ORDER TO REVOKE SUMMARY
TO BE MADE AVAILABLE IN HOME

Pursuant to the *Retirement Homes Act, 2010* S.O. 2010, Chapter 11, section 93.

767948 Ontario Limited
o/a The LeBlanc Rest Home
40 Toronto Street
Bradford, ON L3Z 1N6

ORDER TO REVOKE A LICENCE NO. 2026-T0114-95-01

For the reasons set out in the Order, the Registrar has reasonable grounds to believe that the Licensee no longer meets the licensing criteria set out at section 35 of the *Retirement Homes Act, 2010*, SO 2010, C 11 (the "Act"). The Registrar therefore revokes licence number T0114 pursuant to section 95(1) of the Act as of the Effective Date.

THE REGISTRAR OF THE RETIREMENT HOMES REGULATORY AUTHORITY ORDERS THAT:

1. Licence number T0114, issued to the Licensee on March 27, 2013, to operate the Home, shall be revoked effective six (6) months after the date on which the Order is issued, subject to the Registrar determining that another date is appropriate (the "Effective Date").

2. The conditions imposed on the Licensee's licence on May 23, 2023 and April 14, 2026, shall remain in full force and effect until the Effective Date.

3. Before the Effective Date, the Licensee must:

    a. Sell the Home to a buyer who is or will be licensed by the RHRA and who will operate the Home as a retirement home as of the Effective Date; **or**
    b. Cease operating the Home as a retirement home as defined by the Act and Ontario Regulation 166/11 (the "Regulation").

4. Failure to satisfy either paragraph 2(a) or paragraph 2(b) before the Effective Date constitutes non-compliance with this Order.

5. Within fifteen (15) business days of the date on which the Order is issued, the Licensee shall provide the RHRA with a copy of:

a. An up-to-date list of all residents of the Home including for each resident:

   i. Date of birth;
   ii. Phone number;
   iii. E-mail address, if applicable;
   iv. Room/suite number;
   v. Care services provided by the Licensee;
   vi. Care services provided by external care providers and the name of the external care providers; and
   vii. Name and contact information of power of attorney and/or substitute decision-maker, if applicable.

6. If the Licensee elects to cease operating the Home as a retirement home, the Licensee shall:

   a. At least 120 days prior to the Licensee ceasing to operate as a retirement home, or 120 days prior to the Effective Date, whichever is earlier, provide directly to each resident, or as applicable, each resident's substitute decision-maker, a written notice approved by the RHRA. This notice must include:
      i. The date the Home will cease to be operated as a retirement home as defined by the Act;
      ii. How the Licensee will cease operating as a retirement home according to the Act and Regulation;
      iii. That the residents will no longer have the protections of the Act, including the inspection regime and complaints process; and
      iv. Indicating that the Licensee will help to find appropriate alternate accommodation for residents if so requested.

   b. Within three days of the implementation of paragraph 4(a) (providing notice to residents and their substitute decision-makers), submit to the RHRA written confirmation that the notice has been provided directly to each resident of the Home, and the resident's substitute decision-maker as applicable.

   c. At least 120 days prior to the Licensee ceasing to operate the Home as a retirement home, or 120 days prior to the Effective Date, whichever is earlier, submit a transition plan to the Registrar, including the following information:

      i. A description of how the Licensee intends to use the Home after the Home ceases to be a retirement home;
      ii. An up-to-date summary of the care needs of the residents and a summary of the care services that the Licensee provides to the residents;
      iii. An up-to-date list of alternate accommodation and external care providers that may be available to meet the needs of the residents after the Home ceases to be operated as a retirement home;

iv. An up-to-date list of external care providers who provide care services to residents of the Home; and
v. A description of how the Licensee will deal with any money that residents have entrusted to the Licensee.

d. Take reasonable steps, if residents request, to find appropriate alternate accommodation for residents or to facilitate resident access to any external care providers that a requesting resident needs.

7. If the Licensee elects to sell the Home to a purchaser who is or will be licensed by the RHRA and who will operate the Home as a retirement home as of the Effective Date, the Licensee shall:

   a. Immediately upon identifying a prospective purchaser and commencing negotiations for the sale of the Home, provide the RHRA with the name and contact information of the prospective purchaser and, if applicable, the purchaser's agent;
   b. Promptly provide the RHRA with written notice of execution of any agreement of purchase and sale about the Home; and
   c. Provide the RHRA with written confirmation of the closing of the sale immediately upon completion of the transaction.

8. Until the Home is sold, or until the Licensee ceases to operate the Home as a retirement home, whichever is earlier, the Licensee shall:

   a. Ensure that there are, at all times, qualified, trained staff available to provide care services to residents of the Home;
   b. Continue to provide care services to residents in accordance with the agreements between the Licensee and the residents, and in accordance with the Act and Regulation;
   c. Not interfere with RHRA employees, contractors, community partners, or any external care providers in accessing residents of the Home. This includes, but is not limited to, permitting RHRA employees and/or their designates, community partners and/or external care providers to access the Home;
   d. Provide the Registrar with any information requested in writing within the timeframe specified by the Registrar, until such time as the licence is revoked.

9. Immediately upon receipt of the Order, the Licensee must post a Notice to Residents about the Order in a common area of the Home and deliver a copy of the Notice to Residents to each resident, or as applicable, each resident's substitute decision-maker. The RHRA will provide the Licensee with the Notice to Residents to be posted and distributed.

Summary of Reasons

10. The Licensee has a longstanding history of non-compliance with the Act and Regulation. Since 2013, the RHRA has conducted a total of 65 inspections, identifying over 375 contraventions

of the Act and Regulation. These inspections identified contraventions representing serious concerns related to resident care and safety, including deficiencies in assessments and plans of care, behaviour management, staff training, abuse and neglect prevention and reporting, and emergency planning. Many of these deficiencies related to core requirements of the Act and Regulation intended to ensure residents receive appropriate care, staff are adequately trained, and potential incidents of abuse, neglect, or emergency situations are appropriately addressed.

11. In response, the RHRA employed a progressively escalating range of compliance and enforcement measures, including compliance support, Compliance Orders, an Administrative Penalty Order, and conditions imposed on the Licensee's licence.

12. Despite these interventions and repeated opportunities for improvement, the Licensee failed to demonstrate sustained compliance with the Act and Regulation. In addition to the longstanding pattern of non-compliance described above, the operator repeatedly failed to engage constructively with RHRA inspections and enforcement efforts. The operator frequently challenged RHRA findings, resisted corrective measures, restricted staff documentation, and, on occasion, engaged in conduct that gave rise to findings of failure to protect residents from abuse or neglect. In several instances, the RHRA identified recurring contraventions that had previously been the subject of regulatory action, indicating that corrective measures had not been effectively implemented or maintained.

13. As concerns persisted, the RHRA escalated its enforcement response by imposing conditions on the Licensee's licence requiring independent oversight of the Home's operations by an approved supervisory consultant. Throughout their tenure, the supervisory consultant reported limited progress in implementing recommended staffing, maintenance, and documentation changes. The supervisory consultant resigned and was not replaced.

14. Subsequently, an additional condition was imposed requiring delegation of day-to-day management to a qualified manager. However, despite the condition, the operator continued to exercise significant control over financial and operational decision-making. The implementation of conditions was intended to support compliance and avoid more significant enforcement action. However, notwithstanding the involvement of external oversight and management requirements, significant non-compliance continued to be identified, and a risk of harm to residents persisted.

15. Having regard to the Licensee's extensive history of non-compliance, the repeated nature of the contraventions, and the ineffectiveness of progressive regulatory interventions, the Registrar has reasonable grounds to believe that the Licensee is not competent to operate the Home in a responsible manner in accordance with the Act and Regulation, with honesty and integrity, and in a manner that is not prejudicial to the health, safety, or welfare of residents in accordance with section 35 of the Act. The Registrar has therefore determined that revocation of the licence is necessary and appropriate in the circumstances.

Issued on September 10, 2026