motions

1. That the minutes of June 16, 2025, be approved.
2. That the Board of Directors approve the Annual Work Plan 2025 – 2026 as presented.
3. That the Board of Directors approve the unaudited financial statements for the period ending June 30, 2025, as presented by the Finance & Administration Committee.
4. That the Board of Directors approved the management salaries adjustment as presented by the Finance & Administration Committee.
5. That the Board of Directors approve the 2025 – 2026 revised budget as presented by the Finance & Administration Committee.
6. That the Board of Directors approve the York County Properties Bylaws as presented by the Governance & Audit Committee.
7. That the Board of Directors approve the following policies as presented by the Governance & Audit Committee.
 - Gov-Exec-A-405 Asset Protection
 - Gov-Exec-C-410 Communication and Support to the Board
 - Gov-Exec-E-420 Emergency Planning
 - Gov-Exec-E-425 Emergency President & CEO Replacement
8. That the Board of Directors approve the Governance & Audit Committee Terms of Reference as presented.
9. That the Board of Directors approve expanding the role of the Research & Ethics committee to include oversight responsibility for the Centre of Excellence strategic plan pillar.

**Minutes of meeting of the Board of Directors for York Care Centre,
100 Sunset Drive, Fredericton NB,
Meeting on June 16, 2025 at 5:30pm**

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

Regrets: Wayne Snowdon, Wayne Albert, Dana Burse

Guests: Heather Harris-Jones, Andrew Logan, Tim Boone

1. **Call to Order** The chair, Ms. Belzile called the meeting to order at 5:31 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. **Introduction of Guests**

Ms. Belzile welcomed Tim Boone to the Board and introduced Andrew Logan of Teed Saunders Doyle.

4. **Approval of Agenda**

It was moved by Andrea Seymour and seconded by Bryanna White-Aubé that the agenda be approved as presented. All in favour. - Motion carried

5. **Approval of Previous Minutes – May 5, 2025**

It was moved by Tracey Burkhardt and seconded by Lyne St- Pierre-Ellis that the minutes of May 5, 2025 be approved as presented. All in favour. - Motion carried

6. **Business Arising from the Minutes**

6.1 **York Developments Inc & York County Properties Bylaws**

Ms. Geldart presented the revised bylaws for York Developments Inc. and York County Properties. The board accepted the York Developments Inc. and requested additional changes to York County Properties Inc.

It was moved by Andrea Seymour and seconded by Donna Curtis-Maillet that the revised bylaws for York Developments Inc. be approved as presented. All in favour.

- Motion carried

7. Standing Reports

7.1. Governance & Audit Committee

7.1.1. Audited Annual Financial Statements 2024 – 2025 for York Care Centre Inc., York Developments Inc. and Centre of Innovation & Research in Aging Inc.

Andrew Logan, from Teed Saunders Doyle, provided an overview of the audited financial statements which were circulated with the meeting package. Highlights included:

- There were no issues or errors found during the audit of all three organizations. There were no adjustments required.
- The Worksafe NB rebate has made a significant change in cashflow and is reflected under deferred revenue.
- The accounting used in the financial statements for York Developments Inc differs from Canadian accounting standard for not-for-profit organizations due to depreciation being recorded according to principal reduction on mortgages and not as a measurement of the estimated useful life.
- Board members requested that NHWW funding is reflected in Province of NB care revenue line on the statements.

It was moved by Lyne St-Pierre-Ellis and seconded by Andrea Seymour that the Board of Directors recommend that the audited financial statements be recommended for acceptance at the Annual Members Meeting as presented for York Care Centre Inc. & Centre for Innovation & Research in Aging Inc. and as amended for York Developments Inc. All in favour. - Motion carried

Andrew Logan left the meeting.

7.1.2. Unaudited Annual Financial Statements 2024 – 2025 for York County Properties

Ms. Harris-Jones provided an overview of the unaudited financial statements for York County Properties which were included in the agenda package. The end of year reflected a net income of \$0. There is no mortgage and earnings are investment income. Interest is transferred to YCC annually to remain eligible for not-for-profit status.

It was moved by Lyne St-Pierre-Ellis and seconded by Deborah Wybou that the unaudited financial statements for York County Properties be recommended for acceptance at the Annual Members meeting. All in favour. - Motion carried

7.1.3. Appointment of Auditors

It was moved by Lyne St-Pierre-Ellis and seconded by Pierre LeBlanc that Teed Saunders Doyle be recommended for acceptance as the Auditors for 2025 – 2026 at the Annual Members Meeting. All in favour. - Motion carried

Heather Harris-Jones left the meeting.

7.2. Report from the President & CEO

Ms. Geldart provided an update on information not included in the package. Highlights included:

- The retention bonus for both the Director of Care and the VP Care & Quality were originally approved by Social Development however are now showing under investigation. Additional information will be provided when available.
- Nurse Call project final payment is being withheld until project is fully completed.
- Management salaries are currently under review.

7.2.1. Briefing Note – Purchase of Tractor

A briefing note, outlining the need to purchase a new tractor, was included in the meeting package.

It was moved by Pierre LeBlanc and seconded by Donna Curtis-Maillet that the Board of Directors approve the purchase of a Kubota tractor for \$55,000 plus tax, to be funded through Worksafe NB rebate funds. All in favour. - Motion carried

7.2.2. 2025-2026 Operating Plan

Ms. Geldart reviewed the 2025-2026 Operating plan that was included in the package. The four areas of focus are Residence of Choice, Employer of Choice, Centre of Excellence and Operational Excellence.

It was moved by Bryanna White-Aubé and seconded by Tracey Burkhardt that the Board of Directors approve the 2025 – 2026 operating plan as presented. All in favour.

- Motion Carried

7.3 Strategic Planning Committee

7.3.1 Report from the Committee Chair

Ms. White-Aubé provided a report on the Strategic planning progress thanking the committee members and the Board for their support.

7.3.2 2025 – 2030 Strategic Plan

Ms. Geldart presented the 2025 – 2030 Strategic Plan which was included in the package. The plan named Leading with Excellence focuses on 3 strategic priorities: residence of choice, employer of choice and centre of excellence.

Motion: It was moved by Bryanna White-Aubé and seconded by Deborah Wybou that the Board of Directors recommend the 2025 – 2030 strategic plan as amended, be presented for approval at the Annual Members Meeting. All in favour. - Motion Carried

7.4 Report from the York Care Foundation Board Chair

Mr. Losier shared the activities and achievements of the York Care Foundation in 2024 - 2025. This year has been productive, marked by strong community engagement and support from donors, volunteers and sponsors resulting in a profit of over \$38,000. Fundraising events included: Golf fore Care, Laugh for Care, Community events and programs and the Christmas wreath campaign.

8. Board & Committee Meeting Schedule 2025 – 2026

The board and committee meeting schedule for 2025 – 2026 was circulated.

9. Next meeting: Monday September 22, 2025 @ 5:30pm

The meeting was adjourned at 6:51pm on a motion by Andrea Seymour.

Marjorie Belzile, Chair

Jennifer Vos, Recorder

DRAFT



Report to the Board

President & Chief Executive Officer

For the period: July 2025 – September 18, 2025

Prepared By:

Geri Geldart, President & Chief Executive Officer
Presented on September 22, 2025

1.0 STRATEGIC PLAN, OPERATIONAL GOALS AND KPI DASHBOARD

- I am pleased tonight to present our final strategic plan documents. Attached to this report is the launch plan which will begin the first week of October. The purpose of the launch plan is to build awareness of the plan and the impact / opportunity it presents for various stakeholders. I will be seeking the board's advice on engaging with our local MLA's and municipal leaders.
- Included in our meeting package is the Q1 Progress Report for the 2025/26 Operating Plan. All targets were met for Quarter 1. In the past, sections of this report were shared with the various sub-committees. With our new strategic plan, the three pillars can fall under several committees, therefore we have decided to include this report only in the full board committee agenda. However, our team will still provide updates on their progress related to the strategic and operational goals.

2.0 CARE SERVICES

2.1 DSD INSPECTION

- Our annual inspection was conducted in July. The findings have been shared with the Care Services Committee. We received 13 infractions. There were no findings of significant risk.

2.2 CARE COMPLIANCE

- I am very pleased to share that we have maintained our Care Compliance at 103% since April 1st. We will closely monitor our staffing levels to ensure that we remain within our funding level.

2.3 NURSING HOME WITHOUT WALLS

- The program continues to build its client base with over 100 clients. The programming variety continues to grow as the team become more familiar with the needs of the clients. Navigation continues to be one of the most required services. The team have created a Caregiver Network meeting. The caregivers are able to meet in a support group format, while our team provide an activity for the adult needing care in our Adult Day Program facility. The support group plan to meet once each month.

3.0 PEOPLE AND CULTURE

3.1 LABOUR RELATIONS

- **CUPE** – A final agreement was finally reached in May after many months of negotiations. We were pleased to see the wage increase for this group since the compensation model had fallen behind that of the health authority, which is our primary competition. Since this agreement had been outstanding since 2022, the calculation of retroactive payments took quite some time for our HR and Finance staff. A new feature of this agreement is "Wellness Days". Each full time employee will have 30 hours of their existing sick bank converted to wellness days. Part-time staff will receive well In compliance with guidelines provided by NBANH, we have implemented a policy which guides managers and staff as they navigate the use of this new benefit. We will be monitoring usage to determine if they result in an increase in the use of paid time off. We did not receive any new funding for this benefit.
- **NBNU** – We don't expect any settlement prior to the settlement of the hospital sector agreement. The hospital sector is currently voting on a tentative offer.

3.2 ADMINISTRATION STAFFING

- There has been turnover within the Finance Department. Kathy Palmer left in early July, taking a position with the NB Nurses Union. Barbara Sprik joined our organization in early August as the Senior Accountant. Heather Harris-Jones resigned her position in September. Recruitment is underway for a Chief Financial Officer. All other areas have stable staffing.

3.3 EMPLOYEE ENGAGEMENT

- We are planning a thank-you fall meal for our staff in mid-October. We will let you know once we have a confirmed date. We welcome any board member who would like to help out with serving the meal. This is always a fun event!

4.0 FACILITIES AND INFRASTRUCTURE

4.1 MAJOR CAPITAL PROJECTS

- The Nurse Call Replacement project is substantially complete. We have held back the final payment as we await final documents.
- The ventilation project which will bring cooling to resident rooms has been launched. The contract has been awarded for phase 1 (Birch Grove and the Tower). Dixon will be awarded at a later date.
- Tower 2 Project – the unit has been painted throughout with the new colour pallet. The two balconies have undergone a major refresh and now provide a calm and relaxing environment for residents and families to enjoy together.

5.0 OTHER ITEMS

5.1 A GOOD SUMMER

- I believe we had a good summer here at York Care Centre. Our staffing levels were good and most people were able to take their planned vacation time.
- The weather was also good, so our residents were able to get outside more. All summer concerts were well attended. Our bus was pretty much a no-show this summer which was very disappointing for the residents and staff. Even with indoor winter storage and all planned maintenance completed, the bus continues to experience failures and each time, it is something new. We need to plan for replacement within the next year or so. We estimate the cost to be approximately \$250,000.

5.2 NB ASSOCIATION OF NURSING HOMES.

- The NB Association of Nursing Homes will be developing a new strategic plan, something which is definitely needed as this organization has struggled to meet the expectation of its members. Some of you may have received an email survey from the association and I would encourage you to reply. We will send the survey link to those of you who may not have received the survey. The association will be holding in-person sessions in each region over the course of the next month. YCC will be hosting one of these sessions on October 20th in our Friendship Centre. All board members will be invited.

5.3 CIRA

- With all funded projects coming to a close, we said goodbye to the remaining three staff members. All have found alternate employment. The office has been secured and we hope to re-open at a later date, with a renewed mandate.

5.4 YORK CARE FOUNDATION

- The Foundation has been actively engaged in the campaign to raise funds for the Tower 2 Project. The opportunity to receive matching funds from the Clark Foundation will come to a close at the end of October so we are in the final stages of the campaign.
- The Foundation will be the guest host for the Y Service Club breakfast on September 27th from 8AM – 10:30 AM at the Willie O’Rea Centre. We are in need of volunteers to help out. If you can’t commit to volunteer, please come out for breakfast!

- As part of our support for the campaign, we will be holding a special meal service in late October, encouraging all staff and visitors to purchase their meal in the café. All proceeds from the café on that date will be donated to the campaign.

5.5 FREDERICTON CHAMBER OF COMMERCE – BUSINESS EXCELLENCE AWARDS

- York Care Centre has been named a finalist for a Business Excellence Award in the Non-profit Organization category. We submitted a written application earlier in the summer. Based on the written application, we have been selected as one of three finalists. Since then, I have been interviewed and the final selection will be made based on the interview. The announcement of the successful organization will be made on October 23rd at the Chamber's Annual Awards Dinner. We will purchase a table, so please let me know if you are able to attend. We are not yet able to share that we are finalists.. we have to wait for the Chamber's official announcement.
- As members of the Chamber, we are invited to attend their monthly "Business After Hours" event. Next month, on Thursday October 2nd at 4PM, Hospice Fredericton will be hosting the event. I plan to attend. Please let me know if any of you would also like to attend and I will look after your registration.

5.6 ATTESTATION

I, Geri Geldart, in my capacity as the Chief Executive Officer of York Care Centre, hereby attest and certify that all mandatory deductions from our employees' wages for the period of April 1, 2025 – June 30, 2025 have been submitted as required by applicable laws, regulations, and contractual agreements. These deductions include federal and provincial income taxes, employment insurance, Canada pension plan, employee pension plans and union dues. Furthermore, I affirm that all voluntary deductions, such as health insurance premiums, retirement plan contributions, and any other authorized deductions, have also been processed correctly and in accordance with our policies and the agreements in place with our employees.

Respectfully Submitted
Geri Geldart
September 18, 2025



YORK
CARE CENTRE

EXCELLENCE IN LONG-TERM CARE

Operating Plan
2025 – 2026
Q1 Progress Report

Residence of Choice

To provide a safe and home-like environment that positions itself as a residence of choice for individuals seeking a high quality of life and care.

Priority Area	Operational Goal	Measure of Performance	Progress
Quality of Life	To improve our ability to plan and provide resident-centered activities, implement Activity Pro Gold	<ul style="list-style-type: none"> • Update license and train staff on program enhancements by Q1 • Complete resident assessments by Q3 • Complete Family Portal by Q4. 	Activity Pro License did not need to be updated to permit input assessments. Training on-going with staff. License will be updated in Q4 when we open the Family Portal.
	To support the delivery of resident-centred activities, increase the availability of volunteers.	<ul style="list-style-type: none"> • Continue to assess baseline volunteer participation (hours) in Q1 and Q2. • Establish and achieve improvement goal for Q3 & Q4 	<ul style="list-style-type: none"> • COMPLETE for Q1
Quality of Care	To improve our ability to provide resident-centred care, examine bathing frequency preferences and options.	<ul style="list-style-type: none"> • Resident survey re preferences in Q3 • Analyse and development plan in Q4 	
	To provide residents and families with current information regarding York Care Centre, complete a refresh of the Resident Handbook	<ul style="list-style-type: none"> • Review and update handbook by end of Q3 Print in Q4. 	
	To improve the dining experience, conduct a second trial of the Suzy-Q to determine the most appropriate use of the technology.	<ul style="list-style-type: none"> • Complete trial on a long term care unit by end of Q3. • Determine ongoing plan by end of Q4 	
Safe and Home-Like Environment	To improve resident comfort, introduce air conditioning/ cooling in resident rooms (multi-year project)	<ul style="list-style-type: none"> • Assist DTI with project as needed. 	<p>Phase 1 – Birch Grove and Tower - Contract awarded, completion date of end of January,</p> <p>Phase 2 (Dixon Back) Plans, Specs and bid document in progress,</p> <p>Phase 3 (Dixon Front) Plans in progress</p>

Priority Area	Operational Goal	Measure of Performance	Progress
Safe and Home-Like Environment (cont)	To ensure a safe environment, establish a maintenance plan for critical infrastructure at YCC	<ul style="list-style-type: none"> • Complete inventory of critical infrastructure elements by end of Q2. • Establish maintenance plan with timeline for each item by end of Q3. 	
	To improve the quality of environment services, conduct facility cleanliness audits	<ul style="list-style-type: none"> • Develop audit plan by end of Q1. • Report on results in Q2, 3 &4. 	Audit plan completed and placed into action effective July 2025
	To ensure a safe environment, establish a Maintenance Plan for YDI	<ul style="list-style-type: none"> • Facility Condition Assessments completed for 91, 95 and 120 Sunset Drive by end of Q1 • Maintenance Plan Developed for each building by end of Q2. 	Facility Condition Assessments completed for 91, 95 and 120 Sunset Drive
Resident Satisfaction	To identify opportunities for improvement, introduce a Tenant Survey in Hawkins House	<ul style="list-style-type: none"> • Develop and conduct tenant survey by end of Q2. • Consider the development of a survey for tenants of independent apartments 	

Employer of Choice

*Based on a foundation of character and a culture of excellence,
we will be an employer of choice for health professionals and support staff*

Priority Area	Operational Goal	Measure of Performance	Responsibility / Progress
Foundation of Character and Culture of Excellence	To support a culture of excellence, re-introduce the 20 Tenets of Culture Program	<ul style="list-style-type: none"> • Achieve and maintain 60% participation rate by end of Q3. 	
	To support professional development, offer a Leaders' level workshop in Fall 2025	<ul style="list-style-type: none"> • Workshop to be delivered by end of Q3. 	
Professional Development and Training	To support professional development, expand the mentorship program to include LPNs, DA's and EA's	<ul style="list-style-type: none"> • Program expansion in Q2 and Q3 • Final evaluation of expansion by end of Q4 	
	To enhance staff recognition, provide monthly activities to highlight achievements, committee work, etc.	<ul style="list-style-type: none"> • Quarterly report of recognition activities and events. 	Report provided to F&A committee. <ul style="list-style-type: none"> • Years of Service and Retirement recognition - May • Staff appreciation BBQ - June • Shining Stars recognition - April and June • Free Massage Day - May
Staff Well-being and Work-life Balance	To support a positive work-life balance, review staff rotations for EA's, LA's and LPN's	<ul style="list-style-type: none"> • LPN and Cook schedule review by end of Q2. • Laundry review by end Q3 • Environ. Att. by end of Q4. 	
	To support employee wellness, provide two mental health/wellness mini session on units	<ul style="list-style-type: none"> • Offer sessions in Q2 and Q3 	
	Update Attendance Support Program.	<ul style="list-style-type: none"> • Complete by end of Q3 	
	Attendance improvement in high use departments	<ul style="list-style-type: none"> • SLT to review departmental results each quarter. • Monitor impact of new wellness days 	<ul style="list-style-type: none"> • COMPLETE for Q1 • COMPLETE for Q1

Centre of Excellence

To be a leader in aging care, fostering an environment that promotes dignity, compassion and a high standard of care and support

Priority Area	Operational Goal	Measure of Performance	Responsibility / Progress
Leader in Aging Care	Host a Region 3 Support Service Managers Forum.	<ul style="list-style-type: none"> • Session to be held by end of Q3. 	
	Explore the possible elements of the Centre of Excellence role with NBANH and Region 3 Administrators	<ul style="list-style-type: none"> • Initial role definition for the Centre of Excellence to be developed by the end of Q4 	
High Standard of Care and Support.	With the financial support of the York Care Foundation, refurbish Tower 2 to incorporate evidence-based design features for an advanced dementia unit.	<ul style="list-style-type: none"> • Project to be completed, pending funding, by the end of Q4 	
	Expand the Nursing Home Without Walls Program	<ul style="list-style-type: none"> • Expand service delivery to meet program deliverables – to be articulated. 	
Employer of Choice	Examine the feasibility / requirements for recognition as a top employer.	<ul style="list-style-type: none"> • Investigate options and provide recommendations to S.L.T. by end of Q3 	

Operational Excellence

To provide effective management of the organization's resources through process improvement.

Priority Area	Operational Goal	Measure of Performance	Responsibility / Progress
General Administration	Official Launch of the 2025–2030 Strategic Plan	<ul style="list-style-type: none"> • Launch by the end of Quarter 2 	
	Update Communication Plan for 2025 – 2026 to support strategic plan.	<ul style="list-style-type: none"> • Update to plan complete by end of Q2. 	
	Establish Quality Improvement Plan for 2025 – 2026	<ul style="list-style-type: none"> • Updated plan completed by end of Q1 	<ul style="list-style-type: none"> • COMPLETE
	Year 2 of a 3- year plan to update all policies.	<ul style="list-style-type: none"> • 33% of policies will be updated by Q4. 	
	Identify and document all critical finance functions.	<ul style="list-style-type: none"> • Critical function list developed by end of Q2 • Documentation to be complete by Q4 	In Progress 50% completed
	To improve efficiency and reliability, complete the Administration Process review.	<ul style="list-style-type: none"> • Update time scan / process by end of Q1. • Update Trust account policy / process by Q3 	<ul style="list-style-type: none"> • COMPLETE
	To manage the risk and cost associated with contracted services, establish a current contract register	<ul style="list-style-type: none"> • Contract register to be complete by end of Q2 • Review of all contracts to be complete by Q4. 	
	Develop cost centre managers expertise re expense coding and variance analysis	<ul style="list-style-type: none"> • Cost Centre Manager review meetings in Q2 and Q3 	
Care Services	To improve efficiency, trial Care carts and wipes on one unit. Expand if deemed successful.	<ul style="list-style-type: none"> • Trial cart on one unit by end of Q3. • Develop roll-out plan by end of Q4 	
York Developments	To improve the sustainability of the independent housing units, review and update policies with respect to rent and insurance.	<ul style="list-style-type: none"> • Complete policy review for rental rates and insurance by Q2. 	

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

Quality of Life - Resident Survey

SQLI - Most recent data - Dec 2024

2025 Survey to be conducted in Q3

	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 2024

2025 Survey to be conducted in Q3

	2023	2024	Rank	Progress
Basic Needs	72.0	72.0	3/10	Stable
Respect and Trust	69.0	66.0	1/10	Stable
Visiting the Facility	69.0	68.0	1/10	Stable
Engaging in Care	63.0	65.0	2/10	Stable
Global Rating	62.0	62.0	1/10	Stable

Quality of Care

Will be revisiting targets now that CIHI reports are more current

	Q3 24/25	Q4 24/25	Q1 25/26	Target*	Progress
Antipsychotics-no Dx psychosis (%)	4	7	9	15	Stable
Residents with Pain (% of residents)	1	0	0	5	Stable
Residents with Worsened Pain (%)	6	5	12	12	Worse

Symptoms of Depression Worsened	16	18	25	18	Worse
Falls in last 30 days (% of residents who fell)	20	16	18	20	Stable
Falls with major injury - %	2	2	0	0	Improved
New Pressure Ulcer	1	3	5	3	Worse
Pressure Ulcer Worsened	1	3	5	3	Worse
Physical Restraints (%)	14	18	22	14	Worse
Hospitalizations (%) Includes overnight stays	11	6	5	3	Improved

Dashboard Updated on 01 September, 2025 by Geri Geldart

Will be revisiting all KPIs to align with Strategic Plan and the board approved monitoring framework.

Quality of Worklife

Next results will be available in Q2

	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

Human Resource Indicators

	Q3 24/25	Q4 24/25	Q1 25/26	Target	Progress
Care Hour (Short / Over)	6	-7	46	>0	Over Target
RN hrs act to standard (%) in quarter	97	98	99	>97	On Target
Retention Rate -12 month look-back (%)	85	86	82	85	Stable
Temp Agency Use Hours in Quarter	42	0	0	0	Stable
Resignations in 1st year employed	9	4	0	<5	On Target
Sick time / 1957 paid hours (std)	15.8	14.4	11.7	13	Improved
Overtime % of Pd Hrs in quarter	5.7	6.7	5.6	4	Stable
Worksafe Claims in quarter	2	7	4	0	Stable

Financial & Support Indicators

	Q3 24/25	Q4 24/25	Q1 25/26	Target	Progress
YC Fdn - Net Profit Calendar Yr as of July 2025			36,384	17,630	Plan pending
Food Cost per Resident Day \$	11.83	11.95	12.79		Stable
	0	6,125	0	2,250	Above Plan
Temp Agency Use \$ in Quarter	124,959	0	0	-	At target

Operating Plan

	Q1 25/26	Q4 Target
% of Annual Objectives Complete	100%	100%



Board of Directors - Annual Work Plan 2025-26

Introduction

The purpose of this document is to provide committee members with background and context information to support their plans for the upcoming board year. Each standing committee of the board is asked to establish a proposed workplan for the upcoming board year. A workplan will ensure that staff are prepared to bring appropriate information to the committee to support its work.

Section 1 is a summary of the Board of Directors' accomplishments from the previous year, as well as any issues which were considered / addressed.

Section 2 is a list of issues which might be of interest / concern to the Committee when planning for the upcoming year.

Section 3 is a proposed workplan for the Board. This is draft should be discussed at the October meeting of the Board.

Section 1 - Issues and Accomplishments from 2024/25

- Board orientation session
- Strategic Plan Development
- CEO Evaluation completed and goals established for 25/26
 - Introduce the new strategic plan to the organization and develop an implementation plan.
 - Develop a succession plan for all executive level positions.
 - Prepare options for the transition of CIRA for the board's consideration.
 - Continue the work on reviewing/revising administrative processes with a focus on the Finance and HR processes.
- Board Evaluation
- Board policy revisions – Board/CEO Linkage policies & YCF Board Representation
- Monitoring Framework – Ends Policies
- Code of Ethics revision
- YDI and YCP Bylaw revisions

Section 2 - Items to Consider for Upcoming Year.

- Implementation of Strategic Plan
- Board development / education
- The future of C.I.R.A. / Role of Centre of Excellence
- Policy Review
- Service Level Agreement with York Care Foundation
- Social Event?

Section 3 - Proposed Workplan

Meeting	Date	Reports and Documents
Q1	<ul style="list-style-type: none"> Monday, September 22, 2025 @ 5:30 	<ul style="list-style-type: none"> Committee Reports Report from the President and CEO Review of Annual Workplan Governance Policies - 4 DSD Inspection Results Strategic Plan Launch Board Education recommendations Code of Ethics - shortform Revised Budget 25/26
Q2	<ul style="list-style-type: none"> Monday, Nov. 17, 2025 @ 5:30 	<ul style="list-style-type: none"> Committee Reports Report from the President and CEO Governance Policies - 4 Service Level Agreement – YCF Research Priorities for YCC
Q3	<ul style="list-style-type: none"> Tuesday, Feb. 17, 2026 @ 5:30 	<ul style="list-style-type: none"> Committee Reports Report from the President and CEO Review of Potential YCF Projects CEO Performance Review Governance Policies - 3 Potential YCF Projects Recognition as a top employer - recommendation
March (Budget)	<ul style="list-style-type: none"> Monday, March 30, 2026 @ 5:30 	<ul style="list-style-type: none"> Approval of Annual Budget
Q4	<ul style="list-style-type: none"> Monday, May 11, 2026 @ 5:30 	<ul style="list-style-type: none"> Committee Reports Report from the President and CEO Operating Plan 2025/26 Quality Framework Progress Report Centre of Excellence – role definition Risk Management Plan. Board Evaluation Results Board Executive and Committee Chair recommendations New Board members recommendations
June	<ul style="list-style-type: none"> Monday, June 15, 2025 @ 5:30 	<ul style="list-style-type: none"> Governance and Audit Committee Report Auditing Process & Appointment of Auditors Board Appointments Board Evaluation Draft Annual Report YCF Annual Report Meeting Schedule
AGM (June)	<ul style="list-style-type: none"> Monday, June 15, 2025 at 6:30 	<ul style="list-style-type: none"> Audited & Unaudited Year End Financial Statements Auditors Report Appointment of Auditors Board Appointments for 25/26 Annual Report 2024/25

York Care Centre Strategic Plan Launch Plan

October - November 2025

Executive Summary

The launch of York Care Centre's new five-year strategic plan will occur over an eight-week period from October 1 – November 30, 2025. This communication strategy will ensure that all stakeholder groups receive information through multiple channels while building buy-in for our strategic direction.

Key Objectives:

- Create awareness of the new strategic plan across all stakeholder groups
 - Ensure clear understanding of how the plan impacts each stakeholder group
 - Establish ongoing communication channels for plan updates
-

Key Messages

- **Staff & Management:** "You are integral to our success - here's how we'll achieve our goals together"
 - **Residents, Tenants, Clients & Families:** "Enhanced services and improved outcomes for you and your loved ones"
 - **Government & Regulators:** "Alignment with provincial priorities and regulatory excellence"
 - **Healthcare Partners:** "Collaborative care for better patient outcomes"
 - **Community Organizations:** "Strengthened partnerships for community health and wellbeing"
 - **Donors & Funders:** "Transparent stewardship and measurable impact"
-

Internal Launch

Leadership Alignment

- **Senior Leaders and Board of Directors** – Share launch plan and materials - September 22, 2025
- **Management Forum and Unit Coordinators** – Present full strategic plan and discuss options for departmental presentations - October 1, 2025

All-Staff Launch

- **Email** to all staff: "Our Strategic Future Begins Now" - Monday, October 6, 2025
 - **All-Staff Meeting:** Strategic Plan Presentation - Tuesday, October 7, 2025
 - **Department meetings** – Informal team huddles, providing brochure and department poster - Oct 8 – 17th
 - **Check in with Management Forum** – Address questions from staff sessions and adjust messaging as needed - October 15, 2025
 - **Staff newsletter:** Strategic plan spotlight – November 2025 and twice yearly column
 - **Staff e-boards:** Share photos and quotes from launch week – November 2025
 - **Professional Advisory Committee** – email notice.
-

Client and Family Engagement

- **Direct client communications** - Brochures, letters or emails to all residents, tenants, clients and families.
- **Family Advocacy meeting** – plan presentation - December – 1st week
- **Resident Council meeting** – meeting date to be determined

Key Partners

- **Key healthcare partners notification**
 - Personal calls to NBANH, DSD and Horizon – October – 3rd week
 - Email with executive summary to all nursing homes in NB – October 4th week
- **Government relations outreach - To be discussed with Board of Directors**
 - Share with local MLAs and municipal leaders - **how?**
 - Email advisory to Department of Social Development – DM, ADM and Liaison Officer
- **Major donor and funder briefings**
 - Presentation to York Care Foundation Board – November board meeting
 - Email to past donors – delay until completion of Tower 2 campaign

Community and Public Launch

- **Website launch - New strategic plan section goes live – October 6, 2025**
- **Social media campaign launch** – weekly posts throughout October 2025
 - LinkedIn: Professional announcement targeting healthcare network
 - Facebook: Community-focused messaging
- **Email campaign to community partners**
 - Customized messages for different organization types – Oct 15 – Oct 30, 2025

Communication Channels and Materials

- **Digital** - Website, email campaign, social media and internal newsletter / eboards.
- **Print**
 - **Formal strategic plan document:** "Leading with Excellence: A Strategic Plan For 2025-2030" - Professional bound copies
 - **Strategic Plan Brochure:** "York Care Centre: Your Choice for Excellence" - overview highlighting strategic priorities
 - **Strategic priorities poster:** Visual representation of Residence of Choice, Employer of Choice, Centre of Excellence
 - **Stand-up Banner:** Visual representation of Residence of Choice, Employer of Choice, Centre of Excellence

Budget Considerations

- **Design and printing:** \$3,500
- **Website updates:** \$2,000



Quality at York Care Centre

A Framework for Improvement

Background

Quality of care and services at York Care Centre starts with what matters most to our residents. Our mission to provide an enhanced quality of life is achieved by using a person-centred approach to care. As we seek to fulfill this mission, we are ever mindful of our values of Character, Accountability, Respect and Excellence

Our commitment to quality is embedded in our Vision to be a Centre of Excellence in Long Term Care. To achieve this mission, we commit to the ongoing improvement in the quality of life, the quality of care, the provision of a safe and supportive environment and making York Care Centre the best place to work.

Values and Principles

Four core values guide the behavior of our organization. In addition, we will follow five principles as we begin our quality improvement work.

Values	Principles
<ul style="list-style-type: none"> • Character: We do the right thing • Accountability: We own our actions and our commitments • Respect: We respect our community of care and each other • Excellence: We strive for continuous improvement 	<p>Person-Centred: Individuals have unique values, personal history and personality and that each person has an equal right to dignity, respect, and to participate fully in their environment.</p> <p>Voice: The voice of our residents and families will be welcomed through genuine involvement in sharing and providing feedback.</p> <p>Our staff: Our staff are considerate, competent and highly motivated people whose values, attitudes and behaviors reflect our primary goal of supporting people to have the best possible quality of life.</p> <p>Professional Standards: We are knowledgeable of and comply with professional standards.</p> <p>Education and Training: Education is essential to the development of a caring and competent workforce.</p>

Objectives

The objective of our quality improvement work is to improve outcomes (quality of life, quality of care and safety) for residents of York Care Centre by:

- Identifying our strengths and gaps so that we can prioritize our improvement efforts. We will do this through regular monitoring of key performance indicators and regular surveys of residents, families and staff.
- Taking a balanced approach to our improvement work, by ensuring the important domains of care and service are addressed. Areas of focus for the quality improvement workplan will be identified annually, and as needed throughout the year.
- Strengthening the quality improvement skills of our team. Education will be provided to staff to support their participation in the quality improvement program.
- Demonstrating our accountability for the delivery of high quality care and services by sharing the results of our quality improvement work with the Board of Directors, Residents' Council, Family Advisory Committee and our staff.

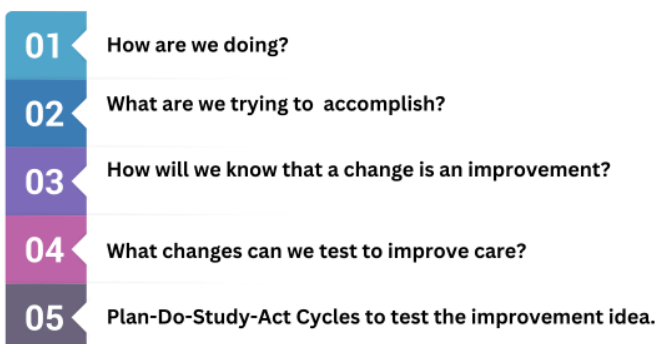
Domains of Quality

Quality in long term care refers to the extent to which the care and services provided to residents meet their needs and expectations and are consistent with professional standards. York Care Centre has identified four domains of quality which are important to the delivery of high quality long term care.

Quality of Life	Quality of Care	Safe and Supportive Environment	Best Place to Work
<p>Enabling residents to live their best possible life by respecting autonomy, preserving dignity, preserving and developing meaningful relationships, providing opportunities for fulfilling activities and respecting their background and culture.</p>	<p>Ensuring our care processes comply with professional standards, with a clear focus on evidence-informed practices in areas such as continence care, dementia care, falls prevention, pain management, palliative care, restorative care, skin and wound care.</p>	<p>Ensuring our facilities and equipment meet health and safety standards, yet still reflect a home-like environment.</p>	<p>Enabling a competent and engaged workforce, supported by effective and accountable leaders, to provide residents with a safe, caring and supportive environment.</p> <p>Staffing levels are sufficient to meet the care standards.</p> <p>Staff are supported through ongoing training and development</p>

Model for Improvement

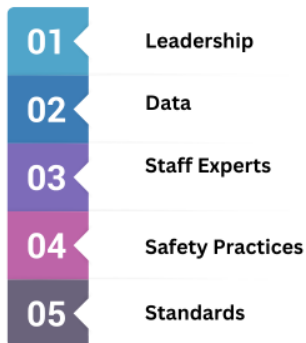
Our model for improvement is a simple and common-sense approach to the work of quality improvement. Five basic questions, and their answers, provide the structure for our work. The model for improvement is an iterative process, meaning it is ongoing and continuous. As new areas for improvement are identified, the process begins again, with the aim of continually improving the quality of care and services.



1. **How are we doing?**
 - a. We will identify, measure and report key performance indicators
 - b. Regular surveys will be used to gather feedback and resident and family satisfaction, quality of life, staff engagement and quality of worklife.
 - c. Inspection Reports will be used to assess our compliance with professional standards.
2. **What are we trying to accomplish?**
 - a. Conversations with our residents, staff and leaders will help us identify areas for improvement.
3. **How will we know that a change is an improvement?**
 - a. We will identify what we will track to determine if this change is an improvement.
4. **What changes can we test to improve care?**
 - a. Teams will collaborate with residents to identify potential changes/solutions
5. **Plan-Do-Study-Act Cycles to test the improvement ideas.**
 - a. A simple, structured, small scale approach to identify problems, test solutions and implement changes in a systemic and controlled manner.
 - b. Teams will consider how best to sustain and build on successful changes.

Our Resources

The team will have access to a variety of resources as they engage in quality improvement work:



1. Leadership

- a. The Board of Directors sets the strategic direction for the organization, and with the Senior Team, provides the leadership and resources to deliver high quality services.

2. Data

- a. York Care Centre utilizes the InterRAI LTCF Resident Assessment Tool. Data from the tool is used to assess the Quality of Care.
- b. York Care Centre also participates in the Seniors Quality Leap Initiative (SQLI) which is an international quality improvement collaborative which is focused on improving the quality of life and quality of care in long term care facilities.
- c. A variety of surveys are utilized to assess family and resident satisfaction, resident quality of life and staff engagement and quality of worklife.

3. Staff Experts

- a. York Care Centre is proud of the broad range of clinical experts on our team, including experts in nutrition, falls prevention, infection control, wound care, palliative care, rehabilitation and therapeutic recreation.

4. Safety Practices

- a. Safety practices which support resident and staff safety are guided by our staff in Human Resources and Facilities & Infrastructure.

5. Standards

- a. The NB Nursing Home Standards and the professional standards of the regulated health professionals who work at York Care Centre are respected and guide our improvement efforts.

Annual Plan 2025-26

Key Performance Indicators for All Domains of Quality

1. Senior leaders will report on key performance indicators quarterly.

Quality of Life and Quality of Care Domains

1. Continue participation in the Seniors Quality Leap Initiative (quality of care indicators, quality of life surveys) with a focus on the following:
 - a. Examine bathing frequency preferences and options.
 - b. Improve the dining experience in long term care and in supportive housing.
 - i. Conduct a second trial of Suzy-Q in long term care.
 - ii. Explore alternatives for Hawkins House.
 - c. To improve ability to plan and provide resident-centred activities, implement Activity Pro Gold, including updated resident assessments and the introduction of a family portal.
 - d. To support the delivery of resident-centred activities, increase the availability of volunteers
2. Annual bedside audit process to improve compliance with care standards.

Safe and Supportive Environment Domain

1. To reduce workplace injuries, provide All The Right Moves (ATRM) training for all employees.
2. To improve resident comfort, improve mechanisms for cooling air in resident rooms.
3. Work with NB Housing to improve building maintenance in apartment buildings.
4. With support of York Care Foundation, refresh the Tower 2 Environment.
5. Introduce Facility Cleanliness Audits
6. Conduct regular hand hygiene audits
7. Introduce hand hygiene dispensers in all resident rooms.

Best Place to Work Domain

1. Implement the employee engagement framework - 25/26 initiatives.
 - a. Annual engagement survey
 - b. Professional development focus for 25/26 – workplace wellness and quality improvement.
 - c. Continue promotion of the “20 Tenets of Culture” program.
 - d. Expand mentorship program to include LPNs, DA’s and EA’s
 - e. Review staff rotations for EA’s, LA’

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

June 2025

	YCC		YDI		CIRA		COMBINED
Cash and Receivables							
Unrestricted Cash	\$ 6,275,909	\$	685,984	\$	81,924	\$	7,043,817
Total Receivables	\$ 237,288	\$	36,084	\$	3,229	\$	276,601
Total Liabilities							
Trade	\$ 1,126,556	\$	148,876	\$	40,686	\$	1,316,118
Accrued Salary/Payroll Costs	\$ 819,992					\$	819,992
Accrued Vacation / Stats	\$ 1,330,836					\$	1,330,836
Pension Payable to Social Development	\$ 329,383					\$	329,383

Summary Observations - Results from Operations

YCC finished worse than budget resulting in a negative variance of \$412.2K. The main drivers of this negative variance are higher payroll \$374.9K due to the new CUPE Contract and the Tower 2 project \$39.2K, totalling \$414.1K. Once the DSD 2025-26 funding is factored into the YCC budget and revenue for the Tower 2 Project is recorded, YCC would be on budget.

YDI finished better than budget with a positive variance of \$25.3K. **Independent Living** did better than budget \$13.5K mainly due to lower maintenance spend and wages. **Supportive Housing** did better than budget by \$ 4.6K due to higher revenue for care hours and interest, plus lower maintenance, that was offset by higher payroll and food costs. The **Adult Day Program** finished better than budget with a positive variance of \$7.2K due to higher revenue, lower payroll, program and admin costs. **NHWW** reflects no net income as revenue is matched to expenses.

CIRA finished with a loss of \$8.3K slightly higher than budget by \$0.4K mainly due to higher insurance costs. A credit on insurance is expected.

Capital Expenditure YTD Update: The commercial washer & dryer - ordered, Blast Chiller - purchased (end of 2024-25), Tractor - purchased, Video Surveillance - obtaining quotes, Auto Scrubber - on hold. The installation of the Nurse Call System - complete.

YDI Building Update: Full funding will be received from NB Housing for roof replacement at 91 Sunset Drive. There is an insurance claim being processing for 120 Sunset.

Key Performance Indicators

York Care Center			Independent Apartments	
Revenue per resident day	\$310		Revenue per Unit per month	\$667
Expenditures / resident day	\$313		Expenditures per Unit per month	\$575
Number of beds	218		Number of Units	72
Vacant bed days - YTD	19		Supportive Housing	
Staffing	<i>Perm Positions</i>	<i>Vacant</i>	Revenue per Unit per month	\$2,525
Admin/HR	12	0	<i>Rent revenue/unit/month</i>	\$989
Care	164	14	<i>Care revenue/unit/month</i>	\$689
Support	55	9	<i>Service fee revenue/unit/month</i>	\$628
Expenditure Distribution			Expenditures per Unit per month	\$2,499
<i>YTD Expenditures</i>	<i>Actual</i>	<i>Percent</i>	Number of Units	31
Salary and Benefits	\$ 4,717,062	76.1%	Adult Day Program	
Supplies & Other Expenses	\$ 1,027,923	16.6%	Revenue per client day	\$74
Depreciation & Mortgage	\$ 452,231	7.3%	Expenditures per client day	\$62

YORK CARE CENTRE INC
Statement of Financial Position
6/30/2025

	Current Quarter	Prior Quarter	Difference
<u>ASSETS</u>			
CURRENT			
CASH AND CASH EQUIVALENTS	6,275,909	2,789,753 1*	3,486,156
CASH - RESTRICTED FUNDS	70,760	73,642	(2,882)
ACCOUNTS RECEIVABLE			
- RESIDENTS	58,748	109,737	(50,989)
- DEPT of SOCIAL DEVELOPMENT	35,298	466,871 2*	(431,573)
- HST	38,820	157,858 3*	(119,038)
- OTHER	104,422	47,109	57,313
INVENTORIES	83,319	83,319	-
PREPAID EXPENSES	489,880	5,436 4*	484,444
LONG TERM RECEIVABLE	-	-	-
TOTAL CURRENT ASSETS	7,157,155	3,733,725	3,423,430
CASH RESTRICTED FOR FUTURE CAPITAL LAND, BUILDING AND FURNITURE (Net)	-	-	-
	25,334,092	25,668,342	(334,250)
TOTAL FIXED ASSETS	25,334,092	25,668,342	(334,250)
TOTAL ASSETS	32,491,247	29,402,067	3,089,180
<u>LIABILITIES</u>			
CURRENT			
PAYABLES & ACCRUALS	3,606,767	3,808,947 5*	(202,180)
DEFERRED REVENUE	4,659,044	637,949 6*	4,021,095
TOTAL CURRENT	8,265,811	4,446,896	3,818,915
LONG TERM			
LONG TERM DEBT	9,427,727	10,008,020	(580,293)
DEFERRED CONTRIBUTIONS	2,239,385	2,332,141 7*	(92,756)
TOTAL LIABILITIES	11,667,112	12,340,161	(673,049)
<u>FUND BALANCES</u>			
FUNDS RESTRICTED	67,329	66,878	452
UNRESTRICTED	12,548,132	11,149,072	1,399,060
NET INCOME (LOSS) FOR PERIOD	(57,138)	1,399,060	(1,456,198)
TOTAL FUNDS	12,558,324	12,615,010	(56,686)
TOTAL LIABILITIES & FUNDS	32,491,247	29,402,067	3,089,180

Notes:

- Increase mainly due to receipt of DSD funds for the CUPE Retro \$3.6M.
- Decrease due the receipt of funds for the Nurse Call System \$346K & BA's \$76K that were outstanding at year end.
- Decrease mainly due to receipt of higher HST due to Nurse Call System.
- Increase due to the addition of annual property tax and insurance in April.
- Decrease due to lower Salary/Payroll Payable \$194.5K, Trade Payables \$136.1K offset by higher Stat/Vac Payable \$128.4K.
- Increase due to the receipt of the CUPE funds \$3.6M recorded as liability until paid out.
- Decrease due to monthly amortization of Deferred contributions.

YORK CARE CENTRE INC
Statement of Operations - Year to Date
3 MONTHS ENDING 6/30/2025

	Actual Current YTD	Budget Current YTD	Variance Budget vs Actual
REVENUE AND RECOVERIES			
Operating Revenue	5,752,709	5,802,401	-49,693
Non-recurring Budget Amendments	33,653	33,653	0
Administration	145,926	139,525	6,400
Care Services	24,851	12,744	12,108
Operations	90,184	87,346	2,838
Deferred Contributions	92,756	62,788	29,969
TOTAL REVENUE AND RECOVERIES	<u>6,140,078</u>	<u>6,138,456</u> *1.	<u>1,622</u>
OPERATING EXPENSES			
Administration	1,197,652	1,117,861	*2. -79,791
Care Services	2,849,167	2,649,739	*3. -199,427
Operations	1,698,166	1,593,586	*4. -104,580
Mortgage Interest & Depreciation	452,231	422,197	*5. -30,034
TOTAL EXPENSES	<u>6,197,216</u>	<u>5,783,383</u>	<u>-413,832</u>
NET SURPLUS (DEFICIT)	<u>-57,138</u>	<u>355,073</u>	<u>-412,211</u>
Decrease in Operating Fund	<u>-57,138</u>	<u>355,073</u>	<u>-412,211</u>

Notes (Actual to Budget):

- 1 Higher revenue due to higher Deferred Contribution \$30.0K (Nurse Call System), Care \$12.1K (Union Recoveries) , Admin \$6.4K (mainly interest), Dietary/Cafe Rev. \$1.6K, Ops - Other \$1.2K offset by lower Operating Rev DSD \$49.7K.
- 2 Higher due to higher Salary/Payroll Costs \$95.2K, Prof. Fees \$0.7K, offset by lower Education \$9.8K, Recruitment \$1.3K, Get Inspired/Adver./Com \$5.2K.
- 3 Higher due to higher Payroll Costs \$195.6K (Mainly CUPE Contract), Supplies \$3.7K.
- 4 Higher due to higher Salary Costs \$88.1K, Tower 2 Project \$39.2K, Utilities \$2.3K, Computer Hardware/Software \$11.8K offset by lower Repair & Maintenance \$22.0K, Supplies \$13.0K, Vehicle \$2.0K.
- 5 Higher Depreciation due to addition of capital purchases (mainly Nurse Call System) \$30.0K.

YORK DEVELOPMENT INC
Statement of Financial Position - CONSOLIDATED
6/30/2025

	Current Quarter	Prior Quarter	Difference
<u>ASSETS</u>			
CURRENT ASSETS			
CASH	685,984	664,791	21,193
ACCOUNTS RECEIVABLE	34,340	38,574	-4,234
HST RECEIVABLE	1,744	2,126	-382
PREPAID EXPENSES	81,222	0 ^{1*}	81,222
TOTAL CURRENT ASSETS	<u>803,290</u>	<u>705,490</u>	<u>97,799</u>
RESTRICTED CASH AND DEPOSITS			
REPLACEMENT RESERVE FUND	316,625	308,092	8,533
DEFERRED VACANCY SUBSIDY	48,721	48,326	395
TOTAL RESTRICTED CASH & DEPOSITS	<u>365,345</u>	<u>356,417</u>	<u>8,928</u>
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	-4,545,726	-4,507,764	-37,962
TOTAL FIXED ASSETS	<u>1,826,101</u>	<u>1,864,063</u>	<u>-37,962</u>
TOTAL ASSETS	<u><u>2,994,736</u></u>	<u><u>2,925,970</u></u>	<u><u>68,766</u></u>
<u>LIABILITIES</u>			
CURRENT LIABILITIES			
ACCOUNTS PAYABLE & ACCRUED LIABILITIES	148,876	175,091 ^{2*}	-26,215
DEFERRED REVENUE	224,953	128,042 ^{3*}	96,911
TOTAL CURRENT LIABILITIES	<u>373,830</u>	<u>303,134</u>	<u>70,696</u>
LONG TERM DEBT			
MORTGAGE 116 SUNSET DRIVE	1,439,429	1,474,133	-34,704
TOTAL LONG TERM LIABILITIES	<u>1,439,429</u>	<u>1,474,133</u>	<u>-34,704</u>
DEFERRED CONTRIBUTIONS			
DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS	751	1,001	-250
TOTAL DEFERRED	<u>751</u>	<u>1,001</u>	<u>-250</u>
FUND BALANCES			
REPLACEMENT RESERVE RESTRICTED	319,625	308,092	11,533
VACANCY SUBSIDY RESERVE	48,721	48,326	395
EARNED SURPLUS	782,285	692,362	89,923
NET INCOME (LOSS) FOR PERIOD	30,096	98,922	-68,826
TOTAL EQUITY	<u>1,180,726</u>	<u>1,147,702</u>	<u>33,025</u>
TOTAL LIABILITIES & FUND BALANCES	<u><u>2,994,737</u></u>	<u><u>2,925,970</u></u>	<u><u>68,766</u></u>

Notes:

1. Increase due to the addition of Property Taxes and Insurance in April.
2. Decrease due to reduced overall Trade Payables \$33.3K offset by increased accrued Wages \$6.9K.
3. Increase due to the receipt of the first half of funding for NHWW \$159 (recognized monthly to match expenditures).

YORK DEVELOPMENT INC
Statement of Operations - CONSOLIDATED
1 MONTH ENDING 06/30/2025

	Actuals YTD June 30	Budget YTD June 30	Variance
Independent Housing			
Total Revenue	144,068	146,026	-1,958
Operating Expenses			
Wages & Benefits	16,095	20,673	4,578
Maintenance	50,662	60,685	10,022
Administration	52,636	53,496	860
Depreciation	4,808	4,808	0
Total Operating	124,202	139,662	15,460
Net Earnings	19,866	6,364	*1 13,502
Supportive Housing			
Total Revenue	234,851	229,720	5,132
Operating Expenses			
Wages & Benefits	107,908	100,289	-7,619
Tenant Support Costs	18,916	20,384	1,468
Maintenance	36,696	42,752	6,056
Administration	35,729	35,326	-403
Depreciation	33,153	33,153	0
Total Operating	232,402	231,903	-499
Net Earnings	2,449	-2,184	*2 4,633
ADP			
Total Revenue	47,368	44,017	3,352
Operating Expenses			
Wages & Benefits	31,212	32,450	1,238
Program Support Costs	5,548	6,763	1,215
Administration	2,829	4,209	1,380
Depreciation	0	0	0
Total Operating	39,589	43,422	3,833
Net Earnings	7,779	595	*3 7,184
NHWW			
Total Revenue	52,549	79,573	-27,024
Operating Expenses			
Wages & Benefits	43,330	57,369	14,039
Program Support Costs	4,749	14,179	9,430
Administration	4,469	8,025	3,556
Depreciation	0	0	0
Total Operating	52,549	79,573	27,024
Net Earnings	0	0	*4 0
TOTAL NET EARNINGS	30,095	4,776	25,319

Notes: (Actuals to Budget)

1. Higher than budget Net Earnings \$13.5K due to lower expenses mainly in Wages & Maint. Cost Centers \$15.8K, offset by lower revenue \$2.0K. Lower Wages \$4.6K (delayed Hire), R&M \$3.7K , Grounds Maint. \$2.0K, Equip/Supplies \$0.6K, Ins \$0.5K, Admin \$0.9K (Audit) and Utility \$3.2K. Revenue was lower mainly due to no Student Income \$1.6K.
2. Higher than budget Net Earnings \$4.6K due to higher revenue \$5.1K offset by slightly higher expenses \$0.5K. Higher Revenue for Care Hr Rev. \$11.4K, interest \$1.7K, was offset by lower Revenue for Rents \$2.5K, Tenant Sevices \$5.5K. Expenses were higher for payroll \$7.6K, R&M \$2.9K, Admin \$0.4K (Audit) offset by lower food costs \$1.5K, Utility \$6.4K, Equip/Supplies \$1.7K, Gounds Maint \$0.8K.
3. Higher than budget Net Earnings \$7.2K due to higher revenue \$3.4K and lower expenses \$3.8K. Revenue was higher for DSD Funding \$1.1K, and Client Pay Funding \$2.0K. Expenses were lower mainly due to Equip/Supplies \$1.6K, Wages \$1.2K, Admin Adv/Supplies \$1.0K, Building \$0.5K offset by higher Food \$0.5K.
4. Lower than budget revenue by \$27.0K (actual) \$52.5K and expenses were lower than budget for Wages \$14.0K, Program Costs \$9.4K and Admin \$3.6K.

Centre for Innovation and Research
Statement of Financial Position
6/30/2025

	Current Quarter	Prior Quarter	Difference
<u>ASSETS</u>			
CURRENT			
CASH AND CASH EQUIVALENTS	81,923	173,458 1*	(91,536)
ACCOUNTS RECEIVABLE	244	513	(269)
ALLOWANCE FOR DOUBTFUL ACCOUNTS	-	-	-
HST RECEIVABLE	2,984	7,954	(4,970)
PREPAID EXPENSES	-	-	-
LONG TERM RECEIVABLE	-	-	-
TOTAL CURRENT ASSETS	85,152	181,926	(96,775)
CAPITAL ASSETS			
EQUIPMENT AND FURNITURE	16,186	16,186	-
ACCUMULATED DEPRECIATION	(15,541)	(15,326)	(215)
	646	861	(215)
TOTAL ASSETS	85,796	182,787	(96,991)
<u>LIABILITIES</u>			
CURRENT			
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES	41,357	50,271 2*	(8,914)
DUE TO YORK MANOR INC.	(951)	3,865 3*	(4,817)
DUE TO YORK DEVELOPMENTS INC.	280	355	(75)
DEFERRED REVENUE	14,846	89,755 4*	(74,909)
TOTAL CURRENT	55,531	144,246	(88,715)
<u>FUND BALANCES</u>			
FUND BALANCES			
FUNDS UNRESTRICTED	38,541	38,448	93
NET INCOME (LOSS) FOR THE PERIOD	(8,277)	93	(8,370)
TOTAL FUNDS	30,264	38,541	(8,277)
TOTAL LIABILITIES & FUNDS	85,796	182,787	(96,991)

Notes:

1. Decrease due to cashflow to cover regular monthly expenditure costs.
2. Decrease due lower Project Activity \$3.5K, Vacation Payable \$3.1, HST \$2.3K .
3. Decrease due to double booked inter-transfer \$3.6K. Corrected in July.
4. Decrease due to monthly amortizationof unearned revenue to earned revenue.

Centre for Innovation and Research
Statement of Operations - CONSOLIDATED
3 MONTHS ENDING 6/30/2025

	ACTUAL YTD	BUDGET YTD	ACTUAL VS BUDGET
REVENUE			
PHAC ISAF - HUMAN RIGHTS	72,129	74,000	-1,871
INTEREST INCOME	983	825	158
TOTAL UNRESTRICTED REVENUE	73,112	74,825 *1	-1,713
OPERATING EXPENSES			
WAGES & BENEFITS	0	0 *2	0
ADMINISTRATION	9,260	8,626 *3	-633
PROJECT RELATED EXPENDITURES	72,129	74,000 *4	1,871
TOTAL EXPENSES	81,389	82,627	1,238
NET EARNINGS (LOSS)	-8,277	-7,802	-475

Notes:

- *1. Lower than budget due to lower Human Right Project Income offset by higher Interest Income.
- *2. On budget (Employee Wages charged to projects \$50.1K).
- *3. Higher than budget due to higher insurance fees (A credit will be issued).
- *4. Project expenditures align with project revenue above (in grey).

**SOCIAL DEVELOPMENT BUDGET 2025 – 2026
HIGH LEVEL OVERVIEW**

Yearly Adjustments:

Budget reflects changes to rates related to salaries, and benefits, WorkSafe premiums, property taxes, insurance premiums, loans and mortgages.

Inflationary Adjustments:

2.0% average increase in supplies budget for the following: Care, Pastoral, Activity, Administration, Dietary, Laundry, Housekeeping, Plant Operations, Fuel, Maintenance & Repairs, Minor Equipment, Health & Dental Benefits and Education.

9.7% increase in supplies budget for the following: Electricity.

Other Adjustments:

Addition of funding for Safe Resident Handling supplies that include but limit to resident slings, fall prevention equipment and repositioning devices. (previously some may have been budget amendments).

Addition of funding for Professional Fees for FTEs for the SHCP bargaining group. Funding is \$100 per FTE if the FTE is greater or equal to 0.5 FTE.

Addition of funding for Retention Premium amounts for CUPE employees with continuous years of service of 15+, 20+ and 25+ at YCC.

	York Care Centre Inc. Budget Approved 2025-26	York Care Centre Inc. Budget Proposed 2025-26	York Care Centre Inc. Variance
Operating Revenue	23,219,604	25,655,377	1 2,435,773
Less Vacant Bed Day Revenue reduction	-10,000	-10,000	0
Recoveries	1,034,610	1,154,485	2 119,875
Total Revenues	24,244,214	26,799,861	2,555,647
Care Salaries	9,745,952	10,946,166	3 1,200,214
Care Supplies	384,677	384,677	0
Recreation Salaries	302,825	343,611	3 40,785
Recreation Supplies	34,775	34,775	0
Pastoral Salaries	0	0	0
Pastoral Supplies & Contract for Services	28,250	28,250	0
Total Care Services	10,496,480	11,737,479	1,240,999
Research - Supplies & Expenses	0	0	0
Total Research	0	0	0
HR - Salaries	326,814	341,124	3 14,309
HR - Supplies	42,625	42,625	0
Dietary Salaries	1,296,088	1,519,313	3 223,226
Dietary Supplies	1,193,200	1,193,200	0
Environmental Services Salaries	1,806,205	2,135,577	3 329,373
Environmental Services Supplies	2,271,713	2,301,713	4 30,000
Total Operations	6,936,644	7,533,552	596,908
Administration Salaries	578,970	607,094	3 28,124
Administration Supplies	214,615	229,615	5 15,000
Education Supplies	75,000	75,000	0
Employee Benefits	2,959,484	3,469,599	3 510,115
Total Administration Services	3,828,069	4,381,308	553,239
Total Capital Operating	3,010,556	3,147,522	6 136,965
Total Expenses	24,271,750	26,799,861	2,528,112
Operating Surplus/(Deficit)	-27,535	0	27,535
Capital Budget Items	168,275	168,275	0
Net Surplus/(Deficit)	-195,810	-168,275	27,535

Operating Income Adjusted for Depreciation (Before Capital Budget)

Operating Income Budget	-27,535	0
Mortgage Principal in Operating Budget	2,321,171	2,321,171
Depreciation on buildings	-999,402	-999,402
Operating Income Adjusted for Depreciation (Before Capital Budget)	1,294,234	1,321,769

1. The increase in DSD funding reflects the CUPE contract increase, Non-Bargaining Management increase, 2% average increase on Supplies, 9.7% increase on Electricity and addition of amounts for Safe Resident Handling supplies, Professional Fees and CUPE Retention Premiums.
2. Increase reflects the additional Deferred Revenue for the Nurse Call System that did not get into the spring budget.
3. Higher Payroll and Benefits costs due to the CUPE contract and additional funding for some Non-Bargaining Management Positions.
4. Increase funding for Electricity \$25K and Computer Software \$5K.
5. Increase funding for Consulting Fees \$10K and Office Equipment/Supplies \$5K.
6. Increase reflects the addition of amortization on the Nurse Call System and other capital that did not get into the spring budget.



28 August 2025

Le 28 aout 2025

Subject: 2025-26 Nursing Home Budget

Objet : Budget du Foyers de Soins 2025-26

I am writing to inform you about your budget for the 2025-26 fiscal year.

Je vous écris pour vous informer à propos de votre budget pour l'exercice financier 2025-26.

Included in the 2025-26 budget package:

Inclus dans le paquet budgétaire 2025-26 :

2025-26 Budget, which includes:

Détails du budget 2025-26 Budget, comprend :

- a. Budget Summary
- b. FTEs and Wage Expenses (Appendix A)
- c. Care Hours and FTEs (Appendix A-1)
- d. FTEs and Funded Hours (Appendix A-2)
- e. Personnel Benefits (Appendix B)
- f. Other Expenses (Appendix C)
- g. Capital Mortgages and Loans (Appendix D)

- a. Résumé du budget
- b. ETP et dépenses salariales (Annexe A)
- c. Heures de soins et ETP (Annexe A-1)
- d. ETP et heures financées (Annexe A-2)
- e. Bénéfices marginaux (Annexe B)
- f. Autres dépenses (Annexe C)
- g. Prêts et hypothèques capitaux (Annexe D)

Guidelines for 2025-26 Budget

Lignes directrices pour le budget 2025-26

Guidelines for Plant Operation Maintenance and Repairs

Lignes directrices pour les installations techniques, l'entretien et réparations

Certification of Budget Allocation for 2025-26

Certification de l'allocation budgétaire pour 2025-26

Your budget reflects changes related to salaries and benefits (including the new Management rates eff. Oct 2025 and the rates in the new CUPE/NBU collective agreements), property taxes, insurance premiums, loans, and mortgages, as usual.

Votre budget reflète les changements liés aux salaires et avantages sociaux (y compris les nouveaux taux de gestion à compter d'octobre 2025 et les taux dans les nouvelle convention collective SCFP/NBU), aux taxes foncières, aux primes d'assurance, aux prêts et aux hypothèques, comme d'habitude.

Please note the following items have been adjusted for inflation:

Veillez noter que les éléments suivants ont été ajustés pour tenir compte de l'inflation :

- 2.0% increase in supplies budgets, except for electricity.
- 9.7% increase in electricity supplies budget.

- Augmentation de 2,0% du budget des fournitures, à l'exception de l'électricité.
- Augmentation de 9,7% du budget des fournitures pour l'électricité.

Please also note the following items have been adjusted:

Veillez également noter que les éléments suivants ont été ajustés :

- WorksafeNB rate increase to fund the actual rate up to 4.45%.

- Augmentation du tarif de Travail sécuritaire NB de manière à financer le tarif réel jusqu'à concurrence de 4,45 %

NEW – An amount for Safe Resident Handling has been added to the supplies budget in Appendix C. This is intended for support purchase of products related to enhanced safe resident handling which may include but is not limited to resident slings, fall prevention equipment and repositioning related devices. **Including this new item in the budget eliminates the need for nursing homes to submit budget amendments for the above items.**

NEW – An amount for Professional Fees for FTEs under the SHCP bargaining group (DT and REC) has been added in Appendix B. The funding amount is \$100 per FTE if the FTE is greater or equal to 0.5 FTE.

NEW – Retention Premium amounts for CUPE employees have been added to Appendix A. The eligibility for this retention premium is based on continuous service at **your** home. If your employees are counting prior service at other nursing homes to make up their 15+, 20+ or 25+ years of service they may not be eligible. This retention premium will become part of the Year End Settlement process. We will reconcile the budgeted amount to the actual based on actual hours worked and eligibility. If there is a surplus, the department will recover the surplus. If there is a deficit, the department will provide additional funding for this item.

Please upload your approved certification of budget allocation to Workspaces at the following folder:

2024-25 > FINANCES > BUDGET

If you have questions concerning the attached documents, please contact Sylvie Leadbeater by email at sylvie.leadbeater2@gnb.ca.

Approval of the 2025-26 budget by the Nursing Home Board of Directors must be received by Financial Services prior to the processing of budget amendments.

The cooperation and collaboration of the nursing home sector is most appreciated. I look forward to a continued partnership with your Board and administration.

Sincerely,

Serena Ann Bradford

Signed with ConsignO Cloud (2025/08/28)
Verify with verifio.com or Adobe Reader.



**Serena Bradford for David Withers
Director / Directeur
Operational Excellence | Excellence Opérationnel**

NOUVEAU – Un montant pour la manutention sécuritaire des résidents a été ajouté au budget des fournitures à l'Annexe C. Ceci est destiné à soutenir l'achat de produits liés à l'amélioration de la sécurité des résidents, qui peuvent inclure, sans s'y limiter, des harnais pour résidents, des équipements de prévention des chutes et des dispositifs liés au repositionnement. **L'inclusion de ce nouveau poste dans le budget élimine la nécessité pour les foyers de soins de soumettre des modifications budgétaires pour les produits di-dessus.**

NOUVEAU - Un montant pour les frais professionnels pour les ETP sous le groupe de négociation SHCP (DT et REC) a été ajouté à l'Annexe B. Le montant de financement est de 100 \$ par ETP si l'ETP est supérieur ou égale à 0,5.

NOUVEAU - Les montants de prime de rétention pour les employés du SCFP ont été ajoutés à l'Annexe A. L'éligibilité à cette prime de rétention est basée sur le service continu dans **votre** foyer. Si vos employés comptent des années de services antérieurs dans d'autres foyers de soins pour atteindre leurs 15+, 20+ ou 25+ années de service, il est possible qu'ils ne soient pas éligibles. Cette prime de rétention fera partie du processus de règlement de fin d'année. Nous allons réconcilier le montant budgété avec le montant réel basé sur les heures effectivement travaillées et l'éligibilité. S'il y a un surplus, le département récupérera le surplus. S'il y a un déficit, le département fournira un financement supplémentaire pour cet élément.

Veillez télécharger votre Approbation des crédits budgétaires approuvée dans Workspaces au fichier suivant :

2025-26 > FINANCES > BUDGET

Si vous avez des questions concernant les documents ci-joints, veuillez communiquer avec Sylvie Leadbeater par courriel à sylvie.leadbeater2@gnb.ca

L'approbation du budget 2025-26 par le conseil d'administration des foyers de soins doit être reçue par les services financiers avant le traitement des demandes de modifications budgétaires.

La coopération et la collaboration du secteur des foyers de soins sont énormément appréciées. J'espère maintenir notre partenariat avec votre conseil et personnel administratif.

Sincèrement,



Province of New Brunswick / Province du Nouveau-Brunswick
 Department of Social Development / Ministère du développement social
 Nursing Home Services / Services des foyers de soins

2025 / 2026

Budget Summary / Budget Sommaire

Nursing Home / Foyer de soins :
 Location / Localité :

York Care Centre Inc.
 Fredericton, N.B.

# of Beds / # de Lits :		218
Resident Days / Jours-Résidents :	365	79,570
Housekeeping Square Footage / Pieds Carrés du Ménage:		180,623

	Amount / Montant	Per Diem / Taux quotidien	
FTEs and Wage Expenses / ETP et dépenses salariales	\$ 15,949,442	\$ 200.45	See Appendix A / Voir annexe A
Personnel Benefits / Bénéfices marginaux	\$ 3,444,016	\$ 43.28	See Appendix B / Voir annexe B
Other Expenses / Autres dépenses	\$ 3,695,844	\$ 46.45	See Appendix C / Voir annexe C
Capital (Non-trans.)	\$ 2,566,075	\$ 32.25	See Appendix D / Voir annexe D
Grand Total	<u>\$ 25,655,377</u>	<u>\$ 322.43</u>	
Monthly Rate / Taux mensuel	<u>\$ 9,807.10</u>		

Subject to the approval of the Legislative Assembly
 Sujet à l'approbation de l'Assemblée Législative



Province of New Brunswick / Province du Nouveau-Brunswick
 Department of Social Development / Ministère du développement social
 Nursing Home Services / Services des foyers de soins

2025 / 2026

FTEs and Wage Expenses / ETP et dépenses salariales

Nursing Home / Foyer de soins : York Care Centre Inc.
 Location / Localité : Fredericton, N.B.

of Beds / # de Lits : 218
 Resident Days / Jours-Résidents : 365 79,570
 Housekeeping Square Footage / Pieds Carrés du Ménage : 180,623

Departments / Services	Account # / # de compte	Rate / Taux	FTE / ETP	Replac. Factor / Facteur de Rempl.	Total Salary / Salaire total	Salary Adj. / Ajust. de salaire	Retention Prem. / Prime de main. en poste	On Call Pay / Prime de Disp.	Lunch Premium / Prime de dinner	Shift Premiums / Primes de relais	Grand Total / Grand total	Barg. Group / Gr.de négociation
Care / Soins												
Director of Nursing / Directeur(trice) des soins	(6100)	\$ 117,946	1.000	1.000	\$ 117,946	-					\$ 117,946	Mgmt / Cadre
RN Class B / II Class B	(6100)	\$ 91,670	23.024	1.709	\$ 2,110,610	4.00%	\$ 84,424	\$ 15,782	\$ -	\$ 88,608	\$ 2,299,424	Nurses / Infirm.
RN Class B / II Class B - RAI Coord / Coord. IÉR	(6100)	\$ 91,670	1.122	1.222	\$ 102,854	4.00%	\$ 4,114				\$ 106,968	Nurses / Infirm.
150 Licensed Practical Nurse / Infirmière Auxiliaire Autorisée	(6100)	\$ 69,150	32.424	1.709	\$ 2,242,120	1.29%	\$ 28,923	\$ 17,344	\$ -	\$ 250,763	\$ 2,539,150	CUPE / SCFP
300 Resident Attendant / Préposé(e) aux résidents	(6100)	\$ 53,922	104.030	1.709	\$ 5,609,506	1.29%	\$ 72,363				\$ 5,681,868	CUPE / SCFP
150 Licensed Practical Nurse (Rehab) / Infirmière Auxiliaire Autorisée (Réadapt)	(6100)	\$ 69,150	2.842	1.222	\$ 196,524	-	\$ -				\$ 196,524	CUPE / SCFP
1000 Nursing Unit Clerk / Commis aux services des soins infirmiers	(6100)	\$ 53,292	3.779	1.000	\$ 201,390	1.29%	\$ 2,598				\$ 203,988	CUPE / SCFP
Subtotal / Sous-total			168.221		\$ 10,580,950		\$ 192,422	\$ 33,126	\$ -	\$ -	\$ 339,371	\$ 11,145,869
Activation												
100 Activity Coordinator / Coordinateur(trice) des activités	(6300)	\$ 51,689	4.873	1.000	\$ 251,880	-	\$ 509			\$ 2,099	\$ 254,488	CUPE / SCFP
150 Licensed Practical Nurse / Infirmière Auxiliaire Autorisée	(6300)	\$ -	-	1.000	\$ -	-					\$ -	CUPE / SCFP
250 Rehabilitation Assistance / Préposé(e) à la réadaptation	(6300)	\$ -	-	1.000	\$ -	-					\$ -	CUPE / SCFP
Recreationist / Récréologue	(6300)	\$ 87,222	1.000	1.000	\$ 87,222	-					\$ 87,222	SHCP / PSSS
Subtotal / Sous-total			5.873		\$ 339,102		\$ -	\$ 509	\$ -	\$ -	\$ 2,099	\$ 341,710
Administration												
Administrator / Directeur(trice) général(e)	(6400)	\$ 127,858	1.000	1.000	\$ 127,858	-					\$ 127,858	Mgmt / Cadre
Chartered Professional Accountant / Comptable professionnel agréé	(6400)	\$ 97,678	2.000	1.000	\$ 195,356	-					\$ 195,356	Mgmt / Cadre
875 Office Clerk / Commis de bureau	(6400)	\$ 49,556	2.000	1.000	\$ 99,112	-	\$ 548				\$ 99,660	CUPE / SCFP
900 Administrative Clerk / Commis à l'administration	(6400)	\$ 56,270	3.000	1.000	\$ 168,810	-					\$ 168,810	CUPE / SCFP
Subtotal / Sous-total			8.000		\$ 591,136		\$ -	\$ 548	\$ -	\$ -	\$ -	\$ 591,684
Dietary / Alimentaire												
Food Service Manager / Chef du service alimentaire	(6500)	\$ 58,021	1.000	1.000	\$ 58,021	-					\$ 58,021	Mgmt / Cadre
600 Cook / Cuisinier	(6500)	\$ 57,558	4.292	1.709	\$ 247,039	1.29%	\$ 3,187	\$ 607		\$ 19,938	\$ 270,771	CUPE / SCFP
650 Lead Cook / Chef cuisinier(ière)	(6500)	\$ 61,261	1.034	1.709	\$ 63,344	1.29%	\$ 817				\$ 64,161	CUPE / SCFP
450 Dietary Attend / Préposé(e) aux services d'alimentation	(6500)	\$ 47,579	16.387	1.709	\$ 779,677	1.29%	\$ 10,058				\$ 789,735	CUPE / SCFP
720 Dietary Utility / Personne à tout faire aux services d'alimentation	(6500)	\$ 47,579	4.605	1.709	\$ 219,101	1.29%	\$ 2,826				\$ 221,928	CUPE / SCFP
Dietitian 1 / Diététiste 1	(6500)	\$ 90,833	1.500	1.000	\$ 136,250	-					\$ 136,250	SHCP / PSSS
Subtotal / Sous-total			28.818		\$ 1,503,432		\$ 16,888	\$ 607	\$ -	\$ -	\$ 19,938	\$ 1,540,865
Support and Laundry / Support et buanderie												
Support Services Manager / Chef du service d'environnement	(6600)	\$ 67,772	1.000	1.000	\$ 67,772	-					\$ 67,772	Mgmt / Cadre
277 Laundry Attend / Préposé(e) à buanderie	(6600)	\$ 47,579	10.817	1.709	\$ 514,662	1.12%	\$ 5,764	\$ 1,409		\$ 4,197	\$ 526,032	CUPE / SCFP
225 Seamstress / Couturier(ière)	(6600)	\$ -	-	1.709	\$ -	1.12%	\$ -				\$ -	CUPE / SCFP
Subtotal / Sous-total			11.817		\$ 582,434		\$ 5,764	\$ 1,409	\$ -	\$ -	\$ 4,197	\$ 593,804



Province of New Brunswick / Province du Nouveau-Brunswick
 Department of Social Development / Ministère du développement social
 Nursing Home Services / Services des foyers de soins

2025 / 2026

FTEs and Wage Expenses / ETP et dépenses salariales

Nursing Home / Foyer de soins : York Care Centre Inc.
 Location / Localité : Fredericton, N.B.

of Beds / # de Lits : 218
 Resident Days / Jours-Résidents : 365 79,570
 Housekeeping Square Footage / Pieds Carrés du Ménage: 180,623

Departments / Services	Account # / # de compte	Rate / Taux	FTE / ETP	Replac. Factor / Facteur de Rempl.	Total Salary / Salaire total	Salary Adj. / Ajust. de salaire	Retention Prem. / Prime de main. en poste	On Call Pay / Prime de Disp.	Lunch Premium / Prime de dinner	Shift Premiums / Primes de relais	Grand Total / Grand total	Barg. Group / Gr.de négociation
Housekeeping / Ménage												
Housekeeper / Entretien ménager	(6700)	\$ -	-	1.000	\$ -	-					\$ -	Mgmt / Cadre
350 Environ Attend / Préposé(e) aux services d'entretien	(6700)	\$ 47,579	28.330	1.709	\$ 1,347,913	1.12%	\$ 15,097	\$ 940		\$ 4,197	\$ 1,368,147	CUPE / SCFP
1450 Environ Utility / Personne à tout faire aux services d'entretien	(6700)	\$ 47,579	1.758	1.709	\$ 83,644	1.12%	\$ 937				\$ 84,581	CUPE / SCFP
400 Environment Lead Attendant/Chef des services d'entretien ménager	(6700)	\$ -	-	1.709	\$ -	1.12%	\$ -				\$ -	CUPE / SCFP
Subtotal / Sous-total			30.088		\$ 1,431,557		\$ 16,033	\$ 940	\$ -	\$ -	\$ 4,197	\$ 1,452,727
Plant / Installation												
710 Maintenance Utility / Personne à tout faire aux services d'entretien	(6800)	\$ -	-	1.000	\$ -	1.12%	\$ -	\$ 3,151	\$ -	\$ 7,346	\$ 10,497	CUPE / SCFP
710 Maintenance Utility (night) / Personne à tout faire aux services d'entretien (nuit)	(6800)	\$ -	-	1.709	\$ -	1.12%	\$ -		\$ -	\$ -	\$ -	CUPE / SCFP
880 Maint Attend / Préposé(e) aux services d'entretien	(6800)	\$ 52,446	4.000	1.000	\$ 209,784	1.12%	\$ 2,350				\$ 212,134	CUPE / SCFP
850 Maint Supervisor / Surveillant(e) des services d'entretien	(6800)	\$ 59,485	1.000	1.000	\$ 59,485	1.12%	\$ 666				\$ 60,151	CUPE / SCFP
810 Power Engineer / Ingénieur(e) spécialisé(e) en force motrice	(6800)	\$ -	-	1.000	\$ -	1.12%	\$ -				\$ -	CUPE / SCFP
Subtotal / Sous-total			5.000		\$ 269,269		\$ 3,016	\$ 3,151	\$ -	\$ -	\$ 7,346	\$ 282,782
Grand Total			257.817		\$ 15,297,880		\$ 234,124	\$ 40,290	\$ -	\$ -	\$ 377,148	\$ 15,949,442

Per Diem / Taux quotidien \$ 200.45

Summary / Sommaire		
Barg. Group / Gr.de négociation	FTE / ETP	Total
Management / Cadre	6.000	\$566,953
Nurses / Infirmières	24.146	\$2,406,392
C.U.P.E. / S.C.F.P.	225.171	\$12,752,625
S.H.C.P. / P.S.S.S.	2.500	\$223,472
Total	257.817	\$15,949,442



Province of New Brunswick / Province du Nouveau-Brunswick
 Department of Social Development / Ministère du développement social
 Nursing Home Services / Services des foyers de soins

2025 / 2026

Care Hours and FTEs / Heures soins et ETP

Nursing Home / Foyer de soins :
 Location / Localité :

York Care Centre Inc.
 Fredericton, N.B.

of Beds / # de Lits :

218

Resident Days / Jours-Résidents :

365

79,570

Housekeeping Square Footage / Pieds Carrés du Ménage:

180,623

		FTEs in budget / ETP au budget	Repl. Factor / Facteur de rempl.	FTEs w/o repl. / ETP sans rempl.	Hours per shift / Heures par quart	Hours of care per day / Heures soin par jour	Days / Jours	Hours of care per wk / Heures soin par sem.	# of beds / # de lits	Hours per bed per day / Heures par résident par jour	Ratio
Care/Soins (20/40/40)	RN / II	23,024	1,709	13,472	7.5	101.04	7	707.28	218	0.46	15.00%
	LPN / IAA	32,424	1,709	18,972	7.5	142.29	7	996.03	218	0.65	21.12%
	RA / Préposé	98,048	1,709	57,372	7.5	430.29	7	3012.03	218	1.97	63.88%
Subtotal / sous-total		153,496		89,816		673.62		4,715.34		3.09	100.00%
Licensed Practical Nurse (Rehab) / Infirmière Auxiliaire Autorisée (Réadapt)		2,842	1,222	2,326	7.5	17.44	5	87.21	218	0.08	
Nursing Unit Clerk / Commis aux services des soins infirmiers		3,779	----	3,779	7.5	28.34	5	141.71	218	0.13	
Grand Total		160,117		95,921		719.41		4,944.27		3.30	
Additional Hours - added in 2022 2023											
Dixon Unit - RA		1,709	1,709	1,000	7.5	7.50	7	52.50	71	0.11	
Birch Grove - RA		1,709	1,709	1,000	7.5	7.50	7	52.50	25	0.30	
Tower 2 - RA		2,564	1,709	1,500	7.5	11.25	7	78.75	40	0.28	

Standard FTEs / ETP standard

218 beds x 3.09 hours per bed / 7.5 hours per shift x 1,709 repl factor =

218 lits x 3.09 heures par lit / 7.5 heures part quart x 1,709 fact.

repl.=

153,496



Province of New Brunswick / Province du Nouveau-Brunswick
 Department of Social Development / Ministère du développement social
 Nursing Home Services / Services des foyers de soins

2025 / 2026

FTEs and Funded Hours / ETP et heures payées

Nursing Home / Foyer de soins :

Location / Localité :

York Care Centre Inc. Fredericton, N.B.
--

of Beds / # de Lits :

Resident Days / Jours-Résidents :

Housekeeping Square Footage / Pieds Carrés du Ménage:

218	365	180,623
79,570		

Departments / Services	Account # / # de compte	Budgeted FTEs / ETP au budget	Replac. Factor / Facteur de Rempl.	FTE w/o repl. / ETP sans repl.	Hours per shift / Heures par quart	Funded Hrs per day / Heures payées par jour	Days per week / Jours par semaine	Funded Hrs per week / Heures payées par semaine
Care / Soins								
Director of Nursing / Directeur(trice) des soins	(6100)	1.000	1.000	1.000	7.50	7.50	5	37.50
RN Class B / II Class B	(6100)	23.024	1.709	13.472	7.50	101.04	7	707.28
RN Class B / II Class B - RAI Coord / Coord. IÉR	(6100)	1.122	1.222	0.918	7.50	6.89	5	34.45
150 Licensed Practical Nurse / Infirmière Auxiliaire Autorisée	(6100)	32.424	1.709	18.972	7.50	142.29	7	996.03
300 Resident Attendant / Préposé(e) aux résidents	(6100)	104.030	1.709	60.872	7.50	456.54	7	3,195.78
150 Licensed Practical Nurse (Rehab) / Infirmière Auxiliaire Autorisée (Réadapt)	(6100)	2.842	1.222	2.326	7.50	17.45	5	87.25
1000 Nursing Unit Clerk / Commis aux services des soins infirmiers	(6100)	3.779	1.000	3.779	7.50	28.34	5	141.70
Subtotal / Sous-total		168.221		101.339		760.05		5199.99
Activation								
100 Activity Coordinator / Coordinateur(trice) des activités	(6300)	4.873	1.000	4.873	7.50	36.55	5	182.75
150 Licensed Practical Nurse / Infirmière Auxiliaire Autorisée	(6300)	-	1.000	-	7.50	0.00	5	0.00
250 Rehabilitation Assistance / Préposé(e) à la réadaptation	(6300)	-	1.000	-	7.50	0.00	5	0.00
Recreationist / Récréologue	(6300)	1.000	1.000	1.000	7.50	7.50	5	37.50
Subtotal / Sous-total		5.873		5.873		44.05		220.25
Administration								
Administrator / Directeur(trice) général(e)	(6400)	1.000	1.000	1.000	7.50	7.50	5	37.50
Chartered Professional Accountant / Comptable professionnel agréé	(6400)	2.000	1.000	2.000	7.50	15.00	5	75.00
875 Office Clerk / Commis de bureau	(6400)	2.000	1.000	2.000	7.50	15.00	5	75.00
900 Administrative Clerk / Commis à l'administration	(6400)	3.000	1.000	3.000	7.50	22.50	5	112.50
Subtotal / Sous-total		8.000		8.000		60.00		300.00
Dietary / Alimentaire								
Food Service Manager / Chef du service alimentaire	(6500)	1.000	1.000	1.000	7.50	7.50	5	37.50
600 Cook / Cuisinier	(6500)	4.292	1.709	2.511	7.50	18.83	7	131.81
650 Lead Cook / Chef cuisinier(ière)	(6500)	1.034	1.709	0.605	7.50	4.54	7	31.78
450 Dietary Attend / Préposé(e) aux services d'alimentation	(6500)	16.387	1.709	9.589	7.50	71.92	7	503.44
720 Dietary Utility / Personne à tout faire aux services d'alimentation	(6500)	4.605	1.709	2.695	7.50	20.21	7	141.47
Dietitian 1 / Diététiste 1	(6500)	1.500	1.000	1.500	7.50	11.25	5	56.25
Subtotal / Sous-total		28.818		17.900		134.25		902.25
Support and Laundry / Support et buanderie								
Support Services Manager / Chef du service d'environnement	(6600)	1.000	1.000	1.000	7.50	7.50	5	37.50
277 Laundry Attend / Préposé(e) à buanderie	(6600)	10.817	1.709	6.329	7.50	47.47	7	332.29
225 Seamstress / Couturier(ière)	(6600)	-	1.709	-	7.50	0.00	7	0.00
Subtotal / Sous-total		11.817		7.329		54.97		369.79



Province of New Brunswick / Province du Nouveau-Brunswick
 Department of Social Development / Ministère du développement social
 Nursing Home Services / Services des foyers de soins

2025 / 2026

FTEs and Funded Hours / ETP et heures payées

Nursing Home / Foyer de soins :

Location / Localité :

York Care Centre Inc. Fredericton, N.B.

of Beds / # de Lits :

Resident Days / Jours-Résidents :

Housekeeping Square Footage / Pieds Carrés du Ménage:

218

79,570

180,623

Departments / Services	Account # / # de compte	Budgeted FTEs / ETP au budget	Replac. Factor / Facteur de Rempl.	FTE w/o repl. / ETP sans repl.	Hours per shift / Heures par quart	Funded Hrs per day / Heures payées par jour	Days per week / Jours par semaine	Funded Hrs per week / Heures payées par semaine
Housekeeping / Ménage								
Housekeeper / Entretien ménager	(6700)	-	1.000	-	7.50	0.00	5	0.00
350 Environ Attend / Préposé(e) aux services d'entretien	(6700)	28.330	1.709	16.577	7.50	124.33	7	870.31
1450 Environ Utility / Personne à tout faire aux services d'entretien	(6700)	1.758	1.709	1.029	7.50	7.72	7	54.04
400 Environment Lead Attendant/Chef des services d'entretien ménager	(6700)	-	1.709	-	7.50	0.00	7	0.00
Subtotal / Sous-total		30.088		17.606		132.05		924.35
Plant / Installation								
710 Maintenance Utility / Personne à tout faire aux services d'entretien	(6800)	-	1.000	-	7.50	0.00	5	0.00
710 Maintenance Utility (night) / Personne à tout faire aux services d'entretien (nuit)	(6800)	-	1.709	-	7.50	0.00	7	0.00
880 Maint Attend / Préposé(e) aux services d'entretien	(6800)	4.000	1.000	4.000	7.50	30.00	5	150.00
850 Maint Supervisor / Surveillant(e) des services d'entretien	(6800)	1.000	1.000	1.000	7.50	7.50	5	37.50
810 Power Engineer / Ingénieur(e) spécialisé(e) en force motrice	(6800)	-	1.000	-	7.50	0.00	5	0.00
Subtotal / Sous-total		5.000		5.000		37.50		187.50
Grand Total		257.817		163.047		1222.87		8104.13

Summary / Sommaire	
Barg. Group / Gr.de négociation	FTE / ETP
Management / Cadre	6.000
Nurses / Infirmières	24.146
C.U.P.E. / S.C.F.P.	225.171
S.H.C.P. / P.S.S.S.	2.500
Total	257.817



Province of New Brunswick / Province du Nouveau-Brunswick
 Department of Social Development / Ministère du développement social
 Nursing Home Services / Services des foyers de soins

2025 / 2026

Personnel Benefits / Bénéfices marginaux

Nursing Home / Foyer de soins :
 Location / Localité :

York Care Centre Inc.
 Fredericton, N.B.

of Beds / # de Lits :

218

Resident Days / Jours-Résidents :

365

79,570

Housekeeping Square Footage / Pieds Carrés du Ménage:

180,623

Departments / Services	Account # / # de compte	Approved / Approuvé 2024 / 2025	Incr. (Decr.) / Augmen. (Reduct.)	Approved / Approuvé 2025 / 2026	Calculations based on / Calculs basés sur:
Personnel Benefits / Bénéfices marginaux:					
Pension Plan Mgmt. / Plan de Pension Cadre	(6952)	\$ 71,046	34.07%	\$ 95,250	Latest YES results / Derniers résultats du RFI
Pension Plan Nurses / Plan de Pension Infirmières	(6954)	\$ 242,342	-1.57%	\$ 238,537	Latest YES results / Derniers résultats du RFI
Pension Plan CUPE / Plan de Pension SCFP	(6953)	\$ 704,421	21.36%	\$ 854,871	Latest YES results / Derniers résultats du RFI
Pension Plan SHCP / Plan de Pension PSSS	(6955)	\$ 5,102	12.19%	\$ 5,724	Latest YES results / Derniers résultats du RFI
Employment Insurance / Assurance emploi	(6900)	\$ 14,981,775	2.171%	\$ 325,254	Actual rate / Taux actuel
Canada Pension Plan / Régime de pension canadienne	(6900)	\$ 15,118,247	5.95%	\$ 899,536	Actual rate / Taux actuel
CPP Enhancement / Bonification du RPC	(6900)	\$ 857,536	4.00%	\$ 34,301	Actual rate / Taux actuel
Work Safe NB / Travaille Sécuritaire NB	(6900)	\$ 15,949,442	3.87%	\$ 617,243	Actual rate up to / taux actuel jusqu'a 4.45% 3.87%
All Other (Health and Dental etc.) / Autres (Santé/soins dentaires etc.)	(6957)	\$ 317,465	2.00%	\$ 323,814	No standard / Aucun standard
Professional Fees (LPN) / Honoraires professionnels (IAA)	(6142)	\$ 3,527	0.00%	\$ 3,527	\$100 per LPN FTE / 100\$ par nombre d'ETP IAA
Uniform All./Prof. Fees (RN) / All. uniforme/Honoraires prof. (II)	(6142)	\$ 6,037	0.00%	\$ 6,037	\$250 per RN FTE / 250\$ par nombre d'ETP II
Uniform Allowance CUPE / Allocation uniforme SCFP	(6956)	\$ 39,671	0.00%	\$ 39,671	# of CUPE FTE's / Nombre d'ETP SCFP
Professional Fees SHCP / Honoraires professionnels PSSS	(6342/6599)	\$ -	0.00%	\$ 250	\$100/FTE if FTE greater than 0.5 / 100\$/ETP si l'ETP est supérieur à 0,5
Grand Total				\$ 3,444,016	

Per Diem / Taux quotidien \$ 43.28



Province of New Brunswick / Province du Nouveau-Brunswick
 Department of Social Development / Ministère du développement social
 Nursing Home Services / Services des foyers de soins

2025 / 2026

Other Expenses / Autres Dépenses

Nursing Home / Foyer de soins :

Location / Localité :

York Care Centre Inc.
Fredericton, N.B.

of Beds / # de Lits :

218

Resident Days / Jours-Résidents :

365

79,570

Housekeeping Square Footage / Pieds Carrés du Ménage:

180,623

Departments / Services	Account # / # de compte	Approved / Approuvé 2024 / 2025	Incr. (Decr.) / Augmen. (Reduct.)	Approved / Approuvé 2025 / 2026	Calculations based on / Calculs basés sur:
Care Service / Soins Infirmier	(6110-6199)	\$ 106,718	2.00%	\$ 108,852	# of beds / # de lits
Medical Advisor Fee / Tarif pour Conseil medical	(6142)	\$ 12,438	2.00%	\$ 12,687	Bed size / Taille du foyer
Incontinent Supplies / Produits d'incontinence	(6110-6199)	\$ -	0.00%	\$ -	# of beds / # de lits
Safe Resident Handling / Manutention sécuritaire des résidents	(6110-6199)	\$ -	0.00%	\$ 65,400	# of beds / # de lits
Pastoral / Service Religieux	(6210-6299)	\$ 4,102	2.00%	\$ 4,184	Flat rate / Taux fixe
Activation / Activation	(6310-6399)	\$ 11,750	2.00%	\$ 11,985	# of beds / # de lits
Administration / Administration	(6410-6499)	\$ 145,787	2.00%	\$ 148,703	Bed size / Taille du foyer
Dietary Services / Alimentaire	(6528-6599)	\$ 929,051	2.00%	\$ 947,631	# of beds / # de lits
Laundry and Linen / Buanderie	(6610-6699)	\$ 113,186	2.00%	\$ 115,450	# of beds / # de lits
Laundry Purch. Services / Achat des serv. buanderie	(6610-6699)	\$ -	0.00%	\$ -	# of beds / # de lits
Housekeeping / Ménage	(6710-6799)	\$ 83,479	1.91%	\$ 85,073	Sq. foot / Pieds carrée
Plant - Operation / Installations	(6810-6843)	\$ 312,999	2.00%	\$ 319,259	Sq. foot / Pieds carrée
Fuel / Chauffage	(6834)	\$ 441,887	2.00%	\$ 450,725	No standard / Aucun standard
Electricity / Électricité	(6835)	\$ 566,189	9.70%	\$ 621,109	No standard / Aucun standard
Insurance / Assurance	(6837)	\$ 76,476	-0.93%	\$ 75,767	Actual / Actuel
Maint. & Repairs / Entretien & Rép.	(6838-6839)	\$ 64,495	2.00%	\$ 65,786	# of beds / # de lits
Property Tax / Impôts Fonciers	(6841)	\$ 559,418	1.22%	\$ 566,238	Actual / Actuel
Minor Equip. / Equip. Mineur	(6895)	\$ 13,342	1.99%	\$ 13,608	# of beds / # de lits
Education	(7000-7090)	\$ 41,305	2.00%	\$ 42,130	\$163.41 per FTE / par ETP
Education - CPR / RCR	(7000-7090)	\$ 40,449	2.00%	\$ 41,258	\$160.03 per FTE / par ETP
Grand Total		\$ 3,523,070		\$ 3,695,844	

Per Diem / Taux quotidien \$ 46.45



Province of New Brunswick / Province du Nouveau-Brunswick
 Department of Social Development / Ministère du développement social
 Nursing Home Services / Services des foyers de soins

2025 / 2026

Capital Mortgages and Loans / Prêts et hypothèques capital

Nursing Home / Foyer de soins :

Location / Localité :

York Care Centre Inc.

Fredericton, N.B.

of Beds / # de Lits :

Resident Days / Jours-Résidents :

Housekeeping Square Footage / Pieds Carrés du Ménage:

218

79,570

180,623

Mortgages, Loans, Reserves and Recoveries / Hypothèques, prêts, réserves et recouvrements	Account # / # de compte		Reason / Raison	Annual Amount / Montant annuel	Total
Mortgage / Hypothèque	(7170-7171)	CMHC / SCHL		\$ -	
Mortgage / Hypothèque	(7173-7174)	Other / Autre	Major Refurb 05/07 (\$10M)	\$ 718,292	
Mortgage / Hypothèque	(7173-7174)	Other / Autre	Major Refurb 05/07 (\$2.6M)	\$ 195,416	
Total Mortgages / Hypothèques total	(7170-7174)				\$ 913,708
Total Reserves / Réserves total	(7172)	CMHC / SCHL		\$ -	
Total CRRP Loans / Total des prêts "Plan de mise à nouveau"	(7175-7176)			\$ -	
Approved bank loan / prêt bancaire approuvé	(7175-7176)	Other / Autre	Major Refurb Allen Bldg (\$6.1M)	\$ 422,587	
Approved bank loan / prêt bancaire approuvé	(7175-7176)	Other / Autre	Major Refurb 05/07 (\$17.2M)	\$ 1,229,780	
Total other loans / Total des autres prêts	(7175-7176)				\$ 1,652,367
Recoveries / Recouvrements	(5950)	CMHC / SCHL		\$ -	
Grand Total / Grand total					\$ 2,566,075

Per Diem / Taux quotidien \$	32.25
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**DEPARTMENT OF SOCIAL DEVELOPMENT
CERTIFICATION OF BUDGET ALLOCATION
FOR 2025-2026 FISCAL YEAR**

CERTIFICATION

WE HEREBY CERTIFY THAT THE ENCLOSED BUDGET DOCUMENTS FOR THE CURRENT FISCAL YEAR 2025-2026 HAVE BEEN REVIEWED BY THE BOARD OF DIRECTORS AND THESE FUNDS HAVE BEEN ACCEPTED.

DATE: _____

CHAIRMAN,
BOARD OF DIRECTORS

ADMINISTRATOR

NURSING HOME: _____

LOCATION: _____

PLEASE NOTE THAT UNTIL THIS FORM IS RECEIVED BY THE DEPARTMENT, NO BUDGET AMENDMENTS CAN BE PROCESSED.

PLEASE UPLOAD TO WORKSPACES AT:

2025-26 > FINANCES > BUDGET

**MINISTÈRE DU DÉVELOPPEMENT SOCIAL
APPROBATION DES CRÉDITS BUDGÉTAIRES
POUR L'EXERCICE FINANCIER 2025-2026**

ATTESTATION

PAR LA PRÉSENTE, NOUS ATTESTONS QUE LE BUDGET CI-JOINT POUR L'ANNÉE FINANCIÈRE 2025-2026 A ÉTÉ RÉVISÉ PAR LE CONSEIL D'ADMINISTRATION ET QUE LES FONDS ONT ÉTÉ ACCEPTÉS.

DATE: _____

PRÉSIDENT(E),
CONSEIL D'ADMINISTRATION

DIRECTEUR(TRICE) GÉNÉRAL(E)

FOYER DE SOINS: _____

LOCATION: _____

**VEUILLEZ NOTER QUE JUSQU'À CE QUE CE FORMULAIRE SOIT REÇU PAR LE
MINISTÈRE, AUCUNE MODIFICATION BUDGÉTAIRE NE PEUT ÊTRE PAYÉE.**

VEUILLEZ TÉLÉCHARGER À WORKSPACES AU :

2025-26 > FINANCES > BUDGET

**YORK COUNTY
PROPERTIES
INC.**

GENERAL BYLAWS

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)~~ 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 [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 and 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. 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.

27. 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 and Audit Committee.](#)

28. 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. 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 Seconder and shall be posted at York County Properties 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.

30. 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. COMING INTO FORCE

This Bylaw shall come into force on **January 12, 2022** through a Board of Directors Meeting of the Corporation.

Enacted this **12 day of January 2022**.

WITNESS the Corporate Seal of the Corporation.

CHAIR

SECRETARY

YORK CARE CENTRE
Corporate Governance Policy

Type: Executive Limitation

Date Issued: November 30, 2009

Title: ASSET PROTECTION

Page: 1 of 1

Approved by: Board of Directors

Gov-Exec-A-405

Date Reviewed/Revised: 09/12; 05/15; 01/21

Policy:

The President & CEO shall ensure assets are reasonably protected, not subjected to improper use, and adequately maintained.

Procedure:

The President & CEO shall:

1. Prudently insure against theft, inventory, and property losses to at least an amount sufficient to replace the asset and against liability losses to Board members, staff, and the organization.
2. Ensure that appropriate policies and processes are in place to assess and manage risk.
3. Ensure that appropriate security programs are in place to meet or exceed any applicable standards and to ensure the security of all physical operating assets, information systems and electronic information in the care and control of York Care Centre.

YORK CARE CENTRE
Corporate Governance Policy

Type: Executive Limitation

Date Issued: November 30, 2009

Title: ASSET PROTECTION

Page: 1 of 1

Approved by: Board of Directors

Gov-Exec-A-405

Date Reviewed/Revised: 09/12; 05/15; 01/21; 09/25

Policy:

The President & CEO shall ~~not allow organizational~~ ~~ensure~~ assets ~~are reasonably to be un~~protected, ~~not~~ subjected to improper use, ~~and~~ ~~in~~adequately maintained.

~~Procedure:~~ Accordingly,

~~The~~ President & CEO shall not:

1. ~~Fail to P~~prudently insure against theft, inventory, and property losses to at least an amount sufficient to replace the asset and against liability losses to Board members, staff, and the organization.
2. ~~Fail to e~~Ensure that ~~appropriate policies and processes are in place to assess and manage risk. a~~ comprehensive risk management system is in place which:
 - a. Identifies, assesses and monitors operational, financial and strategic risks
 - b. Updates risk assessments at least annually
 - ~~2-c.~~ Includes risk mitigation strategies,
3. ~~Fail to E~~ensure that appropriate security ~~measures, programs~~ are in place to meet or exceed any applicable standards and to ensure the security of all:
 - a. ~~p~~Physical operating assets,
 - b. ~~i~~Information systems, ~~and electronic informatio~~
 - c. ~~n~~Resident personal belongings and confidential information,
 - d. Medication systems,
 - e. Financial assets and accounting systems in the care and control of York Care Centre.
4. Permit the use of organizational assets for:
 - a. Personal benefit of staff, board members or their families without appropriate authorization,
 - b. Purposes unrelated to organizational mission and approved activities,
 - c. Political activities or partisan political purposes.
5. Fail to maintain assets through:
 - a. Regular preventive maintenance programs for equipment and facilities
 - b. Timely replacement of obsolete or unsafe equipment
 - c. Adequate backup systems for critical operations
 - d. Environmental controls protecting assets from damage
6. Neglect to establish adequate internal controls including:
 - a. Segregation of duties for financial transactions
 - b. Approval protocols for significant expenditures and contracts
 - c. Inventory management and tracking systems.

7. Allow technology systems to operate without:

a. Feasible cybersecurity safeguards including firewalls, anti-virus, and intrusion detection

b. Regular data backups stored securely off-site

3. Disaster recovery capabilities for critical systems

c. _____

YORK CARE CENTRE
Corporate Governance Policy

Type: Executive Limitation

Date Issued: November 30, 2009

Title: ASSET PROTECTION

Page: 1 of 1

Approved by: Board of Directors

Gov-Exec-A-405

Date Reviewed/Revised: 09/12; 05/15; 01/21; 09/25

Policy:

The President & CEO shall not allow organizational assets to be unprotected, subjected to improper use, or inadequately maintained. Accordingly, the President & CEO shall not:

1. Fail to prudently insure against theft, inventory, and property losses to at least an amount sufficient to replace the asset and against liability losses to Board members, staff, and the organization.
2. Fail to ensure that a comprehensive risk management system is in place which:
 - a. Identifies, assesses and monitors operational, financial and strategic risks
 - b. Updates risk assessments at least annually
 - c. Includes risk mitigation strategies,
3. Fail to ensure that appropriate security measures are in place to meet or exceed any applicable standards and to ensure the security of all:
 - a. Physical operating assets,
 - b. Information systems,
 - c. Resident personal belongings and confidential information,
 - d. Medication systems,
 - e. Financial assets and accounting systems in the care and control of York Care Centre.
4. Permit the use of organizational assets for:
 - a. Personal benefit of staff, board members or their families without appropriate authorization,
 - b. Purposes unrelated to organizational mission and approved activities,
 - c. Political activities or partisan political purposes.
5. Fail to maintain assets through:
 - a. Regular preventive maintenance programs for equipment and facilities
 - b. Timely replacement of obsolete or unsafe equipment
 - c. Adequate backup systems for critical operations
 - d. Environmental controls protecting assets from damage
6. Neglect to establish adequate internal controls including:
 - a. Segregation of duties for financial transactions
 - b. Approval protocols for significant expenditures and contracts
 - c. Inventory management and tracking systems.
7. Allow technology systems to operate without:
 - a. Feasible cybersecurity safeguards including firewalls, anti-virus, and intrusion detection
 - b. Regular data backups stored securely off-site
 - c. Disaster recovery capabilities for critical systems

YORK CARE CENTRE Corporate Governance Policy	
Type: Executive Limitation	Date Issued: November 30, 2009
Title: COMMUNICATION AND SUPPORT TO THE BOARD	Page: 1 of 1
Approved by: Board of Directors	Gov-Exec-C-410
Date Reviewed/Revised: 01/14; 01/20	

Policy:

The President & CEO shall ensure the Board is informed and supported in its work.

Procedure:

The President & CEO shall:

1. Submit monitoring data required by the Board (see policy on Monitoring Executive Performance) in a timely, accurate and understandable fashion, directly addressing the requirements of Board policies being monitored.
2. Keep the Board informed of relevant trends and material external and internal changes, particularly in the assumptions upon which any Board policy has previously been established.
3. Keep the Board and Nursing Home Services informed of anticipated adverse media coverage.
4. Advise the Board if, in the President & CEO's opinion, the Board is not in compliance with its own policies on Governance Process and Board-President & CEO Linkage, particularly in the case of Board behavior that is not conducive to the good working relationship between the Board and the President & CEO.
5. Marshal for the Board as many staff and external points of view, issues, and options as needed for fully informed Board decisions.
6. Deal with the Board as a whole except when fulfilling individual requests for information or responding to officers or committees duly charged by the Board.
7. Report in a timely manner an actual or anticipated non-compliance with any policy of the Board.
8. The President & CEO shall protect York Care Centre's public image and credibility.

YORK CARE CENTRE Corporate Governance Policy	
Type: Executive Limitation	Date Issued: November 30, 2009
Title: COMMUNICATION AND SUPPORT TO THE BOARD	Page: 1 of 1
Approved by: Board of Directors	Gov-Exec-C-410
Date Reviewed/Revised: 01/14; 01/20; <u>09/25</u>	

Policy:

The President & CEO shall ~~not permit ensure~~ the Board ~~is to be uninformed or and un~~supported in its work. Accordingly,

~~Procedure:~~

~~The~~ President & CEO shall not:

- ~~1. Fail to s~~Submit monitoring data required by the Board (see the Board's Ends policies and the policy on Monitoring ~~Executive-President and CEO~~ Performance) in a timely, accurate and understandable fashion, directly addressing the requirements of Board policies being monitored.
- ~~1.~~
- ~~2. Fail to marshal for the Board as many staff and external points of view, issues, and options as needed for fully informed Board decisions.~~
- ~~3. Withhold information about~~ Keep the Board informed of relevant trends and material external and internal changes, particularly in the assumptions upon which any Board policy had~~s~~ previously been established.
- ~~4. Delay r~~Reporting in a timely manner an any actual or anticipated non-compliance with any policy of the Board beyond 30 days of discovery.
- ~~2.-~~
- ~~3.1. Keep the Board and Nursing Home Services informed of anticipated adverse media coverage.~~
- ~~4.5.~~ Neglect to aAdvise the Board if, in the President & CEO's opinion, the Board is not in compliance with its own policies on Governance Process and Board-President & CEO Linkage, particularly in the case of Board behavior that is not conducive to the good working relationship between the Board and the President & CEO.
- ~~6.~~ Fail to protect York Care Centre's public image and credibility through appropriate public relations and communication, or to kKeep the Board and ~~Nursing Home Services~~the Department of Social Development informed of anticipated adverse media coverage or public relations challenges which could affect organizational reputation.
- ~~5.-~~ Marshal for the Board as many staff and external points of view, issues, and options as needed for

~~fully informed Board decisions.~~

~~6.7. Communicate individually with board members about matters requiring board attention, Deal with the Board as a whole~~ except when fulfilling individual requests for information or responding to officers or committees duly charged by the Board.

~~7. Report in a timely manner an actual or anticipated non-compliance with any policy of the Board.~~

~~8. The President & CEO shall protect York Care Centre's public image and credibility.~~

YORK CARE CENTRE Corporate Governance Policy	
Type: Executive Limitation	Date Issued: November 30, 2009
Title: COMMUNICATION AND SUPPORT TO THE BOARD	Page: 1 of 1
Approved by: Board of Directors	Gov-Exec-C-410
Date Reviewed/Revised: 01/14; 01/20; 09/25	

Policy:

The President & CEO shall not permit the Board to be uninformed or unsupported in its work. Accordingly, the President & CEO shall not:

1. Fail to submit monitoring data required by the Board (see the Board's Ends policies and the policy on Monitoring President and CEO Performance) in a timely, accurate and understandable fashion, directly addressing the requirements of Board policies being monitored.
2. Fail to marshal for the Board as many staff and external points of view, issues, and options as needed for fully informed Board decisions.
3. Withhold information about material external and internal changes, particularly in the assumptions upon which any Board policy had previously been established.
4. Delay reporting any actual or anticipated non-compliance with any policy of the Board beyond 30 days of discovery.
5. Neglect to advise the Board if, in the President & CEO's opinion, the Board is not in compliance with its own policies on Governance Process and Board-President & CEO Linkage, particularly in the case of Board behavior that is not conducive to the good working relationship between the Board and the President & CEO.
6. Fail to protect York Care Centre's public image and credibility through appropriate public relations and communication, or to keep the Board and the Department of Social Development informed of anticipated adverse media coverage or public relations challenges which could affect organizational reputation.
7. Communicate individually with board members about matters requiring board attention, except when fulfilling individual requests for information or responding to officers or committees duly charged by the Board.

YORK CARE CENTRE Corporate Governance Policy	
Type: Executive Limitation	Date Issued: November 30, 2009
Title: EMERGENCY PLANNING	Page: 1 of 1
Approved by: Board of Directors	Gov-Exec-E-420
Date Reviewed/Revised: 01/14; 10/20	

Policy:

The President & CEO shall ensure that an emergency plan is in place for York Care Centre by providing a predetermined appropriate response to all potential situations that could endanger residents, employees, the public, or the environment.

Procedure:

The President & CEO shall:

1. Ensure that emergency planning documents are up to date and in place with key personnel and outside agencies who would direct such emergency plans.
2. Ensure that emergency plans are tested through mock emergency exercises on a timely basis.

YORK CARE CENTRE Corporate Governance Policy	
Type: Executive Limitation	Date Issued: November 30, 2009
Title: EMERGENCY PRESIDENT & CEO REPLACEMENT	Page: 1 of 1
Approved by: <i>Board of Directors</i>	Gov-Exec-E-425
Date Reviewed/Revised: 01/14; 10/20; <u>09/25</u>	

Policy ~~& Procedure~~:

~~*In order to protect the Board from sudden loss of President & CEO services, the President & CEO shall have a succession plan in place.*~~

The President and CEO shall not allow the organization to operate without reasonable protection from sudden loss of President and CEO services.

Accordingly, the President and CEO shall not:

1. Fail to maintain a current succession plan that includes:

 - a. At least one qualified internal or external candidate identified for interim leadership
 - b. Clear delegation of authority protocols effective immediately upon CEO incapacity
2. Fail to share the succession plan with the Board Chair
3. Fail to ensure that designated interim leaders are familiar with:

 - a. Critical operational decisions and contacts
 - b. Board meeting schedules and essential reporting requirements
 - c. Emergency contact protocols for board, key stakeholders and regulatory bodies
4. Neglect to establish clear triggers for succession plan activation, including temporary and permanent scenarios.
5. Fail to notify the Board Chair within 24 hours of any circumstance which might require succession plan activation.

YORK CARE CENTRE Corporate Governance Policy	
Type: Executive Limitation	Date Issued: November 30, 2009
Title: EMERGENCY PRESIDENT & CEO REPLACEMENT	Page: 1 of 1
Approved by: <i>Board of Directors</i>	Gov-Exec-E-425
Date Reviewed/Revised: 01/14; 10/20; 09/25	

Policy:

The President and CEO shall not allow the organization to operate without reasonable protection from sudden loss of President and CEO services.

Accordingly, the President and CEO shall not:

1. Fail to maintain a current succession plan that includes:
 - a. At least one qualified internal or external candidate identified for interim leadership
 - b. Clear delegation of authority protocols effective immediately upon CEO incapacity
2. Fail to share the succession plan with the Board Chair
3. Fail to ensure that designated interim leaders are familiar with:
 - a. Critical operational decisions and contacts
 - b. Board meeting schedules and essential reporting requirements
 - c. Emergency contact protocols for board, key stakeholders and regulatory bodies
4. Neglect to establish clear triggers for succession plan activation, including temporary and permanent scenarios.
5. Fail to notify the Board Chair within 24 hours of any circumstance which might require succession plan activation.



GOVERNANCE & AUDIT COMMITTEE Terms of Reference

Background

The Governance & Audit Committee is a standing committee established by the Board of Directors in compliance with its corporate bylaws.

Purpose

The purpose of the Committee is to make recommendations to assist the Board by providing advice, recommendations and comments on the development and review of policies, processes and procedures and its financial and licensing oversight responsibilities and promote community engagement.

Scope

The Committee will provide recommendations to the development and operation of governance, financial and licensing policies, processes and procedures, which include:

1. The roles and responsibilities of the Board of Directors, Committees and officers.
2. The nomination, selection, orientation, training of members of the Board of Directors.
3. Monitoring attendance and behaviors of Board and Community members and recommending appropriate actions as required.
4. An annual assessment of the Board of Directors and committees.
5. Matters pertaining to conflict of interest.
6. Reviewing and recommending the appointment, scope and fees of the external auditors to the Board of Directors.
7. Receiving and reviewing the results of the external audit, financials and procedures with the Chair of the Finance and Administration Committee and the President and CEO and making recommendations to the Board of Directors.
8. Reviewing and recommending the inspection results regarding service requirements in alignment with the Nursing Homes Act and Regulations with the Chair of the Care Committee and President and CEO and report recommendations to the Board for review.
9. Making recommendations to the Board regarding community engagement and partnerships.
10. **Provide oversight of the Risk Management plan.**

Structure

Reporting to the Board, the membership of the committee includes the committee chair and a minimum of two additional board members appointed by the board. The committee may add community members. The President and CEO and other appropriate members of the senior leadership team may attend as requested by the committee chair. Other guests may be invited at the discretion of the committee chair. All committee members will be appointed for a two-year term, with the option to serve additional terms.

Quorum

A quorum shall consist of at least 50% of the members.

Meeting Frequency

The Committee will meet at least quarterly, or at the request of the Chair.

Approved: September 2025

RESEARCH & ETHICS COMMITTEE

Terms of Reference

Background

The Research and Ethics Committee is a standing committee established by the Board of Directors in compliance with its corporate bylaws.

Purpose

The purpose of the Committee is to make recommendations to the Board to ensure that ethical standards and research activities reflect the Vision, Mission and Values of the organization.

Scope

The Committee is focused on providing an academic/research environment that promotes professional development and stimulates research activity combined with and applied to a full suite of long-term care services. The work of the committee includes:

1. Ensuring appropriate policies are in place that respect the ethical standards of the organization as well as applicable privacy legislation.
2. Reviews the Code of Ethics on an annual basis and making recommendations to the Board if changes are required.
3. Reviewing policies proposed by the President & CEO related to ethical and research matters and recommending those that it supports for approval by the Board of Directors.
4. Encouraging innovation, health promotion and knowledge transfer through the following:
 - Increase involvement in research activities that focus on promotion and improving the social, emotional and physical well-being of seniors
 - Fostering relationships with researchers, stakeholders and members of the community
 - Promoting and supporting the translation and transfer of research outcomes, new knowledge and innovation to the betterment of the aging population.
5. Reviewing and approving proposed research initiatives; monitor related President and CEO actions in support and, when necessary, recommending action for the Board's consideration.
6. Monitoring adherence to the Code of Ethics and initial goals and objectives based on staff responsibilities of all research projects and, when necessary, recommend remedial action for the Board's consideration.
7. Ensuring that research activity remains focused on aging and/or long-term care.
8. Oversight responsibility for the Centre of Excellence strategic plan pillar.

Structure

Reporting to the Board, the membership of the committee includes the chair, and a minimum of two additional board members appointed by the board. The President and CEO and other appropriate members of the senior leadership team attend as non-voting members. Other guests may be invited at the discretion of the committee chair to support discussion. The Committee may add community members.

All committee members will be appointed for a two-year term, with the option to serve additional terms.

Quorum

A quorum shall consist of at least 50% of the members.

Meeting Frequency

The Committee will meet at least quarterly, or at the request of the Chair.

Approved: September 2025