CASSELLHOLME
BOARD OF MANAGEMENT MEETING

CASSELLHOLME
Compassionate care for life's journey.

THURSDAY, SEPTEMBER 24, 2026

MINUTES

Date: Thursday, September 24, 2026

Location: Cassellholme Auditorium

Board Members: Dave Mendicino, Chair
James (Jim) Bruce
Gary Gardiner
Peter Chirico
Robert Corriveau

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

Regrets: Mac Bain

Guests: Monique P (Family Council)
ZOOM: Johanne B

	ITEM	ACTION
A.	**CALL TO ORDER**	
	MEETING RECORDED *"Moved by Gary Gardiner and seconded by Robert Corriveau that the meeting be called to order at 3:02p.m."* **Res. #124-26** **Carried**	
B.	**ROLL CALL**	
	As noted above	
	1. Approval of Agenda	
	6.1. Operations Update and 6.2. Quality - switched "*Moved by Peter Chirico and seconded by Jim Bruce that the Board approved the agenda for this meeting, as amended.*" **Res. #125-26** **Carried**	
	2. Conflict of Interest	
	"*Moved by Gary Gardiner and seconded by Peter Chirico that no Board Members present have declared a conflict of interest.*" **Res. #126-26** **Carried**	
	3. Approval of Minutes	
	3.1 Approval of the Minutes of the Regular Board Meeting held on August 27, 2026 "*Moved by Robert Corriveau and seconded by Jim Bruce that the minutes of the Regular Board Meeting, held on August 27, 2026, be adopted as presented.*" **Res. #127-26** **Carried**	

4. New Business

4.1 2026 Municipal Election

Next seat Papineau-Cameron Appointee
Exit letters to current member municipal
Mid/End November – Orientation – November 15?

4.2 North Tower

Repurposed ideas circulating
Based on operational needs/community resources – true data based on needs and demands
More information to be presented at February 2027 Board Meeting

"*Moved by Jim Bruce and seconded by Gary Gardiner that discussion on repurposing the North Tower be deferred to the February 2027 Board Meeting and that staff bring a report back to the Board .*"

Res. #128-26 **Carried**

5. Redevelopment

5.1 Construction Update (*Anita*)

Full update in Board Package
Steal going up
Mechanical Underground work
Phase 1 Building work with maintenance at 1 year mark
Final deficiencies

6. Operations

6.1 Quality (*Camille*)

OnSPARK – Funded by the Ontario Ministry of Long Term care
Data platform to compare to other "similar homes"
Show areas of improvement

6.2 Operations Update

Administrative Coordinator selected
Satisfaction surveys to be recirculated
Staffing update
BSTU operating well

7. Finance and Governance Policy Review

7.1

8. In-Camera

Anita & Guests left the meeting/Zoom Meeting Ended

"*Moved by Peter Chirico and seconded by Robert Corriveau that the Board proceed to an In-Camera session at 3:42 p.m.*"

Res. #129-26 **Carried**

8.1 Approval of the In-Camera Minutes – dated August 27, 2026

In-Camera Motion – Res. #130-26

8.2 Legal Matter – Statement of Claim Member Municipality

William & Camille Left the Meeting

8.3 Legal Matter – Legal Advice Castle Arms

In-Camera Motion – Res. #131-26

8.4 Personnel Matter

In-Camera Motion – Res. #132-26

	"*Moved by Jim Bruce and seconded by Gary Gardiner that the Board approve the In-Camera Session to be adjourned at 4:28 p.m.*" **Res. #133-26** **Carried**	
C.	**CORRESPONDENCE**	
D.	**REQUEST FOR FUTURE AGENDA ITEMS**	
	OHT Financials 2025-2026	
E.	**DATE OF NEXT MEETING**	
	Thursday, October 22, 2026 – Cassellholme Auditorium – 3:00 p.m.	
F.	**ADJOURNMENT**	
	"*Moved by Gary Gardiner and seconded by Jim Bruce that the meeting be adjourned at 4:30 p.m.*" **Res. #134-26** **Carried**	

_____ _____

Secretary Chairman

CASSELLHOLME
Compassionate care for life's journey.
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September 18, 2026

Subject: Cassellholme Redevelopment Update – September 2026

CONSTRUCTION OVERVIEW

SCHEDULE STATUS

Refer to schedule notes of previous reports for schedule comments.

Phase 2 schedule is included with this report and is updated to reflect the Phase 2 start date of December 3, 2025, and includes progress up to September 15, 2026. Refer to additional notes provided within the schedule (notes for this current report are in bold text). Note the revised completion dates due to delays in pile activities due to pile splices, which was reported in the June 2026 report.

Further review of the schedule took place earlier this month along with a detailed review till the end of the year. There are large efforts by all subtrades to meet or better their timelines. Structural steel is progressing very well and with anticipation of completing at the end of December, rather than end of January/February 2027.

The weekly 4-week look-ahead has made a difference in communications with CH and Percon/Trades. It creates a proactive dialog that identifies potential risks to the schedule and continues to communicate ongoing strategies for P2 between the Superintendent and the CH PM.

PHASE 2

- Pile caps and grade beams in progress
- Building backfill in progress
- Structural steel in Block C in progress
- There is some warranty millwork that is planned for Fall 2026
- External deficiencies to be completed end of September

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

Change Order Log - Please see the attached

Budget Update – To be provided separately

Action	Sub Actions	Due Date
Resident Communication	Updating website	ongoing
Bed Application - Indigenous	still reviewing the Indigenious unit funding	ongoing
FF&E Review	monthly review as P2 commences; Inventory List Review for P2	ongoing
Ministry submissions	monthly progress reports, draws, ministry financials and insurances - submissions monthly	ongoing
P1 Millwork deficiencies	completed - there are some warranty issues still outstanding; plan to be scheduled in the Fall once humidity temps settle	Fall 2026
External Deficiencies P1	to be completed by September; refocused team on P2 during summer months; landscaping to be completed August	Fall 2026
P2 Project Schedule Review	4 week lookahead done weekly with Superintendent and CH PM - began August 6 2026	ongoing
P2 Parking		Summer 2027
Storage Area list	Shelving will be reviewed for P2; continuous review of storage areas in P1	ongoing
Art Fundraising	ideas have been noted and small WG; including Creative Industries - WG to assemble soon to allow for art in the P1 building	Spring 2027
Art Work - RHA and P1	Artwork underway and will provide updates as artist submits	ongoing
Wood at mill for purpose		2027
Moving Plan	to be reviewed 6 months prior to move	winter 2027
Furniture	all itemized and pre-selected and ready for order	Spring 2027
Nurse Call	Austco and Percon and Clinical to do a post move review of any changes to be added to P2	Spring 2027
Medication Safety & Room Review	to do a post move review of any changes to be added to P2	Spring 2027
Nursing Station	to do a post move review of any changes to be added to P2	Spring 2027
Office Review	to do a post move review of any changes to be added to P2	Spring 2027
Activity Rooms planning	to do a post move review of any changes to be added to P2	Spring 2027
Clinical Staffing Plan	to be reviewed 6 months prior to move	Spring 2027
Door and Keypad Locks	to do a post move review of any changes to be added to P2	Spring 2027
Wayfinding & external signage	to do a post move review of any changes to be added to P2	Spring 2027
Miller waste process	to do a post move review of any changes to be added to P2	Spring 2027
Kitchen Planning	to do a post move review of any changes to be added to P2	Spring 2027
staffing plan	to be reviewed 6 months prior to move	Spring 2027
Storage Areas and supplies	to do a post move review of any changes to be added to P2	Spring 2027
Inventory Management Solution and Process	to do a post move review of any changes to be added to P2	TBD
Medleds	order; to do a post move review of any changes to be added to P2	Spring 2027
Remar strips	order; to do a post move review of any changes to be added to P2	Spring 2027
Fire plan	to do a post move review of any changes to be added to P2	Summer 2027

RFE	RFE	PC	CD	SI	RFI	CO	Work Description	Reason	Status
1	1			1		1	Millwork revisions/clarifications	Coordination	Approved
2	2	1				2	Emergency Switchboard revisions	Coordination	Approved
3	3					2	Inrease Builders Risk Insurance to Include Soft Costs	Lender Requirement	Approved
4	4					2	Cost associated to add Wrap Up Insurance Policy	Lender Requirement	Approved
5	5R1	2				2	Door revisions	Coordination	Approved
6	6	3				2	Washroom Accessories Revisions	Coordination	Approved
7	7	9					Removal exisiting foundations (Unit rate only - see RFE 16)		Cancelled
8	8	16				6	Provide new water valve at property line	AHJ	Approved
9	9	4				41	North wing door revisions	Coordination	Approved
10	10	5				7	Elevator pit lightling revisions	AHJ	Approved
11	11	6				8	Transformer modifications	Cost Saving	Approved
12	12 R1					9	Millwork edging revisions & Drawer modifications (per email April 25, 2022)	Cost Saving	Approved
13	13						CANCELLED: Drawer modifications (SEE RFE 12R1)		Cancelled
14	14	17				12	Temporary Hydrant at North Wing	AHJ	Approved
15	15R2	7R1				36	Phase 1 temporary door revisions and hardware coordination	Coordination	Approved
16	16R2	9				15	Removal of exisiitng foundations	Site Condition	Approved
17	17	11				11	Hardware revisions to Door V101	Coordination	Approved
18	18R2	18				14	Revise pipe material storm main tee at Olive St.	Site Condition	Approved
19	19	12				10	Temporary lighting in courtyard parking	Health & Safety	Approved
20	20R1	8				13	Add card reader control for rear doors on elevators 1024 & 1025	Design Improvement	Approved
21	21R1					16	Temporary Door Hardware supplied by Owner's Security Provider	Schedule Change	Approved
22	22	23					Investigate/repair storm line blockage near property line at Olive St.	Site Condition	Cancelled
23	23R2			19R1		17 R	Corrections and revisions to parking lot line in temporary and east parking areas	Owner Requested	Approved
24	24R4	22R1				27	Provide temporary power feed to east parking lot lighting	Coordination	Approved
25	25R1	25R1				18	Revision to waterline connections to exisiting building - Revised	Site Condition	Approved
26	26	20				19	Revision to electrical panel E-1-C	Coordination	Approved
27	27R1	19R1				23	Revise acoustic ceiling tile materials	Cost Saving	Approved
28	28			23		20	Pile Rock Points	Contractor Requested	Approved
29	29R3	28				33	Revision to Phase 1 & 2 sanitary and storm connections at grade beams	Coordination	Approved
30	30	26				21	Revision to under-slab plumbing and inverts	Coordination	Approved
31	31	10				40	Revision to the fire and combination fire/smoke dampers	AHJ	Approved
32	32R1	14					Door frame material revisions along corridor 1165	Design Improvement	Not Accepted
33	33					24	Revised wood frame design for Jams	Cost Saving	Approved
34	34R4	21R3				29	Provide new grounding loop for new building service	AHJ	Approved
35	35R3	27R2				35	Delete deck mounted soap dispensers	Owner Requested	Approved
36	36R4	15R				117	Door hardware revisions to door 1147a	Coordination	Pending
37	37	13R				31	Janitor room door revisions	Coordination	Approved
38	38	29				22	Exisiting Service Plug Requirement	AHJ	Approved
41	41	24R1				32	Provide grilles on type 'O' fin radiation in trench in Auditorium 1005	Coordination	Approved
		30					After hours paving of East Parking Lot	Owner Requested	Cancelled
39	39	31					Additional curb at edge of exisiting parking area	Owner Requested	Cancelled
40	40R1	32R1				25	Revision to exisiting sanitary line	Site Condition	Approved
47	47R1	33		209 R		43	Structural revisions to Phase 1 framing, Phase 2 framing, pile caps and piles	Coordination	Approved
42	42R1	34				26	Water storage tank layout and structural revisions	Coordination	Approved
43	43	35R				61	Revision to North Wing elevator brackets for rail attachments	Coordination	Approved
53	53	36R2				44	Revision to brace frame VB105	Coordination	Approved
45	45	37				30	Revision to light fixtures P5 and P6	Coordination	Approved
48	48	38				37	Structural beam revisions at Block B roof terraces balconies	Coordination	Approved
49	49R2			36R1		60	Structural clarifications - structural steel and rebar shop drawings	Coordination	Approved
46				7R1		28	Provide slab Mounting brackets for smoke shelter	Site Condition	Approved
51	51R1	39				38	Add smoke detectors in corridors of RHA areas	Coordination	Approved
44R1				22		34	Provide additional steel modifications outlined in SI#22	Coordination	Approved
		40					Additional elevator controls	Coordination	Pending
56	56	41				45	Revision to sliding door frame details	Coordination	Approved
54	54	42				46	Provide fixed mirrors in Staff washrooms	Coordination	Approved
54R1	54R1	42				48	Correct the cost of fixed mirrors from CO#46	Coordination	Approved
52	52			39		39	Provide relay bases on smoke detectors related to door hold opens for SI#39	AHJ	Approved
55	55	43					Revise range hood colour	Owner Requested	Cancelled
57	57	44				47	Revision to L#2 & L#2-1 lavatory fixtures	Coordination	Approved
54	54R1			41		42	Remedial modifications to pile caps and grade beams - Phase 1	Site Condition	Approved
58	58	45					Revisions to operable window vent type	Coordination	Cancelled
60	60	46				52	Modifications to generator ESB breakers	Coordination	Approved
95	95	47				79	Revise office door locaitons, electrical from PC47	Owner Requested	Approved
72	72R3	47				73	Revise office door locations, typical millwork from PC47	Owner Requested	Approved
59	59	48R				49	Revisions to electrical to accommodate Kitchen Equipment Phase 1	Coordination	Approved
62	62R2	49				54	Typical Bedroom Mockup	Owner Requested	Approved
		50					Revise rated floor assembly ULC Listed Design No.	Cost Saving	Cancelled
		51				50	Revision to select light fixtures to alternate product	Design Improvement	Approved
65	65	52				57	Delete select cubical curtains and provide track breaks in patient lift tracks	Coordination	Approved
75	75R1	53				69	Electrical revisions for elevator connections	Coordination	Approved
		54					Revisions to interior expansion joints types	Coordination	Cancelled
68	68	55				56	Exisiting Water Room pull station	Coordination	Approved
67	67	56				55	Revision to brace frame VB205	Coordination	Approved
82	82R2	57R				78	Revision to biometric readers	Owner Requested	Approved
64	64				49	51	Tree Removal at End of Block B	Site Condition	Approved
66	66R1	58				68	Clarification to area drains	Coordination	Approved
77	77R1	59				85	Fiber optic connection to exisiting building	Coordination	Approved
78	78	60				63	Additional pot light in Bedroom Type "D"	Coordination	Approved
		61					Revision to clarify clay unit product	Discontinued Product	Pending
71	71	62R				59R	Modifications to elevator framing for door supports and additional pit ladder	Coordination	Approved
		63					Patching of exisiting asphalt drive-ways	Owner Requested	Cancelled
81	81	64				65	Flooring revisions	Coordination	Approved
80	80R2	65				84	Owner requested revisions to Kitchen Equipment	Owner Requested	Approved

73	73	66				62	Delete kitchen equipment soap and towel dispenser accessories	Owner Requested	Approved
126	126R2	67R3				115	Tie-in to exisiting fire alarm and PA systems	Coordination	Approved
87	87	68				70	Revision to louvres	Coordination	Approved
68	68	69				58	Patient lift system power supply covers	Owner Requested	Approved
83	83	70				67	Revision to stair guard assembly	Coordination	Approved
84	84	71				66	Revision to Ceramic tile type CT2.1 in select rooms	Owner Requested	Approved
74	74R1	72R				64	Temporary support angles for Block C strutural frame	Coordination	Approved
69	69R1					71	Removal of exisiitng foundations at electrical duct bank trench	Site Condition	Approved
76	76R3	61				72	Revision to clay unit masonry product	Coordination	Approved
		73					Revise solid surface finish colour on millwork M30 & M31	Owner Requested	Cancelled
		74					Additional structural support at 5th floor trench drain	Coordination	Pending
90	90	75R				74	Revised detail at expansion joint at gridline 23 between S & T/T.2.	Coordination	Approved
92	92					75	Revised rebar stirrups at elevator conduit duct bank	Coordination	Approved
93	93				148	76	Revision to window sill support material detail	Contractor Requested	Approved
102		76				86	Coring of Foundation for temporary generator connection	Coordination	Approved
101	101R3	76R2				91	Connection for Portable Genset and Load Bank Testing	Owner Requested	Approved
94	94	77				77	Revision to jockey pump electrical feed	Coordination	Approved
98	98	78				82	Revised wall depth in Laundry Rooms to accommodate 4" drain pipe	Coordination	Approved
108	108	79				111	Delete fire damper at return air duct in penthouse level	Coordination	Approved
97	97R1	80R				81	Revise wall thickness to accommodate pipe size	Coordination	Approved
96	96	81				83	Domestic booster pump power feed	Coordination	Approved
		82				156	Revision to Drew St. entrance samitary & storm pipes for interferences	Coordination	Approved
105	105	83				88	Electric heaters for temproary heat in rooms at junction between Phase 1 and 2	Coordination	Approved
		84					Investigation for tie-in to exisiting PA system	Coordination	Cancelled
85	85			67		80	Ductwork revisions related to SI#67	Coordination	Approved
103	103R1	85				89	Additional louvre colour	Coordination	Approved
106	106	86				87	Chiller Support Frames	Coordination	Approved
112	112R1	87				96	Revise light fixture type U & U1	Coordination	Approved
114	114	88				94	Revise storm drain piping from the roof of Stair Shaft #5	Coordination	Approved
120	120R4	89				114	Add digital meni board connections at each dining area	Owner Requested	Approved
116	116	90				100	Additional roof anchors at chimney for Boiler #4	Coordination	Approved
		91				97	Revision to flooring materials in corridors and resdient vestibules	Owner Requested	Approved
		92					Provide a permanent load bank for generator testing	Coordination	Pending
132	132R2	93				127	Revision for door controls	Coordination	Approved
117	117	94				93	Ground connection from pole to transformer	Coordination	Approved
104	104R2					90	Additional track components for lift track in room 5091 - Submittal 135	Coordination	Approved
111	111R1			91R2		92	Revision to ductwork related to ERV#1 and SI#91R2	Coordination	Approved
		95R					Typical resident wardrobe storage hinges	Owner Requested	Cancelled
121	121R2	96R				102	Typical resident room and washroom millwork revisions	Owner Requested	Approved
123	123R2	97R				101	Revision to resident room drapes	Owner Requested	Approved
		98					Additional lightning protection	Coordination	Cancelled
125	125R2	99R				103	Toggle switch at flusher disinfector in soiled utility rooms	Coordination	Approved
135	135R1	100				105	Revise drainage for balcony/roof areas	Coordination	Approved
110	110R1			80		95	Costs associated with piping clarification in SI#80	Coordination	Approved
		101					Delete telephone cables between communications cabinets	Owner Requested	Cancelled
						53	Phase 2 Piling	Site Condition	Approved
129	129R1	102				104	Revision to Clean Utility Millwork M13	Owner Requested	Approved
134	134R2	103				112	Delete resident room lower entertainment boxes	Owner Requested	Approved
133	133	104				106	Revisions to Phase 2 Structrual Steel	Coordination	Approved
136	136	105				118	Wanderguard elevator control tie-in	Coordination	Pending
						98	Asphalt deficiency warranty extension	Deficiency Reconciliation	Approved
127	127					99	CSA IPAC training course	Contractor Requested	Approved
139	139R	106				109	Revision to Block D tub rooms	Coordination	Approved
148	148R1	107				122	Support posts for med sled system in stairwells	Owner Requested	Approved
141	141	108				108	Revise outlet locations in Type C Bedrooms	Owner Requested	Approved
140	140					107	Delete siding band detail at Penthouse	Cost Saving	Approved
137	137					110	Slab edge firestop detail revision	Coordination	Approved
145	145					113	Extent of slad edge at curtain wall block C - Phase 1	Coordination	Approved
		109R					Clarification to temporary soffit and heating details	Cancelled	Pending
146	146	110				116	Add door 5136 and associated hardware	Coordination	Approved
147	147R1	111R				135	Revisions to communication cabinets racks and distribution	Coordination	Approved
150	150	112				123	Radiant heater piping enclosures	Coordination	Approved
151	151	113				119	Revisions to Resident Washrooms to Accommodate Plumbing Drain	Coordination	Approved
152	152R1	114				126	Revisions to water room door hardware	Coordination	Approved
156	156	116R				121	Revision to handrails and base bumpers	Coordination	Approved
153	153					129	Revision to cabinet locks	Owner Requested	Approved
154	154				193		Delete Sprinkler Control Valve	Cost Saving	Approved
158	158	117				124	Add temporary heat trace system to pipes at underside of servery 2078 & 2086	Coordination	Approved
157	157	118				128	Phase 1 - Roof level sun control outrigger support	Coordination	Approved
160	160	119R				132	Kill switch for Ground Floor Servery 1067	Coordination	Approved
159	159					125	Revise millwork pulls	Cost Saving	Approved
163	163	120				133	Additional exit signs at double egress doors	Coordination	Approved
162	162	121R				134	Add end enclosures to sneeze guards	AHJ	Approved
		122					Brick support at level 2 balcony/roof	Coordination	Pending
						130	Delay Claim Settlement	Delay Claim	Approved
148	149					131	Additional cubicle curtains Phase 2	Coordination	Approved
		123					Replace damaged trees by winter salt at highway	Site Condition	Cancelled
168	168R	124				138	Circuiting and clarifications for pumps P6, P7, P20 & P21	Coordination	Approved
167	167					136	Revision to hardware on doors 1018a, 1030b, 1165	Coordination	Approved
169	169R	125				137	Revision to soffit detail at 1064 & 1075	Coordination	Approved
		126					Add hot water recirculation line to washers	Design Improvement	Cancelled
		127				140	Generator shore power circuit	Coordination	Approved
		128				141	Revision to 5th floor Dining Windows & exhaust duct	Coordination	Approved
		129				142	Rework roof drain above 5th floor balcony	Coordination	Approved
175	175R	130R				143	Revised - Insulation tie-in at temporary wall to curtainwall	Coordination	Approved
171	171			135		139	Credit for revisions to PRV valves from SI#135	Cost Saving	Approved

		131					Revised - Gas detection in generator room #6011	Regulartory Change	Pending
		132				144	Water room drywall revision	Coordination	Approved
				137			Clarification to handrail corners	Coordination	Approved
				138			Composity Slab Crack remediation	Coordination	Approved
				142			Ductwork revisions at Chapel 1027	Coordination	Approved
				141			Revised - Location of Electrical Panel in Janitor Rooms	Coordination	Approved
				143			Revision to bulkheads at corridor 1032	Coordination	Approved
		133				146	Revision to balcony ceiling panels at tapered beams	Owner Requested	Approved
				144R(2)			Revised (2) - Temporary link connection details	coordination	Approved
				145			Clarification to boiler breaker feeds and temp link heaters	coordination	Approved
				146			Revise rating at column 12.1-F	coordination	Approved
	177			141R		145	Reframing and hardware revision relative to SI#141R	coordination	Approved
				147			Clarification to typical windows drainage	coordination	Approved
181	181	134				147	Add Handrails to link	Architect ommission	Approved
				148			Clarification to shaft bottom closure location	coordination	Approved
				149			Clarification to penthouse glycol tank wiring	coordination	Approved
				150			Revision to fireplace hearth stone in 5115	coordination	Approved
				151			Cancelled: Miscellaneous Structural Clarifications	coordination	Approved
180R				144R2		148	Temporary Link Connection details	coordination	Approved
				152			Revisions breakers and raceway at IT Room 6003	coordination	Approved
						149	Gas detection controller in generator room 6011	coordination	Approved
				153			Austco Nurse Call alert info	coordination	Approved
				154			Revised FHC location main floor phase 1	coordination	Approved
		135				152	Modify alternating tread ladder construction in penthouse	coordination	Approved
				155			Revision to dryer surround opening dimensions	coordination	Approved
						150	Add Handrails to link (2nd part)	coordination	Approved
		136				151	Temporary cladding at lounge bump-out to existing construction	coordination	Approved
				156			Revisions 2 Clarification to gypsum ceilings in stairwells	coordination	Approved
				157			Clarification to balcony soffit heights	coordination	Approved
		137				154	Provide cricketed backslope insulation between ERV#1 and MUA#2	Percon	Approved
		138				155	Provide keypad locksets on Resident laundry room doors	Owner Requested	Approved
		139					Cancelled - Provide range hood in gathering space kitchen 5116a	Owner Requested	Approved
		140				153	Millwork revisions for site coordination issues	coordination	Approved
	191			158		159	Furr-out around FA panel in Med room 1070	coordination	Approved
				159			Revision to ceilings bulkheads in corridor 5082 and 5099	coordination	Approved
				160			Revised - Ceiling height in corridor 5081	coordination	Approved
		141				157	Modify stainless steel count 2078	coordination	Approved
				161			Revision to fireplace hearth stone in 5115	coordination	Approved
	192	142				160	Revised counter support at M60 under counter fridge	Owner Requested	Approved
	193R1	143				165	Temporary Cladding of columns exposed to exterior in P1	coordination	Approved
				162			Revision to shower floor drains for sheet flooring	coordination	Approved
	194R1	144				158	Modify rated wall at Room 5115 to suit piping	coordination	Approved
				163			Revisions to door frame protection	coordination	Approved
				164			Revised 2: Relocate Shower room storage cabinets	coordination	Approved
		145					Cancelled:Add LCD Austco annunciator displays for nurse call in P1	coordination	Approved
				165			Clarifications on IT room 6003 panel terminations and rack equipment locations	coordination	Approved
	196	146				162	Horizontal cable management and access control data drop	coordination	Approved
				166			Drywall bulkhead control joint locations	coordination	Approved
				167			Clarification to expansion joint details	coordination	Approved
		147					Cancelled: Add closure panel to back pans on 3rd floor curtainwall	coordination	Approved
	202R1	148				166	Door hardware revisions	Owner request/coordination	Approved
				168			Revised Kitchen hood in gathering Space kitchen	coordination	Approved
				169			Install heat pump in shower room 5105	coordination	Approved
	195R1	149		164R2		161	Revised: Filter panels and relocated upper cabinets of SI#164 Revised 2	coordination	Approved
	197	150R		171		163	Wall closure at soffit construction in Janitor Room 1065	coordination	Approved
				170			Revision to cubical curtains in tub rooms	coordination	Approved
				172			Revised Closure at hopper fixture SS#2 base to wall	coordination	Approved
		151					Revise fireplace hearth material	coordination	Approved
	199	152				164	Revised Sentronic closers to 24V	coordination	Approved
		153				167	Revision to ceiling in Lobby 5002	coordination	Approved
				175			Installation of TV mounts in residents rooms	as per contract	Approved
				174			Clarification on location of fireplace switches	coordination	Approved
				173		169	Revision to BF operator buttons	coordination	Approved
		154				168	Cabinet lock revisions for keying	owner request	Approved
				176			Austco nomenclature and IT info clarification	coordination	Approved
	205R4	155R2				188	Revised: Revision to storm line serving existing building at Apple Wing	Design Improvement/coordination	Approved
				177			Ceiling height revisions in corridors 1030 1032	coordination	Approved
				178			Comms cabinet in block c level 5	Design Improvement	Approved
				179			Clarifications for interferences at clean-out access doors	coordination	Approved
				180			Clarification for quantity of lockers in staff lockers	coordination	Approved
		156					Revise colour on P2 exterior louvre	Coordination	Approved
		157				171	Revised Temporary fire department connection extension	Authority Having Jurisdiction	Approved
	209	158				172	Add Smoke detector in control room 1020	Authority Having Jurisdiction	Approved
				181			Delete light fixtures over M17 in rooms 1064 and 1075	coordination	Approved
	207					170	Extend thresholds at balcony doors	coordination	Approved
	211	159	4			173	Relocate P3 fire hydrant to P1	Coordination	Approved
		160	1			177	P1 temporary exit signage	Coordination	Approved
	214	161	2			180	Flow switch, supervised valve and ATS wiring revision	Coordination	Approved
	212	162				174	Stairwell signage revision	Coordination	Approved
		163					Cancelled Add countertop infill at rethern ovens in servery millwork	Coordinaton	Approved
	218R	164					Revised - Relocate main floor pot lights conflicting with memory box millwork	Coordination	approved

	216	165				179	Additional heaters in temporary space transition areas	coordination	approved
		166				175	Cancelled Additional sign holders for IPAC	client request	under review
	221	167		182		181	Delete Remove illuminated exit sign glass at doors 1063, 1076, 1064	coordination	approved
			3			190	Revise stairwell light fixture type KS in phase	ministry	approved
				184			Replace pumps P#20 & 21	coordination	approved
	220					176	Add closers to link doors	coordination	approved
	236R1	168R				214	Existing generator modifications and replacement oil tank pad	coordination	approved
				185			Revised ERV 1-4 Operation Clarification	coordination	approved
				186			Exisiting generator fuel tank upgrade clarification	coordination	approved
		169			227R2	187	Millwork modifications for kitchen sink drains and kitchen equ ventilation	Design Improvement	approved
	223R1				260	178	CO 156 referenced - East parking storm interface with light pole	coordination	approved
	232	170				186	Corner guards at elevator door jambs	customer request	approved
				188			Fold down grab bar material order	code deficiency	approved
				189			Dishwasher fan control	coordination	approved
	224R1			190			Revised Repair wall finishes at fold-down grab bar removals	code deficiency	approved
	224R1			191			Fold down grab bar carrier anchoring detail	code deficiency	approved
				192			additional soiled utility room signs	Design Improvement	approved
	234	171				199	revised additional notifier paging relay	owner requested	approved
	230	172				184	Add med fridge outlet to med room	owner requested	approved
	231	173				185	add hose bib in janitor 1065	owner requested	approved
	233	174				202	Revise stairwell door wall stops to floor stops	coordination	approved
			4				Replaced combination faucet eyewash stations with faucets only	customer request	approved
	226					182	fold down shower benches in shower rooms	coordination	approved
				193R2			Revise lift track location above tubs	coordination	under review
				194			Clarification to wanderguard blue integration with access control system	coordination	approved
		175					Revise stair 5 door card readers wit combination keypad	customer request	cancelled
				195			Clarification to snow removal plan on A600	coordination	approval
	261	176				215	Revised slab reinforcing detail for P2	Design Improvement	approved
	237	177				191	Additional HID access cards	customer request	approved
		178					Provide wall switch for F#7 in hair salon 1103	customer request	approved
				196			Accepted alternate light fixtures P2	Design Improvement	approved
		179					Revised light fixtures type KS in P2 stairwells	Design Improvement	approved
		180					provide punch-pad locks on control room 1020 and hair salon 1103	customer request	cancelled
	243	181				213	Revise combination eye wash stations in P2	customer request	approved
				197			Clarification to Main floor coffee maker receptacles	customer request	approved
				200			Revision to P2 shaft E dimensions	Design Improvement	approved
	250	185		271		198	Cap heating pipes in basement to accommodate demolition of building wings	coordination	approved
		184R			267 268 246	197	Revisions to address electrical distribution issues discovered in demolition areas	coordination	approved
		186			265 245	196	Relocate existing distribution panel x and f	coordination	approved
		188			273	204	Revisio to tunnel (crawl space) sprinkler piping	coordination	approved
	248	187				200	additional asbestos pipe removals in basement	coordination	approved
	249					203	Increase to builders risk coverage P2	owner request	approved
		189					Additional Cameras in dining area	owner request	cancelled
		190					P2 additional cameras	owner request	
	254		5 CD5R			205	Temporary electric heaters and ventilation grilles for junction points from P1 to P2	coordination	approved
		191					Revision to BAS and Fire Alarm alert supply air shutdown sequencing	Design Improvement	approved
	259	192				207	Relocated sanitary pipe in demolition area insulation cover	coordination	approved
	260	193				208	Additional continuous insulation on temporary exterior walls P2	Design Improvement not owner request	approved
	253	183				206	Delete hopper service sinks SS#2 in Soiled Utility rooms in P2	Owner/authorities	approved
				202			Revise faucet aerators in P2		approved
				203			Updated rates for testing services under cash allowances		approved
	250	185				201	Heating piping isolation	site coordination	approved
		194					Revision to P2 CS#2 counter sinks and faucets	client request	
		195					Revision to skylight curb framing	design	
	263	196				209	Revision to canopy framing at gridline Y	coordination	approved
				204			Clarification to wall finish and flashing detail at canopy along gridline Y		
	265			205		210	Clarification to temporary stormwater pipe from Maple Wing to CBMH2-5	site coordination	approved
				206R			Revised - Phase 2 pre-piling and vibration monitoring		approved
	264		5 CD5R			211	additional ventilation grilles from CD 5 Rev	coordination	approved
	255					212	provide double tap functionality on card readers	owner request	approved
	284			207			ref SI 22 and 24 - P2 Grade beam and foundation clarifications	site coordination	approved
	287			210			Clarification to detail 170r/D2 from SI#31	site coordination	
	284	199				220	Structural Clarifications relative to RFI284	site coordination	approved
	266R	198				216	Revision pile cap and grade beam located at gridline 6Y	site coordination	approved
				212			Revisions to P2 piles for out of tolerance	site coordination	approved
	236R1	168R				214	Existing generator modifications and replacement oil tank pad		
	268	201				217	Modify projecting beam for piling conflict	design	approved
						218	CO 53 P2 pile splicing up to June 22 2026	site coordination	approved
	276	202				221	HVAC BMS control sequence revision for dehumidification	Mechanical request	approved
						219	CO 53 P2 pile splicing up to June 23-30 2026	site coordination	approved
				214			Replace outdoor PRV serving boiler B#1 and B#2	Mechanical request	approved
	275			212R		222	Concrete and rebar modifications of SI 212R in P2	site coordination	approved
	279					223	Additional piling work to avoid splicing on5 piles	site coordination	approved
		Total - As of Issue Date							
					145				

Date Issued	Quote Sent	Approval Date	Quoted	Approved	Contract Time (days)
18-02-22	17-03-22	28-03-22	$34,553.53	$34,553.53	
17-02-22	17-03-22	28-03-22	$4,919.20	$4,919.20	
30-03-22	30-03-22	05-04-22	$29,846.88	$29,846.88	
30-03-22	30-03-22	05-04-22	$282,579.86	$282,579.86	
15-03-22	07-04-22	06-05-22	$4,677.20	$4,677.20	
28-03-22	22-04-22	25-04-22	$863.50	$863.50	
21-04-22	25-04-22				
05-05-22	06-05-22	06-05-22	$8,607.50	$8,607.50	
28-03-22	16-01-23	19-01-23	$3,756.50	$3,756.50	
29-03-22	09-05-22	16-05-22	($1,361.00)	($1,361.00)	
07-04-22	09-05-22	27-05-22	($6,000.00)	($6,000.00)	
N/A	19-05-22	01-06-22	($11,906.00)	($11,906.00)	
N/A	09-05-22				
12-04-22	16-05-22	01-06-22	$5,585.25	$5,585.25	
02-12-22	06-12-22	10-01-22	$4,539.70	$4,539.70	
21-04-22	20-05-22	27-06-22	$70,326.38	$70,326.38	
27-04-22	19-05-22	01-06-22	$6,046.70	$6,046.70	
13-05-22	20-05-22	29-06-22	$7,885.44	$7,885.44	
27-04-22	25-05-22	01-06-22	$15,888.40	$15,888.40	
25-04-22	30-05-22	10-06-22	$1,512.50	$1,512.50	
22-06-22	08-07-22	22-07-22	($6,650.00)	($6,650.00)	
23-06-22	06-07-22				
16-08-22	15-09-22	22-09-22	$3,454.00	$3,454.00	
19-08-22	24-10-22	27-10-22	($8,416.88)	($8,416.88)	
03-08-22	05-08-22	11-08-22	$42,426.23	$42,426.23	
02-06-22	09-08-22	11-08-22	$6,702.30	$6,702.30	
15-09-22	28-09-22	05-10-22	($66,054.48)	($66,054.48)	
03-08-22	12-08-22	12-08-22	$98,826.40	$98,826.40	
03-08-22	09-11-22	22-11-22	$21,724.63	$21,724.63	
26-07-22	18-08-22	22-09-22	$15,196.50	$15,196.50	
26-04-22	15-09-22	26-01-23	$134,858.85	$134,858.85	
31-08-22	31-08-22				
09-09-22	28-09-22	05-10-22	($12,750.00)	($12,750.00)	
22-08-22	28-10-22	08-11-22	$77,892.15	$77,892.15	
21-11-22	05-12-22	10-01-22	($4,081.00)	($4,081.00)	
12-10-22	18-04-24	29-04-24	$10,606.20	$10,606.20	
19-09-22	19-09-22	10-11-22	$4,785.00	$4,785.00	
31-08-22	23-09-22	10-10-22	$2,414.10	$2,414.10	
22-09-22	17-10-22	15-11-22	$23,009.80	$23,009.80	
16-09-22					
16-09-22	28-09-22				
21-09-22	29-09-22	06-10-22	$61,577.36	$61,577.36	TBD
23-09-22	11-01-23	22-01-23	$37,038.71	$37,038.71	4
26-09-22	14-10-22	27-10-22	$3,597.83	$3,597.83	
07-10-22	20-06-23	27-06-23	$11,964.96	$11,964.96	
09-11-22	13-12-22	26-01-23	$9,497.44	$9,497.44	
11-10-22	31-10-22	08-11-22	$2,369.33	$2,369.33	
20-10-22	13-12-22	10-01-23	$969.52	$969.52	
20-01-23	10-03-23	28-06-23	$2,768.37	$2,768.37	
17-10-22	25-10-22	01-11-22	$1,050.68	$1,050.68	
08-11-22	13-12-22	10-01-23	$5,258.00	$5,258.00	
27-07-22	16-11-22	22-11-22	$3,300.11	$3,300.11	
07-12-22					
21-12-22	08-02-23	28-02-23	$8,783.50	$8,783.50	
10-01-23	03-02-23	28-02-23	$7,507.50	$7,507.50	
10-01-23	03-03-23	21-03-23	($2,035.00)	-$2,035.00	
08-11-22	13-12-22	10-01-23	$3,014.00	$3,014.00	
18-01-23					
18-01-23	17-01-23	21-02-23	$5,193.10	$5,193.10	
28-11-22	10-01-23	20-01-23	$14,145.87	$14,145.87	4
06-02-23					
07-02-23	24-03-23	03-05-23	$19,405.10	$19,405.10	
23-03-23	08-09-23	09-09-25	$10,312.50	$10,312.50	
15-08-23	15-08-23	07-05-24	$11,985.60	$11,985.60	
14-02-23	17-03-23	22-03-23	$501.60	$501.60	
09-03-23	03-05-23	06-06-23	$75,577.95	$75,577.95	
22-03-23					
22-03-23	20-04-23	26-04-23	$0.00	$0.00	
29-03-23	12-05-23	01-06-23	($5,382.50)	($5,382.50)	
30-03-23	29-06-23	03-08-23	$18,212.70	$18,212.70	
30-03-23					
05-04-23	17-05-23	23-05-23	$1,142.90	$1,142.90	
17-04-23	12-05-23	18-05-23	$1,164.02	$1,164.02	
18-04-23	01-09-23	25-09-23	-$21,023.00	-$21,023.00	
03-11-22	20-04-23	26-04-23	$2,117.50	$2,117.50	
20-04-23	19-07-23	27-07-23	$25,942.40	$25,942.40	
02-05-23	25-07-23	12-10-23	$10,118.90	$10,118.90	
02-05-23	26-06-23	04-07-23	$2,865.50	$2,865.50	
09-05-23					
23-05-23	05-06-23	27-06-23	$66,131.08	$66,131.08	2
23-05-23					
25-05-23	07-07-23	20-07-23	$7,090.72	$7,090.72	
25-05-23	22-09-23	03-10-23	$68,113.10	$68,113.10	

29-05-23	20-06-23	27-06-23	($2,670.00)	($2,670.00)	
30-05-23	21-03-24	12-04-24	$18,950.80	$18,950.80	
30-05-23	02-08-23	08-08-23	$660.00	$660.00	
01-06-23	05-06-23	22-06-23	$10,222.30	$10,222.30	
06-06-23	19-07-23	26-07-23	$726.00	$726.00	
15-06-23	19-07-23	25-07-23	$0.00	$0.00	
13-06-23	28-06-23	04-07-23	$10,563.30	$10,563.30	
14-06-23	07-07-23	09-08-23	$10,095.80	$10,095.80	
09-05-24	26-06-24	12-08-24	$55,860.00	$55,860.00	
12-07-23					
12-07-23					
12-07-23	14-08-23	24-08-23	$8,513.40	$8,513.40	
18-07-23	23-08-23	30-08-23	$1,036.20	$1,036.20	
23-08-23	29-08-23	05-09-23	$3,312.89	$3,312.89	
25-07-23	03-10-23	11-10-23	$3,850.00	$3,850.00	
06-02-24	22-02-24	12-03-24	$116,723.25	$116,723.25	
26-07-23	01-09-23	12-09-23	$5,904.80	$5,904.80	
27-07-23	19-09-23	03-10-23	$246.50	$246.50	
31-07-23	24-10-23	21-03-24	($497.00)	($497.00)	
03-08-23	19-09-23	03-10-23	$3,090.10	$3,090.10	
23-08-23	13-09-23	02-10-23	$6,792.50	$6,792.50	
28-08-23	11-02-25	25-02-25	$54,487.51	$54,487.51	
15-09-23	10-09-23	24-10-23	$5,335.90	$5,355.90	
15-09-23					
06-06-23	02-08-23	25-09-23	$1,439.90	$1,439.90	
02-10-23	30-10-23	10-11-23	$3,300.00	$3,300.00	
02-10-23	17-10-23	18-10-23	$42,145.73	$42,145.73	
17-10-23	29-11-23	07-01-24	$2,753.30	$2,753.30	
26-10-23	14-11-23	05-12-23	$8,269.80	$8,269.80	
31-10-23	01-04-24	12-04-24	$15,745.40	$15,745.40	
01-11-23	20-11-23	10-01-24	$35,019.60	$35,019.60	
08-11-23	22-11-23	07-01-23	$0.00	$0.00	
08-11-23					
10-11-23	08-05-24	23-05-24	$55,073.65	$55,073.65	
14-11-23	24-11-23	27-11-23	$3,122.90	$3,122.90	
30-05-23	31-10-23	10-11-23	$2,448.60	$2,448.60	
15-09-23	16-11-23	20-11-23	$4,701.40	$4,701.40	
20-11-23					
22-11-23	09-01-24	15-01-24	$28,778.20	$28,778.20	
22-11-23	08-01-24	10-01-24	$4,059.00	$4,059.00	
27-11-23					
29-11-23	11-01-24	15-01-24	$1,651.10	$1,651.10	
29-11-23	15-02-24	27-02-24	$19,183.78	$19,183.78	
15-08-23	30-11-23	14-12-23	$22,236.50	$22,236.50	
19-12-23					
08-01-24	08-01-24	10-01-24	$0.00	$0.00	
22-12-23	24-01-24	30-01-24	($29,960.00)	($29,960.00)	
02-01-24	15-03-24	03-04-24	($112,848.00)	($112,848.00)	
04-01-24	02-02-24	27-02-24	$13,369.24	$13,369.24	
08-01-24	17-04-24	29-04-24	$32,157.40	$32,157.40	
06-12-23	14-12-23	11-01-24	($7,500.00)	($7,500.00)	
10-11-23	02-01-24	11-01-24	($550.00)	($550.00)	
24-01-24	26-02-24	07-03-24	$7,681.30	$7,681.30	
31-01-24	01-05-24	07-05-24	$53,607.07	$53,607.07	
08-02-24	23-02-24	07-03-24	$1,907.40	$1,907.40	
21-02-24	21-02-24	27-02-24	($10,600.00)	($10,600.00)	
09-02-24	04-03-24	07-03-24	$39,165.00	$39,165.00	
22-03-24	22-03-24	04-04-24	$3,637.92	$3,637.92	
07-03-24					
04-03-24	05-04-24	26-04-24	$11,698.50	$11,698.50	
14-03-24	02-07-24	29-07-24	$22,195.00	$22,195.80	
14-03-24	22-04-24	22-05-24	$9,624.86	$9,624.86	
22-04-24	22-04-24	29-04-24	$5,564.06	$5,564.06	
20-03-24	07-05-24	23-05-24	$8,929.80	$8,929.80	
02-05-24	01-05-24	07-05-24	$14,213.38	$14,213.38	
24-04-24	24-04-24	24-05-24	$1,540.57	$1,540.57	
01-05-24	24-04-24	07-05-24	($500.00)	($500.00)	
08-04-24	08-05-24	15-05-24	$21,541.30	$21,541.30	
11-04-24	06-05-24	24-05-24	$29,342.14	$29,342.14	
13-05-24	30-05-24	06-06-24	$2,971.10	$2,971.10	
10-05-24	10-05-24	23-05-24	($4,132.80)	($4,132.80)	
29-05-24	11-06-24	23-07-24	$22,341.00	$22,341.00	
03-06-24	12-06-24	23-07-24	$10,373.00	$10,373.00	
04-06-24	04-06-24	06-06-24	$317,200.00	$317,200.00	
17-04-24	17-04-24	29-05-24	$10,670.00	$10,670.00	
08-07-24	19-07-24		$34,672.55		
18-07-24	09-08-24	29-08-24	$1,821.00	$1,821.60	
22-07-24	22-07-24	29-07-24	$1,056.00	$1,056.00	
22-07-24	07-08-24	14-08-24	$5,908.76	$5,908.76	
22-07-24		11-09-24		$0.00	
07-08-24	03-09-24	19-09-24	$6,043.40	$6,043.40	
13-08-24	09-09-24	19-09-24	$20,700.61	$20,700.61	
19-08-24	11-09-24	19-09-24	$4,275.35	$4,275.35	
19-09-24	24-09-24	03-10-24	$5,417.50	$5,417.50	
18-07-24	15-08-24	29-08-24	($4,964.00)	($4,964.00)	

06-11-24					
19-09-24	29-09-24	04-10-24	$1,045.44	$1,045.44	
24-07-24					
14-09-24					
12-09-24					
01-10-24					
17-09-24					
21-10-24	22-10-24	29-10-24	$0.00	$0.00	
16-10-24					
08-10-24					
10-10-24					
08-10-24	15-10-24	21-10-24	$1,364.66	$1,364.66	
22-10-24					
20-11-24	20-11-24	20-11-24	$5,268.77	$5,268.77	
30-10-24					
06-11-24					
19-11-24					
02-04-25					
15-11-24	02-12-24	10-12-24	$10,226.30	$10,226.30	
20-11-24					
02-12-24	02-12-24	10-12-24	$3,942.40	$3,942.40	
09-12-24					
11-12-24					
12-12-24	30-01-25	07-02-25	$5,830.00	$5,830.00	
06-01-25					
17-12-25	15-12-25	20-12-25	$4,548.50	$4,548.50	
06-01-25	30-01-25	13-01-25	$12,562.00	$12,562.00	
11-03-25					
14-01-25					
15-01-25	30-01-25	07-02-25	$1,650.00	$1,650.00	
16-01-25	30-01-25	07-02-25	$4,455.00	$4,455.00	
11-03-25					
22-01-25	30-01-25	07-02-25	$1,670.35	$1,670.35	
30-01-25	11-03-25	25-03-25	$1,247.07	$1,247.07	
03-03-25					
30-01-25					
10-02-25	05-03-25	13-03-25	$0.00	$0.00	
12-02-25					
12-02-25	11-03-25	25-03-25	$2,694.91	$2,694.91	
12-02-25	08-04-25	15-04-25	$10,961.13	$10,963.13	
12-02-25					
25-03-25	25-03-25	25-03-25	$4,923.41	$4,923.41	
01-02-29					
24-03-25					
15-04-25					
25-02-25					
24-02-25	01-04-25	01-04-25	$4,105.20	$4,105.20	
03-03-25					
04-03-25					
07-04-25					
10-03-25	09-04-25	15-04-25	$20,851.60	$20,851.60	
11-03-25					
11-03-25					
24-03-25	18-03-25	04-04-25	$804.65	$804.65	
20-03-25	02-04-25	02-04-25	$3,241.99	$3,241.99	
17-03-25					
08-09-25					
24-03-25					
24-03-25	07-04-25	07-04-25	$6,264.50	$6,264.50	
25-03-25	09-04-25	15-04-25	$0.00	$0.00	
15-04-25					
02-04-25			$55,094.46	$55,096.46	
02-04-25	02-04-25	05-05-25	$856.90	$856.90	
17-04-25	17-04-25	27-04-25	$8,505.09	$8,505.09	
28-04-25					
06-10-25	21-10-26	02-03-26	$81,623.25	$81,623.25	
06-05-25					
14-05-25					
14-05-25					
14-05-25					
22-05-25					
23-05-25	23-05-25	04-06-25	$9,400.60	$9,400.60	
29-05-25	29-05-25	23-06-25	$1,578.50	$1,578.50	
29-05-25					
29-05-25	29-05-25	02-06-25	$1,650.00	$1,650.00	
04-06-25	04-06-25	23-06-25	$20,973.70	$20,973.70	
11-06-25	17-06-25	02-09-25	$4,642.00	$4,642.00	
11-06-25	17-06-25	18-06-25	$9,350.00	$9,350.00	
12-06-25	30-06-25	08-07-25	$2,005.58	$2,005.58	
09-09-25					
08-10-25	08-10-25	08-10-25	$1,092.30	$1,092.30	

08-07-25	18-09-25	18-09-25	$3,290.10	$3,290.10	
09-09-25			$12,510.42		
22-09-25	22-09-25	26-09-25	$2,886.95	$2,886.95	
24-07-25	24-07-25	16-11-25	$26,994.61	$26,994.61	
13-08-25					
12-08-25	12-08-25	18-08-25	$2,118.60	$2,118.60	
25-08-25	15-04-26	05-05-26	$35,879.05	$35,879.05	
11-09-25					
27-08-25					
03-09-25	16-10-25	27-10-25	$38,332.29	$38,332.29	
29-08-25	29-08-25	29-08-25	$17,908.00	$17,908.00	
03-09-25	09-10-25	09-10-25	$4,259.20	$4,259.20	
04-09-25			$49,401.00		
09-09-25					
09-09-25					
09-09-25					
11-09-25					
08-10-25	13-01-26	13-01-26	$11,117.70	$11,117.70	
16-09-25	09-10-25	09-10-25	$3,006.30	$3,006.30	
17-09-25	09-10-25	09-10-25	$4,759.70	$4,759.70	
18-09-25	10-10-26	02-03-26	$1,613.70	$1,613.70	
23-09-25					
24-09-25	24-09-25	24-09-25	$4,163.50	$4,163.50	
10-10-25					
29-10-25					
03-11-25	03-11-25	19-02-26	$10,237.70		
11-11-25					
11-11-25	17-04-26	20-05-26	$32,862.69	$32,862.69	
18-11-25	18-11-25	24-11-25	$2,963.40		
19-11-25					
26-11-26					
26-11-26					
01-12-26		19-02-26			
03-12-26	08-04-26	05-05-26	$3,505.70	$3,505.70	
09-12-26					
16-12-26					
23-12-26	12-01-26	13-01-26	$3,114.10	$3,114.10	
19-12-26	01 6 2026	09-01-26	$6,767.20	$6,767.20	
23-12-26	01 6 2026	09-01-26	$12,612.60	$12,612.60	
14-01-26	14-01-26				
14-01-26	14-01-26	26-01-26	$4,702.50	$4,702.50	
16-01-26	16-01-26	19-01-26	$21,421.74	$21,421.74	
20-01-26		19-02-26			
20-01-26					
26-01-26	06-02-26	13-02-26	$13,261.78	$13,261.78	
26-01-26					
23-02-26	23-02-26	09-03-26	$900.83	$900.83	
24-02-26	24-02-26	09-03-26	$15,262.50	$15,262.50	
12-02-26	12-02-26		($4,418.00)	($4,418.00)	
18-02-26					
23-02-26					
16-01-26	16-01-26	24-02-26	$5,073.20	$5,073.20	
24-02-26					
24-02-26					
24-02-26	24-02-26	21-04-26	$798.00	$798.00	
04-03-26					
25-03-26	01-04-26	21-04-26	$5,263.50	$5,263.50	
08-04-26					
08-04-26	08-04-26	21-04-26	$1,714.50	$1,714.50	
08-04-26	08-04-26	21-04-26	$2,395.80	$2,395.80	
13-04-26					
27-04-26	30-07-26	11-08-26	$4,138.24	$4,138.24	
01-05-26	01-05-26	01-05-26	$6,883.32	$6,883.32	
16-06-26					
21-05-26	21-05-26	22-05-26	$12,325.06	$12,325.06	
29-06-26	29-06-26	13-07-26	$100,614.15	$100,614.15	
05-08-26	05-08-26	21-08-26	$15,646.40	$15,646.40	
14-07-26	14-07-26	11-08-26	$1,863.23	$1,863.23	
25-08-26					
24-08-26	16-07-26	03-09-26	$3,510.12	$3,510.12	
24-08-26	20-08-26	09-09-26	$4,676.27	$4,676.27	
			$3,199,014.12	$3,089,254.45	

CASSELLHOLME

Compassionate care for life's journey.

OPERATIONS UPDATE

Board of Management Meeting
September 24, 2026

CLINICAL SERVICES – Mel Cross, RN, Director of Care

Overall Overview
August was a productive month for the Clinical Department, with progress across staffing, quality improvement, regulatory follow-up, and future planning. Key developments included the successful recruitment of a Clinical Administrative Assistant, submission of the Local Priorities Funding application, re-engagement with the Registered Nurses' Association of Ontario (RNAO), continued advancement of clinical program priorities, and follow-up arising from the Ministry inspection completed during the week of August 17. The department also continued to focus on recruitment, operational efficiencies, and initiatives intended to strengthen resident safety, mobility, quality of care, and support for residents and their families.

Staffing and Recruitment
Recruitment and stabilization efforts continued throughout August. A significant operational milestone was the successful recruitment of a Clinical Administrative Assistant, who commenced employment at the end of the month. This position had been vacant for approximately one month, requiring clinical leadership to absorb a number of administrative functions during the interim. Filling this vacancy will help restore momentum within the Clinical Department, improve workflow coordination, and generate additional efficiencies for the nursing leadership team.

Nurse Practitioner recruitment also continues to progress. The NP student who successfully completed her six-week placement at Cassellholme has accepted an employment opportunity contingent upon successful completion of her registration examination. Orientation is anticipated to begin September 21st. A third NP candidate has also been interviewed and has expressed interest in joining Cassellholme following completion of her registration examination in October; however, the ability to expand to an additional NP position remains contingent upon available funding.

Clinical Programs and Quality Improvement
Clinical program work continued to progress across key priorities in August. Bathing compliance, wound management, Secure Conversations, and annual physical completion remain active areas of monitoring and improvement. Frontline education and coaching continue to support practice improvements, while focused follow-up is being used to address recurring barriers and sustain gains.

RNAO Clinical Pathways and Best Practice Spotlight Organization
In August, Cassellholme re-engaged with the Registered Nurses' Association of Ontario (RNAO) regarding reinstating our work with Clinical Pathways and exploring the possibility of applying to become a Best Practice Spotlight Organization (BPSO).

RNAO Clinical Pathways are designed to support the consistent use of evidence-based best practices within everyday care delivery. For Cassellholme, this provides an opportunity to strengthen clinical decision-making, improve consistency in care processes, and better support staff in applying current best-practice guidance at the point of care.

Pursuing BPSO designation would further formalize this work by providing a structured framework for implementing, evaluating, and sustaining RNAO Best Practice Guidelines across the organization. This initiative has been put into motion as part of Cassellholme's broader commitment to improving the quality of care and support provided to residents and their families, while continuing to strengthen a culture of evidence-informed practice, education, and continuous improvement.

Local Priorities Funding
Cassellholme developed and submitted its Local Priorities Funding (LPF) application during August. The proposal focuses on strengthening falls prevention, reducing avoidable transfers to the Emergency Department, and incorporating restorative care principles that support resident movement, mobility and physical independence wherever appropriate.

The proposed initiatives align clinical quality improvement with resident-centred care by emphasizing proactive intervention, maintaining function, and supporting residents to remain safely within their home whenever their clinical needs can appropriately be managed at Cassellholme.

Ministry Inspection
The Ministry of Long-Term Care attended Cassellholme for an inspection during the week of August 17, 2026. The inspection resulted in two Written Notices, both of which have been actively addressed through corrective work and follow-up.

The identified areas related to care plan wording and resident preferences. The findings have provided an opportunity to reinforce expectations for clear, accurate and resident-specific documentation within plans of care.

Critical Incidents
Cassellholme reported a total of four Critical Incidents during August, representing approximately 1.75 Critical Incidents per 100 residents based on a census of 228 residents.

Two incidents occurred on Birch, with one occurring on Willow and one within the BSTU. Incidents were evenly distributed between day and evening shifts, with no incidents occurring on the night shift. Each incident was reviewed through the appropriate clinical and reporting processes, with follow-up actions implemented as appropriate.

Key Priorities Moving Forward
Clinical priorities moving into September will focus on maintaining momentum following the recruitment of the Clinical Administrative Assistant and utilizing the restored administrative capacity to improve workflow and follow-up within the department. Recruitment and onboarding of Nurse Practitioner resources will remain a priority, alongside continued efforts to strengthen clinical communication and complete outstanding annual physicals before year-end.

Quality improvement work will continue across established clinical programs, with an emphasis on practical frontline education, sustaining improvements, and responding to identified trends. The Clinical Department will also continue corrective actions arising from the August Ministry inspection, and continue discussions with RNAO regarding Clinical Pathways and the potential pursuit of BPSO designation. Together, these initiatives support Cassellholme's ongoing focus on evidence-informed practice, resident safety, restorative care, and continuous improvement.

STAFFING/STUDENTS – Tiffany Chapman, HR Coordinator

New Hires/Terminations August 2026

- **10 New Hires:** 3 PSWs, 1 RPN, 1 RN, 2 FSWs, 1 Activity Assistant, 1 Admin Assistant, 1 Scheduling Coordinator
- **10 Terminations/Resignations:** 4 PSWs, 1 RPN, 3 FSWs, 2 Housekeepers
- **Vacancies as of September 18, 2026**
- PSW Vacancies: 4 temporary part time
- RPN Vacancies: 5 permanent part-time, 1 temporary part-time
- RN Vacancies: 0
- Dietary Vacancies: 3 permanent part-time, 3 temporary part-time
- Housekeeping Vacancies: 2 permanent part-time, 1 temporary part-time
- Activities Vacancies: 0
- CSS Vacancies: 0

Students for September

- Canadore PN & Canadore PSW students starting

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

Behavioural Support Transitional Unit continues to stabilize while admitting four residents, with no discharges during the month of August. Admissions are occurring weekly in the month of September. Total residents as of September 16 is 18. Four PSWs were consistently filled on all day and evening shifts, RPN staffing increased to two on day and evening shifts, and night staffing remained unchanged. Resident outcomes remained positive, with 72.7% of residents with comparative CMAI data demonstrating reduced agitation; however, the incident-reduction rate was 40%, and one critical incident occurred. Overall training progress remained at 40.9%. No full-time staff member has yet completed the full identified education pathway, and further education will be required to achieve the annual training target.

INFECTION CONTROL – Hannah Bryant, RN, Manager of IPAC

Audits:

- Staff hand hygiene and personal protective equipment audits continue.
- Resident hand hygiene audits continue.
- PPE set-up audits happen bi-weekly to ensure sufficient supply of PPE on units.
- Quarterly IPAC audits continue (will be done weekly when in outbreak).

Outbreaks:

- No confirmed outbreaks to report for August.

Immunization

- Preparing for influenza vaccines in the fall. Vaccines expected to be available in October.

IPAC Construction Audits

- Preventative measure audits continue with the demolition phase and the continuous repairs to the new build.
- Attending the bi-weekly construction IPAC meetings.

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

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HOUSEKEEPING & NUTRITION & FOOD SERVICES – Trina Milne, Manager

Fall/Winter menu being launched October 5, 2026. Some changes made based upon residents' suggestions.
Resident Food Committee held September 11, 2026- approved Fall and Winter menu.
Currently still have vacancies in both Housekeeping and Dietary.

RESIDENT & FAMILY – Alysia Loyer, Resident & Family Navigator

Over the past two months, we have continued to maintain strong occupancy, with ongoing interest from prospective residents and families. We have averaged approximately **three tours per week**, reflecting continued interest in our home and the services we provide.

During this reporting period, we welcomed **10 permanent admissions** as well as **four short-stay respite residents**. Each admission provides an opportunity to begin building a positive relationship with residents and their families from the outset. We continue to place a strong emphasis on communication, ensuring residents and families feel welcomed, informed, and supported throughout the transition into long-term care.

We have also continued to have meaningful and productive conversations with residents and families during **admission meetings and annual care conferences**. These meetings provide valuable opportunities to listen to resident and family perspectives, address questions or concerns, and work collaboratively with the care team to support individualized care and quality of life.

The **new meeting spaces in our new building** have been particularly beneficial. We are making great use of these spaces for care conferences, admission meetings, and conversations with families, providing a more comfortable, private, and welcoming environment for important discussions.

Overall, the past two months have reflected continued engagement with prospective residents, successful admissions, and strong opportunities to connect with residents and families. We remain focused on fostering open communication and ensuring that residents and their families feel heard, supported, and welcomed throughout their journey with us.

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

The CSS department has been operating well in general. We are sitting around 41-45 Assisted Living clients at any given time and about 186 homemaking clients. Respite remains at about 28 clients. This aligns with our budget from OH. We are gearing up for the winter season and starting the process for securing our snow removal clients and contractor. Diners club is well-attended on Thursday afternoons with a caterer. Transportation is running well and continues to provide social outings for groceries etc to clients in area senior's apartment buildings as well as medical appointments for Cassellholme LTC residents. MOW is operating well within the Mattawa area and no issues on our end with how this is operating. We are currently facing staffing challenges in that we have 4 PSW's away on leaves (and cannot replace 3 of them as they will be returning at some point) and one just resigned for a total of 5 PSW's less. For this reason, we are not able to add new clients until this situation improves. We just hired a PSW to replace the one who resigned a few weeks ago and she will start on September 29th. We have 2 staff on medical leaves and 1 staff on a long term caregiver leave and are awaiting their return to work dates. We also have 1 PSW on a maternity leave, which we have hired a temp replacement for (she is currently one of the PSW's an medical leave due to family tragedy).

We have 5 admin staff (including 1 Scheduler, 1 Coordinator/Scheduler, 2 RPN's, and 1 Client Transport Porter), 7 Homemakers and 24 PSW's altogether. We service approximately 325 clients with all 7 programs combined, bearing in mind that many clients receive more than one service.

Our quality focus is always to provide the best client care possible out in the community. There are several measures in place to ensure high quality care including: quarterly spotchecks on staff, annual home safety inspections (and more as needed), staff performance reviews are all up to date, issues addressed as they are brought forward, regular reassessments with clients conducted where care concerns can be addressed. Close affiliation with OH@H where we collaborate to meet clients needs and make referrals etc. Family and clients call with any complaints and they are addressed in a timely fashion with the staff, including a counselling record completed. One of our specific care goals identified previously was to see less skin excoriations. This has been significantly reduced with clear and concise direction in care plans, memos for awareness and we are ensuring staff follow specific instructions to help mitigate skin breakdown. Staff, families and clients appear very comfortable in voicing and addressing any care issues to management and follow up is always given in a timely manner with reasonable resolution.