

## Finance & Administration Committee

### AGENDA

Tuesday, May 5, 2026 @ 5:30pm

Item	Description	MRP
1.0	Call to Order and Introductions	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: February 10, 2026*	Pierre LeBlanc
5.0	Business Arising from the Minutes	
6.0	<b>New Business</b>	
6.1	Finance & Administration Q4 Report*	Shelley/Michel
6.2	Unaudited Financial Statements Q4 January 1 – March 31, 2026*	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	
6.3	2026 – 2027 Budget	Geri Geldart
	• Correspondence – Social Development*	
6.4	Deferred Revenue – Worksafe NB Rebate*	Geri Geldart
6.5	York Care Foundation Projects*	Geri Geldart
6.6	Contract Register*	Geri Geldart
7.0	Next meeting – TBD	
8.0	Adjournment	

*\*Denotes attachment*

## **Proposed Motions**

---

1. That the minutes of February 10, 2026 be approved.
2. That the unaudited financial statements for Q4 January 1, 2026 – March 31, 2026 be approved as presented.
3. That the Finance & Admin committee recommend to the Board of Directors to approve year-end adjustments to utilize \$135,556 of deferred revenue to fund the 25/26 purchases of the following items – Easy Stand, Washer, Dryer, Tractor, Computer Hardware Upgrade.
4. That the Finance & Admin committee recommend to the Board of Directors to approve the plan to use \$443,000 of deferred revenue to purchase the following items – activity program equipment, staff lounge furniture replacement, fascia replacement in Birch Grove/Best, CCTV extension, consulting fees for an admin review, and a new bus.



**Minutes of Meeting  
Finance & Administration Committee  
on February 10, 2026 at 5:30pm**

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

**1. Call to order and introductions**

Pierre LeBlanc, Chair called the meeting to order at 5:30 pm.

**2. Approval of the Agenda**

The agenda was approved with the addition of item 7.4 Gov-Exec-I-455 Internal Controls & Integrity of Reporting Policy and item 7.3 reflect "in camera".

***Motion:***

***It was moved by Dana Bursey and seconded by Deborah Wybou that the agenda be approved as amended. 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 – November 4, 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 Dana Bursey, and seconded by Lee Mitchell that the minutes of November 4, 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 Q3 October 1, 2025 – December 31, 2025**

The unaudited financial statements for the period of October 1 – December 31, 2025 were included in the meeting package for information. Wayne Solomon presented an overview of the statements. The expenditure distribution was corrected to reflect \$17,311,639, which represents 72.2% of total expenditures being salary and benefits. Other highlights included:

**6.1.1 York Care Centre Inc.**

Total estimated revenue is \$22,979,731 versus expenditures of \$21,798,314 for a surplus of \$1,181,417. This resulted in a \$57,572 positive variance to budget. Higher revenue due to retro funding collected from the public trustee and higher prepaid expenses due to property taxes and insurance costs.

**6.1.2 York Developments Inc.**

Mr. Solomon explained that the consolidated net earnings for supportive housing, independent apartments and adult day program (ADP) is \$3,942, a negative variance to budget in the amount of -\$25,078. This is mainly due to the cost of the new roof at 91 Sunset Drive.

**6.1.3 CIRA**

Due to inactivity, these statements were not included in this report.

***Motion:***

***It was moved by Deborah Wybou and seconded by Dana Bursey that the unaudited financial statements for Q3 October 1, 2025 – December 31, 2025 be approved as presented. All in favour.***  
***- Motion Carried***

**6.2 Finance & Administration Q3 Report**

The Quarter 3 report from staff was included in the meeting package. In addition, the staff provided verbal updates reflecting status up to December 31, 2025.

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

- There were 15 new staff members onboarded. Six joined the care services team, eight are members of the support services and one is welcomed in administration. In Q3, 9 employees resigned, 3 employees were terminated and 1 employee retired.
- There were 24 NBCC students welcomed in Q3 who participated in a 2-week clinical.
- The RN collective agreement was signed on December 18<sup>th</sup>. The HR team processed the wage salary increases and shift premium adjustments effective on December 7<sup>th</sup>. The CUPE YDI clothing allowance has been processed.
- In November, employees were invited to participate in an SQLI Employee Engagement survey. The survey closed in December, and we are awaiting results.
- York Care Centre was the recipient of the 2025 Business Excellence Award for the Not-for-Profit sector from the Fredericton Chamber of Commerce.
- There was a decrease in wellness hours in Q3. Wellness and sick hours represented 5.7% of total hours worked.

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

- There were 28 refurbished rooms in YCC and 4 refurbished units in YDI.
- Replacement of a commercial grade washer and dryer has occurred.
- Evacuation sleds are being replaced with EvacChairs after a condition assessment determined that the sleds are in poor repair.
- The Y.C.C. Facility Condition Assessment report has yet to be received from Nadine

- International.
- Rogers cable transition has been completed. The tv guide channel and close captioning features are now operational. There are some residents reporting quality issues which continue to be investigated.
- The repairs from the flood at 120 Sunset were completed on October 11, 2025.
- Resident room air conditioning project has begun.

**Financial Services – Mr. Solomon provided an update:**

- Staff turnover resulted in one employee leaving in December 2025.
- The mid-year review with Teed Saunders Doyle was completed as part of the year-end process for York Care Centre in addition to the year-end review with Shannon Buffett for York Foundation.
- Charitable tax receipts and T4's are expected to be processed by mid February.

**7 New Business**

**7.1 Review of Potential York Care Foundation Projects**

Ms. Geldart presented a briefing note which outlined potential projects to present to the York Care Foundation. It was recommended that the Senior Leadership Team complete their work to determine options for acquiring a replacement bus before the April Finance & Administration committee meeting. A final list of acceptable projects can be developed for the Board's consideration at the May Board meeting.

**7.2 York Care Centre Critical Infrastructure Maintenance Plan**

Mr. Boyer provided a progress update on the development of a comprehensive maintenance plan for York Care Centre's critical infrastructure and independent apartment buildings for financial consideration. It was recommended that the Finance & Administration committee receive updates and provides advice regarding any additional information required for future capital planning decisions.

**7.4 Gov-Exec-I-455 Internal Controls & Integrity of Reporting Policy**

Ms. Geldart presented the Gov-Exec-I-455 Internal Controls & Integrity of Report policy for review from the Governance & Audit Committee.

**7.3 In camera session**

The in-camera session included Geri Geldart, Shelley Kenny and Wayne Solomon.

**Date of Next Meeting – Monday, March 23, 2026.**

On a motion by Dana Bursey, the meeting was adjourned at 8:04pm.

---

Pierre LeBlanc, Chair

---

Jennifer Vos, Recorder



# REPORT TO THE FINANCE & ADMINISTRATION COMMITTEE

January 1 – March 31, 2026  
Quarter 4 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 **10 new staff members**. Five are members of the Care Services team, four are members of the Support Service team and one is welcomed in administration. Additionally, 3 staff experienced a change in classification from RA to LPN.
- **Turnover:** In the Q4, 4 employees resigned and 1 employee was terminated. HR scheduled 33 interviews for YCC and 10 for NHWW. The main reasons for resignations were; employment elsewhere and work visa/return to home country.

	Hires	Resignations	Terminations	Retirements	Worksafe Claims
<b>2025-2026</b>	48	34	3	3	14
2024-2025	63	51	5	4	13

- **Students:** This quarter we had many students within our facility: We welcomed 5 PN students from NBCC Woodstock for Clinical Leadership; 37 PN students from NBCC Fredericton for medication observation; and 44 PN students from NBCC Fredericton for clinical leadership. As well the Activity Department had 2 Saint Thomas university students on a 12-week interim placement.
- **Summer Student Jobs:** We were successful in receiving approval for 7 summer student jobs, 3 SEED – provincial program, 3 CSJ – federal program, and 1 – St. Thomas Intern.
- **IEN Recruitment:** no update
- **Staff Engagement / Recognition / Get Inspired Team:**
  - Staff Popcorn Day + 12 random staff draws for \$25 Cineplex gift cards
  - Valentine Day treats in all staff rooms
  - Random Acts of Kindness - 4 staff draws for \$250 Visa gift cards
  - Smoothies in Dave Café
  - Karaoke Night at York County Cider
  - \$25 gift cards awarded to 20 staff for completing the Get Inspired Survey
  - 15 'Shining Stars' – Employee recognition (\$50 Walmart gift card)
- **Professional Development / Training:**
  - On-going 'All The Right Moves' training. Administration staff participated in ATRM training this quarter
  - BLS Training - 16 training sessions
  - 3 Wound Care in-services for RN's/LPN/s
  - 2 Vac Dressing in-services
  - 20 Tenets Information Session for Managers
  - 2 Gentle Persuasive Approach (GPA) sessions for staff
- **HR Team:** The HR team calculated and administered the RN retroactive payments in February. CUPE Wellness Banks were update in January, the RN emergency banks were updated in January and as well the RN clothing allowance was calculated and administered. The HR team (as well as other members of SLT) had an opportunity to meet with staff members from Loch Lomond to share 'best practices'.

- I participated in two professional development sessions: Diversity, Equity and Inclusion (*by: Beacon Clinical Group*). One session was on 'Unconscious Bias' and the other session was on 'Neurodiversity'. The HR Manager and I participated in a session 'Managing Performance Before, After and During Medical Leave' (*by: Cox & Palmer*). SLT members also participated in an Operational Goal (2026/27) planning day session. I am participating in the Provincial Internationally Educated Nurse Advisory Committee.
- YCC presented a cheque in the amount of \$6574.00 to the Fredericton Community Kitchen. This is funds administered through payroll for staff who participate in 'dress down Friday'.
- **Operational Goals / Progress Report:**
  - Re-launch of the 20 Tenets program – currently at 53% participation rate
  - Mentorship program for LPN's completed. Evaluation of program deferred until sufficient number of orientees have participated. Decision made to not expand to DA's and LA's in the Q4.
  - Coordination of Mental Health Session for Leaders and general staff: Deferred to April due to availability of Facilitator from Canadian Mental Health Association
  - Promote monthly activities to enhance staff recognition: many activities offered this quarter
  - Review staff rotations: Environmental Attendants completed
  - Examine the feasibility / requirements for recognition as a top employer: SLT recommendation prepared for Board consideration

### Human Resources Key Performance Indicators

	Q4 2024-25	Q1 2025-26	Q2 2025-26	Q3 2025-26	Q4 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.	86%	82%	87%	86%	87%
<b>Resignations Within One Year (#)</b> Number of resignations within the first year of employment.	4	0	2	3	2
<b>Sick/Wellness Time</b> Sick days & Wellness days / FTE (standardized - # of days/1957.5 hours worked within the quarter).	14.43	11.65	14.92	14.83	13.21
<b>Sick/Wellness Time (%) – Sick/wellness hours as a percentage of total paid hours.</b>	5.5%	4.4%	5.7%	5.7%	5.1%
<b>Overtime Hours (%)</b> Overtime hours as a percentage of total worked hours.	6.7%	5.6%	5.6%	6.2%	6.7%
<b>Care Hours (Short/Over)</b> Average # hours worked per day below or above the target (RN,LPN,RA).	-7.28	+7.41	+1.16	+8.10	+20.7
<b>% RN Hours</b> # of RN hours worked as a percentage of the target.	98%	99%	89%	95%	101%
<b>% hours of professional care (RN/LPN)</b> Number of RN/LPN hours worked as a percentage of the target.	96%	99%	97%	100%	103%

## Facilities, Building, and Infrastructure

- There were 17 refurbished rooms in YCC and 8 refurbished units in YDI.
- The hiring process for the Manager, Environmental Services and Technology. I'm happy to report that we welcomed Sean Forret on April 7. Sean previously worked at YCC from 2010 to 2017 in an Environmental Utilities role. Since then, he has served as an Operations Manager with GDI Facility Services, gaining extensive experience in large-scale operations, team leadership, and high-standard service delivery. Sean returns with strong expertise, an understanding of our organization, and a genuine commitment to supporting residents, families, and staff.
- The Facility Condition Assessment (FCA) for YCC (100 Sunset Drive) has been completed and received by YCC. Planned by DSD and completed by Nadine International Inc. from Ontario, this report comes in at 934 pages. There is a lot of good and valuable information contained in this report which will be critical in planning our long-term building needs. At a very high level, using a Facility Condition Index (FCI) within a range of 0-100% (0-5% Excellent, 5-10% Good, 10-30% Fair, 30-60% Poor and above 60% Critical), we fared very well with an FCI score of 1.34%. The unfortunate side of the report exposes critical vulnerabilities by only scoring a 1 within a range of 1-6 (1 – Poor, 2 – marginal, 3 – Fair, 4 – Satisfactory, 5 – Good and 6 – Excellent) in the areas of Foodservice Equipment, Architectural Finishes and Mechanical, Electrical and Plumbing Infrastructure) within the Foodservice areas of the facility.
- Installation of CCTV – An investment of \$43,430.19 plus tax was made to install a NVR (Network Video Recorder) based CCTV system within the facility. This project marks an improvement to how CCTV is done at YCC and will eventually replace the dated method of using individual local DVR's (Digital Video Recorders). The initial installation of the NVR system comes with the installation of 46 camera's giving us coverage in the Tower, Ailen building and to the exterior of our facility.
- **Operational Goals / Progress Report:**
  - Resident AC project (Phase 1)– Materials started to arrive mid-January and contractors quickly followed. At this time, all work within the units has been completed with this exception of commissioning the units as outdoor and penthouse work is underway in both Birch Grove and the Tower. The contractor is still hesitant to give a substantial completion date as some material has not yet arrived on-site however, we are hopeful for an end-of May finish to the project.

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%	99.1%	95.4%	97.3%	96.7%

## Facilities, Building and Infrastructure Key Performance Indicators

	Q4 2024-25	Q1 2025-26	Q2 2025-26	Q3 2025-26	Q4 2025-26
Food Cost per Resident per Day	11.95	12.79	13.46	13.12	

## Financial Services

- We welcomed Deirdre Rourke-Adams to the team in the role of Accounts Receivable/Resident Trust Administrator.
- We accepted Renee Lowe's resignation from the Procurement / Accounts Payable role. Selection process for her replacement has been completed. A conditional offer has been made and we hope to see a new employee within the next few weeks.
- This has been a challenge period for the Finance Department with a complete turnover of staff since the summer of 2025. Although this degree of turnover has created workload challenges for the team, it has introduced the opportunity for new eyes to examine internal processes and identify areas for process improvement.
- York Care Foundation – the team has submitted the requested documentation for the York Care Foundation review. We anticipate final financial statements before the May annual meeting of the Foundation.
- The payment of the retroactive salary increases for the NBNU collective agreement was completed in February -with thanks to the Human Resources and Finance team members.
- T4 slips and charitable donation receipts were issued on time.
- Multiple budget amendments were submitted and approved for Q4. Although several were expected, we were pleasantly surprised to receive approval for: (1) bed replacement - \$132,600, (2) Evacuation Chairs - \$16,000, (3) CCTV Cameras - \$45,000, (4) Best Entrance Doors - \$39,500 and (5) Bariatric Commode Chairs - \$13,000.

**YORK CARE CENTRE INC**  
**Statement of Financial Position**  
**3/31/2026**

	Current Quarter	Prior Quarter	Difference
<b><u>ASSETS</u></b>			
<b>CURRENT</b>			
CASH AND CASH EQUIVALENTS	3,254,233	3,807,612	(553,379)
CASH - RESTRICTED FUNDS	51,941	53,033	(1,093)
ACCOUNTS RECEIVABLE			
- RESIDENTS	5,796	(4,383)	10,179
- DEPT of SOCIAL DEVELOPMENT	360,362	3,265	357,097
- HST	4,224	19,221	(14,997)
- OTHER	(71,203)	94,636	(165,839)
INVENTORIES	83,319	83,319	-
PREPAID EXPENSES	10,397	163,650	(153,253)
LONG TERM RECEIVABLE	-	-	-
<b>TOTAL CURRENT ASSETS</b>	<u>3,699,068</u>	<u>4,220,352</u>	<u>(521,284)</u>
CASH RESTRICTED FOR FUTURE CAPITAL	-	-	-
LAND, BUILDING AND FURNITURE (Net)	24,461,818	24,938,690	(476,872)
<b>TOTAL FIXED ASSETS</b>	<u>24,461,818</u>	<u>24,938,690</u>	<u>(476,872)</u>
<b>TOTAL ASSETS</b>	<u><b>28,160,886</b></u>	<u><b>29,159,042</b></u>	<u><b>(998,156)</b></u>
<b><u>LIABILITIES</u></b>			
<b>CURRENT</b>			
PAYABLES & ACCRUALS	3,264,493	4,165,493	(901,000)
DEFERRED REVENUE	762,695	875,784	(113,090)
<b>TOTAL CURRENT</b>	<u>4,027,188</u>	<u>5,041,277</u>	<u>(1,014,090)</u>
<b>LONG TERM</b>			
LONG TERM DEBT	7,724,207	8,267,141	(542,934)
DEFERRED CONTRIBUTIONS	2,220,459	2,053,873	166,586
<b>TOTAL LIABILITIES</b>	<u>9,944,666</u>	<u>10,321,014</u>	<u>(376,348)</u>
<b><u>FUND BALANCES</u></b>			
FUNDS RESTRICTED	67,091	67,201	(110)
UNRESTRICTED	12,548,132	12,548,132	-
NET INCOME (LOSS) FOR PERIOD	1,573,808	1,181,417	392,391
<b>TOTAL FUNDS</b>	<u>14,189,032</u>	<u>13,796,750</u>	<u>392,282</u>
<b>TOTAL LIABILITIES &amp; FUNDS</b>	<u><b>28,160,886</b></u>	<u><b>29,159,042</b></u>	<u><b>(998,156)</b></u>

**YORK CARE CENTRE INC**  
**Statement of Operations - Year to Date**  
**12MONTHS ENDING 3/31/2026**

	Actual Previous YTD	Actual Current YTD	Budget Current YTD	Variance Budget vs Actual
<b>REVENUE AND RECOVERIES</b>				
Operating Revenue	23,037,833	25,738,355	25,645,377	92,978
Recurring Budget Amendments	0	0	0	0
Non-recurring Budget Amendments	646,966	0	33,653	-33,653
Administration	423,881	382,711	386,102	-3,391
Care Services	182,052	84,838	50,974	33,864
Operations	378,847	352,897	346,384	6,513
Deferred Contributions	337,339	371,024	371,025	-1
<b>TOTAL REVENUE AND RECOVERIES</b>	<u>25,006,918</u>	<u>26,929,826</u>	<u>26,833,515</u> *1.	<u>96,311</u>
<b>OPERATING EXPENSES</b>				
Administration	4,796,309	4,596,902	4,802,162	*2. 205,260
Care Services	10,592,530	11,882,219	11,734,029	*3. -148,190
Operations	6,366,958	7,030,614	7,149,803	*4. 119,190
Mortgage Interest & Depreciation	1,852,060	1,846,283	1,825,754	*5. -20,529
<b>TOTAL EXPENSES</b>	<u>23,607,857</u>	<u>25,356,017</u>	<u>25,511,748</u>	<u>155,730</u>
<b>NET SURPLUS (DEFICIT)</b>	<u>1,399,060</u>	<u>1,573,808</u>	<u>1,321,767</u>	<u>252,041</u>
Less: Transfer to replacement reserve		<u>0</u>	<u>0</u>	<u>0</u>
<b>(Increase) or Decrease in Operating Fund</b>		<u>1,573,808</u>	<u>1,321,767</u>	<u>252,041</u>

YDIDAT YORK DEVELOPMENT INC  
Statement of Financial Position - CONSOLIDATED  
3/31/2026

	Current Quarter	Prior Quarter	Difference
<b><u>ASSETS</u></b>			
<b>CURRENT ASSETS</b>			
CASH	760,375	759,635	741
ACCOUNTS RECEIVABLE	7,985	11,192	-3,207
HST RECEIVABLE	5,586	20,974	-15,388
PREPAID EXPENSES	0	13,221	-13,221
<b>TOTAL CURRENT ASSETS</b>	<b>773,946</b>	<b>805,021</b>	<b>-31,075</b>
<b>RESTRICTED CASH AND DEPOSITS</b>			
REPLACEMENT RESERVE FUND	341,562	334,625	6,938
DEFERRED VACANCY SUBSIDY	49,801	48,721	1,081
<b>TOTAL RESTRICTED CASH &amp; DEPOSITS</b>	<b>391,364</b>	<b>383,345</b>	<b>8,018</b>
<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	993,032	0
ACCUMULATED DEPRECIATION	-4,659,611	-4,621,649	-37,962
<b>TOTAL FIXED ASSETS</b>	<b>1,737,216</b>	<b>1,775,177</b>	<b>-37,962</b>
<b>TOTAL ASSETS</b>	<b>2,902,525</b>	<b>2,963,544</b>	<b>-61,019</b>
<b><u>LIABILITIES</u></b>			
<b>CURRENT LIABILITIES</b>			
ACCOUNTS PAYABLE & ACCRUED LIABILITIES	139,529	186,976	-47,447
DEFERRED REVENUE	146,421	251,677	-105,256
<b>TOTAL CURRENT LIABILITIES</b>	<b>285,950</b>	<b>438,653</b>	<b>-152,704</b>
<b>LONG TERM DEBT</b>			
MORTGAGE 116 SUNSET DRIVE	1,335,318	1,370,022	-34,704
<b>TOTAL LONG TERM LIABILITIES</b>	<b>1,335,318</b>	<b>1,370,022</b>	<b>-34,704</b>
<b>DEFERRED CONTRIBUTIONS</b>			
DEFERRED CONTRIBUTIONS RELATED TO CAPITAL ASSETS	2	252	-250
<b>TOTAL DEFERRED</b>	<b>2</b>	<b>252</b>	<b>-250</b>
<b>FUND BALANCES</b>			
REPLACEMENT RESERVE RESTRICTED	341,737	337,625	4,112
VACANCY SUBSIDY RESERVE	49,801	48,721	1,081
EARNED SURPLUS	767,330	764,330	3,000
NET INCOME (LOSS) FOR PERIOD	122,388	3,942	118,446
<b>TOTAL EQUITY</b>	<b>1,281,256</b>	<b>1,154,617</b>	<b>126,639</b>
<b>TOTAL LIABILITIES &amp; FUND BALANCES</b>	<b>2,902,525</b>	<b>2,963,544</b>	<b>-61,019</b>

**YORK DEVELOPMENT INC**  
**Statement of Operations - CONSOLIDATED**  
**MONTH ENDING MARCH 31, 2026**

	Actuals YTD March 31	Budget YTD March 31	Variance
<b>Independent Housing</b>			
Total Revenue	590,080	591,185	-1,105
Operating Expenses			
Wages & Benefits	69,257	81,175	11,918
Maintenance	232,965	253,938	20,973
Administration	191,684	192,714	1,030
Depreciation	19,234	19,234	0
Total Operating	513,140	547,061	33,921
<b>Net Earnings</b>	<b>76,940</b>	<b>44,124</b>	<b>32,816</b>
<b>Supportive Housing</b>			
Total Revenue	946,597	918,879	27,718
Operating Expenses			
Wages & Benefits	424,030	401,154	-22,876
Tenant Support Costs	80,402	81,537	1,135
Maintenance	148,496	171,008	22,512
Administration	132,204	132,377	173
Depreciation	132,613	132,612	-1
Total Operating	917,746	918,688	942
<b>Net Earnings</b>	<b>28,851</b>	<b>191</b>	<b>28,660</b>
<b>ADP</b>			
Total Revenue	183,810	176,067	7,743
Operating Expenses			
Wages & Benefits	125,256	129,800	4,544
Program Support Costs	21,003	27,052	6,049
Administration	12,235	16,835	4,600
Depreciation	0	0	0
Total Operating	158,493	173,687	15,193
<b>Net Earnings</b>	<b>25,317</b>	<b>2,380</b>	<b>22,937</b>
<b>NHWW</b>			
Total Revenue	218,806	291,766	-72,960
Operating Expenses			
Wages & Benefits	182,748	210,352	27,605
Program Support Costs	21,246	51,989	30,743
Administration	14,813	29,425	14,612
Depreciation	0	0	0
Total Operating	218,806	291,766	72,960
<b>Net Earnings</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL NET EARNINGS</b>	<b>131,108</b>	<b>46,695</b>	<b>84,413</b>

Notes:

**Date:** 27 April 2026 / Le 27 avril 2026

**To/Dest.:** All Nursing Home Administrators | Toutes les directrices et directeurs des foyers de soins

**From/Exp.:** David P. Withers, P. Eng.  
Director of Operational Excellence | Directeur, Excellence opérationnelle.

**CC:** Richard Losier, Chief Executive Officer, New Brunswick Association of Nursing Homes | Chef de la direction, L'Association des foyers de soins du Nouveau-Brunswick Inc.

**Subject/objet:** Upcoming Budget Changes | Modifications budgétaires à venir

Now that the province has tabled its 2026-27 budget, the Department is working on implementing the budget decisions for nursing home budgets.

While budgets are being prepared, this is to advise you of some of the changes to your upcoming operating budgets for 2026-27 year.

In the coming months your nursing home can expect to see the following changes:

- a 2.0% additional increase in the supplies budgets for: care supplies, incontinent supplies, administration supplies, laundry supplies, housekeeping supplies, plant operations supplies, fuel, insurance, maintenance and repairs, employee health and dental benefits, and education supplies;
- a 4.75% increase in funding for electricity;
- a 2.4% increase in dietary supplies;
- a 1.0% increase to management wages effective April 1, 2026 and a 1.0% increase to management wages effective October 1, 2026;

Maintenant que la province a déposé son budget pour 2026-2027, le ministère travaille à la mise en œuvre des décisions budgétaires concernant les foyers de soins.

Pendant que les budgets sont en cours de préparation, la présente vise à vous informer de certains changements à venir à votre budget opérationnel pour l'exercice 2026-2027.

Au cours des prochains mois, votre foyer de soins peut s'attendre aux changements suivants:

- une augmentation additionnelle de 2,0% des budgets de fournitures pour : les fournitures de soins, les fournitures d'incontinence, les fournitures administratives, les fournitures de buanderie, les fournitures d'entretien ménager, les fournitures d'opérations des installations, le carburant, les assurances, l'entretien et les réparations, les avantages sociaux des employés (santé et dentaires) et les fournitures de formation;
- une augmentation de 4,75% du financement pour l'électricité;
- une augmentation de 2,4% des fournitures alimentaires;
- une augmentation de 1,0% des salaires du personnel de gestion à compter du 1er avril 2026 et une augmentation de 1,0% des salaires du personnel de gestion à compter du 1er octobre 2026;

- vacant bed day recoveries will increase effective July 1, 2026:
    - from \$105/day to \$155/day for nursing homes with 25-99 beds
    - from \$125/day to \$182/day for nursing homes with 100 beds and more
  - a new chronic vacant bed day recovery rate will be introduced effective July 1, 2026 (these rates are not in addition to the normal rates above):
    - \$199/day for nursing homes with 25-99 beds
    - \$222/day for nursing homes with 100 beds and more
  - the \$300 per bed annual allotment for safe patient handling introduced last year will continue to help nursing homes procure and refresh safe resident handling supplies such as slings, fall mats, bed alarms, bolsters, etc. As a result of this allotment, the Department will no longer accept Budget Amendments for these items in 2026-27; and
  - an increase of 0.1 hours of care effective January 1, 2027.
- une augmentation des recouvrements liés aux journées de lits vacants, en vigueur le 1er juillet 2026:
    - de 105\$/jour à 155\$/jour pour les foyers de soins de 25 à 99 lits.
    - de 125\$/jour à 182\$/jour pour les foyers de soins de 100 lits et plus.
  - l'introduction d'un nouveau taux de recouvrement pour les journées de lits chroniquement vacants, en vigueur le 1er juillet 2026 (ces taux ne s'ajoutent pas aux taux réguliers mentionnés ci-dessus):
    - 199\$/jour pour les foyers de soins de 25 à 99 lits
    - 222\$/jour pour les foyers de soins de 100 lits et plus
  - l'allocation annuelle de 300\$ par lit pour le déplacement sécuritaire des résidents présentée l'an dernier sera maintenue afin d'aider les foyers de soins à se procurer et à renouveler des équipements sécuritaires de manutention des résidents, tels que des sangles, des tapis de prévention des chutes, des alarmes de lit, des coussins de positionnement, etc. Par conséquent, le Ministère n'acceptera plus de demandes de modification budgétaire pour ces articles en 2026-2027; et
  - une augmentation de 0,1 heure de soins, du 1er janvier 2027.

If you have any questions, you may contact David Withers ([david.withers@qnb.ca](mailto:david.withers@qnb.ca)), Director of Operational Excellence.

Si vous avez des questions, veuillez communiquer avec David Withers ([david.withers@qnb.ca](mailto:david.withers@qnb.ca)), directeur de l'Excellence opérationnelle.

Regards | Cordialement

David P. Withers, P. Eng.  
Director | Directeur  
Operational Excellence | Excellence Opérationnel

## BRIEFING NOTE

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

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

**Date:** April 28, 2026

**RE:** Deferred Revenue – WorksafeNB Rebate

### A. PURPOSE

This briefing note provides a status report on the status of the plan to utilize the WorksafeNB rebate which has been placed in deferred revenue.

### B. BACKGROUND

York Care Centre received an unexpected rebate of \$525,980.27 in 2025. At that time, we were asked to submit a plan to DSD for how the funds would be used.

Category	Estimated Cost	Status
Resident-focused equipment (beds, scales, easy stand, activity equipment)	\$169,000	Beds were funded through a budget amendment. Easy stand purchased, in part, through a donation.
Building Equipment (Evacuation supplies, autoscrubber, washing machine, dryer, security cameras)	\$171,000	Evacuation supplies and security cameras funded through a budget amendment. Autoscrubber removed. Replaced with purchase of new tractor.
Infrastructure (ductless split for ADP)	\$10,000	Not a priority
Employee Engagement (professional development, wellness/culture initiatives)	\$100,000	Activities held – but did not need to use deferred revenue.
Budget Challenges (anticipated deficit in 25/26)	\$70,000	Did not experience a deficit.

### C. UPDATE

At this time, it appears that none of the deferred revenue funds have been used for purchases in 2025/26. In addition, YCC received an additional WSNB rebate of \$159,572.80, for a total of \$685,553.07.

As deferred revenue, these funds must have an associated purchase plan. As such, we are now proposing the following for the Board’s consideration.

**D. CONSIDERATIONS**

1. **Year End Adjustments** – For purchases which occurred in 2025/26 which were not covered by budget amendments, a year-end adjustment should be made to utilize a portion of the deferred revenue.

a. Easy Stand	\$ 6,500
b. Washer and Dryer	\$ 43,451
c. Tractor	\$ 54,739
d. Computer Hardware Upgrade	<u>\$ 30,866</u>
TOTAL	\$135,556

2. **Plan to Purchase in 2026/27**

a. Activity Program Equipment	\$25,000
b. Staff Lounge furniture replacement	\$20,000
c. Fascia Replacement – Birch Grove/Best*	\$33,000
d. CCTV Extension*	\$40,000
e. Consulting Fees – Admin Review	\$25,000
	\$143,000

3. **For further consideration**

- These expenditures total \$278,556, leaving \$406,997 in deferred revenue.
- We will pursue budget amendments for the fascia replacement and the CCTV extension, but we will proceed with the projects in advance of any decision regarding the budget amendment request.
- The Senior Leadership Team recommend that the remaining funds be used to purchase a new bus. We anticipate the cost of a new bus to be approximately \$300,000 – but a final price is not available until the team is able to determine the array of options / configurations which would best suit our program. We propose that the York Care Foundation consider this as a potential fundraising campaign, reducing the amount that would be required of YCC.
- Any remaining deferred revenue purchases will be considered for purchase in 26/27 or 27/28, pending board approval.

**E. RECOMMENDATIONS**

- That the Board of Directors approve year-end adjustments to utilize \$135,556 of deferred revenue to fund the 25/26 purchases of the following items – Easy Stand, Washer, Dryer, Tractor, Computer Hardware Upgrade.
- That the Board of Directors approve the plan to use \$443,000 of deferred revenue to purchase the following items – activity program equipment, staff lounge furniture replacement, fascia replacement in Birch Grove/Best, CCTV extension, consulting fees for an admin review, and a new bus.



## BRIEFING NOTE

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

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

**Date:** April 28, 2026, 2026

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

---

### 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 - acquired
2. Expansion of the Music Therapy Program - \$10,400
3. Virtual Windows - \$17,000 (est) - acquired
4. Refurbishment of Tower 2 - \$100,000 - \$120,000 - underway
5. Wheelchair Accessible Garden Swing - \$25,000

Three of the items on this list have been acquired or are in process (tovertafel, virtual windows, and Tower 2 refurbishment). The music therapy program was not of interest to the Foundation. The wheelchair accessible garden swing remains a request.

The need to replace the YCC bus has become clear. The bus was only used once in 2025 and we are anticipating very limited use in 2026. Crestline Coach appears to be the only competitive supplier in the market. The anticipated cost is approximately \$300,000, depending on the configuration and options that are selected. Although YCC has identified a plan to fund this purchase, this high visibility project may be of interest to the Foundation

The Care Services Team have been considering the redevelopment of an underutilized lounge as a Games Room which would appeal to our younger resident population.

### Recommendation

It is recommended that the following items be presented to the York Care Foundation as potential fundraising projects

1. Contribution toward the purchase of a new bus – total cost estimated to be \$300,000
2. Wheelchair Accessible Garden Swing - \$30,000
3. Games Room in Dixon - \$10,000



## BRIEFING NOTE

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

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

**Date:** April 22, 2026

**RE:** Contract Register – Status Report – For Consideration

---

### A. PURPOSE

This briefing note provides a status report on the operational goal of establishing a current contract register to manage the risk and cost associated with contracted services.

### B. BACKGROUND

York Care Centre senior leaders have been permitted to sign contracts which obligate the organization for varying periods of time and for varying amounts of financial commitment. To determine the extent of this obligation, as part of the 2025/26 operating plan, the senior leaders have collected all known contracts and the Executive Assistant has created a contract database.

### C. ANALYSIS

- **Type of Contracts** - York Care Centre has engaged with contractors using a variety of “agreement” types. Some are formal contracts (signed, for specific services, for specific terms, for specific fees), while others may simply be pricing agreements, or purchases based on individual quotes without any formal contract signed.
- **Number of Contracts** - A total of 71 “agreements” have been documented in the contact register, of which 48 are considered to be active agreements, 12 lack any formal contract, 8 are still in “unknown” status, and 3 have expired.
- **Value of Contracts** - The annual value of all active contracts is \$144,635 with administrative contracts representing the highest proportion at \$65,630. This group covers such contracts as office machinery leases and waste management.
- **Purpose of Register** - The existence of a register is a necessary first step, but its value depends entirely on the management discipline built around it. The contract register is a good “first attempt” but more work is necessary to ensure it can be used as a risk monitoring tool.

### D. RECOMMENDATIONS

**1. Complete and clean the contract register** - That the Senior Leadership Team complete the contract register by September 2026, ensuring all entries are fully documented, including resolution of the 8 agreements in unknown status and formalization or discontinuation of the 12 informal arrangements. The CEO will report completion status to the Finance and Administration Committee at the Q2 meeting.

**2. Adopt a spending limits policy** - That the CEO and CFO develop an Expenditure Authorization Policy for consideration by the Board. The policy is to establish the dollar thresholds and conditions under which management may enter into contracts and incur expenditures such as competitive procurement, ensuring appropriate oversight before commitments are made.

**3. Assign contract ownership to individual leaders** - That each active contract be assigned a named contract owner from the Senior Leadership Team, who is accountable for monitoring contractor performance against deliverables, flagging concerns, and initiating renewal or termination decisions in a timely manner.

**4. Establish a formal renewal pipeline process** - That the CFO implement a contract renewal calendar with structured review triggers at 120, 90, and 60 days prior to expiry. At 120 days, the contract owner must confirm whether the agreement should be renewed, renegotiated, or terminated. At 90 days, competitive procurement must be initiated where required under the Expenditure Authorization Policy. No contract shall be permitted to auto-renew without the written approval of the contract owner and Chief Financial Officer.

**5. Introduce an annual value-for-money review** - That the CFO conduct an annual review of all active contracts, in collaboration with the relevant contract owner, to assess whether the contracted services remain necessary, whether pricing is competitive, and whether the contractor is meeting its obligations. Contracts above \$10,000 in annual value shall include a documented performance assessment. A summary report shall be presented to the Finance and Administration Committee each year alongside the operating budget.

