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A meeting of the Board of Health for the North Bay Parry Sound District Health Unit was held on Wednesday, February 26, 2025, via teleconference. The meeting was open to the public and live streaming of the proceedings was provided for the media and public through a link on the Health Unit's website.

PRESENT:

Nipissing District:

Central Appointee	Sara Inch
Central Appointee	Maurice Switzer
Central Appointee	Dave Wolfe
Eastern Appointee	Rick Champagne (<i>Chairperson</i>)
Western Appointee – Nipissing District	Jamie Restoule

Parry Sound District:

Northeastern Appointee	Blair Flowers
Public Appointees:	Tim Sheppard
	Catherine Still

REGRETS:

Central Appointee	Karen Cook
Central Appointee	Jamie Lowery (<i>Vice-Chairperson</i>)
Southeastern Appointee	Marianne Stickland
Western Appointee	Jamie McGarvey

ALSO IN ATTENDANCE:

Medical Officer of Health/Executive Officer	Dr. Carol Zimbalatti
Executive Assistant, Executive Director's Office	Christine Neily

Recorder

Executive Assistant, Office of the Medical Officer of Health	Ashley Lecappelain
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1.0 CALL TO ORDER

The Board of Health members joined the meeting in person from the Nipissing Room at 345 Oak Street West, North Bay, Ontario, and virtually via Teams video conference.

Rick Champagne, Board of Health Chairperson called the Board of Health meeting to order at 5:36 p.m.

2.0 APPROVAL OF AGENDA

The agenda for the February 26, 2025, Board of Health meeting was reviewed, and the following motion was read:

Board of Health Resolution #BOH/2025/02/01 *Sheppard/Inch

Be It Resolved, that the Board of Health Agenda, dated February 26, 2025, be approved.

The recorded vote was as follows:

RECORDED VOTE FOR CIRCULATION: Yes / No (Please circle one)

Name:	For:	Against:	Abstain:	Name:	For:	Against:	Abstain:
Rick Champagne	X			Jamie Restoule	X		
Karen Cook	R			Tim Sheppard	X		
Blair Flowers	X			Marianne Stickland	R		
Sara Inch	X			Catherine Still	X		
Jamie Lowery	A			Maurice Switzer	X		
Jamie McGarvey	R			Dave Wolfe	X		

"Carried"

3.0 CONFLICT OF INTEREST DECLARATION

There were no conflicts of interest declared.

4.0 APPROVAL OF PREVIOUS MINUTES

4.1 Board of Health Minutes – January 22, 2025

The minutes from the Board of Health meeting held on January 22, 2025, were reviewed and the following motion was read:

Board of Health Resolution #BOH/2025/02/02 *Wolfe/Restoule

Be It Resolved, that the minutes from the Board of Health meeting held on January 22, 2025, be approved as presented.

The recorded vote was as follows:

RECORDED VOTE FOR CIRCULATION: Yes / No (Please circle one)

Name:	For:	Against:	Abstain:	Name:	For:	Against:	Abstain:
Rick Champagne	X			Jamie Restoule	X		
Karen Cook	R			Tim Sheppard	X		

Blair Flowers	X	Marianne Stickland	R
Sara Inch	X	Catherine Still	X
Jamie Lowery	A	Maurice Switzer	X
Jamie McGarvey	R	Dave Wolfe	X

"Carried"

5.0 DATE OF THE NEXT MEETING

Date: April 23, 2025

Time: to be determined

Place: to be determined

6.0 BUSINESS ARISING

There was no discussion under Business Arising.

7.0 REPORT OF MEDICAL OFFICER OF HEALTH

The Report of the Medical Officer of Health dated February 26, 2025, was presented to the Board of Health for information purposes.

Questions and comments were received and addressed.

8.0 BOARD COMMITTEE REPORTS

8.1 Finance and Property Committee

A Finance and Property Committee meeting was held prior to the Board of Health meeting. The following motion was read:

Board of Health Resolution #BOH/2025/02/03 *Wolfe/Inch

***Whereas,** the Health Unit has received one-time funding for the Infection Prevention and Control Hub (IPAC Hub) for congregate settings since 2020, and*

***Whereas,** the Ministry of Health, issued a transfer payment agreement on November 27, 2024, outlining program requirements and base and one-time funding for at least the next five years, and*

***Whereas,** this additional funding was not included in the Operation Plan and Financial Budget Proposal approved by the Board of Health on December 4, 2024.*

***Therefore Be It Resolved,** on the recommendation of the Finance and Property Committee that the Board of Health for the North Bay Parry Sound District Health Unit approves the IPAC Hub budgets for 2024-25 and 2025-26 in the amounts of \$479,094 and \$498,442, respectively.*

The recorded vote was as follows:

RECORDED VOTE FOR CIRCULATION: Yes / No (Please circle one)

Name:	For:	Against:	Abstain:	Name:	For:	Against:	Abstain:
Rick Champagne	X			Jamie Restoule	X		
Karen Cook	R			Tim Sheppard	X		
Blair Flowers	X			Marianne Stickland	R		
Sara Inch	X			Catherine Still	X		
Jamie Lowery	A			Maurice Switzer	X		
Jamie McGarvey	R			Dave Wolfe	X		

"Carried"

9.0 CORRESPONDENCE

Board of Health correspondence listed for the February 26, 2025, meeting is made available for review by Board members in the Board of Health online portal.

10.0 NEW BUSINESS

10.1 Association of Local Public Health Agencies (ALPHA) 2025 Winter Symposium Summary

A written summary of the course of events from the February 12-14, 2025, ALPHA Winter Symposium was provided in the package, along with verbal update by Dr. Zimbalatti.

16.0 IN CAMERA

There was no in camera session.

17.0 ADJOURNMENT

Having no further business, Rick Champagne the Board of Health Chairperson adjourned the Board of Health meeting at 6:08 p.m.

Original Signed by Rick Champagne	2025/04/23
Chairperson/Vice-Chairperson	Date (yyyy/mm/dd)
Original Signed by Ashley Lecapellain	2025/04/23
Ashley Lecapellain, Recorder	Date (yyyy/mm/dd)

**NORTH BAY PARRY SOUND DISTRICT HEALTH UNIT
FINANCE AND PROPERTY COMMITTEE OF THE BOARD OF HEALTH
MINUTES – FINANCE AND PROPERTY COMMITTEE, February 26, 2025
345 Oak Street West, Nipissing Room, North Bay, Ontario**

PRESENT:

Nipissing District:

Central Appointee
Central Appointee
Central Appointee
Eastern Appointee
Western Appointee – Nipissing District

Sara Inch
Maurice Switzer
Dave Wolfe (Chairperson)
Rick Champagne
Jamie Restoule

Parry Sound District:

Northeastern Appointee

Public Appointees:

Blair Flowers
Tim Sheppard (Vice-Chairperson)
Catherine Still

REGRETS:

Central Appointee
Central Appointee
Southeastern Appointee
Western Appointee

Karen Cook
Jamie Lowery
Marianne Stickland
Jamie McGarvey

ALSO IN ATTENDANCE:

Medical Officer of Health/Executive Officer
Executive Director, Finance
Executive Assistant, Executive Director's Office

Dr. Carol Zimbalatti
Isabel Churcher
Christine Neily

Recorder

Executive Assistant, Office of the Medical Officer of Health Ashley Lecappelain

1.0 CALL TO ORDER

The Finance and Property Committee members joined the meeting in person from the Nipissing Room at 345 Oak Street West, North Bay, Ontario, and virtually via Teams video conference.

Dr. Zimbalatti, called the Finance and Property Committee meeting to order at 5:00 p.m.

2.0 LAND ACKNOWLEDGEMENT

The land acknowledgement was provided by Tim Sheppard.

3.0 ELECTIONS

Nominations for the Chairperson and Vice-Chairperson positions were conducted electronically prior to the start of the Finance and Property Committee meeting.

3.1 Election of Chairperson

Dr. Zimbalatti opened the floor for further nominations.

Having no further nominations, the following motion was read:

Finance and Property Recommendation #FP/2025/02/01 *Champagne/Restoule

Be It Resolved, that Dave Wolfe be elected Chairperson of the Finance and Property Committee for the year 2025.

The recorded vote was as follows:

RECORDED VOTE FOR CIRCULATION: Yes / No (Please circle one)

Name:	For:	Against:	Abstain:	Name:	For:	Against:	Abstain:
Rick Champagne	X			Jamie Restoule	X		
Karen Cook	R			Tim Sheppard	X		
Blair Flowers	X			Marianne Stickland	R		
Sara Inch	X			Catherine Still	X		
Jamie Lowery	A			Maurice Switzer	X		
Jamie McGarvey	R			Dave Wolfe	X		

"Carried"

3.2 Election of Vice-Chairperson

Dave Wolfe assumed the role of Chairperson and opened the floor for further nominations for Vice-Chairperson.

Having no further nominations, the following motion was read:

Finance and Property Recommendation #FP/2025/02/02 *Still/Switzer

Be It Resolved, that Tim Sheppard be elected Vice-Chairperson of the Finance and Property Committee for the year 2025.

The recorded vote was as follows:

Name:	For:	Against:	Abstain:	Name:	For:	Against:	Abstain:
Rick Champagne	X			Jamie Restoule	X		
Karen Cook	R			Tim Sheppard	X		
Blair Flowers	X			Marianne Stickland	R		
Sara Inch	X			Catherine Still	X		
Jamie Lowery	A			Maurice Switzer	X		
Jamie McGarvey	R			Dave Wolfe	X		

"Carried"

4.0 APPROVAL OF AGENDA

The agenda for February 26, 2025, Finance and Property Committee meeting was reviewed, and the following motion was read:

Finance and Property Recommendation #FP/2025/02/03 *Sheppard/Champagne

Be It Resolved, that the Finance and Property Committee agenda dated February 26, 2025 be approved.

The recorded vote was as follows:

RECORDED VOTE FOR CIRCULATION: Yes / No (Please circle one)

Name:	For:	Against:	Abstain:	Name:	For:	Against:	Abstain:
Rick Champagne	X			Jamie Restoule	X		
Karen Cook	R			Tim Sheppard	X		
Blair Flowers	X			Marianne Stickland	R		
Sara Inch	X			Catherine Still	X		
Jamie Lowery	A			Maurice Switzer	X		
Jamie McGarvey	R			Dave Wolfe	X		

"Carried"

5.0 CONFLICT OF INTEREST DECLARATION

There were no conflicts of interest declared.

6.0 PRESENTATION: AUDIT PLANNING REPORT

Derek D'Angelo from KPMG LLP joined the meeting to provide a presentation to Finance and Property Committee members related to the upcoming audit for the year 2025.

Areas covered in the audit planning presentation included audit quality, scope of the audit, which includes significant risks, rebuttable significant risks, required communications, expanding the use of audit technology, and future pronouncements. Other areas highlighted were the audit plan, audit risks, key milestones and deliverables, newly effective auditing standards, insights to enhance operations, and audit assurance insights.

Questions were addressed following the presentation.

Derek D'Angelo was thanked for the presentation and signed out of the meeting at 5:28 p.m.

7.0 APPROVAL OF PREVIOUS MINUTES

7.1 Finance and Property committee Minutes – December 4, 2024

The minutes from the Finance and Property Committee meeting held on December 4, 2024, were reviewed and the following motion was read:

Finance and Property Recommendation #FP/2025/02/04 *Sheppard/Restoule

***Be It Resolved**, that the minutes from the Finance and Property Committee meeting held on December 4, 2024, be approved as presented.*

The recorded vote was as follows:

RECORDED VOTE FOR CIRCULATION: Yes / No (Please circle one)

Name:	For:	Against:	Abstain:	Name:	For:	Against:	Abstain:
Rick Champagne	X			Jamie Restoule	X		
Karen Cook	R			Tim Sheppard	X		
Blair Flowers	X			Marianne Stickland	R		
Sara Inch	X			Catherine Still	X		
Jamie Lowery	A			Maurice Switzer			X
Jamie McGarvey	R			Dave Wolfe	X		

"Carried"

8.0 DATE OF NEXT MEETING

Date: April 23, 2025

Time: To be determined

Location: To be determined

9.0 BUSINESS ARISING

There was nothing brought forward under Business Arising.

10.0 NEW BUSINESS

10.1 IPAC Hub 2024-2025 and 2025-2026 Budgets

The IPAC Hub 2024-2025 and 2025-2026 Budgets briefing note was reviewed.

The following motion was read:

Finance and Property Recommendation #FP/2025/02/05 *Champagne/Still

Whereas, the Health Unit has received one-time funding for the Infection Prevention and Control Hub (IPAC Hub) for congregate settings since 2020, and

Whereas, the Ministry of Health, issued a transfer payment agreement on November 27, 2024, outlining program requirements and base and one-time funding for at least the next five years, and

Whereas, this additional funding was not included in the Operation Plan and Financial Budget Proposal approved by the Board of Health on December 4, 2024.

Therefore Be It Resolved, that the Finance and Property Committee recommends that the Board of Health for the North Bay Parry Sound District Health Unit approve the attached IPAC Hub budgets for 2024-25 and 2025-26 in the amounts of \$479,094 and \$498,442, respectively.

The recorded vote was as follows:

RECORDED VOTE FOR CIRCULATION: Yes / No (Please circle one)

Name:	For:	Against:	Abstain:	Name:	For:	Against:	Abstain:
Rick Champagne	X			Jamie Restoule	X		
Karen Cook	R			Tim Sheppard	X		
Blair Flowers	X			Marianne Stickland	R		
Sara Inch	X			Catherine Still	X		
Jamie Lowery	A			Maurice Switzer	X		
Jamie McGarvey	R			Dave Wolfe	X		

“Carried”

10.2 Fourth Quarter Financial Statements – December 31, 2024

The fourth quarter financial statements were provided to the Finance and Property Committee for information purposes.

10.3 Fourth Quarter Medical Officer of Health Expenses – September 30 to December 31, 2024

The first quarter expenses of the Medical Officer of Health/Executive Officer were provided to the Finance and Property Committee for information purposes.

11.0 IN CAMERA

There was nothing brought forward requiring a closed session.

12.0 ADJOURNMENT

Having no further business, Dave Wolfe, the Finance and Property Committee Chairperson adjourned the meeting at 5:36 p.m.

Original Signed by Dave Wolfe	2025/04/23
Chairperson/Vice-Chairperson	Date (yyyy/mm/dd)
Original Signed by Ashley Lecappelain	2025/04/23
Ashley Lecappelain, Recorder	Date (yyyy/mm/dd)

**NORTH BAY PARRY SOUND DISTRICT HEALTH UNIT
PERSONNEL POLICY, LABOUR/EMPLOYEE RELATIONS COMMITTEE OF THE BOARD OF HEALTH
MINUTES – November 27, 2024
345 Oak Street West, Nipissing Room, North Bay, Ontario**

PRESENT:

Nipissing District:

Central Appointee	Karen Cook
Central Appointee	Sara Inch
Central Appointee	Jamie Lowery (Chairperson)
Central Appointee	Maurice Switzer (Vice-Chairperson)
Central Appointee	Dave Wolfe
Eastern Appointee	Rick Champagne
Western Appointee – Nipissing District	Jamie Restoule

Parry Sound District:

Northeastern Appointee	Blair Flowers
Southeastern Appointee	Marianne Stickland
Western Appointee	Jamie McGarvey

Public Appointees:

Tim Sheppard
Catherine Still

ALSO IN ATTENDANCE:

Medical Officer of Health/Executive Officer	Dr. Carol Zimbalatti
Human Resources Consultant	Josée Goulet
Executive Assistant, Executive Director's Office	Christine Neily

REGRETS:

Recorder

Executive Assistant, Office of the Medical Officer of Health	Ashley Lecappelain
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1.0 CALL TO ORDER

The Personnel Policy, Labour/Employee Relations Committee members joined the meeting in person from the Nipissing Room at 345 Oak Street West, North Bay, Ontario, and virtually via Teams video conference.

Jamie Lowery, Personnel Policy, Labour/ Employee Relations Committee Chairperson, called the meeting to order at 5:01 p.m.

2.0 LAND ACKNOWLEDGEMENT

The land acknowledgement was provided by Sarah Inch.

3.0 APPROVAL OF AGENDA

The agenda for the November 27, 2024, Personnel Policy, Labour/Employee Relations Committee meeting was reviewed, and the following motion was read:

Personnel Policy, Labour/Employee Relations Committee Recommendation
#PPLER/2024/11/01 *Stickland/Cook

Be It Resolved, that the Personnel Policy, Labour/Employee Relations Committee agenda dated November 27, 2024, be approved.

The recorded vote was as follows:

RECORDED VOTE FOR CIRCULATION: Yes / No (Please circle one)

Name:	For:	Against:	Abstain:	Name:	For:	Against:	Abstain:
Rick Champagne	x			Jamie Restoule	x		
Karen Cook	x			Tim Sheppard	x		
Blair Flowers	x			Marianne Stickland	x		
Sara Inch	x			Catherine Still	x		
Jamie Lowery	x			Maurice Switzer	x		
Jamie McGarvey	A			Dave Wolfe	x		

"Carried"

4.0 CONFLICT OF INTEREST DECLARATION

There were no conflicts of interest declared.

5.0 APPROVAL OF PREVIOUS MINUTES

5.1 Personnel Policy, Labour/Employee Relations Committee Minutes– April 24, 2024

The minutes from the Personnel Policy, Labour/ Employee Committee meeting held on April 24, 2024, were reviewed and the following motion was read:

Personnel Policy, Labour/Employee Relations Committee Recommendation
#PPLER/2024/11/02 *Champagne/Still

Be It Resolved, that the minutes from the Personnel Policy, Labour/Employee Relations Committee meeting held on April 24, 2024, be approved as presented.

The recorded vote was as follows:

RECORDED VOTE FOR CIRCULATION: Yes / No (Please circle one)

Name:	For:	Against:	Abstain:	Name:	For:	Against:	Abstain:
Rick Champagne	x			Jamie Restoule	X		
Karen Cook	x			Tim Sheppard	X		
Blair Flowers	x			Marianne Stickland	X		
Sara Inch	x			Catherine Still	X		
Jamie Lowery	x			Maurice Switzer	X		
Jamie McGarvey	A			Dave Wolfe	x		

“Carried”

6.0 DATE OF NEXT MEETING

Date: At the call of the Chair

Time: to be determined

Place: to be determined

Jamie McGarvey joined the Personnel Policy, Labour/Employee Relations Committee meeting at 5:06 p.m.

7.0 BUISINESS ARISING

There was no discussion under Business Arising.

8.0 IN CAMERA

8.1 Personal Matter About an Identifiable Individual

An In-camera session of the Personnel Policy, Labour/ Employee Relations Committee was held. The following motion was read:

Personnel Policy, Labour/Employee Relations Committee Recommendation
#PPLER/2024/11/03 *Inch /Cook

Be it Resolved, that the Personnel Policy, Employee/Labour Relations Committee move in camera at 5:06 p.m. to discuss agenda item 8.1 a personal matter about a identifiable individual.

The recorded vote was as follows:

RECORDED VOTE FOR CIRCULATION: Yes / No (Please circle one)

Name:	For:	Against:	Abstain:	Name:	For:	Against:	Abstain:
Rick Champagne	x			Jamie Restoule	x		
Karen Cook	x			Tim Sheppard	x		
Blair Flowers	x			Marianne Stickland	x		
Sara Inch	x			Catherine Still	x		
Jamie Lowery	x			Maurice Switzer	x		
Jamie McGarvey	x			Dave Wolfe	x		

"Carried"

The Personnel Policy, Labour/ Employee Relations Committee entered an In-Camera meeting and stopped live streaming to the public at 5:07 p.m.

Personnel Policy, Labour/Employee Relations Committee Recommendation
#PPLER/2024/11/04 *Wolfe/Restoule

Be it Resolved, that the Personnel Policy, Employee/Labour Relations Committee rise and report at 5:52 p.m.

The recorded vote was as follows:

RECORDED VOTE FOR CIRCULATION: Yes / No (Please circle one)

Name:	For:	Against:	Abstain:	Name:	For:	Against:	Abstain:
Rick Champagne	x			Jamie Restoule	x		
Karen Cook	x			Tim Sheppard	x		
Blair Flowers	x			Marianne Stickland	x		
Sara Inch	x			Catherine Still	x		
Jamie Lowery	x			Maurice Switzer	x		
Jamie McGarvey	x			Dave Wolfe	x		

"Carried"

The Personnel Policy, Labour/ Employee Relations Committee commenced live streaming to the public at 5:55 p.m.

Personnel Policy, Labour/Employee Relations Committee Recommendation
#PPLER/2024/11/05 *Switzer/McGarvey

The following motion was read:

Whereas, the performance appraisal of the Medical Officer of Health/Executive Officer needs to be completed as per Board of Health Bylaw Section IV, #54;

Whereas, an Ad Hoc Performance Appraisal Committee was created in 2024 to conduct the performance appraisal process; and

Whereas, a performance appraisal survey was sent to 26 individuals which included all Board of Health members, all Executive Team members, selected managers, and staff, and the responses and comments were summarized in themes;

Now Therefore Be It Resolved, that the Personnel Policy, Labour/Employee Relations Committee recommend that the Ad Hoc committee of the Board of Health – Medical Officer of Health Performance Appraisal Committee conduct the performance appraisal for Dr. Carol Zimbalatti, Medical Officer of Health/Executive Officer; and

Furthermore Be It Resolved, that the Personnel Policy, Labour/Employee Relations Committee recommend the Board of Health approve remuneration for this activity in accordance with the Board of Health Bylaw Section VI, #79.

The recorded vote was as follows:

RECORDED VOTE FOR CIRCULATION: Yes / No (Please circle one)

Name:	For:	Against:	Abstain:	Name:	For:	Against:	Abstain:
Rick Champagne	x			Jamie Restoule	x		
Karen Cook	x			Tim Sheppard	x		
Blair Flowers	x			Marianne Stickland	x		
Sara Inch	x			Catherine Still	x		
Jamie Lowery	x			Maurice Switzer	x		
Jamie McGarvey	x			Dave Wolfe	x		

“Carried”

9.0 NEW BUSINESS

There was no discussion under New Business.

10.0 ADJOURNMENT

Having no further business, Jamie Lowery the Personnel Policy, Labour/Employee Relations Committee Chairperson adjourned the Personnel Policy, Labour/Employee Relations Committee meeting at 5:57 p.m.

Original Signed by Jamie Lowery

2025/04/23

Chairperson/Vice-Chairperson

Date (yyyy/mm/dd)

Original Signed by Ashley Lecappelain

2025/04/23

Ashley Lecappelain, Recorder

Date (yyyy/mm/dd)

Honourable Premier Doug Ford
Doug.Fordco@pc.ola.org

Sent via electronic mail

May 8, 2025

Dear Honourable Premier Doug Ford

At its Regular meeting on May 7, 2025, the Township of Springwater's Council passed resolution C195-2025 opposing Strong Mayor Powers.

Resolution C195-2025

Moved by: Cabral

Seconded by: Fisher

Whereas the Ontario government has expanded the "strong mayor" powers to 169 additional municipalities, which grants mayors in these municipalities more authority, particularly concerning the control of municipal budgets and planning decisions; and,

Whereas this proposal has raised significant concerns regarding the centralization of power, erosion of local democracy, reduced accountability, and the potential for the abuse of power; and,

Whereas the expansion of strong mayor powers undermines the collaborative nature of municipal governance, and diminishes the role of elected municipal councillors in representing the diverse interests of the community; and,

Whereas concerns have been raised about the negative impacts on public trust, democratic participation, and municipal decision-making processes, if mayors are able to bypass council decisions without adequate consultation or oversight.

Now therefore be it resolved that the Council of the Township of Springwater opposes the Strong Mayor Powers; and

That the Council formally expresses its opposition to the Ontario government's expansion of the Strong Mayor Powers to preserve local democracy, transparency, and accountability.

Further Be It Resolved That a copy of this motion be forwarded to the Ontario Premier, the Minister of Municipal Affairs and Housing, MPP Doug Downey, all Ontario municipalities, as well as the Association of Municipalities of Ontario (AMO) for further action.

Carried

The Clerk's Department can be reached via email at clerks@springwater.ca or by phone at 705-728-4784, Ext. 2304.

Regards,



Cayla Reimer
Deputy Clerk,
Township of Springwater

cc: Hon. Rob Flack, Minister of Municipal Affairs and Housing
Hon. MPP Doug Downey
All Ontario Municipalities
Association of Municipalities of Ontario

CASSELLHOLME
BOARD OF MANAGEMENT MEETING

CASSELLHOLME

Compassionate care for life's journey.

7.5

THURSDAY, MARCH 27, 2025

MINUTES

Date: Thursday, March 27, 2025

Location: Cassellholme Garden Room

Present: Dave Mendicino, Chair
Michelle Lahaye, Vice Chair
Chris Mayne
Mark King
Peter Chirico
Robert Corriveau
James "Jim" Bruce

Staff: Angie Punnett, Administrator
Billy Brooks, Chief Financial Officer
Dave Smits, Director, Capital Facilities
Anita Brisson, Project Manager
Camille Bigras, QI Director
Julie Pilkey, Secretary

Regrets:

Guests: Monique Peters, Family Council

	ITEM	ACTION
A.	CALL TO ORDER	
	MEETING RECORDED <i>"Moved by Michelle Lahaye and seconded by Robert Corriveau that the meeting be called to order at 5:05 p.m."</i> Res. #031-25 <u>Carried</u>	
	1. Approval of Agenda	
	Add: 4.2 - Q.I. Satisfaction Survey & Q.I. Plan for 2025 <i>"Moved by Chris Mayne and seconded by Mark King that the Board approved the Agenda for this meeting, as amended."</i> Res. #032-25 <u>Carried</u>	
	2. Conflict of Interest	
	<i>"Moved by Jim Bruce and seconded by Mark King that no Board Members present have declared a conflict of interest."</i> Res. #033-25 <u>Carried</u>	

	3. Approval of Minutes	
	<p>3.1 Approval of the Minutes of the Regular Board Meeting held on February 20, 2025</p> <p><i>"Moved by Robert Corriveau and seconded by Michelle Lahaye that the minutes of the Regular Board Meeting, held on February 20, 2025, be adopted as presented."</i></p> <p>Res. #034-25 <u>Carried</u></p>	
	4. New Business	
	<p>4.1 LSAA – Declaration of Compliance (Motion)</p> <p><i>"Moved by Michelle Lahaye and seconded by Jim Bruce that the Board authorized Board Chair Dave Mendicino to sign the LSAA - Declaration of Compliance for 2024."</i></p> <p>Res. #035-25 <u>Carried</u></p> <p>4.2 Quality Improvement (Q.I.) 2024 Survey and Q.I. Plan for 2025/26 2024 Survey Results in package. Camille provided a detailed presentation to the Board. Surveys were sent out to the resident's SDM/POA or directly to the resident, if able. The 2025-2026 Q.I. Plan also included in package.</p>	
	5. Redevelopment	
	<p>5.1 Construction Update (Dave Smits) Report in package. Percon is continuing to work towards completion by the end of May. The resident move-in date is set for July 2-8th, 2025 with the resident move on July 6th, 2025. June 5-11, 2025 tentative for the Ministry Inspection. Percon will confirm if staff can be on-site to start training at the end of May and all of June.</p> <p>5.2 Queens Park – Tariffs (email from Don Gracey) Billy has been in contact with our Lender. They have discussed worst-case scenarios, noting most of the big-ticket items such as aluminum and steel have already been purchased. No concerns at this time.</p>	
	6. Operations	
	<p>6.1 Operations Update Update in package. Angie added the Ministry was at Cassellholme this week regarding a compliant, a critical incident and the enteric outbreak. A respiratory outbreak was declared on March 23/25 on Maple St. So far there have been 5 residents and 5 staff. This year is the 100th Anniversary of Cassellholme. Celebration date to be determined.</p> <p>6.2 Organizational Changes – Clinical Services Announcement in package Angie discussed the changes to the organizational chart for Clinical Services. As part of the changes, the Director of Care will be departing. Angie thanked her for her contributions and dedication to our team. Mel Cross has accepted the Director of Care position on a 6 month interim contract. She will begin on March 31, 2025.</p>	

	<p>6.3 Medical Director's Annual Report Report in package The Board reviewed and noted it was an excellent, detailed report.</p>	
7. IN-CAMERA		
	<p>Guests left the Meeting</p> <p><i>"Moved by Robert Corriveau and seconded by Peter Chirico that the Board proceed to an In-Camera session at 6:14 p.m."</i></p> <p>Res. #036-25 <u>Carried</u></p> <p>7.1 Approval of the In-Camera Minutes – dated February 20, 2025</p> <p style="text-align: center;">In-Camera Motion – Res. #037-25</p> <p>7.2 Confidential Matter – Redevelopment 7.3 Confidential Matter – Property 7.4 Personnel Matter</p> <p><i>"Moved by Michelle Lahaye and seconded by Robert Corriveau that the Board approve the In-Camera session to be adjourned at 6:58 p.m."</i></p> <p>Res. #038-25 <u>Carried</u></p>	
C. CORRESPONDENCE		
	No items noted	
D. REQUEST FOR FUTURE AGENDA ITEMS		
	No items noted	
E. DATE OF NEXT MEETING		
	Thursday March 27, 2025 – Cassellholme Garden Room – 5:00 p.m.	
F. ADJOURNMENT		
	<p><i>"Moved by Jim Bruce and seconded by Robert Corriveau that the meeting be adjourned at 7:00 p.m."</i></p> <p>Res. #039-25 Carried</p>	

Secretary

Chairman

March 19, 2025

Subject: Cassellholme Redevelopment Update – March 19, 2025

Construction Activity

Highlights:

Phase 00 - Work complete.

Phase 1-A – Work complete

Phase 1-B sequencing remains unchanged from the previous report.

Draft finishing schedule dated Feb. 06, 2025 included with this report. Refer to October 2024 report and earlier, for previous schedule notes and comments on Rev. 4 schedule.

Schedule updates in this report are up to date with site progress as of the date of issuance for this report.

Updated milestones have been coordinated with Cassellholme, and Cassellholme is coordinating move-in dates.

PHASE 1-B

- Interior boarding is ongoing on Level 1 and 5.
- Elevator installation is ongoing. TSSA review confirmation pending Mechanical and electrical above ceiling rough-ins and are ongoing, as well as and
- M&E finishes.
- All roofing work is complete, except for the balconies on Levels 3 to 5.
- Link construction is in progress.
- Painting and millwork installation is in progress.
- Drywall and T-bar ceiling in progress.
- Flooring installation is in progress.
- Door and hardware installation is ongoing.

Percon continues to work towards the patient move date target for July 2nd-8th (specifically July 6th). There have been some positive strides with the millwork installations, Marel's walls, and flooring. IT and commissioning targets have become a large focus for the entire team. There are many construction deficiencies that still need to be addressed. Currently

working with the ministry to confirm their scheduled review for end of May. Looking to Percon to confirm staff on-site for training for end of May and all of June.

Transition Planning

An updated summary is attached for reference.

Highlights:

NFN Partnership/Indigenous Unit Operation and Licensing – No further update.

Bed Application Licensing – Continue to have discussions with OH and Ministry on next steps.

Staff Training Plan for equipment, IT and orientation– Plan has been developed using several different delivery methods.

Laundry Plan - No further update this month.

Waste Handling – No further updates at this time.

Storage Plan – In progress and expect final shelving measurements to commence and looking to assemble sample rooms in April (or when rooms are available from Percon).

Move Plan –week of June 30, July 2nd start through to July 6th with residents in rooms and further purging up to July 8th. Next scheduled meeting with movers last week of May.

IT – configurations verified by all parties

Outdoor space – Completed for 2025

FF&E Budget – Budget validation ongoing with a final check back to departments in terms of the items they will require.

Occupancy Planning –Occupancy Plan submitted end of February to MLTC; some amendments have been requested and to be submitted by end of the March.

Emergency Planning – Work progressing well and on track

Change Order Log - Please see the attached

Budget Update – To be provided separately, W. Brooks

Summary - 2025-03-19

Action	Sub Actions	Responsible	Due Date
Occupancy Checklist	Report submitted last week of February; Ministry as requested some amendments and additional info to be provided by end of the Month	Anita	2025-03-31
Art Fundraising		Anita	ongoing
Wood at mill for purpose	ideas have been noted and small WG; including Creative Industries - WG to assemble once individuals are available	Anita	ongoing
P1 Move			
HCR - Movers	Based on new move dates and occupancy, movers were not able to accommodate week of May 26 move but has supplied next best date of July 2-July 8 (resident move July 6); In-person visit end of May	Anita	28-May
Resident Communication	Monthly communications provided	Anita/Derek	ongoing
Furniture delivery	Highlighted unit names and picture of room and of dining room	Anita	May
IT	Delivery dates May 12-14 & May 28-30		
Cameras	added to training plan		
ID Access Card	To breakdown internal processes for profiles, roles, access; program the system and print the cards for implementation	Anita	ongoing
Phone & TV System	Finalized and TV packages to be made in April		
Network Design	completed		
Digital Menus/Boards	S/W - Mealsuite being implemented by CH management and TVs, and mounts purchased		
Nurse Call	Austco and Percon and Clinical finalize the alerts, call bells, colours for certain calls Nov 4 - added to training plan		
Bed Allocation - Indigenous and Speciality			
Bed Application - Licencing	Continue to have discussions with OH and Ministry on next steps	NFN/Angie	ongoing
Support Services			
Building Ready	Discussions of the process for building ready (kitchens, med rooms, medications, storage, linens, food, laundry flow, elevator usage and timing, housekeeping and cleaning) ordering appliances by end of April	Anita	March/April
Storage Area list	Shelving for small storage & clean utility - supply identified and looking to get sample brought in when rooms will be made available - April	Anita	April
Inventory Management Solution and Process	JIT inventory process solution - in progress (will remain in-house monitoring) identifying ongoing supply needs, creating sample organized shelving to reflect needs and monitoring usage	Anita	ongoing
Emergency Response			
Fire plan	training plan created; policy work ongoing and on track; Will be creating demo anchor system in old building to assist in the timing needed for training	Anita/Julie/Ron	ongoing
P2 Parking	Need to begin discussions and planning for start of P2 parking (winter 2026); options to be discussed with SLT	Anita	Winter 2026
Staff Training Plan			
Detailed Breakdown	Finalizing of various methods: in-person, video, replicated in old building, in new building to ensure move readiness; awaiting Level 2 mock up to be complete for next MGT walk through and to understand detailed training needs Managers to confirm different elements of training; to appoint leads - train the trainers to be named by April	Anita	April

Change Order Log - March 16 2025															
Person															
RFE	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	Millwork revisions/clarifications	Coordination	Approved	18-Feb-22	17-Mar-22	28-Mar-22	\$34,553.53	\$34,553.53	
2	2	1				2	Emergency Switch board revisions	Coordination	Approved	17-Feb-22	17-Mar-22	28-Mar-22	\$4,919.20	\$4,919.20	
3	3					3	Increase Builders Risk Insurance to Indemnify Soft Costs	Lender Requirement	Approved	30-Mar-22	30-Mar-22	05-Apr-22	\$29,846.88	\$29,846.88	
4	4					3	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				5	Door revisions	Coordination	Approved	15-Mar-22	07-Apr-22	06-May-22	\$4,677.20	\$4,677.20	
6	6	3				4	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)	Cancelled	Cancelled	21-Apr-22	25-Apr-22				
8	8	16				6	Provide new water valve at property line	AsHJ	Approved	05-May-22	06-May-22	06-May-22	\$8,607.50	\$8,607.50	
9	9	4				43	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	AsHJ	Approved	29-Mar-22	09-May-22	16-May-22	\$51,361.00	\$51,361.00	
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					9	Millwork 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)	Cancelled	Cancelled	N/A	09-May-22				
14	14	17				12	Temporary Hydrant at North Wing	AsHJ	Approved	12-Apr-22	06-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-23	\$4,519.70	\$4,519.70	
16	16R2	9				19	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 V101	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	\$7,885.44	\$7,885.44	
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	\$8,416.88	\$8,416.88	
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	07-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	\$98,826.40	\$98,826.40	
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	22-Sep-22	\$15,196.50	\$15,196.50	
31	31	10				40	Revision to the fire and combination fire/smoke dampers	AsHJ	Approved	26-Apr-22	15-Sep-22	26-Jan-23	\$134,858.85	\$134,858.85	
32	32R1					13	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	AsHJ	Approved	22-Aug-22	28-Oct-22	08-Nov-22	\$77,892.15	\$77,892.15	
35	35R3	27R2				35	Delete 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 Pipe Requirement	AsHJ	Approved	31-Aug-22	23-Sep-22	10-Oct-22	\$2,414.10	\$2,414.10	
41	41	24R1				32	Provide grilles on type "G" fan radiation in trench in Auditorium 1005	Coordination	Approved	22-Sep-22	17-Oct-22	15-Nov-22	\$23,009.80	\$23,009.80	
		30					After hours paving of East Parking Lot	Owner Requested	Cancelled	16-Sep-22					
39	39	31					Additional curb at edge of existing parking area	Owner Requested	Cancelled	16-Sep-22	28-Sep-22				
40	40R1	32R1				25	Revision to existing sanitary line	Site Condition	Approved	21-Sep-22	29-Sep-22	06-Oct-22	\$61,577.36	\$61,577.36	180
47	47R1	33				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	\$37,038.71	\$37,038.71	4
42	42R1	34				26	Water storage tank layout and structural revisions	Coordination	Approved	26-Sep-22	14-Oct-22	27-Oct-22	\$3,597.83	\$3,597.83	
43	43	35R				61	Revision to North Wing elevator brackets for rail attachments	Coordination	Approved	07-Oct-22	20-Jun-23	27-Jun-23	\$11,964.56	\$11,964.56	
53	53	36R2				44	Revision to brace frame V805	Coordination	Approved	09-Nov-22	13-Dec-22	26-Jan-23	\$9,497.44	\$9,497.44	
45	45	37				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	
48	48	38				37	Structural beam revisions at Block B roof terraces balconies	Coordination	Approved	20-Oct-22	13-Dec-22	10-Jan-23	\$969.52	\$969.52	
49	49R2		39R1			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	
46	46		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 RMA areas	Coordination	Approved	08-Nov-22	13-Dec-22	10-Jan-23	\$5,218.00	\$5,218.00	
44R1			22			34	Provide additional steel modifications outlined in S#22	Coordination	Approved	27-Jul-22	16-Nov-22	22-Nov-22	\$3,300.11	\$3,300.11	
		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 C046	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 S#39	AsHJ	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 LR2 & LR2-1 lavatory fixtures	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	03-May-23	\$19,405.10	\$19,405.10	
95	95	47				79	Revise office door locations, electrical from PCA7	Owner Requested	Approved	23-Mar-23	08-Sep-23	09-Sep-23	\$10,312.50	\$10,312.50	
72	72R3	47				73	Revise office door locations, typical millwork from PCA7	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 Mockup	Owner Requested	Approved	09-Mar-23	03-May-23	06-Jun-23	\$75,577.95	\$75,577.95	
		50					Revise rated floor assembly ULC Listed Design No.	Cost Saving	Cancelled	22-Mar-23					
		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	

[illegible]

150	150	112			123	Radiant heater piping enclosures	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	22-Apr-24	22-Apr-24	29-Apr-24	\$5,564.06	\$5,564.06	
152	152R1	114			126	Revisions to water room door hardware	Coordination	Approved	20-Mar-24	07-May-24	21-May-24	\$8,929.80	\$8,929.80	
156	156	116R			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	08-Apr-24	08-May-24	15-May-24	\$21,541.30	\$21,541.30	
157	157	118			128	Phase 1 - Roof level sun control outrigger support	Coordination	Approved	11-Apr-24	06-May-24	24-May-24	\$29,342.14	\$29,342.14	
160	160	119R			132	Kill 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	AmJ	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	148				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		\$34,672.55		
168	168R	124			138	Grouting and dandifications for pumps P6, P7, P20 & P21	Coordination	Approved	18-Jul-24	09-Aug-24	29-Aug-24	\$1,821.00	\$1,821.00	
167	167				136	Revision to hardware on doors 1018A, 1030B, 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 1064 & 1075	Coordination	Approved	22-Jul-24	07-Aug-24	14-Aug-24	\$5,908.76	\$5,908.76	
		126				Add hot water redistribution line to washers	Design Improvement	Cancelled	22-Jul-24		11-Sep-24	\$0.00		
		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	\$4,275.15	\$4,275.15	
175	175R	130R			143	Revised - Insulation tie-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 PRV valves from S#135	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	19-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			Compositio Slab Crack remediation	Coordination	Approved	14-Sep-24					
			142			Ductwork revisions at Chapel 1027	Coordination	Approved	12-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				Clarification to boiler breaker feeds and temp link heaters	Coordination	Approved	08-Oct-24					
		146				Revised rating at column 12.1.F	Coordination	Approved	10-Oct-24					
177		141R			145	Reframing and hardware revision relative to S#141R	Coordination	Approved	08-Oct-24	15-Oct-24	21-Oct-24	\$1,364.66	\$1,364.66	
		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			Miscellaneous Structural Clarifications	Coordination	Approved	19-Nov-24					
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 IF 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					
						Revised FHC location main floor phase 1	Coordination	Approved	11-Dec-24					
		135			152	Modify alternating tread ladder construction in penthouse	Coordination	Approved	12-Dec-24	30-Jan-25	07-Feb-25	\$5,830.00	\$5,830.00	
			155			Revision to dryer surround opening dimensions	Coordination	Approved	06-Jan-25					
			150			Add Handrails to link (2nd part)	Coordination	Approved	17-Dec-24	15-Dec-25	20-Dec-25	\$4,548.50	\$4,548.50	
136			151			Temporary cladding at lounge bump-out to existing construction	Coordination	Approved	06-Jan-25	30-Jan-25	13-Jan-25	\$12,562.00	\$12,562.00	
			156			Revisions 2 Clarification to gypsum ceilings in stairwells	Coordination	Approved	11-Mar-25					
			157			Clarification to balcony soffit heights	Coordination	Approved	14-Jan-25					
137					154	Provide cricketed backslope insulation between ERV#1 and MJAR2	Person	Approved	15-Jan-25	30-Jan-25	07-Feb-25	\$1,650.00	\$1,650.00	
138					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	
139						Cancelled - Provide range hood in gathering space kitchen S116a	Owner Requested	Approved	11-Mar-25					
140					153	Millwork revisions for site coordination issues	Coordination	Approved	23-Jan-25	30-Jan-25	07-Feb-25	\$1,670.35	\$1,670.35	
			158			Furr-out around FA panel in Med room 1070	Coordination	Approved	30-Jan-25					
			159			Revision to ceilings bulkheads in corridor S082 and S099	Coordination	Approved	03-Mar-25					
			160			Revised - Ceiling height in corridor S081	Coordination	Approved	30-Jan-25					
		141			157	Modify stainless steel count 2078	Coordination	Approved	10-Feb-25	05-Mar-25	13-Mar-25	\$0.00	\$0.00	
			161			Revision to fireplace hearth stone in S115	Coordination	Approved	12-Feb-25					
142						Revised counter support at M60 under counter fringe	Owner Requested	Approved	12-Feb-25					
143						Temporary Cladding of columns exposed to exterior in P1	Coordination	Approved	12-Feb-25					
		162				Revision to shower floor drains for sheet flooring	Coordination	Approved	12-Feb-25					
						Modify rated wall at Room S115 to suit piping	Coordination	Approved	19-Feb-25					
			163			Revisions to door frame protection	Coordination	Approved	01-Feb-25					
			164			Relocate Shower room storage cabinets	Coordination	Approved	24-Feb-25					
145						Add LCD Austco annunciator displays for nurse call in P1	Coordination	Approved	24-Feb-25					
		165				Clarifications on IF room 6003 panel terminations and rack equipment locations	Coordination	Approved	25-Feb-25					
146						Horizontal cable management and access control data drop	Coordination	Approved	24-Feb-25					
			166			Drywall bulkhead control joint locations	Coordination	Approved	03-Mar-25					
			167			Clarification to expansion joint details	Coordination	Approved	04-Mar-25					

		147			Add closure panel to back pans on 3rd floor curtainwall	coordination	Approved	10-Mar-25						
		148			Door hardware revisions	Design error	Approved	10-Mar-25						
			168		Revised Kitchen hood in gathering Space kitchen	coordination	Approved	11-Mar-25						
			169		Install heat pump in shower room S105	coordination	Approved	11-Mar-25						
		149			Filter panels and relocated upper cabinets of S#164	coordination	Approved	11-Mar-25						
					Total - As of Issue Date							\$2,440,809.63	\$2,406,158.48	

Board of Management Meeting
March 27, 2025

❖ **CLINICAL SERVICES** - Kathy MacDonald, RN, Manager of Clinical Quality Assurance

Critical Incident Report to the Cassellholme Board of Management: January - March 2025

This report provides an overview of the critical incidents submitted to the Ministry of Long Term Care for January, February and March of 2025. In total, 15 critical incident reports were submitted during January and February. As of March 17, no critical incidents have been reported for the month of March.

January 2025

Five critical incidents were reported:

- ❖ **1 - Fall with Injury:** One resident sustained a hip fracture following a fall. Unfortunately, upon her return, she was deemed palliative.
- ❖ **2 - Abuse Incidents:** Two incidents of abuse were reported and internally investigated. Appropriate actions were taken according to internal protocols.
- ❖ **1- Environmental Incident:** A flood led to extensive restoration work on the first floor, which has since been completed and resolved.
- ❖ **1 - Facility Wide Outbreak:** An outbreak of influenza and an unidentified organism was declared on January 27 and resolved on February 19. A total of 18 residents and 20 staff were affected. Antiviral prophylaxis was administered to residents who consented and for treatment for those who were symptomatic.

February 2025

Ten critical incidents were reported:

- ❖ **3 - Falls with Injury:**
 1. One resident sustained a hip fracture and, upon return, was deemed palliative.
 2. Another resident suffered a mildly displaced fracture of the right distal radius and has since fully recovered.
 3. A third fall was the result of a severe medical event unrelated to the fall itself, which ultimately led to the resident's passing.
- ❖ **2 - Complaints:**
 1. A family member submitted two complaints. The first related to concerns regarding nutrition, environment, and care, which were collaboratively addressed and resolved to the complainant's satisfaction.
 2. The second complaint involved concerns about a fall incident, for which a response letter was provided.

❖ **1 - Enteric Outbreak:**

Declared on February 9 and resolved on February 28. A total of 88 residents and 35 staff were affected. The causative agent was not identified.

❖ **2 - Controlled Substances Incidents:**

1. In one case, the missing medication was later found in the bottom corner of a medication cart drawer.
2. In the second case, a medication patch was not located.

Both incidents were reported to the police, and no criminal activity was suspected.

❖ **2 -Abuse Incidents:**

Two reports of emotional abuse were submitted.

Both incidents were investigated in accordance with internal policies and processes.

Appropriate action was taken to resolve both incidents.

March 2025

As of March 17, no critical incidents have been reported.

This marks a positive trend and may reflect improvements in preventive measures and overall facility awareness.

This summary provides insight into our incident reporting trends and our commitment to resident safety, quality of care, and compliance with regulatory requirements.

❖ **STAFFING - Tiffany Chapman, HR Coordinator**

- ❖ Active/In Progress CTS PSWs 1:1 Preceptorship
- ❖ PSW Living classroom group – March start
- ❖ Feb/March 2025 Students: 16 Canadore BScN Students, 32 Canadore PN students, 22 Nipissing BScN Students, 16 Dental Hygiene Students
- ❖ Hired/On boarded PSW for Infection Control
- ❖ Hired in February – 11 total (3 housekeepers, 2 RPNs, 3 CSS PSWs, 2 FSWs, 1 PSW Infection Control)
- ❖ Terminated/Resigned/Retired in February – 5 Total (1 RN, 1 Scheduling Coordinator, 1 Housekeeper, 1 DOC, 1 RPN)
- ❖ Hired all 3 Canadore RPN preceptorship students in March & hired RN student
- ❖ 3 new additional RPNs hired for March
- ❖ Clinical Staffing Changes -Role Changes as per Angie's email – Resident Family Navigator hired

Vacancies as of March 20/25

❖ **PSWs:**

- 2 permanent full-time
- 1 temporary full-time
- 7 temporary part-time
- 3 permanent part-time

All lines posted. PSW interviewing in progress to fill vacancies.

❖ **RPNs:**

- 1 permanent full-time
- 6 temporary full-time
- 4 permanent part-time
- 1 temporary part-time

Interviewing and recruiting ongoing

❖ **RNs:**

- 1 permanent full-time

Agency staff on-boarded & interviewing for additional support

❖ **Dietary:**

- 2 temporary part-time
- 2 permanent part-time

❖ **Housekeeping:**

- 1 permanent full-time
- 3 permanent part-time
- 1 temporary part-time

❖ **Activities:**

- 1 temporary part-time

❖ **Agency Staff:**

- 2 new RN Agency Staff
- 3 new RPN Agency Staff

❖ **Helping Hands:**

- 2 new full-time lines created
- 2 new part-time lines created

❖ **Current Recruiting - Non-Union:**

- 1 Full-Time HR Assistant
- 1 Part-Time Scheduling Coordinator
- 1 Occupational Health & Wellness Coordinator

❖ **ADMISSIONS / DISCHARGES / DEATHS - Tracy Davis, Interim Resident & Family Navigator**

Admissions Report

Since the last board meeting, we have had **11 new admissions** to our facility. The team has been actively involved in ensuring a smooth and welcoming process for each resident.

Palliative and End-of-Life Care Update

We have made significant progress in our efforts to enhance palliative and end-of-life care within our facility. The following initiatives have been successfully implemented and are paving the way for future improvements:

- ❖ **Participation in Huddles:** Our team has successfully participated in all the huddles, ensuring a collaborative approach to improving palliative care. This has fostered open communication and shared learning on best practices in end-of-life care.
- ❖ **Personalized Care Plan:** We have officially kicked off our plan to improve palliative care in the facility. Our immediate focus for the month of April will be on sharing staff/resident stories of personalized care. By emphasizing resident-centered care, we aim to ensure that every resident's unique needs and preferences are understood and honored. This initiative will help strengthen our commitment to providing care that is aligned with each individual's values.

- ❖ **Death Cafe Experience:** We are planning to offer our staff a Death Cafe experience, which will provide an open, supportive environment for team members to explore their thoughts and emotions surrounding death and end-of-life care. This initiative is designed to help staff process and reflect on these sensitive topics, which is essential in fostering a compassionate, empathetic, and professional approach to end-of-life care.
- ❖ **Palliative Care Volunteer Team:** We are in the process of developing a palliative care volunteer team. This team will be trained to provide additional support to residents and families during their end-of-life journey. The volunteer team will be an integral part of creating a compassionate, well-rounded network of care, offering emotional and practical assistance at a critical time.
- ❖ **Safety 24/7 Compliance:** All relevant updates and information regarding our palliative care initiatives will be uploaded as a read-and-sign document to Safety 24/7 monthly, ensuring ongoing staff awareness and compliance.

❖ **INFECTION CONTROL** - Ellen Whittaker, IPAC Manager

Hand Hygiene Observations:

Hand hygiene observations are ongoing and this month they are being done on all units by a newly hired employee, who is working under the direction of the Administrator. Having a dedicated employee has greatly increased the number of observations done. To date, for the month of March, 255 observations have been done, with a compliance rate of 82%.

This new employee is also monitoring and coaching staff on resident hand hygiene in the dining rooms. Newly added is resident hand hygiene during nourishment passes, before the resident is provided with food at the bedside.

Outbreaks:

There are presently no outbreaks to report in the Home. Mask use in all resident areas continues. This measure will be reassessed as the community outbreaks decrease.

The respiratory outbreak that was reported in February was declared over on February 19th. It lasted 27 days, with 18 resident cases and 19 staff cases.

The enteric outbreak was declared over on February 28th. This outbreak lasted 19 days and affected 85 residents and 35 staff.

Immunization

Direction concerning the collection of staff Measles immunization has recently been received from the Health Unit. A method to collect and track this information will be determined.

IPAC Construction Audits

Audits continue to be done at least weekly, with a focus on the debris control and removal, dust control and cleaning at the site, as required in CSA Z317.13-17.

❖ COMMUNITY SUPPORT SERVICES - Cheryl Hamilton, Manager

It has been a busy couple of months with CSS.

Some Highlights:

- ❖ October 2024 we hired 2 new, additional PSW staff.
- ❖ February 2024 we hired an additional 3 PSW staff for a total of 5 new PSW's.
- ❖ Interviewing for 1 more PSW but will have to see how the schedules are going to look to make this hire work.
- ❖ There is a decent interest in job postings for PSW's, and facilitating student placements has been very worthwhile in terms of recruitment. With several candidates applying for PSW positions, it is still extremely difficult to find good, appropriate candidates who actually want to work in the community, or even respond to a request for an interview. Out of approximately 12 applicants, we could only hire 3 PSWs when the goal was 4 a few months ago. This was due to lack of interest, no response for an interview, inappropriate candidates, poor interviews etc.
- ❖ Hired 1 new Homemaker to replace a staff on maternity leave
- ❖ Increased the number of Assisted Living clients receiving services by approximately 10 clients since spring of last year. Clients currently on our roster are very complex clients requiring maximum care/visits.
- ❖ Cassellholme van "bus" has required some frequent repairs and was out of service more than usual over the past few months. The bus seems to be running well for now.
- ❖ Interested staff are completing some online Dementia training called U-FIRST through the Alzheimer's Society.
- ❖ Mandatory CPR training is getting updated for those who need to re-certify.
- ❖ The 2 new RPNs are doing very well and have settled well into their roles.
- ❖ At the maximum number of clients served in our Home Help Homemaking and Caregiver Respite programs as well as the 400 Club (Adult Day Program)
- ❖ Currently securing a contractor for lawn services this year
- ❖ We had a really great year for our snow removal services with Bayland snow. They provided exceptional, responsive service and we had very few complaints from clients, which is not the normal compared to other years.
- ❖ Feedback from staff has been very positive with the new CA agreement with respect to guaranteed posted schedule hours and the new Personal Leave Bank.
- ❖ Referrals for all programs continue to be very consistent

All in all, CSS appears to be thriving and growing and I am very proud to be leading this division towards continued success!

Cassellholme Medical Director's Year in Review

Submitted by: Renée Gauthier MD., CCFP, Medical Director

March 2025

Introduction: A Year of Change and Growth

December 1, 2023, marked the beginning of my tenure as Medical Director at Cassellholme, and what a transformative year it has been! Change isn't always comfortable, but progress requires it—and together, we've embraced new challenges, strengthened our team, and improved the quality of care we provide. My mission is clear: to make Cassellholme a leader in long-term care in our region within five years. With four years to go, we've already made significant strides.

The clinical services team has expanded to include four attending physicians (myself included), two Nurse Practitioners (NPs), and a Clinical Nurse Educator (CNE). We've worked hand-in-hand with our Registered Nurses (RNs), Registered Practical Nurses (RPNs), and the many invaluable unregistered staff members—personal support workers (PSWs), dietary, maintenance, activities physiotherapy, respiratory therapy, housekeeping, administration, and nursing managers. Every role plays a crucial part in ensuring that our residents receive the highest level of care. I know I'm likely missing so many people here as I barely cover an exhaustive list, but please know that every single contribution is valued and essential.

Performance Highlights

Quality Improvement (QI) Achievements

- **Reduction in ER Visits:**

- Thanks to enhanced on-site care and proactive management, we've seen a significant drop in ER transfers. This reflects the team's dedication to improving assessments and managing cases in-house whenever possible.
- January ER visits reduced from 21 (2023) to 7 (2024) to 9 (2025)
- March saw a dramatic drop from 28 in 2023 to just 5 in 2024
- The downward trend continues across all months, showcasing our success in keeping residents well-cared for at Cassellholme.

- **Medication Management:**

- Regular antipsychotic use remained stable (~31%) with PRN use fluctuating slightly (12-15%).
- Opioid usage remains controlled at ~25%.
- Fentanyl use has been virtually eliminated, from 0.85% in Q1 to 0% in Q3 and Q4.
- Average prescriptions per resident have stayed consistent, reflecting careful medication management.

- **Infection Control Wins:**

- **Urinary Tract Infections:** UTIs reduced to a rate of just 0.5% per month, with only four new cases reported in December. Year-to-date, we recorded **75 cases**—a significant reduction from

previous years. In comparison, the total number of UTIs in 2023 was **152**, meaning we have cut UTI rates by half.

- **Respiratory Infection Reduction:** The total number of respiratory infections in 2024 was **34**, compared to **53** in 2023, showcasing improved infection control measures and preventive strategies.
- **Skin Infection Increase:** The only area where infections have increased is the **skin category**. The total number of skin infections in 2024 was **44**, compared to **30** in 2023. I often see that “cellulitis” is documented, and this might be an area where we can continue to refine assessment and management strategies.
- **Long-term antibiotic use:** In December 2024 long-term antibiotic use was seen in only 8 residents—a testament to our commitment to best practices and moving away from prophylaxis when appropriate.
- **Wound Care Enhancements:** With the addition of Dr. Kumar’s monthly wound rounds, residents now have access to specialized wound care without the need for hospital visits. Under his guidance we have introduced bedside procedures such as debridement, excisions, and specialized dressings. This initiative has led to faster healing times, reduced infection rates, and overall improved wound management outcomes.

Medical Staff Highlights, Education and Professional Development

- **Recruitment of two NPs**, increasing access to stellar medical care.
- **Addition of a Clinical Nurse Educator**, leading to:
 - **Introduction of IV pumps** identical to those used in hospitals, creating our own medication library. Since their acquisition the IV pumps have been used more than 100 times in our home.
 - Training of nurses in IV insertion, maintenance, and medication administration.
 - **Acquisition of a bladder scanner and ECG machine**, allowing for in-house diagnostics and better bedside assessments.
 - Ongoing hypoglycemia management training and medication error prevention.
- **Transition to full digital charting**, ongoing efforts to move towards digital chart usage, digital paging systems leading to improved efficiency and accuracy.
- **24/7 on-call coverage and weekly clinical visits** from all attending physicians.
- **Medical students and interns now train at Cassellholme**, strengthening continuity of care and fostering interest in geriatric medicine.
- **Successful completion of the Medical Director course**, (yes, I am now officially certified!)
- **Physician and NP participation in major conferences** on major neurocognitive disorders, aging, palliative care and end-of-life to name a few topics our team has been brushing up on.

Goals and Future Directions

Strategic Goals, Looking Ahead

- Continued **Expansion of staff education and professional development**, ensuring our team remains highly skilled.
- Ongoing attempts to **Securing grants** for additional advanced medical equipment and training.

- **Further improvements in Electronic Medical Record** systems to enhance patient safety and care efficiency.
- **The much-anticipated move into our state-of-the-art facility**—a game-changer for our residents and staff!
- **Collaboration with researchers** from the Canadian Institute of Health Research supported by the RPNAO, RNAO, and OPSWA to build **psychological safety in LTC** for staff, strengthening equity and trauma-informed organizational capacity.

Final Thoughts: One Year Down, Four to Go!

When I stepped into my role at Cassellholme, I quietly (who am I kidding, I never do anything quietly) set myself a bold challenge—a five-year plan to make Cassellholme a leader in long-term care in our area. Just one year in, and we've already made incredible strides. It hasn't always been smooth sailing, but the dedication and resilience of our team have turned challenges into achievements.

Looking back, I couldn't be more proud of how far we've come. Change can be tough, but it's also what drives us forward. With four years to go, our momentum is strong, and our vision is more clear than ever. Here's to another year of growth, innovation, and raising the bar for exceptional care—let's keep pushing forward team!

CASSELLHOLME

Compassionate care for life's journey.

TO: ALL STAFF

FROM: ANGIE PUNNETT
ADMINISTRATOR

DATE:

RE: **ORGANIZATIONAL CHANGES - CLINICAL SERVICES DEPARTMENT**

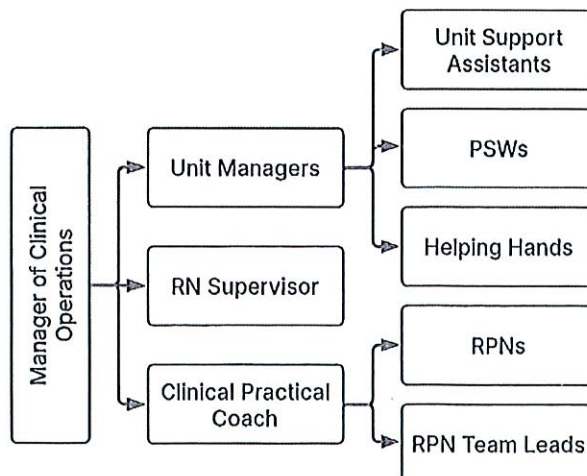
As part of our ongoing commitment to providing quality care and supports to our residents, we have conducted a thorough review of our strategic and operational needs. Through this assessment, we have determined that a restructuring is necessary to enhance oversight of day-to-day operations and strengthen quality standards.

As part of these changes, our Director of Care, Lindsay Dyrda, will be departing from the organization. We thank Lindsay for her contributions and dedication to our team. A job competition will be held to identify a new Director of Care, and in the interim, Cassellholme will be seeking expressions of interest from qualified internal candidates to fulfill this role on an interim basis.

In addition, other staffing changes will take place to enhance clinical practices, support programs and services and implement quality measures and initiatives to enhance resident care and compliance. As we adjust the organization to the changes we are announcing today, other positional changes include:

Bev Von Hassel, RN – Manager of Clinical Operations

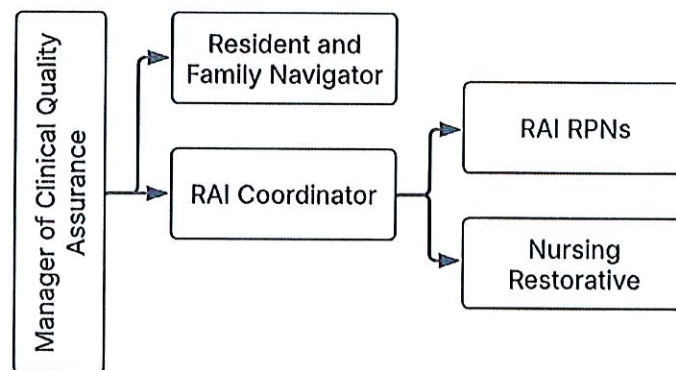
The Manager of Clinical Operations will report to the Director of Care, and will be responsible to ensure quality resident care through effective oversight of clinical practices, programs and services, and staff leadership and support. The following positions will report directly to the Manager of Clinical Operations:



Kellie Ross, Clinical Practice Coach will provide guidance and oversight for the Registered Practical Nurses and Team Leads. This role is designed to support clinical excellence, mentor staff, and enhance best practices within our home. Kellie will work closely with our registered teams to ensure consistency in care, provide education, and help strengthen leadership within the RPN and Team Lead positions.

Kathy MacDonald, RN – Manager of Clinical Quality Assurance

The Manager of Clinical Quality Assurance will report to the Director of Care, and will be responsible for conducting audits, implementing quality improvement initiatives, and ensuring adherence to long-term care regulations. The role will also identifying care-related risks, ensuring timely incident reporting, and supporting staff in emergency response situations. The following positions will report directly to the Manager of Clinical Quality Assurance.



Alysia Loyer will be joining the Clinical Services team on March 4, 2025 in the role of Resident & Family Navigator. Alysia brings 15 years of experience in a variety of clinical roles and services and will be invaluable in supporting residents and families as they navigate the long-term care admission process, ensuring a seamless and informed experience

Ellen Whittaker, Manager of Infection Prevention & Control will continue to report to the Director of Care and maintain responsibility for the management and coordination of the Home's infection control program. Until an interim Director of Care is appointed, Ellen will serve in this capacity with support from Camille Bigras.

As part of this restructuring, we are also making updates in our Resident Services Department that will realign resources and roles to enhance productivity and service delivery.

Camille Bigras, Director of Support Services will support the Behavioral Support Team in addition to current duties within the organization.

Tracy Davis - Spiritual Activity/Volunteer Coordinator

In addition to her role coordinating and providing spiritual care and support services for residents and families, Tracy Davis will also take on the coordination of volunteer services to strengthen programs, enhance service delivery, and foster community partnerships. Tracy will continue to report to Camille Bigras, Director of Support Services and Quality Assurance.

Derek Callaghan – Operations Support Coordinator

As we continue to evolve, it is essential to assess our programs, systems, and processes to ensure they remain efficient, effective, and aligned with the needs of our residents, families, and community. Derek, who was previously assigned to the role of Volunteer Coordinator will be redeployed to provide operational and program support across all service and program delivery areas. This position will focus on enhancing existing programs and services, identifying opportunities for greater efficiency, and addressing gaps within our systems to support a more streamlined and productive environment. By working collaboratively across departments, this role will help implement best practices, optimize workflows, and strengthen our ability to adapt to changing needs.

These adjustments will help streamline workflows, enhance leadership support, and improve overall service delivery outcomes. We appreciate your dedication and cooperation during this transition, and we remain committed to keeping you informed throughout the process.

It is my expectation that this will be a seamless leadership transition for staff. These changes will take effect immediately.

Sincerely,

A handwritten signature in black ink that reads "Angie Punnett". The signature is fluid and cursive, with a large loop at the end of the last name.

Angie Punnett
Administrator

2024 Satisfaction Survey Summary

THE INSTRUCTIONS PROVIDED:

The Ministry of Long-Term Care, together with Health Quality Ontario, mandates that we give you an opportunity each year to have your say. Once complete and collated, the results are shared [without your name or comments] with Cassellholme's Resident Council, Family Council and Board of Management.

There are questions related to most departments. As a result, the questions are fairly vague.

WHO'S COMPLETING THE SURVEY?

[2] 3.6% Residents
[54] 96.4% SDM/POAs

RESIDENT GENDER:

[43] 76.8% Women
[13] 23.2% Men
[00] 0% Other

RESIDENT LIVES ON:

[11] 20.4% Apple – 1st
[11] 20.4% Maple – 1st
[08] 14.8% Cherry – 2nd
[07] 13.0% Birch – 2N
[03] 5.6% Birch – 2W
[04] 7.4% Willow – 3N
[10] 18.5% Willow – 3W

HOW LONG HAVE YOU LIVED AT CASSELLHOLME?

[13] 22.8% 0-6 months
[2] 3.5% 7-12 months
[17] 29.8% 1-2 years
[25] 43.9% more than 2 years

QUESTION 1: FOOD AND NUTRITION

What do you think of the variety of food, the presentation and nutrition?



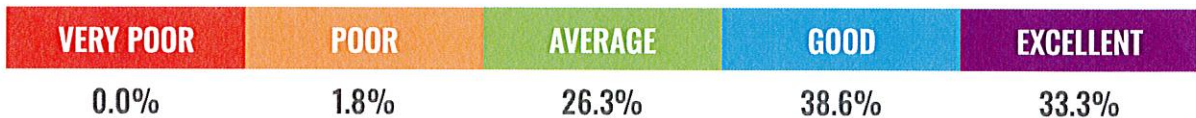
QUESTION 2: LAUNDRY

Think about laundry services, including delivery, lost laundry and labeling of clothing.



QUESTION 3: HOUSEKEEPING

How do you rate the overall cleanliness at Cassellholme?



QUESTION 4: DAILY CARE

What's your experience of things like bathing, help in the bathroom and grooming?



QUESTION 5: ACTIVITIES

What do you think of the social programs at Cassellholme, like music, fitness, games, etc.?



QUESTION 6: MAINTENANCE

What do you think of the quality and consistency of maintenance in your room, such as: lighting, paint, repair of Cassellholme items?



QUESTION 7: RESIDENT FINANCE MANAGEMENT

How are your financial and admin interactions at Cassellholme?



QUESTION 8: STAFF INTERACTIONS

Overall, how do you feel about staff compassion, friendliness and skills?



QUESTION 9: COORDINATION OF CARE

Think about changes in your health or routines, follow-up after incidents and care conferences.
How do you feel we communicated about these changes to your care plan?



QUESTION 10: STAFF VERBAL COMMUNICATION

How do you rate the staff on their ability to listen to, understand and interact with you?



QUESTION 11: CASSELLHOLME UPDATES

How do you rate general updates like infection/illness, construction, new programs, etc.?



QUESTION 12: COMMUNICATION PREFERENCES

What is your preferred method[s] of receiving Cassellholme updates? Check all that apply.

- [55] 96.5% Email
- [11] 19.3% Facebook
- [12] 21.1% Website
- [06] 10.5% Mail
- [10] 17.5% Cassellholme Poster

QUESTION 13: WEBSITE USE

What have you made use of on the Cassellholme website? Check all that apply.

[08] 14.0%	Feedback form
[04] 7.0%	Compliments form
[20] 35.1%	Send-A-Card
[18] 31.6%	Who to call
[22] 38.6%	Daily menus
[21] 36.8%	Activity portal
[09] 15.8%	Minutes [Family Council, Board of Management, Residents' Council, etc.]

QUESTION 14: COMMUNICATION RESPONSE TIME

When you called or emailed us, how was our response time?



QUESTION 15: HAVING YOUR SAY

Rate your comfort level with expressing an honest opinion to us at Cassellholme.



QUESTION 16: OVERALL SATISFACTION

Generally speaking, how do you rate your experience at Cassellholme?



QUESTION 17: WOULD YOU RECOMMEND CASSELLHOLME TO LOCAL RESIDENTS?

Please take a moment to write a few additional comments about Cassellholme
and any changes or improvements we could make to serve you better.



CAO

From: FONOM Office/ Bureau de FONOM <fonom.info@gmail.com>
Sent: May 14, 2025 9:55 AM
Subject: FONOM Annual General Meeting Resolutions (May 4, 2025)
Attachments: FONOM Annual General Meeting Resolutions (May 4, 2025) - COMBINED.pdf

Good Morning,

Please share with your Council and Senior Management

Please see attached resolutions that were passed by the membership of the Federation of Northern Ontario Municipalities (FONOM) during the Annual General Meeting held on **May 5, 2025** in North Bay.

Talk soon, Mac.

Mac Bain
 Executive Director
 The Federation of Northern Ontario Municipalities
665 Oak Street East, Unit 306
North Bay, ON, P1B 9E5
 Ph. 705-498-9510



MOVED BY: Terry Kelly

SECONDED BY: Dan O'Mara

RESOLUTION NO. 2025-01

Increase in Provincial share for **Mandated Public Health Programs**

WHEREAS, the Office of the Chief Medical Officer of Health and the Ministry of Health are undertaking a review of the funding approach for local public health agencies; and

WHEREAS, many northern Medical Officers of Health and Health Units have supported resolutions asking to be included or consulted during the review; and

WHEREAS, seven of the Northern Medical Officers of Health signed a letter to Minister Sylvia Jones, titled **Perspectives from Northern Ontario for the Public Health Funding Review**, which shared some perspectives unique to the North regarding the current Public Health Funding review; and

WHEREAS, Municipalities have been long-standing financial partners in public health; and

THEREFORE BE IT RESOLVED that the membership of the Federation of Northern Ontario Municipalities ask the Minister of Health that FONOM have an equal role in discussions concerning the funding review of the Public Health Mandated Programs; and

FURTHER BE IT RESOLVED, that a copy of this resolution be sent to the Deputy Premier and Minister of Health Sylvia Jones, the membership of FONOM, AMO, and the seven Northern Medical Officers of Health that signed the letter, **Perspectives from Northern Ontario for the Public Health Funding Review**

Carried

MOVED BY: Lynn Watson

SECONDED BY: Sally Hagman

RESOLUTION NO. 2025-02

Policing costs for all communities

WHEREAS, Northern Ontario municipalities face insurmountable challenges to fund both upfront investments and ongoing maintenance of their capital assets, including roads, bridges, water/ wastewater and municipally owned buildings, including recreational facilities, libraries and other tangible capital assets

WHEREAS, Northern Ontario municipalities' operating needs consume the majority of property tax revenue sources

WHEREAS, Northern Ontario municipalities are facing monumental infrastructure deficits that cannot be adequately addressed through property tax revenue alone

WHEREAS, in 2015, the provincial government moved to standardized billing for all non-contract O.P.P. (5.1) locations

WHEREAS, the annual cost of the Ontario Provincial Police, Municipal Policing Bureau for small rural non-contract (5.1) municipalities is approximately \$428 million

WHEREAS, before a one-time Provincial support transfer, Municipalities across Northern Ontario in 2024 received notices from the OPP with an average annual increase of 17.8%, representing 7.7% of the municipal tax levy

WHEREAS the estimated annual cost of the Ontario Provincial Police, Municipal Policing Bureau for Municipalities in the Northeast is \$43 million

WHEREAS, the police levy in 2025 to the four large cities in Northeastern Ontario is \$174 million after grants

THEREFORE BE IT RESOLVED THAT the Federation of Northern Ontario Municipalities calls on the Ontario Government to commit to phasing in a \$100 million Policing Grant over the next three years for the 157 northern communities. After the third year, the fund will increase by the minimum of the annual Consumer Price. Each community should receive a base amount of \$60,000, with the remaining funds allocated based on population. (Note: If the sum of the base amount and the population-based allocation exceeds the amounts received in 2024 notifications from the OPP, plus the annual Consumer Price Index (CPI), the funding for that community will be capped to avoid surplus situations.)



FURTHER BE IT RESOLVED THAT this resolution be forwarded to Premier Doug Ford, the Minister of Solicitor General Michael Kerzner, the Minister of Finance Peter Bethlenfalvy, the Membership of FONOM and NOMA and the Association of Municipalities of Ontario

Carried

Examples on the next page

Below is an example of the impact the funding would have on three of the 157 communities in Northern Ontario. The base year uses the 2025 OPP Billing Invoice or approved Budget. I estimated the CPI to be 3% in years two and three, compounded annually. The Cap amount in the example is a raw estimate, as many of those that did not respond to my OPP survey were smaller communities.

Year one - \$34 million

$$157 * \$60,000 = \$9,420,000$$

$$\$34,000,000 - \$9,420,000 = \$24,580,000$$

$$\$24,580,000 / 900,000 \text{ people} = \$27.31 \text{ per person}$$

Community of 1513 (cap \$284,949.50)

$$\$60,000 + (1513 * \$27.31) = \$101,320.03$$

Community of 8,057 people (cap \$2,561,265.98)

$$\$60,000 + (8,057 * \$27.31) = \$280,036.67$$

Community of 41,145 people (cap \$21,027,721.92)

$$\$60,000 + (41,145 * \$27.31) = \$1,183,669.95$$

Year two – \$67 Million

$$157 * \$60,000 = \$9,420,000$$

$$\$67,000,000 - \$9,420,000 + \$2,000,000 \text{ (estimated cap surplus)} = \$59,580,000 +$$

$$\$59,580,000 / 900,000 \text{ people} = \$66.20 \text{ per person}$$

Community of 1513 (cap \$293,497.98)

$$\$60,000 + (1513 * \$66.20) = \$160,160.60$$

Community of 8,057 people (cap \$2,638,103.95)

$$\$60,000 + (8,057 * \$66.20) = \$593,373.40$$

Community of 41,145 people (cap \$21,658,553.57)

$$\$60,000 + (41,145 * \$66.20) = \$2,783,799$$

Year three – \$100 Million

$$157 * \$60,000 = \$9,420,000$$

$$\$100,000,000 - \$9,420,000 + \$3,000,000 \text{ (estimated cap surplus)} = \$93,580,000$$

$$\$93,580,000 / 900,000 \text{ people} = \$103.97 \text{ per person}$$

Community of 1513 (cap \$302,302.91)

$$\$60,000 + (1513 * \$103.97) = \$217,306.61$$

Community of 8,057 people (cap \$2,717,247.06)

$$\$60,000 + (8,057 * \$103.97) = \$897,686.29$$

Community of 41,145 people (cap \$22,308,310.17)

$$\$60,000 + (41,145 * \$103.97) = \$4,337,845.65$$

MOVED BY: Sandra Hollingsworth

SECONDED BY: Al MacNevin

RESOLUTION NO. 2025-03

Provincial/Municipal Fiscal Review

WHEREAS, current provincial-municipal fiscal arrangements are undermining Ontario's economic prosperity and quality of life

WHEREAS, nearly a third of municipal spending in Ontario is for services in areas of provincial responsibility, and expenditures are outpacing provincial contributions by nearly \$4 billion a year

WHEREAS municipal revenues, such as property taxes, do not grow with the economy or inflation

WHEREAS unprecedented population and housing growth will require significant investments in municipal infrastructure

WHEREAS municipalities are being asked to take on complex health and social challenges – like homelessness, supporting asylum seekers and addressing the mental health and addictions crises

WHEREAS, inflation, rising interest rates, and provincial policy decisions are sharply constraining municipal fiscal capacity

WHEREAS property taxpayers – including people on fixed incomes and small businesses – can't afford to subsidize income re-distribution programs for those most in need

WHEREAS the province can, and should, invest more in the prosperity of communities

WHEREAS municipalities and the provincial government have a strong history of collaboration

THEREFORE BE IT RESOLVED that the Federation of Northern Ontario Municipalities requests the Province of Ontario commit to undertaking with the Association of Municipalities of Ontario and the Federation of Northern Ontario Municipalities a comprehensive social and economic prosperity review to promote the stability and sustainability of municipal finances across Ontario

FURTHER BE IT RESOLVED that a copy of this motion be sent to Premier Ford, the Honourable Rob Flack, the Minister of Municipal Affairs and Housing, the Honourable Peter Bethlenfalvy, the Minister of Finance, the membership of FONOM, and to the Association of Municipalities of Ontario.

Carried.



MOVED BY: Maggie Horsfield

SECONDED BY: Lynda Carleton

RESOLUTION NO. 2025-04

Expand Extended Producer Responsibility to the ICI Sector

WHEREAS under Ontario Regulation 391/21: Blue Box, producers are fully accountable and financially responsible for their products and packaging once they reach their end of life and are disposed of, for 'eligible' sources only

WHEREAS producers are not responsible for collecting products and packaging sold to the industrial, commercial, and institutional sectors, which include the provincial government and our member municipalities

WHEREAS the products and packaging mentioned in the previous paragraph either end up in landfills or are recycled by the industrial, commercial, and institutional sectors, often at a cost

WHEREAS the landfill capacity in Ontario is nearing a critical point, and the process to site or create a landfill is both lengthy and costly

WHEREAS under the current Extended Producer Responsibility Regulation, a can of soda consumed at home and placed in the Blue Box is considered an "eligible" source, meaning producers are responsible for its recycling. However, if the same soda can is consumed by the same individual at Queen's Park, it is deemed "ineligible." In this case, the government is responsible for managing the collection, transportation, and processing of the recycling, as well as covering all associated costs

THEREFORE BE IT RESOLVED THAT the Federation of Northern Ontario Municipalities hereby request that the province amend Ontario Regulation 391/21: Blue Box so that producers are responsible for the end-of-life management of recycling products from all sources, including Industrial, Commercial, and Institutional (ICI) properties

AND FURTHER BE IT RESOLVED THAT this resolution be forwarded to the Honourable Todd J. McCarthy, Minister of the Environment, Conservation and Parks, the membership of FONOM and AMO.

Carried.



MOVED BY: Margaret Young

SECONDED BY: Marc Dupuis

RESOLUTION NO. 2025-05

An addition to the Ministry of Transportation

WHEREAS the topography and climate of Ontario, North and West of the Canadian Shield, is uniquely different from that of the balance of the Province

WHEREAS due to that topography, it is more costly to construct or maintain 100 km of Highway in Northern Ontario than the balance of the Province

WHEREAS the highway network in Northern Ontario is vital to connecting our citizens to health care, employment, groceries, and recreation

WHEREAS Highway 11, Highway 17, and Highway 69 are our 400 systems, and the municipal share of Connecting Link has become prohibitive for all communities

WHEREAS the Province of Ontario has made and continues to make a significant investment in the Ontario Northland and bring back the Northlander

WHEREAS every senior politician in Ontario and the balance of Canada noted the Raw Earth Elements deposits in the Ring of Fire. FONOM wants to note that the transportation of the Raw Earth Elements will travel through Northern Ontario

WHEREAS the Nuclear Waste Management Organization has selected the community of Ignace for the location of Canada's deep geological repository for spent nuclear fuel. Therefore, the fuel will be transported through Northern Ontario.

WHEREAS on November 10, 2022, the Province announced, 'Ontario Moving Ahead with First-Ever 2+1 Highway in North America'; on July 14, 2023, the Ministry of Transportation announced, 'Ontario Starting Work on 2+1 Highway', and during the recent campaign, Premier Ford announced his government would 'extend the 2+1 highway another 220 kilometres from Temiskaming Shores to Cochrane'

WHEREAS of May 2025, the Minister has not announced a start date for construction of the initial 2+1 Highway



WHEREAS the annual Ontario Road Safety Annual Report Selected Statistics does not provide a breakdown by region

WHEREAS the 2023 Ontario Road Safety Annual Report Selected Statistics reported that there were 1,504 large truck accidents in Ontario with 107 fatalities

WHEREAS large truck accidents occur daily in Northern Ontario, often resulting in death

WHEREAS accidents in Northern Ontario are the cause of many lengthy closures or detours using municipal infrastructure not designed for highway traffic

WHEREAS many FONOM members have commented that there is a lack of response to their concerns or inquiries from the Ministry and/or regional staff, which is concerning to the Board

THEREFORE IT WAS RESOLVED that the Federation of Northern Ontario Municipalities should ask the Premier to either appoint a Deputy Minister of Transportation for Northern Ontario or create an Associate Minister responsible for Northern Ontario Transportation. FONOM believes Northern Ontario will be the economic engine that drives Ontario and Canada for the next 100 years and that the Province needs a dedicated team focused on improving today's network while planning for and acting on future requirements

AND FURTHER BE IT RESOLVED this resolution be sent to Premier Ford, the Minister of Transportation, the Hon. Prabmeet Singh Sarkaria, the Membership of FONOM, NOMA, ROMA, and the Association of Municipalities of Ontario

Carried.

CAO

Subject: FW: correcting false media statements - sending this along as I suspect you may also receive either the original post directly or receive enquiries from other citizens

From: CAO <CAO@calvintownship.ca>

Sent: May 1, 2025 12:05 PM (TO Council)

Subject: correcting false media statements - sending this along as I suspect you may also receive either the original post directly or receive enquiries from other citizens

Hello

It has come to our attention from several sources late yesterday and today, that there are a couple of citizens who have posted on social media, false information about various municipal tax practices in Calvin.

While it is not our practice to respond to any posts on social media, we do have a responsibility to provide accurate information to our citizens.

For your information, in response to specific false statements made on social media (worded very unkindly toward the Municipality and Councils), the following individual posts were made on our Facebook page today. (We were without internet or phones yesterday).
Feel free to also set the record straight.

1. To the false statement that when property owners obtain Managed Forest Tax classification for their properties, Calvin gets refunded the "lost" tax dollars from another source.

LET'S TALK MANAGED FOREST TAX INCENTIVES

The Managed Forest Tax Incentive Program, managed by the Ontario Government (not the Municipality, not MPAC) encourages good forest management by giving a property tax reduction to eligible landowners who prepare and follow an approved Managed Forest Plan.

<https://www.ontario.ca/.../managed-forest-tax-incentive...>

FACT: Managed Forest is a municipal tax classification of its own.

FACT: As set by provincial legislation Managed Forest properties are taxed by municipalities at 25% of the municipal residential property tax rate.

FACT: Once MPAC notifies a municipality that your tax classification has changed, the Municipality now taxes your property at that new, lower tax rate.

FICTION: The Municipality receives additional dollars from another source to "make up for" the difference in what you would have paid in municipal taxes in a different tax class.

FACT: The ONLY municipal taxes the Municipality receives, are through taxes levied to property owners.

FACT: If the change to your tax class by MPAC is retroactive, the Municipality may owe YOU monies.

Tax classes and the tax rates for all properties in Calvin are outlined in the 2024 tax ratio by-law on this page:

<https://www.calvintownship.ca/en/municipal-services/treasury>

These tax classes and ratios are historic in nature.

2. To the false statement that seasonal residents pay lower property taxes.

LET'S TALK PROPERTY TAXES IN ONTARIO (INCLUDING CALVIN)

MPAC determines the assessed value of ALL properties in Ontario AND their classification.

Most properties fall under one of the following classes, while some may have more than one class assigned to the same property.

Residential properties

Commercial properties

Farm properties

Hospitality

Managed forests

Multi-residential properties

Industrial properties

Large and special purpose properties

Other property types

Community hubs

Child care centres

Co-operative housing projects

Housekeeping cottage resort properties

Life lease properties

Long-term care home properties

Mobile home parks

Retirement home properties

Timeshare properties

Special structures.

<https://www.mpac.ca/en/PropertyTypes>

MUNICIPAL TAXES

Municipalities determine revenue requirements, set municipal tax rates and collect property taxes to pay for municipal services.

Property tax is a levy based on the assessed value of property.

Property tax has two components: a municipal portion and an education portion.

The rates for the education portion of the tax are established by the Minister of Finance. Note:

Whether or not you pay your taxes on time, the Municipality MUST pay all, all school board taxes levied to all taxpayers by a deadline. When your taxes are not paid on time, the Municipality's financial position is impacted.

Rates for the municipal portion of the tax are established by each municipality.

Here are the property classes and the tax reduction areas for all properties in Calvin:

1. Residential/farm property

2. Multi-Residential

3. Commercial

4. Industrial

5. Landfill

6. Pipeline

7. Farmland

8. Managed Forest

Municipal tax reductions are in place ONLY for:

1. Vacant land and excess land subclasses in the commercial property class if 30% (no reduction in school board taxes)
2. Vacant land and excess land subclasses in the industrial property class if 35%+ (no reduction in school board taxes).

Refer to by-law 2024-03 for information about the various tax ratios for each of the above property tax classes in 2024 (not unlike past years). <https://www.calvintownship.ca/en/municipal-services/treasury>.

3. To the false statement that the Municipality has given a certain member of the community, for 25+ yrs a tax break because that taxpayer lives in their home full time vs seasonally. To correct the assumption that there is a seasonal dwelling tax rate.

Did you know that..

MPAC (vs municipalities) assesses the value of properties in Ontario and determines their classification?

Here are the types of residential properties in Ontario:

single-family dwellings such as town homes or detached houses

condominium units

apartment buildings with six or fewer units

duplexes

co-operative housing

vacant land that is available for residential use

a mobile home

a detached or semi-detached home or another type of multi-unit structure such as a condominium.

<https://www.mpac.ca/en/News/FactSheet/MPACFactSheet>

Here is how residential properties are assessed in Ontario.

<https://www.mpac.ca/.../Howweassessresidentialproperties>

<https://www.mpac.ca/.../Residenti.../Residentialsitefeatures>

All questions about how property values are assessed should be directed to MPAC.

4. The person who began this particular social media post, questioning why councils continue to give a certain resident that 25+yr tax break did submit her email to staff and I responded as follows:

From: CAO

Sent: May 1, 2025 11:31 AM

To: xxx

Subject: RE: STEWART'S ROAD

Hello xxxx

As per Ann's email, the purpose of the recent invitation to comment is to seek and obtain public input on the upgrading of Stewarts Road to a year-round maintained municipal road. Stewarts Road as you may know, is currently a seasonally maintained road – meaning the Municipality only provides regular maintenance of the road on a seasonal basis.

As your email does not provide input on that subject, (upgrading Stewarts Road to a year-round maintained municipal road), it will not be forwarded to Council for consideration of that subject matter.

With respect to the various property tax classes (including residential property tax classes), and the key features involved in the assessment of property values in Ontario, (including in Calvin), I invite you to consult with MPAC as they vs municipalities are responsible for assessing all property values in Ontario , and for their classification.

Additionally, please refer to our website at <https://www.calvintownship.ca/en/municipal-services/treasury> where you will also find accurate information about this Municipality's tax ratio by-law. You will note that there are not different tax rates, in any property tax class, for permanent and seasonal occupancy.

If you have a concern/complaint about how a property was assessed by MPAC for taxation purposes, please contact MPAC for further direction.

I trust the information above clarifies that there are not special tax rates for seasonal vs permanent dwellings in Calvin.

Should you have any other questions about how municipal taxes are levied, please do let me know.

Regards

Donna

Donna Maitland
CAO/Clerk/Treasurer
Municipality of Calvin
1355 Peddlers Dr., R.R.#2, Mattawa, ON. P0H 1V0
Ph: 705-744-2700
www.calvintownship.ca

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From: Public Works <publicworks@calvintownship.ca>
Sent: May 1, 2025 8:22 AM
To: xxxxx
Cc: CAO <CAO@calvintownship.ca>
Subject: RE: STEWART'S ROAD

Good morning Mrs. xxxx

I am responding to your email to advise that due to the specific nature of your comment that this email is unable to be presented to Council in regard to the public consultation for Stewarts Road being held on

May 20th, at 6:00 p.m. We are unable to speak about people specifically as this falls under the rules of MFIPPA.

The purpose for Stewarts Road's public consultation is concerning year-round maintenance being provided as opposed to the taxation for individuals within the municipality.

I have cc'd the CAO on this email so that she may answer your questions about taxation and assessment.

Please advise if you have constructive comments to provide the Council for the public consultation specifically regarding the year-round maintenance of Stewarts Road.

PS. Thank you for your kind comments this winter regarding the level of service you received this winter.

Kindest Regards,

Ann Carr, Dipl.M.A.
Public Works Superintendent
Corporation of the Municipality of Calvin
1355 Peddlers Dr., R.R.#2, Mattawa, ON. P0H 1V0
Ph: 705-744-2700 | Fax: 705-744-0309
publicworks@calvintownship.ca

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From: xxxx
Sent: April 30, 2025 12:46 PM
To: Public Works <publicworks@calvintownship.ca>
Subject: STEWART'S ROAD

Just a question about Stewart's Road!

There's a lady named xxxx that has live on this road for several years and has opened admitted approximately March 2021 in a utube Council meeting that she has only paid "seasonal taxes" for 28 years for her full time residence that she resides in 24/7. It was the previous Mayor, Deputy Mayor and Councillors in a meeting.

Why was she allowed to not pay for 28 years and are there more citizens in our community that are getting the same illegal tax break and Government fraud?

Personally I believe it's long over due to find these individuals and get what they owe to Calvin Township and stop raising the taxes on honest citizens. Someone or a few people know who they are and how long they haven't paid the correct amount. There's less than 600 people in our community! Why can't we be fair and give everyone a 28 year tax break to be fair or be equal to all the residents and make them paid back???

Can someone explain to me what makes these individuals so special that they were even offered such a tax break?????

Looking forward to hear the answers to my questions.

Thank you

xxxxx

Get Outlook for Android

Donna Maitland

CAO/Clerk/Treasurer

Municipality of Calvin

1355 Peddlers Dr., R.R.#2, Mattawa, ON. P0H 1V0

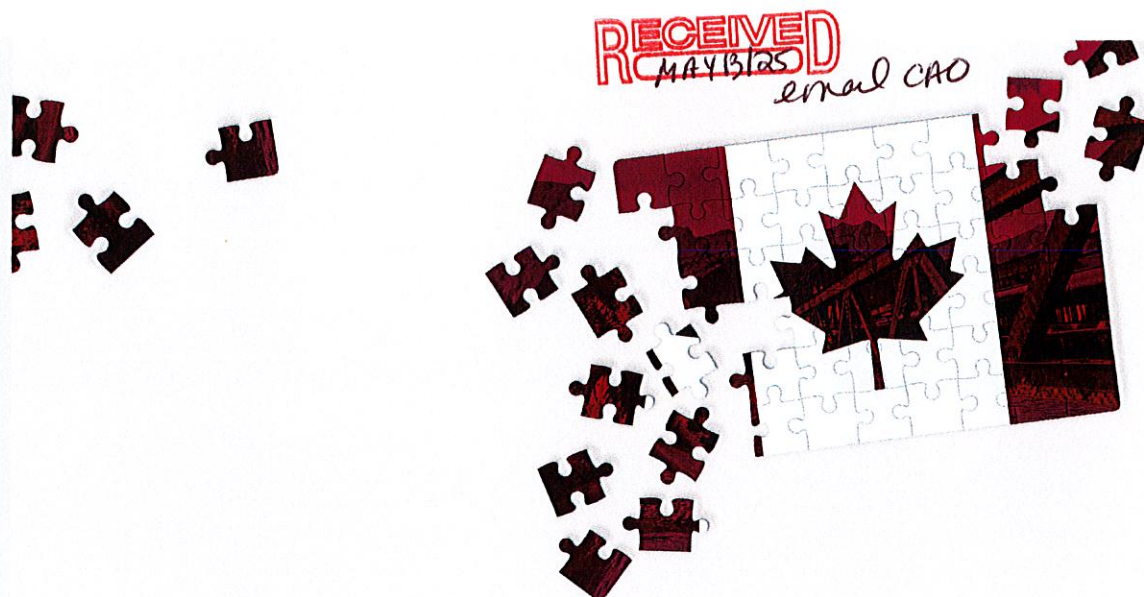
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Advocacy update: new federal Cabinet

Dear FCM Members,

Earlier today, Prime Minister Mark Carney unveiled his new Cabinet at Rideau Hall. He also announced Secretaries of State who are tasked with specific files.

The Cabinet of Canada's 45th Parliament is composed of:

- **Gregor Robertson**, Minister of Housing and Infrastructure; and Minister responsible for Pacific Economic Development Canada
- **François-Philippe Champagne**, Minister of Finance and National Revenue
- **Dominic LeBlanc**, President of the King's Privy Council for Canada; and Minister responsible for Canada-U.S. Trade, Intergovernmental Affairs and One Canadian Economy
- **Julie Dabrusin**, Minister of Environment and Climate Change
- **Gary Anandasangaree**, Minister of Public Safety
- **Rebecca Chartrand**, Minister of Northern and Arctic Affairs; and Minister responsible for the Canadian Northern Economic Development Agency
- **Eleanor Olszewski**, Minister of Emergency Management and Community Resilience; and Minister responsible for Prairies Economic Development Canada
- **Rebecca Alty**, Minister of Crown-Indigenous relations
- **Shafqat Ali**, President of the Treasury Board
- **Anita Anand**, Minister of Foreign Affairs
- **Sean Fraser**, Minister of Justice and Attorney General of Canada; and Minister responsible for the Atlantic Canada Opportunities Agency
- **Chrystia Freeland**, Minister of Transport and Internal Trade
- **Steven Guilbeault**, Minister of Canadian Identity and Culture; and Minister responsible for Official Languages
- **Mandy Gull-Masty**, Minister of Indigenous Services
- **Patty Hajdu**, Minister of Jobs and Families; and Minister responsible for the Federal Economic Development Agency for Northern Ontario
- **Tim Hodgson**, Minister of Energy and Natural Resources
- **Mélanie Joly**, Minister of Industry; and Minister responsible for Canada Economic Development for Quebec Regions
- **Joël Lightbound**, Minister of Government Transformation, Public Works and Procurement

- **Heath MacDonald**, Minister of Agriculture and Agri-Food
- **Steven MacKinnon**, Leader of the Government in the House of Commons
- **David J. McGuinty**, Minister of National Defence
- **Jill McKnight**, Minister of Veterans Affairs and Associate Minister of National Defence
- **Lena Metlege Diab**, Minister of Immigration, Refugees and Citizenship
- **Marjorie Michel**, Minister of Health
- **Maninder Sidhu**, Minister of International Trade
- **Evan Solomon**, Minister of Artificial Intelligence and Digital Innovation; and Minister responsible for the Federal Economic Development Agency for Southern Ontario
- **Joanne Thompson**, Minister of Fisheries
- **Rechie Valdez**, Minister of Women and Gender Equality; and secretary of state (small business and tourism)

The Secretaries of State are:

- **Buckley Belanger**, Secretary of State (Rural Development)
- **Stephen Fuhr**, Secretary of State (Defence Procurement)
- **Anna Gainey**, Secretary of State (Children and Youth)
- **Wayne Long**, Secretary of State (Canada Revenue Agency and Financial Institutions)
- **Stephanie McLean**, Secretary of State (Seniors)
- **Nathalie Provost**, Secretary of State (Nature)
- **Ruby Sahota**, Secretary of State (Combatting Crime)
- **Randeep Sarai**, Secretary of State (International Development)
- **Adam van Koeverden**, Secretary of State (Sport)
- **John Zerucelli**, Secretary of State (Labour)

FCM is eager and ready to engage with these Ministers and Secretaries of State as strategic partners in Canada's national prosperity to advance the interests of rural, northern, remote and urban communities across the country. During the election, FCM championed shared priorities focused on what matters most to Canadians: affordable housing, ending homelessness, renewing infrastructure, keeping our communities safe and more. Advancing these priorities is essential in securing our communities' long-term economic resilience.

We are stronger together. That's why we are calling for a National Prosperity Partnership in which all orders of government come together to build a stronger future for Canadians. FCM will continue to work with the government and all parties in the House of Commons to promote collaboration and make meaningful progress towards building a more resilient Canada.

For more information on how the Liberal Party campaign commitments affect municipalities, please see our [previous advocacy update](#).

FCM will keep members apprised of further political and legislative developments as the work of Parliament gets underway.

- Your FCM Team

CAO

From: minister.mah@ontario.ca
Sent: May 13, 2025 7:56 PM
To: CAO
Subject: Letter from Minister Rob Flack (234-2025-2204) / Lettre du ministre Rob Flack (234-2025-2204)
Attachments: 25-2204 Municipal Notification Letter FR.pdf; 25-2204 Municipal Notification Letter.pdf

**Ministry of
Municipal Affairs
and Housing**

**Ministère des
Affaires municipales
et du Logement**

Office of the Minister

Bureau du ministre

777 Bay Street, 17th Floor
Toronto ON M7A 2J3
Tel.: 416 585-7000

777, rue Bay, 17^e étage
Toronto (Ontario) M7A 2J3
Tél. : 416 585-7000



Please find attached a letter from Minister Flack.

Veillez trouver en pièce jointe une lettre du ministre Flack.

234-2025-2204

May 13, 2025

Your worship

Mayor Richard Gould

Municipality of Calvin

mayor.gould@calvintownship.ca

Dear Mayor Richard Gould,

On May 12, 2025 I introduced the *Protect Ontario by Building Faster and Smarter Act, 2025* ([Bill 17](#)). Through this legislation, and other changes, we are responding to recommendations and requests from municipal leaders to make it easier and faster to build new homes and infrastructure Ontario needs like transit, roads, water, and wastewater systems.

The bill contains bold actions to protect Ontario from the Ministry of Municipal Affairs and Housing, the Ministry of Infrastructure and the Ministry of Transportation. Details about the range of measures can be found in the [news release](#).

Building Code Act – Ministry of Municipal Affairs and Housing

Schedule 1 of the Bill proposes changes to the *Building Code Act* which include:

- Adding a provision to clarify that municipalities do not have the authority to create or enforce their own construction standards.
- Eliminating the requirement for a secondary provincial approval of innovative construction products for products that have already undergone a “Canadian Code Compliance Evaluation” by the federal Canadian Construction Materials Centre ([25-MMAH0042](#)). Comments can be made through the Regulatory Registry of Ontario (RR) from May 12, 2025, to June 11, 2025.

Development Charges Act – Ministry of Municipal Affairs and Housing

Schedule 4 of the Bill proposes changes to the *Development Charges Act, 1997*, to standardize the development charge (DC) methodology and framework and improve predictability of costs, include:

- Creating a regulation-making authority to merge service categories for DC credits.
- Creating a regulation-making authority to specify what constitutes a “local service.”
- Expanding the DC deferral to non-rental residential developments. Related changes include:
 - Providing municipalities authority, in circumstances set out in regulation, to require financial security for payment of deferred DCs for non-rental residential developments; and
 - Removing authority for municipalities to charge interest on any legislated DC deferral amounts.
- Enabling municipalities to make any changes to their DC by-laws for the sole purpose of reducing DCs or removing indexing without undertaking certain procedural requirements.
- Creating a regulation-making authority to prescribe exceptions, including conditional exceptions, to capital costs that are eligible to be recovered from DCs.
- Providing that the frozen DC rates on a development would not be applicable if the current DC rates in effect would result in a lower payment.
- Exempting long-term care homes within the meaning of subsection 2 (1) of the *Fixing Long-Term Care Act, 2021* from municipal DCs.

We are interested in receiving your comments on these proposed measures. Comments can be made through the Regulatory Registry of Ontario (RR) from May 12, 2025, to June 11, 2025:

- [RR 25-MMAH003](#): Changes to the *Development Charges Act, 1997*, to Simplify and Standardize the Development Charge (DC) Framework.

Planning Act – Ministry of Municipal Affairs and Housing

Schedules 3 and 7 of the Bill propose changes to the *Planning Act* and the *City of Toronto Act, 2006* that would help streamline and standardize municipal development processes. If passed, the proposed changes would:

- Provide authority for regulations to limit municipal complete application studies and provide greater recognition of planning reports prepared by prescribed certified professionals,
- Remove the need for certain minor variances,
- Give the Minister of Municipal Affairs and Housing the authority to impose conditions on a use permitted by a Minister's zoning order, and
- Streamline planning approvals for publicly funded kindergarten to grade 12 schools.

We are interested in receiving your comments on these proposed measures. Comments can be made through the Environmental Registry of Ontario from May 12, 2025, to June 11, 2025:

- [ERO 025-0461](#): Proposed Planning Act and City of Toronto Act, 2006 Changes (Schedules 3 and 7 of Bill 17- Protect Ontario by Building Faster and Smarter Act, 2025).

We are also interested in receiving any comments you may have on associated regulatory changes. The government is undertaking 45-day consultations on the following proposals from May 12, 2025, to June 26, 2025:

- [ERO 025-0462](#): Proposed Regulations – Complete Application (seeking feedback on proposed regulations to address complete application requirements (study/report requirements) and submissions from certified professionals)
- [ERO 025-0463](#): Proposed Regulation – As-of-right Variations from Setback Requirements (seeking feedback on a proposed regulation that would allow variations to be permitted “as-of-right” if a proposal is within 10% of requirements for setbacks from property lines applicable to specified lands)

The Environmental Registry postings provide additional details regarding the proposed changes.

Ministry of Infrastructure Act – Ministry of Infrastructure

Schedule 6 of the Bill proposes changes to the *Ministry of Infrastructure Act, 2011* (MOIA), to provide the Minister of Infrastructure with the authority to request information and data from municipalities and municipal agencies, where needed to support provincially funded infrastructure projects. This would help speed up the delivery of critical infrastructure that our growing communities need, while also supporting jobs and economic growth. Comments can be made through the Regulatory Registry of Ontario ([RR-25MOI003](#)) from May 12, 2025, to June 11, 2025.

Transit-Oriented Communities Act – Ministry of Infrastructure