



Notice and Agenda
United Counties of Leeds and Grenville
Maple View Lodge Committee of Management

Thursday, April 10, 2025

9:00 a.m.

Council Chambers

25 Central Avenue West, Brockville, Ontario

	Pages
1. Call to Order	
2. Adoption of the Agenda	
3. Disclosure of Pecuniary Interest and General Nature Thereof	
4. Adoption of the Minutes of the Previous Meeting	
4.1 Meeting Minutes Dated March 6, 2025	1 - 6
5. Delegations/Presentations - Nil	
6. Redevelopment	
6.1 Report No. MVL-014-2025: Maple View Landing's Administrator's Report and Redevelopment Update	7 - 48
6.2 Report No. MVL-016-2025: UCLG and Turner & Townsend G. Tackaberry and Family Home Project Management Services Additional Fees	49 - 66
6.3 Report No. MVL-013-2025: Mealsuite Food Service Technology	67 - 70
6.4 Report No. MVL-012-2025: Maple View Landings Legacy Fund	71 - 75
6.5 Report No. MVL-015-2025: Long Term Care Fundraising Committee Additional Naming Rights	76 - 82
7. Staff Reports - Nil	

8. Unfinished Business
9. Member Reports/Announcements
10. Notice of By-law/Notice of Motion
 - 10.1 A By-law to Amend By-law 19-67, Being a By-law to Award Request for Proposal MVL-2019-03 for Project Management Services for the Redevelopment of Maple View Lodge to Turner & Townsend CM2R Inc.
 - 10.2 A By-law to Establish a Maple View Landings Reserve Fund
11. Questions from the Media
12. Questions from the Public
13. Closed Meeting - Nil
14. Adjournment

**United Counties of Leeds and Grenville
Maple View Lodge Committee of Management
Minutes**

Thursday, March 6, 2025

9:00 a.m.

Council Chambers

25 Central Avenue West, Brockville, Ontario

Members Present: Herb Scott, Chair
Corinna Smith-Gatcke, Warden, Michael Cameron, Roger Haley,
Arie Hoogenboom, Nancy Peckford

Staff Present: Alison Tutak, Interim Chief Administrative Officer
Betty Van Beek, Director of Care (Nursing)
Mario Garcia, Maple View Landings Construction Project
Administrator
Pat Huffman, Treasurer
Rick Purdy, Human Resources Manager
Andrea Bolton, Interim County Clerk (Recording Secretary)

Others Present: Hazem Osman, Turner & Townsend

1. Call to Order

Recording Timestamp 00:00:01

The Chair called the meeting to order at 9:00 a.m.

2. Adoption of the Agenda

Recording Timestamp 00:00:48

Resolution No. MVL-009-2025

Moved by Michael Cameron

Seconded by Arie Hoogenboom

**THAT the Agenda for the March 6, 2025 meeting of the Maple View Lodge
Committee of Management be adopted as circulated.**

CARRIED

3. Disclosure of Pecuniary Interest and General Nature Thereof – Nil

Recording Timestamp 00:01:12

4. Adoption of the Minutes of the Previous Meeting

4.1 Meeting Minutes Dated February 6, 2025

Recording Timestamp 00:01:25

Resolution No. MVL-010-2025

Moved by Roger Haley

Seconded by Corinna Smith-Gatcke

THAT the Minutes of the Maple View Lodge Committee of Management meeting held on February 6, 2025 be adopted as circulated.

CARRIED

5. Delegations/Presentations – Nil

Recording Timestamp 00:01:53

6. Redevelopment

6.1 Report No. MVL-008-2025: Maple View Landings Update

Recording Timestamp 00:01:56

Recording Timestamp 00:07:06

Warden Smith-Gatcke thanked everyone who made it possible for the Committee of Management to tour the new home last month, and suggested the staff from the existing Maple View Lodge be invited into the G. Tackaberry and Family Home to see where they will be working. Ms. Van Beek said once Occupancy is finalized there will be training taking place at the new facility. Mr. Hoogenboom

suggested that all staff from all departments at G. Tackberry and Family Home should have the opportunity to see the facility before it is completed.

Ms. Peckford joined the meeting at 9:09 a.m.

Recording Timestamp 00:10:02

Mr. Hoogenboom noted the target date in the Colliers Report regarding finalizing policies and practices was last month. He suggested if they remain outstanding the date should be changed or additional resources should be applied. Ms. Tutak confirmed the policies are being developed by the management team at Maple View Lodge.

6.2 Report No. MVL-011-2025: Beds and Mattresses - Supply and Install - G. Tackaberry and Family Home - Award of Request for Quotation No. MVL-2025-01

Recording Timestamp 00:17:57

Recording Timestamp 00:26:54

Mr. Hoogenboom asked what is the cost per bed; Mr. Garcia indicated he would provide the breakdown of cost.

Resolution No. MVL-011-2025

Moved by Arie Hoogenboom

Seconded by Michael Cameron

THAT the Maple View Lodge Committee of Management recommends the Contract No. MVL-2025-01 – Beds and Mattresses– Supply & Install, be awarded to CARDINAL HEALTH CANADA INC. based on their proposal in the amount of Seven Hundred and Seventy-four Thousand Six Hundred and Twenty-Seven dollars and 60/100 (\$774,627.60+ HST); and THAT the necessary by-law be prepared.

CARRIED

7. Staff Reports – Nil

Recording Timestamp 00:22:14

8. Unfinished Business

Recording Timestamp 00:22:19

9. Member Reports/Announcements

Recording Timestamp 00:22:22

10. Notice of By-law/Notice of Motion

**10.1 A By-law to Award Contract No. MVL-2025-01 Beds and Mattresses
Supply and Installation to Cardinal Health Canada Inc.**

Recording Timestamp 00:22:35

11. Questions from the Media

Recording Timestamp 00:23:09

There were no questions from the media.

12. Questions from the Public

Recording Timestamp 00:23:18

There were no questions from the public.

13. Closed Meeting

Recording Timestamp 00:23:24

Resolution No. MVL-012-2025

Moved by Corinna Smith-Gatcke

Seconded by Roger Haley

THAT the Maple View Lodge Committee of Management, as provided in Section 239 (2) of the Municipal Act, 2001 S.O. 2001, Chapter 25, move into a closed meeting at 9:23 a.m. to address matters pertaining to: personal matters about an identifiable individual, including municipal or local board employees, Specifically Closed Report No. MVL-009-2025: Human Resources Update and Closed Report No. MVL-010-2025: Maple View Fundraising Committee.

CARRIED

13.1 Closed Report No. MVL-009-2025: Human Resources Update

13.2 Closed Report No. MVL-010-2025: Maple View Fundraising Committee

13.3 Adoption of Closed Meeting Minutes Dated May 9, 2024, June 6, 2024 and July 11, 2024

Resolution No. MVL-013-2025

Moved by Arie Hoogenboom

Seconded by Roger Haley

THAT the closed meeting adjourn and the open meeting of the Maple View Lodge Committee of Management resume at 10:06 a.m.

CARRIED

13.4 Reporting Out from Closed Meeting

Recording Timestamp 00:24:52

Mr. Scott reported the Committee met in closed session under 13.1 to discuss matters pertaining to: personal matters about an identifiable individual, including municipal or local board employees, Specifically Closed Report No. MVL-009-2025: Human Resources Update. The Committee took no action beyond receiving the information from staff.

Mr. Scott reported the Committee met in closed session under 13.2 to discuss matters pertaining to: personal matters about an identifiable individual, including municipal or local board employees, Specifically Closed Report No. MVL-010-

2025: Maple View Fundraising Committee. The Committee provided instruction to staff.

14. Adjournment

Recording Timestamp 00:26:03

Resolution No. MVL-014-2025

Moved by Roger Haley

Seconded by Michael Cameron

THAT the meeting of the Maple View Lodge Committee of Management adjourn at 10:08 a.m.

CARRIED

Herb Scott, Chair

Andrea Bolton, County Clerk

APRIL 10, 2025

MVL COMMITTEE OF MANAGEMENT

REPORT NO. MVL-014-2025

**MAPLE VIEW LANDINGS ADMINISTRATOR'S
REPORT AND REDEVELOPMENT UPDATE**

**LINDA FISHER
INTERIM ADMINISTRATOR**

**MARIO GARCIA
MAPLE VIEW LANDINGS PROJECT
ADMINISTRATOR**

RECOMMENDATIONS

For information purposes.

FINANCIAL IMPLICATIONS

No financial impacts are anticipated based on this report.

CLIMATE CHANGE IMPLICATIONS

Where possible, reports are provided in a digital format to reduce the Counties' carbon footprint.

ACCESSIBILITY CONSIDERATIONS

This report can be made available in alternate accessible formats on request. The United Counties of Leeds and Grenville makes every effort to provide services in a manner that is inclusive to ensure accessibility barriers are reduced or eliminated, where possible.

COMMUNICATIONS CONSIDERATIONS

Any decisions regarding this report will require internal communications as well as communication with key project leads and stakeholders.

BACKGROUND

This report provides updates on Maple View Lodge operations, as well as the key aspects of Maple View Landings Redevelopment Project.

DISCUSSION/ALTERNATIVES

Administrator's Report

RNAO BPSO Designation - Maple View Lodge received confirmation on March 28 that its RNAO BPSO Designation (Registered Nurses Association Organization Best Practice Spotlight Organization) has been renewed for 2024-2027. Staff have been advised that there have been some changes to the BPSO agreement, in particular, the percentage of champions, NQuIRE and dissemination requirements. In addition, both mandatory Best Practice Guidelines, Transitions in Care and Services, second edition (2023) and Person- and Family-Centred Care (2015 – next edition will be published in 2025), must be implemented by March 2027. The criteria changes will be reviewed post move to the new building.

The Best Practice Spotlight Organization designation is a longstanding knowledge translation strategy that helps optimize health outcomes at the individual, organizational and health systems. The program's approach has been proven to trigger evidence-based cultures, improve patient experience and health outcomes, lower cost of care by preventing complications and enrich staff satisfaction.

Outbreak – There was a suspect outbreak from February 15-20 involving two residents on Meadowview; a full outbreak was not declared by Public Health. In March, the home entered into an enteric outbreak on March 10, affecting 15 residents. Public Health declared the outbreak over on March 25.

The home entered into a new enteric outbreak on March 29 with three residents being affected on Meadowview. Masking is required in the home as a precautionary measure.

General staff meetings will recommence on April 4 and will be scheduled monthly. The need for more frequent meetings will be assessed as planning moves closer to the move date.

Pre-occupancy Plan - Ministry of Long-Term Care (MLTC) feedback on the draft Pre-Occupancy Plan is under review. The deadline for submission of final Occupancy Plan is April 15.

GTFH Planning Meetings – The Administrator and G. Tackaberry and Family Home (GTFH) Project Manager are scheduled to meet with the MLTC Project Manager - Project Management Unit, Capital Program Management Branch on April 1 to discuss timelines and progress to date.

Auxiliary Support - Work is underway to solicit Auxiliary interest in supporting the GTFH Café and recruit new volunteers.

Model of Care - A draft Model of Care presentation has been developed for staff general orientation and is under review by leadership.

Temporary Computer Classroom - Planning is actively underway in concert with Human Resources and IT to establish a temporary computer classroom at MVL to ensure current and new recruits have ready access to online mandatory education.

All staff have been advised to complete the current mandatory education requirements by June 1 as attention will then need to be on training required for GTFH work flow processes.

Move Project Team - A move project team will commence meeting bi-weekly in April to plan for MVL residents' relocation. Colliers will provide assistance.

Orientation Programs - All departments are nearing completion of their draft orientation programs for the new home, with the target date of March 31.

Equipment - Discussions are underway between IT and the GTFH Project Administrator to confirm the number of public and in-house phones and computers required for the new building.

Procurement - Finance and Procurement provided an informative education session on purchasing processes to MVL leadership on March 26. This education was very helpful and timely.

Building Maintenance – MVL – The sprinkler system dry pipe replacements were completed, unfortunately one week later, a part failed (suspected manufacturing issue) causing a flood in the second-floor centre core. The archive room and first-floor nurse's station, mail room and environmental services manager's office were affected. The quick actions of all departmental team members controlled the amount of damage and affected areas. Maintenance has restored all areas to previous status, including flooring, ceilings and light fixtures.

The contractor worked with staff and will be covering all cost incurred to restore the situation. They have performed another test on the system to ensure there are no other possible failed components.

The replacement of three humidifiers in the home's resident home areas has been completed. This job has been an outstanding, delayed project for past year and will provide much needed air quality for the residents.

Maple View Landings - GTFH and MVL – Staff are working on a tender for lawncare for both properties.

Requests for proposals are being finalized for maintenance contracts for the service of equipment, working closely with th GTFH Project Administrator for priorities to aid in the construction phases.

Staff are finalizing staffing schedules for the GTFH housekeeping, laundry and maintenance/stores departments.

Waitlist - As of March 31, 2025, there were 243 people on the wait list:

	March 2025	Basic	Semi-Private	Private
Male	96	44	29	49
Female	147	83	38	71
Total	243			

Note: Individuals may apply for more than one bed type, therefore, some numbers may reflect multiple bed choices.

Occupancy – As of March 31, 2025, occupancy is at 98.3%

	Since March 1, 2025	Year to Date
Admissions	5	8
Discharges	3	8

Recruitment - Maple View Landings (MVL) continues its recruitment strategy for the staffing of the G. Tackaberry and Family Home (GTFH).

The statistics as of March 17, 2025, are reflective of actual active employees, they do not reflect accepted offers/hired that have not started as yet. Since the March 17, 2025, the Counties has made offers to 25 full-time PSWs who were secured through the Drake agreement. These employees will onboard from early April through June 2025, and MVL leaders participated in job fairs for St. Lawrence College in March, with additional participation upcoming in a health sector job fair in Toronto occurring in April.

Internal/external HR efforts have yielded 5 PWSs, 2 RNs, 1 RPN, and 1 Dietary Aide. These new hires will appear in the reporting as they come onboard with the Counties. Hiring of full-time positions is presently on target, with the exception of the RPN role. RPN is proving challenging to fill by both Drake and the Counties. To mitigate this challenge, Drake has initiated an overseas hiring process, and HR staff have expanded their external job board reach and is also liaising directly with the RPN Association and Program Coordinators for Colleges that offer the program.

Monthly Reporting on GTFH Recruitment:

Position	Approved GTFH Complement		Current Complement as at Mar-17-25			Remaining to Hire	
	FT	PT	FT	PT	Casual	FT	PT
Personal Support Worker	86	44	37	21	6	49	23
Registered Nurse	8	5	7	3	2	1	2
Registered Practical Nurse	16	11	8	2	3	8	9
Recreation Aide	6	2	2	2	1	4	0
Restorative Care Aide	2	1	0	1	0	2	0

Position	Approved GTFH Complement		Current Complement as at Mar-17-25			Remaining to Hire	
	FT	PT	FT	PT	Casual	FT	PT
Dietary Aide	10	8	5	9	0	5	0
Housekeeping Aide	11	7	5	9	0	6	0
Maintenance Technician/ Storekeeper	4	1	3	0	2	1	1
Cook	3	3	0	0	0	3	3
Totals	146	82	67	47	14	79	38

Monthly Staffing Changes – Maple View Lodge:

Category	Year End Total 2024	As at March 17, 2025	Year to Date 2025
New hires	44	5	10
Resignations	3	0	4
Retirements	2	0	0
Terminations	25	0	7
Termination/probation	3	0	3

G. Tackaberry and Family Home Development Update - Key Pillar Updates

Key Pillar Updates

Capital Project – G. Tackaberry and Family Home: (Leads: Turner and Townsend; M. Garcia)
Please see Attachment A - Monthly report from Turner and Townsend.

Turner and Townsend confirmed that the overall construction progress is nearly 94% and is aligned with progress plan. Risk is controlled and a mitigation plan is in place. Project quality is controlled and is being inspected and tested regularly, meeting the project requirements. The project is on budget.

According to the official documented meeting minutes from MBC, they reported the following:

Site Activities

Boarding/Paint	
Core	Shaft walls completed – ground floor garbage/linen chute rooms
NW third-floor suites	Final coat of paint underway
SW	Ground floor common rooms ready for prime
Electrical	
Lighting and device installations continue following room/corridor finishes	
Mechanical	
Core + common areas	Radiant panels progressing.
SW	
Fixture installations continue	
NW	
HVAC units commissioning completed by Engineered Air	
Flooring	
Core – ground floor	Tile flooring work continues
NW + SW Common areas	Flooring underway.
Millwork	
Spa	Millwork installations underway
Home kitchen	Cabinet kick plate installations complete
Door/Door Hardware	
SW	Suite door/door hardware installations continue
Room Finishings	
SW	Grab bar installation continues
NW third and second floor moving to SW third floor	Ceiling tiles complete

Upcoming activities

- Fireplace stone works
- Installation of home/shared kitchen millwork and equipment/laundry equipment.
- Elevator testing
- Balcony railing

- Completion of civil works
- Retaining wall sills
- Stainless steel equipment delivery for laundry rooms

CCOs out for Costing

CCO-107	Vestibule A and third-level stair handrails
CCO-071 – S.I. No. 105	Bike shelter concrete pad - under revision

Change Orders Issued

MVL CO. No. 098	Gathering room 2057 and chapel 2057A camera feeds
MVL CO. No. 101	Fibre optic cabling to communication tower – cancelled
MVL CO. No. 099	Gathering 2057 stained glass frames

Furniture, Fixtures and Equipment

Exterior furniture	RFQ was awarded to Stevans Sales and Marketing Inc. in the amount of \$43,839.69.
Operational readiness kitchen equipment transition	Under negotiation
Wayfinding signage	RFQ published on March 7, closing on April 1
Donor recognition signage	RFQ published on March 27, closing on April 22

The following RFTs (Request for Tender) are being prepared for publishing:

- Carts
- Shelving
- Washroom accessories

Operational Readiness – G. Tackaberry and Family Home: (Leads L. Hunter; Colliers)

See Attachment B – Project Status Report, Colliers – March 27, 2025

Communications: (leads: Colliers; A. Tutak; L. Hunter)

An update on the project was provided to MVL residents, family and staff via the monthly newsletter.

Re-Use of Existing Maple View Lodge

Canada Mortgage and Housing Corporation

Seed funding - An application for the Seed funding was submitted to the Canada Mortgage and Housing Corporation (CMHC) on March 27, 2025.

As described in the last report, this fund offers financial assistance to help community housing providers with the costs of early-development activities related to the pre-development costs of building a new affordable housing project or renovating an existing affordable housing project.

CMHC's Seed Funding program provides financial support for individuals or organizations involved in the initial phases of creating an affordable housing project for up to \$350,000.00 in interest-free loans and a maximum of \$150,000.00 of non-repayable contributions to assist with early development expenses. These expenses can include things like the formulation of a business plan, creation of preliminary design concepts and conducting environmental site assessments.

Interest-free loans - The interest-free loan offers up to \$350,000.00 with a three-year term to complete and submit a payment request, allowing for security provision where required. The loan can be combined with non-repayable contributions.

Non-repayable contributions – May apply for up to a maximum of \$150,000.00.

This submittal will be the first step of the process, to proceed with the required studies needed for the adaptive re-use and renovation of Maple View Lodge.

ATTACHMENTS

Attachment A – Project Manager's Monthly Report, Turner and Townsend, March 26, 2025

Attachment B – Project Status Report, Colliers, March 27, 2025

The report set out above has been reviewed and the information verified by the individuals listed below.

MARIO GARCIA
MAPLE VIEW LANDINGS
CONSTRUCTION PROJECT ADMINISTRATOR

MARCH 31, 2025
DATE

LINDA HUNTER
DIRECTOR/ADMINISTRATOR (Interim)
MAPLE VIEW LANDINGS

APRIL 1, 2025
DATE

PAT HUFFMAN
TREASURER

APRIL 1, 2025
DATE

ALISON TUTAK
INTERIM CHIEF ADMINISTRATIVE OFFICER

APRIL 1, 2025
DATE



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Executive Summary



Health & Safety



Schedule



Issues and Decisions



Progress



Financials



Change Control



Risk



Consultation & Approvals



Stakeholder Management



Warranties /References



Turner & Townsend

Report

Project Manager's Monthly Report Maple View Lodge Redevelopment

March 26, 2025

making the **difference**

Greg Stallard

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Consultation & Approvals



Stakeholder Management



Warranties/References

Executive Summary - Maple View Lodge Redevelopment



Report Date

March 21, 2025

Prepared by

Hazem Osman /Mohamed AlAzab

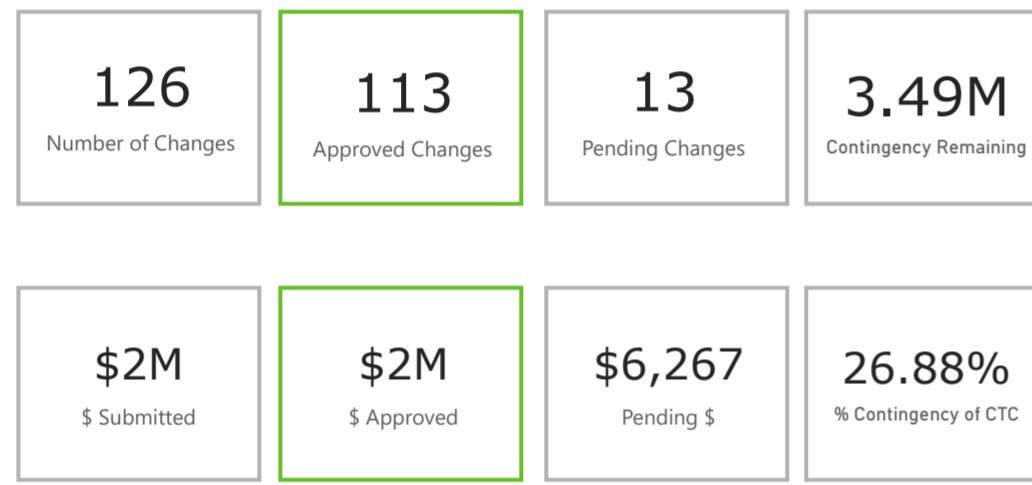
Checked by

Greg Stallard

Project Scope

The primary goal of this project is to build a new 192 bed residence adjacent to the existing one, that already owns 60-bed, and will be serving the aging population of the Town of Athens and the surrounding rural community.

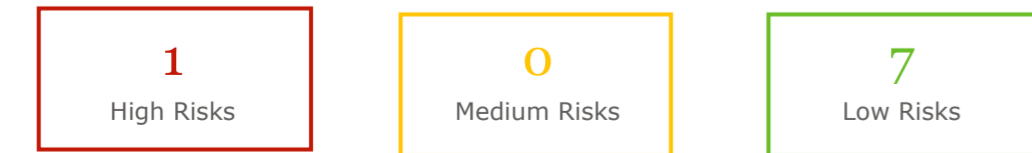
Change Control Overview



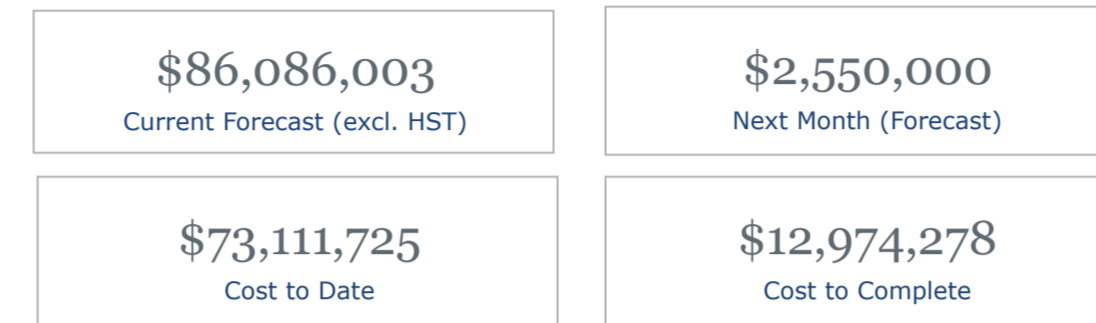
RAG Status

RAG Category	Commentary	RAG Status	Trend
Design	Coordination with operations teams for training and LTC requirements	Orange	→
Procurement	Procurement and awards ongoing for FF&E and signage package	Orange	→
Construction	Construction is in progress (94 % completion)	Green	→
Cost and Change	The total project cost of work, including contingency reserves, is complete to date by 94%	Green	→
Schedule	Proceeding as per scheduled occupancy date	Green	→
Summary	Project is targeting full occupancy on August 4th, 2025	Green	→

Risk Overview

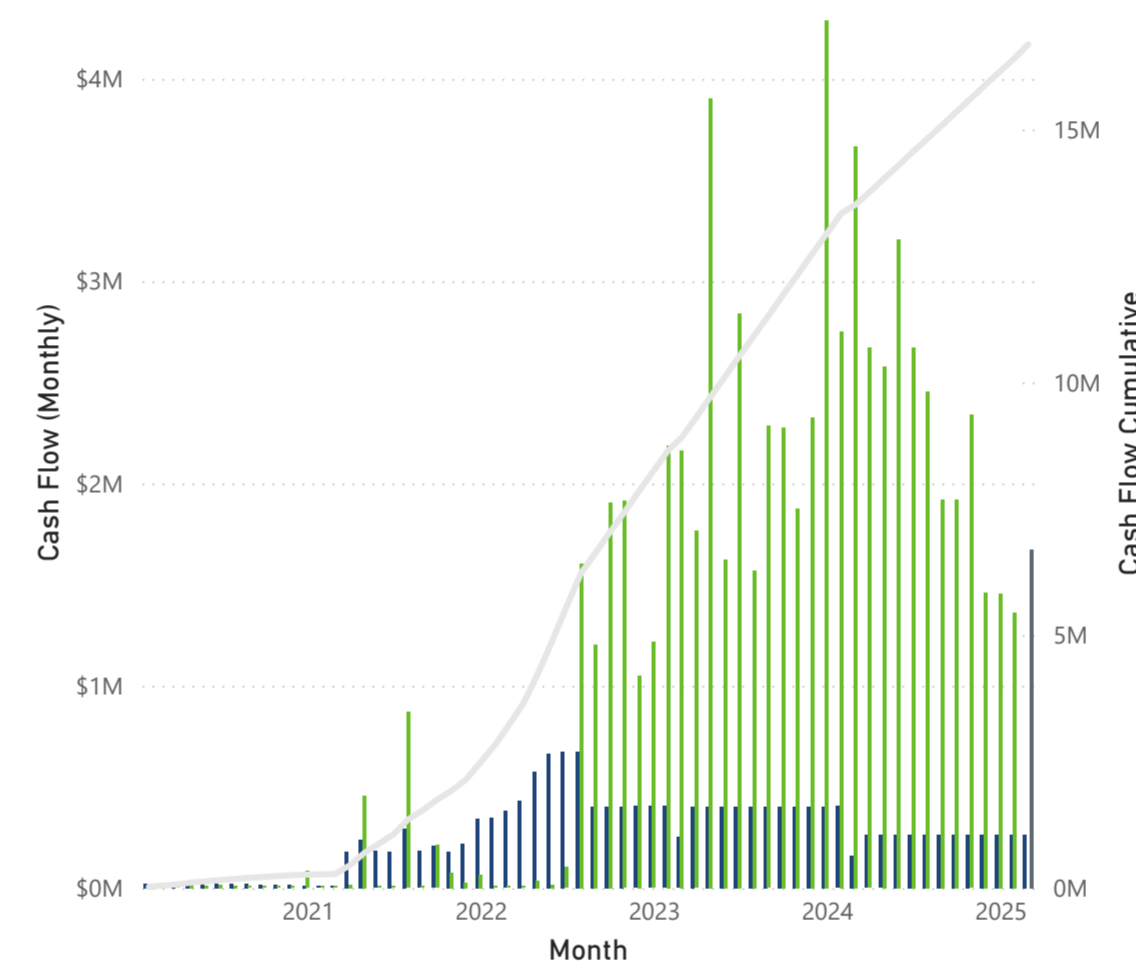


Financials Overview

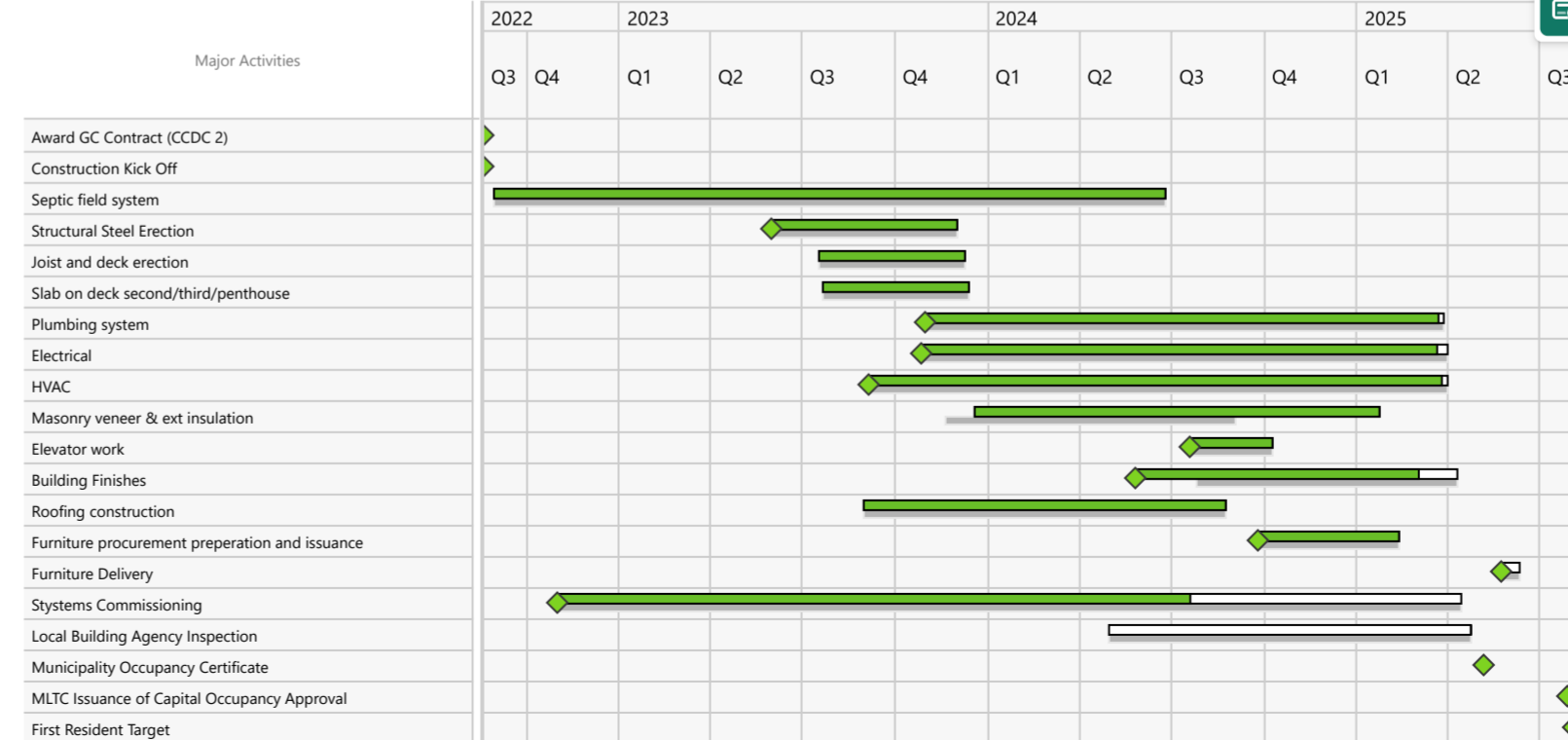


Cash Flow

● Budgeted (Monthly) ● Actual Cost ● Forecasted (Monthly) ● Cumulative Baseline



Schedule Gantt Chart



Executive Summary

Report Date	Description
21-Mar-2025	The overall construction progress is nearly 94% at this time
21-Mar-2025	Risk is controlled and mitigation plan is in place
21-Mar-2025	Project quality is controlled and being inspected and tested regularly meeting the project requirements
21-Mar-2025	Project is on budget with a Gross Cost to date of \$73,111,725 and Cost to Complete of \$12,974,278 (including reserve)
21-Mar-2025	Operational activities are being integrated into the overall project schedule for last-mile coordination
21-Mar-2025	Most of the FF&E packages have been awarded. Delivery is being coordinated with the construction schedule
21-Mar-2025	Commissioning has started for a few equipment. Commissioning plan is being detailed for the remaining equipment

Headlines and Achievements

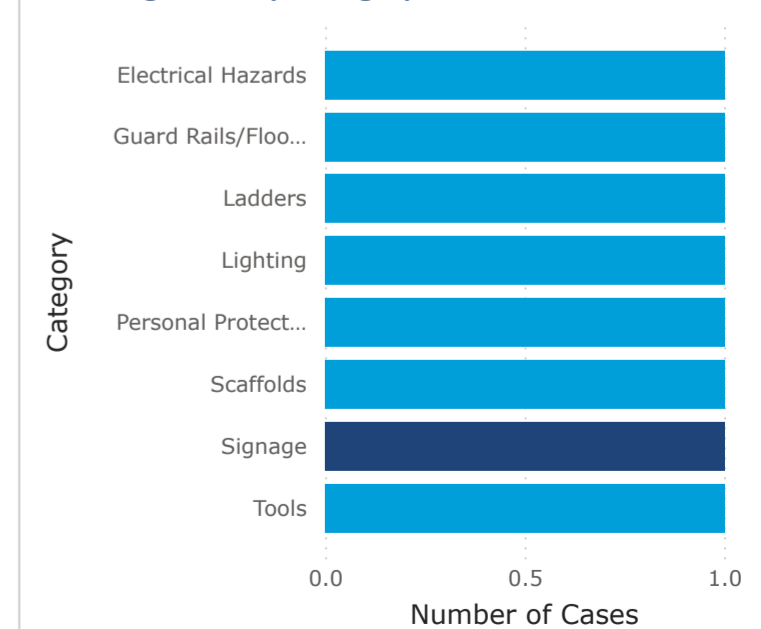
Report Date	Description
21-Mar-25	Bathrooms installation and bathroom carpentry, hardware, and countertops progressed
21-Mar-25	Bulkhead finishing in common areas (vestibules, living rooms, meeting rooms and elevator lobby)
21-Mar-25	Commissioning activities started on site
21-Mar-25	Corridor doorway jams installed
21-Mar-25	Doors and door handrails are installed
21-Mar-25	Exterior Furniture Tender review completed and award recommendation is prepared
21-Mar-25	Flooring installation progressed on all floors
21-Mar-25	Kept MLTC informed by issuing periodical reports and providing all necessary clarification and supporting documents
21-Mar-25	Millworks delivered and progressed on site.
21-Mar-25	Monitoring wells constructed and testing is planned soon
21-Mar-25	NW corridor handrail installed
21-Mar-25	Signage Tender issued to be closed on March 30th
21-Mar-25	Specialty lighting and lighting fixtures continued installation
21-Mar-25	Stone works almost completed
21-Mar-25	Wall painting continued on all floors

Upcoming Headlines and Achievements

Report Date	Description
21-Mar-25	Continue commissioning plan and functioning testing
21-Mar-25	Continue finishings at all levels
21-Mar-25	Intergrated Testing Plan to be coordinated for site inspection
21-Mar-25	Newterra system completion of loose items and preparation of commissioning

Health & Safety Overview

Investigations by Category





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Health & Safety



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Issues and Decisions



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Consultation & Approvals



Stakeholder Management

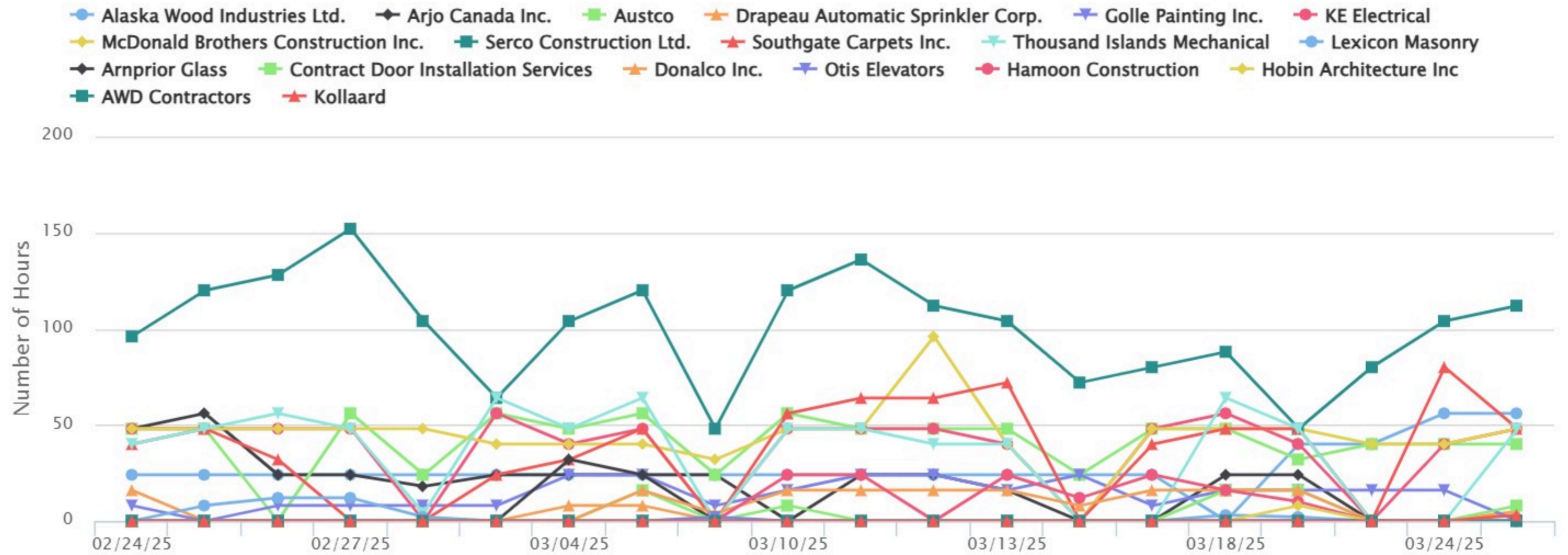


Warranties /References

Site Manpower

Manpower for the last month has been the following, showing an average day count of between 50-60 workers.

MANPOWER GRAPH





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Health & Safety



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Risk



Consultation & Approvals



Stakeholder Management



Warranties/References

Health and Safety

Health and Safety Information/Updates

Ref ID	Description
Ref 1	All workers on site ere their required PPE for the project and their respective tasks
Ref 2	All tools in use had their daily inspections completed
Ref 3	All required signage was in place where required
Ref 4	No electrical hazards were observed during this inspection
Ref 7	All required guardrails and barriers were installed and met all requirements
Ref 8	All ladders in use meet requirements of proper class and are maintained in good working condition
Ref 8	Lighting was sufficient throughout the project
Ref 09	A baker scaffold was observed missing a proper connective device to secure a wheel

8
Raised in the last 30 days

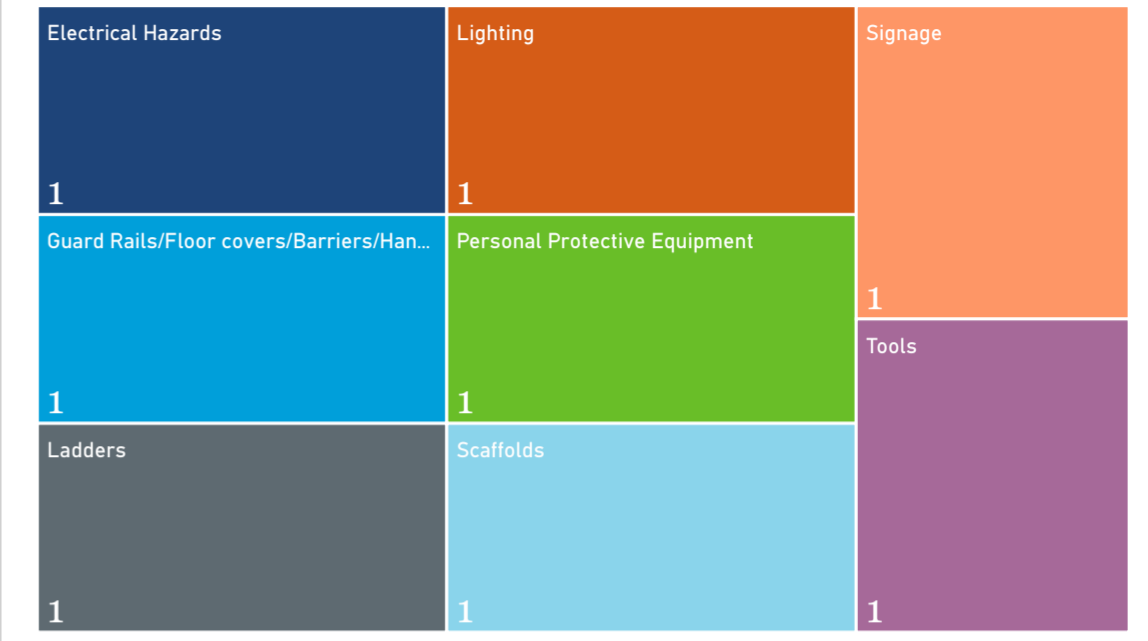
0
Raised and Completed within the last 30 days

0
Raised over 30 days ago

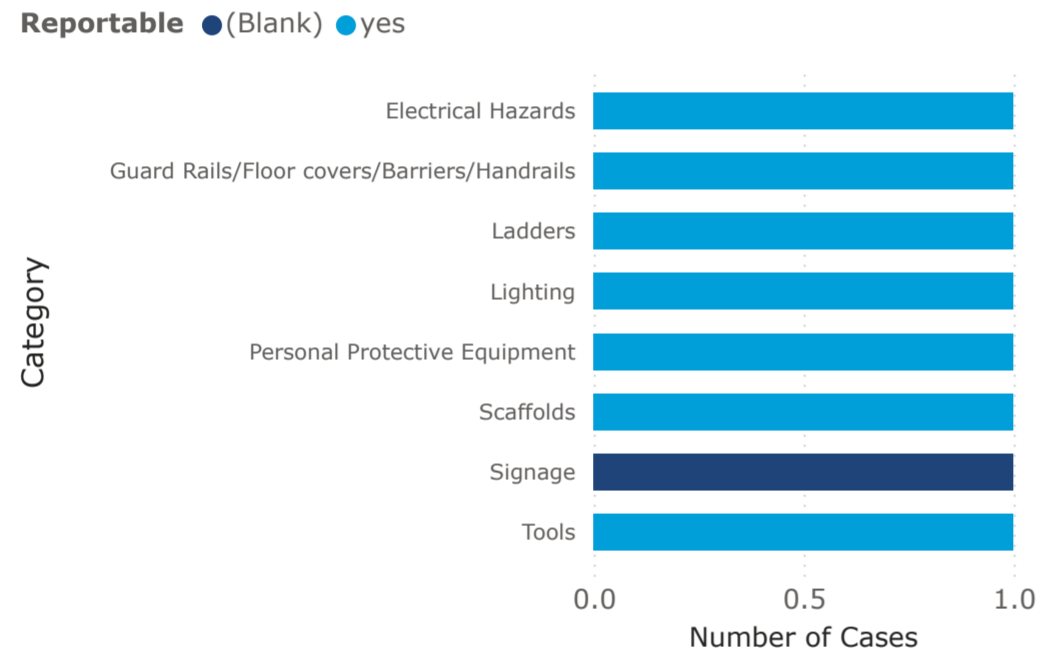
0
Total - Not Completed in Timescale

0
Total - Completed in Timescale

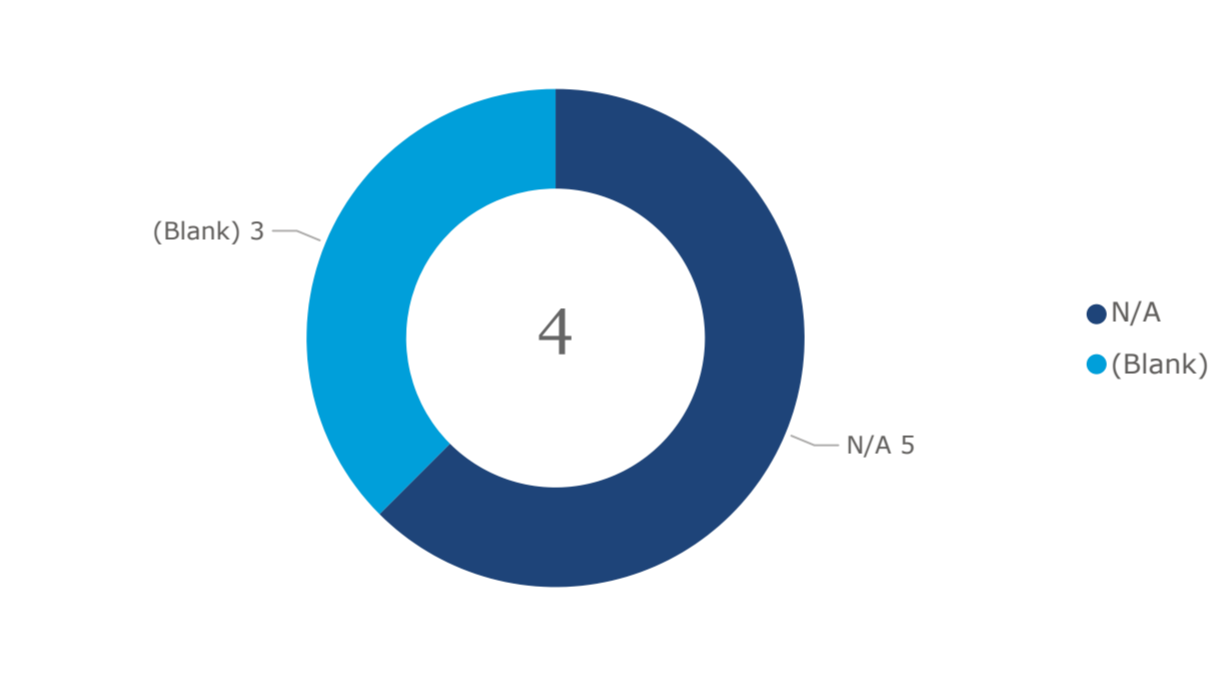
H&S Investigations by Type



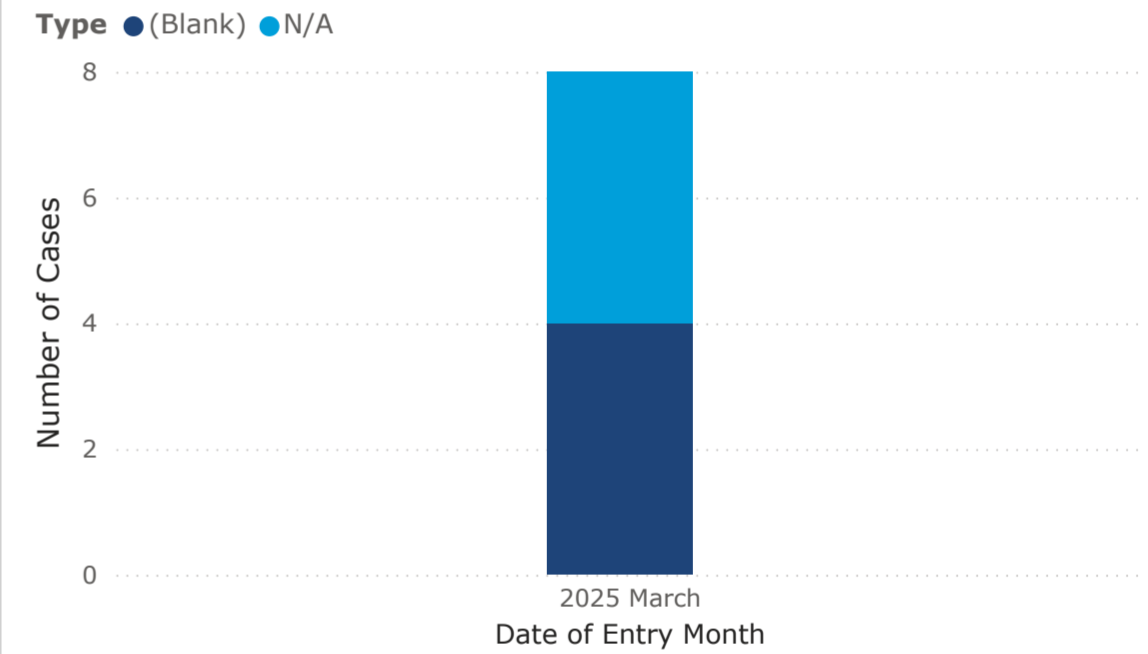
H&S Investigations by Category



Reports by Investigation level



Health and Safety Trend



Health and Safety - Case Details

Date of Entry	Ref ID	Category	Description	Actual Severity	Completed within timescale?	Investigation comments
21-Mar-2025	Ref 1	Personal Protective Equipment	All workers on site ere their required PPE for the project and their respective tasks	N/A	N/A	✗ -
21-Mar-2025	Ref 2	Tools	All tools in use had their daily inspections completed	N/A	N/A	✗ -
21-Mar-2025	Ref 3	Signage	All required signage was in place where required	N/A	N/A	✗ -
21-Mar-2025	Ref 4	Electrical Hazards	No electrical hazards were observed during this inspection	N/A	N/A	✗ -
21-Mar-2025	Ref 7	Guard Rails/Floor covers/Barriers/Handrails	All required guardrails and barriers were installed and met all requirements	N/A	N/A	✗ -
21-Mar-2025	Ref 8	Ladders	All ladders in use meet requirements of proper class and are maintained in good working condition	N/A	N/A	✗ -
21-Mar-2025	Ref 8	Lighting	Lighting was sufficient throughout the project	N/A	N/A	✗ -
21-Mar-2025	Ref 09	Scaffolds	A baker scaffold was observed missing a proper connective device to secure a wheel	N/A	N/A	✗ It is strongly advised that the connective device be replaced as soon as possible



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13

Completed

5

In Progress

5

Not Started

1

Early Milestones

1

Late Milestones

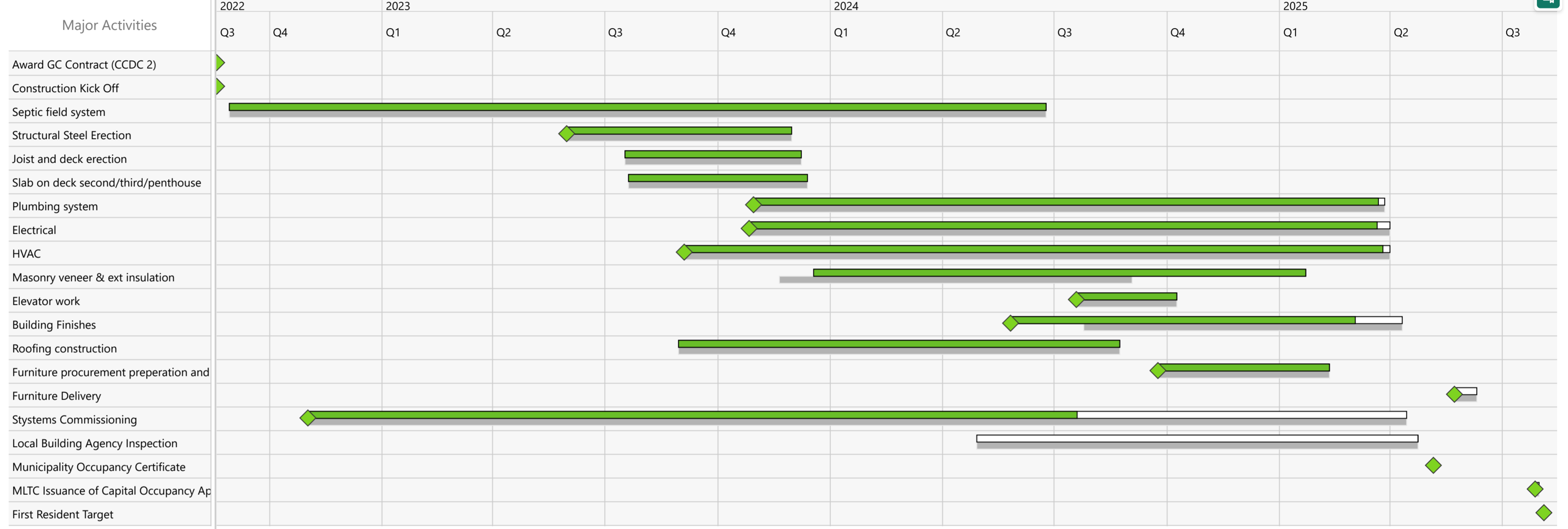
21

On Baseline

0

Late and Critical

Schedule Gantt Chart



Schedule Details

Task ID	Task Name	Start Date	Baseline Start Date	End Date	Baseline End Date	Physical % Complete	Further Information
M_01	RFP for Project Management Services	7/3/2019	7/3/2019	11/12/2019	11/12/2019	100.00%	
M_02	Project Plannign and Initiation	11/13/2019	11/13/2019	6/9/2020	6/9/2020	100.00%	
M_03	Design Progress	6/10/2020	6/10/2020	5/20/2022	5/20/2022	100.00%	
M_04	Award GC Contract (CCDC 2)	8/19/2022	8/19/2022	8/19/2022	8/19/2022	100.00%	
M_05	Construction Kick Off	8/19/2022	8/19/2022	8/19/2022	8/19/2022	100.00%	
M_06	Septic field system	8/29/2022	8/29/2022	6/24/2024	6/24/2024	100.00%	
M_07	Structural Steel Erection	5/31/2023	5/31/2023	11/30/2023	11/30/2023	100.00%	
M_08	Joist and deck erection	7/17/2023	7/17/2023	12/8/2023	12/8/2023	100.00%	
M_09	Slab on deck second/third/penthouse	7/20/2023	7/20/2023	12/13/2023	12/13/2023	100.00%	
M_10	Plumbing system	10/30/2023	10/30/2023	3/27/2025	3/27/2025	99.00%	
M_11	Electrical	10/27/2023	10/27/2023	3/31/2025	3/31/2025	98.00%	
M_12	HVAC	9/4/2023	9/4/2023	3/31/2025	3/31/2025	99.00%	
M_13	Masonry veneer & ext insulation	12/18/2023	11/20/2023	1/22/2025	9/2/2024	100.00%	
M_14	Elevator work	7/19/2024	7/19/2024	10/9/2024	10/9/2024	100.00%	
M_15	Building Finishes	5/27/2024	7/25/2024	4/10/2025	4/10/2025	88.00%	
M_16	Roofing construction	8/30/2023	8/30/2023	8/23/2024	8/23/2024	100.00%	
M_17	Furniture procurement preparation and issuance	9/24/2024	9/24/2024	2/10/2025	2/10/2025	100.00%	
M_18	Furniture Delivery	5/23/2025	5/23/2025	6/10/2025	6/10/2025	0.00%	
M_19	Stystems Commissioning	11/1/2022	11/1/2022	4/14/2025	4/14/2025	70.00%	
M_20	Local Building Agency Inspection	4/23/2025	4/23/2025	4/29/2024	4/29/2024	0.00%	
M_21	Municipality Occupancy Certificate	5/6/2025	5/6/2025	5/7/2025	5/7/2025	0.00%	
M_22	MLTC Issuance of Capital Occupancy Approval	7/28/2025	7/28/2025	7/31/2025	7/31/2025	0.00%	
M_23	First Resident Target	8/4/2025	8/4/2025	8/4/2025	8/4/2025	0.00%	



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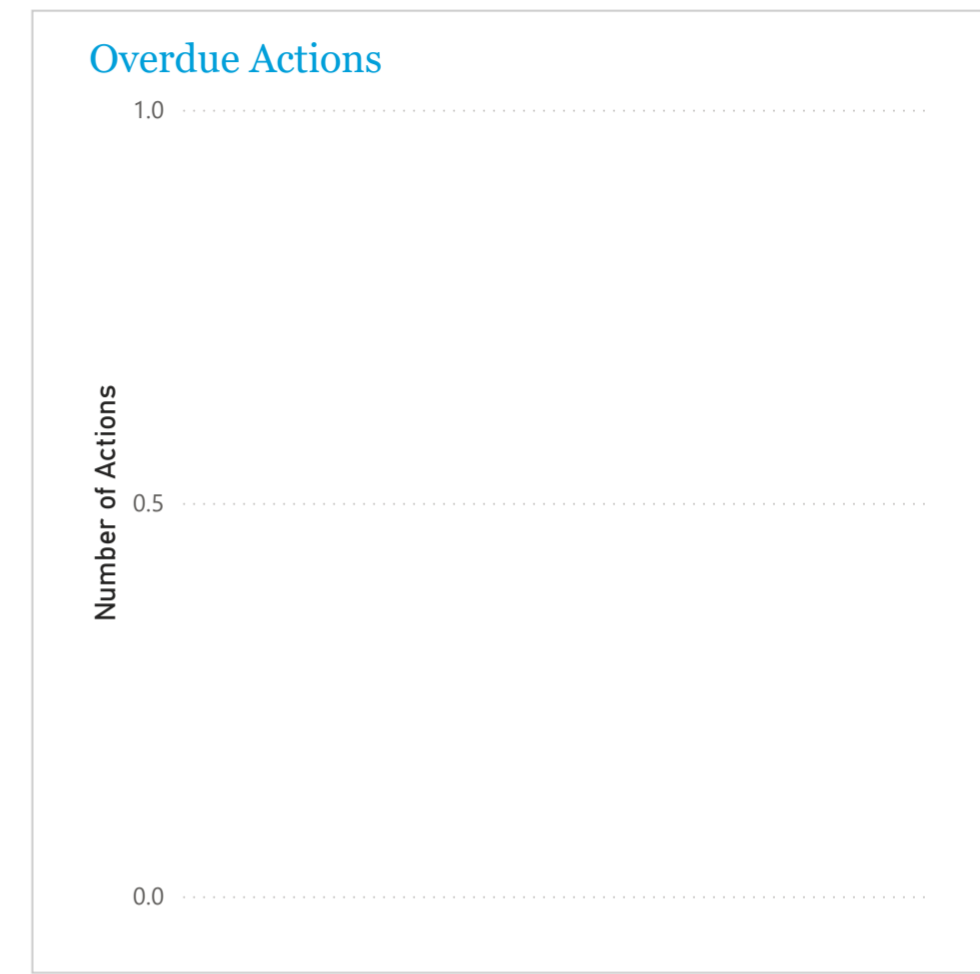
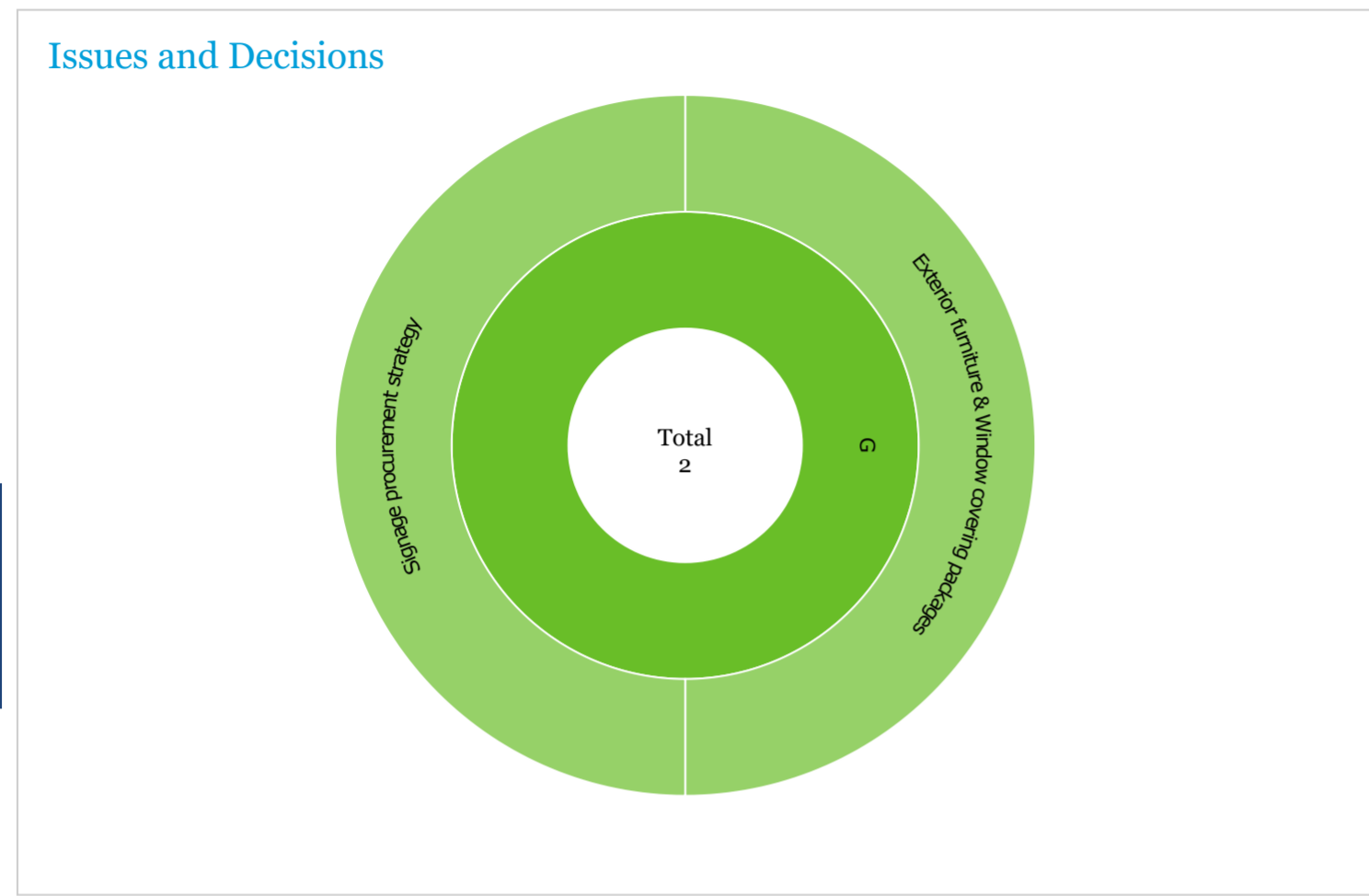
Stakeholder Management



Warranties /References

Issues and Decisions

0 High Urgency	0 Medium Urgency	2 Low Urgency	Issues and Decisions		2 Completed	0 Remaining	0 Overdue Actions	0 Overdue within one week
-------------------	---------------------	------------------	----------------------	--	----------------	----------------	----------------------	------------------------------



Issues and Decisions - Detail

Heading	Description/Impact	Date Completed	Action required	Days until Overdue	RAG
Exterior furniture & Window covering packages	Under technical and operational evaluation (Decision for award is pending)		Thursday, April 10, 2025	15	
Signage procurement strategy	Award strategy to be confirmed		Thursday, April 10, 2025	15	



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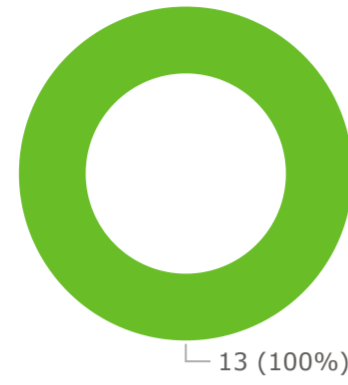
Stakeholder Management



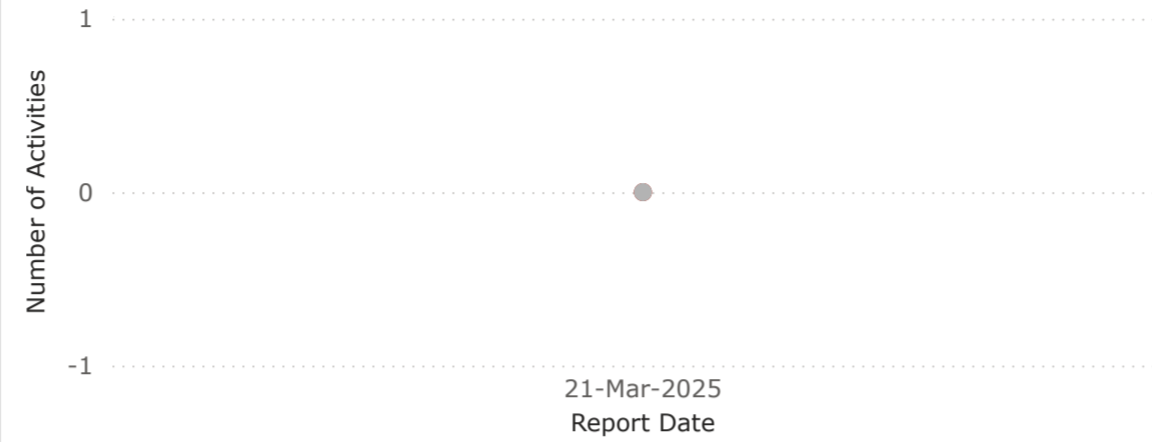
Warranties /References

Consultant Progress

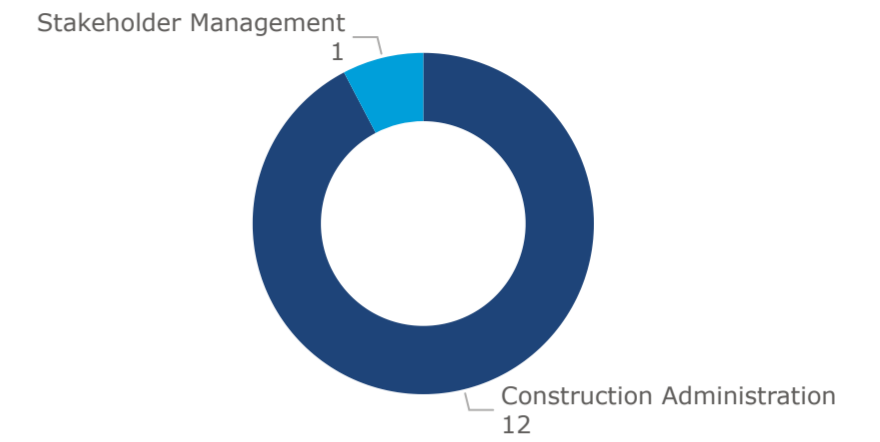
Status



Red RAG Activities



Activities Raised

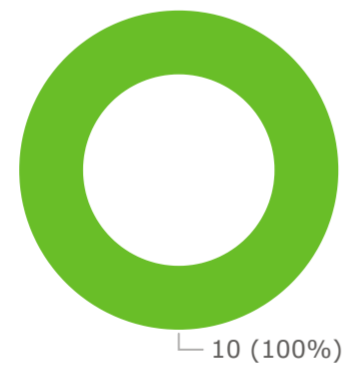


Consultant Progress - Breakdown

Activity	Consultant	Description	RAG
Construction Administration	Project Manager	Maintained close coordination with the GC to coordinate for construction meeting, construction progress, and necessary work permits.	Green
Construction Administration	Commissioning Agent	Commissioning activities started on site	Green
Construction Administration	Prime Consultant	Continued construction coordination and resolving site issues	Green
Construction Administration	Project Manager/GC	Continuous coordination of IT items to integrate with the base construction packages and commissioning schedule	Green
Construction Administration	Project Manager	Coordinate, control and follow up for the change orders' approvals	Green
Construction Administration	Prime Consultant	Coordination between contractor and subconsultants for review and assessment of change orders	Green
Construction Administration	Project Manager	Four of the FF&E tenders have been closed. One package awarded, other packages reviewed and prepared recommendations for award	Green
Construction Administration	Project Manager	Implemented the construction communication strategy and meet the challenges of staff medical leave and ensure maintained flow of information among the project teams	Green
Construction Administration	Project Manager	Kept MLTC informed by issuing periodical reports and providing all necessary clarifications and supporting documents	Green
Stakeholder Management	Project Manager	Lead bi-weekly Project Team meeting with UCLG, MVL leadership, and HAI	Green
Construction Administration	Project Manager	Monitored and controlled the risk and updated the risk status to reflect cost of the risk, reviewed the mitigation plans and identify residual risks	Green
Construction Administration	Newterra	Preparation and coordination for Newterra system commissioning by end of April.	Green
Construction Administration	Fire Testing Consultant	Revised report related to ULC S1001 Integrated Systems Training concluded. Preparing for site inspections	Green

Contractor Progress

Status



Red RAG Activities



Activities Raised



Contractor Progress - Breakdown

Activity	Contractor	Description	RAG
Contractors Activities	MBC	Flooring installation progressed on all floors	Green
Contractors Activities	MBC	NW corridor handrail installed	Green
Contractors Activities	MBC	Specialty lighting and lighting fixtures continued installation	Green
Contractors Activities	MBC	Wall painting continued on all floors	Green
Contractors Activities	MVL	Bathrooms installation and bathroom carpentry, hardware, and countertops progressed	Green
Contractors Activities	MVL	Bulkhead finishing in common areas (vestibules, living rooms, meeting rooms and elevator lobby)	Green
Contractors Activities	MVL	Corridor doorway jams installed	Green
Contractors Activities	MVL	Doors and door handrails are installed	Green
Contractors Activities	MVL	Millworks delivered and progressed on site.	Green
Contractors Activities	MVL	Stone works almost completed	Green



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Financial Commentary

This cost plan will continue to be updated as the project progresses, and all remaining commitments and invoices are processed for the project

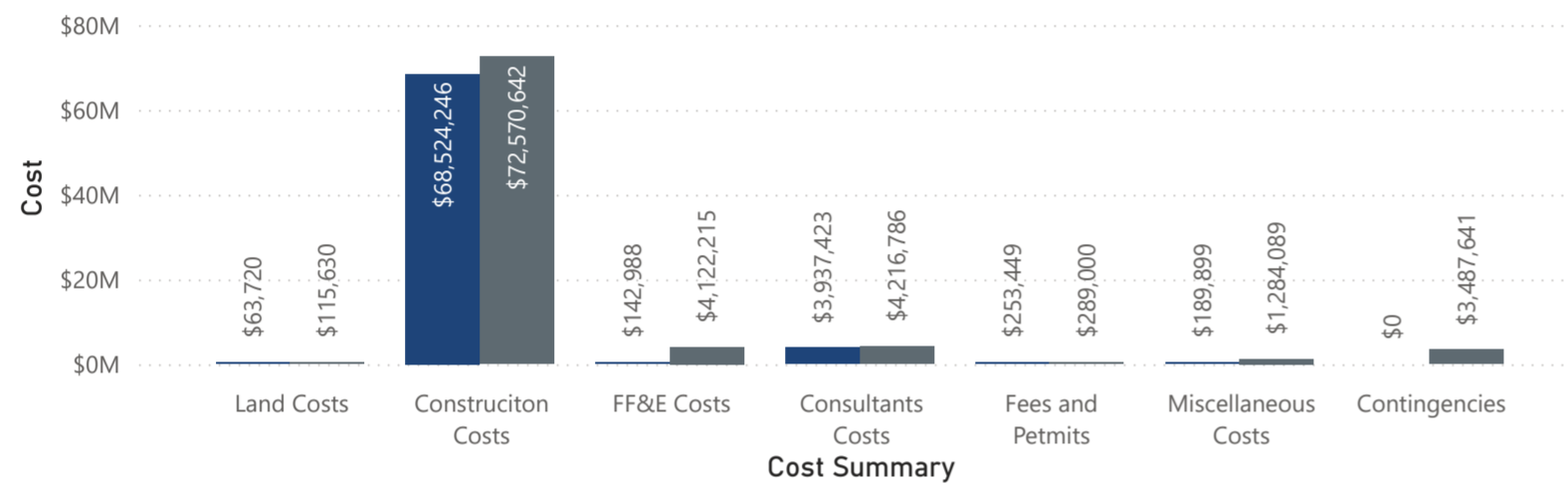
As the project progresses the project forecast will be monitored and continue to be updated monthly

The approved project forecast remained as the previous reporting period . The below construction cost is based on the GC contract value

Some fundraising items have been implemented in the change order. Other items are still under review and pricing

Cost Report

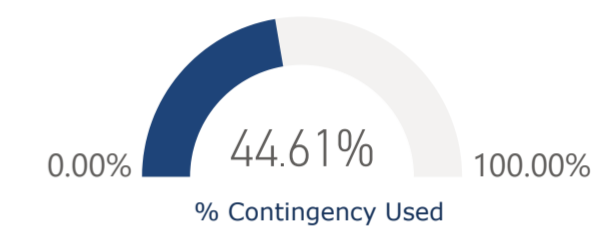
● Cost to Date ● Forecast Completion Cost



\$86,086,003
Current Forecast (excl. HST)

(Blank)
Next Month (Forecast)

\$12,974,278
Cost to Complete

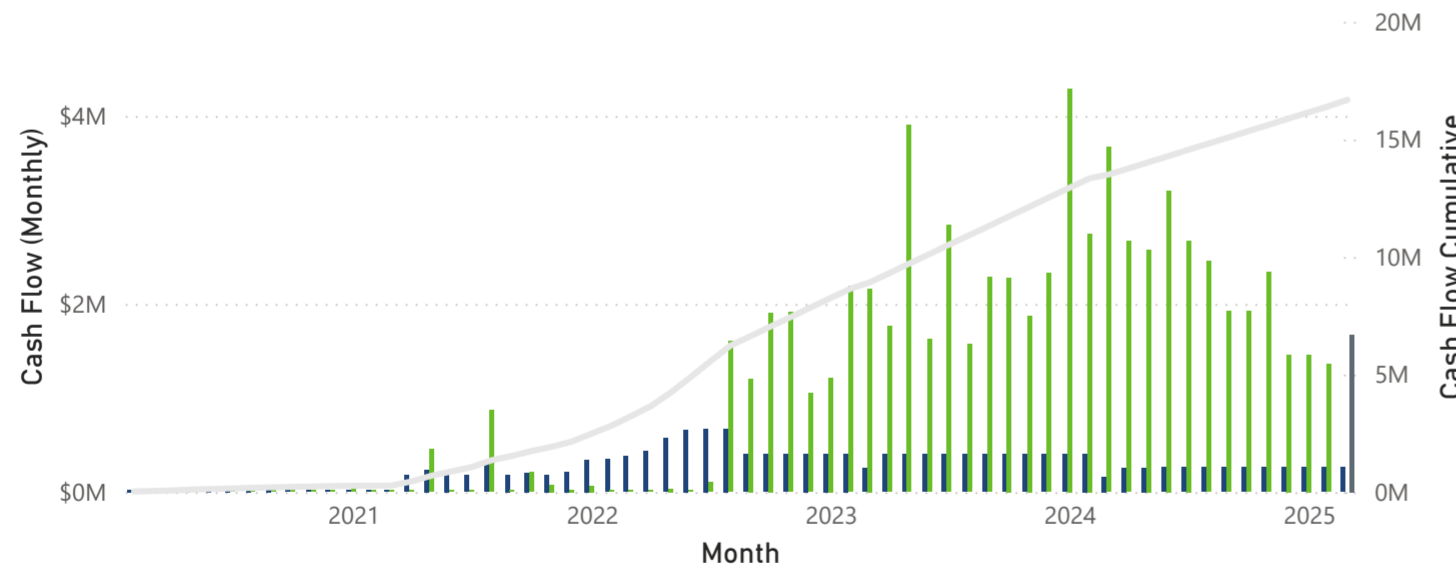


26.88%
% Contingency of CTC

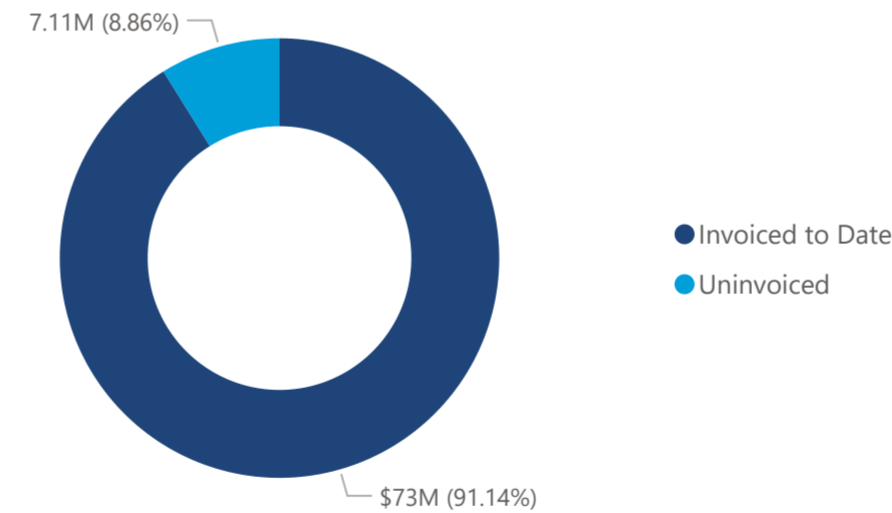
3.49M
Contingency Remaining

Cash Flow

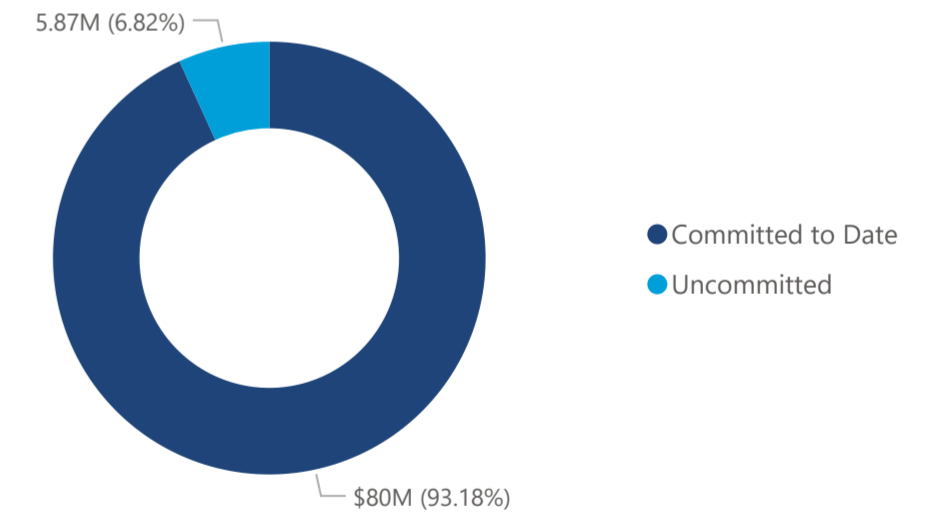
● Budgeted (Monthly) ● Actual Cost ● Forecasted (Monthly) ● Cumulative Baseline



Invoiced and Uninvoiced



Committed and Uncommitted



Cost Summary	Previous Budget	Budgeted Total Cost	Committed to Date	Current Forecast (incl HST)	Variance	Cost to Date (excl. HST)	Cost to Complete (excl. HST)
Land Costs	\$93,500	\$97,145	\$97,145	\$115,630	\$18,485	\$63,720	\$51,910
Construction Costs	\$47,737,044	\$71,843,457	\$72,415,339	\$72,570,642	\$727,185	\$68,524,246	\$4,046,396
FF&E Costs	\$3,588,728	\$4,122,215	\$2,976,428	\$4,122,215	\$0	\$142,988	\$3,979,227
Consultants Costs	\$3,745,121	\$4,209,099	\$4,248,050	\$4,216,786	\$7,687	\$3,937,423	\$279,363
Fees and Petmits	\$814,000	\$289,000	\$252,922	\$289,000	\$0	\$253,449	\$35,551
Miscellaneous Costs	\$1,227,462	\$1,275,555	\$228,128	\$1,284,089	\$8,534	\$189,899	\$1,094,190
Contingencies	\$6,297,070	\$4,249,532	\$0	\$3,487,641	(\$761,891)	\$0	\$3,487,641
Total	\$63,502,925	\$86,086,003	\$80,218,011	\$86,086,003	\$0	\$73,111,725	\$12,974,278



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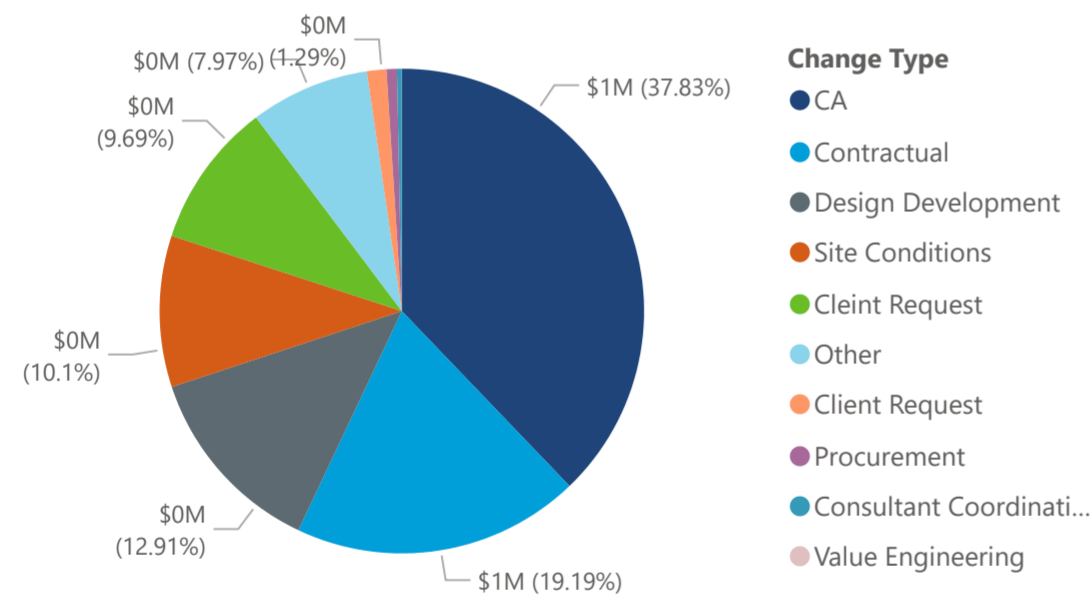
Warranties /References

Change Control

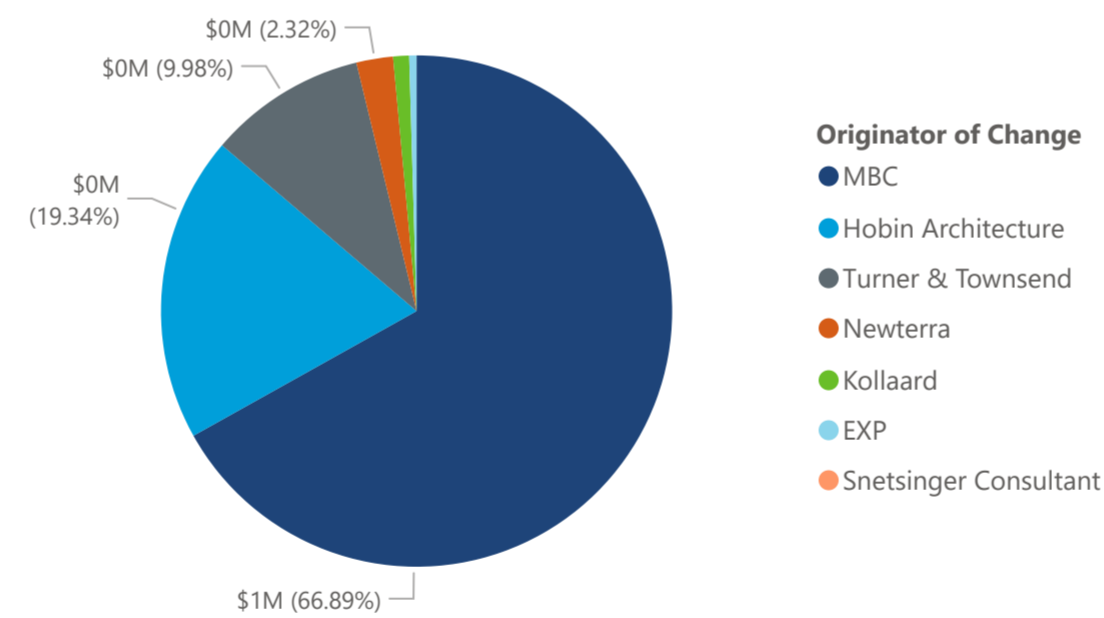
Change Control Detail

Change Type	Anticipated Changes \$	Approved Changes \$	Total Change Amount by Type
CA		\$1,061,608	\$1,061,608
Cleint Request	(\$1,708)	\$273,723	\$272,016
Client Request	\$0	\$36,332	\$36,332
Consultant Coordination		\$8,784	\$8,784
Contractual		\$538,523	\$538,523
Design Development	\$5,205	\$356,943	\$362,148
Other	\$0	\$223,695	\$223,695
Procurement	\$19,608		\$19,608
Site Conditions		\$283,402	\$283,402
Value Engineering	(\$16,837)	(\$998,074)	(\$1,014,911)
Total	\$6,267	\$1,784,937	\$1,791,204

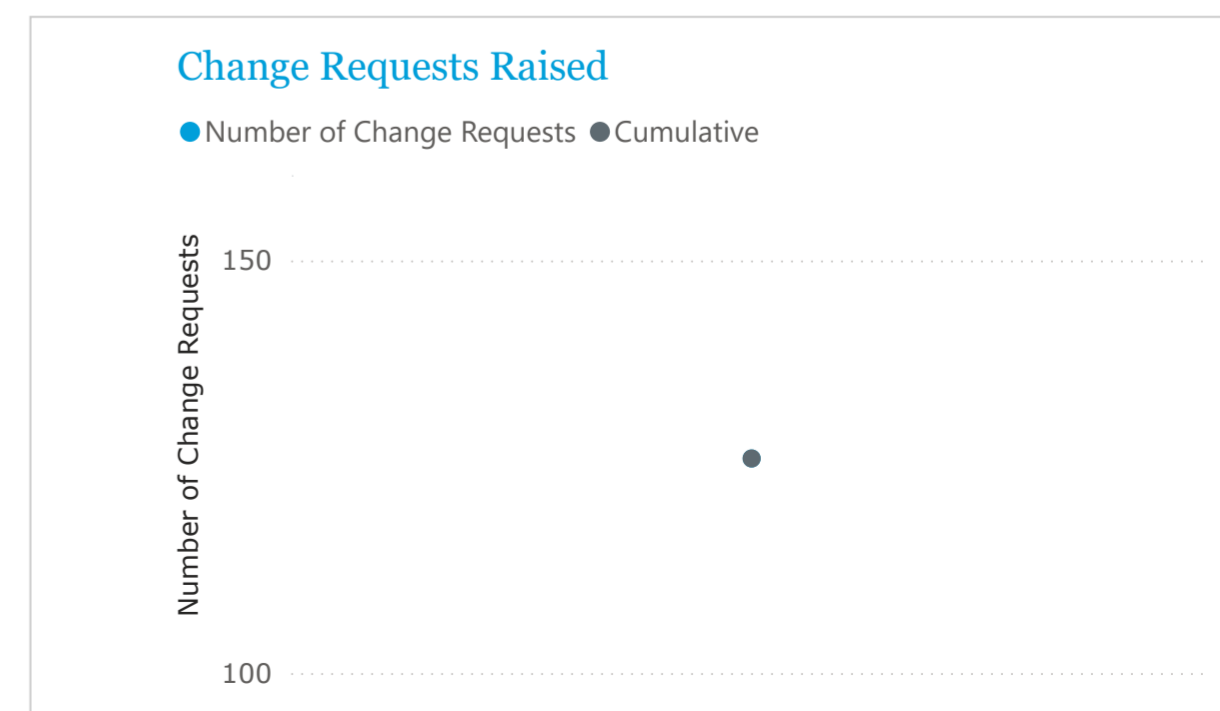
Amount by Change Type



Amount by Change Originator



126 Total Number of Changes Submitted	\$2M \$ Total Changes Submitted
113 Approved Changes	\$2M Approved Changes \$
13 Pending Changes	\$6,267 Pending \$
0 Cancelled	0.00 Cancelled \$
0 Proceeding at Risk	0.00 Proceeding at Risk \$





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Risk Register

Scale	Description	Cost Impact	Schedule Impact
5	Severe	>\$8M	> 6 Months
4	Major	\$3M-\$8M	3-6 Months
3	Moderate	\$1M-\$3M	1-3 Months
2	Minor	\$500k-\$1M	2 Weeks- 1 Month
1	Insignificant	<\$500k	1-2 Weeks

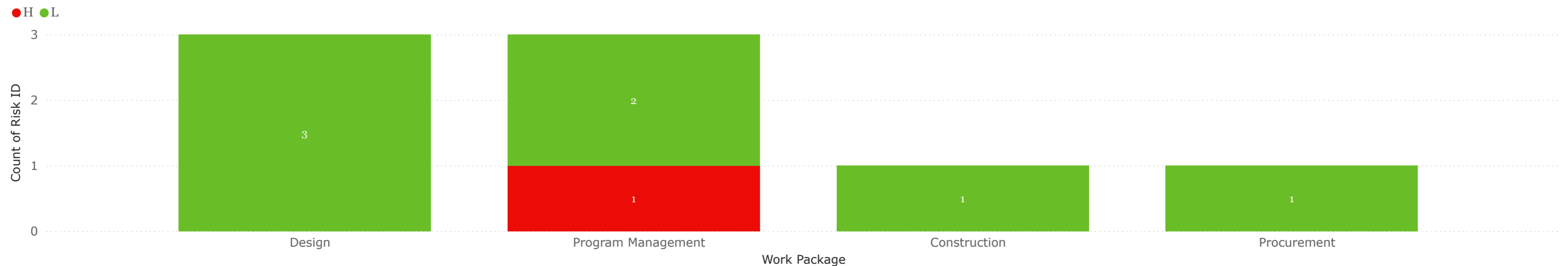
Risk Tree Map



Current Top Risks

Risk ID	Title	Effect	Actions for Next Period	Cost Impact (0-5)	Schedule Impact (0-5)	Risk Level
1	Owner/end-user-driven design changes	Which will require redesign to incorporate changes	Changes must be addressed through Change Control System. Update- maintaining coordination with MLTC for awareness of potential changes	0	2	L
2	MLTC approvals	Resulting in significant delay to occupancy	T&T to keep MLTC informed on project performance, progress, challenges, and changes (design changes must be flagged to MLTC). T&T to engage MLTC in critical decisions when applicable	0	3	H
3	Safety Incident	Which can lead to serious incidents, reputational and media damage to stakeholders, action from MoL. Near misses not being reported, failing to respect tag-out systems, not inspecting their equipment or using equipment despite identifying issues are all examples	MBC will continue to reinforce their site safety program and ensure subtrades are respecting. Moreover, most of the risky activities have been completed.	0	2	L
4	Waste Water System Integration	Leading to complications and delays to commissioning the facilities	Installation is nearly complete at this stage. Contract to be awarded to Clearford (update expected spring 2024)	0	1	L
5	Trade Insolvency and Tariffs	Resulting in retendering, quality of work/compatibility concerns, schedule delays and costs to acquire a new vendor, gaps in responsibilities and warranties	Contractor and consultants are familiar with many of the subtrades involved. Also considering that most of the project has been procured and completed	0	2	L
6	RFI Processing Time	Leading to delays of relevant design and construction activities	Following RFI process. Update - Work is progressing well, RFIs have been very smooth. Regular site visits support sharing of information	0	1	L
7	Hydro Service Connection	Leading to delays of switchboard shop drawings or disruption of service once tied-in to existing network	Coordinating with Endbridge to get service in summer 2023 as required for winter heat requirements	2	0	L
8	Municipality Approvals	Resulting in significant delay to occupancy	T&T to coordinate between project teams and contact municipality on timely manner addressing requirements	0	2	L

Risk by Function





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Stakeholder Management Detail

Stakeholder Organisation	Description	Status
Bell	Service provider with interest from a competitive point of view. Average influence, which is limited to the relevant technical aspects and relevant procurement.	
Enbridge	Service provider with average level of interest and no major influence during construction except for potential construction saving. Coordination is ongoing to ensure early provision of service for construction benefit.	
Hydro One	Service provider with average level of interest and low influence except for specialized technical aspects. Informed at the concerned level of hydro requirements and relevant coordination.	
Infrastructure Ontario	No technical influence, but mainly financial interests as a funding entity interested in monitoring progress.	
MLTC	MLTC is the prime stakeholder and prime influencer of this project. Kept informed with the satisfactory level of reporting information specified by their organization. Their influence is very high on the success of the project.	
MVL/ UCLG	End User and main developer of the project. Very high interest in the success of the project and very high influence on decision making. Full information, full engagement, and close coordination.	
Permitting Entities	Including municipal and ministry bodies responsible for permitting. Above average interest and high interest as law forcing and issuers of permits. Should be kept informed for relevant technical information and by-law implementation.	
Project Team (Consultants)	Including the PM/CM, Prime Consultant, and sub consultants. Very high interest and very high influence on the project success. They are collectively responsible for developing the project, monitoring, controlling, and mutual coordination. Responsible also for reporting and implementation of the project.	
Project Team (Contractors)	Including the General Contractor, sub contractors, specialty trades, and vendors. Very high interest and very high influence on the project success. They are collectively responsible for implementing the project, and mutual coordination. Responsible also for reporting and progress.	

Influence and Interest Matrix





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Appendices

Reference Information

Appendix

- 1) Construction Progress
- 2) Cost Plan
- 3) Master Schedule
- 4) Change Management Log
- 5) Risk Register



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SW Semi Private Counter Tops
Complete



SW 3rd Floor Dining Room Flooring ...



SW 3rd Floor Common Corridor Flooring



NW 3rd Floor Corridor Doorway Jams



NW 3rd Dining Room Specialty Lighting



NW 3rd Floor Care Centre/Sun Room
Door Jams



1080 Refrigerated Garb/Recycling



SW Ground Floor Private Suite Corridor
Doors/Flooring



Ground Floor SW Semi Private Corridor
Doors and Flooring



SW 3rd Floor Dining Rooms T-Bar
Complete



Semi Private Barn Door Mack Up



T-Bar nearing completion 3rd
Floor Core Elevator Corridor



NW Semi Private Cabinetry/Hardware

Progressing



NW Corridor Railing



SW 2nd Floor Dining Rooms Ready for

Paint



Corridor 0208 Ready for Paint



Ground Floor Meeting Room Bulkhead

Framing Complete



Ground Floor Home/Shared Kitchen

Paneling Complete



SW 3rd Floor Corridor Lighting/Device
Installs



SW 3rd Floor Semi Private Suite Sinks/
Toilets Installed



SW 3rd Floor Common Area
Room Finishing Progress



3rd Floor NW Dining Room Ceiling
Progress - Lighting



2nd Floor NW Dining Room Paint
Progress



2nd Floor Core Elevator Vestibule
Bulkhead Finishing Progress



Ground Floor Core Elevator Vestibule
Ceiling Progress



Rear Canopy Siding Nearing Completion



Stone Works Complete Rear of Building Bump
Out/Siding Preparation

Maple View Lodge Redevelopment
PROJECT BUDGET REPORT

Turner Townsend Costplan

Owner / Client: United Counties of Leeds & Granville
Location: Ottawa, Ontario
T&T Project No.: can20291
Date: Tuesday, March 25, 2024

\$ 6,297,000.00 \$ 1,054,181.00 \$ 5,242,819.00
0.446142479 \$ 2,809,359.19 \$ 515,633 \$ 2,293,726
0.553857521 \$ 3,487,640.81 \$ 538,548.00 \$ 2,949,092.81

Period: Feb 21, 2025
From: Mar 21, 2025
To: 35

95% 49% 44%

WBS Code	ORIGINAL APPROVED BUDGET	BUDGET TRANSFER	CURRENT APPROVED BUDGET	COMMITMENTS MADE TO DATE	APPROVED CHANGES	REVISED COMMITMENTS MADE TO DATE	ANTICIPATED CHANGES	UNCOMMITTED COSTS	CURRENT FORECAST	VARIANCE	CONTINGENCY USAGE	GROSS COST TO DATE	COST TO COMPLETE	COMMITTED COST TO COMPLETE	HOLDBACK RETAINED
A	LAND														
A01	93,500	3,645	97,145	83,740	13,405	97,145	18,485	0	115,630	18,485	31,890	63,720	51,910	33,425	0
	93,500	3,645	97,145	83,740	13,405	97,145	18,485	0	115,630	18,485	31,890	63,720	51,910	33,425	0
B	HARD COSTS														
B01	47,737,044	24,106,413	71,843,457	71,317,589	1,097,750	72,415,339	155,303	0	72,570,642	727,185	1,253,053	68,524,246	4,046,396	3,891,093	(6,772,941)
	47,737,044	24,106,413	71,843,457	71,317,589	1,097,750	72,415,339	155,303	0	72,570,642	727,185	1,253,053	68,524,246	4,046,396	3,891,093	(6,772,941)
C	FURNITURE, FIXTURES & EQUIPMENT														
C01	2,116,364	1,295,122	3,411,486	2,619,889	0	2,619,889	0	791,597	3,411,486	0	0	0	3,411,486	2,619,889	0
C02	406,364	(105,982)	300,382	235,299	0	235,299	0	65,083	300,382	0	0	142,988	157,394	92,310	0
C03	681,000	(661,122)	19,878	0	0	0	0	19,878	0	0	0	0	19,878	0	0
C04	130,000	(74,506)	55,494	0	0	0	0	55,494	0	0	0	0	55,494	0	0
C05	200,000	79,975	279,975	121,240	0	121,240	0	158,735	279,975	0	0	0	279,975	121,240	0
C06	55,000	0	55,000	0	0	0	0	55,000	0	0	0	0	55,000	0	0
	3,586,728	533,467	4,120,195	2,976,428	0	2,976,428	0	1,145,767	4,122,215	0	0	142,988	3,979,227	2,833,440	0
D	CONSULTANT COSTS														
D01	2,873,000	251,345	3,124,345	2,800,000	324,345	3,124,345	0	0	3,124,345	0	324,345	2,907,575	216,770	216,770	(287,067)
D08	658,730	212,633	871,363	688,075	183,288	871,363	0	0	871,363	0	183,288	865,110	6,253	6,253	0
D10	90,000	0	90,000	71,000	0	71,000	0	19,000	90,000	0	0	63,000	27,000	8,000	0
D13	73,391	0	73,391	73,391	0	73,391	0	0	73,391	0	0	73,901	(510)	(510)	0
D14	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
D15	0	0	0	64,050	0	64,050	0	(56,363)	7,687	7,687	0	7,687	0	56,364	0
D16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
D17	50,000	0	50,000	43,900	0	43,900	0	6,100	50,000	0	0	20,150	29,850	23,750	0
D18	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	3,745,121	463,978	4,209,099	3,740,416	507,633	4,248,050	0	(31,263)	4,216,786	7,687	507,633	3,937,423	279,363	310,627	(207,000)
E	FEES & PERMITS														
E01	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
E02	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
E03	800,000	(525,000)	275,000	252,172	0	252,172	0	22,828	275,000	0	0	253,449	21,551	(1,277)	0
E04	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
E05	14,000	0	14,000	750	0	750	0	13,250	14,000	0	0	14,000	0	750	0
	814,000	(525,000)	289,000	252,922	0	252,922	0	36,078	289,000	0	0	253,449	35,551	(527)	0
F	MISCELLANEOUS COSTS														
F01	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
F02	150,000	48,093	198,093	198,093	8,535	206,627	(0)	206,627	0	8,534	0	166,500	40,127	40,128	0
F03	60,000	0	60,000	13,500	8,000	21,500	0	38,500	60,000	0	8,000	23,399	36,601	(1,899)	0
F04	20,000	0	20,000	0	0	0	0	20,000	0	0	0	0	20,000	0	0
F05	997,462	0	997,462	0	0	0	0	997,462	997,462	0	0	0	997,462	0	0
	1,227,462	48,093	1,275,555	211,593	16,535	228,128	0	1,055,962	1,284,089	8,534	25,070	189,899	1,094,190	38,229	0
G	CONTINGENCY														
G01	2,545,316	(96,769)	2,448,547	0	0	0	0	1,723,261	1,723,261	(725,285)	0	0	1,723,261	0	0
G02	2,497,004	(1,950,769)	546,235	0	0	0	0	509,629	509,629	(36,606)	0	0	509,629	0	0
G03	1,002,478	0	1,002,478	0	0	0	0	1,002,478	1,002,478	0	0	0	1,002,478	0	0
G04	40,636	0	40,636	0	0	0	0	40,636	40,636	0	0	0	40,636	0	0
G05	211,636	0	211,636	0	0	0	0	211,636	211,636	0	0	0	211,636	0	0
	6,297,070	(2,047,538)	4,249,532	0	0	0	0	3,487,644	3,487,644	(761,891)	0	0	3,487,644	0	0
T	TOTAL PROJECT BUDGET EXCLUDING VAT														
	63,502,925	22,583,078	86,086,003	78,582,688	1,635,323	80,218,011	173,788	5,694,204	86,086,003	0	1,817,645	73,111,725	12,974,278	4,272,847	(7,060,007)
T	VALUE ADDED TAX														
T01	8,255,380	2,935,800	11,191,180	10,215,749	212,592	10,428,341	22,592	740,247	11,191,180	2,935,800	236,294	8,586,723	2,604,457	1,841,618	0
T02	(7,140,904)	(2,539,457)	(9,680,371)	(8,836,623)	(183,892)	(9,020,515)	(19,542)	(640,313)	(9,680,371)	(2,539,457)	(204,394)	(7,427,516)	(2,252,853)	(1,593,000)	0
	1,114,476	396,333	1,510,809	1,379,126	28,700	1,407,826	3,050	99,933	1,510,809	396,333	31,900	1,159,208	351,602	248,618	0
	64,617,401	22,979,411	87,596,812	79,961,814	1,664,023	81,625,837	176,838	5,794,138	87,596,812	396,333	1,849,545	74,270,932	13,325,880	4,521,465	(7,060,007)

Project Change Control Register

Client: United Counties of Leeds & Granville
 Project Name: Maple View Lodge Redevelopment
 T&T Project Number: can20291
 Date: 2025/03/21

Contract Number	Cost Code	Vendor	Date Raised	CO #	Proposed Change Title	Reasons for change	Change Type	Change Status	Quote Date	Days to Quote	Quote Value	Approved Change Value	Current Cost Forecast	Sign off date by Client	Comments
A01-05	A01	Kollard Associates Inc.	10/7/2021	N/A	Additional Test Pit - Along Septic	Rock review	Design Development	Approved	10/8/2021	1	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00		
A01-05	A01	Kollard Associates Inc.	2/1/2022	N/A	Pump Rental for Water Testing	Water Testing	Design Development	Approved	2/2/2022	1	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00		
A01-01	A01	EXP	11/15/2021	N/A	Additional Geotech - Borings/Holes	Rock Review	Design Development	Approved	11/15/2021	0	\$ 7,980.00	\$ 7,980.00	\$ 7,980.00		
FD3-01	FD3	Cassels	5/1/2022		Additional hours to support GC procurement	GC procurement	Procurement	Approved	6/1/2022	31	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00		
A01-04	A01	Kollard Associates Inc.	6/30/2022	N/A	Additional Water Testing	Monitoring water contents	Procurement	Approved	6/30/2022	0	\$ 2,425.00	\$ 2,425.00	\$ 2,425.00		
B01-02	B01	MBC	8/25/2022	CO-001A	Exterior Materials - Vinyl Siding	Value Engineering, proposed alternatives and manufacturer's recommendations	Value Engineering	Approved	3/8/2023	195	\$ (399.00)	\$ (399.00)	\$ (399.00)	4/18/2023	
B01-02	B01	MBC	4/27/2023	CO-001B	Interior Finishing - Wall Panels with ceramic tiles	Value Engineering, proposed alternatives	Value Engineering	Approved	6/15/2023	49	\$ (18,275.89)	\$ (18,275.89)	\$ (18,275.89)	6/19/2023	
B01-02	B01	MBC	8/12/2022	CO-001C	Interior Finishing - Wall Panels with ceramic tiles	Value Engineering, proposed alternatives	Value Engineering	Approved	8/12/2022	0	\$ (163,888.22)	\$ (163,888.22)	\$ (163,888.22)	5/11/2023	
B01-02	B01	MBC	12/2/2022	CO-001D	Alternate Glazing Specifications	Value Engineering, proposed alternatives	Value Engineering	Approved	4/12/2023	131	\$ (34,200.00)	\$ (34,200.00)	\$ (34,200.00)	4/25/2023	
B01-02	B01	MBC	12/18/2022	CO-001E	Revised Food Service Equipment	Value Engineering, proposed alternatives	Value Engineering	Approved	12/19/2022	1	\$ (118,542.34)	\$ (118,542.34)	\$ (118,542.34)		
B01-02	B01	MBC	12/20/2022	CO-001F	Revised Spa Ceiling Height - Reduced Wall Panelling	Value Engineering, proposed alternatives	Value Engineering	Out of Pricing							
B01-02	B01	MBC	12/20/2022	CO-001G	Post Tender Addendum # 1	PTA-1 Value Engineering (Mechanical and Electrical)	Value Engineering	Approved	4/25/2023	126	\$ (190,276.87)	\$ (190,276.87)	\$ (190,276.87)	4/27/2023	
B01-02	B01	MBC	12/20/2022	CO-001H	Light Fixtures Value Engineering	Revised fixtures and revised site lighting credit	Value Engineering	Approved	8/17/2023	240	\$ (63,983.00)	\$ (63,983.00)	\$ (63,983.00)		
B01-02	B01	MBC	12/20/2022	CO-001I	Millwork	Value Engineering, proposed alternatives	Value Engineering	Approved	5/22/2024						
B01-02	B01	MBC	12/20/2022	CO-001J	Liquidated Damage VE	Liquidated Damage Value Engineering	Value Engineering	Approved	4/12/2023	113	\$ (315,000.00)	\$ (315,000.00)	\$ (315,000.00)	12/14/2020	
B01-02	B01	MBC	12/20/2022	CO-001K	Irrigation System VE	Irrigation System Value Engineering	Value Engineering	Approved	4/12/2023	113	\$ (61,697.00)	\$ (61,697.00)	\$ (61,697.00)	4/25/2023	
B01-02	B01	MBC	12/20/2022	CO-001L	Double Egress Doors	Value Engineering, proposed alternatives	Value Engineering	Approved	11/3/2023	318	\$ (4,499.26)	\$ (4,499.26)	\$ (4,499.26)	11/8/2023	
B01-02	B01	MBC	1/3/2023	CO-001M	Alternate Architecture Items	PTA-1 Required Architectural modifications	Value Engineering	Approved	7/18/2023	196	\$ 7,521.84	\$ 7,521.84	\$ 7,521.84	8/4/2023	
B01-02	B01	MBC	12/20/2022	CO-001M	LV Lighting Control Value Engineering	PTA-1 Value Engineering (Mechanical and Electrical)	Value Engineering	Approved	6/19/2023	181	\$ (34,834.00)	\$ (34,834.00)	\$ (34,834.00)		
B01-02	B01	MBC	12/20/2022	CO-001R	Millwork - Value Engineering	New MLTC Requirements	Value Engineering	Under CA Review	5/17/2024	514	\$ (16,837.00)	\$ (16,837.00)	\$ (16,837.00)		
B01-02	B01	MBC	8/12/2022	CO-002	Existing Sewage Treatment Unit Infrastructure	An "existing tank" not shown on the civil drawings was identified adjacent to the west side of the existing sewage treatment unit	Site Conditions	Approved	10/27/2022	76	\$ 2,464.32	\$ 2,464.32	\$ 2,464.32	11/4/2022	
B01-02	B01	MBC	9/22/2022	CO-003	Decommissioning of abandoned septic tank	existing sewage treatment unit	Site Conditions	Approved	9/23/2022	1	\$ 5,815.39	\$ 2,421.89	\$ 2,421.89	10/19/2022	
B01-01	B01	Newterra	9/26/2022	CO-501	Flat Bars shimmed to the buildings	To allow doors to open freely	Site Conditions	Approved	9/26/2022	0	\$ 1,319.00	\$ 1,319.00	\$ 1,319.00	11/3/2022	
B01-02	B01	MBC	10/31/2022	CO-004	Ceiling height revisions for typical RHA Spa RCP and reduce the amount of tegulis wall panelling to suit revised ceiling heights	Reduce the cost of wall panelling	Value Engineering		10/31/2022	0					
B01-02	B01	MBC	11/7/2022	CO-005	Additional Rock Blasting	Additional Rock Blasting and handling due to higher than anticipated rock elevations	Site Conditions	Approved	11/7/2022	0	\$ 19,785.60	\$ 19,785.60	\$ 19,785.60	11/8/2022	
B01-02	B01	MBC	10/25/2022	CO-006	Watermain Valve from Fire Storage Tank	Supply and install additional watermain valve on pipe run from underground storage tank to building	Other	Approved	11/16/2022	22	\$ 6,614.08	\$ 6,614.08	\$ 6,614.08	11/21/2022	
B01-02	B01	MBC	11/4/2022	CO-007	Access Road to Tanks	To provide access to the balancing tanks and pumps at all times and in case of emergency	Other	Approved	11/17/2022	13	\$ 61,904.74	\$ 61,904.74	\$ 61,904.74	11/30/2022	
B01-02	B01	MBC	12/9/2022	CO-008	Hydro Vac %& Tree Root Pruning for Ductbank	Relocating services to avoid tree disturbance	Site Conditions	Approved	12/12/2022	3	\$ 6,231.13	\$ 6,231.13	\$ 6,231.13	1/4/2023	
B01-02	B01	MBC	12/21/2022	CO-009	Extension Box due to depth of the water valve	due to depth of the water valve	Site Conditions	Approved	12/21/2022	0	\$ 1,739.58	\$ 1,739.58	\$ 1,739.58	1/4/2023	
B01-02	B01	MBC	1/10/2023	CO-010	New Septic System blocks drain from East to West across the site	Site Conditions	Site Conditions	Approved	1/12/2023	2	\$ 124,413.64	\$ 124,413.84	\$ 124,413.84	1/16/2023	
B01-02	B01	MBC	1/26/2023	CO-011	Proposed Revisions and Clarifications	Coordination with Shop Drawings and Post Tender Addendum	Other	Approved	4/11/2023	75	\$ 9,876.52	\$ 15,628.13	\$ 15,628.13	7/27/2023	
B01-02	B01	MBC	1/26/2023	CO-012	Fire Pump and Jockey Pump Revisions	Coordination with RFI and Shop Drawings	Other	Approved	6/12/2023	137	\$ (1,660.00)	\$ (1,660.00)	\$ (1,660.00)	3/27/2023	
B01-02	B01	MBC	2/23/2023	CO-013	Canopy Rain Gutter	Install of the drainage piping up to the two new metal planters	Other	Approved	3/1/2023	6	\$ 3,097.84	\$ 1,333.84	\$ 1,333.84		
B01-02	B01	MBC	3/9/2023	CO-014	Structural Revisions and Clarifications Continued	Coordination with Shop Drawings and Post Tender Addendum	Other	Approved	5/7/2023	59	\$ 5,677.32	\$ 5,677.32	\$ 5,677.32	5/8/2023	
B01-02	B01	MBC	3/24/2023	CO-015	Revised Curb Line and Bollard Layout	Revision to the curb line at main entrance drop off to provide the required 1m coverage from canopy to curb edge because of revised interpretation of guidelines by MLTC.	Other	Approved	4/28/2023	35	\$ 10,657.71	\$ 10,657.71	\$ 10,657.71	5/8/2023	
B01-02	B01	MBC	12/18/2022	CO-016	Approval to increase Cash Allowance # 1	Nurse Call and Low Voltage Systems	CA	Approved	2/28/2023	78	\$ 1,062,310.10	\$ 1,062,310.10	\$ 1,062,310.10		
B01-02	B01	MBC		CO-017	Allowance # 2	Ceiling Lift Tracks System	CA	Approved		0	\$ (702.37)	\$ (702.37)	\$ (702.37)		
B01-02	B01	MBC	4/19/2023	CO-018	Structural Revisions and Clarifications Continued	Revisions to structural drawings and Added structural items to meet the architectural Supplemental instruction SI-015 for electrical modifications in the Newterra	Other	Approved	5/1/2023	12	\$ 23,191.85	\$ 23,191.85	\$ 23,191.85		
B01-02	B01	MBC	4/14/2023	CO-019	Electrical modifications for Newterra system	Supplemental instruction SI-015 for electrical modifications in the Newterra	Other	Approved	4/25/2023	11	\$ 2,608.65	\$ 2,608.65	\$ 2,608.65	5/11/2023	
B01-02	B01	MBC	5/4/2023	CO-020	Additional Elevator Divider	Install additional divider beam and cast ins at elevator shaft	Site Conditions	Approved	5/4/2023	0	\$ 2,414.15	\$ 2,414.15	\$ 2,414.15	5/11/2023	
B01-02	B01	MBC	5/5/2023	CO-021	Revisions to Server Room & Power/ System Room	Clarifications on revised drawings	Other	Approved	6/1/2023	27	\$ (1,621.00)	\$ (1,621.00)	\$ (1,621.00)		
B01-02	B01	MBC	5/9/2023	CO-022	Linens and Garbage Chute Interlock System	Coordinated location of control panels with bumper guards	Site Conditions	Approved	5/18/2023	9	\$ 27,162.62	\$ 27,162.62	\$ 27,162.62		
B01-02	B01	MBC	5/12/2023	CO-023	Well Pump and Revised Plumbing	Revised plans for design of domestic water well pumps and required revisions to suit	Site Conditions	Approved	6/29/2023	48	\$ 76,656.81	\$ 76,656.81	\$ 76,656.81		
D08-01	D08	Turner & Townsend	12/21/2022	CO-PM1	Extended PM Services Contract	Extended Construction Period	Contractual	Approved	1/12/2023	21	\$ 183,288.36	\$ 183,288.36	\$ 183,288.36	4/27/2023	
D01-01	D01	Hobin Architecture	1/27/2023	CO-DC1	Extended Consultancy Services Contract	Extended Construction Period	Contractual	Approved			\$ 355,235.00	\$ 324,345.00	\$ 324,345.00	8/16/2023	
B01-02	B01	MBC	5/5/2023	CO-024	Ground Floor Plumbing	Revised Mechanical Information Bulletin IB-M4	Other	Approved	7/7/2023	63	\$ 8,863.73	\$ 8,863.73	\$ 8,863.73		
B01-02	B01	MBC	5/30/2023	CO-025	Breaker and Feeder for ERV-1-4	Coordination with Mechanical and Shop Drawings	Design Development	Approved	6/8/2023	9	\$ (7,804.00)	\$ (7,804.00)	\$ (7,804.00)		
B01-02	B01	MBC	6/2/2023	CO-026	Electrical Revisions for Systems Layout	Electrical information of bulletin IB-E012 and revised construction drawings R6.0	Other	Approved	10/6/2023	126	\$ 5,776.00	\$ 5,776.00	\$ 5,776.00		
B01-02	B01	MBC	6/18/2023	CO-027	Revise Breaker Size For Food Services Item # 36 & # 37	Coordination with Shop Drawings	Design Development	Approved	6/22/2023	4	\$ 549.78	\$ 549.78	\$ 549.78		
B01-02	B01	MBC	6/29/2023	CO-028	Roof Drain Deletions	Omission in drawings	Other	Approved	7/31/2023	32	\$ (577.97)	\$ (577.97)	\$ (577.97)		
B01-02	B01	MBC	6/29/2023	CO-029	Relocate fire Alarm Speakers	Omission in tender documents	Other	Approved	8/2/2023	34	\$ -	\$ -	\$ -		
B01-02	B01	MBC	7/6/2023	CO-030	Door Hardware Modifications	Error in specifications	Design Development	Approved	7/26/2023	20	\$ 12,793.04	\$ 12,793.04	\$ 12,793.04		
B01-02	B01	MBC	8/30/2023	CO-031	Excess Soil Berms	Site Conditions and Design Coordination	Design Development	Approved	8/14/2024	350	\$ 23,253.45	\$ 23,253.45	\$ 23,253.45		
B01-02	B01	MBC	7/26/2023	CO-032	Revisions for Mechanical and Steel Conflicts - ERV Ductworks	to the mechanical and structural conflicts outlined in RFI-049.	Other	Approved	11/8/2023	105	\$ 13,890.65	\$ 13,890.65	\$ 13,890.65		
B01-02	B01	MBC	7/11/2023	CO-033	Stair A and HSKP 1068 Ceiling Height Revisions	Coordination with RFIs	Design Development	Approved	11/13/2023	125	\$ 6,213.26	\$ 6,213.26	\$ 6,213.26		
B01-02	B01	MBC	7/27/2023	CO-034	Plumbing Fixtures Revisions	Coordination with PTA-M1 and Shop Drawings	Design Development	Approved	8/16/2023	20	\$ 905.35	\$ 905.35	\$ 905.35		
B01-02	B01	MBC	7/10/2023	CO-035	Dining Room 1 Ductwork Interferences	Coordination in response with RFI	Design Development	Under CA Review	9/21/2023	73	\$ 4,088.18	\$ 4,088.18	\$ 4,088.18		

Maple View Lodge Risk Register

Project Managers:

Date: 26-Mar-25

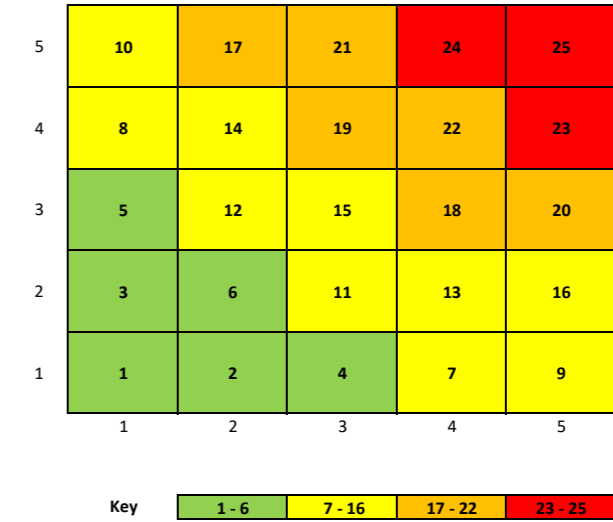
Project Leader:

Likelihood (%)	Cost Impact	Schedule Impact
>75%	> \$8M	> 6 Months
50% – 75%	\$3M – \$8M	3 – 6 Months
25% – 50%	\$1M – \$3M	1 – 3 Months
5% – 25%	\$500K – \$1M	2 W – 1 Month
0% – 5%	< \$500K	1 – 2 Weeks

References				Risk								Risk Profile Before Mitigation					Mitigation Plan							Risk Profile After Mitigation						
Risk ID	Risk Category	Risk ID Links	Packages	Risk Title	Root Cause – Fact or Requirement Example: Due to limited space at site for staging material	Risk Description – Uncertain event or circumstances Example: There is a threat that materials might not be available at site to support the path of construction.	Effect – Potential consequence against project objectives Example: Which could result in lower productivity, increased costs and schedule delays.	Risk Owner (OPI)	Opportunity (Y/N)	Project Phase	Risk Status	Likelihood	Cost Impact	Schedule Impact	Risk Score	Risk Rating	Risk Treatment	Mitigation Strategies	SMART Mitigations (Specific, Measurable, Achievable, Realistic, Time-bound)	Mitigation Owner	Due Date (e.g. 31 Aug 21)	Mit. Status	Close Date	Last Updated	Likelihood	Cost Impact	Schedule Impact	Risk Score	Risk Rating	
ID	Category	Links	Packages	Title	Cause	Risk	Effect	Owner	Opp.	Phase	Status	L1	C11	S11	S1	R1	Treatment	Existing Controls	Mitigation	Mit. Owner	Mit. Due	Mit. Status	Closed	Updated	L2	C12	S12	S2	R2	
1	Construction			Soil Conditions	Because there are gaps in the available site investigation (further SI recommended by EXP)	There may be unexpected soil condition	Resulting in changes to the excavation, backfill, soil disposal programs	MBC	No	Construction	Closed	3	2	11	M	Accept		14/03/2023: Complete site excavations and immediately address any issues with technical teams to agree on solutions. Closed once excavations complete												
2	Construction			Bedrock/Geological conditions	Because there are gaps in the available site investigation (further SI recommended by EXP)	There may be unexpected bedrock conditions	Resulting in changes to the excavation, blasting, and buried services routes	MBC	No	Construction	Closed	3	2	11	M	Accept		14/03/2023: Complete site excavations and immediately address any issues with technical teams to agree on solutions. Closed once excavations complete												
3	Construction			Undocumented existing services or buried structures/debris	Given the history of the building, there is limited visibility into some services or structures that could be buried without available documentation	There may be unexpected discoveries during excavations and civil works	Resulting in a change order to address the conflicts	MBC	No	Construction	Closed	2	2	6	L	Accept		14/03/2023: Complete site excavations and immediately address any issues with technical teams to agree on solutions. Closed once excavations complete												
4	Design			Owner/end-user-driven design changes	The project has been initiated based on performance and services to be provided, however industry standards for performance and services for residents changes over time	There may be changes in the owner's performance service requirements during project execution. The owner may want to adopt new technology or "future-proof" the facility	Which will require redesign to incorporate changes	UCLG	No	Design	Open	1	1	1	L		22/04/2024: Changes must be addressed through Change Control System 26/06/2024: Client's changes to be limited to received fundraising amounts.	22/04/2024: Discussion with MVL/UCLG for impacts of changes at this stage. Close coordination and control of the change management system. 26/06/2024: Continuous efforts and records of the fundraising amounts and linking them to additional purchases.												
5	Program Management			MLTC approvals	Because the occupancy permit issued by the MLTC is more detailed and stringent than municipality, specific to LTC facilities. The only remaining review is 4 months prior to occupancy	Submission for occupancy permit may return with more comments and rejections than anticipated	Resulting in significant delay to occupancy		No	Close Out	Open	3	5	21	H		22/04/2024: T&T to keep MLTC informed on project performance, progress, challenges, and changes (design changed must be flagged to MLTC). T&T to engage MLTC in critical decisions when applicable	22/04/2024: Follow up on MLTC periodicals and updated requirements.												
7	Program Management			Changes in key project personnel	Due to the natural employment and career progression cycles and timeline of the project it is expected that key personnel and responsibilities will change	May lose key personnel with detailed knowledge	Which reduces productivity of affected teams as knowledge transfer takes time and deliberate effort. Quality is likely to suffer	T&T	No	Construction	Open	2	1	2	L		14/03/2023: All teams will maintain complete and thorough project documentation 26/06/2024: Due to the current progress in the project and locking in the main long-lead procurements, impact has been lowered.	14/03/2023: Each team member to have a designated backup 26/06/2024: Keeping good record of design documents, RFI's, and Shopdrawings.												
8	Procurement			Coordination with owner-supplied items	There are some packages (FF&E, Evs) that are supplied by owner rather than with the contractor	There may be misalignment on delivery dates of owner-supplied items	Resulting in delays to completion date while coordinating installation	T&T/MVL	No	Procurement	Open	2	2	6	L		Coordination is ongoing and a number of options have been discussed. Procurement strategy has been deeply investigated. Furniture procurement options are being discussed, but it seems there are various options for its procurement and delivery	22/04/2024: T&T closely coordinated the owner supplied items with the construction baseline schedule to align relevant activities												
9	Construction			System Commissioning	General duration of commissioning activities are in place. However, detailed activities are yet to be concluded based on construction schedule.	M&E systems may not function as intended following commissioning	Resulting in delayed completion to repair and properly commission service	MBC	No	Construction	Open	2	3	12	M		14/03/2023: UCLG has contracted Geo-Energy as commissioning agent	Coordination Plan is being coordinated and closely monitored.												
10	Construction			Labour Interruption	Because the labour pool is largely unionized and regular labour agreement reviews occur	There may be a labour agreement dispute	Resulting in a strike of the labour resources required for the project	MBC	No	Construction	Open	2	2	6	L	Accept	Most unionized trade contracts are in place for the project	Most of trades have been completed.												
13	Financial			Value Engineering	Given that scope elements are determined and priced but market conditions continue to change throughout project executions	There may be opportunities to capture better value solutions (materials or product systems) becoming available on the market	Leading to better operational outcomes and cost savings	MBC/HAI	Yes	Construction	Closed	3	2	1	11	M	Enhance	22/04/2024: VE \$ will be used to mitigate the impact of 29.1 - Nurse Call System. Continue technical analysis of cost/value to enhance opportunity	Many opportunities have been identified and utilized successfully. The current forecast exceeded the initial plan. Only a few items to be finalized to conclude this subject.						4	3	1	18	H	
14	Program Management			Municipality Approvals	Occupancy permit from municipality is outside of the control of project team	Submission for occupancy permit may return with more comments and rejections than anticipated	Resulting in significant delay to occupancy	T&T	No	Close Out	Open	1	4	8	M		14/03/2023: T&T to coordinate between project teams and contact municipality on timely manner addressing requirements 26/06/2024: T&T are closely coordinating activities and monitoring the schedule for timely approvals	22/04/2024: Detailed closeout plan has been circulated and commented. Project team to keep monitoring the process.												
15	Design			CO Issuance Process	Given the nature of COs that require prompt and unexpected feedback from multiple teams on an unknown amount of work prior to issue	The CO process may be dragged out longer than anticipated	Leading to delays of relevant design and construction activities	HAI/T&T/UC LG	No	Design	Open	2	2	6	L		23/04/2024: Follow structured change management process	Ther process has been proved successful so far with no issue in terms of timeframe and responses.												

References				Risk								Risk Profile Before Mitigation					Mitigation Plan							Risk Profile After Mitigation								
Risk ID	Risk Category	Risk ID Links	Packages	Risk Title	Root Cause – Fact or Requirement Example: Due to limited space at site for staging material	Risk Description – Uncertain event or circumstances Example: There is a threat that materials might not be available at site to support the path of construction.	Effect – Potential consequence against project objectives Example: Which could result in lower productivity, increased costs and schedule delays.	Risk Owner (OPI)	Opp. Opportunity (Y/N)	Project Phase	Risk Status	Likelihood	Cost Impact	Schedule Impact	Risk Score	Risk Rating	Risk Treatment	Mitigation Strategies	SMART Mitigations (Specific, Measurable, Achievable, Realistic, Time-bound)	Mitigation Owner	Due Date (e.g. 31 Aug 21)	Mit. Status	Close Date	Last Updated	Likelihood	Cost Impact	Schedule Impact	Risk Score	Risk Rating			
ID	Category	Links	Packages	Title	Cause	Risk	Effect	Owner	Opp.	Phase	Status	L1	C11	S11	S1	R1	Treatment	Existing Controls	Mitigation	Mit. Owner	Mit. Due	Mit. Status	Closed	Updated	L2	C12	S12	S2	R2			
16	Program Management			Waste Water System Integration	Because the waste water system is to be installed (Newterra) and operated (Clearford) by different contractors	There may be handover issues with alignment and coordination, gaps in responsibility	Leading to complications and delays to commissioning the facility	MBC/Geo-Energie/MVL	No	Close Out	Open	2	2	6	L	Accept	22/04/2024: Installation is nearly complete at this stage	Newterra system has been manufactured and coordinations are ongoing for its delivery. 26/06/2024: Minor miscoordination in manufactured product has been coordinated with site team. Change Order cost of a few thousand dollars to be backcharged to Newterra.														
17	Design			Hydro Service Connection	Because requirements for tie-in of Hydro are unknown	May not be able to tie-in to existing utility as planned	Leading to delays of switchboard shop drawings or disruption of service once tied-in to existing network	T&T	No	Design	Open	1	2	3	L	Accept	Continue to coordinate with Hydro One to complete design and tie-in connection requirements. Can close once tendered and awarded. Tie-in expected 2025	Close monitoring and coordination is taking place.														
18	Construction			Safety Incident	Because the HSE programs of other (sub)contractors are ultimately owned by them	May enter a contract with a subcontractor who does not take HSE seriously to the standard required	Which can lead to serious incidents, reputational and media damage to stakeholders, action from Mol. Near misses not being reported, failing to respect tag-out systems, not inspecting their equipment or using equipment despite identifying issues are all examples.	MBC	No	Construction	Open	2	2	6	L	Accept	MBC will continue to reinforce their site safety program and ensure subtrades are respecting	H&S reports are issued periodically and checked. No major incidents or major issues reported so far.														
19	Construction			Disruption to Existing Services	Because the construction activities take place near the active LTC facility	There may be complaints for noise and vibrations from residents and MVL staff	Resulting in delays to address the source of disruption	MBC	No	Construction	Closed	1	1	1	L	Accept	14/03/2023: The most egregious works (rock blasting, excavations for foundations and civil) are complete so not expecting much in the way of complaints	14/03/2023: MBC to detail the planning and coordination efforts of any disrupting activities and follow proper channels for approvals of after-hours activities. MVL will coordinate with residents and staff ahead of time														
20	Procurement			Material Shortage	Due to volatile market conditions and shortage of materials common to construction projects in the region	There may be delays in receiving key construction materials	Resulting in delays to relevant construction activities	MBC	No	Procurement	Open	1	2	3	L	Mitigate	23/04/2023: Long Lead Items have been procured and secured. All main construction items have been secured. 26/06/2024: Major construction activities already done.	22/04/2024: No major items pending														
21	Design			Shop Drawings Review Time	Given the nature of drawing reviews that require feedback from multiple teams on an unknown amount of work prior to review	The shop drawing review process may be dragged out longer than anticipated	Leading to frustrations within teams and delays to issuing construction drawings	HAI	No	Design	Closed	1	1	1	L	Accept	22/04/2024: The shop drawings issuance and review process has been processing well with no issues.	Most of shop drawings have been completed.														
22	Construction			Sub-contractor performance	Due to the variable nature of projects and expertise amongst different teams.	Subcontractors may be contracted who are not able to deliver work to the quality, cost, and schedule milestones	Leading to schedule delays and cost overruns from inefficiency or even rework to correct deficiencies	MBC	No	Construction	Open	1	2	3	L	Accept	22/04/2023: T&T and MBC are familiar with subcontractors being brought on, having worked with many on previous projects. As intended, MBC will execute their quality assurance program and coordinate all trades	No issues recorded so far to date while approximately 72% of the project has been accomplished.														
23	Program Management			Pandemic / COVID 19	Considering a force majeure scenario of a pandemic similar to COVID-19	There may be a new wave of COVID or similar restrictions	Resulting in massive disruption	All	No	Construction	Closed	1	3	5	L	Accept	14/03/2023: All teams will maintain previously-prepared emergency measures for COVID-19															
21.1	Design			New Technology	There is a desire by the owner to "future-proof" facility by adopting cutting-edge technology for LTC, which evolves rapidly	There may be change requests for new technology after relevant scopes have been finalized/in construction	Leading to redesign or significant rework of affected activities	MVL/HAI	No	Design	Closed	1	2	3	L	Accept	14/03/2023: IT team and MVL operations to investigate value of new tech															
25	Construction			Site Security	Due to difficult economic conditions for the public at large	Theft or damage of equipment may occur despite security measures	Posing escalating HSE hazards, cost and delays from lack of control of materials, equipment, inventory	MBC	No	Construction	Open	1	2	3	L	Accept	MBC has site fencing in place and will continue to monitor the security of the site															
26	Procurement			Trade Insolvency	Due to the unpredictable nature of changing markets and the recent financial pressure on some vendors who are struggling	Subtrade may not be able to deliver work to the quality, cost, and schedule milestones or even declare bankruptcy	Resulting in retendering, quality of work/compatibility concerns, schedule delays and costs to acquire a new vendor, gaps in responsibilities and warranties	MBC	No	Procurement	Open	1	2	3	L	Accept	14/03/2023: Contractor and consultants are familiar with many of the subtrades involved 26/06/2024: Most of the subtrades are already on board. Construction exceeded already 72% on site. No major risk is currently in place lowering the risk scoring for this item.															
27	Design			RFI Processing Time	Given the nature of RFIs that require prompt and unexpected feedback from multiple teams on an unknown amount of work prior to issue	The RFI process may be dragged out longer than anticipated	Leading to delays of relevant design and construction activities. Major design issues have been tackled and construction is progressing smoothly on site	HAI	No	Design	Open	1	1	1	L	Accept	RFI process was implemented successfully so far on site.	No issues recorded so far to date while approximately 72% of the project has been accomplished.														
28	Design			Telecom Tower Tie-in	Because the IT and technology requirements have not been finalized yet but intend to tie-in to existing tower	May not be able to tie-in to existing tower in a timely manner	Resulting in redesign for a new standalone facility	T&T	No	Design	Closed	1	1	1	L	Accept	Continue to coordinate between IT teams to complete design and tie-in connection requirements. Can close once tendered and awarded. Tie-in expected 2025															
29	Design			Bell Service Tie-in	Because there are several tie-in points for Bell along property line and the requirements not finalized. Bell would need time to determine what services can be provided	May not be able to tie-in to Bell services in a timely manner	Resulting in redesign of telecom systems and reassessment of program	T&T	No	Design	Closed	1	2	3	L	Accept	Bell was on-site to inspect ductbank installation and to see the proposed tie-in Can close once tendered and awarded. Tie-in expected 2025															
30	Design			High Nitrate Level in Ground Water	Because the site is sensitive (significant groundwater recharge area) and the presence of nearby agriculture	There may be an increase in unwanted nitrogen compounds in groundwater	Directly impacting quality of drinking water and exceeding allowable limits	Kollard	No	Design	Closed	2	1	2	L	Accept	14/03/2023: Test for additional parameters that would be present in association with nitrates due to agriculture. (already done), keep monitoring in the future, and inform the drinking water treatment company to be prepared to install a reverse osmosis (or other treatment equipment) should the nitrate levels exceed allowable limits in future. 5/01/2024: RO plant has been added to address the quality of drinking water.	14/03/2023: There will be an additional round of testing towards end of project and before commissioning. 05/01/2024: RO plant CO issued and integrated in the construction activities. Locations of the RO plant has been finalized as per the operational feedback. 29/05/2024: RO plant CO approved and implemented in construction.														
31	Design			Enbridge Service Connection	Because requirements for tie-in and locations of tie-in points with Enbridge are unknown	May not be able to tie-in to existing network as planned	Leading to delays of shop drawings and delay of service provision for winter heat requirements	MBC	No	Design	Closed	1	1	1	L	Mitigate	22/04/2024: Coordinating with Enbridge to get service in Fall/Winter 2023 as required for winter heat requirements	Service successfully coordinated and tie-in executed on site.														
32	Construction			Internet Provider Procurement	Although it is an operational service yet it needs to be concluded before completing the installation of the elevators to integrate the safety calling system	Procurement could be delayed impacting the construction schedule	Leading to delays in relevant activities and fire safety inspections	MVL	No	Procurement	Closed	2	2	6	L	Mitigate	2024/05/30: Closely follow up with MVL IT for timely procurement of the Internet Service Provider and ensure awarding before September 2024.	Follow up with MVL IT team.														

PROBABILTY IMPACT DIAGRAM						
Impact	Severe 5	Medium (10)	High (17)	High (21)	Very High (24)	Very High (25)
	Major 4	Medium (8)	Medium (14)	High (19)	High (22)	Very High (23)
	Moderate 3	Low (5)	Medium (12)	Medium (15)	High (18)	High (20)
	Minor 2	Low (3)	Low (6)	Medium (11)	Medium (13)	Medium (16)
	Insignificant 1	Low (1)	Low (2)	Low (4)	Medium (7)	Medium (9)
		Rare 1	Unlikely 2	Possible 3	Likely 4	Almost Certain 5
		Likelihood				



Scale of Likelihood

Scale	Description	Likelihood (%)	Definition
5	Almost Certain	>75%	Impact is occurring now, or could occur within days to a week.
4	Likely	50% – 75%	Balance of probability will occur, or could occur within weeks to a month.
3	Possible	25% - 50%	May occur shortly but a distinct probability it won't, or could occur within months to a year.
2	Unlikely	5% - 25%	May occur but not anticipated, or could occur in years to a decade. (Trend to Lessons Learned or past Program/Projects)
1	Rare	0% - 5%	Occurrence requires exceptional circumstances, exceptionally unlikely, even in the long term future it only occurs as a "100 year event". (Trend to Lessons Learned or past Program/Projects)

Cost and Schedule Impacts (Negative or Positive)

Scale	Description	Cost Impact	Schedule Impact
5	Severe	> \$8M	> 6 Months
4	Major	\$3M – \$8M	3 – 6 Months
3	Moderate	\$1M - \$3M	1 – 3 Months
2	Minor	\$500K – \$1M	2 Weeks – 1 Month
1	Insignificant	< \$500K	1 – 2 Weeks

	Prob	Cost			Time		
		Min	ML	Max	Min	ML	Max
5	87.5%	\$8,000,000	\$14,000,000	\$20,000,000	180	270	360
4	62.5%	\$3,000,000	\$5,500,000	\$8,000,000	90	135	180
3	37.5%	\$1,000,000	\$2,000,000	\$3,000,000	30	60	90
2	15.0%	\$500,000	\$750,000	\$1,000,000	15	22.5	30
1	2.5%	\$0	\$250,000	\$500,000	7	11	15

To:	Counties of Leeds & Grenville Leadership	Contact:	Mario Garcia, Project Administrator
From:	Rujuta Kulkarni, Project Manager Colliers Project Leaders	Document No:	P7101-2105487920-334(1.0)
Project Name:	G. Tackaberry and Family Home	Date:	March 27, 2025
Report Period:	Project Status Report – February 20th – March 27th 2025		

1. Project Dashboard

Current Project Phase:



Status	Overall Status	HR & Recruitment	Financial Planning	Operational Planning	Change Management
Last Period	Moderate Risk	Moderate Risk	Moderate Risk	Moderate Risk	Moderate Risk
This Period	Moderate Risk	Moderate Risk	Moderate Risk	Moderate Risk	On Track

Summary of Project Status

With the recent change in leadership at Maple view Lodge, Colliers has been working closely with the new Administrator Linda Hunter to assist with onboarding and knowledge transfer as it relates to the Operational Readiness and Transition Planning aspects of the project.

Operational Readiness workplan meetings have concluded and program leads continue to be encouraged to prioritize and close the remaining 20% operational gaps internally prior to occupancy of the new facility.

The Ministry of Long-term Care (MLTC) provided their feedback on the Initial Occupancy Plan on January 17, 2025. UCLG has been advised to prioritize addressing the feedback, make changes as needed and submit the final occupancy plan by April 15, 2025. To assist with this work effort, Colliers has taken the initiative of introducing the new Administrator to the MLTC Project Manager to keep the MLTC apprised of the change in leadership, project status and coordinate ongoing work efforts with MLTC as it relates to Final Occupancy Plan submissions and Pre-Occupancy Review (inspections) preparations.

Training and Orientation planning meetings are underway to ensure training plans are fully developed for implementation in May and June 2025. All training topics have been determined through workplan and occupancy plan meetings to help managers prioritize areas that require staff training and orientation. Department managers have been advised to prioritize the development of content for their respective departments for training prior to March 31st, 2025. The due date to review and revise departmental policies was February 19th, 2025; this date has since been revised, and all managers are encouraged to review and revise their departmental policies and procedures by April 30th, 2025. Emergency Preparedness plans as well will need to be finalized prior to staff training in May 2025.

Move planning meetings will be scheduled from April 2025 onwards to assist with move readiness prior to move-in expected in August 2025.

2. Working Group Updates

Working Group	Mandate	Summary of Work
Model of Care	To build on the work completed by Colliers in May 2022 in developing the framework and implementation plan relating to model of care.	With the completion of the MoC mission and vision statement, Model of Care work efforts have resumed in March 2025. Judith Gilchrist has provided an overview of the recommended Model of Care education plan to key team members and will repeat the overview for the leadership team again to develop next steps for implementation. Training and orientation content for staff education on the Model of Care is work in progress and will need to be finalized prior to Training in May 2025.
Human Resources	The purpose of the HR Planning Working Group is to provide direction, oversight, and resource support to complete the tasks and activities required to develop a staffing model for the new facility.	Rylee Donaghue has rejoined the team as a HR Consultant. Successful events this month yielded promising results for hiring in Dietary, PSWs, RPNs, and RNs. Progress on hiring plans is steady, with April goals including 71 full-time and 33 part-time PSWs. The HR team is hoping to secure 4 RPNs at the Healthdaq job fair. In addition, the RAI Coordinator qualifications have changed from RN to RPN due to a lack of RN applicants. Recruitment for the IPAC position is being expanded beyond Ontario to include Manitoba, BC, and Alberta. Overall Recruitment efforts have gained momentum, and the hiring plan is on track.
Information Technology	The IT Working Group will work in collaboration to create and oversee the implementation plan for technology hardware and software according to the operational needs and timelines established for the project.	Infrastructure Procurement is a 100% complete pending installation. Installation of firewalls in the server rooms has been



Working Group	Mandate	Summary of Work
		<p>completed. Delays in construction have pushed back distributed infrastructure installation dates for the wiring closets. IT Infrastructure has been pre-staged and is scheduled to be installed in April 2025.</p> <p>The phone system will be installed in April.</p> <p>Tender for TV service has been approved by Council and will likely be installed in May or June.</p> <p>The IT working group has started to focus on procuring the remaining approved Operating systems. This is anticipated to occur in Q2 of 2025.</p> <p>TV's have been approved and will be funded through fundraising. They are to be installed in late Q2 2025. The remaining items that are to be funded through fundraising will be approved and procured later in 2025.</p>
<p>Operational Readiness – Workplan Development Meetings</p>	<p>The Programs and Services Working Group has representatives from each user of the facility (User Group) to determine program and service specific workflow requirements for operations in the new GTFH. Each User Group will work with the Project Manager to define what will be new and different in the “what” and “how” of their service delivery and report back to the Working Group to facilitate an integrated and seamless transition to the new MVL.</p>	<p>Operational readiness workplan meetings have concluded with 80% operational gaps resolved as of date. Workplan actions continue to be carried across all departments, with good success in closing out tasks. The practices and policies updates are behind schedule and the program leads have been encouraged to prioritize and close off actions prior to occupancy.</p>
<p>Communications</p>	<p>Colliers’ Communication Advisor was retained until June 2024, to build project awareness with internal and external stakeholders. The focus of this work was to provide monthly social media</p>	<p>Colliers’ scope of work relating to Communications has concluded.</p>

Working Group	Mandate	Summary of Work
	<p>updates, provide project specific content on the Internet and Intranet sites, develop FAQs for staff and residents and to assist with the development of a slide deck for the town hall.</p>	<p>UCLG has been reviewing the communication strategies required to support recruitment and move planning efforts as noted in the HR Plan and through the information shared during occupancy planning meetings.</p> <p>Virtual and in-person meetings are ongoing, and the team is working on a Communications one pager to keep residents and families informed on the redevelopment project along with resident room assignments.</p> <p>The UCLG website will be updated with 80% complete pictures and the countdown for move communication activities will be included as part of the updates.</p>
<p>Occupancy Planning</p>	<p>Occupancy planning efforts will facilitate the work efforts required to prepare the first draft of the occupancy plan submission to MLTC. The submission will focus on the following aspects:</p> <ul style="list-style-type: none"> • Project Summary • Staff Recruitment, • Organizational Structure • Staff Orientation, • Staffing & Service Commitments, • Resident Admission Assessment Schedules, • Move Plan • Letters of Confirmation. 	<p>Occupancy and Move Planning meetings have concluded. The Initial Occupancy Plan Submission was submitted to the MVL Administrator for final review on November 19. The submission to MLTC was done on November 26, 2024.</p> <p>MLTC feedback on the initial occupancy plan was received on January 17, 2025.</p> <p>MVL is encouraged to continue to update the occupancy plan in preparation of the final submission to MLTC which is due three months prior to total completion i.e. April 2025.</p>
<p>Training & Orientation</p>	<p>Develop an integrated approach to training & orientation to enable staff to become familiar</p>	<p>Colliers Project Leaders initiated biweekly training and orientation planning meetings. The meetings commenced on March 12 and will</p>

Working Group	Mandate	Summary of Work
	with and gain the knowledge required to successfully operate in the new Home.	run until April 23. All departments are actively preparing their training documents, which remain on schedule for completion by the end of March 2025. Staff have received reminders to complete Surge Learning training by June 2025. The meeting series has produced positive outcomes, with working group managers successfully staying on track.

3. Key Challenges & Risks

Operational Readiness Key Element	Impact on Occupancy Plan	Description
1. Financial Plan	Low Risk	The revised financial model was presented and approved by Counties Council on November 7, 2024. The financial model was deemed affordable, therefore the risks associated with financials have been reduced from moderate to low. UCLG will continue to monitor the budget and manage future financial updates.
2. Staff Recruitment	Moderate Risk	Staff recruitment to fulfill the requirements for the 192-bed model has been identified as a high risk to the project. The rural setting, lack of housing and transportation coupled with the existing challenges in hiring and retaining qualified LTC staff are areas of concern for future expansion. Based on the recruitment work efforts to date, the risk has been reduced from high to moderate as UCLG is currently on schedule with recruitment efforts. Job descriptions development is currently ongoing as well.
3. Lack of Resources to Support Operational Readiness Work Efforts	Moderate Risk	With the current staffing constraints, there is concern that the resource complement will not be able to fully engage to implement on operational readiness work efforts. This could impact on the ability to successfully operate in the new facility. The operational plan will denote requirements for implementation, assigned resources and timelines to complete the task to enable MVL to plan resources appropriately and identify any potential gaps.

4. Schedule Status

	Task	Planned Start	Target Completion	% Complete
Planned Next Period	1 Final Occupancy Plan Submission	Jan 17, 2025	April 15, 2025	0%
	2 IT infrastructure (pending installation) to support occupancy permit (Construction)	Jan 1, 2025	March 30, 2025	100%
	3 IT system/configuration to support Operational requirements (Post Construction)	April 1 2025	August 30, 2025	35%
	4 Address Outstanding Workplan Actions (MVL)	July 11, 2024	October 30, 2024	80%
	5 Develop Training Materials	Aug 15, 2024	March 31, 2025	40%
	6 Develop Emergency Plan	March 28, 2025	May 5, 2025	15%
	7 Finalize Practices and Policies/Updates	November 7, 2024	April 30, 2025	30%
	8 Model of Care Training & Implementation	Feb 17 2025	Aug 8,2025	0%
Milestones	1 IT Infrastructure Installation		April 7, 2025	90%
	2 Initial Occupancy Plan Submission to MLTC		November 26, 2024	100%
	3 Resolution of Operational Gaps		February 19, 2025	80%
	4 Risk Register Updates		June 2025	70%
Completed Tasks	1 Move Plan Development			100%
	2 Occupancy Plan Development (Initial)			100%
	3 Workplan Monitoring Meetings			100%
	4 OROC Meeting 09 – Risk Register Review & Occupancy Plan Update			100%
	5 Identify Training Topics & Trainers (MVL)			100%

Attachments

None

APRIL 10, 2025

MAPLE VIEW LODGE COMMITTEE OF MANAGEMENT

REPORT NO. MVL-016-2025

**UNITED COUNTIES OF LEEDS AND GRENVILLE AND TURNER & TOWNSEND
G. TACKABERRY AND FAMILY HOME PROJECT MANAGEMENT SERVICES
ADDITIONAL FEES**

**MARIO GARCIA
MAPLE VIEW LANDINGS CONSTRUCTION PROJECT ADMINISTRATOR**

RECOMMENDATIONS

THAT the Maple View Lodge Committee of Management recommends Council approve the proposed amendment to By-Law No. 23-27 for project management amendment fees received from Turner & Townsend in the amount of \$ 47,229.00, plus HST; and

THAT the necessary by-law be prepared.

FINANCIAL IMPLICATIONS

The current cost of this contract for the Project Management, is in the amount of Eight Hundred and Seventy-One Thousand Three hundred and Sixty Three dollars and 36/100 (\$ 871,363.36+ HST).

According to this request, the additional cost of this contract will be in the amount of Forty-Seven Thousand Two Hundred and Ninety-Nine Dollars and 0/100. (\$47,229.00).

The revised total cost of the contract will be Nine Hundred and Eighteen Thousand Five Hundred and Nine Two Dollars and 36/100(\$918,592.36)

CLIMATE CHANGE IMPLICATIONS

Where possible reports are provided in a digital format to reduce the Counties' carbon footprint.

ACCESSIBILITY CONSIDERATIONS

This report can be made available in alternate accessible formats on request. Meetings of Counties Council are livestreamed with closed captioning.

COMMUNICATIONS CONSIDERATIONS

Decisions of Council are communicated through minutes and agenda items. Meetings are livestreamed.

BACKGROUND

On November 21st, 2019, an Agreement between the United Counties of Leeds and Grenville and Turner & Townsend CM2R was signed in the amount of \$598,730 for the Project Management Services for the construction of our new G. Tackaberry and Family Home. (Attachment No. 1 – Form of Agreement).

On March 23rd, 2021, an addition to the agreement was approved in the amount of \$89,345 for the extension of the feasibility stage an additional project management service during the Design Development stage. (Attachment No.2 – March 23rd, 2021).

On January 16th, 2023, a request for project Management amendment fees due to extended construction duration was received. (Attachment No. 3 – January 16th, 2023). On April 20th, 2023, an amendment to the agreement in the amount of \$183,288.36 was approved by By-Law No. 23-27 due to the extended design Development, extended construction procurement and the prolonged construction award. (Attachment No. 4 – By-Law No. 23-27 19-67 Project Management Services).

On March 28th, 2025, we received a request for adjustment of the project Management Fees Due to an error in the previous amendment, additional extension to the construction activities and the exclusion of the disbursement allowances in the amount of \$47,229 (Forty-Seven Thousand Two Hundred and Twenty-Nine Dollars). (Attachment No. 5 – Request Adjusted PM Fees).

ATTACHMENT

Attachment No. 1 – Form of Agreement

Attachment No. 2 - March 23rd, 2021

Attachment No. 3 – January 16th, 2023

Attachment No. 4 – By-Law No. 23-27 Project Management Services

Attachment No. 5 – Request adjusted PM Fees

The report set out above has been reviewed and the information verified by the individuals listed below.

MARIO GARCIA

**MAPLE VIEW LANDINGS CONSTRUCTION
PROJECT ADMINISTRATOR**

**MARCH 28, 2025
DATE**

PAT HUFFMAN

TREASURER

**APRIL 1, 2025
DATE**

ALISON TUTAK

INTERIM CHIEF ADMINISTRATIVE OFFICER

**APRIL 1, 2025
DATE**

FORM OF AGREEMENT

BETWEEN:

THE UNITED COUNTIES OF LEEDS AND GRENVILLE

(referred to as the "Counties")

AND:

TURNER & TOWNSEND CM2R Inc.

(referred to as the "Supplier")

In consideration of their respective agreements set out herein, the parties covenant and agree as follows:

1. Contract Documents

The contract between the parties in respect of:

Project Management Services for Maple View Lodge

is comprised of the following documents, which are collectively referred to as the "Contract":

- (a) this Agreement;
- (b) the Schedule of Deliverables, Rates and Specific Provisions, attached hereto as Schedule 1;
- (c) the Standard Terms and Conditions, attached hereto as Schedule 2;
- (d) the RFP MVL-2019-03 including any addenda, (the "Solicitation Document"); and
- (e) all the documentation submitted by the Supplier in response to the Solicitation Document (the "Supplier's Submission").

2. Interpretive Value of Contract Documents

Any ambiguity, conflict or inconsistency between or among the documents comprising the Contract will be resolved by giving precedence to the express terms of the documents in the order in which they appear above, so that a first mentioned document shall prevail notwithstanding any term or aspect of a later mentioned document.

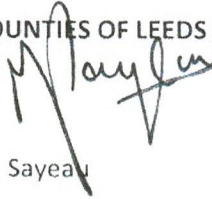
3. Execution

This Agreement may be executed and (i) delivered by facsimile transmission or (ii) scanned and delivered by electronic transmission, and when so executed and delivered, will be deemed an original.

IN WITNESS WHEREOF the parties hereto have executed this Agreement as of the date written below.

THE UNITED COUNTIES OF LEEDS AND GRENVILLE

Signature:



Name: Patrick Sayeau

Title: Warden

Date of Signature: November 21, 2019

I have the authority to bind the Counties.

Signature:



Name: Lesley Todd

Title: Clerk

Date of Signature: November 21, 2019

I have the authority to bind the Counties.

TURNER & TOWNSEND CM2R Inc.

Signature:



Name: DOUGLAS McNEILL

Title: DIRECTOR

Date of Signature: 27/11/2019

I have the authority to bind the Supplier.

Schedule 1 – Schedule of Deliverables, Rates and Specific Provisions

A. Description of Deliverables

As described in Appendix D – RFP Particulars of MVL-2019-03 including all Addendums issued during the bid process.

B. Rates and Disbursements

B Maximum Fee

Notwithstanding anything else in the Contract, the total amount payable by the Counties to the Supplier under the Contract shall not exceed five hundred and ninety eight thousand, seven hundred and thirty dollars (\$598,730). Fees will be charged as set out in Annex A to this Agreement

C. Payment Terms

The Supplier will invoice the Counties for fees on a monthly basis in arrears. Any expenses not included within the Supplier fees will be invoiced to the Counties when the expenditure is incurred. Goods and Services Tax and harmonized sales tax payable by the Counties and collectible by the Supplier under the Excise Tax Act (Canada), and any similar value added or multi-staged tax imposed by any applicable provincial or territorial legislation, will be payable where applicable at the rate prevailing at the time of invoicing on fees and disbursements. Payment is due thirty (30) days from the date that the Counties receives the invoice.

D. Counties and Supplier Representatives

The Counties Representative and contact information for the Contract is:

Andy Brown, Chief Administrative Officer
United Counties of Leeds and Grenville
25 Central Ave. West
Brockville, ON K6V 4N6

andy.brown@uclg.on.ca
613-342-3840 ext. 2301

The Supplier Representative and contact information for the Contract is:

Douglas McNeill, Director
Turner & Townsend CM2R Inc.
100 Queen St. Suite 770
Ottawa ON, K1P 1J9

douglas.maeneill@turmtown.com

613-221-9560 ext. 200

E. Term of Contract

The Contract shall take effect on the 11th of November, 2019 (the "**Effective Date**") and shall be in effect until June 30, 2023, with an option in favour of the Counties to extend the term up to an additional 12 months unless it is terminated earlier in accordance with the terms of the Contract or otherwise by operation of law.

F. Specific Provisions

N/A

23 March 2021

Andy Brown
Chief Administrative Officer
United Counties of Leeds and Grenville
25 Central Avenue, Suite 100
Brockville, Ontario K6V 4N6
T: 613-342-3840 ext. 2301

100 Queen Street, Suite 770
Ottawa, Ontario
K1P 1A5
Canada

+1 613 221 9560
www.turnerandtowntsend.com

For the attention of Mr. Andy Brown

Dear Mr. Andy Brown,

Maple View Lodge – Additional Project Management Fees – Feasibility Stage

Further to our discussion, we are pleased to submit our fee proposal for additional project management services during the design development stage for the Maple View Lodge redevelopment project. The project completion date has been extended by 10 months. The contract dated November 21, 2019 included a project end date of May-2023, which has been extended to Mar-2024.

During this period, Turner & Townsend provided project management support for the feasibility stage which included coordination and oversight of the feasibility design team, attendance at regular project meetings, review of feasibility study deliverables, attendance at committee of management meetings and providing monthly status reports. Attached is a revised monthly payment breakdown which has extended the project end date by ten (10) months, inclusive of a six (6) month period for the feasibility study. The total net change on the contract is \$89,345.00.

Per Turner & Townsend's financial proposal dated August 23rd, 2019, additional services are charged net in addition based on our current hourly rates, unless otherwise agreed. The fee **excludes** reimbursable expenses (e.g. travel, printing, courier, etc.) and HST.

Should there be any part of this proposal that needs clarification, please contact the undersigned. If our proposal is acceptable to you, please review and sign below.

Yours sincerely



Harminder Kaur
Associate Director
Turner & Townsend
e: harminder.kaur@turntown.com

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Copy:
Douglas McNeill, Director, Turner & Townsend

16 January 2023

Alison Tutak
Deputy Chief Administration Officer
United Counties of Leeds and Grenville
25 Central Avenue, Suite 100
Brockville, Ontario K6V 4N6
T: 613-342-3840 ext. 2301

100 Queen Street, Suite 770
Ottawa, Ontario
K1P 1A5
Canada

+1 613 221 9560
www.turnerandtowntsend.com

For the attention of Ms. Alison Tutak

Dear Ms. Alison Tutak

Maple View Lodge – Amended Project Management Fees – Extended Construction Duration

Reference is made to Turner & Townsend letter dated March 23, 2021, of Additional Project Management Fees due to Feasibility Stage (copy attached for easy reference).

Due to the extended design development, extended construction procurement, and the prolonged construction duration based on the construction award, we are submitting an amended fee proposal to cover the necessary extension to our project management services.

As illustrated in the attached spreadsheet, the extended design development stage took an additional three months until the Supplemental Conditions were coordinated. Thus, the construction procurement commenced in December 2021 instead of September 2021. Due to volatile market conditions, the construction procurement lasted for seven months instead of the planned four months. The Council approved the award recommendations and appointed the GC in July 2022 with a condition to complete the construction activities by March 14, 2025. We have allowed for four months of post construction activities including FF&E and moving activities expecting the occupancy and successful operation of the facility by August 2025.

Turner & Townsend is committed to providing ongoing services to facilitate all the project conditions and any rising issues. The referenced Turner & Townsend letter dated March 24, 2021, forecasted additional project management payments until March 2024. The attached spreadsheet presents a comparison between the previous forecast and the new project plan. The total amended fees to cover the extra fifteen months is \$183,288.36. The above fee **excludes** reimbursable expenses and HST.

We trust this meets with your approval. Should there be any part of this proposal that needs clarification, please contact the undersigned.

Yours sincerely

Greg Stallard
Associate Director
Turner & Townsend

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Copy: Douglas McNeil, Director, Turner & Townsend

Monthly Payment Breakdown						
Previously Forecasted			invoiced	Actual (Corrected)		
Project Planning and Initiation	Nov-	\$ 21,177.00		\$ 21,177.00	Nov-19	\$ 21,177.00
	Dec-19	\$ 21,177.00		\$ 21,177.00	Dec-19	\$ 21,177.00
	Jan-20	\$ 21,176.00	\$ 63,530.00	\$ 21,176.00	Jan-20	\$ 21,176.00
Design Development	Feb-20	\$ 12,559.00		\$ 12,559.00	Feb-20	\$ 12,559.00
	Mar-20	\$ 12,559.00		\$ 12,559.00	Mar-20	\$ 12,559.00
	Apr-20	\$ 12,559.00		\$ 12,559.00	Apr-20	\$ 12,559.00
	May-	\$ 12,772.44		\$ 12,772.44	May-	\$ 12,772.44
	Jun-20	\$ 12,558.75		\$ 12,558.75	Jun-20	\$ 12,558.75
	Jul-20	\$ 15,253.00		\$ 15,253.00	Jul-20	\$ 15,253.00
	Aug-	\$ 12,559.00		\$ 12,559.00	Aug-20	\$ 12,559.00
	Sep-	\$ 9,864.25		\$ 9,864.25	Sep-20	\$ 9,864.25
	Oct-20	\$ 9,284.00		\$ 9,284.00	Oct-20	\$ 9,284.00
	Nov-	\$ 9,284.00		\$ 9,284.00	Nov-20	\$ 9,284.00
	Dec-20	\$ 9,284.00		\$ 9,284.00	Dec-20	\$ 9,284.00
	Jan-21	\$ 9,284.00		\$ 9,284.00	Jan-21	\$ 9,284.00
Feb-21	\$ 9,284.00		\$ 9,284.00	Feb-21	\$ 9,284.00	
Extension of design development due to feasibility stage	Mar-21	\$ 8,667.00		\$ 8,667.00	Mar-21	\$ 8,667.00
	Apr-21	\$ 8,667.00		\$ 8,667.00	Apr-21	\$ 8,667.00
	May-	\$ 8,667.00		\$ 8,667.00	May-	\$ 8,667.00
	Jun-21	\$ 8,667.00		\$ 8,667.00	Jun-21	\$ 8,667.00
	Jul-21	\$ 8,667.00		\$ 8,667.00	Jul-21	\$ 8,667.00
Construction Procurement	Aug-	\$ 8,667.56	\$ 199,107.00	\$ 8,667.56	Aug-21	\$ 8,667.56
	Sep-	\$ 9,284.00		\$ 9,284.00	Sep-21	\$ 8,667.37
	Oct-21	\$ 9,284.00		\$ 9,284.00	Oct-21	\$ 8,667.45
	Nov-	\$ 9,284.00		\$ 9,284.00	Nov-21	\$ 8,667.53
Construction	Dec-21	\$ 9,284.00	\$ 37,136.00	\$ 9,284.00	Dec-21	\$ 9,284.00
	Jan-22	\$ 15,253.00		\$ 15,253.00	Jan-22	\$ 9,284.00
	Feb-22	\$ 15,253.00		\$ 15,253.00	Feb-22	\$ 9,284.00
	Mar-22	\$ 15,253.00		\$ 15,253.00	Mar-22	\$ 9,284.00
	Apr-22	\$ 15,253.00		\$ 15,253.00	Apr-	\$ 9,284.00
	May-	\$ 15,253.00		\$ 15,253.00	May-	\$ 9,284.00
	Jun-22	\$ 15,253.00		\$ 15,253.00	Jun-22	\$ 9,284.00
	Jul-22	\$ 15,253.00		\$ 15,253.00	Jul-22	\$ 15,253.00
	Aug-	\$ 15,253.00		\$ 15,253.00	Aug-22	\$ 15,253.00
	Sep-	\$ 15,253.00		\$ 15,253.00	Sep-22	\$ 15,253.00
	Oct-22	\$ 15,253.00		\$ 15,253.00	Oct-22	\$ 15,253.00
	Nov-	\$ 15,253.00		\$ 15,253.00	Nov-22	\$ 15,253.00
	Dec-22	\$ 15,253.00		\$ 15,253.00	Dec-22	\$ 15,253.00
	Jan-23	\$ 15,253.00		\$ 15,253.00	Jan-23	\$ 15,253.00
	Feb-23	\$ 15,253.00		\$ 15,253.00	Feb-23	\$ 15,253.00
	Mar-23	\$ 15,253.00		\$ 15,253.00	Mar-23	\$ 15,253.00
	Apr-23	\$ 15,253.00		\$ 15,253.00	Apr-23	\$ 15,253.00
	May-	\$ 15,253.00		\$ 15,253.00	May-	\$ 15,253.00
	Jun-23	\$ 15,253.00		\$ 15,253.00	Jun-23	\$ 15,253.00
	Jul-23	\$ 15,253.00		\$ 15,253.00	Jul-23	\$ 15,253.00
	Aug-	\$ 15,253.00		\$ 15,253.00	Aug-23	\$ 15,253.00
	Sep-	\$ 15,253.00		\$ 15,253.00	Sep-23	\$ 15,253.00
Oct-23	\$ 15,253.00		\$ 15,253.00	Oct-23	\$ 15,253.00	
Nov-	\$ 15,253.00		\$ 15,253.00	Nov-23	\$ 15,253.00	
Dec-23	\$ 15,253.00	\$ 366,072.00		Dec-23	\$ 15,253.00	
Post Construction	Jan-24	\$ 7,410.00			Jan-24	\$ 15,253.00
	Feb-24	\$ 7,410.00			Feb-24	\$ 15,253.00
	Mar-24	\$ 7,410.00	\$ 22,230.00		Mar-24	\$ 15,253.00
Construction	Apr-24				Apr-24	\$ 15,253.00
	May-				May-	\$ 15,253.00
	Jun-24				Jun-24	\$ 15,253.00
	Aug-24				Aug-24	\$ 15,253.00
	Sep-24				Sep-24	\$ 15,253.00
	Oct-24				Oct-24	\$ 15,253.00
	Nov-24				Nov-24	\$ 15,253.00
	Dec-24				Dec-24	\$ 15,253.00
	Jan-25				Jan-25	\$ 15,253.00
	Feb-25				Feb-25	\$ 15,253.00
	Mar-25				Mar-25	\$ 15,253.00
	Post Construction	May-				\$ 7,410.00
Jun-25					\$ 7,410.00	
Jul-25					\$ 7,410.00	
Aug-25					\$ 7,410.00	
Previous Total		\$ 688,075.00	\$ 688,075.00	New Total		\$ 871,363.36
Variance Claimed						\$ 183,288.36



23 March 2021

Andy Brown
Chief Administrative Officer
United Counties of Leeds and Grenville
25 Central Avenue, Suite 100
Brockville, Ontario K6V 4N6
T: 613-342-3840 ext. 2301

100 Queen Street, Suite 770
Ottawa, Ontario
K1P 1A5
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www.turnerandtowntsend.com

For the attention of Mr. Andy Brown

Dear Mr. Andy Brown,

Maple View Lodge – Additional Project Management Fees – Feasibility Stage

Further to our discussion, we are pleased to submit our fee proposal for additional project management services during the design development stage for the Maple View Lodge redevelopment project. The project completion date has been extended by 10 months. The contract dated November 21, 2019 included a project end date of May-2023, which has been extended to Mar-2024.

During this period, Turner & Townsend provided project management support for the feasibility stage which included coordination and oversight of the feasibility design team, attendance at regular project meetings, review of feasibility study deliverables, attendance at committee of management meetings and providing monthly status reports. Attached is a revised monthly payment breakdown which has extended the project end date by ten (10) months, inclusive of a six (6) month period for the feasibility study. The total net change on the contract is \$89,345.00.

Per Turner & Townsend's financial proposal dated August 23rd, 2019, additional services are charged net in addition based on our current hourly rates, unless otherwise agreed. The fee **excludes** reimbursable expenses (e.g. travel, printing, courier, etc.) and HST.

Should there be any part of this proposal that needs clarification, please contact the undersigned. If our proposal is acceptable to you, please review and sign below.

Yours sincerely

Harminder Kaur
Associate Director
Turner & Townsend
e: harminder.kaur@turntown.com

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Copy:
Douglas McNeill, Director, Turner & Townsend

Continuation

Signed on Our behalf

Signed on Your behalf

Signature

Signature

Name

Name

Position

Position

Signature

Signature

Name

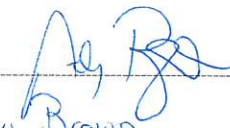
Name

Address

Address

Date

Date



Andy Brown

Chief Administrative Officer

March 23, 2021



BY – LAW No. 23-27

The Corporation of the United Counties of Leeds and Grenville

A BY-LAW TO AMEND BY-LAW 19-67 A BY-LAW TO AWARD REQUEST FOR PROPOSAL NO. MVL-2019-03 FOR PROJECT MANAGEMENT SERVICES FOR THE REDEVELOPMENT OF MAPLE VIEW LODGE TO TURNER & TOWNSEND CM2R INC.

WHEREAS Section 5(1) of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, provides the powers of a municipality shall be exercised by its council and Section 5(3) of the provides a municipal power, including a municipality's capacity, rights, powers and privileges under Section 9 shall be exercised by by-law unless the municipality is specifically authorized to do otherwise; and

WHEREAS Section 9 of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, provides 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; and

WHEREAS By-law 19-67 awarded the Request for Proposal No. MVL-2019-03 for Project Management Services for the Long-Term Care Redevelopment Project in Athens to Turner & Townsend CM2R Inc.; and

WHEREAS the Maple View Lodge Committee of Management recommended the approval of additional project management fees as submitted by Turner & Townsend in the total amount \$183,288.36, excluding HST; and

WHEREAS it is deemed desirable to Amend By-law 19-67 to accommodate the additional project management fees.

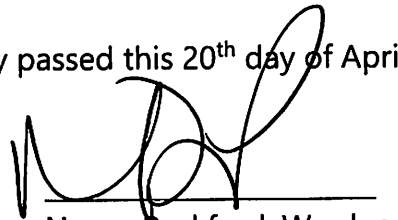
NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE UNITED COUNTIES OF LEEDS AND GRENVILLE HEREBY ENACTS AS FOLLOWS:

1. **THAT** By-law 19-67 be amended to include the approved payment of additional


project management fees as submitted by Turner & Townsend in the total amount of \$183,288.36, excluding HST.

2. **THAT** this By-law shall take effect and come into force on the date of its passage.
3. **THAT** any other By-laws, or parts of By-laws contrary to or inconsistent with this By-law, are hereby repealed.

By-law read a first, second and third time and finally passed this 20th day of April, 2023.



Nancy Peckford, Warden



Sheena Earl, County Clerk

28 March 2025

Alison Tutak
Deputy Chief Administration Officer
United Counties of Leeds and Grenville
25 Central Avenue, Suite 100 Brockville,
Ontario K6V 4N6
T: 613-342-3840 ext. 2301

100 Queen Street, Suite 770
Ottawa, Ontario
K1P 1A5
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For the attention of Ms. Alison Tutak

Dear Ms. Alison Tutak

Maple View Lodge - Adjusted Project Management Fees

Reference is made to Turner & Townsend Contract and letter dated January 16, 2023 of Amended Project Management Fees (Copy Attached).

As we are approaching the end of the subject project, upon reviewing the budget accounts, we realized that the allocated Project Management Fees have been consumed and will not cover the remaining few months due to the following reasons:

1. An error in the spread sheet missing two months of payment (July 2024 and April 2025). These two months cost $(\$15,253) \times 2 =$ **\$30,506.**
2. Extended construction activities till May (while maintaining the first residency target date in August 2025) will require adjusting our May fees to follow PM fees during construction; i.e. \$15,253 instead of Post Construction fees (\$7,410) adding a balance to this month of **\$7,843.**
3. Disbursement allowances were excluded and not calculated as monetary amounts in the Contract as clearly stated in the referenced letter. Attached is a calculated amount of all the consumed disbursements since the start of the project to date accumulating to \$7,480 as of March 2025. Our assessment is that additional disbursements of \$1,470 might be required to cover two monthly trips to the site mounting to a total of estimated **\$8,950.**

The above items are numerically illustrated in the attached spreadsheet making a total of \$47,229, which are the amounts required to cover the Project Management expenses until the successful completion of the project.

Should there be any part of this claim that needs clarification, please contact the undersigned.

Yours sincerely



Greg Stallard
Director
Turner & Townsend
e:greg.stallard@turntown.com

Turner & Townsend Letter dated January 16, 2023

Copy:
Hazem Osman, SPM, Turner and Townsend

Monthly Payment Breakdown									
Previously Forecasted				Invoiced		Actual (Corrected)			
Project Planning and Initiation	Nov-19	\$ 21,177.00		\$ 21,177.00		Nov-19	\$ 21,177.00		
	Dec-19	\$ 21,177.00		\$ 21,177.00		Dec-19	\$ 21,177.00		
	Jan-20	\$ 21,176.00	\$ 63,530.00	\$ 21,176.00		Jan-20	\$ 21,176.00	\$ 63,530.00	
Design Development	Feb-20	\$ 12,559.00		\$ 12,559.00		Feb-20	\$ 12,559.00		
	Mar-20	\$ 12,559.00		\$ 12,559.00		Mar-20	\$ 12,559.00		
	Apr-20	\$ 12,559.00		\$ 12,559.00		Apr-20	\$ 12,559.00		
	May-20	\$ 12,772.44		\$ 12,772.44		May-20	\$ 12,772.44		
	Jun-20	\$ 12,558.75		\$ 12,558.75		Jun-20	\$ 12,558.75		
	Jul-20	\$ 15,253.00		\$ 15,253.00		Jul-20	\$ 15,253.00		
	Aug-20	\$ 12,559.00		\$ 12,559.00		Aug-20	\$ 12,559.00		
	Sep-20	\$ 9,864.25		\$ 9,864.25		Sep-20	\$ 9,864.25		
	Oct-20	\$ 9,284.00		\$ 9,284.00		Oct-20	\$ 9,284.00		
	Nov-20	\$ 9,284.00		\$ 9,284.00		Nov-20	\$ 9,284.00		
	Dec-20	\$ 9,284.00		\$ 9,284.00		Dec-20	\$ 9,284.00		
	Extension of design development due to feasibility stage	Jan-21	\$ 9,284.00		\$ 9,284.00		Jan-21	\$ 9,284.00	
Feb-21		\$ 9,284.00		\$ 9,284.00		Feb-21	\$ 9,284.00		
Mar-21		\$ 8,667.00		\$ 8,667.00		Mar-21	\$ 8,667.00		
Apr-21		\$ 8,667.00		\$ 8,667.00		Apr-21	\$ 8,667.00		
May-21		\$ 8,667.00		\$ 8,667.00		May-21	\$ 8,667.00		
Construction Procurement	Jun-21	\$ 8,667.00		\$ 8,667.00		Jun-21	\$ 8,667.00		
	Jul-21	\$ 8,667.00		\$ 8,667.00		Jul-21	\$ 8,667.00		
	Aug-21	\$ 8,667.56	\$ 199,107.00	\$ 8,667.56		Aug-21	\$ 8,667.56		0.00
	Sep-21	\$ 9,284.00		\$ 9,284.00		Sep-21	\$ 8,667.37		616.63
	Oct-21	\$ 9,284.00		\$ 9,284.00		Oct-21	\$ 8,667.45		616.55
Construction	Nov-21	\$ 9,284.00	\$ 37,136.00	\$ 9,284.00		Nov-21	\$ 8,667.53	\$ 225,109.36	616.47
	Dec-21	\$ 9,284.00		\$ 9,284.00		Dec-21	\$ 9,284.00		0.00
	Jan-22	\$ 15,253.00		\$ 15,253.00		Jan-22	\$ 9,284.00		5,969.00
	Feb-22	\$ 15,253.00		\$ 15,253.00		Feb-22	\$ 9,284.00		5,969.00
	Mar-22	\$ 15,253.00		\$ 15,253.00		Mar-22	\$ 9,284.00		5,969.00
	Apr-22	\$ 15,253.00		\$ 15,253.00		Apr-22	\$ 9,284.00		5,969.00
	May-22	\$ 15,253.00		\$ 15,253.00		May-22	\$ 9,284.00		5,969.00
	Jun-22	\$ 15,253.00		\$ 15,253.00		Jun-22	\$ 9,284.00	\$ 64,988.00	5,969.00
	Jul-22	\$ 15,253.00		\$ 15,253.00		Jul-22	\$ 15,253.00		0.00
	Aug-22	\$ 15,253.00		\$ 15,253.00		Aug-22	\$ 15,253.00		0.00
	Sep-22	\$ 15,253.00		\$ 15,253.00		Sep-22	\$ 15,253.00		0.00
	Oct-22	\$ 15,253.00		\$ 15,253.00		Oct-22	\$ 15,253.00		0.00
Construction	Nov-22	\$ 15,253.00		\$ 15,253.00		Nov-22	\$ 15,253.00		0.00
	Dec-22	\$ 15,253.00		\$ 15,253.00		Dec-22	\$ 15,253.00		0.00
	Jan-23	\$ 15,253.00		\$ 15,253.00		Jan-23	\$ 15,253.00		0.00
	Feb-23	\$ 15,253.00		\$ 15,253.00		Feb-23	\$ 15,253.00		0.00
	Mar-23	\$ 15,253.00		\$ 15,253.00		Mar-23	\$ 15,253.00		0.00
	Apr-23	\$ 15,253.00		\$ 15,253.00		Apr-23	\$ 15,253.00		0.00
	May-23	\$ 15,253.00		\$ 15,253.00		May-23	\$ 15,253.00		0.00
	Jun-23	\$ 15,253.00		\$ 15,253.00		Jun-23	\$ 15,253.00		0.00
	Jul-23	\$ 15,253.00		\$ 15,253.00		Jul-23	\$ 15,253.00		0.00
	Aug-23	\$ 15,253.00		\$ 15,253.00		Aug-23	\$ 15,253.00		0.00
	Sep-23	\$ 15,253.00		\$ 15,253.00		Sep-23	\$ 15,253.00		0.00
	Oct-23	\$ 15,253.00		\$ 15,253.00		Oct-23	\$ 15,253.00		0.00
Construction	Nov-23	\$ 15,253.00		\$ 15,253.00		Nov-23	\$ 15,253.00		0.00
	Dec-23	\$ 15,253.00	\$ 366,072.00	\$ 15,253.00		Dec-23	\$ 15,253.00		0.00
	Jan-24	\$ 7,410.00		\$ 7,410.00		Jan-24	\$ 15,253.00		0.00
	Feb-24	\$ 7,410.00		\$ 7,410.00		Feb-24	\$ 15,253.00		0.00
	Mar-24	\$ 7,410.00	\$ 22,230.00	\$ 7,410.00		Mar-24	\$ 15,253.00		0.00
	Apr-24					Apr-24	\$ 15,253.00		0.00
	May-24					May-24	\$ 15,253.00		0.00
	Jun-24					Jun-24	\$ 15,253.00		0.00
	Jul-24					Jul-24	\$ 15,253.00		0.00
	Aug-24					Aug-24	\$ 15,253.00		0.00
	Sep-24					Sep-24	\$ 15,253.00		0.00
	Oct-24					Oct-24	\$ 15,253.00		0.00
Post Construction	Nov-24					Nov-24	\$ 15,253.00		0.00
	Dec-24					Dec-24	\$ 15,253.00		0.00
	Jan-25					Jan-25	\$ 15,253.00		0.00
	Feb-25					Feb-25	\$ 15,253.00		0.00
	Mar-25					Mar-25	\$ 15,253.00	\$ 488,096.00	0.00
	Apr-25					Apr-25	\$ 7,410.00		0.00
	May-25					May-25	\$ 7,410.00		0.00
	Jun-25					Jun-25	\$ 7,410.00		0.00
Post Construction	Jul-25					Jul-25	\$ 7,410.00		0.00
	Aug-25					Aug-25	\$ 7,410.00	\$ 29,640.00	0.00
Previous Total		\$ 688,075.00	\$ 688,075.00	New Total		\$ 871,363.36	\$ 871,363.36	183,288.36	

Variance Claimed

688,075.00	\$ 598,730.00	89345	183,288.36
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Missing Months	24-Jul	\$ 15,253.00	
	24-Apr	\$ 15,253.00	
Adjusted Construction	25-May	\$ 7,843.00	
Consumed Disbursements	All	\$ 8,950.00	
			47,299.00

Project Invoice Summary
Client: United Counties of Leeds & Granville
Project Name: Maple View Lodge Redevelopment
T&T Project Number: can20291
Period Ending: 31-Mar-25

Billing Period	Cost Code	T&T Contract Number	Invoice No.	Invoice Date	Vendor Name	Description	Services	Disbursements	Holdback Retained/ Released	Net Total	HST	VAT
30-Nov-19	D08	D08-01	31923	30-Nov-19	Turner & Townsend	Nov-19 PM Services	\$ 21,177.00			\$ 21,177.00	2,753.01	23,930.01
31-Dec-19	D08	D08-01	32452	31-Dec-19	Turner & Townsend	Dec-19 PM Services	\$ 21,177.00			\$ 21,177.00	2,753.01	23,930.01
31-Jan-20	D08	D08-01	32884	31-Jan-20	Turner & Townsend	Jan-20 PM Services	\$ 21,176.00			\$ 21,176.00	2,752.88	23,928.88
28-Feb-20	D08	D08-01	32994	28-Feb-20	Turner & Townsend	Feb-20 PM Services	\$ 12,559.00			\$ 12,559.00	1,632.67	14,191.67
28-Mar-20	D08	D08-01	33452	28-Mar-20	Turner & Townsend	Mar-20 PM Services	\$ 12,559.00			\$ 12,559.00	1,632.67	14,191.67
30-Apr-20	D08	D08-01	33768	30-Apr-20	Turner & Townsend	Apr-20 PM Services	\$ 12,559.00			\$ 12,559.00	1,632.67	14,191.67
31-May-20	D08	D08-01	34140	31-May-20	Turner & Townsend	May-20 PM Services	\$ 12,772.44			\$ 12,772.44	1,660.42	14,432.86
30-Jun-20	D08	D08-01	34635	30-Jun-20	Turner & Townsend	June PM Services	\$ 12,558.75			\$ 12,558.75	1,632.64	14,191.39
31-Jul-20	D08	D08-01	34884	31-Jul-20	Turner & Townsend	July PM Services	\$ 15,253.00			\$ 15,253.00	1,982.89	17,235.89
31-Aug-20	D08	D08-01	35251	31-Aug-20	Turner & Townsend	Aug PM Services	\$ 12,559.00			\$ 12,559.00	1,632.67	14,191.67
29-Sep-20	D08	D08-01	35554	29-Sep-20	Turner & Townsend	September 2020 PM Services	\$ 9,864.25			\$ 9,864.25	1,282.35	11,146.60
31-Oct-20	D08	D08-01	36008	3-Nov-20	Turner & Townsend	October 2020 PM Services	\$ 9,284.00			\$ 9,284.00	1,206.92	10,490.92
30-Nov-20	D08	D08-01	36367	30-Nov-20	Turner & Townsend	November 2020 PM Services	\$ 9,284.00			\$ 9,284.00	1,206.92	10,490.92
31-Dec-20	D08	D08-01	36752	24-Dec-20	Turner & Townsend	December 2020 PM Services	\$ 9,284.00			\$ 9,284.00	1,206.92	10,490.92
31-Jan-21	D08	D08-01	37218	31-Jan-21	Turner & Townsend	Jan-21 PM Services	\$ 9,284.00			\$ 9,284.00	1,206.92	10,490.92
28-Feb-21	D08	D08-01	37596	28-Feb-21	Turner & Townsend	Feb-21 PM Services	\$ 9,284.00			\$ 9,284.00	1,206.92	10,490.92
31-Mar-21	D08	D08-01	37957	31-Mar-21	Turner & Townsend	Mar-21 PM Services	\$ 9,284.00			\$ 9,284.00	1,206.92	10,490.92
30-Apr-21	D08	D08-01	38323	26-Apr-21	Turner & Townsend	Apr-21 PM Services	\$ 9,284.00			\$ 9,284.00	1,206.92	10,490.92
30-May-21	D08	D08-01	38809	31-May-21	Turner & Townsend	May 2021 PM Services	\$ 8,667.00			\$ 8,667.00	1,126.71	9,793.71
30-Jun-21	D08	D08-01	39148	28-Jun-21	Turner & Townsend	June 2021 PM Services	\$ 8,667.00			\$ 8,667.00	1,126.71	9,793.71
31-Jul-21	D08	D08-01	39550	23-Jul-21	Turner & Townsend	July 2021 - PM Services	\$ 8,667.00			\$ 8,667.00	1,126.71	9,793.71
31-Aug-21	D08	D08-01	40231	31-Aug-21	Turner & Townsend	August 2021 - PM Services	\$ 7,647.00			\$ 7,647.00	994.11	8,641.11
30-Sep-21	D08	D08-01	40523	30-Sep-21	Turner & Townsend	September 2021 - PM Services	\$ 9,284.00			\$ 9,284.00	1,206.92	10,490.92
31-Oct-21	D08	D08-01	41140	31-Oct-21	Turner & Townsend	October 2021 - PM Services	\$ 9,284.00			\$ 9,284.00	1,206.92	10,490.92
30-Nov-21	D08	D08-01	41584	30-Nov-21	Turner & Townsend	November 2021 - PM Services	\$ 9,284.00			\$ 9,284.00	1,206.92	10,490.92
31-Dec-21	D08	D08-01	42080	15-Dec-21	Turner & Townsend	December 2021 - PM Services	\$ 9,284.00			\$ 9,284.00	1,206.92	10,490.92
-	D08	D08-01	42474	31-Jan-22	Turner & Townsend	January 2022 - PM Services	\$ 15,253.00			\$ 15,253.00	1,982.89	17,235.89
-	D08	D08-01	42996	28-Feb-22	Turner & Townsend	February 2022 - PM Services	\$ 15,253.00			\$ 15,253.00	1,982.89	17,235.89
-	D08	D08-01	43348	28-Mar-22	Turner & Townsend	March 2022 PM Services	\$ 15,253.00			\$ 15,253.00	1,982.89	17,235.89
-	D08	D08-01	43846	28-Apr-22	Turner & Townsend	April 2022 PM Services	\$ 15,253.00			\$ 15,253.00	1,982.89	17,235.89
5/31/2022	D08	D08-01	44292	27-May-22	Turner & Townsend	May 2022 PM Services	\$ 15,371.76			\$ 15,371.76	1,998.33	17,370.09
6/30/2022	D08	D08-01	44850	28-Jun-22	Turner & Townsend	June 2022 PM Services	\$ 15,253.00			\$ 15,253.00	1,982.89	17,235.89
7/31/2022	D08	D08-01	45253	27-Jul-22	Turner & Townsend	July 2022 PM Services	\$ 15,253.00			\$ 15,253.00	1,982.89	17,235.89
8/31/2022	D08	D08-01		29-Aug-22	Turner & Townsend	August 2022 PM Services	\$ 15,253.00			\$ 15,253.00	1,982.89	17,235.89
9/30/2022	D08	D08-01	467641	29-Sep-22	Turner & Townsend	Septmebr2022 PM Services	\$ 15,253.00			\$ 15,253.00	1,982.89	17,235.89
10/31/2022	D08	D08-01	47015	28-Oct-22	Turner & Townsend	October 2022 PM Services	\$ 15,253.00			\$ 15,253.00	1,982.89	17,235.89
11/30/2022	D08	D08-01	47415	28-Nov-22	Turner & Townsend	November 2022 PM Services	\$ 15,253.00	\$ 113.36		\$ 15,366.36	1,997.63	17,363.99
12/31/2022	D08	D08-01	48302	21-Dec-22	Turner & Townsend	December 2022 PM Services	\$ 15,253.00			\$ 15,253.00	1,982.89	17,235.89
1/31/2023	D08	D08-01	48532	27-Jan-23	Turner & Townsend	January 2023 PM Services	\$ 15,253.00			\$ 15,253.00	1,982.89	17,235.89
28-Feb-23	D08	D08-01	49097	27-Feb-23	Turner & Townsend	February 2023 PM Services	\$ 15,523.00	\$ 116.60		\$ 15,639.60	2,033.15	17,672.75
1-Mar-23	D08	D08-01			Turner & Townsend	March 2023 PM Services	\$ 14,983.00	\$ 239.69		\$ 15,222.69	1,978.95	17,201.64
30-Apr-23	D08	D08-01	50626	27-Apr-23	Turner & Townsend	PM Services for April 2023	\$ 15,253.00	\$ 239.68		\$ 15,492.68	2,014.05	17,506.73
31-May-23	D08	D08-01	50979	29-May-23	Turner & Townsend	PM Services for May 2023 (Reduced fees for 8 months)	\$ 10,622.12	\$ 366.00		\$ 10,988.12	1,428.46	12,416.58
30-Jun-23	D08	D08-01	51611	28-Jun-23	Turner & Townsend	PM Services for June 2023	\$ 10,622.00	\$ 238.06		\$ 10,860.06	1,411.81	12,271.87
31-Jul-23	D08	D08-01	52484	27-Jul-23	Turner & Townsend	PM Services for July,2023	\$ 10,622.00	\$ 239.68		\$ 10,861.68	1,412.02	12,273.70
31-Aug-23	D08	D08-01	53174	31-Aug-23	Turner & Townsend	PM Services for August,2023	\$ 10,622.00	\$ 359.52		\$ 10,981.52	1,427.60	12,409.12
30-Sep-23	D08	D08-01	53585	29-Sep-23	Turner & Townsend	PM Services for September,2023	\$ 10,622.00	\$ 359.52		\$ 10,981.52	1,427.60	12,409.12
31-Oct-23	D08	D08-01	54287	23-Oct-23	Turner & Townsend	PM Services for October 2023	\$ 10,622.00	\$ 267.18	\$ -	\$ 10,889.18	1,415.59	12,304.77
30-Nov-23	D08	D08-01	54796	28-Nov-23	Turner & Townsend	PM Services for November, 2023	\$ 10,622.00	\$ 132.58	\$ -	\$ 10,754.58	1,398.10	12,152.68
31-Dec-23	D08	D08-01	55586	21-Dec-24	Turner & Townsend	PM Services for December, 2023	\$ 10,622.00			\$ 10,622.00	1,380.86	12,002.86
31-Jan-24	D08	D08-01	56303	31-Jan-24	Turner & Townsend	PM Services for Jan, 2024	\$ 15,253.00	\$ 124.55		\$ 15,377.55	1,999.08	17,376.63
28-Feb-24	D08	D08-01	380	01-Mar-24	Turner & Townsend	PM Services for Feb, 2024	\$ 15,253.00			\$ 15,253.00	1,982.89	17,235.89
31-Mar-24	D08	D08-01	PRIV0000606	29-Mar-24	Turner & Townsend	PM Services for March, 2024	\$ 15,253.00			\$ 15,253.00	1,982.89	17,235.89
30-Apr-24	D08	D08-01	PRIV00001137	30-Apr-24	Turner & Townsend	PM Services for April, 2024	\$ 15,253.00	\$ 415.23		\$ 15,668.23	2,036.87	17,705.10
30-May-24	D08	D08-01	PRIV00001754	31-May-24	Turner & Townsend	PM Services for May, 2024	\$ 15,253.00	\$ 132.99		\$ 15,385.99	2,000.18	17,386.17
30-Jun-24	D08	D08-01	PRIV00002972	28-Jun-24	Turner & Townsend	PM Services for June, 2024	\$ 15,253.00	\$ 542.20		\$ 15,795.20	2,053.38	17,848.58
30-Jul-24	D08	D08-01	PRIV00003193	31-Jul-24	Turner & Townsend	PM Services for July, 2024	\$ 15,253.00	\$ 415.23		\$ 15,668.23	2,036.87	17,705.10
30-Aug-24	D08	D08-01	PRIV00003875	30-Aug-24	Turner & Townsend	PM Services for August, 2024	\$ 15,253.00	\$ 138.41		\$ 15,391.41	2,000.88	17,392.29
9/30/2024	D08	D08-01	PRIV00004418	30-Sep-24	Turner & Townsend	PM Services for September, 2024	\$ 15,253.00			\$ 15,253.00	1,982.89	17,235.89
10/31/2024	D08	D08-01	PRIV00005519	31-Oct-24	Turner & Townsend	PM Services for October, 2024	\$ 15,253.00	\$ 270.80		\$ 15,523.80	2,018.09	17,541.89
11/30/2024	D08	D08-01	PRIV00006087	29-Nov-24	Turner & Townsend	PM Services for November, 2024	\$ 15,253.00	\$ 246.90		\$ 15,499.90	2,014.99	17,514.89
12/30/2024	D08	D08-01	PRIV00006939	31-Dec-24	Turner & Townsend	PM Services for December, 2024	\$ 15,253.00	\$ 835.08		\$ 16,088.08	2,091.45	18,179.53
1/30/2025	D08	D08-01	PRIV00007539	31-Jan-25	Turner & Townsend	PM Services for January, 2025	\$ 15,253.00	\$ 389.00		\$ 15,642.00	2,033.46	17,675.46
2/28/2025	D08	D08-01	PRIV00007539	28-Feb-25	Turner & Townsend	PM Services for February, 2025	\$ 15,253.00	\$ 562.65		\$ 15,815.65	2,056.03	17,871.68
3/31/2025	D08	D08-01	PRIV00007539	31-Mar-25	Turner & Townsend	PM Services for March, 2025	\$ 15,253.00	\$ 441.09		\$ 15,694.09	2,040.23	17,734.32

\$ 922,284.32 \$ 7,480.00 \$ 1,470.00

\$ 842,671.32 \$ 8,950.00

\$ 6,744.91

16 January 2023

Alison Tutak
Deputy Chief Administration Officer
United Counties of Leeds and Grenville
25 Central Avenue, Suite 100
Brockville, Ontario K6V 4N6
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100 Queen Street, Suite 770
Ottawa, Ontario
K1P 1A5
Canada

+1 613 221 9560
www.turnerandtowntsend.com

For the attention of Ms. Alison Tutak

Dear Ms. Alison Tutak

Maple View Lodge – Amended Project Management Fees – Extended Construction Duration

Reference is made to Turner & Townsend letter dated March 23, 2021, of Additional Project Management Fees due to Feasibility Stage (copy attached for easy reference).

Due to the extended design development, extended construction procurement, and the prolonged construction duration based on the construction award, we are submitting an amended fee proposal to cover the necessary extension to our project management services.

As illustrated in the attached spreadsheet, the extended design development stage took an additional three months until the Supplemental Conditions were coordinated. Thus, the construction procurement commenced in December 2021 instead of September 2021. Due to volatile market conditions, the construction procurement lasted for seven months instead of the planned four months. The Council approved the award recommendations and appointed the GC in July 2022 with a condition to complete the construction activities by March 14, 2025. We have allowed for four months of post construction activities including FF&E and moving activities expecting the occupancy and successful operation of the facility by August 2025.

Turner & Townsend is committed to providing ongoing services to facilitate all the project conditions and any rising issues. The referenced Turner & Townsend letter dated March 24, 2021, forecasted additional project management payments until March 2024. The attached spreadsheet presents a comparison between the previous forecast and the new project plan. The total amended fees to cover the extra fifteen months is \$183,288.36. The above fee **excludes** reimbursable expenses and HST.

We trust this meets with your approval. Should there be any part of this proposal that needs clarification, please contact the undersigned.

Yours sincerely

Greg Stallard
Associate Director
Turner & Townsend

F:\TOR\JOBS\2020 JOBS\CAN20291 - Maple View Lodge - PM SERVICES\100 - CLIENT CORRESPONDENCE\140 - CHANGE CONTROL\Amended Project Management Fees - Extended Construction Duration.DOCX

Copy: Douglas McNeil, Director, Turner & Townsend

APRIL 10, 2025

MAPLE VIEW LODGE COMMITTEE OF MANAGEMENT REPORT

REPORT NO. MVL-013-2025

MEALSUITE FOOD SERVICE TECHNOLOGY

**PAT HUFFMAN,
TREASURER**

RECOMMENDATIONS

THAT the Maple View Lodge Committee of Management recommends the non-standard single source award to MealSuite in the amount of \$96,915, excluding HST, be approved.

FINANCIAL IMPLICATIONS

The capital construction budget includes \$54,000 within the Information Technology budget which will cover the one-time hardware and software set-up fees in the amount of \$46,653.80 excluding taxes. Annual fees in the amount of \$2,496 will be included in the operational budget as well as the recurring costs of \$601.70 per month which included support and the interface to PointClick Care which is the current resident software.

The recommendation is for a 5-year period at which time the hardware will need to be upgraded.

CLIMATE CHANGE IMPLICATIONS

Where possible, reports are provided in a digital format to reduce the Counties' carbon footprint.

ACCESSIBILITY CONSIDERATIONS

The United Counties of Leeds and Grenville makes every effort to provide services in a manner that is inclusive, to ensure accessibility barriers are reduced or eliminated where possible.

This report will be made available in alternate accessible formats on request.

COMMUNICATIONS CONSIDERATIONS

Based on the direction provided to staff, this matter may require regular communication back to Committee of Management.

BACKGROUND

The Occupancy Plan is considered one of the key milestones towards receiving Ministry approval and the necessary license to start accepting residents. It is required to be completed and submitted to the MLTC in accordance with the Development Agreement, the *Fixing Long-Term Care Homes Act, 2021* and O. Reg 246/22.

On March 2023 the Ministry released an update Occupancy Plan and Pre-Occupancy Review Instructions which provides the framework for the required submission. Through the Occupancy Plan the Operator must demonstrate to the MHLTC that the home has an appropriate plan in place to open and operate the facility including adequate staffing, staff orientation and the admission of residents. This plan must also be shared with any existing Residents' Council or Family Council prior to Ministry submission.

The purpose of the Occupancy Plan is to describe how staff will be recruited and oriented to the Home, describe how the home will plan for safe and efficient resident admissions and transfers including an admissions schedule and move plan, and describe how the Home will achieve operational readiness with respect to but not limited to supplies, equipment, devices, furnishings, food, medications and home-specific policies and procedures.

DISCUSSION/ALTERNATIVES

Meals in LTC have been traditionally served using a batch cook process which is then portioned into pans and sent to the home areas to be served out of a steam table. This is the method that the MVL is currently utilizing.

In the redeveloped GTFH a new food model has been chosen which still requires a batch cook from the main kitchen with the meals being plated and then sent to each servery to be re-heated in a combi oven for approximately 15 minutes prior to the meals being delivered to the residents.

This new food model will require the MealSuite system. It is a fully integrated dietary, food production, inventory, kitchen management system designed to streamline administrative labour, reduce food waste and reduce risk while meeting the regulatory requirements.

The residents will be getting accurate meal, diets and textures that are delivered hot to the resident. The meal process system will be functioning in real time, with accurate amounts made and portioned to meet the resident's requests. MealSuite is also able to integrate with PointClick Care providing real time data ensuring that the necessary resident information such as a dietary change or an allergy is signaled to MealSuite.

This limits the risk of error that could occur in a normal paper system process. It creates the accuracy required with the ease of providing safe, hot and enjoyable meals to our residents. MealSuite combined with the new food model is going to streamline the food service process making it more efficient with a reduction in food cost and waste.

ATTACHMENTS

Nil

The report set out above has been reviewed and the information verified by the individuals below.

PAT HUFFMAN
TREASURER

APRIL 1, 2025
DATE

LINDA HUNTER
ADMINISTRATOR

APRIL 1, 2025
DATE

ALISON TUTAK
INTERIM CHIEF ADMINISTRATIVE OFFICER

APRIL 1, 2025
DATE

APRIL 10, 2025

MAPLE VIEW LODGE COMMITTEE OF MANAGEMENT

REPORT NO. MVL-012-2025

MAPLE VIEW LANDINGS LEGACY FUND

**PAT HUFFMAN
TREASURER**

RECOMMENDATIONS

THAT the Committee of the Management recommends the establishment of a Maple View Landings Reserve Fund to be used as a legacy fund to enrich and enhance the resident's quality of life;

THAT a staff working group be formed to provide recommendations on how the funds could be distributed once the fundraising committee has reached its target; and

THAT the necessary by-law be prepared.

FINANCIAL IMPLICATIONS

Staff have estimated that at there will be monies remaining from the fundraising committees' efforts which could be used to fund the lifecycle replacement costs of the fundraised items or be drawn on to further enhance resident quality of life as needs and programs arise.

The financial implications will be different depending upon the direction provided to staff. Setting up a foundation requires the expertise of financial and legal professionals with costs estimates ranging from \$6,000 to \$15,000 based upon the complexity and an additional \$2,500 to incorporate the non-profit with charity status.

CLIMATE CHANGE IMPLICATIONS

Where possible reports are provided in a digital format to reduce the Counties carbon footprint.

ACCESSIBILITY CONSIDERATIONS

This report can be made available in alternate accessible formats on request. The United Counties of Leeds and Grenville makes every effort to provide services in a manner that is inclusive, to ensure accessibility barriers are reduced or eliminated where possible.

COMMUNICATIONS CONSIDERATIONS

Based on the direction provided to staff, this matter may require on going communication back to Council.

BACKGROUND

On March 7, 2024 at the Maple View Lodge Committee of Management Report No. MVL-007-2024 Use of G. Tackaberry and Family Home Fundraised Funds was presented and estimated that once the fundraising efforts are completed approximately \$800,000 will be available in surplus funds. Staff were also instructed to bring forward recommendations as to the possible establishment of a Maple View Landings Legacy Fund.

At Counties Council on March 21, 2024 the recommendation was approved with an added suggestion that staff also consider the possibility of creating a permanent foundation instead which could remove some of the responsibility from Counties Council and perhaps increase donations.

DISCUSSION/ALTERNATIVES

Registered charities in Canada are categorized into three designations. They are:

1. Charitable Organization
2. Public Foundation
3. Private Foundation

Charitable organizations must be established as a corporation, trust or under a constitution. It primarily conducts its own charitable activities and receives funding from various donors and more than 50% of its directors, trustees, or officials maintain arms-length relationships with the organization.

Public and private foundations must be established as corporations or trusts. Public foundations receive a greater portion of their financial support from the general public and they must distribute most of their funds to other charities or qualified donees. They are also typically governed by a board of directors and have more flexibility when it comes to grants, investments and public reporting.

Private foundations are typically established in situations where individuals or families with considerable wealth wish to create an ongoing charitable legacy during their lifetime and upon death. They are governed by the founders or a closely connected group of people and have stricter regulations regarding grants, investments and public reporting.

The next step in the process would be to apply for a registered charity status through the Canada Revenue Agency (CRA). This process involves providing comprehensive documentation and outlining the intended activities of the foundation. The CRA determines the charity's designation, whether it's a charitable organization, public foundation, or private foundation based on factors such as funding sources and operational goals.

There are several advantages and obligations that come with registered charity status. As a you are exempt from paying income tax, GST and HST, you are able to receive gifts from other registered charities and you can issue official donation receipts. The obligations include devoting resources to charitable purposes, maintaining control and direction of all resources, issue complete and accurate donation receipts, meet the annual spending requirements, maintain status as a Canadian legal entity and file annual information returns within six months of the fiscal year end.

Under section 149.1 of the *Income Tax Act* municipalities are defined as "qualified donees". This section allows a registered municipality or public body to issue official

donation receipts and are eligible to receive gifts from registered charities. This ability allows municipal governments to avoid having to create a registered charity and incur the initial set up costs or complete the required annual reporting.

Since the Counties already has the ability to issue tax receipts by virtue of the *Income Tax Act* the remaining issue is how will the donations and disbursements be managed once the fundraising committee winds down. MVL currently has an auxiliary which serves to provide and assist with activities and purchase items that prove beneficial to the life of the residents. There is a concern that the creation of a foundation will impede the auxiliary's ability to continue the important work they do and that the two entities will actually be in competition for fundraising dollars. The MVL Auxiliary has been a registered charity since 2003 and has the ability to issue donation receipts.

The goal of the legacy fund is similar to the auxiliary ensuring that the monies continue to be used to enrich and enhance the resident's quality of life. Once the fundraising efforts are completed staff recommend creating a separate Reserve Fund and transfer the monies in an interest baring account until the funds are needed. The Counties currently calculates interest semi-annually on the balance in the donation reserve but the creation of a separate reserve fund would automate that process.

A staff working group can be formed including representation from GTFH because they would have a better perspective of resident's needs. Formal requests will be made through the Committee of Management and then to Council for approval at which time the funds could be released. Annual financial reports can be prepared providing accountability while ensuring the Counties policies are followed.

An alternative approach could be to create a separate governance structure or standing committee comprised of staff and Council representation. Terms of Reference would need to be drafted and approved by the Committee of Management and recommendations can be brought forward to the Committee and then to Council for final approval. This option will require more administrative support from Counties staff.

ATTACHMENTS

Nil

The report set out above has been reviewed and the information verified by the individuals listed below.

**PAT HUFFMAN,
TREASURER**

**MARCH 18, 2025
DATE**

**ALISON TUTAK
INTERIM CHIEF ADMINISTRATIVE OFFICER**

**MARCH 18, 2025
DATE**

APRIL 10, 2025

MAPLE VIEW LODGE COMMITTEE OF MANAGEMENT

REPORT NO. MVL-015-2025

**LONG-TERM CARE FUNDRAISING COMMITTEE
ADDITIONAL NAMING RIGHTS**

**LESLEY TODD
LONG-TERM CARE
FUNDRAISING COORDINATOR**

RECOMMENDATIONS

THAT the Maple View Lodge Committee of Management recommends the following naming rights be added to Appendix "A" – List of Proposed Naming Right Opportunities to the Long-Term Care Redevelopment Project Fundraising Policy:

- | | |
|-------------------------------|----------|
| • Family Celebration Room (1) | \$80,000 |
| • Garden Lounge (1) | \$25,000 |
| • Care Centre Room (6) | \$10,000 |
| • Harvest Room (6) | \$10,000 |

FINANCIAL IMPLICATIONS

If approved, the additional naming rights will enable additional opportunities to achieve the Fundraising Committee's goal of \$3 million.

CLIMATE CHANGE IMPLICATIONS

There are no climate change implications related to this report.

ACCESSIBILITY CONSIDERATIONS

This report can be made available in alternate accessible formats on request.

COMMUNICATIONS CONSIDERATIONS

The Fundraising Committee continually provides updates on its activities through an update report at the Maple View Lodge Committee of Management as well as press releases and photo opportunities when commitments have been finalized.

BACKGROUND

On February 23, 2023, Counties Council passed By-law No. 23-13, A By-law to Adopt a Long-Term Care Fundraising Policy which established how fundraising would be conducted for the Maple View Lodge Redevelopment Project. Included in the by-law was Appendix "A", which is a list of proposed naming rights developed to assist the Long-Term Care Fundraising Committee in obtaining its \$3 million goal.

DISCUSSION/ALTERNATIVES

As of the writing of this report, the Fundraising Committee is very excited to report it is at almost \$2.5 million of the \$3 million goal. The Committee has used a variety of fundraising strategies as "every dollar counts" in its efforts to achieve the goal. One of these efforts is centred on naming rights of which, only a few naming opportunities remain from the original list approved by Counties Council.

The Chart below is a summary of what is currently available.

NAMING RIGHT		AVAILABLE NAMING RIGHTS	DONATION (PER NAMING RIGHT)	COMMITTED
New Build	\$300,000	1/0	\$400,000	YES
Secure Garden and Shelters	\$100,000	1/0	\$100,000	YES
Dining Balconies	\$10,000	6/2	\$60,000	2 REMAINING
Pedestrian Walkway	\$25,000	1/0	\$25,000	YES
Neighbourhoods	\$100,000	6/2	\$600,000	2 REMAINING (1 POSSIBLE)
Individual Resident Room Naming	\$5,000	132/numerous	\$660,000	57 ROOM COMMITTED
Community Room	\$25,000	1/0	\$25,000	YES
Living Rooms	\$15,000	6/3	\$90,000	3 REMAINING
Dining Rooms	\$30,000	6/1	\$180,000	1 REMAINING
Sun Rooms	\$15,000	6/0	\$90,000	YES
Sally Port for Bike	\$20,000	1/0	\$20,000	YES
Water Fountain in Garden	\$5,000	1/0	\$5,000	YES

While the Committee is still working on acquiring donors for these naming rights, it is also expected these opportunities, if still available, will continue after the Fundraising Committee has achieved its goal and the new G. Tackaberry and Family Home is open. Currently, the Committee is working with a few donors that are committing amounts between \$30,000 and \$100,000 and would like to be able to offer a naming right opportunity reflecting their generous donations. The Committee would also like to be able to offer a few more options in the \$5,000 to \$30,000 range.

Staff reviewed the suggested additional naming rights with the Fundraising Committee at its March 19th meeting and are therefore requesting the addition of following:

- Family Celebration Room (1) \$80,000 located on the second floor and is a room that can be used for family celebrations such as birthdays, anniversaries, etc.)
- Garden Lounge (1) \$25,000 located on the second floor with a magnificent view of the secure garden
- Care Centre Room (6) \$10,000 located in each of the six neighbourhoods and is used by staff

- Harvest Room (6) \$10,000 located in each of the six neighbourhoods and is small multi-purpose room for care conferences, team meetings

Chapel

Some members of the Maple View Lodge Committee of Management may remember that when initial discussions in 2022 were taking place regarding naming rights, the Chapel was removed from the listing. It was felt at the time that area churches may be interested in commemorating the Chapel and therefore would be approached in an appropriate manner. We have received generous donations from several churches and are pursuing some others. Plans are being developed for recognition in the chapel donations.

The Fundraising Committee is committed to reaching its goal by the time the home opens", so a few exciting months to go! The Committee will report back if it is felt additional naming rights need to be added prior to the end of the campaign.

The Fundraising Committee thanks the Maple View Lodge staff, Maple View Lodge Committee of Management and Counties Council for all the support throughout the campaign and hope their efforts help the residents feel at home in the new G. Tackaberry and Family Home.

ATTACHMENTS

Appendix "A" Proposed Naming Rights

The report set out above has been reviewed and the information verified by the individuals listed below.

LESLEY TODD
LONG-TERM CARE FUNDRAISING COORDINATOR

MARCH 31, 2025
DATE

ALISON TUTAK
INTERIM CHIEF ADMINISTRATIVE OFFICER

APRIL 1, 2025
DATE

REDEVELOPMENT FUNDRAISING

Appendix "A" to By-Law No. 23-13

December, 2022

ITEM			RECOMMEND	COMMENTS
Major Naming Rights	New Build (1)	\$300,000	\$300,000	Target surpassed with current commitment
	Secure Garden and Shelters (1)	\$100,000	\$100,000	
	Dining Balcony (6 balconies)	\$10,000	\$60,000	
	Pedestrian Walkway (1)	\$25,000	\$25,000	
	Neighbourhoods (6)	\$100,000	\$600,000	
	Individual Resident Room Naming (132)	\$5,000	\$660,000	
	Existing Room Namings from MVL (60)	\$0		Names to be transferred from MVL
Community Spaces	Café	???		Hold
	Community Room (1)	\$25,000	\$25,000	
	Living Rooms (6)	\$15,000	\$90,000	
	Dining Rooms (6)	\$30,000	\$180,000	
	Sun Rooms (6)	\$15,000	\$90,000	
	Chapel	???		Hold for discussion with Ministerial Association

Event Fundraisers				
	Bonspiels, golf tournaments, BBQs, music festivals, walk-a-then Car shows, bingos, lottery events, fishing tournament	200,000	200,000	Approach 10 local municipalities to host an event
	Sally Port for Bike	\$20,000	\$20,000	
	Water Fountain in Garden	\$5,000	\$5,000	
TOTAL			\$2,355,000	

