

**Finance & Administration Committee
AGENDA**

Tuesday, November 4, 2025 @ 5:30pm

Item	Description	MRP
1.0	Call to Order and Introduction of Wayne Solomon	Pierre LeBlanc
2.0	Approval of the Agenda	Pierre LeBlanc
3.0	Declaration of Conflict of Interest	Pierre LeBlanc
4.0	Approval of Previous Minutes September 16, 2025*	Pierre LeBlanc
5.0	Business Arising from the Minutes None	
6.0	Standing Reports	
6.1	Unaudited Financial Statements Q2 July 1 – September 30, 2025*	Pierre LeBlanc/Barbara Sprik
6.1.1	York Care Centre Inc	
6.1.2	York Development Inc	
6.1.3	Centre of Innovation & Research in Aging Inc	
6.2	Finance & Administration Q2 Report*	Shelley/Michel/Geri
7.0	New Business	
7.1	Annual Employee Survey*	Shelley Kenny
7.2	Environmental Audit Results*	Michel Boyer
7.3	Operational Goals*	Geri Geldart
	○ YDI Rental Policy Review	
	○ Contract Register Status	
	○ Critical Finance Function List	
8.0	Next meeting – Tuesday, February 10, 2026	

**Denotes attachment*

Proposed Motions

1. That the minutes of September 16, 2025 be approved.
2. That the unaudited Q2 July 1, 2025 – September 30, 2025 financial statements be recommended to the Board of Directors for approval.



**Minutes of Meeting
Finance & Administration Committee
on September 16, 2025 at 5:30pm**

Present: Pierre LeBlanc (Chair), Bryanna White-Aubé, Deborah Wybou, Dana Bursey (v), Marjorie Belzile (v), Tim Boone, Lee Mitchell, Rob Doyle, Geri Geldart (ex-officio)
Guests: Lyne St.-Pierre-Ellis (v), Wayne Albert (v), Tracey Burkhardt (v), Donna Curtis Maillet
Staff: Heather Harris-Jones, Shelley Kenny, Michel Boyer

1. Call to order and introductions

Pierre LeBlanc, Chair called the meeting to order at 5:31 pm and welcomed new committee members Lee Mitchell & Rob Doyle.

2. Approval of the Agenda

The agenda was approved as presented.

Motion:

It was moved by Bryanna White-Aubé and seconded by Deborah Wybou that the agenda be approved as presented. All in favour. -Motion Carried

3. Declarations of Conflict of Interest

Mr. LeBlanc asked the members present if there was a need to register a conflict of interest. No conflicts identified.

4. In Camera Session including Geri Geldart and Heather Harris-Jones, J Vos was excused from the meeting.

Shelley Kenny, Michel Boyer and Jennifer Vos joined the meeting.

5. 2025 – 2026 DSD Funding

Heather Harris-Jones reviewed the proposed funding from DSD, which was circulated in the meeting package. The total funding amount is \$25,655,377 which is an increase of \$2.6M. The bulk of this is salary increases in the CUPE agreement, retention premiums, professional fees and a modest inflationary increase.

Motion:

It was moved by Deborah Wybou and seconded by Lee Mitchell that the 2025 -2026 budget for York Care Centre be recommended to the Board of Directors for approval.

-Motion Carried

Lyne St.-Pierre-Ellis, Marjorie Belzile, Wayne Albert, Tracey Burkhardt and Donna Curtis-Maillet left the meeting.

6. Approval of previous minutes – April 28, 2025

The minutes were approved as presented.

Motion:

It was moved by Dana Bursey, and seconded Pierre LeBlanc that the minutes of April 28, 2025 be approved as presented. All in favour. - Motion carried

7. Business arising from the Minutes

None to report

8. Standing Reports

8.1 Unaudited Financial Statements Q1 April 1 – June 30, 2025

The unaudited financial statements for the period of April 1, 2025 – June 30, 2025 were included in the meeting package for information. Heather Harris-Jones presented an overview of the statements. Highlights included:

8.1.1 York Care Centre Inc.

- Total estimated revenue is \$6,140,078 versus expenditures of \$6,197,216 for a net deficit of \$57,138. This resulted in a \$412,211 negative variance to budget. Higher salary costs and the Tower 2 upgrade project are the main contributing factors. This deficit will be cleared once funding is received from Social Development.

8.1.2 York Developments Inc.

- Ms. Harris-Jones explained that the consolidated net earnings for supportive housing, independent apartments and adult day program (ADP) is \$30,095, which is better than budget by \$25,319.

8.1.3 CiRA

- Total revenue \$73,112 versus \$81,389 expenses for a deficit of \$8,277 and a negative variance to budget of \$475. This deficit should be resolved with an expected insurance credit.

Motion:

It was moved by Bryanna White-Aubé and seconded by Dana Bursey that the unaudited financial statements for Q1 April 1, 2025 – June 30, 2025 be approved as presented. All in favour. - Motion Carried

8.1.4 Statement of Financial Position

Heather Harris-Jones provided the York Care Centre Statement of Financial position highlighting the following:

- There are 2 funds that are reflected on this report that aren't YCC funds; resident trust and resident council. Going forward these will be recorded in trust as an asset and the same amount will be shown as a payable and have their own schedule.
- The replacement reserve is a requirement when there is a mortgage. Currently, there is a

balance of \$9,198 which is currently not required and may be directed elsewhere.

Motion:

It was moved by Bryanna White-Aubé and seconded by Lee Mitchell that the Finance & Administration committee recommend to the Board of Directors to seek approval from DSD to redirect the reserve account balance. All in favour. - Motion Carried

8.2 Finance & Administration Q1 Report

The Quarter 1 report from staff was included in the meeting package. In addition, the staff provided verbal updates reflecting status up to June 30, 2025.

Human Resources – S. Kenny provided an update. Highlights include:

- There were 10 new staff members onboarded. Six joined the care services team and four are members of the support services. In Q1, 8 employees resigned, and 2 employees retired. We welcomed 3 students for their internship and 13 students from NBCC to conduct a part of their clinical placement.
- Six IEN's arrived from the 2024 mission. Currently, one candidate is close to completion of required paperwork.
- In June we held our annual staff retirement celebration and years of service award ceremony.
- The Memory Lane project in Birch Grove received the 2025 Resident-Centred Home award from the NBANH.
- A new CUPE collective agreement was signed on May 11, 2025. The new wage salary rates and shift premiums were processed including retro payments.
- Wellness hours were 0.2% of the 4.4% overall sick time.
- All operational goals for this quarter were met.

Facilities, Building and Infrastructure – M. Boyer provided an update.

- There were 16 refurbished rooms in YCC and 7 refurbished units in YDI.
- Internal phone system project is now completed.
- There was a flood at 120 Sunset on July 9th caused from the resident in unit 21 leaving water running in their plugged kitchen sink. As a result, units 21 and 8 sustained significant damage and unit 9 suffered minor damage. First Onsite was contacted to mitigate the damage and later to repair the units.
- Resident cooling project – Phase 1 of 3 has been awarded to Carmichael Engineering with construction expected to begin in late January 2026. This 2 year project will begin in Birch Grove and Towers, followed by Phase 2 – Dixon Hemlock and Elm and the final phase being the front of Dixon.

Financial Services – H. Harris-Jones provided further update.

- The year end audit has been completed, and the budget has been entered.

9 New Business

9.1 Annual Work Plan 2025 - 2026

Ms. Geldart shared the Finance & Administration committee Annual Work Plan for 2025 – 2026 which was reviewed by the executive committee in August. The document highlights the committee’s terms of reference, the mandate of the committee in relation to the Board’s Strategic Plan, a summary of accomplishments for 2024 - 2025, and suggested areas of focus for 2025 – 2026. The committee supports the annual work plan.

9.2 Terms of Reference Review

Ms. Geldart provided the current Terms of Reference document for members’ review. The Governance & Audit committee is recommending to the Board of Directors that they provide oversight of the Risk Management Plan. Consideration is also being recommended to the Board of Directors by the Governance & Audit committee that the role of the Research & Ethics committee include oversight responsibility for the Centre of Excellence strategic plan pillar.

9.3 Facility Condition Assessment - YDI

Mr. Boyer provided facility condition assessments for 91, 95 and 120 Sunset Drive. These assessments provide the foundation for creating a multi-year maintenance plan to ensure these buildings remain in safe condition while identifying issues, prioritizing repairs and allowing for capital planning.

Date of Next Meeting – Tuesday, November 4, 2025.

On a motion by Bryanna White-Aubé, the meeting was adjourned at 7:47pm.

Pierre LaBlanc, Chair

Jennifer Vos, Recorder

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

	YCC	YDI	CIRA	COMBINED
Cash and Receivables				
Unrestricted Cash	\$ 3,782,425	\$ 729,775	\$ 51,885	\$ 4,564,085
Total Receivables	\$ 321,926	\$ 36,445	\$ 859	\$ 359,230
Total Liabilities				
Trade	\$ 1,173,997	\$ 366,031	\$ 26,415	\$ 1,566,443
Accrued Salary/Payroll Costs	\$ 1,112,185			\$ 1,112,185
Accrued Vacation / Stats	\$ 1,306,387			\$ 1,306,387
Pension Payable to Social Development	\$ 329,383			\$ 329,383

Summary Observations - Results from Operations

YCC finished slightly better than budget resulting in a positive variance of \$47,000 mostly due to non-recurring Budget Amendments.

YDI finished better than budget with a positive variance of \$52K which is mainly driven by a positive variance in **Independent Housing** having significant savings on expenses for maintenance and payroll. **Supportive Housing** did better than budget, mostly due to higher revenue than projected. The **Adult Day Program** is doing well and has been able to both generate higher revenue and lower overall expenses. NHWW reflects no net income as revenue is matched to expenses.

CIRA finished with a loss of \$11.7K which is about 3.9K more than budgeted. This is mostly caused by lower revenue generation due to wind down of research.

Capital Expenditure Update: Ordered commercial washer & dryer for delivery and installation in Q3, Received Tractor, Video Surveillance - obtaining quotes, Auto Scrubber - on hold due to purchase of tractor. 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. No further updates on this.

Key Performance Indicators

York Care Center			Independent Apartments	
Revenue per resident day	\$399		Revenue per Unit per month YTD	\$ 656
Expenditures / resident day	\$380		Expenditures per Unit per month YTD	\$ 575
Number of beds	216		Number of Units	72
Vacant bed days subject to penalty - YTD	25		Supportive Housing	
Resident days Apr-Sept	39,827		Revenue per Unit per month YTD	\$2,612
Staffing			<i>Rent revenue/unit/month</i>	\$990
	<i>Perm Positions</i>	<i>Vacant</i>	<i>Care revenue/unit/month</i>	\$750
Admin/HR	11	1	<i>Service fee revenue/unit/month</i>	\$654
Care	163	15	Expenditures per Unit per month YTD	\$2,545
Support	60	6	Number of Units	31
Expenditure Distribution			Other Revenue YTD	\$ 40,563
<i>YTD Expenditures</i>	<i>Actual</i>	<i>Percent</i>	Adult Day Program	
Salary and Benefits	\$ 12,204,956	80.6%	Revenue per client day	\$ 74
Supplies & Other Expenses	\$ 2,036,557	13.4%	Expenditures per client day	\$ 66
Depreciation & Mortgage	\$ 904,462.08	6.0%	Client Days YTD Actual	1230

YORK CARE CENTRE INC
Statement of Financial Position
9/30/2025

	Current Quarter	Prior Quarter		Difference
<u>ASSETS</u>				
CURRENT				
CASH AND CASH EQUIVALENTS	3,782,425	6,275,909	1*	(2,493,484)
CASH - RESTRICTED FUNDS	51,423	70,760		(19,337)
ACCOUNTS RECEIVABLE				
- RESIDENTS	25,746	58,748		(33,002)
- DEPT of SOCIAL DEVELOPMENT	81,415	35,298		46,117
- HST	25,535	38,820		(13,285)
- OTHER	189,230	104,422	2*	84,808
INVENTORIES	83,319	83,319		-
PREPAID EXPENSES	326,232	489,880	3*	(163,647)
LONG TERM RECEIVABLE	-	-		-
TOTAL CURRENT ASSETS	4,565,324	7,157,155		(2,591,831)
CASH RESTRICTED FOR FUTURE CAPITAL	-	-		-
LAND, BUILDING AND FURNITURE (Net)	25,165,246	25,334,092	4*	(168,845)
TOTAL FIXED ASSETS	25,165,246	25,334,092		(168,845)
TOTAL ASSETS	29,730,571	32,491,247		(2,760,676)
<u>LIABILITIES</u>				
CURRENT				
PAYABLES & ACCRUALS	3,921,952	3,606,767		315,185
DEFERRED REVENUE	1,473,200	4,659,044	5*	(3,185,844)
TOTAL CURRENT	5,395,152	8,265,811		(2,870,659)
LONG TERM				
LONG TERM DEBT	8,847,434	9,427,727	6*	(580,293)
DEFERRED CONTRIBUTIONS	2,146,629	2,239,385	7*	(92,756)
TOTAL LIABILITIES	10,994,063	11,667,112		(673,049)
<u>FUND BALANCES</u>				
FUNDS RESTRICTED	67,926	67,329		597
UNRESTRICTED	12,548,132	12,548,132		-
NET INCOME (LOSS) FOR PERIOD	725,297	(57,138)	8*	782,435
TOTAL FUNDS	13,341,356	12,558,324		783,032
TOTAL LIABILITIES & FUNDS	29,730,571	32,491,247		(2,760,676)

1. Decrease in cash funds due to pay out of Retro payment in August.
2. Intercompany transactions due
3. Prepaid expenses are being applied on a monthly basis.
4. Accumulated depreciation applied on a monthly basis.
5. Retro funding moved out of deferred revenue after being paid out.
6. Loan payments continuing monthly.
7. Amortization of deferred contribution
8. Positive Net Income due to DSD funding Retro being applied to revenue.

YORK CARE CENTRE INC
Statement of Operations - Year to Date
6MONTHS ENDING 9/30/2025

	Actual Current YTD	Budget Current YTD	Variance Budget vs Actual
REVENUE AND RECOVERIES			
Operating Revenue	15,130,135	11,604,802	3,525,333
Recurring Budget Amendments	0	0	0
Non-recurring Budget Amendments	79,770	33,653	46,117
Administration	259,404	231,051	28,353
Care Services	41,110	25,487	15,623
Operations	175,342	173,692	1,650
Deferred Contributions	185,512	125,575	59,937
TOTAL REVENUE AND RECOVERIES	<u>15,871,273</u>	<u>12,194,260</u> *1.	<u>3,677,013</u>
OPERATING EXPENSES			
Administration	2,784,622	2,203,668	*2. -580,954
Care Services	7,407,721	5,263,920	*3. -2,143,801
Operations	4,049,171	3,204,253	*4. -844,918
Mortgage Interest & Depreciation	904,462	844,394	*5. -60,068
TOTAL EXPENSES	<u>15,145,975</u>	<u>11,516,234</u>	<u>-3,629,741</u>
NET SURPLUS (DEFICIT)	<u>725,297</u>	<u>678,026</u>	<u>47,272</u>
Less: Transfer to replacement reserve	<u>0</u>	<u>0</u>	<u>0</u>
(Increase) or Decrease in Operating Fund	<u>725,297</u>	<u>678,026</u>	<u>47,272</u>

Notes (Actual to Budget):

- 1 Higher revenue due to Retro funding applied to revenue after payout in August.
deferred contributions (60K) Nurse Call System. Offset in Depreciation expenses.
Increase in Budget Amendment revenue is offset in Operating Expenses.
Admin revenue is up by \$28K, mostly due to investment income and Care Services revenue is up \$15K due to RN & CUPE Union Recoveries
- 2 Admin expenses higher than budget due to salary Retro payment made in August.
All other admin expense accounts are on track.
- 3 Care Services expenses higher due to salary Retro payment made in August.
All other Care Services expense accounts are on track.
- 4 Operations expenses higher due to salary Retro payment made in August.
Additionally, electricity expenses higher than budgeted, along with minor equipment and computer software and hardware expenses.
- 5 Increase in Depreciation expenses due to Nurse Call (60K).

YDIDAT YORK DEVELOPMENT INC
Statement of Financial Position - CONSOLIDATED
9/30/2025

	Current Quarter	Prior Quarter	Difference
<u>ASSETS</u>			
CURRENT ASSETS			
CASH	729,771	685,984	43,787
ACCOUNTS RECEIVABLE	34,053	34,341	-288
HST RECEIVABLE	2,393	1,744	650
PREPAID EXPENSES	47,222	81,222	-34,001
TOTAL CURRENT ASSETS	813,439	803,291	10,148
RESTRICTED CASH AND DEPOSITS			
REPLACEMENT RESERVE FUND	328,625	316,625	12,000
DEFERRED VACANCY SUBSIDY	48,721	48,721	0
TOTAL RESTRICTED CASH & DEPOSITS	377,345	365,345	12,000
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	-4,583,687	-4,545,726	-37,962
TOTAL FIXED ASSETS	1,788,139	1,826,101	-37,962
TOTAL ASSETS	2,978,924	2,994,737	-15,813
<u>LIABILITIES</u>			
CURRENT LIABILITIES			
ACCOUNTS PAYABLE & ACCRUED LIABILITIES	200,164	148,876 1*	51,287
DEFERRED REVENUE	165,648	224,953 2*	-59,305
TOTAL CURRENT LIABILITIES	365,812	373,830	-8,018
LONG TERM DEBT			
MORTGAGE 116 SUNSET DRIVE	1,404,726	1,439,429	-34,704
TOTAL LONG TERM LIABILITIES	1,404,726	1,439,429	-34,704
DEFERRED CONTRIBUTIONS			
DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS	502	751	-250
TOTAL DEFERRED	502	751	-250
FUND BALANCES			
REPLACEMENT RESERVE RESTRICTED	328,625	319,625	9,000
VACANCY SUBSIDY RESERVE	48,721	48,721	0
EARNED SURPLUS	773,285	782,285	-9,000
NET INCOME (LOSS) FOR PERIOD	57,254	30,096	27,158
TOTAL EQUITY	1,207,884	1,180,726	27,158
TOTAL LIABILITIES & FUND BALANCES	2,978,924	2,994,737	-15,813

Notes:

- 1: Intercompany transactions due
- 2: Deferred revenue for NHWW

YORK DEVELOPMENT INC
Statement of Operations - CONSOLIDATED
MONTH ENDING 09/30/2025

	Actuals YTD September 30	Budget YTD September 30	Variance
Independent Housing			
Total Revenue	283,276	293,696	-10,420
Operating Expenses			
Wages & Benefits	31,816	42,861	11,045
Maintenance	108,057	135,502	27,444
Administration	99,072	99,902	830
Depreciation	9,617	9,617	0
Total Operating	248,562	287,882	39,320
Net Earnings	34,714	5,814 *1	28,900
Supportive Housing			
Total Revenue	485,864	459,439	26,424
Operating Expenses			
Wages & Benefits	227,366	200,577	-26,789
Tenant Support Costs	39,825	40,769	944
Maintenance	71,986	85,629	13,643
Administration	67,944	67,676	-268
Depreciation	66,307	66,306	-1
Total Operating	473,428	460,957	-12,471
Net Earnings	12,436	-1,517 *2	13,953
ADP			
Total Revenue	91,588	88,034	3,554
Operating Expenses			
Wages & Benefits	64,530	64,900	370
Program Support Costs	10,908	13,526	2,618
Administration	6,046	8,417	2,371
Depreciation	0	0	0
Total Operating	81,484	86,843	5,359
Net Earnings	10,103	1,190 *3	8,913
NHWW			
Total Revenue	108,883	159,145	-50,262
Operating Expenses			
Wages & Benefits	90,870	114,738	23,867
Program Support Costs	10,405	28,358	17,952
Administration	7,606	16,050	8,444
Depreciation	0	0	0
Total Operating	108,883	159,145	50,262
Net Earnings	0	0 *4	0
TOTAL NET EARNINGS	57,253	5,487	51,766

Notes: (Actuals to Budget)

1. Lower revenue (-10K) offset by higher savings on maintenance (27K) and payroll (11K) expenses.
2. Revenue for Supportive Housing higher due to increase in Care Hours revenue offset by increase in wages. Savings in Maintenance (13K) expenses result in overall net positive earnings.
3. ADP revenue higher due to increase in program usage and Client pay (3K).
Savings on Program costs (2.6K) and Admin charges (2.3K).
4. Savings in Wages & Benefits due to vacancies throughout the year and overall lower program expenses than anticipated. Expenses zero'd out by revenue.

Centre for Innovation and Research
Statement of Operations - CONSOLIDATED
6 MONTHS ENDING 9/30/2025

	ACTUAL YTD	BUDGET YTD	ACTUAL VS BUDGET
REVENUE			
GENERAL CONTRIBUTIONS	87	0	87
PHAC ISAF - HUMAN RIGHTS	63,796	74,000	-10,204
PHAC - ANTIBIOTIC STUDY	3,608	3,600	8
INTEREST INCOME	1,494	1,650	-156
TOTAL UNRESTRICTED REVENUE	68,985	79,250	-10,265
OPERATING EXPENSES			
WAGES & BENEFITS			
SALARIES AND BENEFITS	60,849	61,193	344
SALARIES & BEN CHARGED TO PROJECTS	-60,849	-61,193	-344
	0	0	0
ADMINISTRATION			
AUDIT EXPENSES	7,310	7,525	215
BANK INTEREST & CHARGES	0	0	0
DEPRECIATION EXPENSE	430	431	0
OFFICE AND COMPUTER SUPPLIES	120	0	-120
OFFICE SPACE COSTS	1,439	1,272	-167
TELEPHONE	0	0	0
IT SUPPORT	266	0	-266
INSURANCE	915	0	-915
MISCELLANEOUS	110	250	140
	10,591	9,478	-1,113
PROJECT RELATED EXPENDITURES			
PHAC ISAF - HUMAN RIGHTS	66,566	74,000	7,434
PHAC - ANTIBIOTIC STUDY	3,608	3,600	-8
MISCELLANEOUS	0	0	0
	70,174	77,600	7,426
TOTAL EXPENSES	80,765	87,078	6,313
NET EARNINGS (LOSS)	-11,780	-7,828 1*	-3,952

Notes:

1: Lower revenue stream (-10K) not offset entirely by savings in expenses (6K) resulting in slight net loss. No more funding due to program being wind down.



REPORT TO THE FINANCE & ADMINISTRATION COMMITTEE

July 1 – Sept 30, 2025
Quarter 2 Activity

The purpose of this report is to apprise the Board's Finance & Administration Committee of key activities within each quarter of the fiscal year, including an update on key performance indicators and the two strategic pillars: Resources and Environment. Accordingly, the Committee receives four reports per year with content from the following senior leaders.

Senior Leader

Shelley Kenny, Vice President, People and Culture
Barbara Sprik, Acting Chief Financial Officer
Michel Boyer, Director, Facilities & Infrastructure

Key Areas of Reporting

Human Resources
Financial Services
Facilities, Building and Infrastructure

Human Resources

- **Recruitment:** The HR department on-boarded **12 new staff members**. Six are members of the Care Services team, five are members of the Support Service team and one is welcomed in administration. Additionally, 4 staff experienced a change in classification from RA to LPN.
- **Turnover:** In the Q2, 12 employees resigned. HR scheduled 28 interviews (this does not include YDI or NHWW hiring requirements). The main reasons for resignations were employment elsewhere and post-secondary studies.
- **Students:** We welcomed 15 students this quarter. 4 NBCC PSW students participated in a 4-week preceptorship and 11 NBCC PN students participated in Leadership 'shadow sessions'.
- **IEN Recruitment – 2024 Mission:** One IEN arrived this quarter.
- **Staff Engagement / Recognition / Get Inspired Team:**
 - 2 Scholarship Recipients: YCC General Scholarship and Judy Yeamans Scholarship
 - Staff Summer Party at Kilarney Lake – cancelled
 - YCC Karaoke Night in August
 - Free staff massages on-site
- **Professional Development / Training:**
 - On-going 'All the Right Moves' training
- **Inspection:** Our annual inspection was held in July. For the HR department, we received an infraction relating to 'medical history' not being provided prior to the on-boarding process and 'employee orientation checklists' not in employee's personnel file.
- **CUPE Collective Agreement:** Calculations and payment of CUPE clothing allowance distributed this quarter to their membership. This item within the collective agreement saw a rate increase.
- **Employee Pulse Survey:** Our employee survey was distributed in July. 124 responses from various classifications (last year's response was 156). Results to be presented.
- **Operational Goals / Progress Report:**
 - LPN and Cook schedule rotation review - completed
 - Working on expanding the mentorship program to include LPNs, DAs and EAs - underway

Human Resources Key Performance Indicators

	Q2 2024-25	Q3 2024-25	Q4 2024-25	Q1 2025-26	Q2 2025-26
Retention Rate (%) – 12 month look-back Number of employees who remain on staff as percentage of those who were on staff 1 year ago.	85%	85%	86%	82%	87%
Resignations Within One Year (#) Number of resignations within the first year of employment.	10	4	4	0	2
Sick/Wellness Time Sick days & Wellness days / FTE (standardized - # of days/1957.5 hours worked within the quarter).	15.76	12.87	14.43	11.65	14.92
Sick/Wellness Time (%) – Sick/wellness hours as a percentage of total paid hours.	6.0%	4.9%	5.5%	4.4%	5.7%
Overtime Hours (%) Overtime hours as a percentage of total worked hours.	5.7%	6.1%	6.7%	5.6%	5.6%
Care Hours (Short/Over) Average # hours worked per day below or above the target (RN,LPN,RA).	+5.90	+12.71	-7.28	+7.41	+1.16
% RN Hours # of RN hours worked as a percentage of the target.	97%	98%	98%	99%	89%
% hours of professional care (RN/LPN) Number of RN/LPN hours worked as a percentage of the target.	101%	101%	96%	99%	97%

Facilities, Building, and Infrastructure

- There were 14 refurbished rooms in YCC and 6 refurbished units in YDI.
- 120 flood – The repairs associated with this incident has been completed and the units were turned over to us for occupancy on October 11, 2025.
- Completion of Nurse Call project – The as-builts and Owners Manual has been received. We will move forward with payment of the final hold-back once we have the signoff from the engineer.
- Facility Condition Assessment (FCA) for YCC (100 Sunset Drive) – A FCA was completed on July 18, 2025. This FCA was organized by Social Development, and undertaken by the Ontario firm, Nadine International and will serve as the foundation for a maintenance plan to be built. In speaking with Social Development, the final report is not due to arrive until Q3 of 2025/26 at the earliest and is estimated to be in excess of 800 pages.
- IT Hardware annual refresh - With the EOL (End-Of-Life) of Windows 10 on October 14, 2025, 30 devices were replaced with new devices. I'm happy to report that all devices on the premises are running Windows 11 and remain up to date with security updates.
- Capital Purchases
 - Tractor – Our 16 year old tractor was replaced earlier this year. The quoted repair cost was just over \$20,000. Resale value of a similar tractor, in good working order, is estimated to be \$13,000. We have decided to sell the tractor in an “as is” condition.
 - Commercial Washer and Dryer – Both rated for 60lbs the washer is at year 15 and the dryer is at year 22 with projected life expectancies of 15-18 years. Although both units have been

fairly reliable, they are starting to require frequent minor repairs. Being on the end of their life expectancy, it was felt better to proactively repair rather than deal with major repairs or critical failures in an environment that requires these units to keep up with demand.

- **Operational Goals / Progress Report:**

- Resident AC project – Contractors are still awaiting materials to arrive. At the time of writing, the substantial completion date remains at the end of January 2026.
- Critical Infrastructure - Completed inventory of critical infrastructure elements was created and will be built on to allow for planned replacement.
- Facility Cleanliness – An audit plan was created to monitor facility cleanliness in Q1 with audits started in Q2. Results to be shared in item 7.2.
- Maintenance Plan for YDI – Following up on the completion of the FCA in Q1, a plan is underway and ready for costing and the priorities to be set. This plan looks at the buildings individually and as a company to best prioritize and direct our focus.

Facilities, Building and Infrastructure Key Performance Indicators

	Q2 2024-25	Q3 2024-25	Q4 2024-25	Q1 2025-26	Q2 2025-26
Food Cost per Resident per Day	11.83	12.80	11.95	12.79	13.46

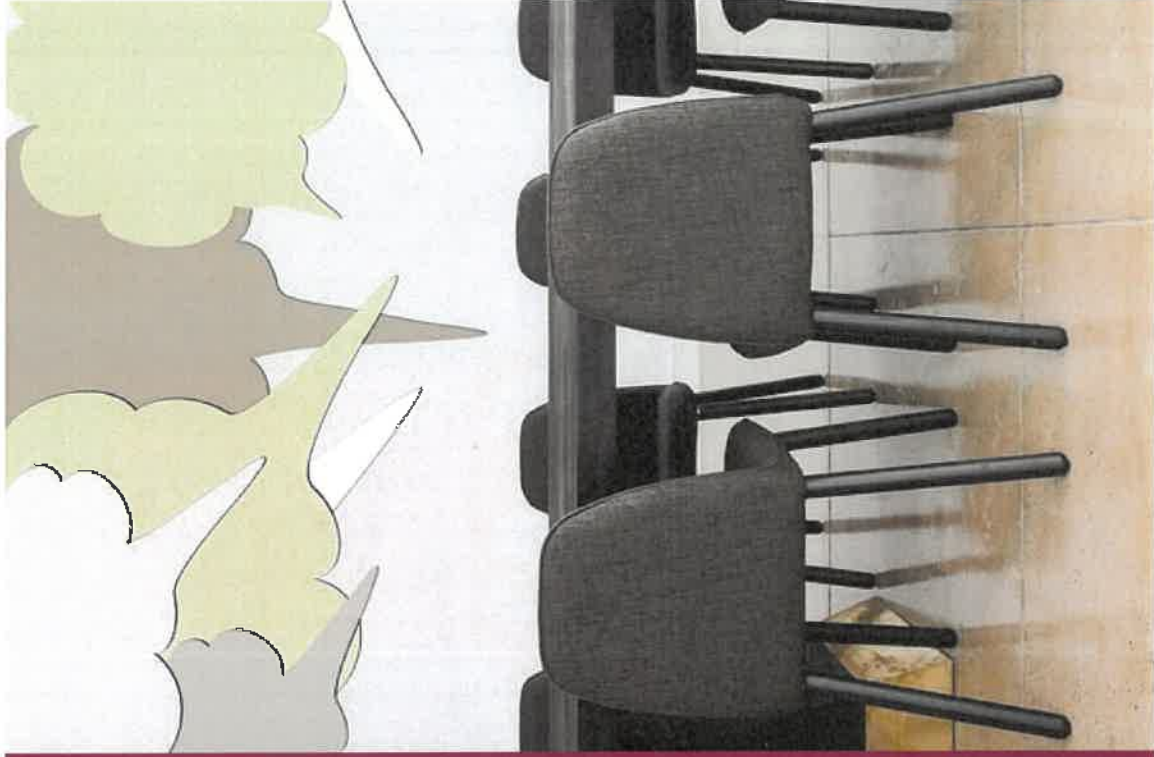
Financial Services

- Barbara Sprik, CPA was recruited to replace Kathy Palmer, the Chief Accountant. Barbara started with us in July and has quickly jumped into the role.
- Wayne Solomon was recruited to replace Heather Harris-Jones, the Chief Financial Officer. Wayne will join us on November 10th.
- The signing of the CUPE collective agreement resulted in a significant retroactive payment for the majority of our staff. An error occurred in the payment issued to one employee which resulted in an overpayment of \$30,000. A repayment plan agreement has been reached with the employee. Although the circumstances are somewhat unusual, we are confident the employee will be able to meet the terms of the agreement.



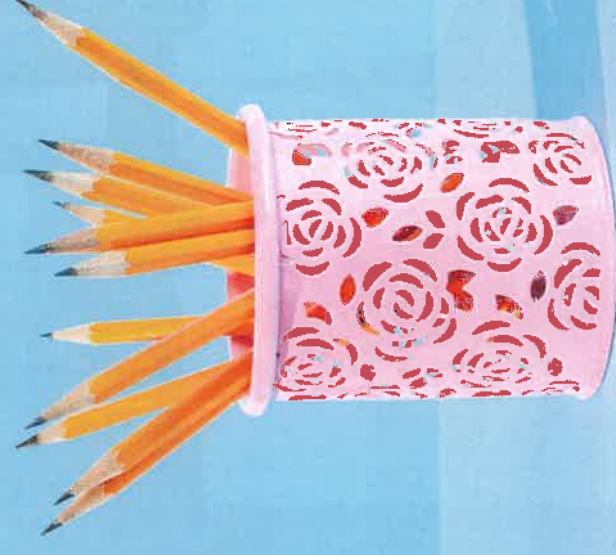
YCC 2025 Employee Survey

July 2025



Purpose of Survey

- To provide a measure of employee opinion on a variety of features of the workplace – features which are related to positive engagement.
- To help determine areas for attention / improvement.
- To determine if progress has been made within areas of chosen focus – communication, professional development, respect, recognition, team meetings.
- Used questions from 2024-25 Employee Pulse Survey and from draft SQLI survey.



Who Answered (↑ ↓ is comparison of last FY survey)

124 respondents (LY 156)

- 36% - Resident Attendants ↑
- 8% - Dietary ↓
- 13% - Support Services
- 17% - Licensed Practical Nurses ↑
- 5% - Registered Nurses ↓
- 14% - Administration/Research ↑
- 4% - Nursing Clerk / Recreation / Rehab
- 3% - Home Support Workers/ADP ↓
 - 75% - Full Time ↑
 - 18% - Part time ↓
 - 7% - No guaranteed hours ↓

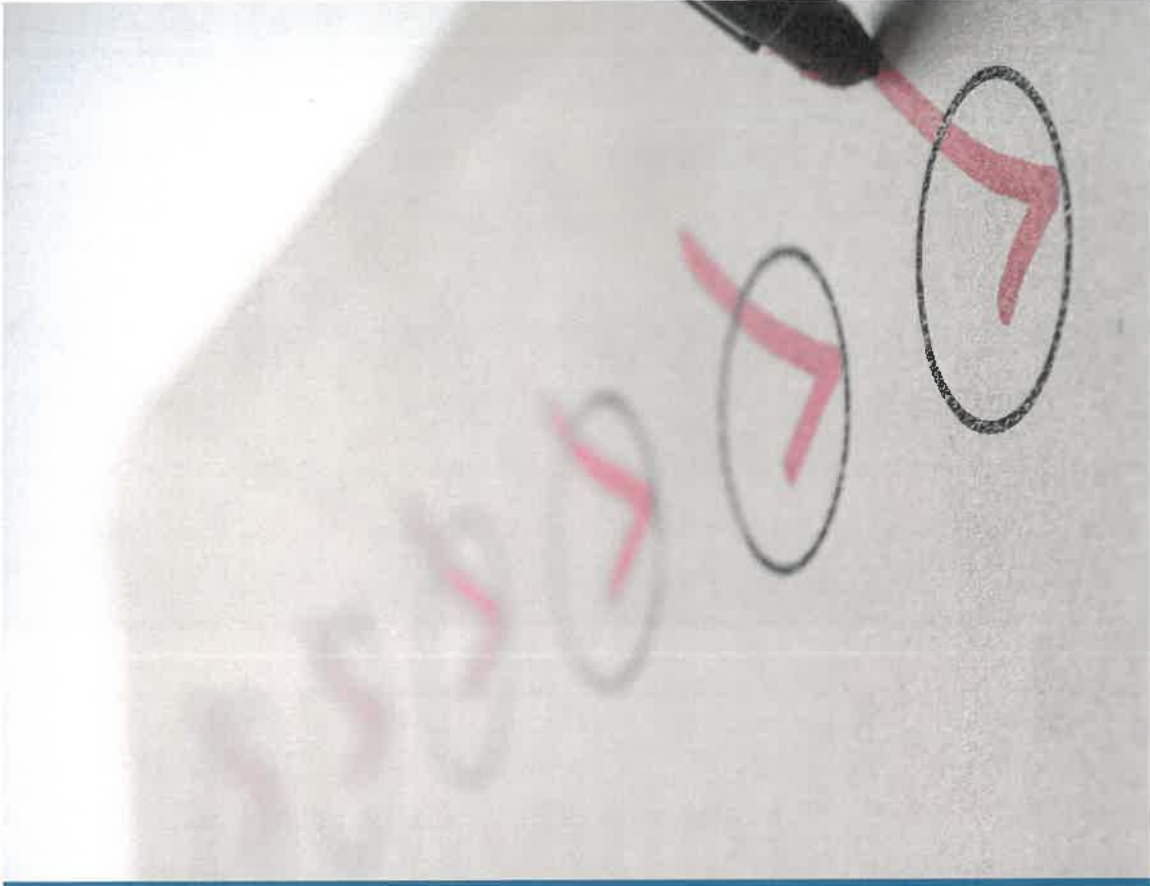


I have been employed with YCC:

Up to 5 years	49%
6 – 10 years	25%
11 – 20 years	23%
20 years +	3%



The Questions



Summary

% who Agree

• I have the tools/tech/equipment I need to do my job	87% - ↑
• My job makes good use of my skills & abilities	91%
• I received the training I need to do my job	94% - ↑
• My work and contributions are recognized & appreciated	52%
• I feel good knowing the work I do is meaningful	88%
• I am proud to work at YCC	80%
• Overall, I feel valued at work	50%
• I have opportunities to provide input into decisions that affect my work	64% - ↑
• Within my team, individuals behave in a respectful manner	58%
• My Supervisor keeps me informed	69%
• I am satisfied with quality of supervision I receive	66%
• I have confidence in the Senior Leaders	57%
• YCC does a good job of communicating through various means	73% - ↑
• YCC is a great place to work	67%
• I'd recommend YCC as a place to work	66%
• I plan to leave within next two years	16% - ↓



Tools and Training

I have the technology and equipment I need to do my job.

Response	Percentage %
Yes	87
No	13

• 87% said Yes

- Care Services 88%
- Support Services 85%
- Administration 82%
- Community Prog 100%

Last Year – 80%



Tools and Training

My job makes good use of my skills and abilities.

Response	Percentage %
Strongly Agree	40
Agree	51
Neutral	7
Disagree	2
Strongly Disagree	0

- 91% agreed with this statement
 - Care Services 90%
 - Support Services 96%
 - Admin/Research 88%
 - Community Prog 100%
- New Q.



Tools and Training

I received the training I need to do my job.

Response	Percentage %
Yes	94
No	6

• 94% said Yes

- Care Services 97%
- Support Services 96%
- Admin/Research 76%
- Community Prog 100%

Last Year- 93%

Area of Focus for
24/25



Pride and Value

I feel my work contributions are recognized and appreciated.

Response	Percentage %
Strongly Agree	17
Agree	34
Neutral	24
Disagree	19
Strongly Disagree	6

- Only 51% agreed with the statement
 - Care Services 47%
 - Support Services 54%
 - Admin/Research 64%
 - Community Prog 50%
- Last Year- 53%



Pride and Value

I feel good knowing the work I do is meaningful.

Response	Percentage %
Strongly Agree	53
Agree	35
Neutral	11
Disagree	0
Strongly Disagree	1

• 88% feel their work contributes to our overall values Last Year- 92%

- Care Services 90%
- Support Services 92%
- Admin/Research 82%
- Community Prog 75%



Pride and Value

I am proud to work at YCC.

Response	Percentage %
Strongly Agree	40
Agree	40
Neutral	16
Disagree	3
Strongly Disagree	1

- 80% agreed with the statement
 - Care Services 77%
 - Support Services 77%
 - Admin/Research 88%
 - Community Prog 100%
- New Q.



Pride and Value

Overall, I feel valued at work.

Response	Percentage %
Strongly Agree	19
Agree	31
Neutral	26
Disagree	16
Strongly Disagree	8

• Only 50% agreed with the statement.

• 26% were neutral.

- Care Services 53%
- Support Services 46%
- Admin/Research 46%
- Community Prog 50%

Last Year- 57%



Team

I have opportunities to provide input into decisions that affect my work.

Response	Percentage %
Strongly Agree	17
Agree	47
Neutral	28
Disagree	6
Strongly Disagree	2

• Only 64% agreed with the statement.

- 28% were neutral.
- Care Services 64%
- Support Services 57%
- Admin/Research 76%
- Community Prog 50%

Last Year - 56%

Area of Focus for
24/25



Team

Within my work team/dept, individuals behave in a respectful manner.

Response	Percentage %
Strongly Agree	18
Agree	40
Neutral	33
Disagree	8
Strongly Disagree	1

- 58% agreed with the statement.
 - 33% responded neutral.
 - Care Services 52%
 - Support Services 61%
 - Admin/Research 82%
 - Community Prog 25%

Last Year – 64%

Area of Focus for
24/25



Leadership

My immediate supervisor keeps me informed about issues affecting my work.

Response	Percentage %
Strongly Agree	28
Agree	41
Neutral	22
Disagree	8
Strongly Disagree	1

• 69% agreed with the statement.

- Care Services 66%
- Support Services 69%
- Admin/Research 88%
- Community Prog 50%

Last Year – 74%

Area of Focus for
24/25



Leadership

I am satisfied with the quality of supervision I receive.

Response	Percentage %
Strongly Agree	24
Agree	42
Neutral	21
Disagree	10
Strongly Disagree	3

• 66% agreed with the statement.

- Care Services 64%
- Support Services 58%
- Admin/Research 88%
- Community Prog 50%

Last Year – 74%



Leadership

I have confidence in the senior leaders at YCC.

Response	Percentage %
Strongly Agree	19
Agree	38
Neutral	30
Disagree	10
Strongly Disagree	3

- 57% agreed with the statement.
 - 30% responded neutral.
 - Care Services 60%
 - Support Services 42%
 - Admin/Research 65%
 - Community Prog 75%
- Last Year – 62%



Communication

YCC does a good job of communicating with staff through various means.

Response	Percentage %
Strongly Agree	29
Agree	44
Neutral	22
Disagree	4
Strongly Disagree	1

• 73% agreed with the statement.

- Care Services 73%
- Support Services 69%
- Admin/Research 76%
- Community Prog 75%

Last Year – 64%

Area of Focus for
24/25



A Great Place to Work

YCC is a great place to work.

Response	Percentage %
Strongly Agree	30
Agree	37
Neutral	27
Disagree	5
Strongly Disagree	1

• 67% agreed with the statement.

- Care Services 69%
- Support Services 61%
- Admin/Research 59%
- Community Prog 100%

Last Year – 70%



A Great Place to Work

I would recommend YCC as a place to work.

Response	Percentage %
Strongly Agree	31
Agree	35
Neutral	26
Disagree	6
Strongly Disagree	2

- 66% agreed with the statement.
 - Care Services 66%
 - Support Services 65%
 - Admin/Research 64%
 - Community Prog 100%
- Last Year – 70%



A Great Place to Work

Do you intend to leave YCC in the next two years?

Response	Percentage %
No	77
Yes – Retire	5
Yes – Education	2
Yes – Other Employment	7
Yes - Other	2

- 77% plan to stay beyond the next two years
 - Care Services 80%
 - Support Services 85%
 - Admin/Research 41%
 - Community Prog 100%
- Last Year – 67%



General Observations

- Overall, participation was down. Survey is done in July. We may consider moving it to May / June.
- Strong scores seen in pride, satisfaction with “tools and training”.
- Improvement noted in communication, input into decision-making, intent to stay.
- Still challenged to improve ratings on feeling valued / recognition, respect.
- Although staff find their work meaningful, fewer feel valued.
- Interesting variation between recommending YCC as a place to work (score went down) and intent to leave (score improved).



Now what.....

Focus on ...

- Within work team, individuals behave respectfully
- Satisfied with the quality of supervision I receive
- Confidence in the senior leaders
- Feeling valued at work
- Receiving meaningful recognition for work well done

What we will do...

- Continue with formal recognition events and communication.
- Build an understanding of meaningful recognition and what it looks like.
- Leadership development – focus on culture, supervision.
- Year 2 - 20 Tenets of Culture



BRIEFING NOTE

To: Members – Finance & Admin Committee

From: Michel Boyer, Director, Facility & Infrastructure Services

Date: October 28, 2025

RE: Environmental Audit Results

Purpose

Environmental Services audits at YCC are a vital component of our operational plan, designed to ensure our facility is maintained in a near-new state. This proactive approach not only safeguards the health, safety, and comfort of our residents and staff, but also directly supports our strategic pillars of being a Residence of Choice and a Centre of Excellence. By systematically evaluating cleanliness, maintenance, and compliance standards, these audits reinforce our commitment to high-quality care, continuous improvement, and organizational pride.

Progress Report

- Audits were conducted in Quarter 2, including six rooms in each of Tower 2, Dixon and “Sunset Drive”.
- Audits included assessment criteria for housekeeping and maintenance.
- All housekeeping audits scored above 90% with 12 of the 18 rooms scoring 100%. The overall housekeeping score was 98.8%.
- All maintenance audits scored between 80 – 100%, with five of the 18 rooms scoring 100%. The most common observation was wall damage due to furniture and wheelchairs bumps. As rooms are refurbished, wall protection is being added. The floor finished was also noted to be below expectations in the high traffic areas such as the Adult Day Program.

Next Steps

- Continue to conduct Quarterly Audits
- Monitor results and act on necessary items.

Attachment

- Blank Audit Form
- Summary Scores from Q2, 2025-26

Housekeeping and Maintenance Audit

Q2 2025/26		Housekeeping						Maintenance						TTL HK			TTL Main		
		# Yes	# No	#NA	Ttl Y/NA	Base	%	# Yes	# No	#NA	Ttl Y/NA	Base	%	Ttl Y/NA	Base	%	Ttl Y/NA	Base	%
T2E	2093	36	0	2	38	38	100%	28	1	1	29	30	97%						
	2083	37	0	1	38	38	100%	25	4	1	26	30	87%						
	2091	35	0	3	38	38	100%	22	6	2	24	30	80%						
	2092	37	0	1	38	38	100%	26	4	0	26	30	87%						
	2088	33	2	3	36	38	95%	24	4	2	26	30	87%						
	2084	34	1	3	37	38	97%	22	6	2	24	30	80%	225	228	98.7%	155	180	86.1%
D1	117	35	0	3	38	38	100%	25	2	3	28	30	93%						
	105	35	0	3	38	38	100%	28	0	2	30	30	100%						
	111	35	0	3	38	38	100%	24	4	2	26	30	97%						
	115	37	0	1	38	38	100%	26	4	0	26	30	87%						
	118	36	1	1	37	38	97%	24	4	2	26	30	97%						
	124	35	0	3	38	38	100%	28	0	2	30	30	100%	227	228	99.6%	166	180	92.2%
SD	169	24	0	14	38	38	100%	17	0	13	30	30	100%						
	168	17	1	20	37	38	97%	13	1	16	29	30	97%						
	4	23	0	15	38	38	100%	16	0	14	30	30	100%						
	175	22	0	14	36	38	95%	13	5	12	25	30	83%						
	167	23	1	14	37	38	97%	14	2	14	28	30	93%						
	170	24	0	14	38	38	100%	16	0	14	30	30	100%	224	228	98.2%	172	180	95.6%
Quarterly Totals													676	684	98.8%	493	540	91.3%	

Housekeeping Comments: Overall, it was a very good showing with only a few comments related to the wall showing a little wear making it difficult to effectively clean.

Maintenance Comments: Most comments in the Maintenance audit come from marks on walls as a results of wheelchairs rubbing up against them leaving black marks and small gouges. As some of these rooms are refreshed, wall protection is being applied. The finish on the floors were also mentioned a few times in high traffic areas like ADP.

Prepared by: Michel Boyer

Housekeeping Audit

Select 6 random rooms from each area.

Q1 (Apr – June)	Q2 (July – Sept)	Q3 (Oct – Dec)	Q4 (Jan – Mar)
BG	D1	All	T1E
T1W	Sunset Dr	T2W	D2
D3	T2E	T3E	T3W

Legend: Insert Y = Yes, N = No, or NA = Not applicable, in each box. Insert a comment whenever 'No' is used.

Date: _____

Time: _____

Unit: _____

Room # and type: _____

Indicator	Housekeeping			Maintenance			Comments
	Yes	No	NA	Yes	No	NA	
Dress							
Appropriate							
Name tag							
Cart							
Locked							
Proper chemicals and labels							
Proper paperwork and checklist up to date							
Required tools clean and intact							
Common Area/Hallway/Office							
Chairs and other furniture clean and stain free							
Lights clean, intact, and working							
Pictures dust free							
Room is free of odours							
Room is free from pests							
Walls clean and paint in good condition							
Floor clean, intact, finish in good condition							
Corners and under furniture clean							
Baseboards clean and intact, chalking							
Door frames clean and in good condition							
Doors clean and in good condition							
Ceiling clean and in good condition							
Telephone/IT/Display is clean							

Housekeeping Audit

Vents free of dust							
Switches working and cover plates clean							
Curtains clean, on tracks.							
Window and windowsill clean and good condition							
Window screens clean and intact							
Wheelchair clean and intact							
Cords safe, tied up or hidden							
Cable box cables tied up							
Nurse call, and other safety devices intact							
Room temperature is adequate (e.g. 21-25 C)							
Garbage cans clean and adequate bags							
Bathrooms							
Walls clean and paint in good condition							
Ceiling clean and in good condition							
Lights clean, intact, and working							
Paper towel dispenser clean and has paper							
Soap dispenser clean and filled							
Toilet tissue dispenser clean, functional and filled							
Counter, sink, and taps clean and in good repair							
Medicine cabinet/mirror clean, intact, and locked							
Toilet and seat clean intact and stable							
Commode chair clean and intact							
Grab bars clean and stable							
Chalking (walls and toilet) clean and intact							
Vents free of dust							
Score							
Number of Questions			38			30	
Total Yes and NA							
Percentage							

Score = Number of yes responses divided by the number of total applicable responses then multiply by 100 to get percentage.

Comments/Results:



YORK
CARE CENTRE

CiRA
CENTRE FOR INNOVATION
AND RESEARCH IN AGING



YORK
DEVELOPMENTS
LIFESTYLE LIVING

BRIEFING NOTE

To: Members – Board of Directors
From: Geri Geldart, President and CEO
Date: October 29, 2025
RE: Operational Goals – Risk Management

A. Purpose

To brief the board on progress related to three operational goals which address elements of risk management

- YDI Rental Policy Review
- Contract Register
- Critical Finance Function List

B. Progress Status

1. YDI Rental Policy Review – Complete policy review for rental rates and insurance by Q2.

In March 2025, the board approved a rent increase of 3% which was effective October 1st, 2025. Tenants were provided six months notice of this increase. In April of 2025, the Board approved the following recommendations from the Finance and Administration Committee:

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

The Director of Community, Recreation and Volunteers has been working with the tenants to enact these new policies.

- The income limit policy has been implemented for all new tenant applications. This requirement has been added to our website.
- A security deposit is now required for all new tenants.

- c. The standard lease from Service New Brunswick is now being used, with an addendum which outlines all conditions specific to York Developments. To date, leases have been signed with all new tenants. For current tenants, individual appointments will be set over the next few months to have new leases signed.
- d. Based on advice from our insurer, all tenants have been asked to provide proof of tenants' insurance in an amount up to \$1,000,000. All new tenants have provided proof of insurance. Current tenants will be asked to show proof when signing the new lease.
- e. All tenants have been advised of the provincial government's Direct to Tenant subsidy program, and have been advised that the YDI subsidy program will be phased out in the future. Eight applications for the YDI program were considered, with approval given for seven. The total cost to YDI for the subsidy program is \$815/month for a yearly total of \$9,780. Unfortunately, only one of our tenants was approved for the Direct-to-Tenant subsidy. The program budget was exhausted shortly after it was announced. We will monitor the program and will assist our tenants with their application if the program is expanded.

2. Contract Register – To manage the risk and cost associated with contracted services, establish a current contract register.

A template for the contract register has been prepared. For each contract, the following data elements will be recorded if applicable:

- Essential Elements – scope, value, expiry date, notice period.
- Management Elements – Internal contact, renewal options, review date, payment terms
- Risk Elements – regulatory compliance, business continuity impact, insurance, criminal records check, privacy.
- Documentation Elements – Contact information, document location.

Although in its early stages, we have identified 45 “contracts”. These are a combination of contracts / service agreements, pricing agreements, etc. There are 18 agreements with technology providers, 14 service agreements, 10 maintenance agreements and 3 agreements with the Department of Social Development related to supportive housing, Nursing Home Without Walls and the Adult Day Program. As we continue to populate the register, we will fine-tune the categories and required data elements.

It is our intention that a regular review of the register will ensure that contractors, and York Care meet the requirements of these contracts, that invoices match the terms of the agreements, and that renewals are actioned within the appropriate time frames. With normal personnel turnover these items can be missed.

Thank you to Jennifer Vos for her excellent detective skills.

3. Critical Finance Function List – Identify and document all critical finance functions. The critical finance function list to be developed by Q2 and documentation to be complete by Q4.

With the change in personnel in the finance department, this goal has been put on hold. This may be deferred until next fiscal year to provide the new CFO with time to become familiar with our current processes.