

**Finance & Administration Committee  
AGENDA**

Tuesday, February 10, 2026 @ 5:30pm

<b>Item</b>	<b>Description</b>	<b>MRP</b>
1.0	Call to Order	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 November 4, 2025*	Pierre LeBlanc
5.0	Business Arising from the Minutes None	
6.0	Standing Reports	
6.1	Unaudited Financial Statements Q3 October 1 – December 31, 2025* Wayne Solomon	
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 Q3 Report*	Shelley/Michel/Wayne
7.0	New Business	
7.1	Review of Potential YCF Projects*	Geri Geldart
7.2	YCC Critical infrastructure Maintenance Plan*	Michel Boyer
7.3	Overpayment Incident – Update	Geri Geldart
8.0	Next meeting – Monday, March 23, 2026 – Budget Meeting	

***\*Denotes attachment***

## **Proposed Motions**

1. That the minutes of November 4, 2025 be approved.
2. That the unaudited Q3 October 1 – December 31, 2025 financial statements be recommended to the Board of Directors for approval.



**Minutes of Meeting  
Finance & Administration Committee  
on November 4, 2025 at 5:30pm**

**Present:** Pierre LeBlanc (Chair), Bryanna White-Aubé, Dana Bursey, Marjorie Belzile, Tim Boone, Lee Mitchell, Rob Doyle, Geri Geldart (ex-officio)  
**Regrets:** Deborah Wybou  
**Guests:** Wayne Solomon  
**Staff:** Barbara Sprik, Shelley Kenny, Michel Boyer

**1. Call to order and introductions**

Pierre LeBlanc, Chair called the meeting to order at 5:30 pm and welcomed Barbara Sprik, Senior Accountant and guest Wayne Solomon.

**2. Approval of the Agenda**

The agenda was approved as presented.

***Motion:***

***It was moved by Marjorie Belzile and seconded by Dana Bursey 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. Approval of previous minutes – September 16, 2025**

The minutes were approved with amendment, item 8.1.4 added – Audited Statements to the end of “Statement of Financial Position.” title.

***Motion:***

***It was moved by Lee Mitchell, and seconded by Bryanna Aubé-White that the minutes of September 16, 2025 be approved as amended. All in favour. - Motion carried***

**5. Business arising from the Minutes**

None to report

**6. Standing Reports**

**6.1 Unaudited Financial Statements Q2 July 1, 2025 – September 30, 2025**

The unaudited financial statements for the period of July 1, 2025 – September 30, 2025 were included in the meeting package for information. Barbara Sprik presented an overview of the statements. Highlights included:

### **6.1.1 York Care Centre Inc.**

Total estimated revenue is \$15,871,273 versus expenditures of \$15,145,975 for a surplus of \$725,297. This resulted in a \$42,272 positive variance to budget. Higher revenue due to retro funding applied and receiving the funding from Social Development.

### **6.1.2 York Developments Inc.**

Ms. Sprik explained that the consolidated net earnings for supportive housing, independent apartments and adult day program (ADP) is \$57,253, which is better than budget by \$51,766. This is mainly due to increased care hour revenue and an increase in ADP program usage.

### **6.1.3 CiRA**

Total revenue \$68,985 versus \$80,765 expenses for a deficit of \$11,780 and a negative variance to budget of \$3,952. Lack of funding due to program being wind down is the main contributing factor affecting this loss.

#### ***Motion:***

***It was moved by Dana Bursey and seconded by Rob Doyle that the unaudited financial statements for Q2 July 1, 2025 – September 30, 2025 be approved as presented. All in favour.  
- Motion Carried***

## **6.2 Finance & Administration Q2 Report**

The Quarter 2 report from staff was included in the meeting package. In addition, the staff provided verbal updates reflecting status up to September 30, 2025.

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

- There were 12 new staff members onboarded. Six joined the care services team, five are members of the support services and one is welcomed in administration. In Q2, 12 employees resigned. We welcomed 15 students this quarter.
- One IEN arrived from the 2024 mission.
- Our annual inspection was held in July. The HR department received an infraction relating to medical history not being provided prior to the on-boarding process and employee orientation checklist not in employees' personnel file.
- Calculation and payment of CUPE clothing allowance was distributed this quarter to their membership.
- Our employee survey was distributed in July. 124 responses from various classifications were received.
- Wellness hours increased to 1,641 hours, representing 5.7% of overall sick time.
- Care hours compliance calculation was adjusted to remove hours worked while on Worksafe claims as these are not part of the funded hours of care

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

- There were 14 refurbished rooms in YCC and 6 refurbished units in YDI.
- The repairs from the flood at 120 Sunset were completed on October 11, 2025.
- There were 30 devices replaced this quarter due to the end-of-life of Windows 10 on

October 14, 2025.

- Our 16-year-old tractor was replaced and a replacement commercial washer and dryer were ordered.
- Resident room air conditioning project is awaiting materials to arrive.

**Financial Services – G. Geldart provided further update.**

- Barbara Sprik, CPA was recruited to replace Kathy Palmer, Chief Accountant.
- Wayne Solomon, CPA was recruited to replace Heather Harris-Jones, Chief Financial Officer. Wayne will join us on November 10<sup>th</sup>.

**7 New Business**

**7.1 Annual Employee Survey**

Ms. Kenny shared the Employee survey results, which were included in the meeting package. The committee asked for additional results by years of service.

**7.2 Environmental Audit Results**

Mr. Boyer provided the environmental audit results. Audits were conducted in Q2, including six rooms in each of Tower 2, Dixon and Sunset Drive. 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%.

**7.3 Operational Goals**

Ms. Geldart provided progress on three operational goals,

- YDI rental policy review
- Contract register
- Critical finance function list

Results were included in the meeting package.

**Date of Next Meeting – Tuesday, February 10, 2026.**

On a motion by Bryanna White-Aubé, the meeting was adjourned at 7:24pm.

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Pierre LeBlanc, Chair

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Jennifer Vos, Recorder

York Care Centre - Summary Financial Position - Report to the Board							
December 2025							
				YCC	YDI	CIRA	COMBINED
<b>Cash and Receivables</b>							
Unrestricted Cash				\$ 3,850,054	\$650,607	-	\$ 4,500,661
Total Receivables				\$ 112,738	\$ 35,687	-	\$ 148,425
<b>Total Liabilities</b>							
Trade				\$ 1,408,307	\$186,981	-	\$ 1,595,288
Accrued Salary/Payroll Costs				\$ 1,115,611			\$ 1,115,611
Accrued Vacation / Stats				\$ 1,356,584			\$ 1,356,584
Pension Payable to Social Development				\$ 329,383			\$ 329,383
<b>Summary Observations - Results from Operations</b>							
<p><b>YCC</b> finished slightly better than budget resulting in a positive variance of \$57,572 mostly due to non-recurring Budget Amendments.</p> <p><b>YDI</b> finished in a negative primarily due to some high maintenanceluding teh roofing expense,which was reimbursed by Housing. Supportive did better than budget, mostly due to higher revenue than projected. The Adult Day Program <b>is doing well and</b> has been able to both generate higher revenue and lower overall expenses. NHWW reflects no net income as revenue is matched to expenses.</p> <p><b>Capital Expenditure Update:</b> The commercial washer &amp; dryer was delivered and installed in Q3. Video Surveillance - quotes received and going through the review process. 50 new beds ordered with delivery and installation for the first 25 expected in early February. Best door replacement has been ordered for a cost of \$37,000. AC upgrades Phase I are underway for Birch Grove.</p> <p><b>YDI Building Update-</b> Full funding was received from NB Housing for roof replacement at 91 Sunset Drive. There is an insurance claim being processed.</p>							
<b>Key Performance Indicators</b>							
<b>York Care Centre</b>				<b>Independent Apartments</b>			
Revenue per resident day				\$266	Revenue per Unit per month YTD		\$ 671
Expenditures / resident day				\$253	Expenditures per Unit per month YTD		\$ 720
Number of beds				216	Number of Units		72
Vacant bed days subject to penalty - YTD				34	<b>Supportive Housing</b>		
Resident days Apr-Dec				59,766	Revenue per Unit per month YTD		\$2,584
<b>Staffing</b>		<i>Perm Positions</i>	<i>Vacant</i>	<i>Rent revenue/unit/month</i>		\$1,001	
Admin/HR		11	1	<i>Care revenue/unit/month</i>		\$708	
Care		167	11	<i>Service fee revenue/unit/month</i>		\$659	
Support		62	4	Expenditures per Unit per month YTD		\$2,545	
<b>Expenditure Distribution</b>				Number of Units			
<i>YTD Expenditures</i>		<i>Actual</i>	<i>Percent</i>	Other Revenue YTD		\$ 60,275	
Salary and Benefits	\$	15,153,745	69.5%	<b>Adult Day Program</b>			
Supplies & Other Expenses	\$	5,287,875	24.2%	Revenue per client day		\$ 75	
Depreciation & Mortgage	\$	1,369,315.00	6.3%	Expenditures per client day		\$ 65	
				Client Days YTD Actual		1856	

**YORK CARE CENTRE INC**  
**Statement of Financial Position**  
**31-Dec-25**

	Current Month	Prior Month	Difference
<b>ASSETS</b>			
<b>CURRENT</b>			
CASH AND CASH EQUIVALENTS	3,850,054.17	3,457,171.09	392,883.08
CASH - RESTRICTED FUNDS	54,983.49	52,779.21	2,204.28
ACCOUNTS RECEIVABLE			
- RESIDENTS	(4,383.42)	43,507.14	(47,890.56)
- DEPT of SOCIAL DEVELOPMENT	3,264.63	3,264.63	0.00
- HST	19,220.81	44,318.12	(25,097.31)
- OTHER	94,635.60	118,397.99 1*	(23,762.39)
INVENTORIES	83,318.77	83,318.77	0.00
PREPAID EXPENSES	163,649.99	217,844.09 2*	(54,194.10)
LONG TERM RECEIVABLE	0.00	0.00	0.00
<b>TOTAL CURRENT ASSETS</b>	<b>4,264,744.04</b>	<b>4,020,601.04</b>	<b>244,143.00</b>
CASH RESTRICTED FOR FUTURE CAPITAL	0.00	0.00	0.00
LAND, BUILDING AND FURNITURE (Net)	24,938,690.09	25,069,420.65 3*	(130,730.56)
<b>TOTAL FIXED ASSETS</b>	<b>24,938,690.09</b>	<b>25,069,420.65</b>	<b>(130,730.56)</b>
<b>TOTAL ASSETS</b>	<b>29,203,434.13</b>	<b>29,090,021.69</b>	<b>113,412.44</b>
<b>LIABILITIES</b>			
<b>CURRENT</b>			
PAYABLES & ACCRUALS	4,342,748.94	4,002,883.69	339,865.25
DEFERRED REVENUE	742,920.70	583,347.90	159,572.80
<b>TOTAL CURRENT</b>	<b>5,085,669.64</b>	<b>4,586,231.59</b>	<b>499,438.05</b>
<b>LONG TERM</b>			
LONG TERM DEBT	8,267,141.31	8,550,465.48 4*	(283,324.17)
DEFERRED CONTRIBUTIONS	2,053,872.90	2,084,791.60 5*	(30,918.70)
<b>TOTAL LIABILITIES</b>	<b>10,321,014.21</b>	<b>10,635,257.08</b>	<b>(314,242.87)</b>
<b>FUND BALANCES</b>			
FUNDS RESTRICTED	67,200.97	68,784.27	(1,583.30)
UNRESTRICTED	12,548,132.45	12,548,132.45	0.00
NET INCOME (LOSS) FOR PERIOD	1,181,416.86	1,251,616.30	(70,199.44)
<b>TOTAL FUNDS</b>	<b>13,796,750.28</b>	<b>13,868,533.02</b>	<b>(71,782.74)</b>
<b>TOTAL LIABILITIES &amp; FUNDS</b>	<b>29,203,434.13</b>	<b>29,090,021.69</b>	<b>113,412.44</b>
Notes:			
1. Decrease as Intercompany transactions were paid out.			
2. Prepaid expenses are being paid on a monthly basis			
3. Accumulated depreciation applied on a monthly basis.			
4. Loan payments continuing monthly.			
5. Amortization of deferred contribution.			

<b>YORK CARE CENTRE INC</b>				
<b>Statement of Operations - Year to Date</b>				
<b>9 Months ending 31 Dec 2025</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>	
	<b>Current</b>	<b>Current</b>	<b>Budget</b>	
	<b>YTD</b>	<b>YTD</b>	<b>vs Actual</b>	
<b>REVENUE AND RECOVERIES</b>				
Operating Revenue	21,775,690	19,625,090	2,150,601	
Recurring Budget Amendments	0	0	0	
Non-recurring Budget Amendments	278,608	33,653	244,955	
Administration	319,726	308,576	11,149	
Care Services	64,707	38,231	26,476	
Operations	262,732	260,038	2,694	
Deferred Contributions	278,268	248,300	29,968	
<b>TOTAL REVENUE AND RECOVERIES</b>	<b><u>22,979,731</u></b>	<b><u>20,513,887</u></b> *1.	<b><u>2,465,843</u></b>	
<b>OPERATING EXPENSES</b>				
Administration	3,911,549	3,673,275	*2. -238,273	
Care Services	10,593,893	8,968,097	*3. -1,625,796	
Operations	5,936,179	5,379,356	*4. -556,824	
Mortgage Interest & Depreciation	1,356,693	1,369,315	*5. 12,622	
<b>TOTAL EXPENSES</b>	<b><u>21,798,314</u></b>	<b><u>19,390,043</u></b>	<b><u>-2,408,271</u></b>	
<b>NET SURPLUS (DEFICIT)</b>	<b><u>1,181,417</u></b>	<b><u>1,123,845</u></b>	<b><u>57,572</u></b>	
Less: Transfer to replacement reserve	0	0	0	
<b>(Increase) or Decrease in Operating Fund</b>	<b><u>1,181,417</u></b>	<b><u>1,123,845</u></b>	<b><u>57,572</u></b>	
Notes (Actual to Budget):				
1. The variance is still due to higher Retro funding applied after the payout in August. Deferred contributions (60k) for Nurse on Call system.				
2. Increase due to Admin expenses were higher than budget due to salary Retro payments from August. Other expenses remain on track.				
3. Care services expenses higher due to salary Retro payments made in August. All other Care Service expense are on track.				
4. Operations expenses higher due to salary Retro payment made in August Additionally, electricity expense remains higher than budgeted, along with minor equipment and computer software and hardware expenses.				
5. Increase in Depreciation expenses due to Nurse on Call system (60k) continuing.				

YDIDAT YORK DEVELOPMENT INC			
Statement of Financial Position - CONSOLIDATED			
31-Dec-25			
	Current Quarter	Prior Quarter	Difference
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
CASH	650,607	729,771	79,163
ACCOUNTS RECEIVABLE	35,687	34,051	1,636
HST RECEIVABLE	20,974	2,393	18,581
PREPAID EXPENSES	13,221	47,222	-34,001
TOTAL CURRENT ASSETS	720,490	813,437	-92,947
<b>RESTRICTED CASH AND DEPOSITS</b>			
REPLACEMENT RESERVE FUND	334,625	328,625	6,000
DEFERRED VACANCY SUBSIDY	48,721	48,721	0
TOTAL RESTRICTED CASH & DEPOSITS	383,345	377,345	6,000
<b>FIXED ASSETS</b>			
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	993,032	968,032	25,000
ACCUMULATED DEPRECIATION	-4,621,649	-4,583,687	37,962
TOTAL FIXED ASSETS	1,775,177	1,788,139	12,962
TOTAL ASSETS	2,879,013	2,978,922	99,909
<b>LIABILITIES</b>			
<b>CURRENT LIABILITIES</b>			
ACCOUNTS PAYABLE & ACCRUED LIABILITIES	186,981	200,166 1*	-13,185
DEFERRED REVENUE	167,206	165,648	1,558
TOTAL CURRENT LIABILITIES	354,187	365,814	-11,627
<b>LONG TERM DEBT</b>			
MORTGAGE 116 SUNSET DRIVE	1,370,022	1,404,726	-34,704
TOTAL LONG TERM LIABILITIES	1,370,022	1,404,726	-34,704
<b>DEFERRED CONTRIBUTIONS</b>			
DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS	252	502	-250
TOTAL DEFERRED	252	502	-250
<b>FUND BALANCES</b>			
REPLACEMENT RESERVE RESTRICTED	337,625	328,625	9,000
VACANCY SUBSIDY RESERVE	48,721	48,721	0
EARNED SURPLUS	764,285	773,285	-9,000
NET INCOME (LOSS) FOR PERIOD	3,926	57,254	-53,329
TOTAL EQUITY	1,154,556	1,207,884	-53,329
TOTAL LIABILITIES & FUND BALANCES	2,879,017	2,978,926	-99,909
Note:			
1. Intercompany transactions paid			

<b>YORK DEVELOPMENT INC</b>				
<b>Statement of Operations - CONSOLIDATED</b>				
<b>MONTH ENDING 31 DEC 2025</b>				
	Actuals	Budget	Variance	
	YTD December 31	YTD December 31		
<b>Independent Housing</b>				
Total Revenue	434,876	442,441		-7,565
Operating Expenses				
Wages & Benefits	50,287	62,018		11,731
Maintenance	256,389	192,729		-63,660
Administration	145,338	146,308		970
Depreciation	14,425	14,425		0
Total Operating	466,439	415,481		-50,959
<b>Net Earnings</b>	<b>-31,563</b>	<b>26,960</b> *1		<b>-58,524</b>
<b>Supportive Housing</b>				
Total Revenue	720,885	689,159		31,726
Operating Expenses				
Wages & Benefits	330,458	300,866		-29,593
Tenant Support Costs	61,611	61,153		-459
Maintenance	113,264	127,381		14,117
Administration	100,108	100,027		-81
Depreciation	99,460	99,459		-1
Total Operating	704,901	688,885		-16,016
<b>Net Earnings</b>	<b>15,984</b>	<b>274</b> *2		<b>15,710</b>
<b>ADP</b>				
Total Revenue	139,984	132,050		7,934
Operating Expenses				
Wages & Benefits	94,681	97,350		2,669
Program Support Costs	16,540	20,289		3,749
Administration	9,242	12,626		3,384
Depreciation	0	0		0
Total Operating	120,463	130,265		9,802
<b>Net Earnings</b>	<b>19,521</b>	<b>1,785</b> *3		<b>17,736</b>
<b>NHWW</b>				
Total Revenue	174,002	238,718		-64,716
Operating Expenses				
Wages & Benefits	144,375	172,106		27,732
Program Support Costs	16,652	42,536		25,884
Administration	12,976	24,075		11,099
Depreciation	0	0		0
Total Operating	174,002	238,718		64,716
<b>Net Earnings</b>	<b>0</b>	<b>0</b> *4		<b>0</b>
<b>TOTAL NET EARNINGS</b>	<b>3,942</b>	<b>29,019</b>		<b>-25,078</b>

Notes:

- 1 Savings in wages but increase due to new Roof.
- 2 Savings in maintenance
- 3 ADP revenue higher as program useage increaed an Clients pay.  
Savings in program and admin expenses.
- 4 Savings in Wages & Benefits due to vacancies throughout the year and overal lower program expenses than anticipated. Expenses were matched to revenues.



# REPORT TO THE FINANCE & ADMINISTRATION COMMITTEE

October 1 – Dec 31, 2025  
Quarter 3 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  
Wayne Solomon, 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 **15 new staff members**. Six are members of the Care Services team, eight are members of the Support Service team and one is welcomed in administration. Additionally, 1 staff experienced a change in classification from RA to GN.
- **Turnover:** In the Q3, 9 employees resigned, 3 employees were terminated and 1 employee retired. HR scheduled 17 interviews (this does not include YDI or NHWW hiring requirements). The main reasons for resignations were; casual employees not picking up enough shifts, employment elsewhere and post-secondary studies.
- **Students:** We welcomed 24 students this quarter from NBCC who participated in a 2-week clinical. Administration took on an NBCC Business student for their student placement.
- **IEN Recruitment:** no update
- **Staff Engagement / Recognition / Get Inspired Team:**
  - Fall Staff Appreciation Meal
  - Staff Halloween Costume Contest
  - 15 'Shining Stars' – Employee recognition
  - Staff Family Swim
  - Christmas Open House with Santa for Staff and their Families
  - Unit Christmas Decorating Contest
  - Staff Christmas 'Care Packages'
  - Staff Holiday Meal
  - Staff Holiday Gift Cards
  - Staff Flu Clinic in October and November
  - In October an 'All Staff Meeting' was held to share our accomplishments throughout this past year and to present the Strategic Plan 2025-2030
- **Professional Development / Training:**
  - On-going 'All The Right Moves' training
  - BLS Training
  - Professional Development Session: Change Management & Dealing with Complacency, *presented by Chris Bamford* (November). This workshop was well attended, 25 participants.
- **RN Collective Agreement:** The RN Collective Agreement was signed on December 18. The HR team worked intensely to implement the wage salary rate increases and shift premium increases to come into effect for December 7.
- **Employee Pulse Survey:** In November our employees were invited to participate in an SQLI Employee Engagement Survey. Results will be benchmarked with other organizations to show how we compare with other long-term care facilities in Canada and the United States. The survey closed in December and we are awaiting results.
- The HR team administered the YDI Clothing allowance.
- In October Jamie and I participated in a 'Mind Matters' workshop that discussed topics such as: Building workplaces where people thrive, workplace law, workplace harassment and bullying and mental health measures.

- In December I participated in two presentations: Diversity, Equity and Inclusion (*by: Beacon Clinical Group*) and Communication Strategies for Mental Health Illness (*by: Canadian Mental Health*).
- YCC was the recipient of the 2025 Business Excellence Award for the Not-for-Profit Sector from the Fredericton Chamber of Commerce.
- **Operational Goals / Progress Report:**
  - Re-introduction of 20 Tenets: Launching in Q4
  - Offer Leaders level workshop: Change Management & Dealing with Complacency session offered
  - Expand mentorship program to include LPN's, DA's and EA's: LPN's program completed
  - Promote monthly activities to enhance staff recognition: many activities offered this quarter
  - Review staff rotations: Laundry Attendants completed
  - Update of Attendance Support Program: completed
  - Examine the feasibility /requirements for recognition as a top employer: completed/presented to SLT

### Human Resources Key Performance Indicators

	Q3 2024-25	Q4 2024-25	Q1 2025-26	Q2 2025-26	Q3 2025-26
<b>Retention Rate (%) – 12 month look-back</b> Number of employees who remain on staff as percentage of those who were on staff 1 year ago.	85%	86%	82%	87%	86%
<b>Resignations Within One Year (#)</b> Number of resignations within the first year of employment.	4	4	0	2	3
<b>Sick/Wellness Time</b> Sick days & Wellness days / FTE (standardized - # of days/1957.5 hours worked within the quarter).	12.87	14.43	11.65	14.92	14.83
<b>Sick/Wellness Time (%) – Sick/wellness hours as a percentage of total paid hours.</b>	4.9%	5.5%	4.4%	5.7%	5.7%
<b>Overtime Hours (%)</b> Overtime hours as a percentage of total worked hours.	6.1%	6.7%	5.6%	5.6%	6.2%
<b>Care Hours (Short/Over)</b> Average # hours worked per day below or above the target (RN,LPN,RA).	+12.71	-7.28	+7.41	+1.16	+8.1
<b>% RN Hours</b> # of RN hours worked as a percentage of the target.	98%	98%	99%	89%	95%
<b>% hours of professional care (RN/LPN)</b> Number of RN/LPN hours worked as a percentage of the target.	101%	96%	99%	97%	100%

## Facilities, Building, and Infrastructure

- There were 28 refurbished rooms in YCC and 4 refurbished units in YDI.
- Capital Purchases – Installation of a commercial grade washer and dryer has occurred. This leaves 1 remaining dryer to be replaced in the coming year pending approval in the budget process.
- Disaster and Emergency – Upon review of our Disaster and Emergency materials, it was noted that our evacuation sleds for the Tower were becoming dated and in need of repair and/or replacement. Upon further investigation, it was decided with feedback from the rehab team and JOHSC committee that the existing sleds all be replaced with EvacChairs. The benefits of the EvacChair over the sled are resident positioning, maneuverability and stair decent control.
- Facility Condition Assessment (FCA) for YCC (100 Sunset Drive) – The report has yet to be completed by Nadine International as the scope of the provincial project was much larger than originally anticipated.
- Resident TV service (Rogers) – We were notified last year that Rogers would be discontinuing our Digital service and providing it through an alternate delivery method. We were advised that we would be provided with a standard 48 channel lineup. After implementation, we struggled with a few items: no available TV Guide Channel, no available closed captioning and difficulty or inability to program channels to name a few. Since implementation, Rogers has been working to address these issues. We have been provided with “set-back” boxes to help in the programming should a tv have difficulty getting the proper channels, and a Guide Channel has been implemented. Over the coming weeks, I anticipate further improvements to address other issues.

Facility Cleanliness Rating 2025-26									
Q2			Q3			Q4			YTD
Hskp	Main	Ttl	Hskp	Main	Ttl	Hskp	Main	Ttl	
98.8%	91.3%	95.1%	100%	96.3%	98.2%				95.1%

## Facilities, Building and Infrastructure Key Performance Indicators

	Q3 2024-25	Q4 2024-25	Q1 2025-26	Q2 2025-26	Q3 2025-26
<b>Food Cost per Resident per Day</b>	12.80	11.95	12.79	13.46	13.12

## Financial Services

- Staff turnover resulted in one employee leaving in December 2025, with a recruitment process resulting in a new hire starting mid-February 2026.
- The department began planning for the mid-year review with Teed Saunders Doyle as part of the year-end process.
- The staff were also working on preparing for the year-end review with Shannon Buffett for York Foundation.
- Additionally, the department has been working on being prepared to generate and issue charitable tax receipts and T4s to the staff.
- The CFO has spent time getting to know the staff in various departments, procedures, and working with the Department of Social Development about procedures and processes.

## BRIEFING NOTE

**To:** Finance and Administration Committee of the Board of Directors

**From:** Geri Geldart, President and CEO

**Date:** February 2, 2026

**RE:** York Care Foundations – Potential Projects

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### Purpose

Under policy Gov-N-261 “York Care Foundation Representative”, the CEO, prior to September of each year, is required to provide the Finance and Administration Committee with a list of potential YCC capital and/or program projects which could benefit from funding by the York Care Foundation. The Finance and Administration Committee will review the list and make a recommendation to the York Care Centre Board for presentation to the York Care Foundation Board.

### Background

The York Care Centre Board referred the following items to the Foundation for consideration in 2024:

1. Tovertafel Table(s) - \$18,000 - \$36,000 (est) ✓
2. Expansion of the Music Therapy Program - \$10,400
3. Virtual Windows - \$17,000 (est) ✓
4. Refurbishment of Tower 2 - \$100,000 - \$120,000 - ✓
5. Wheelchair Accessible Garden Swing - \$25,000

The Foundation selected Virtual Windows and the Tower 2 project (which includes the Tovertafel). Their fundraising project was very successful, raising over \$200,000 – a formal announcement will occur later this winter. Although the Foundation may not be prepared to launch another major campaign in the near future, it would be wise for the Board to provide the Foundation with suggestions for future planning.

The need to replace the YCC bus has become clear. The Maintenance team have done much to ensure appropriate maintenance and winter storage – but issues continue. The bus was only used once in 2025 and we do not intend to use it in 2026 due to its reliability history. Michel Boyer and Stephanie Seymour have been considering options in the market and at this time, do not have a specific recommendation. Crestline Coach appears to be the only competitive supplier in the market. Price range varies given the range of options (lift type – hydraulic / vs ramp), number of seats, new/used. We have not yet explored purchase versus lease options.

### Recommendation

It is recommended that the Senior Leadership Team complete their work to determine options for acquiring a replacement bus before the April Finance and Administration Committee meeting. A final list of acceptable projects can be developed for the Board’s consideration at the May Board meeting.

## BRIEFING NOTE

**To:** Finance and Administration Committee

**From:** Michel Boyer and Geri Geldart

**Date:** February 2, 2026

**RE:** Critical Infrastructure Maintenance and Replacement Planning

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### A. PURPOSE

To update the Finance and Administration Committee on progress in developing a comprehensive maintenance plan for York Care Centre's critical infrastructure and independent apartment buildings, and to outline the financial considerations for implementing this essential risk management function.

### B. BACKGROUND

As part of the risk management plan, York Care Centre is working to formalize the systematic tracking and planning for lifecycle replacement of major equipment and building systems.

### C. CURRENT STATUS

#### Independent Living Apartment Buildings

An infrastructure inventory for the three apartment buildings has been developed based on the results of the Facility Condition Assessments which were conducted by Dayton Engineering in 2024/25. The inventory listing includes a Excellent / Good / Fair / Poor rating for each item with recommendations regarding items which could require immediate attention.

#### Long-Term Care Centre

A parallel inventory has been developed for major equipment in the long-term care facility. All items have been reviewed to consider if its failure would create life/safety risks for residents and/or staff, potentially requiring building evacuation. ***Initial findings indicate that none of the items, on their own, fall into the critical category necessitating evacuation in the event of failure.*** Our building design incorporates relatively independent zones for heating, air handling, fire suppression and water supply, with generator back-up for electrical supply. We are currently awaiting the Facility Condition Assessment report completed by external engineers in summer 2025, which will augment our internal assessment and inform capital planning priorities. Kitchen equipment has not yet been itemized and will be added in the next phase.

## D. NEXT STEPS

### Short-term (Fiscal 2026/27):

Michel Boyer will identify items requiring attention in the upcoming fiscal year. These requirements will be incorporated into the budget development process. A small number of items from the long-term care centre will be identified for the 2026/27 capital budget.

### Ongoing:

To complete and maintain the equipment and infrastructure inventory, the following actions will be required:

- Completion of the kitchen inventory
- Investigation of the options available within Megamation to support preventive maintenance planning and performance documentation
- Establishment an annual review process to update the inventory and assess replacement needs
- Development of multi-year capital replacement projections

## E. FINANCIAL CONSIDERATIONS

While we do not anticipate spending challenges in the upcoming fiscal year, future years will require strategic planning to prioritize the items requiring attention and to determine how necessary expenditures will be financed. Potential funding sources include:

- **Apartment Reserve Fund** – As of March 31, 2025, the reserve fund balance was \$95,000. Each year, the board approves the transfer of operating funds to the reserve fund - \$18,000 in the current fiscal year has been identified for transfer. The board should consider a plan to grow this fund through strategic investment and additional contributions.
- **NB Housing Funding** has been a funding source for major requirements, such as roof replacements.
- **Department of Social Development** - Several years ago, the budget allotment for capital expenditures was centralized by the Department of Social Development. Therefore, nursing homes now request funds for capital items through the budget amendment process.

## F. RECOMMENDATION

That the Finance and Administration Committee receive this update **as information** and provide advice regarding any additional information required for future capital planning decisions.

## G. ATTACHMENT

- **Appendix A – York Developments Inc. – Critical Infrastructure Report Card**
- **Appendix B – York Care Centre – Critical Infrastructure – Preliminary Listing**

**Appendix A – York Developments Inc – Critical Infrastructure – Report Card**

<b>YDI Report Card</b>						
<b>Item</b>	<b>Condition</b>				<b>Estimated Cost</b>	
	<b>91</b>	<b>95</b>	<b>120</b>	<b>Score</b>	<b>Immediate</b>	<b>8-Yr Capital</b>
<b>Site</b>						
Topography	G	G	G	9	\$ -	\$ -
Storm Drain System	G	G	G	9	\$ -	\$ -
Parking, Pavement, Curb & Gutters	F	P	P	4	\$ 6,000.00	\$ 124,000.00
Sidewalk & Stairs	P	P	P	3	\$ -	\$ 15,400.00
Utilities	G	G	G	9	\$ -	\$ -
Landscaping	F	F	F	6	\$ -	\$ -
Site lighting	G	G	F	8	\$ -	\$ -
Site and Building Signage	G	G	G	9	\$ -	\$ -
<b>Building Systems &amp; Envelope</b>						
Foundations	G	G	G	9	\$ 6,500.00	\$ -
Structural Systems	G	G	G	9	\$ -	\$ -
Exterior Walls / Envelope	F	F	P	5	\$ 12,850.00	\$ 28,750.00
Windows & Frames	P	P	F	4	\$ 3,500.00	\$ 167,000.00
Exterior Doors & Frames	G	G	G	9	\$ -	\$ -
Stairs (Interior and Exterior)	G	G	P	7	\$ -	\$ 15,500.00
Decks and Roof Canopies	G	G	G	9	\$ -	\$ -
Roof Coverings	G	G	P	7	\$ -	\$ 32,000.00
Roof Drainage	G	G	G	9	\$ -	\$ -
<b>Mechanical, Electrical &amp; Plumbing Systems</b>						
Heating and Ventilation	G	G	G	9	\$ -	\$ -
Air Conditioning	P	P	G	5	\$ 23,000.00	\$ 23,000.00
Electrical System	F	F	G	7	\$ -	\$ 67,000.00
Potable Water Distribution System	G	G	G	9	\$ -	\$ -
Water Heaters	G	G	G	9	\$ -	\$ -
Faucets & Fixtures	F	F	G	7	\$ -	\$ 96,900.00
Gas Distribution System	N/A	N/A	N/A	N/A	\$ -	\$ -
<b>Vertical Transport &amp; Conveying System</b>						
Elevator	N/A	N/A	N/A	N/A	\$ -	\$ -
<b>Interior Elements</b>						
interior Finishes	F	F	G	7	\$ -	\$ -
Floor Coverings	F	F	G	7	\$ -	\$ 95,100.00
<b>Life Safety System &amp; Barrier Free</b>						
Parking, Signage & Ramps	F	G	G	8	\$ -	\$ -
Unit Accessibility	P	P	F	4	\$ -	\$ -
Code Compliance	P	P	P	3	\$ 6,500.00	\$ 57,550.00
Emergency & Fire Protection	F	G	G	8	\$ 2,850.00	\$ -
					\$ 61,200.00	\$ 722,200.00

**Appendix B – York Care Centre – Critical Infrastructure – Preliminary Listing**

The Tower						
Location	Equipment	Note if critical	Useful Life	Installation Date	Estimated Age	Vendor
Center Penthouse	Lochinvar Knight Boiler 1					
	Lochinvar Knight Boiler 2					
	Lochinvar Knight Boiler 3					
	Lochinvar Knight Boiler 4	Priority for replacement in 26/27				
	AHU #3					
	DHWT #1					
	DHWT #2					
	DHWT #3					
	DHWT #4					
	DHWT #5					
	DHWT #6					
	DHWT #7					
	DHWT #8					
	EF #1					
	EF #3					
	Humidifier					
Water Softener						
DHW Pump 6a						
DHW Pump 6b						
HWSPump 5a						
HWSPump 5b						
East Penthouse	AHU #1					
	HRV #1					
	Humidifier					
	Water Softener					
West Penthouse	AHU #2					
	HRV #2					
	Humidifier					
	Water Softener					
Roof	Mitsubihshi Condenser #1					
	Mitsubihshi Condenser #2					
	Mitsubihshi Condenser #3					
	Centre Core AC Condenser (for AHU #3)					

Birch Grove						
Location	Equipment	Note	Useful Life	Installation Date	Estimated Age	Vendor
South Penthouse	FCU #1					
	HRV #1					
	Humidifier					
	Water Softener					
Center Penthouse	FCU #2					
	HRV #2					
	Humidifier					
	Water Softener					
Roof	FCU #1 Condenser					
	FCU #2 Condenser					
Boiler Room	Boiler #1					
	Boiler #2					
	HWSPump 4a					
	HWSPump 4b					
	DHW Pump 3a					
	DHW Pump 3b					
Hot Water Room (#?)	DHW Tank 1					

Dixon						
Location	Equipment	Note	Useful Life	Installation Date	Estimated Age	Vendor
Dixon Hemlock South Penthouse	FCU #1 HRV #1 Humidifier Water Softener					
Dixon Hemlock Center Penthouse	FCU #2 FCU #3 FCU #4 HRV #2 HRV #3 Humidifier Water Softener					
Dixon Hemlock Roof	FCU #2 Condenser FCU #3 Condenser FCU #4 Condenser Dixon Back Corridor Cassette Condenser #1 Dixon Back Corridor Cassette Condenser #2 Dixon Back Corridor Cassette Condenser #3 Dixon Back Corridor Cassette Condenser #4					
Dixon Front East Penthouse	HRV #4 Humidifier Water Softener					
Dixon Front West Penthouse	HRV #5 Humidifier Water Softener					
Dixon Boiler Rooms	Boiler #1 Boiler #2 DHW Pump 3a DHW Pump 3b HWS Pump 4a HWS Pump 4b					
Hot Water Room	DHW Tank #1					
Dixon Chapel	Chapel HRV (ceiling/ roof)					
Corridors	Dixon Back Cassette Evaporator Dixon Back Cassette Evaporator Dixon Back Cassette Evaporator Dixon Back Cassette Evaporator Dixon Back Cassette Evaporator Dixon Back Cassette Evaporator Dixon Back Cassette Evaporator Dixon Back Cassette Evaporator Dixon Back Cassette Evaporator Dixon Back Cassette Evaporator	Outside front dining room Outside Elm dining room Outside room 143 and 134 Elm Living Room Back living room across NS Outside room 150 and 151 Outside room 158 Outside 165 and 166 Back dining room Back living room by penthouse				
Dixon Back Nurses Station	Standalone AC evaporator					
Dixon Servery	Standalone AC evaporator					
Dixon Front Dining Room	Standalone AC evaporator					

Best						
Location	Equipment	Note	Useful Life	Installation Date	Estimated Age	Vendor
Best Mechanical Room	DHWT #1 for haircare DHWT #2 for public room Air Compressor for Lint blow-down system					
Closet in hall washroom	DHWT #1 for Best Servery					
Haircare	HRV #1					
Best Servery	Servery Heatpump					
General Comment - W/mg lack ventilation. All heating is electric baseboard. All cooling is ductless split.						

Laundry						
Location	Equipment	Note	Useful Life	Installation Date	Estimated Age	Vendor
Laundry	DHWT #1 DHWT #2 Washer #1 Washer #2 Washer #3 Washer #4 (Heubsch) Clothes Dryer #1 Clothes Dryer #2 Clothes Dryer #3 Clothes Dryer #4 Dryer Lint Collection System FCU #1	1 dryer remains to be replaced				

Allen						
Location	Equipment	Note	Useful Life	Installation Date	Estimated Age	Vendor
Allen Mechanical Room	AHU #1					
	AHU #2					
	Humidifier					
	Water Softener					
	DWT #1					
	DWT #2					
Allen Roof	AHU #3					
Admin Washrooms	EF #3					
Kitchen Staff Washrooms	EF #4					
Reception Washrooms	EF #5					
Compactor Room	EF #6					

Kitchen						
Location	Equipment	Note	Useful Life	Installation Date	Estimated Age	Vendor

Grounds						
Location	Equipment	Note	Useful Life	Installation Date	Estimated Age	Vendor
Next to staff parking lot	Kohler Diesel Generator					
Next to rear door of Dixon Hemlock	Dixon FCU #1 Condenser					
Outside corner of Dixon front and staff room	Dixon Front Mitsubishi Split Condenser					
Garage	Kubota Tractor					
BC/ Tower courtyard outside Best Servery	Best Servery cooling condenser					
Outside corner of Dixon front and staff room	Dixon Dining Standalone AC evaporator					
Outside near dixon dining room and gazebo	Dixon Servery Standalone AC evaporator					
Outside corner of Dixon front and staff room	Dixon Front Dining Room AC evaporator					
	Vehicles - Bus					
	Vehicles - Van					

**Other Items:**

- Nurse Call System
- Telephony
- Wireless Infrastructure
- IT Network
- Security Camera System - CCTV