

# CASSELLHOLME

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*Compassionate care for life's journey.*

Municipal Presentation - Calvin  
October 29<sup>th</sup>, 2024

# Who We Are



**Angie Punnett**  
Administrator



**Dave Smits, P.Eng.**  
Director, Capital Projects  
& Facilities



**William Brooks, CPA**  
Chief Financial Officer

# Our Services

# Our Mission, Vision, and Values



Our **mission** is to provide compassionate, quality care throughout life's journey.

Our **vision** is to enhance the lives of the people we serve.

# Our Funding Partners

Ontario 



Papineau-Cameron





# Long Term Care



**240 Long Term Care (LTC) Beds**



**Waitlist - 315 people**



**Admission Permanent Placements 2023 -  
77**



# Community Support Services

**Community Support Services is a division of Cassellholme, funded through the Province to provide services to seniors in North Bay and surrounding area.**

Department	Active Clients	Wait Listed Clients
Assisted Living	32	14
Supportive Housing	3	0
Caregiver Respite	22	50
Homemaking	188	609
400 Club	23	63
Meals on Wheels (Mattawa)	27	0
Transportation	37	2
Lawn Maintenance	8	39
Snow Removal	8	41
Diner's Club	24	0
<b>Total</b>	<b>372</b>	<b>818</b>

# Human Resources

Position	Full Time	Part time	Casual	Student	Total
Personal Support Workers	81	82	14	27	204
Registered Practical Nurses	26	13	9	-	48
Registered Nurses	7	4	2	-	13
Food Service Workers	13	22	-	4	39
Housekeeping & Laundry	14	13	3	-	30
Maintenance	3	-	-	-	3
Activities	1	9	3	-	13
CSS Homemakers	-	7	-	-	7
CSS PSWs	-	19	-	-	19
Administrative	40	4	-	-	44
<b>Total</b>	<b>185</b>	<b>173</b>	<b>31</b>	<b>31</b>	<b>420</b>



# Legislative Compliance & Funding Overview Impacting 2024

# Fixing Long Term Care Act, 2021

- **Legislation that establishes framework and regulates all LTC homes in Ontario**
- **Regulates things such as:**
  - **Resident Bill of Rights**
  - **Duty to protect from abuse and neglect**
  - **Staffing ratios**
  - **Admission processes**
  - **Staff education requirements**

# Accountability



**Proactive Inspections**



**Critical Incident Reporting**



**Complaints/Whistleblower Protection**



# Quality Improvement



## Continuous Quality Improvement Plan

- Health Quality Ontario Annual Reporting
- AdvantAge Ontario



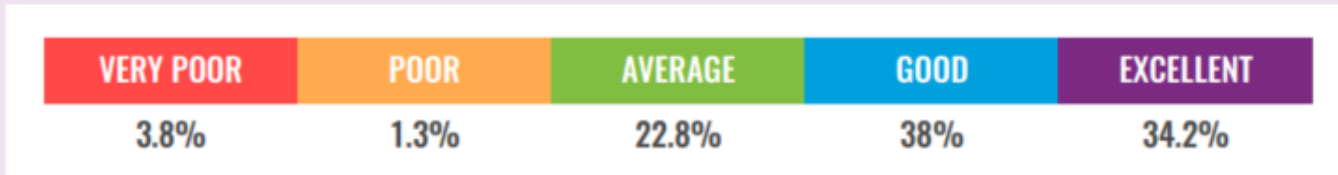
## Satisfaction Survey & Complaint Review



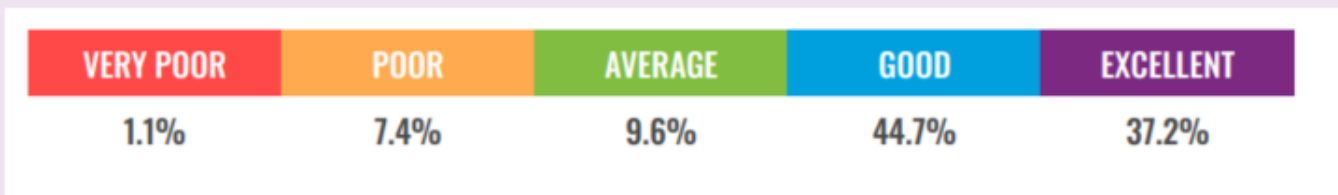
# Resident Satisfaction

## Overall Satisfaction

2023



2022



## Would you recommend Casselholme?

2023



2022



# Funding Overview

Funding Source	2024 Operating Budget
Provincial Funding - MOLTC	\$ 22,181,654
Basic Revenue - Residents	4,365,564
Preferred & Other Revenue	873,919
Municipal Levy *	3,343,402
<b>Total Budgeted Revenue</b>	<b>30,764,539</b>

\* 0% Levy Increase in 2022, 2023, & 2024



# Redevelopment

# Project Update - Key Points



**1. Project Highlights**



**2. Construction Progress Update**



**3. Schedule Update**

# Project Highlights

- **264 Long Term Care beds**
- **60% of beds are Private or Semi-Private vs. 20% today**
- **Approx. 222,000 sq. ft. vs. 120,000 sq. ft. today**
- **2 x 12 bed secure Resident Home Areas (RHA) on first floor with secure outdoor spaces**
- **1 x 16 bed RHA being developed through a partnership with Nipissing First Nation**
- **Auditorium and Day Program spaces included**

# Construction Progress

- **Phase 00 (Project start-up & Link Demolition) - Work Complete**
- **Phase 1-A (New Parking Lot and New Main Entrance) - Work Complete**
- **Phase 1-B (136 Beds):**
  - **Exterior cladding work is in progress, including masonry and metal cladding.**
  - **Interior framing work on all floors is largely complete. Small areas remain to be framed and are being coordinated with other trades.**
  - **Interior boarding is ongoing on Levels 2, 3 & 4.**
  - **Elevator installation is ongoing.**
  - **Mechanical and electrical above ceiling rough-ins are ongoing, as well as wall rough-ins.**
  - **All roofing work is complete, except for the balconies and low roof along the west elevation.**
  - **Concrete slab floor crack repair work is being coordinated with consultants. Once the scope of work and cost is confirmed, repair work will be scheduled.**
  - **Link construction is in progress.**
  - **Permanent power complete.**



# Construction Progress



May 2023



Feb 2024



# Construction Progress



October 8<sup>th</sup>, 2024

## YOUR NEW CASSELLHOLME

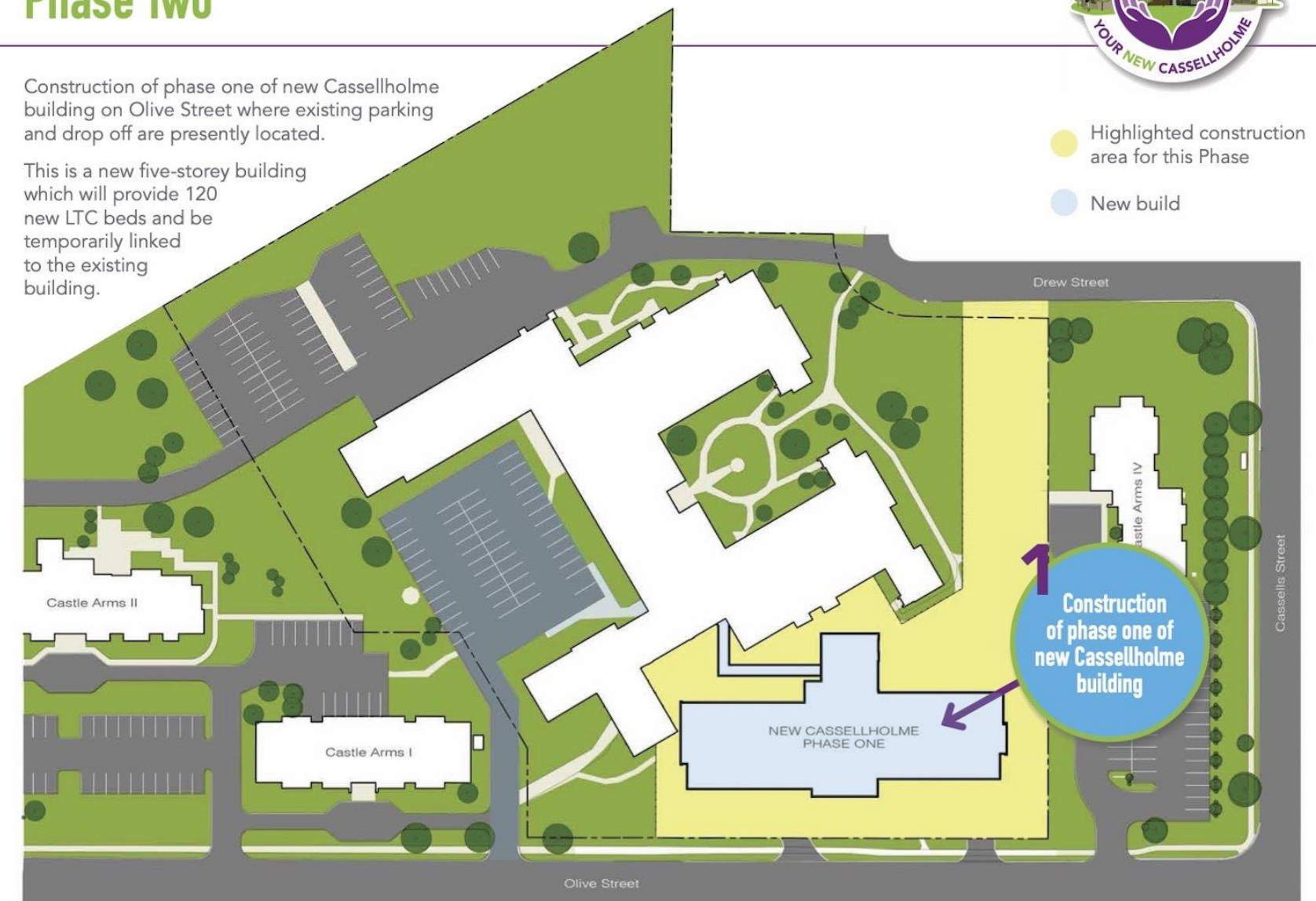
### Phase Two

Construction of phase one of new Cassellholme building on Olive Street where existing parking and drop off are presently located.

This is a new five-storey building which will provide 120 new LTC beds and be temporarily linked to the existing building.



- Highlighted construction area for this Phase
- New build





# Construction Progress



Render – Final Design (plus 1 floor)

## YOUR NEW CASSELLHOLME

### Phase Five

The balance of residents moved into the new fully completed Cassellholme building, with the remainder of the existing building being demolished, except the north wing which will be retained and made whole, ready for future uses.



- Highlighted construction area for this Phase
- New build



# Project Schedule Update

Milestone	Key Date
Construction Start	Mar 2022
Phase One Occupancy (50% of beds)	Apr 2025
Phase Two Occupancy (100% of beds)	Dec 2026 - TBD
Final Completion	Dec 2027 - TBD

- **Key project schedule challenges include:**
  - **COVID-19 supply chain challenges**
  - **Existing foundations uncovered during excavation**
  - **Site coordination & sub-contractor challenges**

# Project Financing - Key Points



**1. Project Budget Update**



**2. Interest Rate Impacts**



**3. Provincial Funding Impacts**



**4. Forecast Levy**

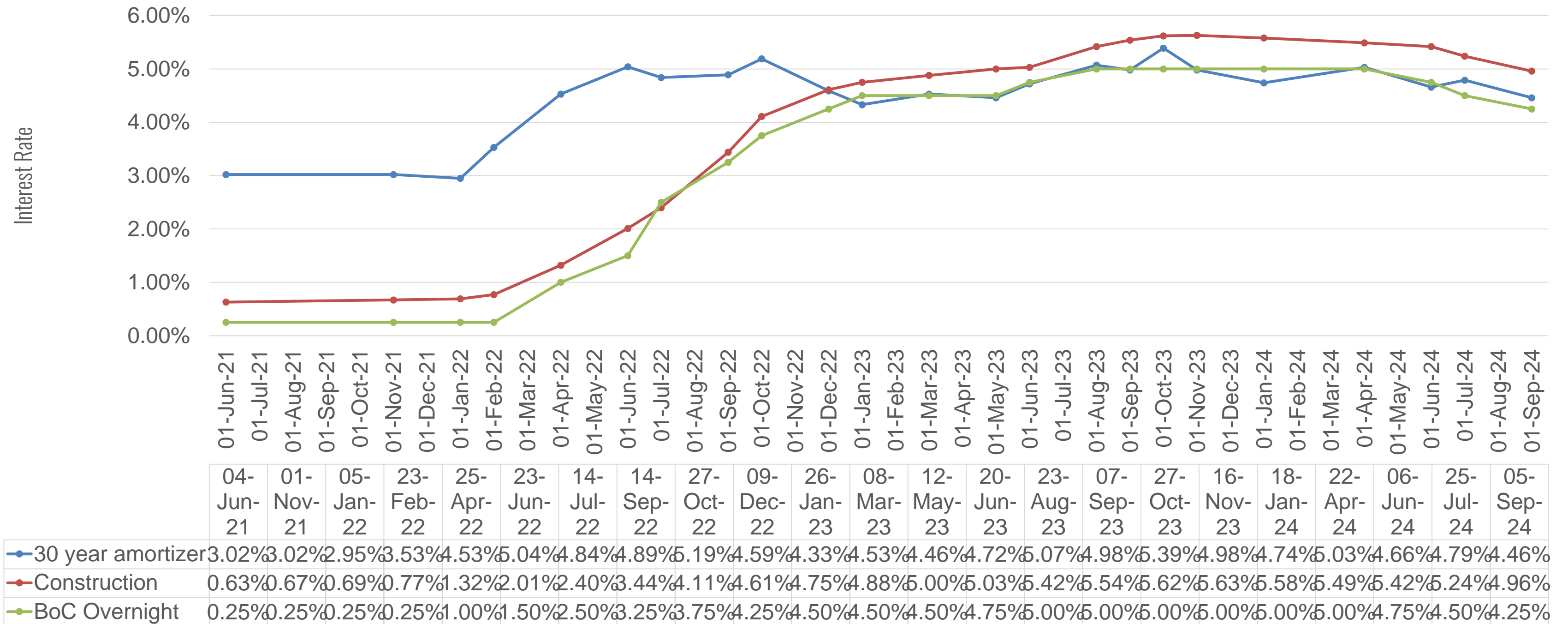
# 1. Construction Budget Update

YTD to July 31 <sup>st</sup> , 2024	Board Approved Budget	Total Spent to date	Budget Remaining	% Spent
A - Land	0	0	0	0%
B - Hard Costs	101,587,646	37,876,966	63,710,680	37%
C - Architects and Engineers	5,293,090	4,444,259	848,832	84%
D - Other Design Consultants Costs	786,929	547,952	238,977	70%
E - Fees & Permits	31,235	31,235	0	100%
F - Project Management & Other Prof. Services	1,798,833	1,453,813	345,020	81%
G - Financing & Construction Interest	2,850,041	2,539,558	310,483	89%
H - Taxes	1,914,397	1,430,251	484,146	75%
I - Contingency	4,721,632	1,293,335	3,428,297	27%
J - FF&E	2,965,586	516,204	2,449,382	17%
<b>Grand Total</b>	<b>121,949,389</b>	<b>50,133,572</b>	<b>71,815,817</b>	<b>41%</b>



# 2. Interest Rate Impacts

30 Year Amortizer and Construction Interest Rates - 10 June 2021 to September 2024



# 2. Interest Impact - 2021 vs. 2024 rates

Est. Shortfall by Municipality - 2024 IO Rates	2024	2025	2026	2027	2028 +
North Bay	1,041,808	1,878,839	2,846,596	3,634,201	3,695,989
East Ferris	101,313	182,713	276,825	353,418	359,427
South Algonquin	43,485	78,423	118,818	151,693	154,272
Bonfield	42,319	76,320	115,632	147,625	150,135
Papineau/Cameron	22,609	40,773	61,775	78,867	80,208
Chisholm	21,402	38,597	58,478	74,658	75,927
Calvin	19,547	35,253	53,411	68,188	69,348
Mattawa	17,721	31,958	48,419	61,816	62,867
Mattawan	4,355	7,855	11,900	15,193	15,451
<b>Total</b>	<b>1,314,560</b>	<b>2,370,732</b>	<b>3,591,853</b>	<b>4,585,659</b>	<b>4,663,623</b>

Est. Shortfall by Municipality - 2021 IO Rates	2024	2025	2026	2027	2028 +
North Bay	-	-	-	1,407,065	2,814,130
East Ferris	-	-	-	136,834	273,668
South Algonquin	-	-	-	58,731	117,463
Bonfield	-	-	-	57,156	114,313
Papineau/Cameron	-	-	-	30,535	61,070
Chisholm	-	-	-	28,905	57,811
Calvin	-	-	-	26,401	52,801
Mattawa	-	-	-	23,934	47,867
Mattawan	-	-	-	5,882	11,765
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,775,444</b>	<b>3,550,888</b>



# 3. Provincial Funding Impacts

- **Project Funding is based on the Ministry's 2020 LTC Capital Development Policy**
- **For Casselholme, this equates to:**
  - **\$6.6M in capital grants on substantial completion**
  - **\$2.2M in annual funding for 25 years**
- **In late 2022, MOLTC announced a "CFS Top-Up" per diem of \$35/bed/day equating to \$3M annually for 25 years**
- **Casselholme is ineligible based on approval date - next slide shows the potential impact of that funding**

# 3. Provincial Funding Impacts

<b>Est. Shortfall by Municipality - 2020 CFS Subsidy Only</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028 +</b>
North Bay	1,041,808	1,878,839	2,846,596	3,634,201	3,695,989
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<b>Est. Shortfall by Municipality - 2020 CFS Subsidy &amp; Top Up \$35/bed/day</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028 +</b>
North Bay	1,044,567	487,473	1,461,984	1,607,095	1,021,324
East Ferris	101,582	47,406	142,175	156,286	99,321
South Algonquin	43,601	20,347	61,024	67,081	42,630
Bonfield	42,431	19,802	59,387	65,282	41,487
Papineau/Cameron	22,668	10,579	31,727	34,876	22,164
Chisholm	21,459	10,014	30,034	33,015	20,981
Calvin	19,599	9,146	27,431	30,154	19,163
Mattawa	17,768	8,292	24,868	27,336	17,372
Mattawan	4,367	2,038	6,112	6,719	4,270
<b>Total</b>	<b>1,318,041</b>	<b>615,097</b>	<b>1,844,741</b>	<b>2,027,844</b>	<b>1,288,713</b>

# 4. Forecast Capital Levy

Year	2025	2026	2027	2028	Term Loan (Year 1 - 25)	Term Loan (Year 26 - 30)
<b>Calvin</b>	38,787	38,965	68,668	71,389	72,130	105,008

## Notes

- Does not include regular operating levy – 2025 budget target = 0% to CPI increase over 2024
- Subject to change based on actual interest rates, construction budget and schedule, provincial funding
- Does not include any levy for debt service coverage reserves. If required, would equal approximately 25% of 2028 amount additional

# Q&A Session

**CASSELLHOLME**

*Compassionate care for life's journey.*