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**ADMINISTRATIVE
MATTERS**

**CAO Report to Council 2026-19 –Readings of By-laws and Procedural By-law Requirements
June 23, 2024 Regular Meeting of Council**

Background

Questions have recently been raised regarding the Municipality's practice of passing by-laws without providing three separate readings prior to enactment.

Historically, many municipalities including our own have followed a practice of providing first, second, and third readings of by-laws. However, during municipal governance training attended by municipal staff in 2023-24, it was noted that the practice of three readings is largely historical and customary in nature and is not, in itself, a requirement under provincial legislation unless specifically adopted by a municipality through its own procedural rules. At the next Council meeting when a by-law was introduced and in the absence of a procedural by-law requiring Council to do three readings of a by-law, at that time, in discussion with Council we discontinued the practice of three readings.

To ensure the Municipality's practices are compliant with legislative requirements, and given the questions recently arising about 3 readings, legal counsel was consulted and asked to provide an opinion on the matter. The legal opinion is attached to this report.

Discussion

Legal counsel has confirmed that neither the Municipal Act, 2001 nor the Municipality's Procedural By-law requires by-laws to receive three readings prior to being passed by Council.

The Municipality's current practice is to place by-laws before Council for consideration and enactment in accordance with the requirements of the Municipal Act and the Municipality's Procedural By-law. In addition, Council passes a confirmatory by-law at the conclusion of each meeting, which confirms and gives effect to decisions made during the meeting.

The attached legal opinion confirms that the Municipality's current process complies with applicable legislative requirements.

Requiring three readings of every by-law would constitute a policy choice of Council rather than a legislative obligation. Such a requirement would necessitate amendments to the Procedural By-law and could increase administrative processes and meeting time without providing any additional statutory compliance benefit.

Financial Implications

There are no direct financial implications associated with this report.

Strategic Implications

Maintaining the current process supports efficient Council decision-making while remaining compliant with legislative requirements and the Municipality's Procedural By-law.

Conclusion

Based on the attached legal opinion, the Municipality is not required by the Municipal Act, 2001 or its Procedural By-law to provide three readings of by-laws prior to enactment. Staff recommend that Council acknowledge the legal opinion, confirm the Municipality's current practice, and direct that no amendments be made to the Procedural By-law to introduce a three-reading requirement.

Recommendation

That Council receive the attached legal opinion regarding the reading and passing of by-laws; and

That Council confirm its current practice respecting the enactment of by-laws and direct that no amendments be made to the Municipality's Procedural By-law to require three readings of by-laws prior to passage.

Donna Maitland

CAO



Thomas J. Davis *SLt(N) (ret.), B.A.(H), J.D.*
Jaimee L. Washburn *B.A.(H), J.D.*
Christine M. Nickel *B.A.(H), M.A., L.L.B.*
Maiya M. Nevrencan *B.S.W(H), R.S.W., J.D.*
Sara Larochelle *B.A. (Spéc.), J.D.*
Trinity Roy *(student at law)*

June 8, 2026

VIA EMAIL cao@calvintownship.ca

Calvin (Township of)
1355 Peddlers Drive
MATTAWA, ON P0H 1V0

RE: Calvin (Township of): Business Consultation
Our File No. 22-1982

You have asked me to provide a legal response to the question: legally MUST we do three readings for a bylaw to pass?

The answer is no. There is no requirement in the Municipal Act, or its regulations, requiring a municipality to read aloud three times, a proposed by law, in order for it legally come into force.

Unless your procedural bylaw requires the above noted to occur, this is not required for the Township of Calvin. My understanding is, from reviewing your procedural bylaw, there is no such requirement.

Because there is no legal requirement for this to occur, no one will be able to challenge the validity/legality of any by law passed/adopted that was not read aloud three times.

Yours very truly,

Davis & Washburn Law LLP

Per:

M. Thorpe

Thomas J. Davis

TJD:mt

tjd@daviswashburnlaw.ca

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Barristers, Solicitors & Notary Public

*Thomas Davis Law Professional Corp. and Jaimee Washburn Law Professional Corp. practicing in partnership.

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AND
9.3

Municipality of Calvin
Draft 2026 Operating Budget ...
Dated June 10, 2026

Revenue	\$2,917,849
Council	
Administration	\$ 869,776
Fire Protection	\$ 276,947
Community Emergency Measures	\$ 34,888
Roads	\$1,031,275
Environmental	\$ 70,257
Health and Social Services	\$ 387,956
Recreation	\$ 72,171
Planning and Enforcement	\$ 174,579
Total	\$2,917,849
Surplus/Deficit	\$ -

Municipality of Calvin
Annual Budget
for 2026

	2025		2026	Budget Increase	
	Budget	Actual	Budget	\$	%
Revenue					
Misc Taxation	12,740	16,320	10,240	(2,500)	(19.62%)
Grants - Operating	174,677	566,523	164,277	(10,400)	(5.95%)
Grants - Capital	148,354	278,558	438,730	290,376	195.73%
User Charges	106,696	104,194	83,229	(23,467)	(21.99%)
Penalty and Interest on Taxation	20,000	24,249	22,000	2,000	10.00%
Investment Income	0	22,990	15,000	15,000	
Total - non-tax levy revenue	462,467	1,012,833	733,476	271,009	58.60%
Operations					
General Government	644,188	578,251	718,243	74,055	11.50%
Protection to Persons and Property	359,126	731,410	413,788	54,662	15.22%
Transportation	735,195	675,119	793,324	58,129	7.91%
Environmental	73,675	53,669	70,257	(3,418)	(4.64%)
Health Services	27,291	22,073	28,053	762	2.79%
Social Services	329,420	322,470	359,903	30,483	9.25%
Recreation and Cultural Services	64,537	86,054	62,885	(1,652)	(2.56%)
Planning and Development	9,000	25,111	13,000	4,000	44.44%
Total Operations	2,242,432	2,494,157	2,459,453	217,021	9.68%
Capital					
General Government	0	0	151,533	151,533	
Protection to Persons and Property	125,036	0	59,626	(65,410)	
Transportation	146,264	102,667	237,951	91,687	
Environmental	0	0	0	0	
Health Services	0	0	0	0	
Recreation and Cultural Services	0	0	9,286	9,286	

Planning and Development	0	0	0	0	0
Total Capital	271,300	102,667	458,396	187,096	68.96%
Total Expenses	2,513,732	2,596,824	2,917,849	404,117	16.08%
Annual - before taxation	(2,051,265)	(1,583,991)	(2,184,373)	(133,108)	
Transfer to(from) Reserves	81,581		(183,784)	(265,365)	
New Borrowing	82,336				
Previous Year Surplus (Deficit)					
Required Tax Levy	1,887,348	1,583,991	2,000,589	113,241	6.00%

Municipality of Calvin
 Summary of Levies

	2026	2025	Increase	%
		\$	\$	
Casselholme - Operating	\$ 49,019	\$ 49,172	-\$ 153	-0.31%
Casselholme - Redevelopment	\$ 26,400	\$ 6,950	\$ 19,450	279.86%
North Bay Mattawa Conservation Authority	\$ 11,839	\$ 11,850	-\$ 11	-0.09%
Municipal Property Assessment Corporation	\$ 14,558	\$ 13,986	\$ 572	4.09%
Nippising District Social Services Administration Board	\$ 284,484	\$ 273,298	\$ 11,186	4.09%
North Bay-Parry Sound District Health Unit	\$ 20,273	\$ 19,511	\$ 762	3.91%
Policing Costs	\$ 116,540	\$ 103,158	\$ 13,382	12.97%
	<u>\$ 523,113</u>	<u>\$ 477,925</u>	<u>\$ 45,188</u>	<u>9.46%</u>



2026 BUDGET

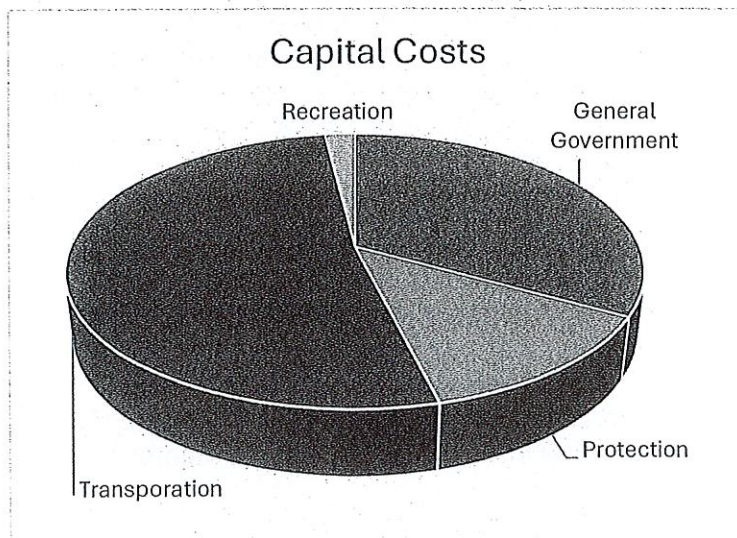
Budgeted expenditures for 2026 total \$2,917,849. After review, the proposed tax levy increase is \$113,241 or 6% higher than raised in 2025. The amount of the tax levy in 2026 is \$2,000,589.

Based on the current assessment base, a 1% increase in municipal taxation generates approximately \$18,800 in revenue. Therefore, an additional expense of \$18,800 represents a 1% tax increase.

Capital

This budget includes capital expenditures totaling \$458,396. The majority of these costs are related to road infrastructure projects and will be substantially offset through funding from various sources, including the Canada Community-Building Fund (CCBF), the Ontario Community Infrastructure Fund (OCIF), other government and private-sector grants. These funding sources contribute a combined total of \$438,730, leaving only \$19,666 to be funded through municipal taxation.

By function, capital costs are:



General Government	\$151,533
Protection	\$ 59,626
Transportation	\$237,951
Recreation	\$ 9,286
Total	\$458,396

Several capital projects (all funded outside of taxation) are planned for 2026. These will establish a strong foundation for future Councils. These initiatives include the development of a 5-year Strategic Plan, continued advancement of the regulatory Asset Management Plan, a 10-year Capital Financing Plan, the implementation of a regulatory Asbestos Management Program, the completion of a Building Condition Assessment, and the undertaking of the regulatory bi-annual Bridge Management Study.

In addition, a number of infrastructure and operational projects (funded outside of taxation) will be carried out, including road improvements on Mt. Pleasant/Peddlers Road, upgrades to road signage, and the replacement of Fire Department personal protective equipment (PPE).

Levies - Mandatory payments the municipality is required to make to another agency, board, commission, or another government body (ABCs) to support the delivery of their services or programs to our residents.

In total, **the levies paid by the Municipality of Calvin to ABCs** amount to \$523,113 and **have increased by \$45,188 or 9.46% over last year.**

The 2026-year levies are as follows:

Cassellholme – Operating	\$ 49,019
Cassellholme – Capital	\$ 26,400
North Bay Mattawa Conservation Authority	\$ 11,839
Municipal Property Assessment Corporation	\$ 14,558
Nipissing District Social Services Administration Board (DSSAB)	\$284,484
North Bay-Parry Sound District Health Unit	\$ 20,273
Policing Costs	\$116,540
Total	\$523,113

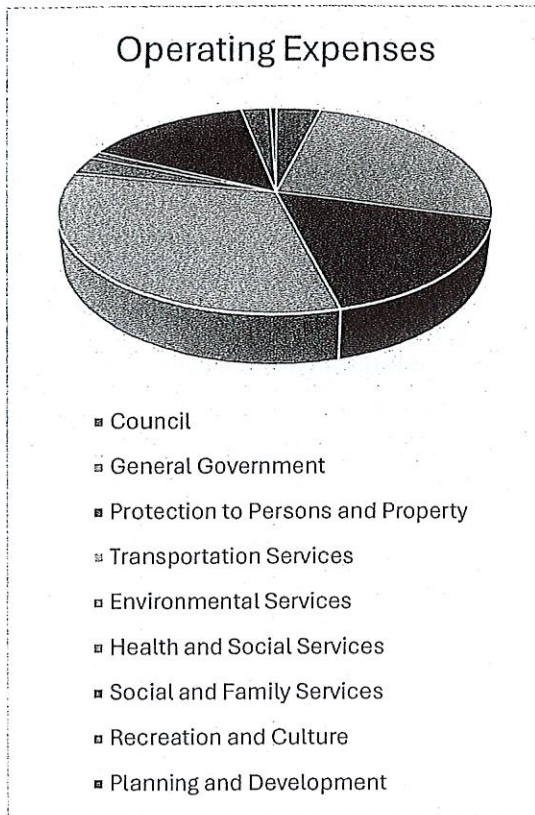
Operations

Apart from the increase in levies, other operating expenses have increased due to an increase in such areas as legal costs, inflationary increases (especially in heat & fuel costs, equipment repairs), and with the exception of the CAO position and Council Remuneration which are not increasing in salary, a small increase for all other wage/pay earners in all departments.

Examples of Expenses by Department

1. **General Government:** auditor and legal fees, heat/hydro/maintenance for office, insurance for council and office building, information technology costs, office staff wages/benefits, asset management and special projects such as strategic plan, asbestos plan, 10-year capital financial plan and MPAC levy.
2. **Protection of People and Property:** OPP and Local Policing Board levies, fire hall and equipment maintenance/insurance/fuel and fire department staff as well as volunteer fire fighter pay.
3. **Transportation:** all roads maintenance including gravel and winter sand costs as well as associated staff costs; building and equipment maintenance including fuel costs, roads department buildings' insurance, heat/hydro.
4. **Environment:** Landfill insurance/maintenance/testing and staffing to operate the landfill.
5. **Social:** social service related costs delivered by other agencies/boards/commissions.
6. **Recreation:** community hall/outdoor park/rink area hydro, insurance, maintenance & repairs, and staff costs to carry those out.

Including levies, operating costs of \$2,459,453 and are summarized as follows:



Council	\$ 95,510
General Government	\$ 622,733
Protection	\$ 413,788
Transportation	\$ 793,324
Environmental	\$ 70,257
Health	\$ 28,053
Social	\$ 359,903
Recreation and Culture	\$ 62,885
Planning and Development	\$ 13,000
Total	\$2,459,453

How did we get here?

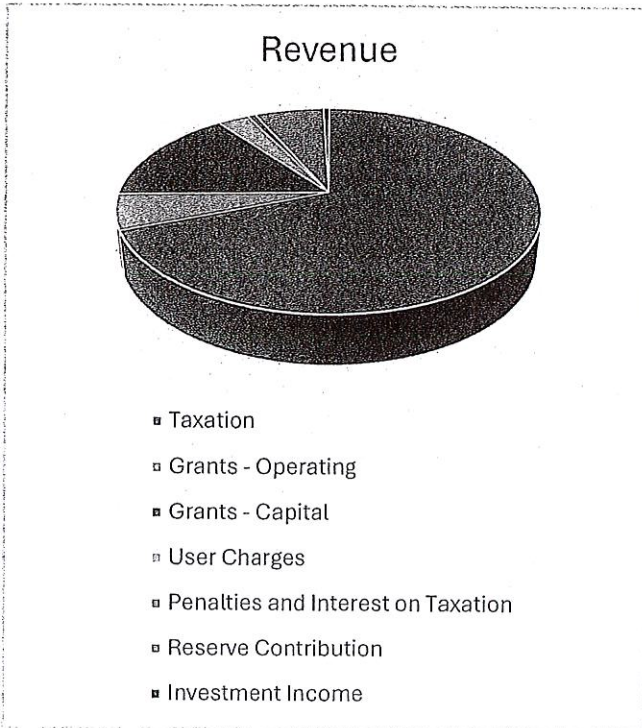
Prior to the June 23rd public meeting where Council invited public comment on the draft budget before it was passed, Council reviewed and discussed the staff's draft budget at a Committee of the Whole Meeting of June 10th (open to the public) when it provided direction to lower the forecasted tax levy required to offset \$407,225 in year over year expenses. In order to get to a tax levy increase of \$113,241 or a 6% levy increase, the following decisions were made by Council:

- Pursue newly announced Hydro Grant for Fire PPE - \$15,000
- Reduce Public Works Staffing of one position by 0.5 over the ask to .25 FTE
- Transfer funds from reserves.

The largest component of this reserve transfer relates to the Algonquin Nursing Home. (\$160,000). While Council is still hopeful for a positive result concerning the ongoing discussion with Casselholme, rather than maintain this reserve, any funds required to support operations of the Algonquin Nursing Home will be part of future budgets, replacing the current levy expected to be paid to Casselholme.

Revenue

Apart from the tax levy, there are other sources of revenue, such as grants, which offset expenses. These are summarized as:



Taxation	\$2,010,829
Grants – Operating	\$ 164,277
Grants – Capital	\$ 438,730
User Charges	\$ 83,229
Penalties and Interest on Taxation	\$ 22,000
Investment Income	\$ 15,000
Total	\$2,917,849

Tax Levy 2026

The approved 2026 budget results in a 6.0% increase in the municipal tax levy. When the education portion of the property tax bill is included and with no change in property assessment, **the overall residential property tax increase is estimated at 5.4%**. This lower percentage reflects the fact that the education tax component is not increasing at the same rate as the municipal levy.

The average residential assessment of \$153,000 would see a tax increase of \$129.36 or \$10.78 per month.


With residential properties, 54.7% would see an increase of less than \$100 (average \$46 or \$3.83 per month).

32.6% would see an increase between \$100 and 200 (average \$142 or \$11.83 per month and

8.52% would see an increase of \$200 to 300 (average \$241 or \$20.08 per month).

CELEBRATION OF LIFE

CELEBRATION
OF
Life
IN HONOUR OF



Françoise Lessard

FRIDAY, JUNE 19th
1:00 to 4:00

ROYAL CANADIAN LEGION BRANCH 254
360 HURDMAN ST.
MATTAWA, ON

*Together we celebrate a beautiful life
and the memories that live on.*

FUNERAL NOTICE

Adele Lavoie (nee Huard)

June 26, 1932 - May 11, 2026

It is with heavy hearts that our family announces the passing of our beloved mother in her 94th year at the Mattawa Hospital.

She will be forever in our hearts. May she rest in peace.

A funeral Mass will be held on Friday, June 26, 2026 at 11 a.m. at Ste. Anne Church, followed by a luncheon at the Mattawa Golden Age Club.



MEETING

THE MATTAWA MINOR HOCKEY ASSOCIATION

will be holding their **ANNUAL GENERAL MEETING** on **Tuesday, June 16, 2026 at 6:00pm** upstairs at the Mike Roden Arena.

This meeting is open to the public. We'd love to hear from the voices of our community. If you're looking to make a positive impact for MMHA, this is your chance

NOTICE

Notice is hereby given that the Council for the Corporation of the Municipality of Calvin intends to adopt the following by-laws at the regular meeting of Council on **Tuesday, June 23rd, 2026, 6:00 p.m.**, in the Community Hall, 1355 Peddlers Drive, Mattawa.

- 2026 Budget
- Tax Ratios for 2026
- Rate of Taxation for 2026.

Dated June 04, 2026, at the Municipality of Calvin

1355 Peddlers Drive, Mattawa • 705 744 2700
cao@calvintownship.ca

OBITUARY

Ellen Isabelle Bryanton

It is with sadness we announce the passing of our mother Ellen Bryanton nee Hazelwood in the Renfrew Victoria Hospital, on Thursday, June 4, 2026 at the age of 90 years.

Ellen Bryanton of Cobden and formerly of Mattawa. Dear mother of Wade (Cathy) Bryanton, Kevin (Joan) Bryanton and Mahlon (Betty) Bryanton.

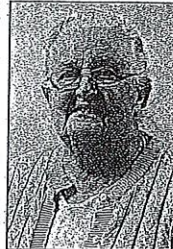
Also survived by 11 grandchildren: Lucas (Christine), Lyndon (Amy), Logan (Jessica), Amanda (Zachary), Shaun (Jenna), Stephen (Michelle), Andrew (Morgan), Jesse, James, Andrew, Mackenzie (Shaun), and 8 great-grandchildren.

Ellen is also survived by one sister Kathleen Moore (Jack), four brothers Gaylord Hazelwood (late Miriam), Hugh Hazelwood (Marilyn), Clayton Hazelwood (Marilyn), Mahlon Hazelwood (Patty).

She was predeceased by a sister Clara Bryanton and a brother Herb Hazelwood.

Friends called at the Fraser-Morris and Heubner Funeral Home Cobden, on Monday June 8, 2026 from 7 - 9pm and Tuesday, June 9 from 10:30 until 11:45 am, thence to the Cobden Ag Hall (Fairgrounds) for the Funeral Service at 12:00pm. Interment Pinehill Union Cemetery Mattawa Ontario at 4:30pm.

The family would like to express their deepest gratitude to the incredible staff at Caressant Care, Cobden for the exceptional care they provided Ellen during her final years.



IN MEMORIAM

MINOR - In loving memory of my Granddaughter Delina Minor, September 27, 1988 - June 13, 2015 and Daughter, Colleen Minor, September 11, 1963 - June 18, 2016. *Those we love don't go away, They walk beside us ever day.*

FOR SALE

Generator for sale - 300 inverter, electric start, asking \$2,000 form. Call 705-475-8371 J28

4 wheel Pursuit XL mobility scooter, heavy duty, adult 500 lb capacity. Comes with canopy & ramp. \$2,000. OBO. Call 705-477-2070 J28

For sale - Case 455 Crawler loader, 4 cyl. diesel engine. As '15 \$5,000.; antique horse drawn potato hiller, \$120. Phone 705-744-2203 j21

Advertise your for sale merchandise in The Mattawa Recorder & we'll run it for up to three weeks for the price of one! Call 705-744-5361

THE CORPORATION OF THE TOWNSHIP OF PAPINEAU-CAMERON

INTENTION TO PASS A BY-LAW

Notice is hereby given under the Municipal Act, S.O. 2001, c 25 as amended, that the Council of The Corporation of The Township of Papineau-Cameron intends to adopt the following by-law at its Regular Council meeting on June 23, 2026 at 6:00 p.m. at the Papineau-Cameron Township Council Chambers.

Being a By-Law to enter into a shared chief building official / building inspector / property standards by-law officer services agreement between The Corporation of The Township of Papineau-Cameron, The Corporation of The Municipality of Calvin, and The Corporation of The Municipality of Mattawan.

Box 630, #4861 Hwy #17, Mattawa, ON P0H 1V0
Ph: 705 744-5610 Fax: 705-744-0434
www.papineaucameron.ca

Dated at the Township of Papineau-Cameron June 10, 2026

New Beach Sign Aims to Prevent Health Risks, Replace Routine Monitoring

Residents and visitors to the Nipissing and Parry Sound districts can expect to see new signage at public beaches this summer to help them make an informed decision before entering the water. After an internal assessment, the North Bay Parry Sound District Health Unit (Health Unit) has shifted away from monthly beach water sampling of E. coli bacteria to communicating risk and protection factors on signage at public beach-

es. "Water sampling provides a snapshot of bacteria levels at a single point in time, and by the time results are available several days later, the water conditions have changed," says Brent Allen, Acting Manager of the Health Unit's Environmental Health program. Allen explains that bacteria levels in beach water can change quickly due to factors such as heavy rainfall, strong winds, wave

action, or droppings from ducks, geese and other birds. "The new signage provides guidance when and where people need it most, which we couldn't offer with monthly sampling."

Allen emphasizes that the overall health risk of swimming at a public beach in the Health Unit region is low and can be reduced even further when people take precautions before, during and after entering the water.

The new signs recom-

mend beachgoers check the water for physical hazards, avoid getting beach water in the mouth, dry the body well with a towel after exiting the water, and wash or sanitize hands before eating.

There are approximately 60 public beaches across the Health Unit service area that meet the provincial definition of a public beach. The Health Unit is working with municipalities to post the new signs at all public beaches.

The Health Unit will continue to investigate public complaints and may collect water samples at public beaches when safety concerns are reported. In addition, communicating information on harmful blue-green algal blooms will continue. The overall risk of get-

ting sick from swimming at local beaches is low. When people do get ill, it is usually mild and only lasts a couple of days. The most common illnesses are: minor skin infections; respiratory infections; gastrointestinal illness; ear or eye continued on page 6

Notice to adopt by-laws

Notices and Tenders - 7 Days

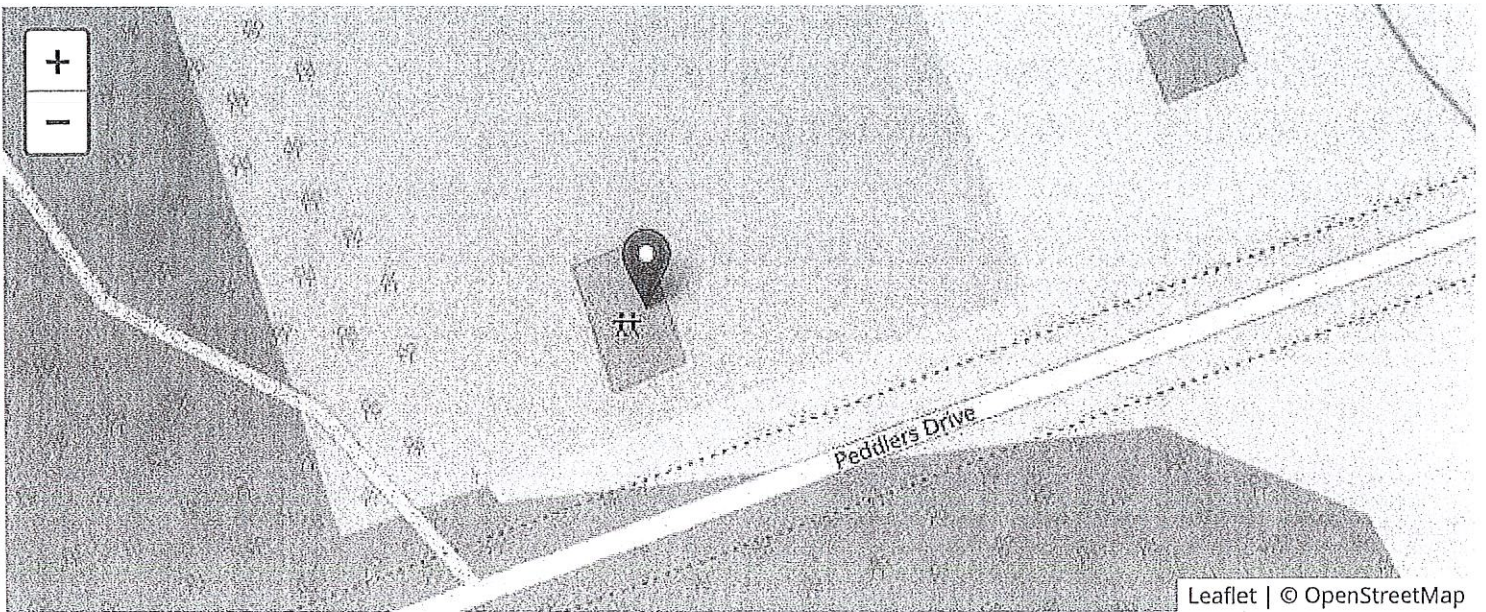
[Calvin Township](#)

less than a minute ago

Notice is hereby given that the Council for the Corporation of the Municipality of Calvin intends to adopt the following by-laws at the regular meeting of Council on Tuesday, June 23rd, 2026 , 6:00 p.m., in the Community Hall, 1355 Peddlers Drive, Mattawa.

- 2026 Budget
- Tax Ratios for 2026
- Rate of Taxation for 2026.

Dated June 04, 2026, at the Municipality of Calvin
1355 Peddlers Drive, Mattawa
705 744 2700
cao@calvintownship.ca



1355 Peddlers Drive

THE CORPORATION OF THE MUNICIPALITY OF CALVIN

BY-LAW NO. 2026-30

Being a by-law to provide for the adoption of tax rates for 2026

WHEREAS Section 312 of the Municipal Act, S.O. 2001 c.25 as amended, provides that the Council of a local municipality shall after the adoption of the estimates for the year, pass a by-law to levy a separate tax rate as specified in this by-law on the assessment in each property class:

AND WHEREAS the Council for the Corporation of the Municipality of Calvin has, in accordance with the Municipal Act, considered the estimates of the municipality, and whereas it is necessary that the following sums be raised by taxation for the year 2026:

General Purposes	\$2,000,589
Education Purposes	\$ 354,204

AND WHEREAS Section 307 of the said Act requires tax rates to be established in the same proportion to each other as the tax ratios established;

AND WHEREAS tax ratios for the 2026 year have been set in by-law 2026-03;

AND WHEREAS it is necessary for the Council of the Corporation of the Municipality of Calvin to levy tax rates as prescribed by the Province of Ontario (hereinafter referred to as the "Province") pursuant to Section 257.12.1 (1) of the Education Act, R.S.O. 1990, c.E.2. as amended (hereinafter referred to as the "Education Act") and the Regulations passed under the Education Act;

AND WHEREAS all property assessment rolls on which the 2026 taxes are to be levied have been returned and revised pursuant to the provisions of the Assessment Act, R.S.O 1990 Chapter A, 31, as amended, (hereinafter referred to as the "Assessment Act") subject to appeals at present before the Assessment Review Board, the Provincial Land Tribunal and the District Court;

AND WHEREAS the property classes have been prescribed by the Minister of Finance under the Assessment Act and Regulations thereto;

AND WHEREAS the "Residential Assessment", "Commercial Assessment", "Industrial Assessment", "Pipeline Assessment", "Landfill Assessment", "Farm Assessment", "Managed Forest Assessment" and the applicable subclasses pursuant to Section 7 of the Assessment Act have been determined on the basis of the aforementioned property assessment rolls;

AND WHEREAS it is necessary for the Council of the Corporation of the Municipality of Calvin pursuant to the Municipal Act, to levy on the whole rateable property according to the last revised assessment roll for the Corporation of the Municipality of Calvin the estimates of all sums required for the purpose of the Corporation;

AND WHEREAS the assessments in the applicable classes and subclasses have been calculated pursuant to the provisions of the Municipal Act and the Education Act in the manner set out therein;

NOW THEREFORE the Council of the Corporation of the Municipality of Calvin enacts as follows:

1. That the tax rates for 2026 for municipal and education purposes be hereby adopted as follows:

Class	Municipal Rate	Education Rate	Total Rate
Residential	0.01493752	0.00153000	0.01646752
Commercial Occupied	0.02021644	0.00601963	0.02623607
Commercial Excess Land	0.01415151	0.00601963	0.02017114
Commercial Vacant Land	0.01415151	0.00601963	0.02017114
Industrial Occupied	0.03821797	0.00880000	0.04701797
Industrial Excess Land	0.02484168	0.00880000	0.03364168
Industrial Vacant Land	0.02484168	0.00880000	0.03364168
Aggregate Extractive Occupied	0.01643127	0.00511000	0.02154127
Landfill	0.02195240	0.00584711	0.02779951
Pipelines	0.03454451	0.00880000	0.03542451
Farm	0.00373438	0.00038250	0.00411688
Managed Forest	0.00373438	0.00038250	0.00411688
New Multi-Residential	0.01493752	0.00153000	0.01646752

2. Every owner of land shall be taxes accordingly to the tax rates in this by-law as such taxes shall become due and payable on September 30th, 2026. Non-payment of the amount on the date stated in accordance with section shall constitute default;

A penalty shall be charged as follows: 1.25% on the first day of default plus an additional 1.25% on the first day of every calendar month thereafter in which the taxes remain unpaid;

3. For payments in lieu of taxes due to the Corporation of the Municipality of Calvin, actual amounts will be based on the assessment roll and the rates of taxation for 2026;
4. For railway rights of way, taxes due to the Corporation of the Municipality of Calvin, the actual amount due shall be based on the assessment roll and the tax rates for the year 2026;
5. Amounts required to be levies and collected by this by-law shall be reduced by the amounts levies and collected by the Interim Tax Levy as authorized by By-Law 2026-02 of the Corporation of the Municipality of Calvin;
6. The Treasurer of the Corporation of the Municipality of Calvin is hereby authorized to mail, or caused to be mailed, to the address of the residence of place of business of each property or person, a notice specifying the amount of taxes payable by such persons pursuant to the provisions of this by-law;
7. The taxes payable pursuant to this by-law shall be paid into the municipal office to the Corporation of the Municipality of Calvin on or before the respective date herein before set forth;

8. The estimated Revenues and Expenditures for the year 2026 are attached hereto and form part of this by-law, identified as Schedule "A" to this by-law.

Read and finally passed in Open Council this 23rd day of June, 2026.

Mayor
Richard Gould

Clerk
Donna Maitland

Township of Calvin	
Proposed Budget	
for the year 2026	
Revenue	
Taxation	\$2,010,829
Grants - Operating	\$ 164,277
Grants - Capital	\$ 438,730
User Charges	\$ 83,229
Penalties and Interest on Taxation	\$ 22,000
Reserve Contribution	\$ 183,784
Investment Income	\$ 15,000
Total Revenue	\$2,917,849
Operations	
General Government	\$ 718,243
Protection to Persons and Property	\$ 413,788
Transporation Services	\$ 793,324
Environmental Services	\$ 70,257
Health Services	\$ 28,053
Social and Family Services	\$ 359,903
Recreation and Cultural Services	\$ 62,885
Planning and Development	\$ 13,000
Total Operations	\$2,459,453
Capital Costs	
General Government	\$ 151,533
Protection to Persons and Property	\$ 59,626
Transporation Services	\$ 237,951
Recreation and Cultural Services	\$ 9,286
Total Captial Costs	\$ 458,396
Total Expenses	\$2,917,849

AGM

Annual General Meeting

CASSELLHOLME

BOARD OF MANAGEMENT MEETING

CASSELLHOLME

Compassionate care for life's journey.

WEDNESDAY, APRIL 29, 2026

MINUTES

DATE: Wednesday, April 29, 2026
 LOCATION: Cassellholme Auditorium & ZOOM Meeting
 TIME: 3:00 p.m.

<p>Board Members: Dave Mendicino, Chair Michelle Lahaye James (Jim) Bruce (Zoom) Robert Corriveau Peter Chirico</p>	<p>Staff: Angie Punnett, Administrator Billy Brooks, Chief Financial Officer Camille Bigras, QI Director Anita Brisson, Project Manager Tiffany Chapman, Recording Secretary</p>
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Regrets:

Guests: Mac Bain, Gary Gardiner, Dean Decaire & Shelagh Graham, BDO
 Monique Peters, Family Council, Will K (Bay Today)
 ZOOM: Johanne Brousseau, Don Gracey, Collett

	ITEM	ACTION
A.	CALL TO ORDER	
	<p>RECORDED MEETING</p> <p>"Moved by Peter Chirico and seconded by Michelle Lahaye that the meeting be called to order at 3:00 p.m."</p> <p>Res. #46-26</p>	<u>Carried</u>
	1. Approval of Agenda	
	<p>"Moved by Peter Chirico and seconded by Jim Bruce that the Agenda for the Annual General Meeting be approved as presented."</p> <p>Res. #47-26</p>	<u>Carried</u>
	2. Conflict of Interest	

	<p>2.1 Read, sign, and return form to Tiffany Chapman prior to the next regular meeting.</p> <p><i>“Moved by Michelle Lahaye and seconded by Jim Bruce that no members present have declared a conflict of interest.”</i></p> <p>Res. #48-26 <u>Carried</u></p>	
3. Code of Conduct		
	<p>3.1 Read, sign and return form to Tiffany Chapman prior to the next regular meeting.</p>	
4. 2025 Financial Statements		
	<p>Dean Decaire, BDO Chartered Accountant, presented and reviewed the Cassellholme Financial Statements.</p> <p><i>“Moved by Peter Chirico and seconded by Robert Corriveau that the 2025 Financial Statements from BDO Canada LLP Chartered Accountants be accepted, as presented.”</i></p> <p>Res. #49-26 <u>Carried</u></p>	
5. Election of 2026 Auditors		
	<p>Dean Decaire left the meeting.</p> <p><i>“Moved by Michelle Lahaye and seconded by Jim Bruce that <u>BDO Canada LLP Chartered Accountants</u> be appointed as Cassellholme Auditors for 2026.”</i></p> <p>Res. #50-26 <u>Carried</u></p>	
B. CORRESPONDENCE		
	<p>No Correspondence</p>	
C. REQUEST FOR FUTURE AGENDA ITEMS		
	<p>No items noted</p>	
D. DATE OF NEXT AGM MEETING		
	<p>April 2027 – Annual General Meeting</p>	
E. ADJOURNMENT		
	<p><i>“Moved by Robert Corriveau and seconded by Peter Chirico that the meeting be adjourned at 3:50 p.m.”</i></p> <p>Res. #51-26 <u>Carried</u></p>	

Secretary

Chairman

CASSELLHOLME
BOARD OF MANAGEMENT MEETING



Compassionate care for life's journey.

WEDNESDAY, APRIL 29, 2026

MINUTES

Date: Wednesday, April 29, 2026

Location: Cassellholme Auditorium

Board Members: Dave Mendicino, Chair
 Michelle Lahaye
 James (Jim) Bruce (ZOOM)
 Peter Chirico
 Robert Corriveau

Staff: Angie Punnett, Administrator
 Camille Bigras, QI Director
 Billy Brooks, CFO
 Tiffany Chapman, Secretary
 Anita Brisson, Project Manager

Regrets:

Guests: Monique Peters, Barnheart?
 Will Konken (Bay Today), Mac Bain, Gary Gardiner, Larry, Jamie
Zoom: Don Gracey, Johanna B., Collette

	ITEM	ACTION
A.	CALL TO ORDER	
	MEETING RECORDED "Moved by Michelle Lahaye and seconded by Peter Chirico that the meeting be called to order at 3:55p.m." Res. #052-26	<u>Carried</u>
B.	WELCOME NEW BOARD MEMBER	
	Welcomed new Board Members – Municipal Appointments (joined as guests) <ul style="list-style-type: none"> • Gary Gardiner • Mac Bain 	
C.	ROLL CALL	
	As noted above	
	1. Approval of Agenda	
	Removed item: 6.2.3. Financials Added item: 8.3.2. Legal Matter – Board Related "Moved by Peter Chirico and seconded by Jim Bruce the Board approved the Agenda for this meeting, as amended." Res. #053-26	<u>Carried</u>
	2. Conflict of Interest	
	"Moved by Robert Corriveau and seconded by Peter Chirico that no Board Members present have declared a conflict of interest." Res. #054-26	<u>Carried</u>

3. Approval of Minutes

3.1 Approval of the Minutes of the Regular Board Meeting held on March 26, 2026

"Moved by Michelle Lahaye and seconded by Peter Chirico that the minutes of the Regular Board Meeting, held on March 26, 2026, be adopted as presented."

Res. #055-26

Carried

4. New Business

4.1 MSAA – Declaration of Compliance (Motion)

"Moved by Michelle Lahaye and seconded by Peter Chirico that the Board authorized Board Chair Dave Mendicino to sign the MSAA – Declaration of Compliance for 2025"

Res. #056-26

Carried

5. Redevelopment

5.1 Construction Update

Piling to start April 30 – beams and crane for approx. 4 weeks

Area broke into 5 divisions

Vibration monitoring

Balconies closed until adjusted for resident safety

5.2 Financial – Quarterly Capital Levy (Motion)

"Moved by Peter Chirico and seconded by Michelle Lahaye That the board approve the quarterly capital levy of \$198,672.21 for actual construction interest costs from January to March 2026. In accordance with O. Reg. 246/22 under the Fixing Long-Term Care Act, 2021, notice of this capital levy, apportioned per the legislation, will be sent to the clerks of all supporting municipalities. This quarterly capital levy is issued April 30, 2026 and is due on or before July 29, 2026."

Res. #057-26

Carried

6. Operations

6.1 Continuous Quality Improvement (Camille)

6.1.1. 2025 Satisfaction Survey

Wholesome presentation by Camille outlining the results of the satisfaction survey

Markers of where improvements can be made

Operational changes/staffing changes/move into the new build reflection on results

5-year comparison shown

104 responses: 30 residents & 74 POAs

50% of results were from residents living in the home for 2+ years

6.1.2. 2026-2027 Quality Road Map

Outlined in the presentation – where we can make improvements – where to go from here

Where reasonable changes can be made for better results

6.2 Operations Update

6.2.1. Operations Update

BTSU – 2 residents per week getting admitted

Discussion on accepting evacuees from Moose Factory and admission to Cassellholme

Ontario Health @ Home – delayed admissions

Discussions on critical incidents – follow up requirements

Hands on with audits and expectations to remain in compliance

Recruitment strategies – no PSW vacancies

Medical Director Annual review

6.2.2. Ministry Inspection

Publicly posted - 2 reports

Ministry Inspection 2 orders staff training on wound care and oxygen care

Potential to transition to more LTC suitable training platform to help with mandatory staff training to align with Ministry standards and regulations

7. Finance and Governance Policy Review

8. In-Camera

Guests/Anita left the meeting & Zoom Meeting Ended

"Moved by Jim Bruce and seconded by Peter Chirico that the Board proceed to an In-Camera session at 4:55 p.m."

Res. #058-26 Carried

8.1 Approval of the In-Camera Minutes – dated March 26, 2026

In-Camera Motion – Res. #059-26

8.2 Legal Matter – Members Municipality

8.3 Legal Matter – Board Related

8.3.1. Board Related

In-Camera Motion – Res. #060-26

8.3.2. Board Related

In-Camera Motion – Res. #061-26

"Moved by Robert Corriveau and seconded by Peter Chirico that the Board approve the In-Camera Session to be adjourned at 5:54p.m."

Res. #062-26 Carried

D. CORRESPONDENCE

E. REQUEST FOR FUTURE AGENDA ITEMS

F. DATE OF NEXT MEETING

Thursday, May 28, 2026 – Cassellholme Auditorium – 3:00 p.m.

G. ADJOURNMENT

"Moved by Robert Corriveau and seconded by Michelle Lahaye that the meeting be adjourned at 5:56p.m."

Res. #063-26 Carried

Secretary

Chairman

April 22, 2026

Subject: Cassellholme Redevelopment Update – April 2026

CONSTRUCTION OVERVIEW

Phase 00 - Work complete.
Phase 1-A – Work complete
Phase 1-B - Work complete
Phase 2 – In Progress

SCHEDULE STATUS

- Phase 2 schedule is included with this report and is updated to reflect the Phase 2 start date of December 3, 2025, and includes progress up to the date of this report.
- Project Schedule is reported to be on schedule

PHASE 1-B

- There is some warranty millwork that is planned for April

PHASE 2

- Demolition complete
- Temporary exterior walls complete
- Excavation Division 5 nearly complete
- Interior storage room complete
- Pile deliver in progress
- Piling to commence end of April/beginning of May

Transition Planning Highlights - An updated summary is attached for reference.

Change Order Log - Please see the attached

Budget Update – To be provided separately

Change Order Log - Feb 16 2026

Person	RFE	PC	CD	SI	RFI	CO	Work Description	Reason	Status	Date Issued	Quote Sent	Approval Date	Quoted	Approved	Contract Time (days)
	1	1		1		1	Milwork revisions/clarifications	Coordination	Approved	18-Feb-22	17-Mar-22	28-Mar-22	\$34,553.53	\$34,553.53	
	2	2	1			2	Emergency Switchboard revisions	Coordination	Approved	17-Feb-22	17-Mar-22	28-Mar-22	\$4,919.20	\$4,919.20	
	3	3				2	Increase Builders Risk Insurance to Include Soft Costs	Lender Requirement	Approved	30-Mar-22	30-Mar-22	05-Apr-22	\$29,846.88	\$29,846.88	
	4	4				2	Cost associated to add Wrap Up Insurance Policy	Lender Requirement	Approved	30-Mar-22	30-Mar-22	05-Apr-22	\$282,579.86	\$282,579.86	
	5	5R1	2			2	Door revisions	Coordination	Approved	15-Mar-22	07-Apr-22	06-May-22	\$4,677.20	\$4,677.20	
	6	6	3			2	Washroom Accessories Revisions	Coordination	Approved	28-Mar-22	22-Apr-22	25-Apr-22	\$863.50	\$863.50	
	7	7	9				Removal existing foundations (Unit rate only - see RFE 16)	Coordination	Cancelled	21-Apr-22	25-Apr-22				
	8	8	16			6	Provide new water valve at property line	AHJ	Approved	05-May-22	06-May-22	06-May-22	\$8,607.50	\$8,607.50	
	9	9	4			41	North wing door revisions	Coordination	Approved	28-Mar-22	16-Jan-23	19-Jan-23	\$3,756.50	\$3,756.50	
	10	10	5			7	Elevator pit lighting revisions	AHJ	Approved	29-Mar-22	09-May-22	16-May-22	(\$1,361.00)	(\$1,361.00)	
	11	11	6			8	Transformer modifications	Cost Saving	Approved	07-Apr-22	09-May-22	27-May-22	(\$6,000.00)	(\$6,000.00)	
	12	12 R1				8	Milwork edging revisions & Drawer modifications (per email April 25, 2022)	Cost Saving	Approved	N/A	19-May-22	01-Jun-22	(\$11,906.00)	(\$11,906.00)	
	13	13					CANCELLED: Drawer modifications (SEE RFE 12R1)	Coordination	Cancelled	N/A	09-May-22				
	14	14	17			12	Temporary Hydrant at North Wing	AHJ	Approved	12-Apr-22	16-May-22	01-Jun-22	\$5,585.25	\$5,585.25	
	15	15R2	7R1			36	Phase 1 temporary door revisions and hardware coordination	Coordination	Approved	02-Dec-22	06-Dec-22	10-Jan-22	\$4,539.70	\$4,539.70	
	16	16R2	9			15	Removal of existing foundations	Site Condition	Approved	21-Apr-22	20-May-22	27-Jun-22	\$70,326.38	\$70,326.38	
	17	17	11			11	Hardware revisions to Door V103	Coordination	Approved	27-Apr-22	19-May-22	01-Jun-22	\$6,046.70	\$6,046.70	
	18	18R2	18			14	Revise pipe material storm main tee at Olive St.	Site Condition	Approved	13-May-22	20-May-22	29-Jun-22	\$7,855.44	\$7,855.44	
	19	19	12			10	Temporary lighting in courtyard parking	Health & Safety	Approved	27-Apr-22	25-May-22	01-Jun-22	\$15,888.40	\$15,888.40	
	20	20R1	8			13	Add card reader control for rear doors on elevators 1024 & 1025	Design Improvement	Approved	25-Apr-22	30-May-22	10-Jun-22	\$1,512.50	\$1,512.50	
	21	21R1				16	Temporary Door Hardware supplied by Owner's Security Provider	Schedule Change	Approved	22-Jun-22	08-Jul-22	22-Jul-22	(\$6,650.00)	(\$6,650.00)	
	22	22	23				Investigate/repair storm line blockage near property line at Olive St.	Site Condition	Cancelled	23-Jun-22	06-Jul-22				
	23	23R2		19R1		17 R	Corrections and revisions to parking lot line in temporary and east parking areas	Owner Requested	Approved	16-Aug-22	15-Sep-22	22-Sep-22	\$3,454.00	\$3,454.00	
	24	24R4	22R1			27	Provide temporary power feed to east parking lot lighting	Coordination	Approved	19-Aug-22	24-Oct-22	27-Oct-22	(\$4,416.88)	(\$4,416.88)	
	25	25R1	25R1			18	Revision to waterline connections to existing building - Revised	Site Condition	Approved	03-Aug-22	05-Aug-22	11-Aug-22	\$42,426.23	\$42,426.23	
	26	26	20			19	Revision to electrical panel E-1-C	Coordination	Approved	02-Jun-22	09-Aug-22	11-Aug-22	\$6,702.30	\$6,702.30	
	27	27R1	19R1			23	Revise acoustic ceiling tile materials	Cost Saving	Approved	15-Sep-22	28-Sep-22	05-Oct-22	(\$66,054.48)	(\$66,054.48)	
	28	28		23		20	Pile Rock Points	Contractor Requested	Approved	03-Aug-22	12-Aug-22	12-Aug-22	\$88,826.40	\$88,826.40	
	29	29R3	28			33	Revision to Phase 1 & 2 sanitary and storm connections at grade beams	Coordination	Approved	03-Aug-22	09-Nov-22	22-Nov-22	\$21,724.63	\$21,724.63	
	30	30	26			21	Revision to under-slab plumbing and inverts	Coordination	Approved	26-Jul-22	18-Aug-22	23-Sep-22	\$15,196.50	\$15,196.50	
	31	31	10			40	Revision to the fire and combination fire/smoke dampers	AHJ	Approved	26-Apr-22	15-Sep-22	26-Jan-23	\$134,858.85	\$134,858.85	
	32	32R1	14				Door frame material revisions along corridor 1165	Design Improvement	Not Accepted	31-Aug-22	31-Aug-22				
	33	33				24	Revised wood frame design for Jams	Cost Saving	Approved	09-Sep-22	28-Sep-22	05-Oct-22	(\$12,750.00)	(\$12,750.00)	
	34	34R4	21R3			29	Provide new grounding loop for new building service	AHJ	Approved	22-Aug-22	28-Oct-22	08-Nov-22	\$77,892.15	\$77,892.15	
	35	35R3	27R2			35	Outlet deck mounted soap dispensers	Owner Requested	Approved	21-Nov-22	05-Dec-22	10-Jan-23	(\$4,081.00)	(\$4,081.00)	
	36	36R4	15R			117	Door hardware revisions to door 1147a	Coordination	Pending	12-Oct-22	18-Apr-24	29-Apr-24	\$10,606.20	\$10,606.20	
	37	37	13R			31	Janitor room door revisions	Coordination	Approved	19-Sep-22	19-Sep-22	10-Nov-22	\$4,785.00	\$4,785.00	
	38	38	29			22	Existing Service Plug Requirement	AHJ	Approved	31-Aug-22	23-Sep-22	10-Oct-22	\$2,414.10	\$2,414.10	
	41	41	24R1			32	Provide grilles on type 'O' fan radiation in trench in Auditorium 1005	Coordination	Approved	22-Sep-22	17-Oct-22	15-Nov-22	\$23,009.80	\$23,009.80	
	39	39	30				After hours paving of East Parking Lot	Owner Requested	Cancelled	16-Sep-22	28-Sep-22				
	40	40R1	32R1			25	Revision to curb at edge of existing parking area	Owner Requested	Cancelled	16-Sep-22	28-Sep-22				
	42	42R1	33	209 R		43	Structural revisions to Phase 1 framing, Phase 2 framing, pile caps and piles	Coordination	Approved	23-Sep-22	11-Jan-23	22-Jan-23	\$61,577.36	\$61,577.36	180
	43	43R1	34			26	Water storage tank layout and structural revisions	Coordination	Approved	26-Sep-22	14-Oct-22	27-Oct-22	\$3,997.83	\$3,997.83	4
	44	44	35R			61	Revision to North Wing elevator brackets for rail attachments	Coordination	Approved	07-Oct-22	20-Jun-23	27-Jun-23	\$11,964.96	\$11,964.96	
	45	45	37			44	Revision to brace frame V8105	Coordination	Approved	09-Nov-22	13-Dec-22	26-Jan-23	\$9,497.44	\$9,497.44	
	46	46	38			30	Revision to light fixtures P5 and P6	Coordination	Approved	11-Oct-22	31-Oct-22	08-Nov-22	\$2,369.33	\$2,369.33	
	47	47	38			37	Structural beam revisions at Block B roof terraces balconies	Coordination	Approved	20-Oct-22	13-Dec-22	10-Jan-23	\$999.52	\$999.52	
	48	48R2		36R1		60	Structural clarifications - structural steel and rebar shop drawings	Coordination	Approved	20-Jan-23	10-Mar-23	28-Jun-23	\$2,768.37	\$2,768.37	
	49	49		7R1		28	Provide slab mounting brackets for smoke shelter	Site Condition	Approved	17-Oct-22	25-Oct-22	01-Nov-22	\$1,050.68	\$1,050.68	
	51	51R1	39			38	Add smoke detectors in corridors of RHA areas	Coordination	Approved	08-Nov-22	13-Dec-22	10-Jan-23	\$5,258.00	\$5,258.00	
	44R1			22		34	Provide additional steel modifications outlined in S1R22	Coordination	Approved	27-Jul-22	16-Nov-22	22-Nov-22	\$3,300.11	\$3,300.11	
	52	52	40				Additional elevator controls	Coordination	Pending	07-Dec-22					
	56	56	41			45	Revision to sliding door frame details	Coordination	Approved	21-Dec-22	08-Feb-23	28-Feb-23	\$8,783.50	\$8,783.50	
	54	54	42			46	Provide fixed mirrors in Staff washrooms	Coordination	Approved	10-Jan-23	03-Feb-23	28-Feb-23	\$7,507.50	\$7,507.50	
	54R1	54R1	42			48	Correct the cost of fixed mirrors from C0W46	Coordination	Approved	10-Jan-23	03-Mar-23	21-Mar-23	(\$2,035.00)	(\$2,035.00)	
	52	52		39		39	Provide relay bases on smoke detectors related to door hold opens for S1R39	AHJ	Approved	08-Nov-22	13-Dec-22	10-Jan-23	\$3,014.00	\$3,014.00	
	55	55	43				Revise range hood colour	Owner Requested	Cancelled	18-Jan-23					
	57	57	44			47	Revision to light fixtures P5 and P6	Coordination	Approved	18-Jan-23	17-Jan-23	21-Feb-23	\$5,193.10	\$5,193.10	
	54	54R1		41		42	Remedial modifications to pile caps and grade beams - Phase 1	Site Condition	Approved	28-Nov-22	10-Jan-23	20-Jan-23	\$14,145.87	\$14,145.87	4
	58	58	45				Revisions to operable window vent type	Coordination	Cancelled	06-Feb-23					
	60	60	46			52	Modifications to generator ESB breakers	Coordination	Approved	07-Feb-23	24-Mar-23	09-May-23	\$19,405.10	\$19,405.10	
	55	55	47			79	Revise office door locations, electrical from PC47	Owner Requested	Approved	23-Mar-23	08-Sep-23	09-Sep-25	\$10,312.50	\$10,312.50	
	72	72R3	47			73	Revise office door locations, typical milwork from PC47	Owner Requested	Approved	15-Aug-23	15-Aug-23	07-May-24	\$11,985.60	\$11,985.60	
	59	59	48R			49	Revisions to electrical to accommodate Kitchen Equipment Phase 1	Coordination	Approved	14-Feb-23	17-Mar-23	22-Mar-23	\$501.60	\$501.60	
	62	62R2	49			54	Typical Bedroom Modup	Owner Requested	Approved	09-Mar-23	03-May-23	06-Jun-23	\$75,377.95	\$75,377.95	
	63	63	50				Revised rated floor assembly ULC Listed Design No.	Cost Saving	Cancelled	22-Mar-23					
	51	51				50	Revision to select light fixtures to alternate product	Design Improvement	Approved	22-Mar-23	20-Apr-23	26-Apr-23	\$0.00	\$0.00	
	65	65	52			57	Delete select cubical curtains and provide track breaks in patient lift tracks	Coordination	Approved	29-Mar-23	12-May-23	01-Jun-23	(\$5,382.50)	(\$5,382.50)	

75	75R1	53			69	Electrical revisions for elevator connections	Coordination	Approved	30-Mar-23	29-Jun-23	03-Aug-23	\$18,212.70	\$18,212.70	
		54				Revisions to interior expansion joints types	Coordination	Cancelled	30-Mar-23					
68	68	55			56	Existing Water Room pull station	Coordination	Approved	05-Apr-23	17-May-23	23-May-23	\$1,142.90	\$1,142.90	
67	67	55			55	Revision to brace frame V8205	Coordination	Approved	17-Apr-23	12-May-23	18-May-23	\$1,164.02	\$1,164.02	
82	82R2	57R			78	Revision to Biometric readers	Coordination	Approved	25-Sep-23	01-Sep-23	25-Sep-23	-\$21,023.00	-\$21,023.00	
64	64		49		51	Tree Removal at End of Block B	Site Condition	Approved	08-Nov-22	20-Apr-23	28-Apr-23	\$2,117.50	\$2,117.50	
66	66R1	58			68	Clarification to area drains	Coordination	Approved	20-Apr-23	19-Jul-23	27-Jul-23	\$55,942.40	\$55,942.40	
77	77R1	59			85	Fiber optic connection to existing building	Coordination	Approved	02-May-23	25-Jul-23	12-Oct-23	\$10,118.90	\$10,118.90	
78	78	60			63	Additional spotlight in Bedroom Type "D"	Coordination	Approved	02-May-23	26-Jun-23	04-Jul-23	\$2,855.50	\$2,855.50	
		61				Revision to clarify clay unit product	Discontinued Product	Pending	09-May-23					
71	71	62R			59R	Modifications to elevator framing for door supports and additional pit ladder	Coordination	Approved	23-May-23	05-Jun-23	27-Jun-23	\$66,131.08	\$66,131.08	
		63				Patching of existing asphalt drive-ways	Owner Requested	Cancelled	23-May-23					
81	81	64			65	Flooring revisions	Owner Requested	Cancelled	23-May-23					
80	80R2	65			84	Owner requested revisions to Kitchen Equipment	Owner Requested	Approved	25-May-23	22-Sep-23	03-Oct-23	\$7,090.72	\$7,090.72	
73	73	66			62	Delete kitchen equipment soap and towel dispenser accessories	Owner Requested	Approved	29-May-23	20-Jun-23	27-Jun-23	(\$2,670.00)	(\$2,670.00)	
126	126R2	67R3			115	Tie-in to existing fire alarm and PA systems	Coordination	Approved	30-May-23	21-Mar-24	12-Apr-24	\$18,950.80	\$18,950.80	
87	87	68			70	Revision to louvers	Coordination	Approved	30-May-23	02-Aug-23	08-Aug-23	\$660.00	\$660.00	
68	68	69			58	Resident lift system power supply covers	Owner Requested	Approved	01-Jun-23	05-Jun-23	22-Jun-23	\$10,222.30	\$10,222.30	
83	83	70			67	Revision to stair guard assembly	Coordination	Approved	06-Jun-23	19-Jul-23	26-Jul-23	\$726.00	\$726.00	
84	84	71			66	Revision to Ceramic tile type CT2.1 in select rooms	Owner Requested	Approved	15-Jun-23	19-Jul-23	25-Jul-23	\$0.00	\$0.00	
74	74R1	72R			64	Temporary support angles for Block C structural frame	Coordination	Approved	13-Jun-23	28-Jun-23	04-Jul-23	\$10,563.30	\$10,563.30	
69	69R1				71	Removal of existing foundations at electrical duct bank trench	Site Condition	Approved	14-Jun-23	07-Jul-23	09-Aug-23	\$10,095.80	\$10,095.80	
76	76R3	61			72	Revision to clay unit masonry product	Owner Requested	Approved	09-May-24	26-Jun-24	12-Aug-24	\$55,860.00	\$55,860.00	
		73				Revise solid surface finish colour on millwork M30 & M31	Owner Requested	Cancelled	12-Jul-23					
		74				Additional structural support at 5th floor trench drain	Coordination	Pending	12-Jul-23					
90	90	75R			74	Revised detail at expansion joint at gridline 23 between 5 & T/T2.	Coordination	Approved	12-Jul-23	14-Aug-23	24-Aug-23	\$8,513.40	\$8,513.40	
92	92				75	Revised rebar stubups at elevator conduit duct bank	Coordination	Approved	18-Jul-23	23-Aug-23	30-Aug-23	\$1,036.20	\$1,036.20	
93	93		148		76	Revision to window sill support material detail	Contractor Requested	Approved	23-Aug-23	29-Aug-23	05-Sep-23	\$3,312.89	\$3,312.89	
102		76			86	Coring of foundation for temporary generator connection	Coordination	Approved	25-Jul-23	03-Oct-23	11-Oct-23	\$3,850.00	\$3,850.00	
101	101R3	76R3			91	Connection for Portable Diesel and Load Bank Testing	Owner Requested	Approved	06-Feb-24	22-Feb-24	12-Mar-24	\$116,723.25	\$116,723.25	
94	94	77			77	Revision to Jokey pump electrical feed	Coordination	Approved	26-Jul-23	01-Sep-23	12-Sep-23	\$5,904.80	\$5,904.80	
98	98	78			82	Revised wall depth in Laundry Rooms to accommodate 4" drain pipe	Coordination	Approved	27-Jul-23	19-Sep-23	03-Oct-23	\$246.50	\$246.50	
108	108	79			111	Delete fire damper at return air duct in penthouse level	Coordination	Approved	31-Jul-23	24-Oct-23	21-Mar-24	(\$49,700)	(\$49,700)	
97	97R1	80R			81	Revised wall thickness to accommodate pipe size	Coordination	Approved	03-Aug-23	19-Sep-23	03-Oct-23	\$3,090.10	\$3,090.10	
96	96	81			83	Domestic booster pump power feed	Coordination	Approved	23-Aug-23	13-Sep-23	02-Oct-23	\$6,792.50	\$6,792.50	
		82			156	Revision to Drows St. entrance sanitary & storm pipes for interferences	Coordination	Approved	28-Aug-23	11-Feb-24	25-Feb-24	\$54,487.51	\$54,487.51	
105	105	83			88	Electric heaters for temporary heat in rooms at junction between Phase 1 and 2	Coordination	Approved	15-Sep-23	10-Sep-23	24-Oct-23	\$5,355.90	\$5,355.90	
		84				Investigation for tie-in to existing PA system	Coordination	Cancelled	15-Sep-23					
85	85		67		80	Ductwork revisions related to SI67	Coordination	Approved	06-Jun-23	02-Aug-23	25-Sep-23	\$1,439.90	\$1,439.90	
103	103R1	85			89	Additional louvre colour	Coordination	Approved	02-Oct-23	30-Oct-23	10-Nov-23	\$1,300.00	\$1,300.00	
106	106	86			87	Chiller Support Frames	Coordination	Approved	02-Oct-23	17-Oct-23	18-Oct-23	\$42,145.73	\$42,145.73	
112	112R1	87			96	Revised light fixture type U & U1	Coordination	Approved	17-Oct-23	29-Nov-23	07-Jan-24	\$8,753.30	\$8,753.30	
114	114	88			94	Revised storm drain piping from the roof of Stair Shaft #5	Coordination	Approved	26-Oct-23	14-Nov-23	05-Dec-23	\$8,269.80	\$8,269.80	
120	120R4	89			114	Add digital menu board connectors at each dining area	Owner Requested	Approved	31-Oct-23	01-Apr-24	12-Apr-24	\$15,745.40	\$15,745.40	
116	116	90			100	Additional roof anchors at chimney for Boiler #4	Coordination	Approved	01-Nov-23	20-Nov-23	10-Jan-24	\$35,019.60	\$35,019.60	
		91			97	Revision to flooring materials in corridors and resident vestibules	Owner Requested	Approved	08-Nov-23	22-Nov-23	07-Jan-24	\$0.00	\$0.00	
		92				Provide a permanent load bank for generator testing	Coordination	Pending	08-Nov-23					
132	132R2	93			127	Revision for door controls	Coordination	Approved	10-Nov-23	08-May-24	23-May-24	\$55,073.63	\$55,073.63	
117	117	94			93	Ground connection from pole to transformer	Coordination	Approved	14-Nov-23	24-Nov-23	24-Nov-23	\$3,122.90	\$3,122.90	
104	104R2				90	Additional track components for lift track in room S091 - Submittal 135	Coordination	Approved	30-May-23	31-Oct-23	10-Nov-23	\$2,448.60	\$2,448.60	
111	111R1		91R2		92	Revision to ductwork related to ES91 and SP91R2	Coordination	Approved	15-Sep-23	16-Nov-23	28-Nov-23	\$4,701.40	\$4,701.40	
		95R				Typical resident wardrobe storage hinges	Owner Requested	Cancelled	20-Nov-23					
121	121R2	96R			102	Typical resident room and washroom millwork revisions	Owner Requested	Approved	22-Nov-23	09-Jan-24	15-Jan-24	\$28,778.20	\$28,778.20	
123	123R2	97R			101	Revision to resident room drapes	Owner Requested	Approved	22-Nov-23	08-Jan-24	15-Jan-24	\$4,059.00	\$4,059.00	
		98				Additional lightning protection	Coordination	Cancelled	27-Nov-23					
125	125R2	99R			103	Toggle switch to push diffuser in sealed utility rooms	Coordination	Approved	29-Nov-23	11-Jan-24	15-Jan-24	\$1,651.10	\$1,651.10	
135	135R1	100			105	Revised drainage for balcony/roof areas	Coordination	Approved	29-Nov-23	15-Feb-24	27-Feb-24	\$19,183.78	\$19,183.78	
110	110R1		80		95	Costs associated with piping clarification in SI80	Coordination	Approved	15-Aug-23	30-Nov-23	14-Dec-23	\$22,236.50	\$22,236.50	
		101				Delete telephone cables between communications cabinets	Owner Requested	Cancelled	19-Dec-23					
					53	Phase 2 Piling	Site Condition	Approved	08-Jan-24	08-Jan-24	10-Jan-24	\$0.00	\$0.00	
139	139R1	102			104	Revision to Clean Utility Millwork M13	Owner Requested	Approved	22-Dec-23	24-Jan-24	30-Jan-24	(\$29,960.00)	(\$29,960.00)	
134	134R2	103			112	Delete resident room lower entertainment boxes	Owner Requested	Approved	02-Jan-24	15-Mar-24	03-Apr-24	(\$112,848.00)	(\$112,848.00)	
133	133	104			106	Revisions to Phase 2 Structural Steel	Coordination	Approved	04-Jan-24	02-Feb-24	27-Feb-24	\$13,369.24	\$13,369.24	
136	136	105			118	Wanderguard elevator control tie-in	Coordination	Pending	08-Jan-24	17-Apr-24	29-Apr-24	\$31,157.40	\$31,157.40	
					98	Asphalt deficiency warranty extension	Deficiency Reconciliation	Approved	06-Dec-23	14-Dec-23	11-Jan-24	(\$7,500.00)	(\$7,500.00)	
127	127				99	CSA IPAC training course	Contractor Requested	Approved	10-Nov-23	02-Jan-24	11-Jan-24	(\$550.00)	(\$550.00)	
139	139R	106			109	Revision to Block D tub rooms	Coordination	Approved	24-Jan-24	26-Feb-24	07-Mar-24	\$7,681.30	\$7,681.30	
148	148R1	107			122	Support posts for modified system in stairwells	Owner Requested	Approved	31-Jan-24	01-May-24	07-May-24	\$53,607.07	\$53,607.07	
141	141	108			108	Revised suite locations in Type C Bedrooms	Owner Requested	Approved	08-Feb-24	23-Feb-24	07-Mar-24	\$1,907.40	\$1,907.40	
140	140				107	Delete siding band detail at Penthouse	Cost Saving	Approved	11-Feb-24	21-Feb-24	27-Feb-24	(\$10,600.00)	(\$10,600.00)	
137	137				110	Slab edge firestop detail revision	Coordination	Approved	09-Feb-24	04-Mar-24	04-Mar-24	\$39,165.00	\$39,165.00	
145	145				113	Extent of sid edge at curtain wall block C - Phase 1	Coordination	Approved	22-Mar-24	22-Mar-24	04-Apr-24	\$3,637.92	\$3,637.92	
		109R				Clarification to temporary soffit and heating details	Cancelled	Pending	07-Mar-24					
146	146	110			116	Add door SI36 and associated hardware	Coordination	Approved	04-Mar-24	05-Apr-24	26-Apr-24	\$11,698.50	\$11,698.50	

147	147R1	111R		135	Revisions to communication cabinets racks and distribution	Coordination	Approved	14-Mar-24	02-Jul-24	29-Jul-24	\$22,195.00	\$22,195.80
150	150	112		133	Radiant heater piping enclosure	Coordination	Approved	14-Mar-24	22-Apr-24	22-May-24	\$9,624.86	\$9,624.86
151	151	113		119	Revisions to Resident Washrooms to Accommodate Plumbing Drain	Coordination	Approved	23-Apr-24	22-Apr-24	29-Apr-24	\$5,364.06	\$5,364.06
152	152R1	114		126	Revisions to water room door hardware	Coordination	Approved	20-Mar-24	07-May-24	23-May-24	\$8,929.80	\$8,929.80
156	156	118R		121	Revision to handrails and base bumpers	Coordination	Approved	02-May-24	01-May-24	07-May-24	\$14,213.38	\$14,213.38
153	153			129	Revision to cabinet locks	Owner Requested	Approved	24-Apr-24	24-Apr-24	24-May-24	\$1,540.57	\$1,540.57
154	154		193	Delete Sprinkler Control Valve	Cost Saving	Approved	01-May-24	24-Apr-24	07-May-24	(\$500.00)	(\$500.00)	
158	158	117		124	Add temporary heat trace system to pipes at underside of server 2078 & 2086	Coordination	Approved	11-Apr-24	06-May-24	24-May-24	\$21,541.30	\$21,541.30
157	157	118		128	Phase 1 - Roof level sun control outrigger support	Coordination	Approved	08-Apr-24	08-May-24	15-May-24	\$29,342.14	\$29,342.14
160	160	119R		132	K91 switch for Ground Floor Servery 1067	Coordination	Approved	13-May-24	30-May-24	06-Jun-24	\$2,971.10	\$2,971.10
159	159			125	Revise millwork pulls	Cost Saving	Approved	10-May-24	10-May-24	23-May-24	(\$4,132.80)	(\$4,132.80)
163	163	120		133	Additional exit signs at double egress doors	Coordination	Approved	29-May-24	11-Jun-24	23-Jul-24	\$22,341.00	\$22,341.00
162	162	121R		134	Add end enclosures to sneeze guards	AHJ	Approved	03-Jun-24	12-Jun-24	23-Jul-24	\$10,373.00	\$10,373.00
		122			Brick support at level 2 balcony/roof	Coordination	Pending					
				130	Delay Claim Settlement	Delay Claim	Approved	04-Jun-24	04-Jun-24	06-Jun-24	\$317,200.00	\$317,200.00
148	149			131	Additional cubicle curtains Phase 2	Coordination	Approved	17-Apr-24	17-Apr-24	29-May-24	\$10,670.00	\$10,670.00
		123			Replace damaged trees by winter salt at highway	Site Condition	Cancelled	08-Jul-24	19-Jul-24			
168	168R	124		138	Crawling and dandrifications for pumps P6, P7, P20 & P21	Coordination	Approved	18-Jul-24	09-Aug-24	29-Aug-24	\$1,821.00	\$1,821.60
167	167			136	Revision to hardware on doors 10189, 10306, 1165	Coordination	Approved	22-Jul-24	22-Jul-24	29-Jul-24	\$1,056.00	\$1,056.00
169	169R	125		137	Revision to soffit detail at 1054 & 1075	Coordination	Approved	22-Jul-24	07-Aug-24	14-Aug-24	\$5,908.78	\$5,908.76
		126			Add hot water recirculation line to washers	Design Improvement	Cancelled	23-Jul-24		11-Sep-24	\$6,043.40	\$6,043.40
		127		140	Generator shore power circuit	Coordination	Approved	07-Aug-24	03-Sep-24	19-Sep-24	\$6,043.40	\$6,043.40
		128		141	Revision to 5th floor Dining Windows & exhaust duct	Coordination	Approved	13-Aug-24	09-Sep-24	19-Sep-24	\$20,700.61	\$20,700.61
		129		142	Rework roof drain above 5th floor balcony	Coordination	Approved	19-Aug-24	11-Sep-24	19-Sep-24	\$4,275.35	\$4,275.35
175	175R	130R		143	Revised - Insulation be-in at temporary wall to curtainwall	Coordination	Approved	19-Sep-24	24-Sep-24	03-Oct-24	\$5,417.50	\$5,417.50
171	171		135	139	Credit for revisions to PVI Valves from S1115	Cost Saving	Approved	18-Jul-24	15-Aug-24	29-Aug-24	(\$4,964.00)	(\$4,964.00)
		131			Revised - Gas detection in generator room #6011	Regulatory Change	Pending	06-Nov-24				
		132		144	Water room drywall revision	Coordination	Approved	15-Sep-24	29-Sep-24	04-Oct-24	\$1,045.44	\$1,045.44
				137	Clarification to handrail corners	Coordination	Approved	24-Jul-24				
				138	Composite Slab Crack remediation	Coordination	Approved	14-Sep-24				
				142	Ductwork revisions at Chapel 1027	Coordination	Approved	13-Sep-24				
				141	Revised - Location of Electrical Panel in Janitor rooms	Coordination	Approved	01-Oct-24				
				143	Revision to bulkheads at corridor 1032	Coordination	Approved	17-Sep-24				
		133		146	Revision to balcony ceiling panels at tapered beams	Owner Requested	Approved	21-Oct-24	22-Oct-24	29-Oct-24	\$0.00	\$0.00
		144R(2)			Revised (2) - Temporary link connection details	coordination	Approved	16-Oct-24				
		145		145	Clarification to boiler breaker feeds and temp link heaters	coordination	Approved	08-Oct-24				
		146		146	Revised rating at column 1214	coordination	Approved	08-Oct-24				
		147		145	Reframing and hardware revision relative to S1141R	coordination	Approved	22-Oct-24	15-Oct-24	21-Oct-24	\$1,364.66	\$1,364.66
		148		147	Clarification to typical windows drainage	coordination	Approved	22-Oct-24				
181	181	134		147	Add Handrails to link	Architect omission	Approved	20-Nov-24	20-Nov-24	20-Nov-24	\$5,268.77	\$5,268.77
		148			Clarification to shaft bottom closure location	coordination	Approved	30-Oct-24				
		149			Clarification to penthouse glycol tank wiring	coordination	Approved	06-Nov-24				
		150			Revision to fireplace hearth stone in S115	coordination	Approved	19-Nov-24				
		151			Cancelled: Miscellaneous Structural Clarifications	coordination	Approved	02-Apr-25				
180R		144R2		148	Temporary Link Connection details	coordination	Approved	15-Nov-24	02-Dec-24	10-Dec-24	\$10,226.30	\$10,226.30
		152			Revisions breakers and raceway at IT Room 6003	coordination	Approved	20-Nov-24				
		153		149	Gas detection controller in generator room 6011	coordination	Approved	02-Dec-24	02-Dec-24	10-Dec-24	\$3,942.40	\$3,942.40
		154			Austco Nurse Call alert info	coordination	Approved	09-Dec-24				
		155		152	Revised F11C location main floor phase 3	coordination	Approved	11-Dec-24				
		155			Modify alternating tread ladder construction in penthouse	coordination	Approved	12-Dec-24	30-Jan-25	07-Feb-25	\$5,830.00	\$5,830.00
		156		150	Revision to dryer surround opening dimensions	coordination	Approved	05-Jan-25				
		157		151	Add Handrails to link (2nd part)	coordination	Approved	17-Dec-25	15-Dec-25	20-Dec-25	\$4,548.50	\$4,548.50
		158			Temporary dadding at lounge bump-out to existing construction	coordination	Approved	06-Jan-25	30-Jan-25	13-Jan-25	\$12,562.00	\$12,562.00
		159			Revisions 2 Clarification to gypsum ceilings in stairwells	coordination	Approved	11-Mar-25				
		160			Clarification to balcony soffit heights	coordination	Approved	14-Jan-25				
		161		154	Provide cracked backstop insulation between ERV1 and MUA#2	Parcon	Approved	15-Jan-25	30-Jan-25	07-Feb-25	\$1,650.00	\$1,650.00
		162		155	Provide keypad locksets on Resident laundry room doors	Owner Requested	Approved	16-Jan-25	30-Jan-25	07-Feb-25	\$4,455.00	\$4,455.00
		163			Cancelled - Provide range hood in gathering space kitchen S116a	Owner Requested	Approved	11-Mar-25				
		164		153	Millwork revisions for site coordination issues	coordination	Approved	22-Jan-25	30-Jan-25	07-Feb-25	\$1,670.35	\$1,670.35
		165		159	Furn-out around FA panel in Med room 1070	coordination	Approved	30-Jan-25	11-Mar-25	25-Mar-25	\$1,247.07	\$1,247.07
		166			Revision to ceiling bulkheads in corridor 5082 and 5099	coordination	Approved	03-Mar-25				
		167			Revised - Ceiling height in corridor 5081	coordination	Approved	30-Jan-25				
		168		157	Modify stainless steel count 2078	coordination	Approved	10-Feb-25	05-Mar-25	13-Mar-25	\$0.00	\$0.00
		169			Revision to fireplace hearth stone in S115	coordination	Approved	12-Feb-25				
		170		160	Revised counter support at M60 under counter fridge	Owner Requested	Approved	12-Feb-25	11-Mar-25	25-Mar-25	\$2,694.91	\$2,694.91
193R1	143			165	Temporary Cladding of columns exposed to exterior in P1	coordination	Approved	12-Feb-25	08-Apr-25	15-Apr-25	\$10,561.13	\$10,561.13
		162			Revision to shower floor drains for sheet flooring	coordination	Approved	12-Feb-25				
194R1	144			158	Modify rated wall at Room S115 to suit piping	coordination	Approved	12-Feb-25				
		163			Revisions to door frame protection	coordination	Approved	25-Mar-25	25-Mar-25	25-Mar-25	\$4,923.41	\$4,923.41
		164			Revised 2: Relocate Shower room storage cabinets	coordination	Approved	24-Mar-25				
		165			Cancelled-Add LCD Austco annunciator displays for nurse call in P1	coordination	Approved	15-Apr-25				
		166			Clarifications on IT room 6003 panel terminations and rack equipment locations	coordination	Approved	25-Feb-25				
186	146			162	Horizontal cable management and access control data drop	coordination	Approved	24-Feb-25	01-Apr-25	01-Apr-25	\$4,105.20	\$4,105.20

Action
Resident Communication
Bed Application - Indigenous
FF&E Review
Ministry submissions
P1 Millwork deficiencies
P2 Project Schedule Review
Storage reviews - operationally
P2. Parking
Storage Area list
Art Fundraising
Art Work - RHA and P1
Wood at mill for purpose
Outdoor Space
HCR - Movers
IT
Furniture
Nurse Call
Medication Safety & Room Review
Nursing Station
Office Review
Activity Rooms planning
Clinical Staffing Plan
Door and Keypad Locks
Wayfinding
Miller waste process
Kitchen Planning
Trina's staffing plan
Storage Areas and supplies
Inventory Management Solution and Process
Medleds
Remar strips
Fire plan

Sub Actions
Updating website
still reviewing the Indigenous unit funding
monthly review as P2 commences; Inventory List Review for P2
monthly progress reports, draws, ministry financials and insurances - submissions monthly completed - there are some warranty issues and planning for April to be completed
bi-weekly
review if more shelving is required; inventory review
Shelving is being installed and reviewed for P2
ideas have been noted and small WG; including Creative Industries - WG to assemble soon to allow for art in the Artwork underway and will provide updates as artist submits
to purchase furniture in the spring that was not purchased in November
to be reviewed 6 months prior to move
no action at this time - any additions for P2 - FF&E will be added
AV reviews for P2 to be confirmed April
all itemized and pre-selected and ready for order
Austco and Percon and Clinical to do a post move review of any changes to be added to P2
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Due Date
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May
Summer 2027
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Spring
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Board of Management Meeting

April 29, 2026

CLINICAL SERVICES – Mel Cross, RN, Director of Care

Ministry Inspection & Compliance

During March, Cassellholme received two compliance orders: one related to skin and wound care, and the second related to medication management processes. Action plans have been developed for both orders, and implementation is underway. The skin and wound care compliance order is due April 27, 2026, and the medication management compliance order is due May 1, 2026.

Education in support of both orders is being actively rolled out. Our Clinical Educator is providing in-person education sessions to frontline staff, supported by required Safety 24/7 learning modules that staff must review and sign off. In addition to education, audits and knowledge checks are being completed to validate staff understanding and adherence to Cassellholme policy and procedure. This work is intended not only to achieve compliance within the required timelines, but also to strengthen clinical practice consistency and accountability.

In positive follow-up to the prior bathing compliance order, the home was found to be in compliance upon re-inspection. Bathing outcomes continue to demonstrate gradual improvement. Between February 14–27, 2026, there were 915 scheduled baths, with 85% completed, 13% refused, and 2% missed. For the full month of March 2026, there were 1,801 scheduled baths, with 90% completed, 9% refused, and 1% missed. Units continue to be audited throughout the week to support sustained compliance and ongoing improvement.

Critical Incident Overview

A total of 10 critical incidents were reported in March, representing approximately 4 incidents per 100 residents. Of these, 6 involved alleged abuse, including 2 staff-to-resident incidents and 4 resident-to-resident incidents. There was also 1 missing resident/Code Yellow, with the resident returning without injury, and 1 written complaint associated with one of the alleged abuse incidents.

The overall incident profile continues to reinforce concerns already identified in previous months, particularly regarding evening risk. Sixty percent of March critical incidents occurred during evening hours, supporting the decision to strengthen after-hours leadership presence. Our After Hours Manager is settling in well and is already helping to support accountability, responsiveness, and positive change during high-risk periods.

From a risk perspective, the concentration of incidents in abuse-related categories and during evening hours continues to require close attention. Leadership oversight, staff accountability, and continued coaching remain essential to mitigating recurrence and strengthening resident safety.

Compassionate care for life's journey.

Staffing & Workforce Stability

The home continues to make meaningful progress in stabilizing its registered staffing complement. We are successfully working toward reducing reliance on agency staffing, which has placed financial strain on the organization due to higher associated costs. Based on current recruitment and staffing stabilization efforts, it is projected that agency usage will be reduced by approximately 50% by the end of April.

This is an important operational and financial milestone. Greater stability within our own workforce supports continuity of care, improves team cohesion and accountability, and reduces the variability that can come with external staffing reliance. Continued monitoring will be important to ensure these gains are sustained.

Recent leadership adjustments are also contributing positively to home operations. Both our new Unit Manager and After Hours Manager are settling into their roles well and are already making valuable improvements in staff oversight, support, accountability and overall operational consistency.

Quality Improvement and Operational Effectiveness

In March, we continued to strengthen quality oversight through focused auditing and process review.

Documentation practices among frontline staff were audited to ensure resident care needs are being accurately captured and appropriately reflected in CMI. Our March documentation audit demonstrated an overall 97% documentation completion rate in Point of Care by PSWs. This is a strong result and supports both quality of care and accurate representation of resident acuity.

We have also refined and streamlined the ordering process for clinical services, which is already helping to reduce waste and improve efficiency.

In response to the wound care compliance order, the home has begun enhanced auditing of wound care completion and is actively reviewing and revising related policies, procedures, and directives. This work is intended to identify practice gaps, improve consistency, and support more efficient and appropriate use of wound care products and supplies.

Compassionate care for life's journey.

STAFFING/STUDENTS – Tiffany Chapman, HR Coordinator

New Hires/Terminations March 2026

- ❖ **31 New Hires:** 19 PSWs, 5 RPNs, 3 RNs, 3 FSWs, 1 Unit Manager
 - 1 Agency RPN
- ❖ **4 Terminations/Resignations:** 2 PSWs, 1 FSW, 1 Activity Assistant
- ❖ **Vacancies as of April 23, 2026**
- ❖ PSW Vacancies: 0
- ❖ RPN Vacancies: 6 permanent part-time
- ❖ RN Vacancies: 0
- ❖ Dietary Vacancies: 2 permanent part-time
- ❖ Housekeeping Vacancies: 0
- ❖ Activities Vacancies: 1 permanent part-time
- ❖ CSS Vacancies: 1 permanent part-time

Students as of March 2026

- ❖ Near North District School Board PSW Living Classroom (17 Students)
- ❖ Canadore RPN Student Preceptorship (3 students)

BEHAVIOURAL SUPPORT TRANSITION UNIT (BSTU) – Jillian Marchand, Unit Manager

- ❖ The BSTU was officially opened on Monday April 20, 2026
- ❖ 7 residents from Cassellholme were identified as potential residents who would benefit from the BSTU. Applications were completed with the residents POA and submitted to OntarioHealth@Home
- ❖ 7 residents will be transferred to the unit and staff are actively completing admissions over the next few weeks
- ❖ Changes and updates to physical appearance continue to be made.
- ❖ Working with the BSO Provincial Coordinating Office, metrics are collected and submitted on a quarterly basis. This data provides valuable, in-depth insight into the current state of BSUs across Ontario. It's instrumental in establishing a baseline understanding of key trends and in distinguishing areas of common practice from areas of variation across BSUs

HOUSEKEEPING & NUTRITION & FOOD SERVICES – Trina Milne, Manager

- ❖ NFS- Meal Suite full implementation April 24, 2026 going paperless. All NFS staff have been trained (exception 1 new hire, 1 returning to department). Trained Unit Managers and they will train their PSW's by May 11, 2026. PSW's will be using the iPad to take meal orders.
- ❖ Met with resident Council April 21, 2026- discussed new Spring/Summer Menu. Will have a Food Committee meeting next week to approve the menu.
- ❖ Housekeeping Laundry- fully staffed all lines.
- ❖ NFS – fully staffed all lines.
- ❖ New washer to be installed April 2026.

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MAINTENANCE – Dan Cote, Manager

- ❖ Roof repairs to the older building are currently in progress, including patching and remediation of water-damaged areas.
- ❖ The maintenance team is undergoing training on the BAS system and is continuing to familiarize themselves with the new building systems.
- ❖ Coordination is ongoing with the contractor for the replacement of the washing machine in the main laundry area.

SPIRITUAL CARE/VOLUNTEER/ACTIVITY LEAD – Tracy Davis, Spiritual and Wellness Coordinator

- ❖ **Volunteers:** Volunteer engagement continues to be a meaningful part of life within the home. Volunteers are actively supporting residents through companionship, programming, and presence. Their contributions remain essential in enhancing quality of life and fostering connection. We are also looking ahead to Volunteer Appreciation, which is currently being planned. This will be an opportunity to formally recognize and celebrate the time, care, and dedication our volunteers bring to the home.
- ❖ **Students (High School Co-op & Recreation Therapy):** We have welcomed both high school co-op students and recreation therapy students into the home over the past few months and now are actively completing their mid and final semester evaluations. These learners are gaining valuable hands-on experience while contributing positively to resident engagement and programming.
- ❖ **Palliative and End-of-Life Care:** Over the past month, we have seen several deaths within the home. While each loss is significant, there are encouraging indicators that our palliative approach is strengthening.
 - Early markers of improvement include:
 - Increased staff awareness and engagement in palliative approaches
 - More timely identification of residents who may benefit from a palliative focus
 - Enhanced communication among team members
 - Positive informal feedback from staff regarding support and understanding
 Work is ongoing in collaboration with Kaitlyn Wilkinson to ensure appropriate and consistent education is available to staff. This includes building knowledge, confidence, and clarity around end-of-life care practices.
- ❖ **Pen Pal Program:** We are excited to introduce a new pen pal program for residents in partnership with the Near North Palliative Care Network. This initiative is designed to foster connection, reduce isolation, and provide meaningful engagement for residents through written correspondence.

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- ❖ **Resident & Family Council Updates:** Resident Council has established a small executive group, demonstrating increased ownership and leadership among residents. They have also expressed interest in incorporating educational topics into their monthly meetings, which we have begun to support and implement.
- ❖ **Family Council:** Family Council continues to meet regularly. In my role as staff liaison, I provide updates, respond to questions, and encourage members to consider how they can be a supportive and engaged presence within the home community.

INFECTION CONTROL – Hannah Bryant, RN, Manager of IPAC

New Information:

Universal masking was lifted the first week of April. New sick call monitoring is going well (able to identify patterns more efficiently).

Audits:

Hand hygiene audits of staff and visitors continue, resident hand hygiene audits continue, PPE audits and IPAC self-assessment audits continue.

Outbreaks:

- ❖ No outbreaks declared in January or February.
- ❖ Enteric outbreak March 22-27th – affected 5 residents and 1 staff. Likely food related due to a causative agent identified for one resident – Clostridium Perfringens Enterotoxin (type of bacteria caused by food poisoning). No food item was positively identified as the source. Health Unit Inspection completed April 1st related to kitchen/food preparation (1 violation of not having food safe disinfectant bottle in the Fir servery – corrected during the inspection. 1 recommendation to have the dish washer on Fir serviced to ensure temperature accuracy – serviced and no issues identified).

Immunization

- ❖ The collection of staff Measles immunization is ongoing.
- ❖ Immunizations for residents continue as required.

IPAC Construction Audits

Recent audits –On-going inspection to ensure IPAC preventative measures are being followed for the demolition phase/repairs. Still attending bi-weekly construction meetings.

ACTIVITY DEPARTMENT – Mandy Gilchrist, Activities Manager

HEALTH AND SAFETY – Julie Pilkey, Manager of Occupational Health, Safety, and Wellness

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COMMUNITY SUPPORT SERVICES (CSS) – Cheryl Hamilton, Manager of CSS

- ❖ CSS is quite stable at this time. We are fully staffed with one PSW on an extended leave and one PSW who is going to be leaving on Maternity Leave in 2 weeks (in process of recruiting her replacement).
- ❖ We are increasing our Assisted Living numbers bit by bit as staffing allows. We are up to 43 clients at present in Assisted Living, 186 Homemaking clients, 26 Respite clients, 3 supportive Housing clients.
- ❖ The collective decision was recently made to increase access to our Lawn Maintenance program so that has increased from 8 clients to 16 clients. We are hoping to extend this to our snow clients as well depending on expense etc. Our transportation van is well-utilized for Cassellholme resident appointments and outings as well as group social outings within area seniors apartments (particularly Castle Arms).
- ❖ We now have the Noble Stead catering our Diner's Club lunches every Thursday at Castle Arms 2 for all Castle Arms tenants. It is usually well-attended with 15 – 20 participants.
- ❖ Day program has worked short a fair bit from my understanding but is seeing increased client numbers as well. Mandy is working on staffing in that program. All in all, CSS is functioning well.

