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ADMINISTRATIVE MATTERS

CAO report to Council CAO44-2025: Application for funding – Trans Canada (TC) Energy, Update**PURPOSE:**

To provide Council with an update of the application for funding to TC Energy

BACKGROUND

In August 2025, an application for funding was submitted to TC Energy's Build Strong Program. Build Strong supports initiatives that address First Responders: Equipping them with necessary resources, including for PPE.

In response to the call for applications, in consultation with Fire Chief J. Whalley, the application was for the purchase of two SCBAs, a much-needed item at the Fire Dept.

UPDATE

Due to oversubscription, we were requested to revise our application by reducing the request to \$9,500. This revised application was subsequently approved, funds received and the purchase of one SCBA is imminent.

RECOMMENDATION:

To receive CAO report 44-2025, Application for funding, Trans Canada Energy.



Donna Maitland, CAO October 23, 2025

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CAO report to Council CAO45-2025: Asbestos Assessment and Management Obligations

PURPOSE: to inform Council of the Municipality's obligations related to asbestos assessment and management, outline the proposed Request for Proposal (RFP) process, and seek approval for funding from the Canada Community-Building Fund (CCBF) or Ontario Community Infrastructure Fund (OCIF) to complete the required work.

BACKGROUND

The Municipality of Calvin is responsible under the Occupational Health and Safety Act (OHSA, R.S.O. 1990, c. O.1), Regulation 278/05 – Designated Substances – Asbestos, to identify, manage, and report on asbestos-containing materials (ACMs) in all municipal facilities. Additionally, the Municipality is required to comply with PSAB Standard PS 3280 – Asset Retirement Obligations by recognizing asbestos-related financial liabilities in municipal records.

To meet these obligations, the Municipality must:

1. Conduct a comprehensive baseline survey of ACMs in all municipal buildings.
2. Develop and maintain a formal Asbestos Management Plan.
3. Implement a financial framework for Asset Retirement Obligations (AROs).
4. Deliver staff training and occupant awareness programs.
5. Establish a system for ongoing compliance, monitoring, and reporting.

Failure to comply with PSAB Standard PS 3280 will result in:

- Misstated financial statements and inaccurate reporting of liabilities.
- Qualified or adverse audit opinions from municipal auditors or the Office of the Auditor General of Ontario.
- Reduced public confidence in financial management, and potential impacts on borrowing capacity or credit rating.
- Operational and legal risks if obligations tied to health and safety (such as asbestos removal) are not properly funded or managed.

NEED FOR EXTERNAL EXPERTISE

The Asbestos Management Project requires specialized knowledge and experience, including:

- Certification and proven experience in asbestos surveying and management.
- Expertise in preparing Asbestos Management Plans for municipal or commercial facilities.
- Knowledge of OHSA Regulation 278/05 – Designated Substances – Asbestos, including safe handling and reporting requirements.
- Experience in developing financial frameworks for Asset Retirement Obligations (AROs) in compliance with PSAB Standard PS 3280.
- Ability to design and deliver staff training programs and occupant awareness initiatives.

Engaging a qualified third-party firm ensures that all aspects of the project—safety, regulatory compliance, financial reporting, and training—are completed to the required standard and in a timely manner.

PROPOSED RFP PROCESS AND TIMELINE (subject to change)

The Municipality proposes to issue an RFP to qualified firms with the following timeline:

<u>Milestone</u>	<u>Date</u>
RFP Approval by Council	Nov 11, 2025
RFP Issued Publicly	Nov 12, 2025
Proposal Submission Deadline	Dec 10, 2025
Evaluation & Firm Selection	Dec 11–19, 2025
Notification of Successful Firm	Dec 20, 2025
Project Start	Jan 6, 2026
Completion of Survey, Management Plan & Financial Framework	Mar 31, 2026
Staff Training & Occupant Awareness	Apr 1 – Apr 30, 2026
Presentation of Final Program to Council	May 12, 2026

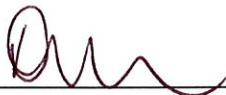
FUNDING

The project can be funded through either the Canada Community-Building Fund (CCBF) or the Ontario Community Infrastructure Fund (OCIF). There would be no impact on taxation. Council approval is requested to allocate funds from one of these sources to cover project costs which can only be determined through an RFP process.

RECOMMENDATION:

It is recommended that Council:

- Acknowledge the Municipality's regulatory and financial obligations under OHSA Regulation 278/05 and PSAB Standard PS 3280.
- Approve the issuance of an RFP for 3rd party asbestos assessment services, including the proposed process, evaluation criteria, and timelines.
- Approve the use of CCBF or OCIF funding to finance the project.
- Authorize the Chief Administrative Officer (CAO) to issue the RFP and bring back a recommendation to Council for the hiring of the successful firm.



Donna Maitland, CAO October 28, 2025



THE MUNICIPALITY OF CALVIN
REPORT TO COUNCIL
PUBLIC WORKS DEPARTMENT

To: Mayor and Council
 Subject: Circular Materials Change Order to Agreement 2024-00-144
 Author: Ann Carr, Public Works Superintendent
 Date: November 11, 2025
 Report No.: PWS-2025-22

Purpose:

To provide Council a summary to the changes for the agreement between the Municipality of Calvin and Circular Materials Ontario related to the collection of Blue Box Material.

Background/Financials:

The original agreement for the collection of Blue Box Materials was written to accept Industrial, Commercial and Institutional materials. The Municipality was receiving a 5% loss of payment from the province based on accepting the material during the transition.

2026 is the end of the transition and the agreement needed to be amended to remove the acceptance of ineligible materials (Industrial, Commercial and Institutional) recycling.

The Change Order has also been negotiated for the costs associated with operating the recycling depot. Through negotiation the Municipality will be receiving compensation of 750.00 per month (\$9000.00 per year) for staffing the depot. All other associated costs will be the responsibility of Circular Materials Ontario.

Recommendation:

WHEREAS, Circular Materials Ontario has issued a change order to agreement 2024-00-144 "Eligible Community Depot Operations Agreement;"

AND WHEREAS, the original agreement was set to expire at the end of 2025, during the transition of extended producer responsibility for the costs of recycling mandated by the Province of Ontario through the Resource Recovery and Circular Economy Act;

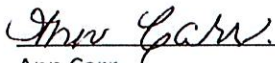
AND WHEREAS, the change order was negotiated and is now presented to Council for final approval;

THEREFORE, the Public Works Superintendent recommends approving of the change order;

NOW THEREFORE IT HEREBY BE RESOLVED that Council approves of this recommendation.

Respectfully yours,

I concur with this report,


 Ann Carr
 Public Works Superintendent


 Donna Maitland
 CAO, Clerk Treasurer

October 31, 2025

Change Order #1
To
Eligible Community Depot Operations Agreement Number 2024-00-144

1. Background

WHEREAS Circular Materials ("**CMO**") and The Corporation of the Municipality of Calvin ("**Contractor**") entered into Eligible Community Depot Operations Agreement Number 2024-00-144 related to the collection Blue Box Material at Depots with an effective date of September 26, 2024 (the "**Agreement**");

AND WHEREAS, Contractor and CMO (each a "**Party**", and collectively the "**Parties**") jointly desire to enter into this change order respecting the collection of Blue Box Material at Depots for the applicable Eligible Community; and

AND WHEREAS pursuant to Article 8.8 of the Agreement the Parties have now agreed upon the terms of this change order ("**Change Order #1**");

NOW, THEREFORE in consideration of the promises and the mutual obligations and covenants herein set forth and for other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, CMO issues this Change Order #1, and CMO and Contractor hereby agree as follows:

2. Intention to Amend

The Agreement is modified only by the express provisions of this Change Order #1 and, except as so modified, the Agreement shall remain unchanged and in full force and effect.

3. Amendments

- (a) This Change Order #1 shall be effective as of January 1, 2026 (the "**Effective Date**").
- (b) Pursuant to Section 8.8 of the Agreement, the Agreement Term is hereby extended for a period of three (3) additional one (1) year terms from the Agreement expiry date of December 31, 2025, commencing January 1, 2026, and expiring December 31, 2028.
- (c) Except as set out in subsection (b), all other amendments to the Agreement are contained in Schedule A to this Change Order #1.
- (d) Except as expressly amended by this Change Order #1, the Agreement shall remain unchanged and in full force and effect.

4. Miscellaneous

- (a) This Change Order #1 is governed by and will be construed in accordance with the laws of the Province of Ontario and the laws of Canada applicable therein.

4. Miscellaneous

- (b) This Change Order #1 is governed by and will be construed in accordance with the laws of the Province of Ontario and the laws of Canada applicable therein.
- (c) If any provision of this Change Order #1 is determined by any court of competent jurisdiction to be invalid, illegal or unenforceable, that provision will be severed from this Change Order #1 and the remaining provisions will continue in full force and effect so long as the economic or legal substance of the transactions contemplated hereby is not affected in any manner materially adverse to either of the Parties.
- (d) This Change Order #1 will enure to the benefit of and be binding upon the respective successors and permitted assigns of the Parties.
- (e) In the event of any inconsistency between the terms of this Change Order #1 and the terms of the Agreement, the terms of this Change Order #1 shall prevail to the extent of any such inconsistency.
- (f) This Change Order #1 (including, without limitation, Schedule A) constitutes the entire agreement between the Parties with respect to the subject matter hereof and cancels and supersedes any other understandings and agreements between the Parties with respect thereto, whether written or oral, and whether made prior to the date first written above.
- (g) Each of CMO and Contractor will from time to time execute and deliver all such further documents and instruments and do all acts and things as the other Party may reasonably require to effectively carry out or better evidence or perfect the full intent and meaning of this Change Order #1.
- (h) This Change Order #1 may be executed in any number of counterparts, each of which will be deemed to be an original, and all of which taken together will be deemed to constitute one and the same instrument. Delivery of an executed signature page to this Change Order #1 by any Party by electronic transmission will be as effective as delivery of a manually executed copy of this Change Order #1 by such Party.
- (i) Any capitalized terms used herein but not defined shall have the meaning attributed.

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Change Order #1

IN WITNESS WHEREOF the parties have executed this Change Order #1 as of the Effective Date.

CIRCULAR MATERIALS

**The Corporation of the Municipality of
Calvin**

By: _____
Name: Allen Langdon
Title: CEO

By: _____
Name: Ann Carr
Title: Public Works Superintendent

By: _____
Name: Donna Maitland
Title: CAO

**SCHEDULE A
AMENDMENTS TO DEPOT OPERATIONS AGREEMENT**

1. The following definitions are deleted from Section 1.1 Definitions:

"NON-ELIGIBLE SOURCE" means a source within an Eligible Community listed in Exhibit 5 that is not an Eligible Source.

"NON-ELIGIBLE SOURCE BLUE BOX MATERIAL UNIT PRICE" has the meaning set out in Exhibit 6.

"NON-ELIGIBLE SOURCE DEDUCTION" has the meaning set out in Section 3.3(a) of Exhibit 1.

2. Section 3.2(a) is deleted and replaced with the following:

"The Contractor will receive Blue Box Material as defined in the Regulation delivered by Eligible Sources to a Depot."

3. The words "as set out in Exhibit 4" is deleted from Section 3.2(e).

4. Section 3.3 is deleted in its entirety.

5. Section 4.1 is deleted and replaced with the following:

"4.1 Scope of Promotion and Education Services

- (a) The Contractor shall have primary responsibility for providing persons associated with Households the following information about Collection Services:

- (i) the location of every depot collection site and its hours of operation;
- (ii) a telephone number and email address at which persons may receive responses to questions or concerns relating to Collection Services.

- (b) The Contractor shall:

- (i) distribute CMO's Promotional and Educational Materials at the direction of CMO;
- (ii) support local Promotional and Educational events organized by CMO at the direction of CMO; and
- (iii) use messaging and images provided by CMO in the Contractor's Promotion and Education Materials for the purposes of the Collection Services in this Agreement and for no other purpose.

Change Order #1

- (c) The number of Households receiving Promotion and Education Services shall be recorded in Section 1.9(a) of Exhibit 6 and may be updated to reflect any Change Orders under this Agreement."

6. The chart in Exhibit 2: Staffed Depots in Eligible Communities is deleted and replaced with the following chart:

Eligible Community	Depot Name	Street Address	City	Postal Code	Days of Operation per Calendar Month	Hours of Operation per Day	Number of Streams of Blue Box Material Accepted
The Corporation of the Municipality of Calvin	Calvin Landfill	111 Adams Road	Calvin	P0H 1V0	Summer (April 1 - September 30) Tuesday: 1:00 pm - 6:00 pm Saturday: 10:00 am - 3:00 pm Closed Monday, Wednesday, Thursday, Sunday Winter (October 1 - March 31) Tuesday: 1:00 pm - 4:00 pm Saturday: 10:00 am - 3:00 pm Closed Monday, Wednesday, Thursday, Sunday Holidays: Closed	Summer (April 1 - September 30) Monday = 0 hrs Tuesday = 5 hrs Wednesday = 0 hrs Thursday = 0 hrs Friday = 0 hrs Saturday = 5 hrs Sunday = 0 hrs Winter (October 1 - March 31) Monday = 0 hrs Tuesday = 3 hrs Wednesday = 0 hrs Thursday = 0 hrs Friday = 0 hrs Saturday = 5 hrs Sunday = 0 hrs	2

7. Exhibit 4: Blue Box Material Accepted in Collection System is deleted in its entirety. The Table of Contents and paragraph 6 of the Recitals will be revised accordingly.
8. Section 1.9(c) and Section 1.11 of Exhibit 6: Compensation are deleted.
9. The definition of Residential Depot Operation Costs in Exhibit 6: Compensation is deleted and replaced with the following:

Change Order #1

"Residential Depot Operation Costs" means \$750.00, effective January 1, 2026, and subsequently as adjusted in accordance with Section 1.10 of this Exhibit".

10. Section 1.9(a) of Exhibit 6: Compensation is deleted and replaced with the following:

"\$0.35 multiplied by 302 (the number of Households that receive depot only Promotion and Education Services for such calendar month) and divided by twelve (12); plus".

CASSELLHOLME

BOARD OF MANAGEMENT MEETING

RECEIVED
NOV. 04/25
by email

CASSELLHOLME

Compassionate care for life's journey.

THURSDAY, SEPTEMBER 25, 2025

MINUTES

Date: Thursday, September 25, 2025

Location: Cassellholme Garden Room

Board Members: Michelle Lahaye, Vice Chair
Chris Mayne
Mark King
Robert Corriveau
James (Jim) Bruce
Peter Chirico (Zoom)

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

Regrets: Dave Mendicino
Billy Brooks, Chief Financial Officer

Guests: Monique Peters, Family Council
Johanne Brousseau (Zoom)
Nathan Jensen
Wendy Smith
Lorraine Oulette (Zoom)
Will Konken Bay Today (Zoom)

	ITEM	ACTION
A.	CALL TO ORDER	
	MEETING RECORDED “Moved by Robert Corriveau and seconded by Jim Bruce that the meeting be called to order at 5:00 p.m.” Res. #106-25 <u>Carried</u>	
	1. Approval of Agenda	
	“Moved by Chris Mayne and seconded by Mark King that the Board approved the Agenda for this meeting, as amended.” Res. #107-25 <u>Carried</u>	
	2. Conflict of Interest	
	“Moved by Mark King and seconded by Robert Corriveau that no Board Members present have declared a conflict of interest. Res. #108-25 <u>Carried</u>	

3. Approval of Minutes

3.1 Approval of the Minutes of the Regular Board Meeting held on August 28, 2025

"Moved by Jim Bruce and seconded by Robert Corriveau that the minutes of the Regular Board Meeting, held on August 28, 2025, be adopted as amended."

Res. #109-25

Carried

4. New Business

4.1 Presentation from Wendy (OHT)

Upcoming changes

Primary care by 2029 (1800 patients)

OHT request 3 year transfer March 31, 2027 – request to continue to support

New executive director search

Wendy's leaving OHT October 31, 2025

Wendy Smith Left Meeting

5. Redevelopment

5.1 Construction Update (Anita Brisson)

Report in package

Slide show presented at meeting regarding potential dated for move in

Grab bar issue sorted out

Moving Date from November 2 to November 16

Eye wash stations to be reinstalled

List of deficiencies getting smaller

Storm lines needs to be inserted Phase 1 A

New move date to be sent out to family/staff once Ministry visits in-person/virtual

5.2 24 Bed BSU Proposal

12 beds approved asked about 24 proposal

No capitol cost (Operational)

Specialized Unit – good for community – a lot of benefits

Basic rare – preferred accommodation

5.3 Follow up to February 5, 2025 Municipality Meeting – Redevelopment Funding

To form a committee

Billy to look at construction funding

Peter had discussion it MPP – discussion sent out to municipality

6. Operations

6.1 Operations Update

Add Quality as constant agenda item – satisfaction survey

IPAC Lead/Assistant added – a lot of changes – understanding roles

Camille presented quality indicators

7. IN - CAMERA**Guests left the Meeting**

"Moved by Mark King and seconded by Robert Corriveau that the Board proceed to an In-Camera session at 6:01p.m."

Res. #110-25

Carried

7.1 Confidential Matter – Legal Matter

Anita Brisson and Nathan Left the Meeting

**7.2 Approval of the In-Camera Minutes – dated August 28, 2025
In-Camera Motion – Res. #111-25****7.3 Legal Matter**

"Moved by Chris Mayne and seconded by Mark King that the Board approve the In-Camera session to be adjourned at 6:20 p.m."

Res. #112-25

Carried

B. CORRESPONDENCE**C. REQUEST FOR FUTURE AGENDA ITEMS**

Redevelopment Funding

D. DATE OF NEXT MEETING

Thursday, October 23, 2025 – Cassellholme Garden Room – 5:00 p.m.

E. ADJOURNMENT

"Moved by Jim Bruce and seconded by Robert Corriveau that the meeting be adjourned at 6:21 p.m."

Res. #113-25

Carried

Secretary

Chairman

September 19, 2025

Subject: Cassellholme Redevelopment Update – September 19, 2025

Construction Activity - Percon

Highlights:

Phase 00 - Work complete.

Phase 1-A – Work complete

Phase 1-B - Work generally complete. Refer to Schedule Status below.

Phase 2 - Site work and Preparations in progress.

Refer to schedule notes of previous reports for comments on Draft Finishing Schedule and comments on Rev. 4 Schedule.

Schedule risks outlined in March 2025 and other previous reports have materialized. The owner's move-in date has been coordinated with Cassellholme and revised to October 29 to November 2, 2025.

Updated milestones have been coordinated with Cassellholme and are as follows:

- Documentation submission to the Ministry of Long-Term Care (MOLTC): TBD Pending Change Directive 3 - grab bar resolution and final architectural review.
- Eye wash stations and Hand Hygiene Sinks revisions – ministry to review timelines and minimal risk to hold up occupancy
- Cassellholme Move-in: Start – October 29, 2025, Finish November 2, 2025.

Current occupancy risks:

- Fold down grab bars – anticipated to be completed end of September
- Final architectural review by MJA, and documentation to the ministry
- PHASE 1-B
- BAS programming and commissioning – last week of September
- Fire exit doors – locks/latches/seals

Prior to Phase 2

- RFE No. 205R1 - PC 155 Revision to storm line serving existing building at Apple Wing – work that is required to P2 commencement

PHASE 2

- Site services preparation and installation
- Demolition planning



Significant work over the last weeks. MJA and Percon continue to complete and review deficiencies. Final reviews to be conducted first week of October. Ministry documents to be submitted based on final reviews. Secure virtual on-site meeting date then in-person inspection immediately after. Ministry to then provide any deficiencies. CH home clean to commence prior to move in dates. Employee training to commence after ministry documents to be submitted, indicating partial occupancy.

Transition Planning Highlights

An updated summary is attached for reference.

Change Order Log - Please see the attached

Budget Update – To be provided separately, Anita Brisson

Action	Sub Actions	Due Date
	Notice of Total Completion checklists submitted June 29; Total Completion documents to be submitted July 16; Actual Total Completion - SEPT 12 package(signed checklists and signed attestation of Note of Actual Total Completion for each checklist): A. Pre-Occupancy Design Manual Checklist B. Operational Readiness i. Environmental Checklist ii. Dietary Checklist iii. Nursing Checklist •Occupancy Permit or equivalent notification from the Local Building Department - OUTSTANDING •Ontario Fire Marshal or local fire department approved (i.e. stamped or signed) fire plan -SUBMITTED •Electrical Safety Authority certificate-SUBMITTED •Fire alarm verification certificate-SUBMITTED •Resident-staff communication and response system verification certificate-SUBMITTED •BVAC Balancing Report/Verification -SUBMITTED •BSA Certificate for any elevators -SUBMITTED •Is satisfactory inspection report from a Public Health Inspector indicating that the kitchen and/or serveries-SUBMITTED •Is completed Cold Chain Maintenance Inspection Report from a Public Health Inspector or Public Health Nurse identifying compliance with vaccine storage and handling requirements-SUBMITTED •Is verification letter or certificate that the generator has been tested-SUBMITTED •Is verification letter by a lighting specialist or lighting engineer confirming the lighting level in all areas of the LTC home are in compliance - complete •Is verification letter by the project's mechanical engineer confirming the cooling system provided for the LTC home is in compliance- complete	
Total Completion Checklist - Ministry Submissions	Ministry target inspection once point one is completed by MJA - TBD	TBD
Art Fundraising		ongoing
Wood at mill for purpose	ideas have been noted and small WG; including Creative Industries - WG to assemble once individuals are available	ongoing
Outdoor Space	gazebos for ground level installed; balcony furniture purchased	July
P1 Move		
HCR - Movers	Biweekly meetings in progress; mockup date TBD; Move will commence on Oct 29; Patient move on the 2nd; Action register created and begin purging where ever possible so it is not all left to the end	2025-11-02
Grab Bars	receiving Sept 24; to be completed end of month	end of Sept
Resident Communication	Monthly communications provided	
Furniture delivery	next communication for room placement to begin and rooms will be identified by August	ongoing
IT	Furniture on site and final placement ongoing	2025-08-29
ID Access Card	To breakdown internal processes for profiles, roles, access; program the system and print the cards for implementation; to begin the printing process in October as staffing is determined priority	
Phone & TV System	Finalized and TV packages confirmed; Purchased of TVs in June and mounting completed	ongoing
Digital Menus/Boards	S/W - Mealsuite being implemented by CH management and TVs, and mounts purchased; to be placed in October	
Bed Allocation - Indigenous and Speciality		
Bed Application - Licencing	Continue to have discussions with OH and Ministry on next steps	ongoing
Support Services		
Building Ready	kitchens, med rooms, soap, clinical office furniture, pandemic supplies, balcony furniture, medications, linens, food, laundry flow, elevator usage and timing, housekeeping and cleaning	ongoing
Appliances	ordered and placement	September
Storage Areas and supplies	carts on site; inventory to be place prior to resident move	October
Inventory Management Solution and Process	ordered 3rd party solution and to be implemented by September	September
Emergency Response		
Fire plan	completed July 14; Medsied placement July; training ongoing	July
P2 Parking	Need to begin discussions and planning for start of P2 parking (winter 2026); options to be discussed with SLT	Winter 2026
Staff Training Plan		
Detailed Breakdown	Training to commence mid October with online videos and on floor training	October

Change Order Log - Sept 18 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	Millwork revisions/clarifications	Coordination	Approved	18-Feb-22	17-Mar-22	28-Mar-22	\$14,513.53	\$14,513.53	
2	2	1				2	Emergency Switchboard revisions	Coordination	Approved	17-Feb-22	17-Mar-22	28-Mar-22	\$4,919.20	\$4,919.20	
3	3					2	Increase Builders Risk Insurance to include Soft Costs	Lender Requirement	Approved	30-Mar-22	30-Mar-22	05-Apr-22	\$29,846.88	\$29,846.88	
4	4					2	Cost associated to add Wrap Up Insurance Policy	Lender Requirement	Approved	30-Mar-22	30-Mar-22	05-Apr-22	\$282,579.86	\$282,579.86	
5	5R1	2				2	Door revisions	Coordination	Approved	15-Mar-22	07-Apr-22	06-May-22	\$4,677.20	\$4,677.20	
6	6	3				2	Washroom Accessories Revisions	Coordination	Approved	28-Mar-22	22-Apr-22	25-Apr-22	\$863.50	\$863.50	
7	7	9					Removal existing foundations (Unit rate only - see RFE 16)	Cancelled	21-Apr-22	25-Apr-22					
8	8	16				6	Provide new water valve at property line	AHJ	Approved	05-May-22	06-May-22	06-May-22	\$8,607.50	\$8,607.50	
9	9	4				41	North wing door revisions	Coordination	Approved	28-Mar-22	16-Jan-23	19-Jan-23	\$3,756.50	\$3,756.50	
10	10	5				7	Elevator pit lighting revisions	AHJ	Approved	29-Mar-22	09-May-22	16-May-22	(\$1,361.00)	(\$1,361.00)	
11	11	6				8	Transformer modifications	Cost Saving	Approved	07-Apr-22	09-May-22	27-May-22	(\$6,000.00)	(\$6,000.00)	
12	12 R1					9	CANCELLED: Drawer modifications (SEE RFE 12R1)	Cost Saving	Approved	N/A	19-May-22	01-Jun-22	(\$11,906.00)	(\$11,906.00)	
13	13						Temporary lighting in courtyard parking	Cancelled	N/A	12-Apr-22	09-May-22				
14	14	17				12	Temporary hydrant at North Wing	AHJ	Approved	02-Dec-22	06-Dec-22	01-Jun-22	\$5,585.25	\$5,585.25	
15	15R2	7R1				36	Phase 1 temporary door revisions and hardware coordination	Coordination	Approved	02-Dec-22	06-Dec-22	10-Jan-22	\$4,539.70	\$4,539.70	
16	16R2	9				15	Removal of existing foundations	Site Condition	Approved	21-Apr-22	20-May-22	27-Jun-22	\$70,326.38	\$70,326.38	
17	17	11				11	Hardware revisions to Door 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	03-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	AHJ	Approved	26-Apr-22	15-Sep-22	26-Jan-23	\$134,858.85	\$134,858.85	
32	32R1	14					Door frame material revisions along corridor 1165	Design Improvement	Not Accepted	31-Aug-22	31-Aug-22				
33	33					24	Revised wood frame design for Jams	Cost Saving	Approved	09-Sep-22	28-Sep-22	05-Oct-22	(\$12,750.00)	(\$12,750.00)	
34	34R4	21R3				29	Provide new grounding loop for new building service	AHJ	Approved	22-Aug-22	28-Oct-22	08-Nov-22	\$77,892.15	\$77,892.15	
35	35R3	27R2				35	Delete deck mounted soap dispensers	Owner Requested	Approved	21-Nov-22	05-Dec-22	10-Jan-22	(\$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	Sanitor room door revisions	Coordination	Approved	19-Sep-22	19-Sep-22	10-Nov-22	\$4,785.00	\$4,785.00	
38	38	29				22	Existing Service Plug Requirement	AHJ	Approved	31-Aug-22	23-Sep-22	10-Oct-22	\$2,414.10	\$2,414.10	
41	41	24R1				32	Provide grilles on type 'Q' fin radiation in trench in Auditorium 1005	Coordination	Approved	22-Sep-22	17-Oct-22	15-Nov-22	\$23,009.80	\$23,009.80	
42	42	30					After hours paving of East Parking Lot	Owner Requested	Cancelled	16-Sep-22					
43	43	31					Additional curb at edge of existing parking area	Owner Requested	Cancelled	16-Sep-22	28-Sep-22				
44	44R1	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	TR0
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	31-Jan-23	\$37,038.71	\$37,038.71	4
48	48R1	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	
49	49	35R				61	Revision to North Wing elevator brackets for rail attachments	Coordination	Approved	07-Oct-22	20-Jun-23	27-Jun-23	\$11,964.96	\$11,964.96	
53	53	36R2				44	Revision to brace frame VB105	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				36R3	60	Structural clarifications - structural steel and rebar shop drawings	Coordination	Approved	20-Jan-23	10-Mar-23	28-Feb-23	\$2,768.37	\$2,768.37	
46					7R1	28	Provide slab Mounting brackets for smoke shelter	Site Condition	Approved	17-Oct-22	19-Oct-22	01-Nov-22	\$1,040.68	\$1,040.68	
51	51R1	39				38	Add smoke detectors in corridors of RHA areas	Coordination	Approved	08-Nov-22	13-Dec-22	10-Jan-23	\$5,258.00	\$5,258.00	
44R1					22	34	Provide additional steel modifications outlined in S #32	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 CD466	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	AHJ	Approved	08-Nov-22	13-Dec-22	10-Jan-23	\$3,014.00	\$3,014.00	
55	55	43					Revise range hood colour	Owner Requested	Cancelled	18-Jan-23					
57	57	44				47	Revision to L2 & L2-1 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 ESS 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, typical millwork from PC47	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 PC47	Owner Requested	Approved	15-Aug-23	15-Aug-23	07-May-24	\$11,985.60	\$11,985.60	
59	59	48R				49	Revisions to electrical to accommodate Kitchen Equipment Phase 1	Coordination	Approved	14-Feb-23	17-Mar-23	22-Mar-23	\$501.60	\$501.60	
62	62R2	49				54	Typical Bedroom Mockup	Owner Requested	Approved	09-Mar-23	03-May-23	06-Jun-23	\$75,577.95	\$75,577.95	
		50				50	Revise rated floor assembly UIC 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
		54				Revisions to interior expansion joints types	Coordination	Cancelled	30-Mar-23				
68	68	55			56	Existing Water Room pull station	Coordination	Approved	05-Apr-23	17-May-23	23-May-23	\$1,142.90	\$1,142.90
67	67	56			55	Revision to brace frame V8205	Coordination	Approved	17-Apr-23	12-May-23	18-May-23	\$1,164.02	\$1,164.02
82	82R2	57R			78	Revision to biometric readers	Owner Requested	Approved	18-Apr-23	01-Sep-23	25-Sep-23	\$21,023.00	\$21,023.00
64	64			49	51	Free Removal at End of Block B	Site Condition	Approved	03-Nov-22	20-Apr-23	26-Apr-23	\$2,117.50	\$2,117.50
66	66R1	58			68	Clarification to area drains	Coordination	Approved	20-Apr-23	19-Jul-23	27-Jul-23	\$25,942.40	\$25,942.40
77	77R1	59			85	Fiber optic connection to existing building	Coordination	Approved	02-May-23	25-Jul-23	12-Oct-23	\$10,118.90	\$10,118.90
78	78	60			63	Additional pot light in Bedroom Type "D"	Coordination	Approved	02-May-23	26-Jun-23	04-Jul-23	\$2,865.50	\$2,865.50
		61				Revision to clarify day unit product	Discontinued Product	Pending	09-May-23				
71	71	62R			59R	Modifications to elevator framing for door supports and additional pit ladder	Coordination	Approved	23-May-23	05-Jun-23	27-Jun-23	\$66,131.08	\$66,131.08
		63				Patching of existing asphalt drive-ways	Owner Requested	Cancelled	23-May-23				
81	81	64			65	Flooring revisions	Coordination	Approved	25-May-23	07-Jul-23	20-Jul-23	\$7,090.72	\$7,090.72
80	80R2	65			84	Owner requested revisions to Kitchen Equipment	Owner Requested	Approved	25-May-23	22-Sep-23	03-Oct-23	\$68,113.10	\$68,113.10
73	73	66			62	Delete kitchen equipment soap and towel dispenser accessories	Owner Requested	Approved	29-May-23	20-Jun-23	27-Jun-23	(\$2,670.00)	(\$2,670.00)
126	126R2	67R3			115	Tie-in to existing fire alarm and PA systems	Coordination	Approved	30-May-23	21-Mar-24	12-Apr-24	\$18,950.80	\$18,950.80
87	87	68			70	Revision to Louvers	Coordination	Approved	30-May-23	02-Aug-23	08-Aug-23	\$660.00	\$660.00
68	68	69			58	Patent lift system power supply covers	Owner Requested	Approved	01-Jun-23	05-Jun-23	22-Jun-23	\$10,222.30	\$10,222.30
83	83	70			67	Revision to stair guard assembly	Coordination	Approved	06-Jun-23	19-Jul-23	26-Jul-23	\$726.00	\$726.00
84	84	71			66	Revision to Ceramic tile type CT2.1 in select rooms	Owner Requested	Approved	15-Jun-23	19-Jul-23	25-Jul-23	\$0.00	\$0.00
74	74R1	72R			64	Temporary support angles for Block C structural frame	Coordination	Approved	13-Jun-23	28-Jun-23	04-Jul-23	\$10,563.30	\$10,563.30
69	69R1				71	Removal of existing foundations at electrical duct bank trench	Site Condition	Approved	14-Jun-23	07-Jul-23	09-Aug-23	\$10,095.80	\$10,095.80
76	76R3	61			72	Revision to clay unit masonry product	Coordination	Approved	09-May-24	26-Jun-24	12-Aug-24	\$55,860.00	\$55,860.00
		73				Revise solid surface finish colour on millwork M30 & M31	Owner Requested	Cancelled	12-Jul-23				
		74				Additional structural support at 5th floor trench drain	Coordination	Pending	12-Jul-23				
90	90	75R			74	Revised detail at expansion joint at grilleline 23 between S & T/T.2.	Coordination	Approved	12-Jul-23	14-Aug-23	24-Aug-23	\$8,513.40	\$8,513.40
92	92				75	Revised rebar stirrups at elevator conduit duct bank	Coordination	Approved	18-Jul-23	23-Aug-23	30-Aug-23	\$1,036.20	\$1,036.20
93	93			148	76	Revision to window sill support material detail	Contractor Requested	Approved	23-Aug-23	29-Aug-23	05-Sep-23	\$3,312.89	\$3,312.89
102		76			86	Coring of Foundation for temporary generator connection	Coordination	Approved	25-Jul-23	03-Oct-23	11-Oct-23	\$1,850.00	\$1,850.00
101	101R3	76R2			91	Connection for Portable Genset and Load Bank Testing	Owner Requested	Approved	06-Feb-24	22-Feb-24	12-Mar-24	\$116,723.25	\$116,723.25
94	94	77			77	Revision to locker pump electrical feed	Coordination	Approved	26-Jul-23	01-Sep-23	12-Sep-23	\$5,904.80	\$5,904.80
98	98	78			82	Revised wall depth in Laundry Rooms to accommodate 4" drain pipe	Coordination	Approved	27-Jul-23	19-Sep-23	03-Oct-23	\$246.50	\$246.50
108	108	79			111	Delete fire damper at return air duct in penthouse level	Coordination	Approved	31-Jul-23	24-Oct-23	21-Mar-24	(\$497.00)	(\$497.00)
97	97R1	80R			81	Revise wall thickness to accommodate pipe size	Coordination	Approved	03-Aug-23	19-Sep-23	03-Oct-23	\$3,090.10	\$3,090.10
96	96	81			83	Domestic booster pump power feed	Coordination	Approved	23-Aug-23	13-Sep-23	02-Oct-23	\$6,792.50	\$6,792.50
		82			156	Revision to Drew St. entrance sanitary & storm pipes for interferences	Coordination	Approved	28-Aug-23	11-Feb-24	29-Feb-24	\$54,487.51	\$54,487.51
105	105	83			88	Electric heaters for temporary heat in rooms at junction between Phase 1 and 2	Coordination	Approved	15-Sep-23	10-Sep-23	24-Oct-23	\$5,355.90	\$5,355.90
		84				Investigation for tie-in to existing PA system	Coordination	Cancelled	15-Sep-23				
85	85			67	80	Ductwork revisions related to S#67	Coordination	Approved	06-Jun-23	02-Aug-23	25-Sep-23	\$1,439.90	\$1,439.90
103	103R1	85			89	Additional louvre colour	Coordination	Approved	02-Oct-23	30-Oct-23	10-Nov-23	\$3,300.00	\$3,300.00
106	106	86			87	Chiller Support Frames	Coordination	Approved	02-Oct-23	17-Oct-23	18-Oct-23	\$42,145.73	\$42,145.73
112	112R1	87			96	Revise light fixture type U & U1	Coordination	Approved	17-Oct-23	29-Nov-23	07-Jan-24	\$2,753.30	\$2,753.30
114	114	88			94	Revise storm drain piping from the roof of stair shaft #5	Coordination	Approved	26-Oct-23	14-Nov-23	05-Dec-23	\$8,269.80	\$8,269.80
120	120R4	89			114	Add digital menu board connections at each dining area	Owner Requested	Approved	31-Oct-23	01-Apr-24	12-Apr-24	\$15,743.40	\$15,743.40
116	116	90			100	Additional roof anchors at chimney for Boiler #6	Coordination	Approved	01-Nov-23	20-Nov-23	10-Jan-24	\$35,019.60	\$35,019.60
		91			97	Revision to flooring materials in corridors and resident vestibules	Owner Requested	Approved	08-Nov-23	22-Nov-23	07-Jan-24	\$0.00	\$0.00
		92				Provide a permanent load bank for generator testing	Coordination	Pending	08-Nov-23				
132	132R2	93			127	Revision for door controls	Coordination	Approved	10-Nov-23	08-May-24	23-May-24	\$55,073.65	\$55,073.65
117	117	94			93	Ground connection from pole to transformer	Coordination	Approved	14-Nov-23	24-Nov-23	27-Nov-23	\$3,172.90	\$3,172.90
104	104R2				90	Additional track components for lift track in room S091 - Submittal 135	Coordination	Approved	30-May-23	31-Oct-23	10-Nov-23	\$2,448.60	\$2,448.60
111	111R1			91R2	92	Revision to ductwork related to ERW#1 and S#091R2	Coordination	Approved	15-Sep-23	16-Nov-23	20-Nov-23	\$4,701.40	\$4,701.40
		95R				Typical resident wardrobe storage hinges	Owner Requested	Cancelled	20-Nov-23				
121	121R2	96R			102	Typical resident room and washroom millwork revisions	Owner Requested	Approved	22-Nov-23	09-Jan-24	15-Jan-24	\$28,778.20	\$28,778.20
123	123R2	97R			101	Revision to resident room drapes	Owner Requested	Approved	22-Nov-23	08-Jan-24	10-Jan-24	\$4,059.00	\$4,059.00
		98				Additional lightning protection	Coordination	Cancelled	22-Nov-23				
125	125R2	99R			103	Toggle switch at flusher/disinfecter in soiled utility rooms	Coordination	Approved	29-Nov-23	11-Jan-24	15-Jan-24	\$1,651.10	\$1,651.10
135	135R1	100			105	Revise drainage for balcony/roof areas	Coordination	Approved	29-Nov-23	15-Feb-24	27-Feb-24	\$19,181.78	\$19,181.78
110	110R1			80	95	Costs associated with piping clarification in S#80	Coordination	Approved	15-Aug-23	30-Nov-23	14-Dec-23	\$22,236.50	\$22,236.50
		101				Delete telephone cables between communications cabinets	Owner Requested	Cancelled	19-Dec-23				
					53	Phase 2 Piling	Site Condition	Approved	08-Jan-24	08-Jan-24	10-Jan-24	\$0.00	\$0.00
129	129R1	102			104	Revision to Clean Utility Millwork M23	Owner Requested	Approved	22-Dec-23	22-Jan-24	30-Jan-24	(\$29,960.00)	(\$29,960.00)
134	134R2	103			112	Delete resident room lower entertainment boxes	Owner Requested	Approved	02-Jan-24	15-Mar-24	03-Apr-24	(\$112,848.00)	(\$112,848.00)
133	133	104			106	Revisions to Phase 2 Structural Steel	Coordination	Approved	04-Jan-24	02-Feb-24	27-Feb-24	\$13,369.24	\$13,369.24
136	136	105			118	Wanderguard elevator control tie-in	Coordination	Pending	08-Jan-24	17-Apr-24	29-Apr-24	\$32,157.40	\$32,157.40
					98	Asphalt deficiency warranty extension	Deficiency Reconciliation	Approved	06-Dec-23	14-Dec-23	11-Jan-24	(\$7,500.00)	(\$7,500.00)
127	127				99	CSA IPAC training course	Contractor Requested	Approved	10-Nov-23	02-Jan-24	11-Jan-24	(\$550.00)	(\$550.00)
139	139R	106			109	Revision to Block D tub rooms	Coordination	Approved	24-Jan-24	25-Feb-24	07-Mar-24	\$7,681.30	\$7,681.30
148	148R1	107			122	Support posts for med sled system in stairwells	Owner Requested	Approved	31-Jan-24	01-May-24	07-May-24	\$53,607.07	\$53,607.07
141	141	108			108	Revise outlet locations in Type C Bedrooms	Owner Requested	Approved	08-Feb-24	23-Feb-24	07-Mar-24	\$1,907.40	\$1,907.40
140	140				107	Delete siding band detail at Penthouse	Cost Saving	Approved	21-Feb-24	21-Feb-24	27-Feb-24	(\$10,600.00)	(\$10,600.00)
137	137				110	Slab edge firestop detail revision	Coordination	Approved	09-Feb-24	04-Mar-24	07-Mar-24	\$39,165.00	\$39,165.00
145	145				113	Extent of dry edge at curtain wall block C - Phase 1	Coordination	Approved	22-Mar-24	22-Mar-24	04-Apr-24	\$1,637.92	\$1,637.92
		109R				Clarification to temporary soffits and heating details	Cancelled	Pending	07-Mar-24				
146	146	110			116	Add door S136 and associated hardware	Coordination	Approved	04-Mar-24	05-Apr-24	26-Apr-24	\$11,698.50	\$11,698.50

147	147R1	111R			135	Revisions to communication cabinets racks and distribution	Coordination	Approved	14-Mar-24	02-Jul-24	29-Jul-24	\$22,195.00	\$22,195.80
150	150	112			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	23-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 Server 1067	Coordination	Approved	13-May-24	30-May-24	06-Jun-24	\$2,971.10	\$2,971.10
159	159				125	Revise millwork pulls	Cost Saving	Approved	10-May-24	10-May-24	23-May-24	(\$4,132.80)	(\$4,132.80)
163	163	120			133	Additional exit signs at double egress doors	Coordination	Approved	29-May-24	11-Jun-24	23-Jul-24	\$22,341.00	\$22,341.00
162	162	121R			134	Add end enclosures to sneeze guards	AHJ	Approved	03-Jun-24	12-Jun-24	23-Jul-24	\$10,373.00	\$10,373.00
		122				Brick support at level 2 balcony/roof	Coordination	Pending					
					130	Delay Claim Settlement	Delay Claim	Approved	04-Jun-24	04-Jun-24	06-Jun-24	\$317,200.00	\$317,200.00
148	149				131	Additional outside 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	Circuiting and clarifications for pumps P6, P7, P20 & P21	Coordination	Approved	18-Jul-24	09-Aug-24	29-Aug-24	\$1,821.00	\$1,821.60
167	167				136	Revision to hardware on doors 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 recirculation line to washers	Design Improvement	Cancelled	22-Jul-24		11-Sep-24	\$0.00	\$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	\$4,275.35	\$4,275.35
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				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 #4011	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	Compositly Slab Crack remediation	Coordination	Approved	14-Sep-24				
					142	Outwork 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 12.1.4	coordination	Approved	10-Oct-24				
177					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 5115	coordination	Approved	19-Nov-24				
					151	Cancelled: Miscellaneous Structural Clarifications	coordination	Approved	03-Apr-25				
180R		144R2			148	Temporary Link Connection details	coordination	Approved	15-Nov-24	02-Dec-24	10-Dec-24	\$10,226.30	\$10,226.30
					152	Revisions breakers and raceway at IT Room 6003	coordination	Approved	20-Nov-24				
					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
					153	Austco Nurse Call alert info	coordination	Approved	09-Dec-24				
					154	Revised - FRC 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				
		136			150	Add Handrails to link (2nd part)	coordination	Approved	17-Dec-25	15-Dec-25	20-Dec-25	\$4,548.50	\$4,548.50
					151	Temporary dadding at lounge bump-out to existing construction	coordination	Approved	06-Jan-25	30-Jan-25	13-Jan-25	\$12,562.00	\$12,562.00
					156	Revisions 2 Clarification to gypsum ceilings in stairwells	coordination	Approved	11-Mar-25				
		137			157	Clarification to balcony soffit height	coordination	Approved	14-Jan-25				
					154	Provide cricketed by collapse insulation between ER#1 and MJA#2	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 5116a	Owner Requested	Approved	11-Mar-25				
		140			153	Millwork revisions for site coordination issues	coordination	Approved	22-Jan-25	30-Jan-25	07-Feb-25	\$1,670.35	\$1,670.35
		191			159	Furr-out around FA panel in Med room 1070	coordination	Approved	30-Jan-25	11-Mar-25	25-Mar-25	\$1,247.07	\$1,247.07
					159	Revision to ceiling bulkheads in corridor 5082 and 5099	coordination	Approved	03-Mar-25				
		160				Revised - Ceiling height in corridor 5081	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
						Revision to fireplace hearth stone in 5115	coordination	Approved	12-Feb-25				
		192			160	Revised counter support at M60 under counter fridge	Owner Requested	Approved	12-Feb-25	11-Mar-25	25-Mar-25	\$2,694.91	\$2,694.91
193R1	143				165	Temporary Cladding of columns exposed to exterior in P1	coordination	Approved	12-Feb-25	08-Apr-25	15-Apr-25	\$10,961.13	\$10,961.13
					162	Revision to shower floor drains for sheet flooring	coordination	Approved	12-Feb-25				
194R1	144				158	Modify rated wall at Room 5115 to suit piping	coordination	Approved	23-Mar-25	25-Mar-25	25-Mar-25	\$4,923.41	\$4,923.41
					163	Revisions to door frame protection	coordination	Approved	01-Feb-29				
					164	Revised 2 - Relocate Shower room storage cabinets	coordination	Approved	24-Mar-25				
		145				Cancelled Add LCD Austco annunciator displays for nurse call in P1	coordination	Approved	15-Apr-25				
					165	Clarifications on IT room 6003 panel terminations and rack equipment locations	coordination	Approved	25-Feb-25				
196	146				162	Horizontal cable management and access control data drop	coordination	Approved	24-Feb-25	01-Apr-25	01-Apr-25	\$4,105.20	\$4,105.20

			166	Drywall bulkhead control joint locations	coordination	Approved	03-Mar-25				
			167	Clarification to expansion joint details	coordination	Approved	04-Mar-25				
			147	Cancelled: Add closure panel to back pans on 3rd floor curtainwall	coordination	Approved	07-Apr-25				
202R1	148		166	Door hardware revisions	request/coordination	Approved	10-Mar-25	09-Apr-25	15-Apr-25	\$20,851.60	\$20,851.60
			168	Revised Kitchen hood re gathering Space kitchen	coordination	Approved	11-Mar-25				
			169	Install heat pump in shower room 1005	coordination	Approved	11-Mar-25				
195R1	149	164R2	161	Revised: Filter panels and relocated upper cabinets of SW164 Revised 2	coordination	Approved	24-Mar-25	18-Mar-25	04-Apr-25	\$804.65	\$804.65
197	150R		171	Wall closure at soffit construction in Janitor Room 1065	coordination	Approved	20-Mar-25	02-Apr-25	02-Apr-25	\$3,241.99	\$3,241.99
			170	Revision to cubical curtains in lab rooms	coordination	Approved	17-Mar-25				
			172	Revised Closure at hopper future SS92 base to wall	coordination	Approved	08-Sep-25				
			173	Revise fireplace hearth material	coordination	Approved	24-Mar-25				
199	152		164	Revised Sentronic doors to 24V	coordination	Approved	24-Mar-25	07-Apr-25	07-Apr-25	\$6,264.50	\$6,264.50
153			167	Revision to ceiling in Lobby 5002	coordination	Approved	25-Mar-25	09-Apr-25	15-Apr-25	\$0.00	\$0.00
			175	Installation of TV mounts in residents rooms	as per contract	Approved	15-Apr-25				
			174	Clarification on location of fireplace switches	coordination	Approved	02-Apr-25			\$55,094.46	\$55,096.46
			173	Revision to BF operator buttons	coordination	Approved	02-Apr-25	02-Apr-25	05-May-25	\$836.90	\$836.90
154			168	Cabinet Lock revisions for keying	owner request	Approved	17-Apr-25	17-Apr-25	27-Apr-25	\$8,509.09	\$8,505.09
			176	Austco nomenclature and IT info clarification	coordination	Approved	28-Apr-25				
155			177	Revision to storm line serving existing building at Apple Wing	Design Improvement	Approved	01-May-25				
			177	Ceiling height revisions in corridors 1030 1032	coordination	Approved	06-May-25				
			178	Comms cabinet in block c level 5	Design Improvement	Approved	14-May-25				
			179	Clarifications for interferences at clean-out access doors	coordination	Approved	14-May-25				
			180	Clarification for quantity of lockers in staff lockers	coordination	Approved	14-May-25				
156				Revise colour on P2 exterior louvre	Coordination	Approved	22-May-25				
157			171	Revised Temporary fire department connection extension	Authority Having Jurisdiction	Approved	23-May-25	23-May-25	04-Jun-25	\$9,400.60	\$9,400.60
209	158		170	Add Smoke detector in control room 1020	Authority Having Jurisdiction	Approved	29-May-25	29-May-25	23-Jun-25	\$1,578.50	\$1,578.50
		181	172	Delete light fixtures over M21 in rooms 1064 and 1075	coordination	Approved	29-May-25				
207			170	Extend thresholds at balcony doors	coordination	Approved	29-May-25	29-May-25	02-Jun-25	\$1,650.00	\$1,650.00
211	159	4	173	Relocate P3 fire hydrant to P1	Coordination	Approved	04-Jun-25	04-Jun-25	23-Jun-25	\$20,973.70	\$20,973.70
	160	1	177	P1 temporary exit signage	Coordination	Approved	11-Jun-25	17-Jun-25	02-Sep-25	\$4,642.00	\$4,642.00
	161	2		Flow switch, supervised valve and ATS wiring revision	Coordination	Approved	11-Jun-25	17-Jun-25	18-Jun-25		
212			174	Stairwell signage revision	Coordination	Approved	13-Jun-25	13-Jun-25	30-Jun-25	\$2,005.58	\$2,005.58
			163	Cancelled Add counter-top infill at rethem oven in servery millwork	Coordination	Approved	09-Sep-25				
			164	Revised - Relocate main floor pot lights conflicting with memory box millwork	Coordination	not approved	02-Sep-25				
165				Additional heaters in temporary space transition areas	coordination	under review	08-Jul-25				
166			175	Cancelled Additional sign holders for IPAC	client request	under review	09-Sep-25			\$12,510.42	
167		3	182	Delete - Remove illuminated exit sign glass at doors 1063, 1076, 1064	coordination	approved					
				Revise stairwell light fixture type K5 in phase	coordination	approved	24-Jul-25	24-Jul-25	29-Jul-25 TBD		
220			184	Replace pumps #20 & 21	coordination	approved	13-Aug-25				
			176	Add dosers to link doors	coordination	approved	12-Aug-25	12-Aug-25	18-Aug-25	\$2,118.60	\$2,118.60
168				Revised - Existing Generator modifications and replacement of tank pad	coordination	approved	25-Aug-25				
			185	Revised ERV 1-4 Operation Clarification	coordination	approved	11-Sep-25				
			186	Existing generator fuel tank upgrade clarification	coordination	approved	27-Sep-25				
169				Millwork modifications for kitchen sink drains and kitchen sec ventilation	Design Improvement	approved	01-Sep-25				
170				Corner guards at elevator door jams	customer request	approved	03-Sep-25				
			188	Fold down grab bar material order	code deficiency	approved	04-Sep-25			\$49,401.00	
			189	Dishwasher fan control	coordination	approved	09-Sep-25				
			190	Revised Repair wall finishes at fold-down grab bar removals	code deficiency	approved	09-Sep-25				
			191	Fold down grab bar carrier anchoring detail	code deficiency	approved	09-Sep-25				
			192	additional soled utility room signs	Design Improvement	approved	11-Sep-25				
171				additional notifier paging relay	owner requested	approved	11-Sep-25				
172				Add med fridge outlet to med room	owner requested	approved	16-Sep-25				
173				add hose bib in janitor 1065	owner requested	approved	17-Sep-25				
174				Revise stairwell door wall stops to floor stops	coordination	approved	18-Sep-25				
								</			

Board of Management Meeting

September 25, 2025

CLINICAL SERVICES – Mel Cross, RN, Director of Care

This August reporting period reflects our continued emphasis on resident safety, education, advancing process improvements and strengthening staff stability. With clinical operations steady, our collective focus remains on delivering resident-centered care that promotes both quality of life and clinical excellence.

Critical Incidents

Since our last report, we have had 5 critical incidents during the month of August.

- ❖ **Alleged Resident-Resident Abuse:** 4 incidents
- ❖ **Alleged Staff-to-Resident Abuse:** 1 incident

Details & Follow-up:

- ❖ **Alleged Resident-Resident Abuse:**

In 2 of these instances there were minor abrasions and/or bruising to the residents involved. Each resident was assessed; care plans were updated, and interventions were initiated to help mitigate future risk. The other 3 did not involve any physical harm to the residents.

- ❖ **Alleged Staff-to-Resident Abuse:**

A PSW made the decision to silence the call bell system on a specific unit for a duration of 7 minutes while documentation was completed. There was no harm to the residents as others noticed and worked to correct the concern immediately. This staff member was removed from the workplace pending investigation. They were subsequently placed on a 5-day suspension without pay and must complete a 3-month performance improvement plan.

Other Clinical Updates

- ❖ **Staffing & Leadership Updates**

Our new IPAC Manager, Hannah, is settling in well and has already begun to make significant improvements pertaining to processes and education pertaining to IPAC practices in our Home. She has also made great strides to improve our relationship with our local Public Health. We have also had the opportunity to interview and offer a position to a highly qualified IPAC Assistant/Clinical Educator. Filling these key positions will further strengthen our clinical department by enhancing our IPAC processes, ensuring continued compliance with ministry requirements, and will provide front-line support to improve knowledge, skills and abilities across the team.

We continue to work closely with the CUPE union as we finalize our new schedules and line selection process in preparation to move into our new building.

❖ **Clinical Practice**

We continue to work closely with our Medical Director refining processes and improving provision of care for our residents. Dr. Gauthier will be providing in-person End of Life education to our registered staff in the month of September.

Looking Ahead

- ❖ We will continue to support and mentor our registered staff, with a focus on strengthening decision making, communication, and accountability skills.
- ❖ Education delivery remains a priority; we are exploring more efficient methods of reaching staff while ensuring training content remains meaningful, relevant and aligned with resident care needs.
- ❖ Recruitment efforts are ongoing, with notable progress in reducing vacancies over the past two months. We will maintain this momentum while prioritizing retention strategies to stabilize our workforce.
- ❖ A continued emphasis will be placed on building resilience and capacity within our care teams, ensuring staffing structures align with the evolving acuity and needs of our residents.
- ❖ We have partnered with a research group from Toronto Metropolitan University on a project titled *Building Psychological Safety in Long Term Care: Strengthening Equity & Trauma-Informed Organizational Capacity to Support Workforce Mental Health & Well-being*. We continue to have regular check points with the team as we collaborate on how to best roll out this project with the front-line staff.

STAFFING/STUDENTS – Tiffany Chapman, HR Coordinator

Students

- ❖ Canadore PN students start September 11, CTS PSW start September 22
- ❖ Continue to hire valuable students from previous PSW groups

August 2025

- ❖ **HIRED:** 10 Total (3 PSWs, 2 Day Program PSW, 1 Scheduling Coordinator, 1 CSS PSW, 2 FSWs, 1 Housekeeper)
- ❖ **TERMINATED/RESIGNED/RETIRED:** 5 Total (1 IPAC Manager, 1 RPN, 1 Housekeeper, 1 CSS PSW, 1 FSW)

Vacancies as of September 19, 2025

- ❖ **PSW Vacancies:** 1 permanent part-time, 5 temporary part-time
- ❖ **RPN Vacancies:** 2 permanent full-time, 3 temporary full-time, 2 permanent part-time, 1 temporary part-time
- ❖ **Dietary Vacancies:** 3 permanent part-time, 8 temporary part-time
- ❖ **Housekeeping Vacancies:** 2 permanent part-time, 6 temporary part-time
- ❖ **CSS PSW/HMK:** 3 permanent part-time PSW, 1 temporary part-time PSW

SUPPORT SERVICES/QUALITY ASSURANCE – Camille Bigras, RPN, Director of Support Services and Quality Assurance

- Preparing to send out Resident Satisfaction Surveys, will review with team, then present to family counsel for possible distribution week of October 20th.
- QIP Update:

ER Visits

	2023	2024	2025
January	21	7	8
February	15	9	8
March	28	5	3
April	4	8	0
May	13	8	2
June	11	7	5
July	13	9	3
August	12	4	5
September	16	5	3
October	15	5	
November	9	5	
December	7	5	
Total	164	77	37 (so far)

We are attributing this to more robust clinical services being offered in the home, our NP and physician group are also having frank discussions with families regarding their goals for care.

Falls

	2023	2024	2025
January	94	74	64
February	66	51	74
March	83	57	64
April	72	67	72
May	83	94	61
June	85	62	62
July	107	70	80
August	110	82	92
September	96	67	
October	70	83	
November	63	79	
December	74	85	
Total	1003	871	569 (at this point)

Average of 102 falls in last four months so we could see about 671

We are trending in a positive direction, but we feel that the number of falls remains too high, to address that we are:

- Auditing causes to determine trends
- Education with staff regarding “purposeful rounding”
- Reviewed our policy to better meet best practices
- Enhanced assignment of staff

Building Psychological Safety Research Collaboration

- We have entered into an agreement with a research team from the Toronto Metropolitan University aimed at creating an environment of psychological Safety for Staff in Long Term Care. We are one of six Homes.
- “Problem Statement: There is a need and opportunity to increase capacity and support in the LTC sector through implementing and evaluating initiatives that increase trauma-informed organizational and leadership practices to support the mental health and resiliency of the LTC workforce”

HOUSEKEEPING & NUTRITION & FOOD SERVICES – Trina Milne, Manager

- ❖ Job routines for the Support Services department (Housekeeping, Laundry and Dietary) are completed for the new building and new lines.
- ❖ MOW cost per meal will have its second phase increase as of October 1, 2025.
- ❖ New Fall and Winter Menu to start November 3, 2025.

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

- ❖ **Volunteer Recruitment:** I have been attending local service groups to promote volunteer opportunities and encourage new community members to get involved with our residents.
- ❖ **Student Placements:** This semester we welcomed three high school co-op students—two from Chippewa and one from Scollard. I have provided their orientation and placement, and they are now actively engaged in supporting residents and programs.
- ❖ **Adopt-A-Grandparent Program:** I am collaborating with Canadore College to launch an Adopt-A-Grandparent program for Recreation Therapy students. This initiative is designed to foster meaningful, one-on-one relationships between students and residents, focusing more on companionship than on formal activity planning.
- ❖ **Faith & Worship Opportunities:** Efforts continue to recruit additional faith visitors and expand the range of worship opportunities available for residents.
- ❖ **Grief & Wellness Programming:** We have entered into a new partnership with Northern Flow Yoga to pilot a six-week grief and yoga program for select residents. This program integrates gentle movement with emotional and spiritual support.
- ❖ **Staff Wellness Fair:** Planning is underway for a spring wellness fair for our staff. I am looking forward to collaborating with Julie on this initiative, which will highlight wellness resources and supports for our team.

CLINICAL QUALITY ASSURANCE – Kathryn MacDonald, RN, Manager of Clinical Quality Assurance

The following is an update on key quality initiatives for August/September:

❖ Falls Prevention

- Unit-based and interdepartmental training sessions continue across the home, with a focus on purposeful rounding, an evidence-based practice that helps anticipate resident needs and reduce fall risk.
- As Quality Lead, I have joined the Northeast Long Term Care Falls Prevention Community of Practice, creating opportunities to share ideas, collaborate with peers, and implement innovative strategies to address falls within our home.
- August statistics: We recorded 92 falls, representing an increase from the previous month. Each incident is reviewed on a case by case basis to identify contributing factors and strengthen prevention measures.

❖ Quality Improvement

- On October 2nd, we will host a Clinical Quality Improvement Meeting, bringing together staff from across the organization to review key clinical programs: pain, continence, skin, falls, responsive behaviors, and restraints.
- This initiative is designed to promote shared accountability, identify areas for improvement, and strengthen consistency in care practices.
- The response from staff wishing to participate has been overwhelmingly positive, demonstrating strong engagement and momentum around quality initiatives.

❖ Emergency Room Visits

- Emergency room transfers for August were five, which is encouragingly low.
- This reflects ongoing efforts by staff to manage resident care safely and effectively within the home, avoiding unnecessary transfers while ensuring timely intervention when required.

❖ Redevelopment

- Optimism remains high regarding the ongoing redevelopment project, which is expected to further enhance resident safety, reduce fall risks, and support improved management of responsive behaviors.
- The redesigned spaces will also promote better workflow for staff and a more supportive environment for residents.

I would like to thank the Board for its continued support of these quality care initiatives. Staff engagement remains strong, and we are confident that our combined efforts will continue to move Cassellholme forward in advancing resident safety and clinical excellence.

RESIDENT FAMILY NAVIGATOR – Alysia Loyer

- ❖ Six (6) permanent admissions and three (3) short stay respite admissions.
- ❖ Continuing to sit with families to alleviate concerns and anxieties around the upcoming move. Reassuring them that we are working towards a goal, although unknown at this time.
- ❖ Day to day work of scheduling and facilitating situational, palliative and annual/admission care conferences.
- ❖ Our waitlist continues to grow as I read and accept people onto the waitlist on a weekly basis.
- ❖ The requests for tours have increased over the summer and continue to increase with several calls each week.

INFECTION CONTROL – Hannah Bryant, IPAC Manager

New Information:

New IPAC assistant and clinical educator was hired and is starting in September.

Audits:

New resident hand hygiene auditing tool was created and will be implemented in September for unit managers to audit if staff are providing/assisting residents with hand hygiene before and after meals.

Outbreaks:

No outbreaks in August.

Immunization:

No changes for August.

IPAC Construction Audits:

No recent audits. IPAC noted that eye wash stations and hand hygiene sinks were combined which does not meet Ministry IPAC standards – Percon/CH working on fixing this issue. 15 sinks need to be replaced with normal faucets and additional eye wash stations will be added to housekeeping rooms and clean utility rooms.

COMMUNITY SUPPORT SERVICES – Cheryl Hamilton, CSS Manager

- ❖ CSS has been on a steady pace over the past few months.
- ❖ We have had an increase of 5 PSW's over the past year which has allowed us to bring our Assisted Living numbers up to 42-44 clients.
- ❖ We have a PSW whom we just learned is leaving CSS, so we are in the process of interviewing candidates and have received a limited number of resumes so are hoping for a good candidate.
- ❖ We lost 2 other PSW's recently due to resignations (1 retired early and 1 moved south) and have had 2 on sick leave along with summer vacations, so staffing has been an unreal challenge with many working double shifts and lots of OT to replace these staff.
- ❖ Things have settled over the past week or so. We have had an ongoing challenge of PSW interest in the community and finding suitable candidates, even with students.
- ❖ We have had challenges with several Assisted Living clients being hospitalized all at the same time over the summer months, which means a drop in client hours, and we cannot replace clients until we know they cannot come home.
- ❖ We are fully staffed in our Home Help Homemaking program, and it continues to see a very lengthy waitlist for services.
- ❖ We are looking at ways to use OH funding in different ways to perhaps increase our capacity to serve more Respite clients but are unsure if this will be feasible with OH.
- ❖ We continue to receive many referrals for all programs.
- ❖ Our Home Help Homemaking program has the longest waitlist of well over 700 clients waiting for services.
- ❖ The Cassellhome Van has been seeing some increased repair bills but is running efficiently and is a very busy service.
- ❖ MOW in Mattawa is running well, as is our Lawn Maintenance program with a private contractor.
- ❖ Will soon be securing a contractor for the upcoming snow removal season.
- ❖ No major health and safety issues currently.
- ❖ All in all, CSS is operating smoothly and with no significant concerns currently.

CAO report to Council –048 Facility and Building Condition Assessment

PURPOSE: To provide Council with the rationale for issuing a Request for Proposal (RFP) for a comprehensive Facility and Building Condition Assessment of municipal buildings and outdoor recreation facilities and to obtain their support for it.

Background

The Municipality of Calvin owns and operates several municipal buildings and outdoor recreation facilities, including:

Buildings: Fire Hall, Sand Dome, Public Works Garages (2), Municipal Office Complex / Recreation Hall, Outdoor Storage Building

Outdoor Recreation Facilities: Outdoor Rink, Outdoor Playground, Soccer Fields, Ball Fields

Currently, there is no comprehensive assessment of the condition of these assets. Without updated condition data, the Municipality faces challenges in:

- Prioritizing maintenance and capital renewal projects
- Aligning asset management planning with provincial reporting requirements
- Forecasting long-term costs for building and facility upkeep.

Rationale for RFP

Engaging a qualified consultant to conduct a Facility and Building Condition Assessment will provide:

Accurate Condition Data: Objective evaluation of structural integrity, building systems (electrical, plumbing, HVAC), and overall facility condition.

Prioritized Recommendations: Identification of maintenance, repair, and capital renewal needs with cost estimates.

Alignment with Asset Management Plan: Working with the Municipality's Assessment Management Consultant to ensure consistent condition measurement language for reporting.

-Informed Decision-Making: Enables staff and Council to make data-driven decisions for budgeting and capital planning.

-Regulatory Compliance: Ensures facilities meet safety, accessibility, and reporting standards.

-Stakeholder Engagement: Includes consultation with senior staff and presentation of the final report to Council for transparency.

Financial Considerations

CCBF funds will be used to fund this project in its entirety.

The RFP will request detailed cost proposals. Awarding the contract will be based on a combination of:

Consultant qualifications and experience
Methodology and work plan
References and previous projects
Cost/value proposition

Note: The lowest bid is not necessarily the successful bidder. Quality and experience will be weighted heavily in the evaluation. Funding for this project is available within the 2026 operating/capital budget under [Insert Budget Line].

*attached RFP

RECOMMENDATION TO COUNCIL

That Council receives CAO report-048 Facility and Building Condition Assessment;

That Council authorizes staff to issue the RFP for a Facility and Building Condition Assessment of the Municipality's buildings and outdoor recreation facilities, in accordance with the scope, deliverables, and timeline outlined in this report;

That this project be funded entirely through the use of CCBF funds.

Respectfully submitted, Donna Maitland, CAO

Nov 4, 2025



THE MUNICIPALITY OF CALVIN

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THE CORPORATION OF THE MUNICIPALITY OF CALVIN

TENDER NOTICE

Tender No.: FBCA-2025

Issue Date: November 12, 2025

Closing Date: January 5, 2026

PROJECT:

Facility and Building Condition Assessment

The Corporation of the Municipality of Calvin invites qualified consultants to submit proposals to conduct a comprehensive Facility and Building Condition Assessment of its municipal buildings and outdoor recreation facilities.

SCOPE OF WORK

The successful consultant will provide a detailed assessment of the physical condition, structural integrity, and maintenance requirements for the following municipal assets:

Buildings:

- - Fire Hall
- - Sand Dome
- - Public Works Garages (2)
- - Municipal Office Complex / Recreation Hall

Outdoor Recreation Facilities:

- - Outdoor Rink
- - Outdoor Playground
- - Soccer Fields
- - Ball Fields

The assessment should include:

1. Visual inspection and evaluation of structural components, building systems (electrical, plumbing, HVAC), and roofing.
2. Identification of maintenance, repair, and capital renewal requirements.
3. Estimation of remaining useful life of key building components.
4. Prioritization of maintenance and capital replacement needs.

5. Recommendations for cost-effective improvements.
6. A written report with photographs, diagrams, and a summary of findings.

DELIVERABLES

- **Project Completion:** The project must be complete ideally no later than March 1, 2026, including all inspections, assessments, and reporting.

- **Meetings with Senior Staff:**

- The consultant is expected to meet with senior municipal staff at a frequency deemed appropriate to review progress and key findings.
- A formal meeting with senior staff will be required to review the draft report prior to finalization.

- **Final Report:**

- One (1) electronic copy in an accessible format compliant with Ontario accessibility standards (Word or PDF).
- Ten (10) printed copies of the final report.

- **Council Presentation:**

- The consultant will present the final report in person, or via TEAMS to Council during a Tuesday evening Council meeting once the draft report has been reviewed and accepted by senior staff.

- **Report Content Requirements:**

- Detailed assessment of all municipal buildings and outdoor recreation facilities listed in the scope.
- Photographs, diagrams, and summary of findings.
- Identification of maintenance, repair, and capital renewal requirements.
- Estimation of remaining useful life of key building components.
- Prioritized recommendations for maintenance and capital improvements.
- Cost estimates for suggested repairs and replacements where applicable.

ELIGIBILITY & QUALIFICATIONS

Consultants must demonstrate:

- Experience in building and facility condition assessments, preferably for municipal clients
- Professional qualifications in engineering, architecture, or building science
- Ability to meet deadlines and provide clear, actionable reporting

SUBMISSION REQUIREMENTS

Proposals must include:

- Company profile and relevant experience
- Detailed methodology and work plan
- Schedule and timeline for completion
- Cost estimate (including disbursements)
- References from previous municipal clients

Submissions must be in hard copy only, in a sealed envelope, and delivered to:

**Clerk's Office
The Corporation of the Municipality of Calvin
1355 Peddlers Drive
Mattawa, ON P0H 1V0**

Deadline for submissions: Noon, January 5, 2026

Opening of bids: 12:10 p.m., January 5, 2026

Council announcement of successful bidder: January 6, 2026

Note: The lowest bid is not necessarily the successful bidder.

TENDER TIMELINE SCHEDULE

Activity	Date / Time
Issue Request for Proposal	November 12, 2025
Deadline for Submission (Hard Copy)	January 5, 2026 – 12:00 p.m.
Opening of Bids	January 5, 2026 – 12:10 p.m.
Council Announcement of Successful Bidder	January 6, 2026

EVALUATION CHART

Evaluation Criteria	Description	Maximum Points	Evaluator Notes / Scoring
Consultant Qualifications & Experience	Professional qualifications, municipal experience, prior condition assessments	25	
Methodology & Work Plan	Clarity, comprehensiveness, practicality, inspections, reporting	25	
References / Past Projects	Quality and relevance of references, demonstrated success	10	
Understanding of Scope / Proposed Approach	Demonstrates understanding of municipal assets and reporting	20	

Timeline / Schedule	Ability to meet deadlines; realistic scheduling	10	
Cost / Value	Fees including disbursements; cost-effectiveness	10	

Notes:

- The lowest bid is not necessarily the successful bidder; quality, methodology, and experience are critical.

CAO Report to Council: CAO49-2025 – Cassellholme Quarterly Capital Levy Notice**PURPOSE:**

To provide Council notice received with respect to the quarterly capital levy amount approved by Cassellholme Board of Management

BACKGROUND:

On April 12, 2022, Council for the Corporation of the Municipality of Calvin enacted By-Law 2022-025, Guarantee and Postponement of Claims Agreement, agreeing to a maximum of 1.44 percent, \$830,816.63 of the Cassellholme. Redevelopment Costs (new construction). Refer to attached Bylaw 2022-025 and its "Schedule B Guarantee Proportions and Maximum Amounts."

In Feb 2025, a Cassellholme management team delivered the presentation "Redevelopment Funding Recap" to councils across the region outlining up to date construction costs and forecasted capital levy costs, by municipality, with Calvin's costs forecasted to be \$2,3954.69. See attached "Summary Capital Levy Forecast" from the presentation.

The difference between the maximum amount reflected in the by-law and that which municipalities are being levied is largely (forecasted) interest.

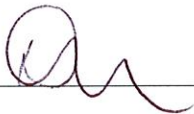
Cassellholme advised municipalities the capital levy cost invoicing would begin in Oct 2025. Council requested staff bring forward the invoice once it was received and prior to it being paid.

UPDATE:

The Corporation is now in receipt of the quarterly levy invoice in the amount of \$7,005.56, due by Jan 31, 2026. The levy amount represents 1.471% of the actual total loan interest amount of \$476,335.45 for the months of July, Aug, Sept 2025. Refer to attached invoice & correspondence.

RECOMMENDATION TO COUNCIL

To receive and authorize payment of the Cassellholme quarterly levy invoice in the amount of \$7,005.56 due by January 31, 2026.



Donna Maitland October Nov 6, 2025

THE CORPORATION OF THE MUNICIPALITY OF CALVIN

BYLAW NUMBER 2022-025

**BEING A BY-LAW AUTHORIZING THE SIGNING OF A GUARANTEE AND
POSTPONEMENT OF CLAIMS AGREEMENT WITH THE ONTARIO
INFRASTRUCTURE AND LANDS CORPORATION**

Legal Authority

Scope of Powers

Section 8(1) of the *Municipal Act*, 2001, S.O. 2001, c.25, ("*Municipal Act*") as amended, provides that the powers of a municipality shall be interpreted broadly so as to confer broad authority on municipalities to enable them to govern their affairs as they consider appropriate, and to enhance their ability to respond to municipal issues.

Powers of a Natural Person

Section 9 of the *Municipal Act* provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act.

Powers Exercised by Council

Section 5 (1) of the *Municipal Act* provides that the powers of a municipality shall be exercised by its Council

Powers Exercised by By-law

Section 5(3) of the *Municipal Act* provides that a municipal power, including a municipality's capacity, rights, powers and privileges under section 9, shall be exercised by bylaw unless the municipality is specifically authorized to do otherwise.

Preamble

The Board of Management for Cassellolme long-term care facility has approved a redevelopment project and has financed \$120,000,000 through the Ontario Infrastructure and Land Corporation.

Ontario Infrastructure and Lands Corporation requires the municipalities responsible for Cassellholme to provide a loan guarantee in the amount of \$57,695,599.

The Municipality of Calvin along with the City of North Bay, Municipality of East Ferris, Township of South Algonquin, Township of Bonfield, Township of Papineau-Cameron, Township of Chisholm, Town of Mattawa and the Township of Mattawan, are the required guarantors; with each of the guarantors being responsible for a percentage (%) of the debt.

The Municipality of Calvin is responsible for a maximum guarantee of 1.44% or \$830,816.63 of the financed amount until such a time as the Ontario Infrastructure and Lands Corporation releases all guarantors.

All municipalities must agree to the entering into this agreement and if for some reason one of the municipalities does not agree to enter into the agreement the redevelopment project will not proceed.

Council for the Corporation of the Municipality of Calvin acknowledges that every effort has been made to best protect the municipal corporation in relation to its obligations to the long-term care facility and agrees that it is in the best interests of the municipality to enter into the Guarantee and Postponement of Claims Agreement.

Decision

Council of the Corporation of the Municipality decides it in the best interest of the Corporation to enter into a Guarantee and Postponement of Claims Agreement with the Ontario Infrastructure and Lands Corporation.

Direction

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

1. That the Guarantee and Postponement of Claims Agreement attached to this Bylaw as Schedule "A" forms part of this bylaw.
2. That the Mayor alone, and/or the Mayor and the Interim Deputy Clerk, as may be required are authorized to sign this Agreement, and other related/required documents for its proper execution, on behalf of the municipal corporation
3. That this Agreement shall be effective and shall remain in effect and force in accordance with the terms of the agreement subject to any amendments thereto or the termination of the said agreement.
4. This by-law takes effect on the day of its final passing.

Read and adopted by Resolution #2022-096 this 12th, Day of April 2022.



Mayor



Clerk

SCHEDULE B

Guarantee Proportions and Maximum Amounts

(1) <u>Municipality</u>	(2) <u>Per Cent</u>	(3) <u>Maximum Amount*</u>
North Bay	79.84%	\$46,064,166.20
East Ferris	7.45%	\$4,298,322.13
South Algonquin	3.28%	\$1,892,415.65
Bonfield	3.07%	\$1,771,254.89
Papineau-Cameron	1.66%	\$957,746.94
Chisholm	1.56%	\$900,051.34
Calvin	1.44%	\$830,816.63
Mattawa	1.39%	\$801,968.83
Mattawan	0.31%	\$178,856.36
		<u>\$57,695,599</u>

*Note that actual amount payable by Guarantors upon an Event of Default includes its proportion of the outstanding principal amount owing and any accrued interest or accruing interest until the loan is paid in full, and other amounts owing. Please see section 3.3 of the Guarantee.

Summary Capital Levy Forecast

Municipality	2025	2026	2027	2028	Term Loan (Year 1 - 25)	Term Loan (Year 26 - 30)
North Bay	1,409,213	1,412,252	2,968,859	3,592,222	3,661,033	5,411,894
East Ferris	137,783	138,080	290,274	351,222	357,950	529,136
South Algonquin	59,006	59,133	124,311	150,412	153,293	226,605
Bonfield	57,607	57,731	121,364	146,846	149,659	221,232
Papineau/Cameron	30,718	30,785	64,716	78,304	79,804	117,970
Chisholm	29,068	29,131	61,240	74,098	75,517	111,633
Calvin	26,379	26,436	55,575	67,244	68,532	101,307
Mattawa	23,975	24,026	50,509	61,114	62,284	92,071
Mattawan	5,853	5,866	12,332	14,921	15,207	22,480
Total	1,779,602	1,783,441	3,749,178	4,536,382	4,623,279	6,834,327

CASSELLHOLME

\$ 1,713,360

\$ 506,535

CAO

From: Tiffany Chapman <chapmant@cassellholme.on.ca>
Sent: November 5, 2025 10:53 AM
To: 'Bryan Martin'; 'Jason McMartin'; 'Jason McMartin'; 'Jason Trottier'; 'JoAnne Montreuil'; 'Karen McIsaac'; 'Lesley Marshall'; 'Paul Laperriere'; 'Peter Johnston'; CAO; 'Nicky Kunkel'
Cc: Angie Punnett; William Brooks; 'Ethel Lavalley'; 'Peter Chirico'; 'Gail Degagne'; 'Narry Paquette'; 'Raymond Belanger'; Mayor Richard Gould; 'Robert Corriveau'; 'murphyp2115@outlook.com'; 'Rick Champagne'
Subject: Quarterly Capital Levy Notice - October 31, 2025
Attachments: Oct 31 2025 Cap Levy Approved.pdf

To the Clerks of all supporting municipalities of Cassellholme,

Please see attached quarterly capital levy issued on **October 31, 2025**. This levy was approved at the Cassellholme Board Meeting on **October 23, 2025**. Legislation requires that the board determine a due date for any capital levies. The board approved a due date of **January 31st, 2026** for this quarter's capital levy.

Below is the text of resolution **122-25** as approved:

"That the board approve the quarterly capital levy of \$476,335.45 for actual construction interest costs from July to September 2025. In accordance with O. Reg. 246/22 under the Fixing Long-Term Care Act, 2021, notice of this capital levy, apportioned per the legislation, will be sent to the clerks of all supporting municipalities. This quarterly capital levy is issued October 31st and is due on or before January 31st, 2026."

This capital levy is in accordance with the Board's Capital Levy Plan which was approved in mid-2024. If you have any questions, please feel free to contact William Brooks, Chief Financial Officer, at brooksw@cassellholme.on.ca or at (705) 474-4250 ext. 230.

Thank you,

Tiffany Chapman
Human Resources & Student Placement Coordinator

CASSELLHOLME

Compassionate care for life's journey.

400 Olive Street

North Bay, ON P1B 6J4

Tel: 705-474-4250 Ext. 354

Website: www.cassellholme.ca

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Cassellholme Capital Levy

Construction Phase - Interest Only Quarterly Levies

CASELLHOLME

Compassionate care for life's journey.

Levy issue date:

31-Oct-25

Month	Actual Interest Amount	
Jul-25	\$	158,070.59
Aug-25	\$	160,715.90
Sep-25	\$	157,548.96
Total Actual Interest - Quarter	\$	476,335.45

Municipality	Apportionment Rate		Capital Levy Issued Oct-25
	(2025 based on 2023 FIR)		
Bonfield	3.233%	\$	15,399.87
Calvin	1.471%	\$	7,005.56
Chisholm	1.664%	\$	7,926.53
East Ferris	7.794%	\$	37,127.67
Mattawa	1.333%	\$	6,348.00
Mattawan	0.328%	\$	1,561.21
North Bay	79.183%	\$	377,178.68
Papineau-Cameron	1.732%	\$	8,250.91
South Algonquin	3.262%	\$	15,537.02
Total	100.000%	\$	476,335.45

Notes

Capital levies during construction will be issued quarterly, on the last day of the month following the applicable quarter.

The levied amount is based on actual interest paid for each month in the quarter.

Please contact **William Brooks, CPA, Chief Financial Officer** for any questions or concerns.

(705) 474 4250 ext. 230

brooksw@cassellholme.on.ca



Calvin Fire Department

1238 Peddlers Dr Calvin Township, Ontario 705-744-2291

Submitted for Council Meeting: November 11 2025 for the month of October 2025

Department Volunteer Status

# Active Personnel		# Resignations since last report to Council	New applicant(s) (application attached for Council approval) Name(s):
15		0	0
Jordan Whalley	Chief		
Chayse Walls	Deputy Chief		
OJ Keown	Assistant Chief		
Steve Meecham	Captain		
Brandon Apps	Captain		
Jason Gienow	Lieutenant		
Codey Beaumont	FPO		
Tyler Wright	Safety Officer		
Liam Maxwell	Public Relations Officer		
Bill Moreton	Dispatch/Station Officer		
Andres Barahona	Firefighter		
Blair Grove	Engineer		
Les Whalley	Engineer		
Wayne Brown	Engineer		
Steve Walls	Engineer		

Incidents Attended –

The month of October Consisted of 3 calls 1- MVC 1- Medical 1 – Structure Fire

What we have been up to –

Each Thursday night meetings from 7-9 consist of a brief meeting and then crews participate in a 2-hour training session on various topics related to Fire Fighter 1&2 with skills testing to evaluate their understanding of each skill.

CFD was approved for a \$9500 grant through TC energy to purchase some new SCBA's

CFD received 3 new sets of Bunker gear, getting nearly all the front-line guys in compliant PPE. (NFPA 1851 Standards for Structural Bunker Gear)

CFD supplied onsite fire protection to Columbia Forest Products while they had maintenance done on their fire suppression system Oct 16-17

CFD attended a Mutual aid call in Papineau Cameron on Oct 16

CFD held our annual Halloween Trick or Treat night at the hall. (successful night, large attendance for the weather we had)

CFD received a Back up set of hurst Jaws of life tools from Bonfield Fire, free of charge. The set Consisted of a 3 valve Hurst power unit, 2 sets of hydraulic lines, a Hurst Cutter, a Hurst spreader, and 2 hurst rams.

Department Training -

Course/Training Name	Who is required to complete (all, specific role etc.)	# of Active Volunteers who have completed	Comments re training plan this calendar year to meet requirements (method of delivery/where/when)
First Aid and CPR/ BLS	All firefighters are required to do recertification every 3 years	15	2 require recertification this year
Fire Fighter 1&2 skills training and testing	All firefighters are required by 2026	10	In-house training following the NFPA IFST manual, NFPA Skills sheets and vector solutions online training UPDATE – 3 members are now fully certified 3- members have completed and are waiting for certifications.

Other Training Provided Since Last Report to Council

Specific Training Delivered	Delivery Date	Method of Delivery and Provider (i.e. Chief, FMO etc.)	Number of personnel who completed the training	Comments
Fire scene operations	October 4 meetings	Training officer, Chief, Deputy Chief	13	In the Month of October, we dove heavily into Interior search, fire control, flow paths and rescue. Crews worked in groups of two on simulated training scenarios, entering a building with zero visibility to search out victims, perform rescues and interior fire attack and or suppression.
Vector Solutions online Training	Open to Train on FF own time	Online via Vector solutions Training Portal	13	Crews continue to complete FF1 and 2 related modules furthering their education towards in-house testing on weekly skills training and testing nights

Meetings attended by Chief/Deputy Chief

Mutual Aid Meetings (running table – latest meeting first)

Meeting Date	Attended by or indicate "not attended"	Meeting Highlights	Actions Necessary, this Dept	Comments
Mutual aid Oct 28	attended	Champlain Park deployment	Chief, Captain attendance.	Held in south river, Mandatory meeting.
				n/a

Other Meetings/Conferences Attended

Meeting Date	Meeting Name	Attended by:	Comments: such as purpose, benefit etc.
None for October			

Public Education/Outreach Plan -2025 -Fire Prevention

Event/Activity Name	Date to be completed	Lead (i.e. Chief, Deputy etc.)	Municipal Support Required Y/N If Y, name it Y – Print outs	*Results: (once complete)
Fire Prevention packages	ongoing	FPO/chief		
Co2 and Fuel gas	completed	Fire chief	n	Information updates on keeping home heating appliances maintained and safe, understanding the difference between co2 and fuel gas leaks and which detectors a resident may need- Print outs delivered at info expo/ social media.
Facebook Updating	Monthly	PIO Liam Maxwell	N	Updating residents on Fire Safety, current situations/road closures.
Instagram	Weekly	Chief Jordan Whalley	N	Updating followers/residents on what the fire department is up to, training events, calls.

Reports Due to Various Ministries in 2025 (running table)

Report Name	Due to	*Due by date & Frequency	Status
Standard Incident Report OFM	OFM	March 30, 2025 Annual	Up to date
SIR reporting per call	OFM	Per call	Up to date
CAS MTO submissions	MTO	Per call	Up to date



Submitted by Fire Chief

Jordan Whalley



I have received, reviewed and approve of this report submission

Donna Maitland, CAO

Date submitted to CAO:

Nov 06 2025

CAO Report to Council: CAO50-2025 – 2026 Municipal Election Candidate Information Session

PURPOSE:

To provide Council with an opportunity to host “So You Want to Run for Council” information session.

BACKGROUND:

Correspondence is received from Fred Dean, a municipal coach and former municipal solicitor enquiring about the Municipality's interest in hosting “So You Want to Run for Council” information session targeted to potential 2026 municipal election candidates.

Cost is \$2300 + HST + facilitator travel.

Number of participants – unlimited

Location: at the hosts' discretion.

Facilitator suggests municipalities partner to share the information session costs.

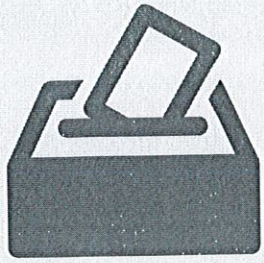
RECOMMENDATION TO COUNCIL

To receive the invitation to host “So You Want to Run for Council” information session for candidates in the 2026 municipal election

To decide about how to respond to the invitation.



Donna Maitland October Nov 6, 2025



So You Want to *Run For Council*



For several elections, I have facilitated a workshop for people interested in running for municipal council in their community. As you know, people often run for office with no real idea of the scope of duties, workload or responsibilities of a member of council.



These sessions last about two hours and provide an overview and an opportunity to ask questions. Some of the topics include responsibilities of a member of council, the head of council and staff. Also, I provide a brief summary of municipal powers and how they are exercised. Municipal conflict of interest, the members' Code of Conduct, the role of Council's Integrity Commissioner and strong mayor powers are always of great interest. Know what you are signing up for.

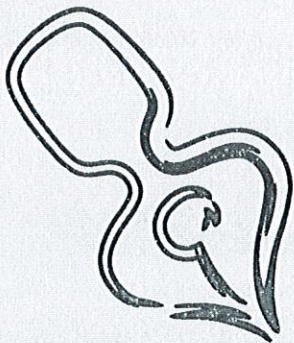


If the world continues to unfold as it should, each session will be in person and will be held in your community.



Based on past experience, there are opportunities for more than one municipality to organize this workshop. It can be organized as a county, region or district wide event.

I have already booked workshops in March and April 2026.
If you or an organization in your community is interested in hosting a candidates workshop please phone or email me to book a time.



Fred Dean is a municipal coach and former municipal solicitor with extensive experience. He has delivered numerous orientation and councillor training sessions across Ontario. He has presented workshops and webinars to municipal administrators across the province for years.

Call 416 553 8811 or email: webinar@citysolicitor.net

From: Brenda Harvey <webinar@citysolicitor.net>
Sent: October 31, 2025 11:11 AM
To: Brenda Harvey <webinar@citysolicitor.net>
Subject: Fred Dean's Workshop 2026 - So you Want To Run for Council

Good morning:

I have facilitated this candidate information session, *So You Want to Run for Council* for several municipal elections. It has continually grown.

We all have heard stories of someone considering running for council with no background or knowledge of local government. Many have not attended a meeting of council. Some consider running to further their own interests without having any knowledge or understanding of the Municipal Conflict of Interest Act or the Members' Code of Conduct. This session gives an overview of the responsibilities and duties of a member thus allowing them to make a more informed decision before putting their name forward.

Staff, heads of council and councillors have told me that these sessions are beneficial. It never ends well when someone runs for office with no understanding of the duties of the office, the commitment and hours required. Municipal government is complex. A basic understanding of a member's role and responsibilities in advance of the election is invaluable.

Sitting on council impacts families too. I have over the years encouraged the families of those considering running to attend. I will talk about issues for all to consider.

Many of the 29 sessions I did in 2022 saw municipalities cooperating to do a joint session.

Now is the time to plan for candidate training ahead of the 2026 elections. See my attached flyer for details. Dates have been filling in quickly.

Give me a call or email me to discuss an opportunity and reserve a date.

Fred Dean
416 553 8811

CAO

From: Brenda Harvey <webinar@citysolicitor.net>
Sent: November 4, 2025 8:55 PM
To: CAO
Subject: RE: Fred Dean's Workshop 2026 - So you Want To Run for Council

Hi Donna: This is Fred's reply.

The cost is \$2,300 + HST and travel costs. It is a one-time cost. It is advantageous to have several municipalities go together. The capacity depends on the room. I can speak to any number.

Sincerely,

Brenda

From: CAO <CAO@calvintownship.ca>
Sent: November 3, 2025 12:19 PM
To: Brenda Harvey <webinar@citysolicitor.net>
Subject: RE: Fred Dean's Workshop 2026 - So you Want To Run for Council

Hello

Can you provide a cost sheet. Council will want to know when I bring this to them. Thanks!

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



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9

**AGENCIES
BOARDS
COMMITTEES**

Conservation authorities to be consolidated under new provincial agency



[Jeff Turl](#)

Oct 31, 2025 9:00 PM



1 / 2 | Jeff Turl/BayToday

[Listen to this article](#)

00:06:12

Conservation Authorities in Ontario are about to see a dramatic change.

Ontario's fragmented system of 36 conservation authorities, including the North Bay Mattawa Conservation Authority, is about to be consolidated into seven, under a single provincial body tasked with streamlining services and improving watershed management.

The new Ontario Provincial Conservation Agency (OPCA) will aim to improve the province's conservation authority system" to help get shovels in the ground faster on homes and other local infrastructure projects, while strengthening the vital role conservation authorities play in managing watersheds and protecting communities from floods and natural hazards," said Todd McCarthy, Minister of the Environment, Conservation and Parks at a news conference in Toronto this morning.

"This action will help the province deliver on its plan to protect Ontario by cutting red tape and building an economy that is more competitive, resilient, and self-reliant, to help keep workers on the job in the face of tariffs and economic uncertainty."

"The system has become too fragmented, inconsistent, and outdated," said McCarthy. "The new, dedicated agency would work with conservation leaders to ensure faster, more transparent permitting and more front-line services so we can reduce delays to get shovels in the ground sooner, support economic growth, and keep our communities safe from floods and other natural hazards."

BayToday reached out to local conservation authority interim chair Lana Mitchell by text for a comment, but got no response.

Ontario currently has 36 conservation authorities, each of which has different policies, standards, fees, and levels of staffing and technical capabilities. Some management positions will be redeployed to front-line roles, including the 36 conservation authority CEOs, McCarthy said.

"This has led to unpredictable and inconsistent turnaround times for approvals across all conservation authorities, creating uncertainty and delays for builders, landowners, and farmers seeking permits and undermining conservation authorities' ability to protect communities from floods and natural hazards," added McCarthy.

To address these issues, McCarthy says OPCA will provide centralized leadership, efficient governance, strategic direction and oversight of all conservation authorities.

"The agency will free up resources for front-line conservation and ensure faster, more consistent and transparent permitting, while supporting conservation authorities in their core mandate of managing watersheds and protecting people and property from natural hazards in an efficient and consistent manner."

The Province wants to see the implementation of a regional, watershed-based consolidation of conservation authorities

"Under the leadership of the new agency, conservation authorities will continue to deliver existing programs such as protecting people and property from natural hazards, drinking water source protection and the management of lands and recreational trails, including public access to local natural areas, as well as other recreational and educational activities," says the release.

"The Ontario Provincial Conservation Agency will work with conservation authorities to reduce duplication, implement consistent processes and standards, and leverage shared technology and other resources," said Hassaan Basit, Chief Conservation Executive.

"With better tools and more resources for front-line staff, local conservation authorities will have a greater ability to use technical data, research and analysis to make decisions, operate with greater consistency and transparency, and deliver faster services to municipalities, residents and permit applicants."

The government will soon begin consultations with the public, municipalities, stakeholders, Indigenous communities and other partners on a watershed-based consolidation of conservation authorities, including the proposed regional boundaries of each conservation authority based on the following criteria:

- maintaining watershed-based jurisdictions for effective flood and water management
- reducing administrative overlap and duplication for municipalities and conservation authorities
- balancing expertise and capacity across conservation authorities to improve service and program delivery
- ensuring uninterrupted delivery of local conservation authority programs

The changes to conservation authorities are expected to be implemented after consultation next spring and existing board members will continue to serve until after the province changes governance structures after next October's municipal elections.

Unique to Ontario, conservation authorities develop and deliver local, watershed-based resource management programs on behalf of the province and municipalities, including programs aimed at preventing natural hazards, drinking water source protection and surface water and groundwater monitoring programs.

Meanwhile, Ontario Greens Leader and MPP for Guelph Mike Schreiner says, "The Ford government is leaving Ontarians exposed to dangerous flooding—with lives, livelihoods and property at stake."

PHYSICIAN RECRUITMENT COMMITTEE MEETING

Monday, June 2, 2025 at 1300 hrs
MINUTES

Attendance	P	R/A	Attendance	P	R/A
Raymond Bélanger, Town of Mattawa (Chair)	✓		Kayla Michaud, Physician Recruiter	✓	
Janet McNabb, Mattawan Twp Representative	✓		Tanya Bélanger, President & CEO	✓	
Mélanie Chenier, Papineau-Cameron Twp.	✓		Christine Thompson, VP Clinical Services/CNO		✓
Richard Gould, Municipality of Calvin	✓		Amy Morrison, VP Corporate Services & CFO / Administrator	✓	
Narry Paquette, Bonfield Twp		✓	Crystal Burns, HFO Representative		✓
Dr. Bryan Williams, Chief of Staff	✓		Lyse Côté (recorder)	✓	

AGENDA ITEMS	Discussion
1. <u>Call to Order</u> Raymond Bélanger, Chair	Raymond Belanger called the meeting to order with prayer at 1302 hours.
2. <u>Approval of Agenda</u>	MOVED BY Janet McNabb, and SECONDED BY Richard Gould That the agenda be accepted with the addition of item: 6.2 Membership request CARRIED
3. <u>Declaration of Conflicts of Interest</u>	There were no conflicts of interest to declare.
4. <u>Approval of Minutes</u> February 24, 2025	MOVED BY Richard Gould, and SECONDED BY Melanie Chenier That the Minutes of February 24, 2025 be accepted as presented. CARRIED
5. <u>Business Arising</u>	
5.1 Recruitment Update	Tanya reported on the following update: ○ Kayla continues to use the EDLP (Emergency Department Locum Program) portal, which is typically utilized when our physicians or locums are unavailable. ○ There is a potential ED closure in July. The situation is being monitored closely. ○ Uncertainty remains around the future of the EDLP program. Proposed changes are causing concern among physicians, who may be less inclined to pick up shifts under the new structure. ○ An arbitration award was announced in early May, but we are still waiting on a formal funding letter. There is hope for an increase, but nothing has been confirmed. ○ We are working on three service agreements in preparation for upcoming transitions: ○ Taylor Wilkins will begin working in the ER in July 2025 and plans to start in the family practice in January 2026. ○ DJ Houle is expected to join in July 2026. ○ Adam Ritchie is scheduled to join in July 2027 or 2028.

PHYSICIAN RECRUITMENT COMMITTEE MEETING

AGENDA ITEMS	Discussion
	○ It remains to be seen what direction the Ministry will take regarding future models of care. ○ There may be value in revisiting interest among first-year medical students, particularly in Sudbury, given the recent changes. ○ Currently, EDLP shifts are posted 21 days in advance, a change from the previous 45-day window. If a potential closure is anticipated within the next month, the process to address it must begin.
6. <u>New Business</u>	
6.1 Financial Report	Amy provided an overview of budget planning and recruitment fund. The year-end report for March 31, 2025 was included in the meeting package. While the overall operating budget remains under budget, the committee is currently over budget due to the timing of retention incentives. Notably, \$25,000 of the overage was attributed to an early incentive pay out. Amy also presented a cumulative recruitment fund report, which outlines historical data and current standing. Looking ahead, the question was raised whether sufficient funds are available to support the recruitment of another physician. Amy's draft budget projects though to 2027/28, with a forecasted shortfall of approximately \$60,000 by 2028. This would mark the first year the program runs a deficit, primarily due to incentive commitments. If a fourth physician were successfully recruited, there may be an opportunity to extend costs – potentially with renewed municipal support. Raymond noted that the town's financial resources are tight, and Melanie echoed this concern, highlighting that municipalities are under strain due to increased downloading from the province and rising costs just to maintain existing services. There was discussion around the feasibility of a shared incentive and whether Council might consider splitting a \$25,000 incentive. Tanya suggested exploring strategic approach moving forward.
6.2 New Membership request	Tanya noted that Kayla received an email from a local community member who expressed interest in joining the Physician Recruitment Committee.

**PHYSICIAN RECRUITMENT
COMMITTEE MEETING**

AGENDA ITEMS	Discussion
	Those present discussed membership and agreed that it should be limited to those that are representing a municipality/organization that are financially invested in this initiative. It was acknowledged that any interested individuals could attend Council meetings and, through that process, bring matters forward to this table. The committee's Terms of Reference will be reviewed at the next meeting. Tanya will review and bring a draft forward for discussion.
6. <u>Date of Next Meeting</u>	Meetings to be held on a quarterly basis. The next meeting will be scheduled for October 27, 2025.
7. <u>Adjournment</u>	The meeting adjourned at 13:46 hours.

Raymond Bélanger, Chair