



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

Thursday, July 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 June 5, 2025	1 - 7
5. Delegations/Presentations - Nil	
6. Redevelopment	
6.1 Report No. MVL-027-2025: Maple View Landings Administrator's Report and Redevelopment Update	8 - 58
7. Staff Reports	
7.1 Report No. MVL-026-2025: Request for Proposal - Contracted Registered Dietician - Maple View Lodge/G. Tackaberry and Family Home	59 - 61
7.2 Report No. MVL-028-2025: Maple View Lodge Financial Report May 2025	62 - 82
7.3 Report No. MVL-029-2025: Award of Contract MVL-029-09 - Linen Laundry Services - Maple View Lodge/G. Tackaberry and Family Home	83 - 85
8. Unfinished Business - Nil	

9. Member Reports/Announcements
10. Notice of By-law/Notice of Motion
 - 10.1 A By-law to Award Contract No. MVL-2025-08 to Seasons Care Inc. for Contracted Registered Dietician Services
 - 10.2 A By-law to Award Contract No. MVL-2025-09 to Hart Laundry Services for Linen Laundry Services
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, June 5, 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: Al Horsman, Chief Administrative Officer
Linda Hunter, Director of Maple View Landings
Kim Little, Director of Corporate Services
Mario Garcia, Maple View Landings Construction Project
Administrator
Pat Huffman, Treasurer
Betty Van Beek, Director of Care
Rick Purdy, Manager of Human Resources

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 00:00:22

Resolution No. MVL-028-2025

Moved by Arie Hoogenboom

Seconded by Roger Haley

**THAT the Agenda for the June 5, 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 00:00:45

4. Adoption of the Minutes of the Previous Meeting

4.1 Meeting Minutes Dated May 8, 2025

Recording Timestamp 00:00:57

Resolution No. MVL-029-2025

Moved by Michael Cameron

Seconded by Nancy Peckford

THAT the Minutes of the Maple View Lodge Committee of Management meeting held on May 8, 2025 be adopted as circulated.

CARRIED

5. Delegations/Presentations – Nil

Recording Timestamp 00:01:34

6. Redevelopment

6.1 Report No. MVL-021-2025: Maple View Landings Administrator's Report and Redevelopment Update

Recording Timestamp 00:01:38

Recording Timestamp 00:02:27

Mr. Hoogenboom suggested the Diversity, Equity and Inclusion training taking place at Maple View Lodge should be expanded to include other Counties'

employees. Mr. Purdy confirmed the Wellness Coordinator is rolling this training out to the other employees.

6.2 Report No. MVL-024-2025: Sally Port - G. Tackaberry and Family Home

Recording Timestamp 00:08:34

Resolution No. MVL-030-2025

Moved by Corinna Smith-Gatcke

Seconded by Nancy Peckford

THAT the Maple View Lodge Committee of Management recommends that Counties Council approve the proposal from North Country Sheds for the construction of the tri-bike shed "Sally Port" as specified in the estimate No. 10023, attached to this report, in the amount of \$29,572.94; and THAT the Maple View Lodge Committee of Management recommends that Counties Council approve the additional cost of \$5,000.00 for the labour for the construction of the concrete slab.

CARRIED

6.3 Report No. MVL-023-2025: 50 Additional Granular Parking - G. Tackaberry and Family Home

Recording Timestamp 00:11:17

Resolution No. MVL-031-2025

Moved by Michael Cameron

Seconded by Roger Haley

THAT the Maple View Lodge Committee of Management recommends Counties Council approve the proposed quote number 2025-29 from G. Tackaberry and Sons Construction Company Limited. in the amount of \$70,000.00, excluding HST, for a new granular parking lot extension to add 50 additional parking spaces at the north end of the new G. Tackaberry and Family Home at Maple View Landings; and THAT the necessary by-law be prepared.

CARRIED

**6.4 Report No. MVL-026-2025: Award of Tender - Contracted
Physiotherapy Services and Equipment for G. Tackaberry and Family
Home**

Recording Timestamp 00:13:33

Recording Timestamp 00:15:00

Mr. Hoogenboom requested additional information pertaining to the range of bids received and whether the recommended bidder has had favourable experiences with the Counties. Staff indicated this information is unavailable at this time, but could be gathered before the meeting adjourns.

Recording Timestamp 00:17:12

Warden Smith-Gatcke recommended tabling the motion while Ms. Hunter gathered the additional information.

Resolution No. MVL-032-2025

Moved by Corinna Smith-Gatcke

Seconded by Arie Hoogenboom

**THAT the motion pertaining to RFP MVL-2025-07 for Contracted
Physiotherapy Services and Equipment at the G. Tackaberry and Family
Home be tabled.**

CARRIED

Resolution No. MVL-033-2025

Moved by Arie Hoogenboom

Seconded by Corinna Smith-Gatcke

**THAT the Maple View Lodge Committee of Management recommends
awarding RFP MVL-2025-07 – Contracted Physiotherapy Services and
Equipment, to Lifemark Health Corp. in the amount of \$1,250,836.00
excluding HST; and**

**THAT the Maple View Lodge Committee of Management recommends
authorizing staff the option to extend the contract MVL-2025-07 for an
additional two one-year periods, subject to budget, satisfactory vendor
performance, pricing, and the mutual agreement of all parties; and
THAT the necessary by-law be prepared.**

TABLED

7. Staff Reports

7.1 Report No. MVL-025-2025: Maple View Lodge Quality Improvement Plan (QIP) 2025-2026

Recording Timestamp 00:18:10

Resolution No. MVL-034-2025

Moved by Nancy Peckford

Seconded by Roger Haley

**THAT the Maple View Lodge Committee of Management recommends
Counties Council receive the Quality Improvement Plan 2025-2026.**

CARRIED

7.2 Report No. MVL-020-2025: Maple View Lodge Financial Report April 2025

Recording Timestamp 00:22:05

Recording Timestamp 00:30:10

The Committee elected to take the motion regarding the Physiotherapy Services and Equipment from the Table.

Recording Timestamp 00:31:26

In response to Mr. Hoogenboom's request for additional information, Ms. Hunter advised the recommended bidder was the middle of three bids and the lowest bidder was only slightly less than the recommended vendor. Mrs. Huffman explained the bids were evaluated in two stages, noting the bids were first evaluated on a series of criteria and the price was only opened after the initial criteria had been tallied. She said the vendor with the highest combined score was awarded the contract. She explained the cost is only slightly over the estimate and can be accommodated within the budget.

Resolution No. MVL-035-2025

Moved by Arie Hoogenboom

Seconded by Corinna Smith-Gatcke

THAT the Maple View Lodge Committee of Management recommends awarding RFP MVL-2025-07 – Contracted Physiotherapy Services and Equipment, to Lifemark Health Corp. in the amount of \$1,250,836.00 excluding HST; and

THAT the Maple View Lodge Committee of Management recommends authorizing staff the option to extend the contract MVL-2025-07 for an additional two one-year periods, subject to budget, satisfactory vendor performance, pricing, and the mutual agreement of all parties; and THAT the necessary by-law be prepared.

CARRIED

8. Unfinished Business

Recording Timestamp 00:32:48

Warden Smith-Gatcke left the meeting at 9:33 a.m.

9. Member Reports/Announcements

Recording Timestamp 00:33:33

Mr. Scott suggested staff begin keeping a waiting list of individuals interested in living at the renovated and repurposed Maple View Lodge once the current residents have moved to the G. Tackaberry and Family Home. Mr. Garcia indicated such a list does not exist at this time and cautioned against creating expectations as to what final uses may be approved for the site.

10. Notice of By-law/Notice of Motion

Recording Timestamp 00:35:41

10.1 A By-law to Award Quote Number 2025-29 with G. Tackaberry and Sons Construction Company Limited for the Provision of a Granular Parking Lot Extension at the G. Tackaberry and Family Home

10.2 A By-law to Award RFP MVL-2025-07 - Contracted Physiotherapy Services and Equipment to Lifemark Health Corp.

11. Questions from the Media

Recording Timestamp 00:35:59

There were no questions from the media.

12. Questions from the Public

Recording Timestamp 00:36:04

There were no questions from the public.

13. Closed Meeting – Nil

Recording Timestamp 00:36:08

14. Adjournment

Recording Timestamp 00:36:12

Resolution No. MVL-036-2025

Moved by Michael Cameron

Seconded by Roger Haley

THAT the meeting of the Maple View Lodge Committee of Management adjourn at 9:36 a.m.

CARRIED

Herb Scott, Chair

Christina Conklin, County Clerk

JULY 10, 2025

MVL COMMITTEE OF MANAGEMENT

REPORT NO. MVL-027-2025

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

**LINDA HUNTER
INTERIM ADMINISTRATOR**

**MARIO GARCIA
MAPLE VIEW LANDINGS PROJECT
ADMINISTRATOR**

RECOMMENDATIONS

For information purposes.

FINANCIAL IMPLICATIONS

No financial impacts are anticipated based on this report.

STRATEGIC INITIATIVES

This monthly report falls under Pillar 1 – 1.3 - develop our capacity to successfully manager complex infrastructure projects.

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

Staff Meetings:

Monthly meetings continue to be held providing staff with regular updates on activities in the Home and GTFH. A brief presentation on the Quality Improvement Plan 2024/25 and 25/26 was provided. A request for a Personal Support Worker (PSW) volunteer to join the newly-created Quality Assurance Committee was made and a staff volunteered.

Approximately 30 staff attended the June 10 meeting. The next meeting is scheduled for July 9 with a presentation by Rylee Donahue, HR Consultant, and Roxanne Gimera, ADOC, on the recently-created Health and Supportive Care Providers Oversight Authority (HSCPOA). This is an independent regulatory body accountable to the Ontario government under the Health and Supportive Care Providers Oversight Authority Act, 2021. The HSCPOA was created by the government to support public protection. It does this by:

- Maintaining an online public register with easy-to-find information about all registered PSWs in Ontario.
- Establishing consistency in education, training and competency requirements.

- Addressing complaints, providing dispute resolution and overseeing disciplinary procedures.
- Authorizes qualified PSWs to use the visual mark to show they are registered with HSCPOA.
- Holds registrants accountable to a code of ethics.
- Enhances public trust in registered PSWs and respect for the work they do.

The Ministry has made registration with the HSCPOA voluntary to avoid any unintended consequences or disruption in the health care system and the PSW supply in Ontario. The regulations under the HSCPOA Act came into force on December 1, 2024. The HSCPOA began registering PSWs who meet the registration requirements December 1, 2024.

Advantage Ontario is providing webinars to long-term care homes on the role and responsibilities of the HSCPOA and is seeking clarification from the Ministry as there are a number of questions arising.

Presentation to Auxiliary:

Linda Hunter and Mario Garcia attended the May 29 Auxiliary meeting and provided an overview of the new Home design. Feedback was very positive and included "the presentation gave real insight of the comforts of home that residents will experiencethe Auxiliary is blessed to be part of the various people and groups that are able to offer such a homey, beautiful place for long-term residents to enjoy and call home."

Residents' Council:

Meetings are held monthly and well-attended. Representatives from administration are invited to provide regular updates. The June 24 meeting approved the proposed summer menu. There was lots of interest and support for more summer food items such as hot dogs, hamburgers and pasta salads. The results of a room mock-up to help determine the type of personal furniture that can be accommodated in the GTFH was discussed. Samples of GTFH signage and the donor tree were shared. A presentation on the results of the 2024/25 and 25/26 targets was given. A discussion was held on how to better ensure resident voices are heard. This will be a standing agenda item. The next meeting is scheduled for June 29. A guest speaker from OARC will be attending the August meeting to discuss resident rights as they relate to the upcoming move.

Family Council:

Currently, the Family Council meets quarterly and interest is low. Council recently lost three members with the passing of a resident. Recruitment efforts are ongoing. It is anticipated with increase in size in new Home, there will be more interest.

Council met on June 25 with two attendees and one regret. Items discussed included upcoming events for residents such as the Strawberry Social planned for Canada Day; the Quality Improvement Plan results and targets, and fees for resident services (i.e., cable, phone, internet, etc.). Resource information from the Family Councils of Ontario on establishing councils was shared and posted on the Family Council bulletin board.

Bi-Annual Forget-Me-Not Celebration of Life Event:

A small group of family and friends, residents and staff attended the June 20 event. Everyone attending had the opportunity to plant a forget-me-not plant in honour of the residents who passed in preceding six months.

Medical Director Contract:

A new Medical Director contract is in place for both Maple View Lodge and the G. Tackaberry and Family Home and meets the compliance requirements for the Fixing the Long-Term Care Act (FLTCA). The contract was reviewed by Finance and Corporate Services prior to finalization.

Case Mix Index (CMI):

The Home's funded CMI for 2025-26 is 1.0029, a slight increase from 2024-25 at 1.0009.

In-Service on Critical Incidents and QA:

An in-service on critical incidents was held with the leadership team on June 18, and a session on requirements for quality assurance under the FLTCA is scheduled for the newly-created Quality Assurance Committee for July 17. The presenter is a consultant (former Ministry of Long-Term Care (MLTC) inspector) who provides training to long-term care homes including Advantage Ontario.

Negotiations:

OPSEU negotiation meetings were held on June 12 and 13. The next scheduled meetings are July 15 and 16.

Feedback from Capital Branch MLTC in the Final Occupancy Plan Submission:

On June 24, staff received comments from the MLTC Capital Branch on the May 20 Occupancy Plan submission requesting architectural floor plans in pdf format in their original document size, and further questions on orientation training (including confirmation that the SURGE module includes licensee's written procedure for handling and dealing with complaints and minimizing the restraining of residents); that the GTFH emergency plan policy includes an overview of all the required emergency plans in accordance with legislation and further delineation of specific leads in the organizational chart. The Occupancy Plan is to be submitted with updated documents by July 4.

GTFH Planning:

Weekly meetings with the architect are ongoing to review progress and address any questions/concerns. These meetings are very helpful and updates are shared with management team.

To assist residents and families in determining the personal furniture that can be accommodated in the GTFH, a mock-up room was temporarily created on June 4 in an MVL sunroom. A couple of representatives of the Residents' Council were invited to participate. Results have been shared with Residents' Council and an update was prepared for release to families.

The Model of Care Committee has been established and monthly meetings commenced in May 2025. As of this date, all new hires receive education on the model of care. All existing staff will receive training as part of their planned orientation to the G. Tackaberry and Family Home. The Mission, Vision and Values Statement has been placed in key locations in Maple View Lodge and will be posted in the GTFH. In addition, it has been posted on the Maple View Landings website.

Work has commenced with the Communications Department in updating the GTFH webpage and recent photographs were uploaded to show the current status. Many long-term care homes have videos posted on their sites showing the exterior and interior so prospective residents and families can see the homes' designs and layouts. Planning is actively in progress to create a video in the coming weeks to showcase the new Home.

Significant efforts continue to prepare for Ministry inspections and approval for move to the new Home.

IPAC Update:

- There have been no outbreaks or lost resident days this past month.
- COVID boosters are being administered on June 18 to all residents who consent to receive them.
- The new IPAC Lead, Anitha Chandrahasan started on June 2.

Building Maintenance:

- **GTFH** – Staff continue to prepare for the move to the new building, attending the commissioning of new equipment as needed.
- **Supplies** – Supplies for the new build are on order and scheduled for delivered.

- **Lawn Maintenance Contract** – Staff are in the process of re-contracting a new lawn maintenance service as the latest low-price contractor has been terminated due to performance issues.
- **Housekeeping and Maintenance Teams** – The teams continue to work diligently in keeping MVL in pristine condition and provide excellent service to the residents.
- **MVL Fire Sprinkler System Compressor** – The purchase of a new compressor was required as the current one is at risk of failure due to a serious oil leak. The intent will be to take it off line and send it out for repair the, if repairable, be a necessary compressor at the new site and/or back-up in the workshop.
- **Extreme Temperatures – MVL** – A past report indicated that during the summer season, MVL was subject to extreme temperatures requiring fans and air conditioning units being installed throughout the home. With some modifications to the building automation system, the air conditioning has been stabilized (keeping within Ministry temperature limit standards), reducing the need for extra units/fans this summer. This will keep the resident rooms as a more consistent temperature, and reduce tripping hazards and noise in the halls in resident areas. It will also provide a better work environment for staff. The new building will have a new element of de-humidification included in its air systems which will be a game changed during the summer season.

Waitlist - As of July 2, 2025, there were 245 people on the wait list:

	July 2, 2025	Basic	Semi-Private	Private
Male	95	45	30	44
Female	150	80	40	75
Total	245			

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

Occupancy – As of July 1, 2025, occupancy is 96.6% (98.3% as of Thursday, July 4 as a new admission is arriving).

	Since June 1, 2025	Year to Date
Admissions	2	14
Discharges	4	16

Recruitment - Monthly Report on GTFH:

Position	Approved GTFH Complement		Current Complement as at June-16-25			Remaining to Hire	
	FT	PT	FT	PT	Casual	FT	PT
Personal Support Worker	86	44	80	12	6	6	32
Registered Nurse	8	5	9	3	2	-1	2
Registered Practical Nurse	16	11	9	5	3	7	6
Recreation Aide	6	2	2	1	1	4	1
Restorative Care Aide	2	1	0	1	0	2	0
Dietary Aide	10	8	5	13	0	5	-5
Housekeeping Aide	11	7	5	9	0	6	2
Maintenance Tech/ Stockkeeper	4	1	3	2	2	1	0
Cook	3	3	0	0	0	3	3
Totals	146	82	113	46	14	33	41

Monthly Staffing Changes – Maple View Lodge

Category	Year End Total 2024	As at June 16, 2025	Year to Date 2025
New hires	44	19	67
Resignations	3	1	12
Retirements	2	0	0
Terminations	25	0	3
Termination/Probation	3	2	7

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

Capital project – Leads: Turner and Townsend, M. Garcia)

Please see attached monthly report from Turner and Townsend (Attachment A – Project Manager's Monthly Report, Turner and Townsend, June 25, 2025).

Turner and Townsend confirmed that the overall construction progress is nearly 98.5% complete and is aligned with the progress plan. Risk is controlled and the mitigation plan is in place. The project quality is controlled and 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
Third-floor core - final coat of paint finished in resident home areas; moving to second-floor core
Electrical
Lighting and device installations complete
Automatic door opener installation complete
Fire alarm testing preparation continued
Mechanical
Final fixture installations nearing completion
Fire suppression system commissioning complete
Air conditioning system commissioning complete
Air balancing and water balancing continues
Sprinkler pre-start checks complete
IT
Access point complete
Nurse call system – approximately 20 locations remain
Austco testing pending Level 1
Flooring
Welding completions – all areas
Stair F tiling underway
Millwork
Corridor wainscoting/shiplap continues
Corridor panelling and railing continues
Core common area millwork install continues
Common areas in resident home areas millwork continues
Door/Door Hardware
Suite washroom barn door installations ongoing

Room Finishings
Dining room tiling complete
Exterior Works
Landscaping activities final inspections complete – miscellaneous items pending

Upcoming Activities:

- Balcony waterproofing and railing
- Parking lot painting
- Installation of bathroom partitions
- Kitchen fume hood fire suppression system commissioning
- Fire alarm system testing
- Sprinkler system testing – final commissioning

CCOs out for Costing

CCO-066	Wall in-fill below Stair A – work nearing completion
CCO-115	Fire rating for beam garbage room 1080
CCO-122	Shower disinfectant piping revision
CCO-124	Handwashing sinks in Dining Room 1 at home kitchen

Change Orders Issued

MVL-CO-113	Additional food warmer home kitchen – electrical consultant reviewed with comments
MVL-CO-114	Sealer around plenums
MVL-CO-118	Relocate electrical to suite millwork

Furniture, Fixtures and Equipment

The final process for the furniture, fixtures and equipment procurement is in progress as follows:

Appliances	Audio-visuals	Carts
Furniture	Healthcare equipment	IT equipment
Shelving	Signage	Window coverings

A revised schedule for the deliveries of the purchased items has been updated (see Attachment C – MVL Furniture, Fixtures and Equipment Delivery).

Operational Readiness Kitchen Equipment Transition - The operational readiness for the kitchen process is in progress.

Wayfinding Signage and Donor Recognition - Under production.

Operational Readiness – Leads: L. Hunter, M. Garcia

Please see attached monthly Project Status Report from Colliers (Attachment B – Project Status Report, Colliers, June 26, 2025).

Communications – Leads: A. Tutak, L. Hunter

A monthly update of the project was provided to Maple View Lodge residents, family and staff via the monthly newsletter.

ATTACHMENTS

Attachment A – Project Manager's Monthly Report, Turner and Townsend, June 25, 2025

Attachment B – Project Status Report, Colliers, June 26, 2025

Attachment C – Furniture, Fixtures and Equipment Delivery Update – June 11, 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

JULY 2, 2025

DATE

LINDA HUNTER

DIRECTOR/ADMINISTRATOR (Interim)

MAPLE VIEW LANDINGS

JULY 2, 2025

DATE

PAT HUFFMAN

TREASURER

JULY 2, 2025

DATE

AL HORSMAN

CHIEF ADMINISTRATIVE OFFICER

JULY 2, 2025

DATE

Report

Project Manager's Monthly Report Maple View Lodge Redevelopment

June 25, 2025

making the **difference**

Greg Stallard
greg.stallard@turntown.com

Turner & Townsend
45 O'Connor Street, Suite 1400
Ottawa, Ontario
K1P 1A4
w: www.turnerandtownsend.com



Executive Summary - Maple View Lodge Redevelopment



Report Date

June 25, 2025

Prepared by

Hazem Osman /Ali Bayati

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

3

Number of Changes

3

Approved Changes

0

Pending Changes

3.37M

Contingency Remaining

\$35K

\$ Submitted

\$35K

\$ Approved

(Blank)

Pending \$

35.73%

% Contingency of CTC

RAG Status

RAG Category	Commentary	RAG Status	Trend
Design	Coordination with operations teams for training and LTC requirements		→
Procurement	Delivery and installation of some FF&E packages commenced.		→
Construction	Expediting completeness of systems and internal finishing. General Clean up started		→
Cost and Change	The total project cost of work, including contingency reserves, is complete to date by 98.5%		→
Schedule	Closely coordinating to meetthe Ministry requirements for the occupancy date		→
Summary	Challenges in last-mile coordination pushing the forecasted full occupancy to mid September 2025		→

Risk Overview

0

High Risks

1

Medium Risks

6

Low Risks

Financials Overview

\$86,086,003

Current Forecast (excl. HST)

\$1,538,300

Next Month (Forecast)

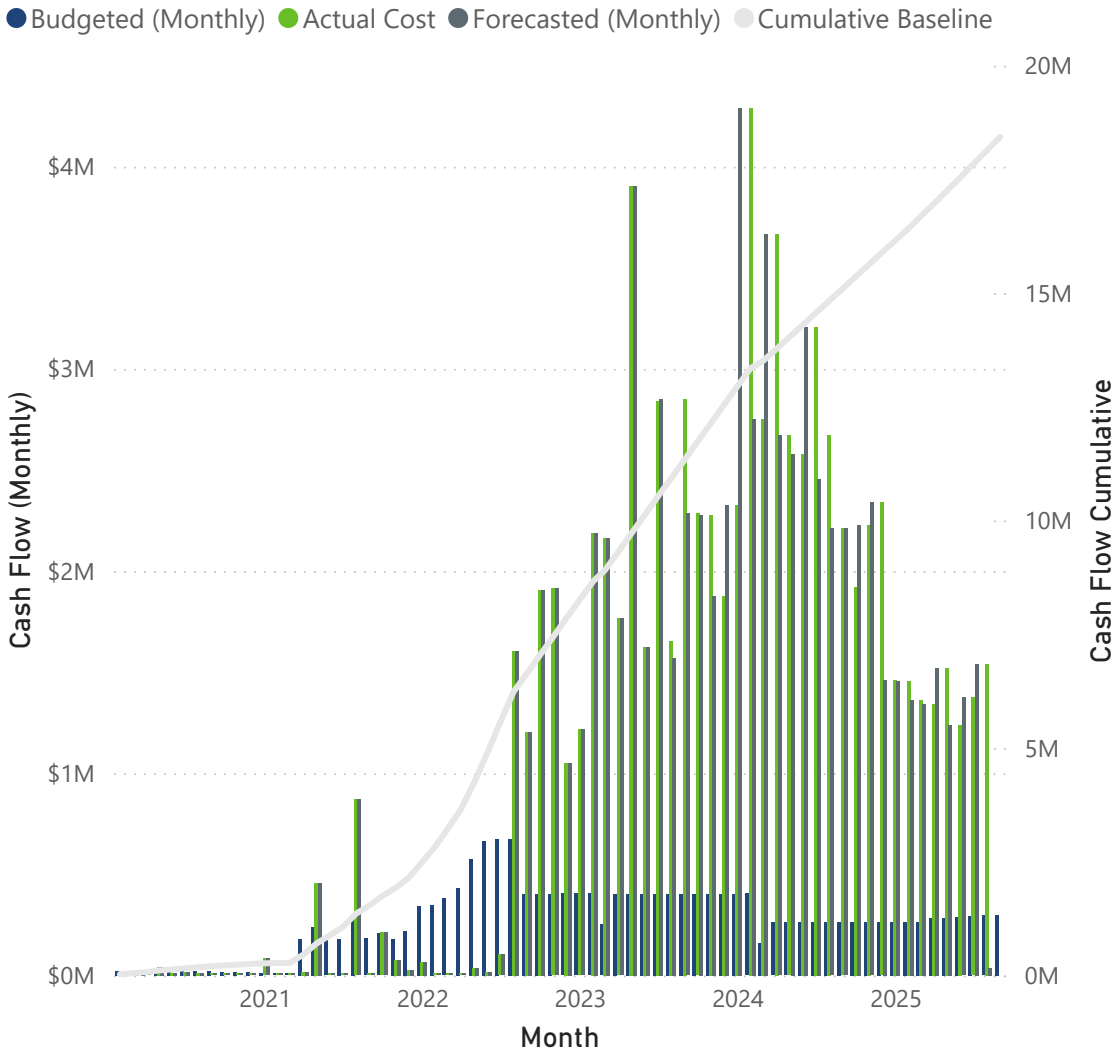
\$76,655,132

Cost to Date

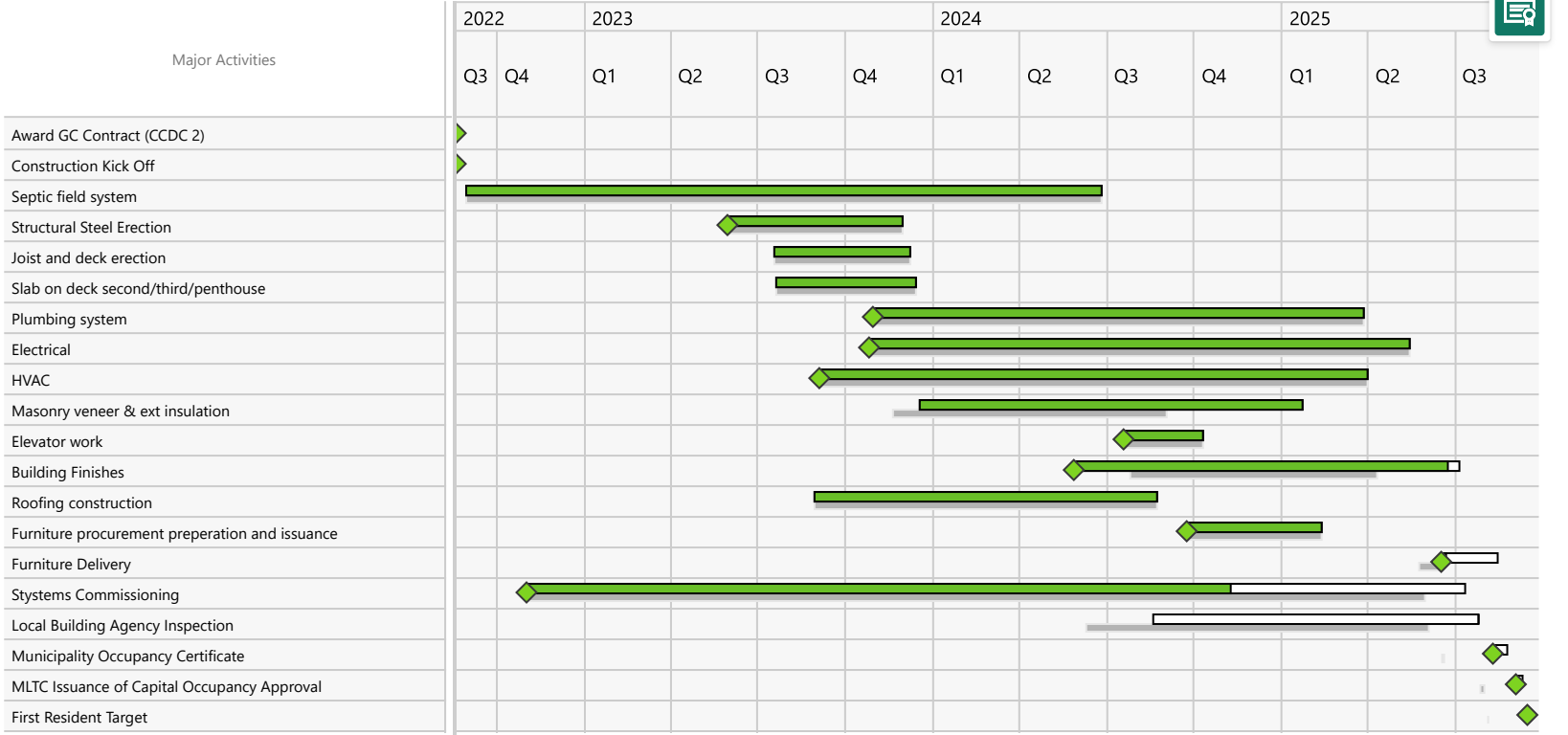
\$9,430,871

Cost to Complete

Cash Flow



Schedule Gantt Chart



Executive Summary

Report Date	Description
25-Jun-2025	The overall construction progress is nearly 98.5% at this time
25-Jun-2025	Risk is controlled and mitigation plan is in place
25-Jun-2025	Project quality is controlled and being inspected and tested regularly meeting the project requirements
25-Jun-2025	Project is on budget with a Gross Cost to date of \$78,870,600 and Cost to Complete of \$9,726,212 (including contingency reserves)
25-Jun-2025	Operational activities are being integrated into the overall project schedulefor last-mile coordination
25-Jun-2025	FF&E and Signage packages atarted being delivered in close coordination with the remaining construction and snagging activities
25-Jun-2025	Commissioning is ongoing and progressing. Planned to be completed by July

Headlines and Achievements

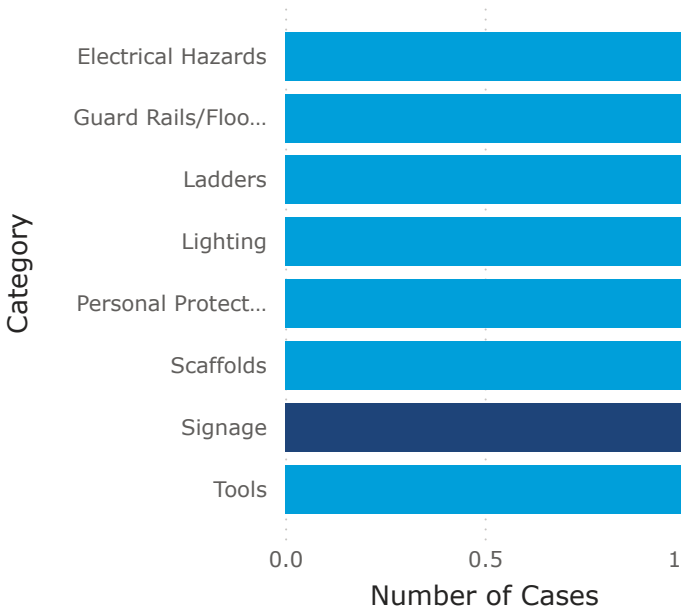
Report Date	Description
25-Jun-25	Access Points –1 location pending
25-Jun-25	ADO installation nearing completion
25-Jun-25	Air Conditioning System commissioning
25-Jun-25	Austco Testing pending Level 1
25-Jun-25	Beauty salon tiling nearing completion
25-Jun-25	Den Wall paper complete
25-Jun-25	Dining Room Tiling underway
25-Jun-25	Epoxy flooring complete penthouse, utility rooms
25-Jun-25	Final coat of paint finishes progressing throughout building
25-Jun-25	Final fixture installations nearing completion
25-Jun-25	Fire alarm testing preparation underway
25-Jun-25	Fire Suppression System commissioning underway
25-Jun-25	Front entrance bollards installed.
25-Jun-25	Ground Floor Common area flooring continues
25-Jun-25	Landscaping activities nearing completion
25-Jun-25	Level 2 Core Wallpaper installed

Upcoming Headlines and Achievements

Report Date	Description
25-Jun-25	Balcony Waterproofing and Railing
25-Jun-25	Completing the Newterra System's wet commissioning
25-Jun-25	Installation of bathroom partitions
25-Jun-25	Parking Lot Painting

Health & Safety Overview

Investigations by Category

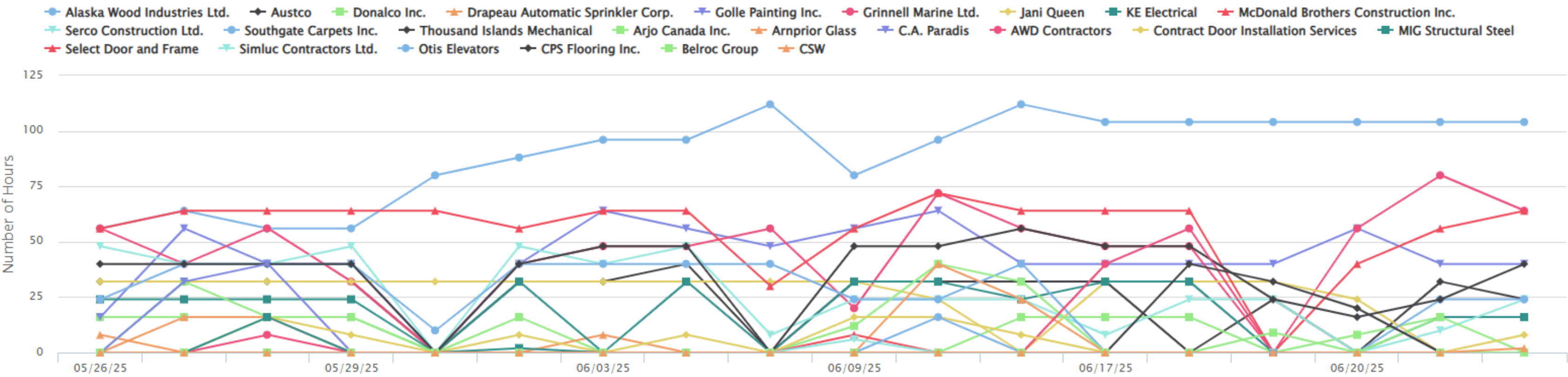


Site Manpower

June manpower report is as follows, with a continued site average of 40-45 workers per day.

Daily Log Manpower Report

MANPOWER GRAPH



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	No comments or issues at this time
Ref 3	All required signage was in place where required
Ref 4	No electrical hazards were observed during this inspection
Ref 7	No issues at this time
Ref 8	No issues at this time
Ref 8	No issues at this time
Ref 09	No issues at this time

8

Raised in the last 30 days

0

Raised and Completed within the last 30 days

0

Raised over 30 days ago

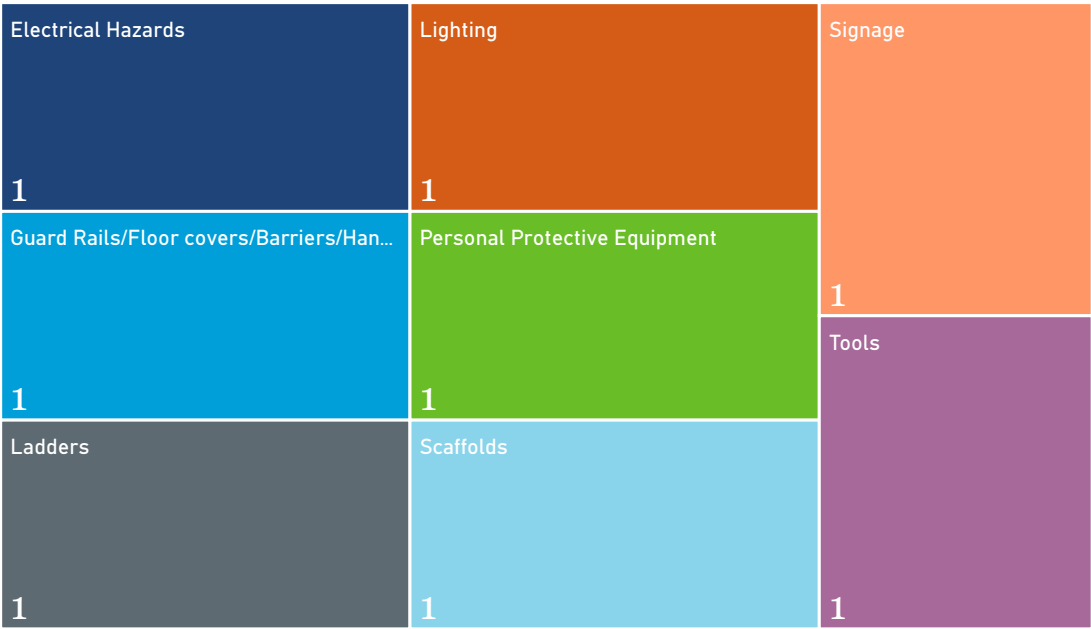
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Total - Not Completed in Timescale

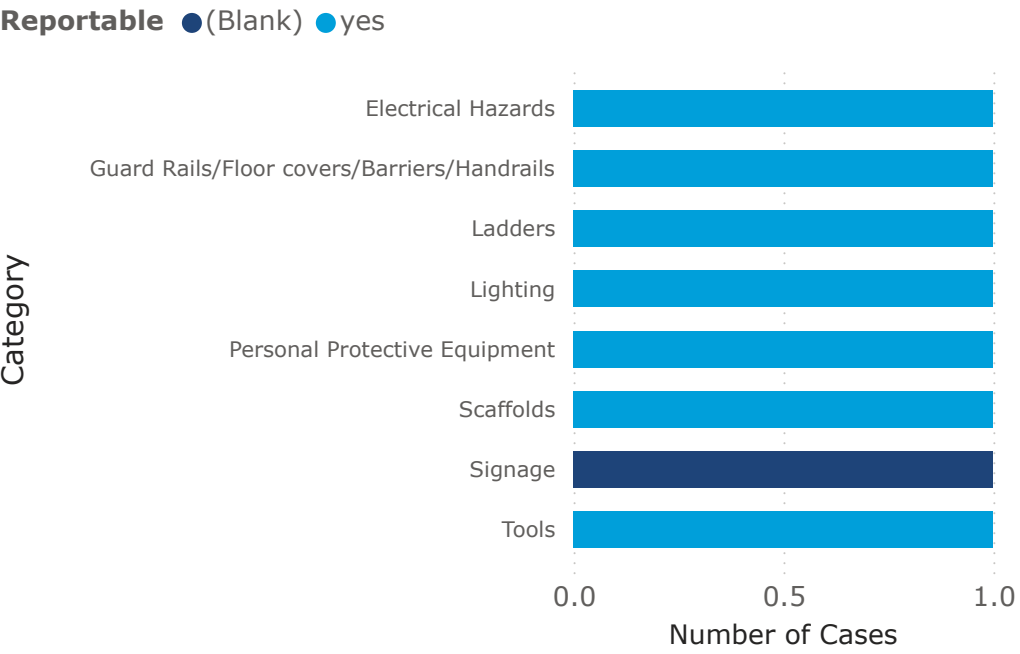
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Total - Completed in Timescale

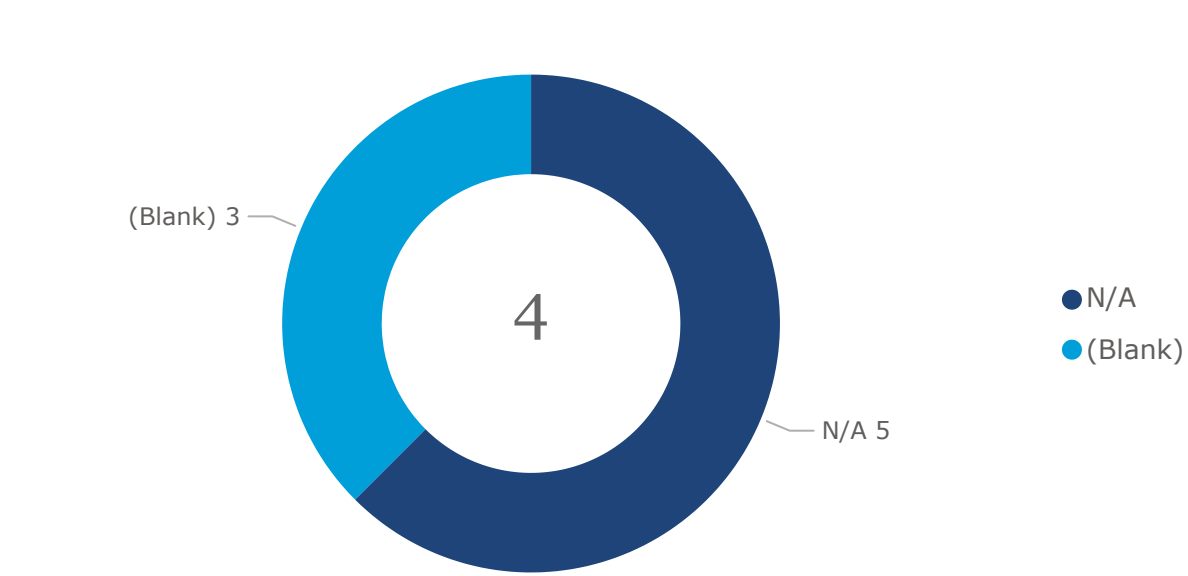
H&S Investigations by Type



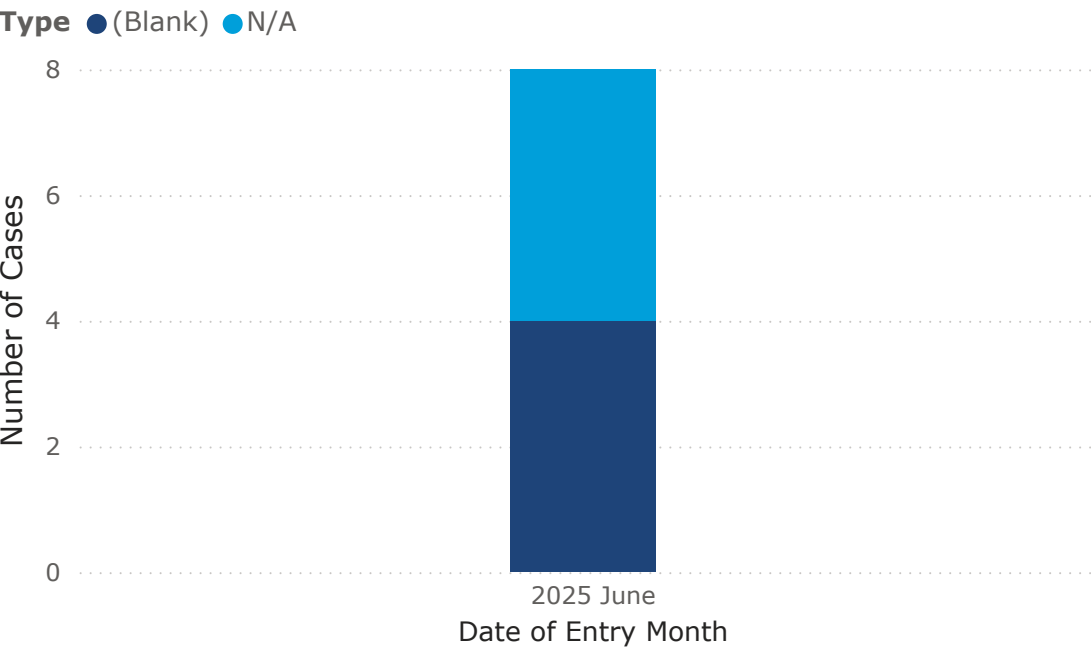
H&S Investigations by Category



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
25-Jun-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	-
25-Jun-2025	Ref 2	Tools	No comments or issues at this time	N/A	N/A	-
25-Jun-2025	Ref 3	Signage	All required signage was in place where required	N/A	N/A	-
25-Jun-2025	Ref 4	Electrical Hazards	No electrical hazards were observed during this inspection	N/A	N/A	-
25-Jun-2025	Ref 7	Guard Rails/Floor covers/Barriers/Handrails	No issues at this time	N/A	N/A	-
25-Jun-2025	Ref 8	Ladders	No issues at this time	N/A	N/A	-
25-Jun-2025	Ref 8	Lighting	No issues at this time	N/A	N/A	-
25-Jun-2025	Ref 09	Scaffolds	No issues at this time	N/A	N/A	-



Navigation



Executive Summary



Health & Safety



Schedule



Issues and Decisions



Progress



Financials



Change Control



Risk



Consultation & Approvals



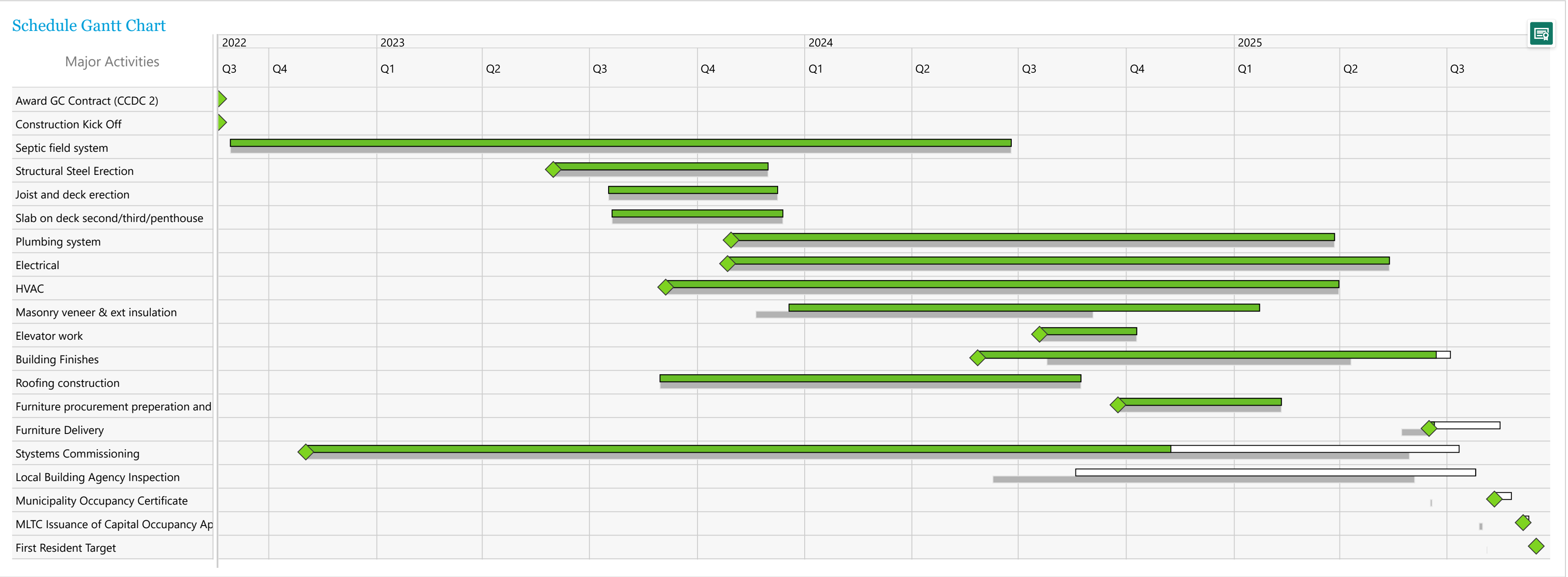
Stakeholder Management



Warranties /References

Schedule

16 Completed	3 In Progress	4 Not Started	1 Early Milestones	6 Late Milestones	16 On Baseline	0 Late and Critical
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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	100.00%		
M_11	Electrical	10/27/2023	10/27/2023	5/13/2025	5/13/2025	100.00%		
M_12	HVAC	9/4/2023	9/4/2023	3/31/2025	3/31/2025	100.00%		
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	7/4/2025	4/10/2025	97.00%		
M_16	Roofing construction	8/30/2023	8/30/2023	8/23/2024	8/23/2024	100.00%		
M_17	Furniture procurement preperation and issuance	9/24/2024	9/24/2024	2/10/2025	2/10/2025	100.00%		
M_18	Furniture Delivery	6/16/2025	5/23/2025	8/15/2025	6/15/2025	7.00%		
M_19	Stystems Commissioning	11/1/2022	11/1/2022	7/11/2025	5/30/2025	75.00%		
M_20	Local Building Agency Inspection	7/25/2025	6/3/2025	8/18/2024	6/9/2024	0.00%		
M_21	Municipality Occupancy Certificate	8/11/2025	6/17/2025	8/25/2025	6/18/2025	0.00%		
M_22	MLTC Issuance of Capital Occupancy Approval	9/4/2025	7/28/2025	9/9/2025	7/31/2025	0.00%		
M_23	First Resident Target	9/15/2025	8/4/2025	9/16/2025	8/4/2025	0.00%		

Issues and Decisions

0
High Urgency

0
Medium Urgency

2
Low Urgency

Issues and Decisions

2 Completed0 Remaining

Overdue Actions

0 Overdue Actions1 Overdue within one week

Issues and Decisions







Issues and Decisions

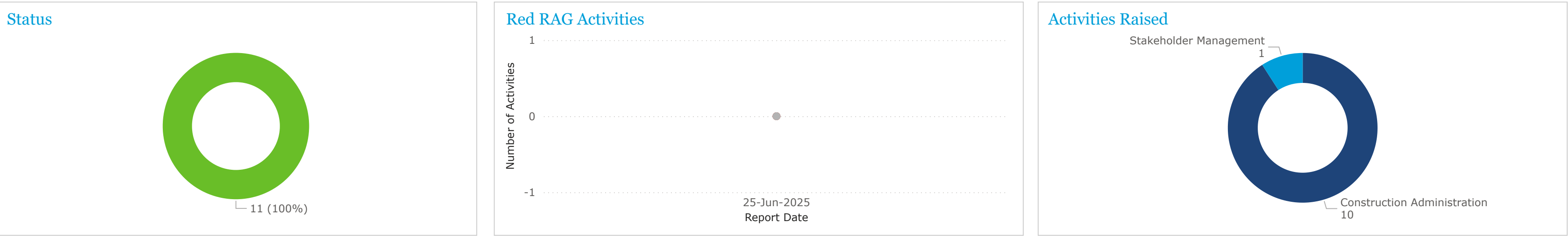


Overdue Actions



Issues and Decisions - Detail					
Heading	Description/Impact	Date Completed	Action required	Days until Overdue	RAG
Appliances procurement strategy	Award strategy to be concluded		 Monday, June 30, 2025	4	
Exterior furniture & Window covering packages	Evaluated and awarded	29-May-2025	 Thursday, May 29, 2025	0	

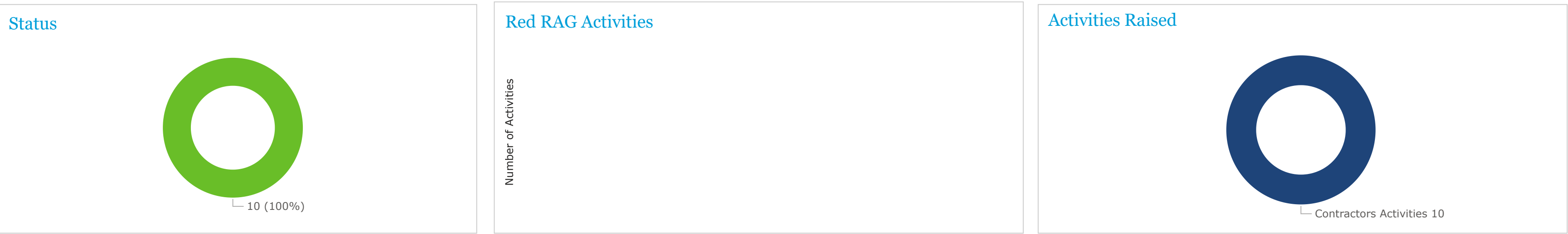
Consultant Progress



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.	
Construction Administration	Commissioning Agent	Commissioning activities are near completion	
Construction Administration	Prime Consultant	Continued construction coordination and resolving site issues	
Construction Administration	Project Manager	Coordinate, control and follow up for the change orders' approvals	
Construction Administration	Prime Consultant	Coordination between contractor and subconsultants for review and assessment of change orders	
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	
Construction Administration	Project Manager	Kept MLTC informed by issuing periodical reports and providing all necessary clarifications and supporting documents	
Stakeholder Management	Project Manager	Lead bi-weekly Project Team meeting with UCLG, MVL leadership, and HAI	
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	
Construction Administration	Project Manager	Most of the FF&E packages have been awarded. However, the appliances, artworks, and carts are yet to be procured.	
Construction Administration	Newterra	Pre-commissioning list of Newterra system is ongoing.	

Contractor Progress



Contractor Progress - Breakdown

Activity	Contractor	Description	RAG
Contractors Activities	MBC	Completing the Newterra system installation and preparations for commissioning	
Contractors Activities	MBC	Coordinated FF&E delivery commenced on site	
Contractors Activities	MBC	Final fixtures nearing completion	
Contractors Activities	MBC	Lighting and devices installatgion nearing completion	
Contractors Activities	MVL	Cleanup started for some rooms	
Contractors Activities	MVL	Finishing interior finishes and touchups at all levels	
Contractors Activities	MVL	Fire suppression commissioning and Air Conditioning systems commissioned	
Contractors Activities	MVL	Kitchen equipments delivered and installed	
Contractors Activities	MVL	Millworks are being installed on site	
Contractors Activities	MVL	The buthtubs have been received and installed	

Financials

Financial Commentary

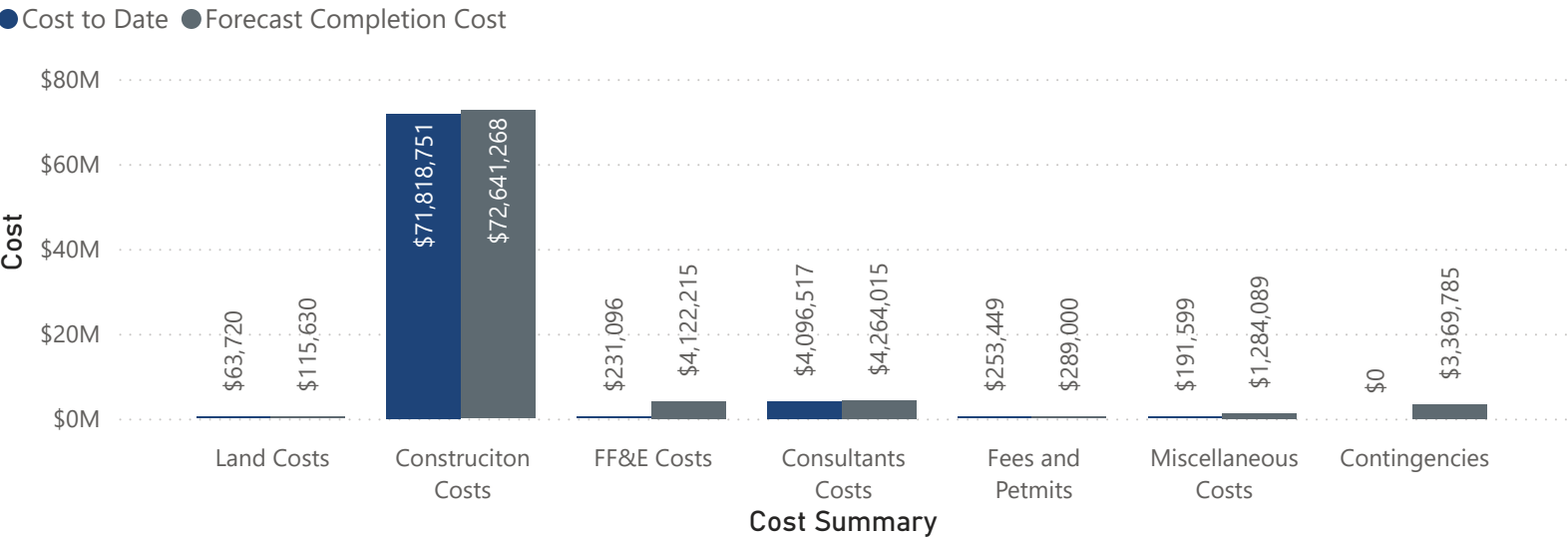
This cost plan will continue to be updated as the project progresses, and all remaining commitments and invoices are processed for the project

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



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

\$1,538,300
Next Month (Forecast)

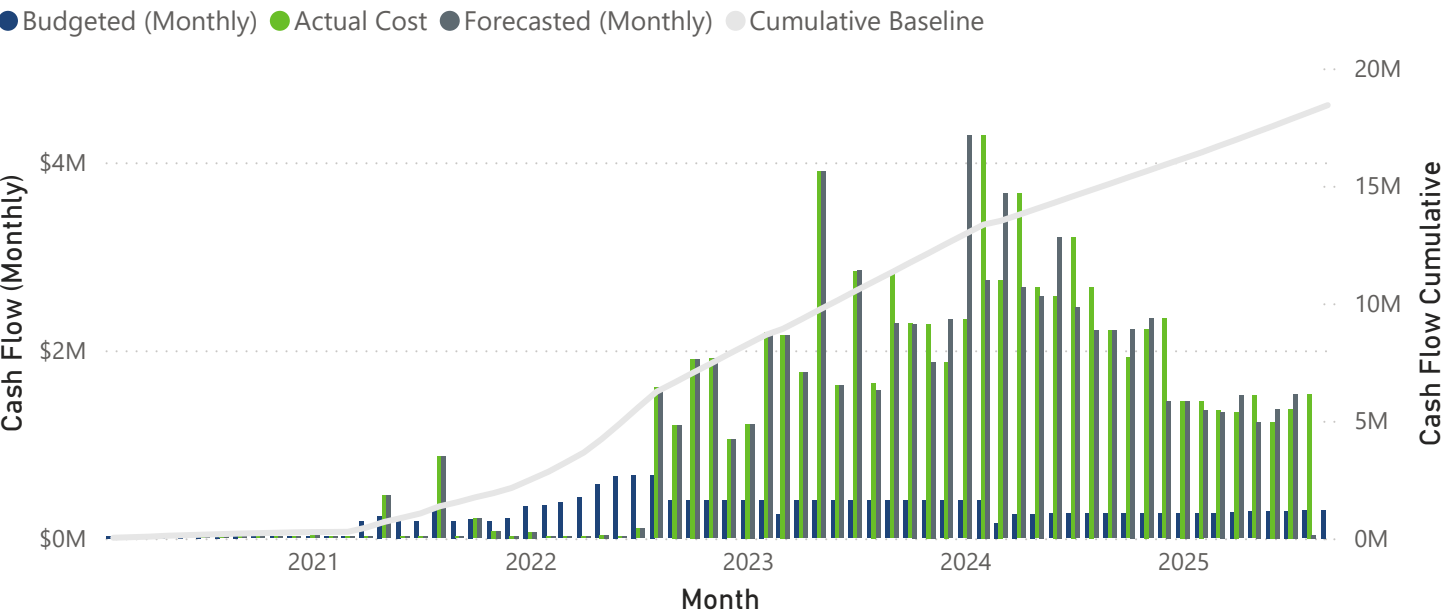
\$9,430,871
Cost to Complete

0.00% 46.49% 100.00%
% Contingency Used

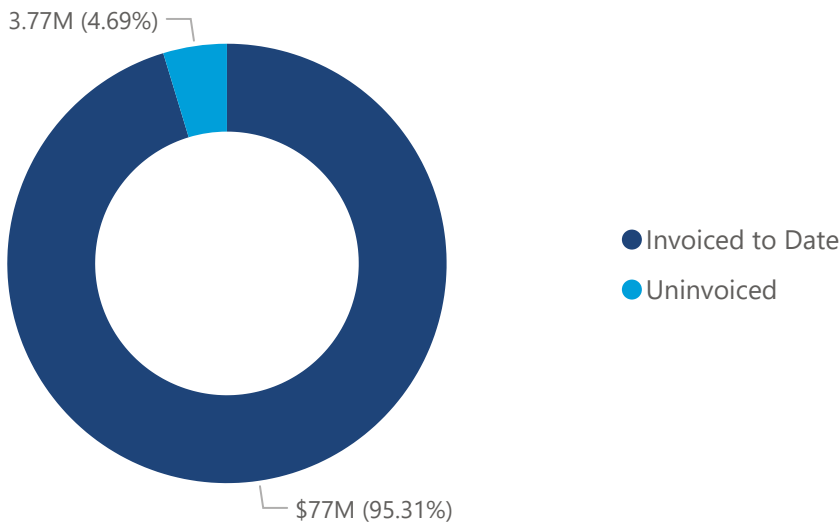
35.73%
% Contingency of CTC

3.37M
Contingency Remaining

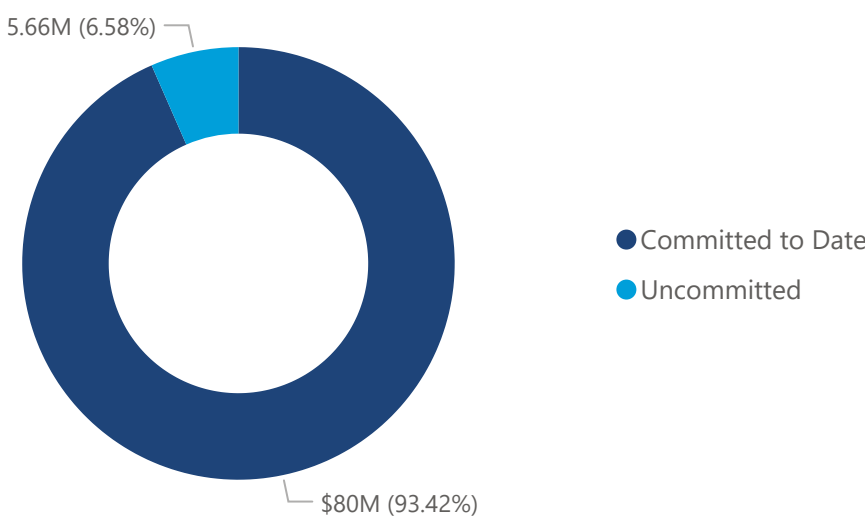
Cash Flow



Invoiced and Uninvoiced



Committed and Uncommitted



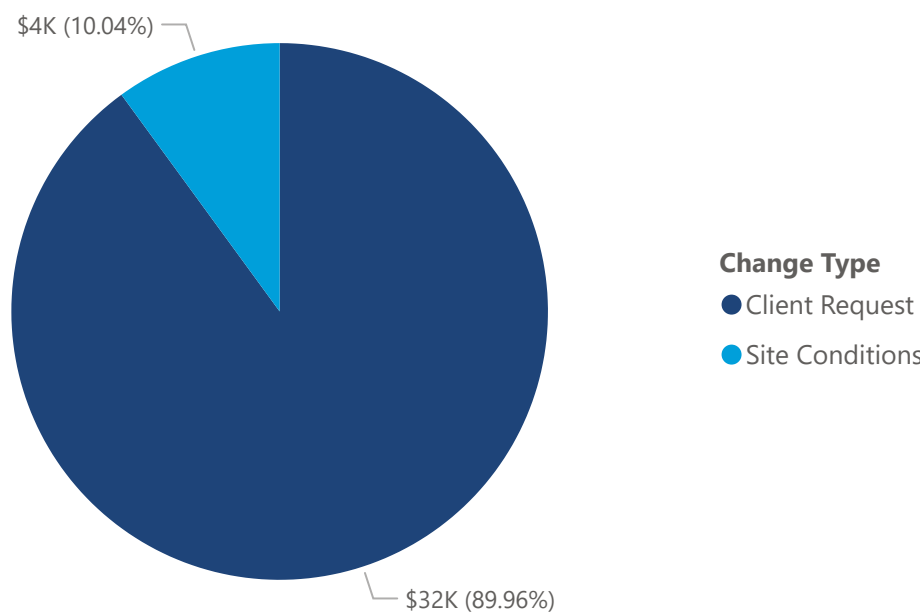
Cost Summary	Previous Budget	Budgeted Total Cost	Committed to Date	Current Forecast (incl HST)	Variance	Cost to Date (excl. HST)	Cost to Complete (excl. HST)
Land Costs	\$93,500	\$97,145	\$97,145	\$115,630	\$18,485	\$63,720	\$51,910
Construcion Costs	\$47,737,044	\$71,843,457	\$72,398,502	\$72,641,268	\$797,811	\$71,818,751	\$822,517
FF&E Costs	\$3,588,728	\$4,122,215	\$3,151,176	\$4,122,215	\$0	\$231,096	\$3,891,119
Consultants Costs	\$3,745,121	\$4,209,099	\$4,295,279	\$4,264,015	\$54,916	\$4,096,517	\$167,498
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	\$191,599	\$1,092,490
Contingencies	\$6,297,070	\$4,249,532	\$0	\$3,369,785	(\$879,747)	\$0	\$3,369,785
Total	\$63,502,925	\$86,086,003	\$80,423,151	\$86,086,003	\$0	\$76,655,132	\$9,430,871

Change Control

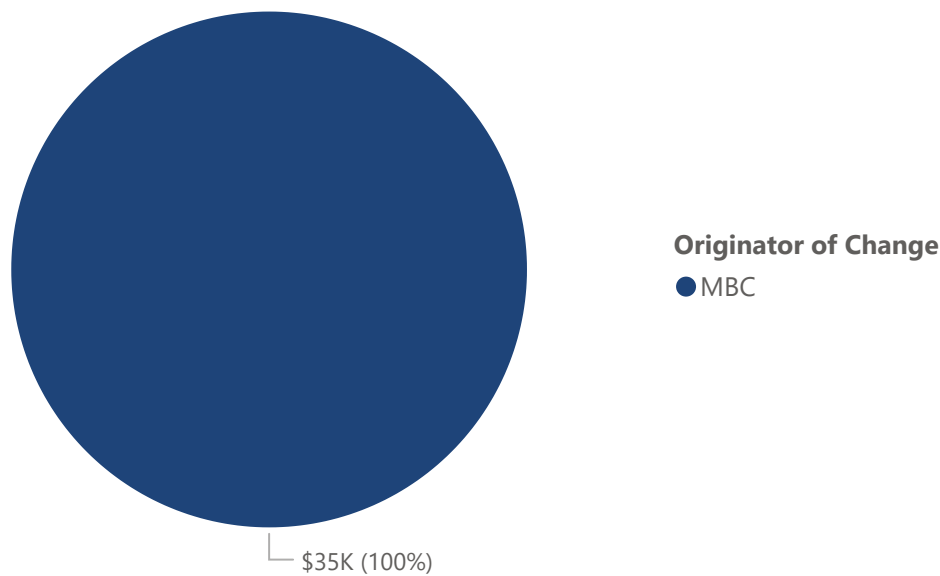
Change Control Detail

Change Type	Anticipated Changes \$	Approved Changes \$	Total Change Amount by Type
Client Request		\$31,893	\$31,893
Site Conditions		\$3,559	\$3,559
Total		\$35,452	\$35,452

Amount by Change Type

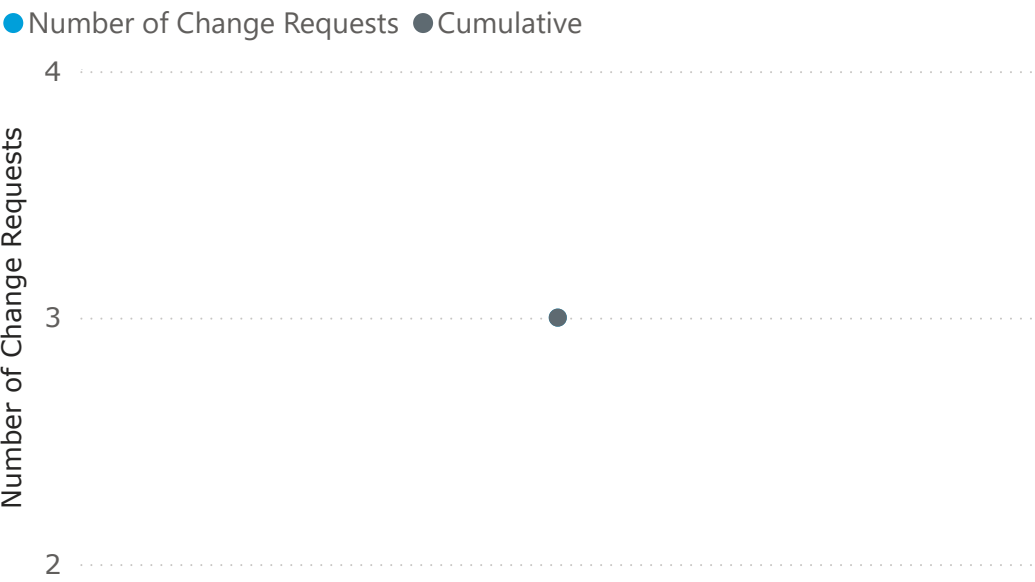


Amount by Change Originator



3 Total Number of Changes Submitted	\$35K \$ Total Changes Submitted
3 Approved Changes	\$35K Approved Changes \$
0 Pending Changes	(Blank) Pending \$
0 Cancelled	0.00 Cancelled \$
0 Proceeding at Risk	0.00 Proceeding at Risk \$

Change Requests Raised



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



Risk Level
● L
● M

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 chnages	Changes must be addressed through Change Control System. Update- maintaing coordianition with MLTC for awareness of potential changes	1	1	L
2	MLTC approvals	Resulting in significant delay to occupancy	T&T to keep MLTC informed on project performance, progress, challenges, and changes (design chnaged must be flagged to MLTC). T&T to engage MLTC in critical decisions when applicable	2	3	M
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.	1	1	L
4	Waste Water System Integeration	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)	2	2	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 procurred and completed	2	3	L
6	Municipality Approvals	Resulting in significant delay to occupancy	T&T to coordinate between project teams and contact municipality on timely manner addressing requirements	1	3	L
7	Coordination with owner-supplied items	Resulting in delays to completion date while coordinating installation	FF&E delivery has been coordinated with the vendors considering the changes in the construction schedule.	3	2	L

Risk by Function



● L ● M

Function	Low (L)	Medium (M)
Program Management	2	1
Procurement	2	0
Work Package	1	0
Construction	1	0
Design	1	0

Stakeholder Management

Stakeholder Management Detail

Stakeholder Organisation	Description	Status
Bell	Service provider with interet from a competitional 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 concerened level of hydro requirements and relevant coordination.	
Infrastructure Ontario	No technical influence, but mainly financial interets as a funding entity interested in monitoring progress.	
MLTC	MLTC is the prime stakeholdser 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 succes of theproject and veru 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 implemntation.	
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 mutuial coordination, Responsible also for reporting and implemntation of th eproject.	
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 implemnting the project, and mutuial coordination, Responsible also for reporting and progress.	

Influence and Interest Matrix





Navigation



Executive Summary



Health & Safety



Schedule



Issues and Decisions



Progress



Financials



Change Control



Risk



Consultation & Approvals



Stakeholder Management



Warranties /References

Appendices

Reference Information

Appendix

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

Maple View Lodge Redevelopment 744 County Road 42
Athens, Ontario K0E 1B0

















Maple View Lodge Redevelopment
PROJECT BUDGET REPORT

Owner / Client: United Counties of Leeds & Granville
Location: Ottawa,Ontario
T&T Project No.: can20291
Date: Wednesday, June 11, 2025

\$6,297,000.00\$0.464858684\$0.535141316

\$2,927,215.13\$3,369,784.87

\$1,054,181.00\$515633\$538,548.00

\$5,242,819.00\$2,411,582\$2,831,236.87

Period

From:

To:

61

May 22, 2025

Jun 21, 2025

100%

49%

46%

WBS		ORIGINAL	BUDGET	CURRENT	COMMITMENTS	APPROVED	REVISED	ANTICIPATED	UNCOMMITTED	CURRENT	VARIANCE	CONTINGENCY USAGE	GROSS COST TO	COST TO	COMMITTED COST TO COMPLETE	HOLDBACK
Code		APPROVED BUDGET	TRANSFER	APPROVED BUDGET	MADE TO DATE	CHANGES	COMMITMENTS MADE TO DATE	CHANGES	COSTS	FORECAST			DATE	COMPLETE		RETAINED
A	LAND															
A01	Soils & Environmental	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
	LAND SUBTOTAL	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	Building Construction	47,737,044	24,106,413	71,843,457	71,317,589	1,080,913	72,398,502	242,767	0	72,641,268	797,811	1,323,679	71,818,751	822,517	579,751	(7,098,971)
	Construction Total	47,737,044			71,317,589	1,080,913	72,398,502	242,767	0	72,641,268	797,811	1,323,679	71,818,751	822,517	579,751	(7,098,971)
	HARD COST SUBTOTAL	47,737,044	24,106,413	71,843,457	71,317,589	1,080,913	72,398,502	242,767	0	72,641,268	797,811	1,323,679	71,818,751	822,517	579,751	(7,098,971)
C	FURNITURE, FIXTURES & EQUIPMENT															
C01	Furniture, Fixtures & Equipment	2,116,364	1,295,122	3,411,486	2,756,737	(27,672)	2,729,065	0	682,421	3,411,486	0	0	27,488	3,383,998	2,701,578	0
C02	IT & Security	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	Kitchen Appliances	681,000	(661,122)	19,878	0	0	0	0	19,878	19,878	0	0	0	19,878	0	0
C04	Wayfinding/Signage	130,000	(74,506)	55,494	65,572	0	65,572	0	(10,078)	55,494	0	0	0	55,494	65,572	0
C05	Window Coverings	200,000	79,975	279,975	121,240	0	121,240	0	158,735	279,975	0	0	60,620	219,355	60,620	0
C06	Move Allowance	55,000	0	55,000	0	0	0	0	55,000	55,000	0	0	0	55,000	0	0
	FURNITURE, FIXTURES & EQUIPMENT SUBTOTAL	3,588,728	533,487	4,122,215	3,178,848	(27,672)	3,151,176	0	971,039	4,122,215	0	0	231,096	3,891,119	2,920,080	0
D	CONSULTANT COSTS															
D01	Prime Consultant (Arch, Struct, M&E)	2,873,000	251,345	3,124,345	2,800,000	324,345	3,124,345	0	0	3,124,345	0	324,345	3,023,441	100,904	100,904	(298,533)
D08	Project Manager	658,730	212,633	871,363	688,075	230,517	918,592	0	0	918,592	47,229	230,517	903,838	14,754	14,754	0
D10	Cost Consultant	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	Proforma Feasibility Studies	73,391	0	73,391	73,391	0	73,391	0	0	73,391	0	0	73,901	(510)	(510)	0
D14	External Auditors	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
D15	Internal Client PM	0	0	0	64,050	0	64,050	0	(56,363)	7,687	7,687	0	7,687	0	56,364	0
D16	Financial Consultant	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
D17	Commissioning Agent	50,000	0	50,000	43,900	0	43,900	0	6,100	50,000	0	0	24,650	25,350	19,250	0
D18	Peer Review	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	CONSULTANT COSTS SUBTOTAL	3,745,121	463,978	4,209,099	3,740,416	554,862	4,295,279	0	(31,263)	4,264,015	54,916	554,862	4,096,517	167,498	198,762	(298,533)
E	FEES & PERMITS															
E01	Development Charges	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
E02	Education Development Charges	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
E03	Building Permit	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	Site Plan Application	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
E05	Misc. Inspections & Permits	14,000	0	14,000	750	0	750	0	13,250	14,000	0	0	0	14,000	750	0
	FEES & PERMITS SUBTOTAL	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	Surveyor	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
F02	Testing & Inspection	150,000	48,093	198,093	198,093	8,535	206,628	0	(0)	206,627	8,534	17,070	168,200	38,427	38,428	(170)
F03	Legal Fees	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	Internal Costs	20,000	0	20,000	0	0	0	0	20,000	20,000	0	0	0	20,000	0	0
F05	Financing Costs / Interest Costs	997,462	0	997,462	0	0	0	0	997,462	997,462	0	0	0	997,462	0	0
	MISCELLANEOUS COSTS SUBTOTAL	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	191,599	1,092,490	36,529	(170)
G	CONTINGENCY															
G01	Construction Cont.	2,545,316	(96,769)	2,448,547	0	0	0	0	1,652,634	1,652,634	(795,912)	0	0	1,652,634	0	0
G02	Soft Cost Cont.	2,497,004	(1,950,769)	546,235	0	0	0	0	462,400	462,400	(83,835)	0	0	462,400	0	0
G03	Client Management Reserve	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	IT Cont.	40,636	0	40,636	0	0	0	0	40,636	40,636	0	0	0	40,636	0	0
G05	FF&E Cont.	211,636	0	211,636	0	0	0	0	211,636	211,636	0	0	0	211,636	0	0
	CONTINGENCY SUBTOTAL	6,297,070	(2,047,538)	4,249,532	0	0	0	0	3,369,785	3,369,785	(879,747)	0	0	3,369,785	0	0
	TOTAL PROJECT BUDGET EXCLUDING VAT	63,502,925	22,583,078	86,086,003	78,785,108	1,638,043	80,423,151	261,252	5,401,600	86,086,003	0	1,935,501	76,655,132	9,430,871	847,940	(7,397,674)
T	VALUE ADDED TAX															
T01	HST (@ 13%)	8,255,380	2,935,800	11,191,180	10,242,064	212,946	10,455,010	33,963	702,208	11,191,180	2,935,800	251,615	9,003,469	2,187,711	1,451,540	0
T02	HST Rebate (86.5%)	(7,140,904)	(2,539,467)	(9,680,371)	(8,859,385)	(184,198)	(9,043,583)	(29,378)	(607,410)	(9,680,371)	(2,539,467)	(217,647)	(7,788,001)	(1,892,370)	(1,255,582)	0
	VALUE ADDED TAX SUBTOTAL	1,114,476	396,333	1,510,809	1,382,679	28,748	1,411,426	4,585	94,798	1,510,809	396,333	33,968	1,215,468	295,341		0
	TOTAL PROJECT BUDGET (INCL HST)	64,617,401	22,979,411	87,596,812	80,167,787	1,666,791	81,834,578	265,837	5,496,398	87,596,812	396,333	1,969,469	77,870,600	9,726,212		(7,397,674)

ID	<div><div></div><div></div><div></div></div> Task Name	Duration	Start	Finish	% Complete	May	June	July	August	September
1	<div><div></div><div></div><div></div></div> RFP for Project Management Services	92 days	Wed 7/3/19	Tue 11/12/19	100%					
5	<div><div></div><div></div><div></div></div> UCLG Management Committee Meetings	12 days	Tue 11/26/19	Wed 12/11/19	100%					
8	<div><div></div><div></div><div></div></div> Project Planning and Initiation	143.1 days	Wed 11/13/19	Tue 6/9/20	100%					
36	<div><div></div><div></div><div></div></div> Design Development	1390 days	Mon 3/16/20	Mon 8/4/25	100%					
37	<div><div></div><div></div><div></div></div> Preliminary Investigations	518 days	Mon 3/16/20	Wed 3/23/22	100%					
46	<div><div></div><div></div><div></div></div> Design Progress	497.9 days	Wed 6/10/20	Fri 5/20/22	100%					
47	<div><div></div><div></div><div></div></div> Design Kick-Off	157.9 days	Wed 6/10/20	Fri 1/22/21	100%					
60	<div><div></div><div></div><div></div></div> Functional Programming	60 days	Tue 10/27/20	Mon 1/25/21	100%					
63	<div><div></div><div></div><div></div></div> Schematic Design (Design Brief)	73 days	Mon 1/4/21	Wed 4/14/21	100%					
70	<div><div></div><div></div><div></div></div> 33% Contract Documents	37 days	Mon 4/12/21	Tue 6/1/21	100%					
74	<div><div></div><div></div><div></div></div> 66% Contract Documents	58 days	Wed 6/2/21	Fri 8/20/21	100%					
78	<div><div></div><div></div><div></div></div> 80% Contract Documents	83.5 days	Mon 8/23/21	Thu 12/16/21	100%					
83	<div><div></div><div></div><div></div></div> 100% Contract Documents	109 days	Tue 12/14/21	Fri 5/20/22	100%					
84	<div><div></div><div></div><div></div></div> Finalize 100% Construction Documents	12.6 wks	Tue 12/14/21	Thu 3/17/22	100%					
85	<div><div></div><div></div><div></div></div> Class A Estimate	46 days	Fri 3/18/22	Fri 5/20/22	100%					
86	<div><div></div><div></div><div></div></div> Finalize Tender Documents	5 days	Mon 3/21/22	Fri 3/25/22	100%					
87	<div><div></div><div></div><div></div></div> Township of Athens Approval	1217 days	Mon 8/17/20	Wed 5/7/25	100%					
88	<div><div></div><div></div><div></div></div> Site Plan Approval	20 days	Mon 8/17/20	Fri 9/11/20	100%					
89	<div><div></div><div></div><div></div></div> Initial Engagement with Township Staff (Planner)	20 days	Mon 8/17/20	Fri 9/11/20	100%					
90	<div><div></div><div></div><div></div></div> Building Permit	908 days	Fri 10/29/21	Wed 5/7/25	100%					
91	<div><div></div><div></div><div></div></div> Township review of Permit Drawings (Rideau Lakes)	44.2 wks	Fri 10/29/21	Wed 1/10/24	100%					
92	<div><div></div><div></div><div></div></div> Issue of Building Permit (Rideau Lakes)	345 days	Thu 1/11/24	Wed 5/7/25	100%					
93	<div><div></div><div></div><div></div></div> MLTC	1100.5 day	Fri 4/30/21	Mon 8/4/25	100%					
94	<div><div></div><div></div><div></div></div> MLTC Preliminary Plan Review (Includes Comments & Revision Time)	30 days	Fri 4/30/21	Fri 6/11/21	100%					
95	<div><div></div><div></div><div></div></div> LTC Development Agreement Execution	176 days	Mon 5/3/21	Mon 1/10/22	100%					
96	<div><div></div><div></div><div></div></div> MLTC Preliminary Plans Approval	1 day	Tue 11/16/21	Tue 11/16/21	100%					
97	<div><div></div><div></div><div></div></div> MLTC Working Drawings Package Review and Approval	47 days	Fri 10/29/21	Mon 1/10/22	100%					
98	<div><div></div><div></div><div></div></div> MLTC Working Drawing Package Approved	0 wks	Mon 1/10/22	Mon 1/10/22	100%					
99	<div><div></div><div></div><div></div></div> MLTC Approved to Proceed to Tender	0 days	Fri 3/4/22	Fri 3/4/22	100%					
100	<div><div></div><div></div><div></div></div> MLTC Bid Submission Review and Approval	21 days	Thu 7/21/22	Thu 8/18/22	100%					
101	<div><div></div><div></div><div></div></div> MLTC Proof of Financing Review and Approval	21 days	Thu 7/21/22	Thu 8/18/22	100%					
102	<div><div></div><div></div><div></div></div> MLTC Final estimated costs (FEC Form) Review and Appro	21 days	Thu 7/21/22	Thu 8/18/22	100%					
103	<div><div></div><div></div><div></div></div> MLTC Tender Award Approved	321 days	Fri 8/19/22	Fri 8/19/22	100%					
104	<div><div></div><div></div><div></div></div> MLTC Confirms Pre-Occupancy Review Date	0 days	Mon 4/7/25	Mon 4/7/25	100%					
105	<div><div></div><div></div><div></div></div> MLTC Issue Summary Report of Corrective Action	0 days	Wed 6/11/25	Wed 6/11/25	100%					
106	<div><div></div><div></div><div></div></div> MLTC Review and Issuance of Capital Occupancy Approval	7 days	Thu 7/24/25	Fri 8/1/25	100%					
107	<div><div></div><div></div><div></div></div> MOHLTC FSD Submission (60 days after first resident)	0 days	Mon 8/4/25	Mon 8/4/25	100%					
108	<div><div></div><div></div><div></div></div> Procurement of General Contractor	280 days	Mon 7/19/21	Fri 8/19/22	100%					
109	<div><div></div><div></div><div></div></div> Prepare GC RFPQ	11 wks	Mon 7/19/21	Fri 10/1/21	100%					
110	<div><div></div><div></div><div></div></div> General Contractor Prequalification (RFPQ)	4 wks	Fri 8/6/21	Fri 10/1/21	100%					
111	<div><div></div><div></div><div></div></div> Review and Evaluate RFPQ Responses	7 wks	Fri 10/1/21	Fri 11/19/21	100%					
112	<div><div></div><div></div><div></div></div> Finalize Prequalified GC Bidder List	10 days	Mon 11/22/21	Fri 12/3/21	100%					
113	<div><div></div><div></div><div></div></div> Prepare CCDC 2 Contract and Supplementary Conditions (Dr	17 days	Fri 9/17/21	Mon 10/11/21	100%					
114	<div><div></div><div></div><div></div></div> MVL Review and Approve CCDC 2 Contract and Supplementary Conditions	5 days	Mon 3/14/22	Fri 3/18/22	100%					
115	<div><div></div><div></div><div></div></div> Tender Documents Out for Construction Work	0 days	Fri 4/1/22	Fri 4/1/22	100%					
116	<div><div></div><div></div><div></div></div> Tender period for construction works	37 days	Fri 4/1/22	Fri 6/3/22	100%					
117	<div><div></div><div></div><div></div></div> Review tender response	31 days	Fri 6/3/22	Fri 7/15/22	100%					
118	<div><div></div><div></div><div></div></div> Prepare FEC Form based on recommended bid	16 days	Mon 6/27/22	Mon 7/18/22	100%					
119	<div><div></div><div></div><div></div></div> MVL Committee Tender Recommendation Review and Appro	15 days	Mon 6/27/22	Fri 7/15/22	100%					
120	<div><div></div><div></div><div></div></div> Award GC Contract (CCDC 2)	0 days	Fri 8/19/22	Fri 8/19/22	100%					
121	<div><div></div><div></div><div></div></div> Design and Procurement of FF&E	1229 days	Mon 9/28/20	Fri 7/4/25	92%					
122	<div><div></div><div></div><div></div></div> Assessment of reusable furniture from existing facility (inventory assessment)	30 days	Mon 9/28/20	Fri 11/6/20	100%					
123	<div><div></div><div></div><div></div></div> Preliminary FFE Design	40 days	Mon 11/9/20	Fri 1/8/21	100%					
124	<div><div></div><div></div><div></div></div> Develop FF&E Class C Estimate	10 days	Mon 1/11/21	Fri 1/22/21	100%					
125	<div><div></div><div></div><div></div></div> FF&E Design Development	11 days	Wed 6/8/22	Wed 6/22/22	100%					
126	<div><div></div><div></div><div></div></div> Develop FF&E Class B Estimate	10 days	Thu 6/23/22	Wed 7/6/22	100%					
127	<div><div></div><div></div><div></div></div> FF&E Design Review/ Approve FF&E finishes	31 days	Fri 12/15/23	Fri 1/26/24	100%					
128	<div><div></div><div></div><div></div></div> Develop FF&E Suppliers List/ Procurement Strategy	30 days	Fri 1/12/24	Thu 2/22/24	100%					
129	<div><div></div><div></div><div></div></div> Develop RFPQ for FF&E Suppliers	25 days	Fri 2/23/24	Thu 3/28/24	100%					
130	<div><div></div><div></div><div></div></div> FF&E RFPQ Process	19 days	Tue 5/21/24	Fri 6/14/24	100%					
131	<div><div></div><div></div><div></div></div> Review and Evaluate RFPQ	10 days	Mon 6/17/24	Fri 6/28/24	100%					
132	<div><div></div><div></div><div></div></div> Samples Collection from prequalified suppliers	17 days	Fri 6/28/24	Mon 7/22/24	100%					
133	<div><div></div><div></div><div></div></div> Samples Review	11 days	Mon 7/22/24	Mon 8/5/24	100%					
134	<div><div></div><div></div><div></div></div> Finalize Detailed FF&E Design	60 days	Mon 5/27/24	Fri 8/16/24	100%					
135	<div><div></div><div></div><div></div></div> Residents Furniture Tender	24 days	Tue 9/24/24	Fri 10/25/24	100%					
136	<div><div></div><div></div><div></div></div> Non-Resident Furniture Tender	19 days	Wed 10/9/24	Mon 11/4/24	100%					
137	<div><div></div><div></div><div></div></div> Exterior Furniture Tender	19 days	Thu 10/10/24	Tue 11/5/24	100%					
138	<div><div></div><div></div><div></div></div> Window Covering & Shower Curtains Tender	19 days	Fri 10/11/24	Wed 11/6/24	100%					
139	<div><div></div><div></div><div></div></div> Healthcare Equipment Tender	18 days	Wed 1/15/25	Fri 2/7/25	100%					
140	<div><div></div><div></div><div></div></div> Beds & Mattresses Tender	19 days	Wed 1/15/25	Mon 2/10/25	100%					
141	<div><div></div><div></div><div></div></div> Signage & Way-Finding Tender	19 days	Tue 3/4/25	Fri 3/28/25	100%					
142	<div><div></div><div></div><div></div></div> Appliances Tender	78 days	Tue 3/11/25	Thu 6/26/25	95%					
143	<div><div></div><div></div><div></div></div> Carts and Shelves Tender	76 days	Fri 3/14/25	Fri 6/27/25	90%					
144	<div><div></div><div></div><div></div></div> Resident Furniture Tender Review & Award	17 days	Wed 11/13/24	Thu 12/5/24	100%					
145	<div><div></div><div></div><div></div></div> Non-Resident Furniture Tender Review & Award	33 days	Tue 11/5/24	Thu 12/19/24	100%					
146	<div><div></div><div></div><div></div></div> Exterior Furniture Tender Review & Award	154 days	Wed 11/6/24	Mon 6/9/25	100%					
147	<div><div></div><div></div><div></div></div> Windows Covering Tender Review & Award	65 days	Thu 11/7/24	Wed 2/5/25	100%					

Task

Split

Summary

Project Summary

Deadline

Critical

Critical Split

Baseline

Progress

Baseline Milestone

ID		Task Name	Duration	Start	Finish	% Complete	May	June	July	August	September
148		Healthcare Tender Review & Award	19 days	Mon 2/10/25	Thu 3/6/25	100%					
149		Beds & Mattresses Tender Review & Award	18 days	Tue 2/11/25	Thu 3/6/25	100%					
150		Signage Tender Review & Award	15 days	Mon 3/31/25	Fri 4/18/25	100%					
151		Appliances Tender Review & Award	6 days	Fri 6/27/25	Fri 7/4/25	60%			<div><div></div></div>		
152		Carts & Shelves Tender Review & Award	10 days	Mon 6/30/25	Fri 7/11/25	0%			<div><div></div></div>		
153		Resident Furniture Delivery & Install	11 days	Mon 6/16/25	Fri 8/15/25	60%		<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	
154		Non-Resident Furniture Delivery & Installation	11 days	Mon 6/16/25	Wed 8/20/25	35%		<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	
155		Exterior Furniture Delivery & Installation	3 days	Mon 8/11/25	Wed 8/13/25	0%				<div><div></div></div>	
156		Windows Covering Delivery & Installation	5 days	Fri 8/1/25	Thu 8/7/25	0%				<div><div></div></div>	
157		Healthcare Equipment Delivery & Installation*	9 days	Mon 6/23/25	Thu 7/17/25	55%		<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	
158		Beds & Mattresses Delivery & Install	5 days	Tue 6/24/25	Thu 8/14/25	30%		<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	
159		Signage Delivery & Install	10 days	Mon 7/28/25	Fri 8/8/25	0%				<div><div></div></div>	
160		Appliances Delivery & Install	3 days	Mon 8/18/25	Wed 8/20/25	0%				<div><div></div></div>	
161		Carts & Shelves Delivery & Install	5 days	Mon 8/11/25	Fri 8/15/25	0%				<div><div></div></div>	
162		FF&E Deficiencies	15 days	Mon 7/28/25	Fri 8/15/25	0%				<div><div></div></div>	
163		Construction	789 days	Fri 8/5/22	Thu 8/21/25	90%					
164		GC Kick Off	0 days	Fri 8/5/22	Fri 8/5/22	100%					
165		Construction Start	0 days	Fri 8/19/22	Fri 8/19/22	100%					
166		Mobilize on Site	126 days	Mon 8/29/22	Tue 2/28/23	100%					
167		Shop Drawings	550 days	Mon 8/29/22	Mon 10/14/24	100%					
168		Overall Construction	675 days	Mon 8/29/22	Mon 4/7/25	100%					
169		Septic Field System	470 days	Mon 8/29/22	Mon 6/24/24	100%					
170		Structural Steel Erection	132 days	Wed 5/31/23	Thu 11/30/23	100%					
171		Joist & deck erection	105 days	Mon 7/17/23	Fri 12/8/23	100%					
172		Slab on deck second/third/penthouse	107 days	Wed 8/1/18	Wed 12/13/23	100%					
173		Plumbing system	369 days	Mon 10/30/23	Thu 3/27/25	100%					
174		Electrical	346 days	Fri 10/27/23	Thu 3/13/25	100%					
175		HVAC	336 days	Mon 9/4/23	Thu 3/13/25	100%					
176		Elevator Work	70 days	Mon 8/19/24	Fri 11/22/24	100%					
177		Elevator Testing and Inspection	12 days	Mon 3/3/25	Tue 3/18/25	100%					
178		Roofing Construction	260 days	Mon 8/28/23	Fri 8/23/24	100%					
179		Exterior Wall Framing	139 days	Mon 9/11/23	Thu 3/21/24	100%					
180		Masonry Veneer & Exterior Insulation	232 days	Mon 11/20/23	Tue 10/8/24	100%					
181		Carpentry and Interior Partitions Work	305 days	Mon 12/4/23	Fri 1/31/25	100%					
182		Building Finishes	266 days	Thu 7/25/24	Thu 7/31/25	95%	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	
183		Aluminum Curtain Walls and Windows	220 days	Mon 12/4/23	Fri 10/4/24	100%					
184		Exterior Siding Work	320 days	Mon 12/18/23	Fri 3/7/25	100%					
185		Millworks	187 days	Thu 10/24/24	Fri 7/11/25	80%	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	
186		Site Finishes	239 days	Tue 8/6/24	Fri 7/4/25	95%	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	
187		Systems Commissioning (Site Review & Equipment Startups	698 days	Tue 11/1/22	Fri 7/11/25	62%	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	
188		Architect's Inspection	26 days	Fri 6/20/25	Fri 7/25/25	10%		<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	
189		M&E Functional Testing	149 days	Mon 12/16/24	Thu 7/10/25	60%	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	
190		Final Cleanup	35 days	Mon 6/23/25	Fri 8/8/25	10%		<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	
191		Local Building Agency Inspection	21 days	Fri 7/25/25	Fri 8/22/25	24%			<div><div></div></div>	<div><div></div></div>	
192		Fire Marshal's Inspection (F/A Inspection)	21 days	Fri 7/25/25	Fri 8/22/25	0%			<div><div></div></div>	<div><div></div></div>	
193		Obtain Certificate of Occupancy	11 days	Mon 8/11/25	Mon 8/25/25	0%				<div><div></div></div>	
194		Complete Punch List and Deficiency Correction	16 days	Mon 7/28/25	Mon 8/18/25	0%				<div><div></div></div>	
195		Substantial Completion of Construction	14 days	Tue 8/26/25	Fri 9/12/25	0%					<div><div></div></div>
196		Operation/Occupancy Plan	181 days	Mon 11/25/24	Mon 8/4/25	96%	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	
197		Operator Submits Initial Occupancy Plan	0 days	Tue 11/26/24	Tue 11/26/24	100%					
198		Ministry Reviews Occupancy Plan	20 days	Tue 11/26/24	Mon 12/23/24	100%					
199		Develop and Submit Final Occupancy Plan	66 days	Thu 1/30/25	Thu 5/1/25	100%	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	
200		Ministry Review and Approval of Occupancy Plan	30 days	Fri 5/2/25	Thu 6/12/25	100%	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	
201		Space Orientation	12 days	Tue 8/26/25	Wed 9/10/25	0%					<div><div></div></div>
202		Execute Operator Training Program	23 days	Mon 8/11/25	Wed 9/10/25	0%				<div><div></div></div>	<div><div></div></div>
203		Building Systems handed over to operations team	12 days	Tue 8/26/25	Wed 9/10/25	0%					<div><div></div></div>
204		Operator Submit Self-Assessment Checklist	1 day	Tue 9/9/25	Tue 9/9/25	0%					<div><div></div></div>
205		Operator Issue of Actual Total Completion	4 days	Tue 9/9/25	Fri 9/12/25	0%					<div><div></div></div>
206		Operator Submit Permits and Certifications	0 days	Fri 9/12/25	Fri 9/12/25	0%					
207		MLTC Confirms Pre-Occupancy Review Date	26 days	Thu 5/15/25	Wed 7/16/25	10%	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	
208		MLTC Issue Summary Report of Corrective Action	0 days	Fri 7/11/25	Fri 7/11/25	0%					
209		Cx Staff Training (3 Sessions) + Operational Training	30 days	Mon 7/14/25	Fri 8/22/25	0%			<div><div></div></div>	<div><div></div></div>	
210		Seasonal Cx Review	78 days	Tue 4/15/25	Thu 7/31/25	15%	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	
211		Addressing and Performing MLTC Corrective Action	25 days	Wed 6/11/25	Mon 7/21/25	72%		<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	
212		MLTC Review and Issuance of Summary Report Corrective A	5 days	Mon 8/11/25	Fri 8/15/25	100%				<div><div></div></div>	
213		Operator addresses required corrective action	10 days	Mon 8/18/25	Fri 8/29/25	100%			<div><div></div></div>	<div><div></div></div>	
214		Ministry informs operator of successful pre-occupancy review	3 days	Mon 9/1/25	Wed 9/3/25	45%				<div><div></div></div>	<div><div></div></div>
215		Ministry issues Capital Occupancy Approval Letter	4 days	Thu 9/4/25	Tue 9/9/25	0%					<div><div></div></div>
216		Occupancy Certification/ License Issuance	1 day	Mon 9/15/25	Mon 9/15/25	0%					<div><div></div></div>
217		Project Close Out	142 days	Mon 3/17/25	Tue 9/30/25	0%					
218		Operations and Maintenance Manuals complete and handed over to operations team	12 days	Tue 8/26/25	Wed 9/10/25	0%					<div><div></div></div>
219		As-built drawing completion	60 days	Tue 6/10/25	Mon 9/1/25	0%	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>	
220		Develop Asset Management Plan based on Final As-built conditions	8 days	Tue 9/2/25	Thu 9/11/25	0%					<div><div></div></div>
221		Project Financial and Contractual Closeout	40 days	Tue 8/5/25	Mon 9/29/25	0%				<div><div></div></div>	<div><div></div></div>
222		Total Completion	1 day	Tue 9/30/25	Tue 9/30/25	0%					<div><div></div></div>
223		First Resident Target	1 day	Tue 9/16/25	Tue 9/16/25	0%					<div><div></div></div>

Client:	United Counties of Leeds & Granville
Project Name:	Maple View Lodge Redevelopment
T&T Project Number:	can20291
Date :	2025/06/25

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Page 2 of 2

Maple View Lodge Risk Register				Project Managers:								Likelihood (%)		Cost Impact		Schedule Impact			
Date: 24-Jun-25				Project Leader:								>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 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)
ID	Category	Links	Packages	Title	Cause	Risk	Effect	Owner	Opp.	Phase	Status	L1	CI1	SI1	S1	R1	Treatment	Existing Controls	Mitigation
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. 15/05/2025: Most of changes have been included and absorbed either within the contingencies or through Fundraising minimising the risk as possible.	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	2		3	12	M		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. 15/05/2025: Continuous follow up with the Ministry and review of the operational manuals are ongoing to minimize the risk.
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	1		1	1	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. 14/5/2025: Risk is lowered and could be closed soon since the project is in the last 3% of its lifecycle.
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	3		2	11	M		Coordination is ongoing and a number of options have been discussedProcurement 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. 14/5/2025: FF&E delivery has been coordinated with the vendors considering the changes in the construction schedule.

References				Risk								Risk Profile Before Mitigation					Mitigation Plan		
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)
ID	Category	Links	Packages	Title	Cause	Risk	Effect	Owner	Opp.	Phase	Status	L1	C1I	S1I	S1	R1	Treatment	Existing Controls	Mitigation
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	1		2	3	L		14/03/2023: UCLG has contracted Geo-Energie as commissioning agent	Coordination Plan is being coordinated and closely monitored. 1/5/2025: Commissioning has started on site and is progressing. Expected to be concluded by the first week of June.
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	1		1	1	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 mtigate 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.
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		3	5	L		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 apoprovals	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	1		1	1	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.
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/MV L	No	Close Out	Open	2		2	6	L		22/04/2024: Installation is nearly complete at this stage	Newterra system has been manufactured and coordinations are ongoinf 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	Closed	1		2	3	L		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	1		1	1	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		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		1	1	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		22/04/2024: The shop drawings issuance and review process has been processing weel 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 be 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		1	1	L		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	

References				Risk								Risk Profile Before Mitigation					Mitigation Plan		
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ID	Category	Links	Packages	Title	Cause	Risk	Effect	Owner	Opp.	Phase	Status	L1	C1I	S1I	S1	R1	Treatment	Existing Controls	Mitigation
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		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		1	1	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		1	1	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 bard. 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	Closed	1		1	1	L		RFI process was implemented successfully so fat 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		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		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 implemnted 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 Endbridge 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	Dleading 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.

Turner & Townsend

45 O'Connor Street, Suite 1400

Ottawa, Ontario

K1P 1A4

t: +1 (613) 221-9560

e:Greg.Stallard@turntown.com

www.turnerandtownsend.com

To:	Counties of Leeds & Grenville Leadership	Contact:	Mario Garcia, Project Administrator
From:	Rujuta Kulkarni, Project Manager Colliers Project Leaders	Document No:	P7101-2105487920-359 (1.0)
Project Name:	G. Tackaberry and Family Home	Date:	June 26 th , 2025
Report Period:	Project Status Report – May 22nd – June 26th 2025		

1. Project Dashboard

Current Project Phase:



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

Summary of Project Status

Move planning meetings have commenced, covering key topics such as move day logistics, staff coordination, mover RFI, resident move day sequencing, and transport methods. Discussions are ongoing with input from LTC advisor Judith Gilchrist to ensure a well-structured and efficient transition. Due to recent changes in the construction schedule, the move planning meetings are temporarily on hold and are expected to resume in August.

The operational readiness workplan remains on track for completion, with 90% of identified gaps successfully addressed through the support of working group managers and the home administrator. The remaining 10% of outstanding items are being prioritized and will be finalized ahead of the scheduled move day.

Training and orientation planning meetings have been successfully completed, and comprehensive training plans have been fully developed for implementation in June and July 2025.

Emergency preparedness plans are nearing completion with Code Green and Fire plans being finalized by the consultant.

The initial feedback received from the Ministry of Long Term was addressed and the Final Occupancy Plan was resubmitted on May 16, 2025. Linda Hunter will be reaching out to the Ministry to get an update on the approval status of the Occupancy Plan in the coming weeks.

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 (MoC).	A committee was established and began meeting monthly as of May 2025. Concurrently, education on the MOC commenced for new hires, while training for existing staff has been incorporated into the education day for GTFH. The Mission, Vision, and Values statements for MVL/GTFH have been published on the County's official website. Although the previous workplan remains intact, it is temporarily on hold until the educational initiatives are fully completed.
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.	<p>Successful hiring events took place this month and yielded promising results for hiring in Dietary, PSWs, RPNs, and Recreation Aides. Progress on hiring plans is positive, with June goals including 71 full-time and 33 part-time PSWs.</p> <p>In addition, multiple applications for the position of RPN are being interviewed. One RN has been hired part-time and started their training in June. Two RPNs have been hired and will be starting their training in July. The IPAC new hire started in June. Three Dietary Aides have been hired and have started their training in June.</p> <p>The HR team has hired 12 PSWs starting in June and met the June goal for 71 full-time PSWs. Overall recruitment efforts have</p>

Working Group	Mandate	Summary of Work
		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.	<p>The IT infrastructure installation is 100% completed. Integration testing for most building systems is still outstanding.</p> <p>The phone system has been installed. Commissioning of the system is pending temporary licensing.</p> <p>The operational status of IT systems is estimated to be 25%, with implementation commencing in May and expected to be completed by September. Some systems have already been awarded by the council, and staff are currently finalizing procurement details for PCs, phones, and other necessary equipment.</p> <p>TVs and TV service will likely be installed in August. IT is currently waiting on a schedule to advise vendors when they are to be on site.</p> <p>Workflows for resident services involving facilities and IT have been identified and will be developed in coordination with GTFH.</p>
Operational Readiness – Workplan Development Meetings	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	90% of the outstanding operational gaps in each departmental workplan has been resolved as of date. Pending Workplan actions continue to be carried out across all departments, with good success in closing out tasks. Managers have been encouraged to prioritize and close off actions

Working Group	Mandate	Summary of Work
	Group to facilitate an integrated and seamless transition to the new MVL.	prior to occupancy. Linda Hunter is working closely with all departmental leads to close all outstanding items on each departmental workplan.
Communications	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 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>Colliers' scope of work relating to Communications has concluded.</p> <p>The Preliminary Move Information Guide for residents and families was reviewed at the Resident Council on April 11. The meeting was well attended by residents and family members. Positive feedback was received about the move information guide including a detailed presentation about the building's design and layout.</p> <p>The communication team is focused on ensuring consistent updates and engagement through ongoing meetings, supporting the residents and families with relevant materials and information.</p>
Occupancy Planning	<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>The final Occupancy Plan was submitted to the Ministry on April 15, 2025.</p> <p>Feedback from the Ministry of Long-Term Care was received on May 8, 2025, and the revised version was submitted on May 16, 2025. Linda Hunter will be reaching out to the Ministry to get an update on the approval status of the Occupancy Plan.</p>

Working Group	Mandate	Summary of Work
Training & Orientation	Develop an integrated approach to training & orientation to enable staff to become familiar with and gain the knowledge required to successfully operate in the new Home.	<p>Colliers Project Leaders initiated biweekly training and orientation planning meetings, commenced on March 12, 2025. The final meeting was held on May 15, 2025.</p> <p>All departments have prepared their training materials with a few remaining items pending policy and procedure revisions have been completed. Additionally, staff training through Surge Learning has reached a 97.9% completion rate. New education has been drafted and will roll out this coming week for the new education platform.</p> <p>A communications plan will be developed to ensure staff are informed of upcoming training sessions within the new building. The meeting series has yielded positive outcomes, with working group managers effectively maintaining progress and staying aligned with key objectives.</p>

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 the 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	Low Risk	Significant progress has been made regarding staff recruitment to fulfill the requirements for the 192-bed model. Based on the recruitment work efforts to date, the risk has

Operational Readiness Key Element	Impact on Occupancy Plan	Description
		been reduced from high to Low as UCLG is currently on schedule with recruitment efforts.
3. Lack of Resources to Support Operational Readiness Work Efforts	Low 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 Approval	May 30, 2025	June 30, 2025	0%
	2 IT Systems Operational - Hardware and Devices	May 30, 2025	Aug 12, 2025	42%
	3 Operational Workplan Gaps Resolved	Feb 19, 2025	June 30, 2025	90%
	4 Model of Care Review & Updates	May 26, 2024	July 4, 2025	80%
	5 New Department Specific Policies & Procedures Training	May 15, 2025	July 9, 2025	0%
Milestones	1 IT Infrastructure Installation	May 30, 2025	Aug 12, 2025	100%
	2 Risk Register Updates		June 2025	70%
	3 OROC Meeting 11		July 2025	0%
Completed Tasks	1 Emergency Preparedness			100%
	2 MLTC Occupancy Plan Updates - Second Submission (3 months prior to total completion)			100%
	3 Finalize Practices and Policies/Updates			100%
	4 Develop Training Materials			100%
	5 IT infrastructure installation			100%

Attachments

None

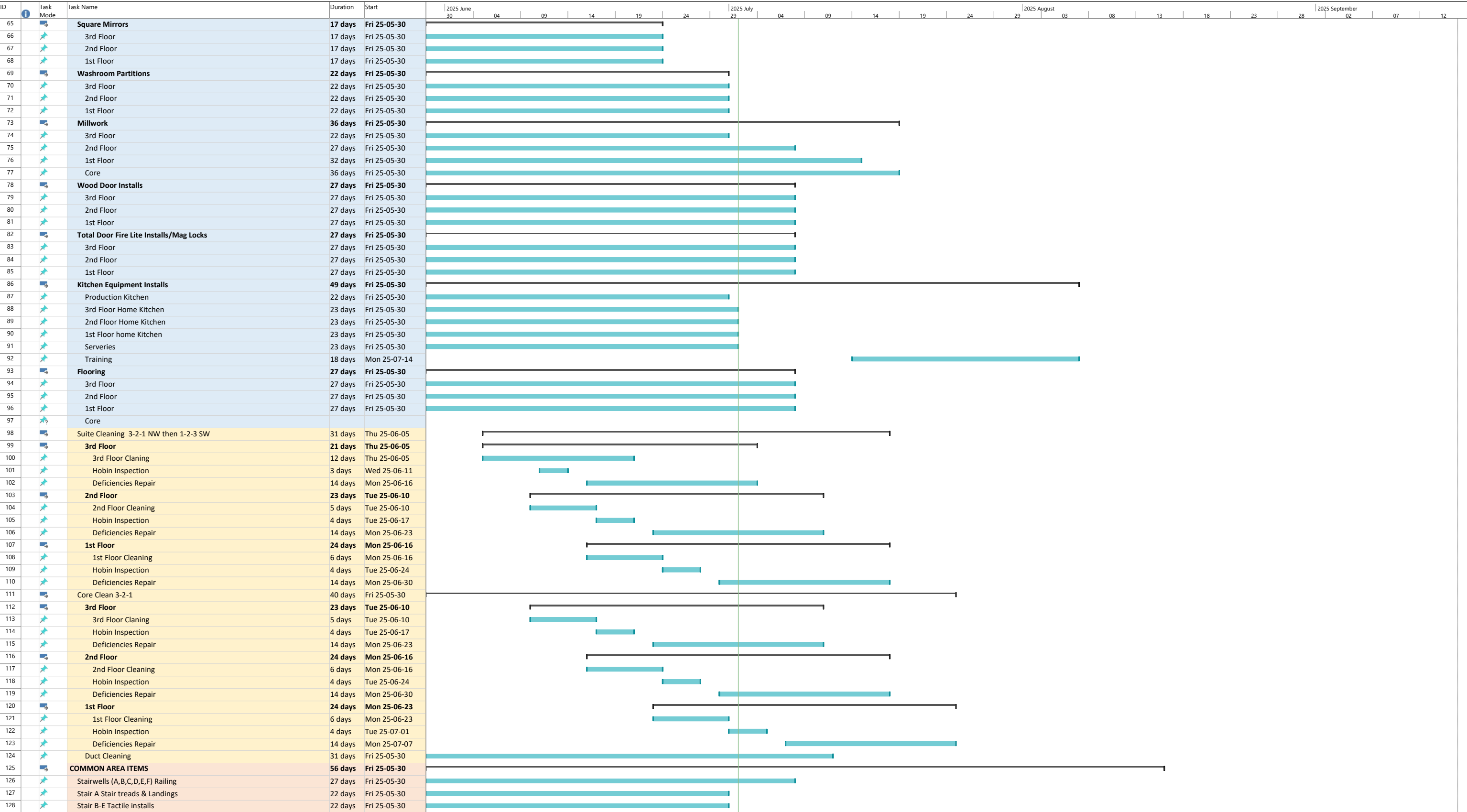
G. TACKABERRY & FAMILY HOME SCHEDULE

2025-06-11



Task Name		Duration	Start	2025 June										2025 July					2025 August					2025 September								
1	Mode			30	04	09	14	19	24	29	04	09	14	19	24	29	03	08	13	18	23	28	02	07	12							
2		FINISHES	49 days?	Fri 25-05-30																												
3		Lift tracks	7 days?	Fri 25-05-30																												
4		3rd Floor - Core																														
5		2nd Floor Core																														
6		1st Floor	2 days	Fri 25-05-30																												
7		Load Testing	6 days	Mon 25-06-02																												
8		Wall Finishes and Patching	22 days	Fri 25-05-30																												
9		3rd Floor	1 day	Fri 25-05-30																												
10		2nd Floor	2 days	Fri 25-05-30																												
11		1st Floor	17 days	Fri 25-05-30																												
12		Core	11 days	Mon 25-06-16																												
13		Ceramic Installs	17 days	Fri 25-05-30																												
14		3rd Floor	0 days	Mon 25-06-02																												
15		2nd Floor	2 days	Fri 25-05-30																												
16		1st Floor	7 days	Fri 25-05-30																												
17		Core	11 days	Mon 25-06-09																												
18		Painting Finishes	22 days?	Fri 25-05-30																												
19		3rd Floor	2 days?	Fri 25-05-30																												
20		2nd Floor	12 days	Fri 25-05-30																												
21		1st Floor	22 days	Fri 25-05-30																												
22		Core	11 days	Mon 25-06-16																												
23		M&E Finishes	45 days	Fri 25-05-30																												
24		3rd Floor	1 day	Fri 25-05-30																												
25		2nd Floor	7 days	Fri 25-05-30																												
26		1st Floor	7 days	Fri 25-05-30																												
27		Core	39 days	Mon 25-06-09																												
28		Site Work	1 day	Fri 25-05-30																												
29		Branch Circuits	1 day	Fri 25-05-30																												
30		Lighting	45 days	Fri 25-05-30																												
31		Fire Alarm	11 days	Mon 25-07-07																												
32		Nurse Call/CCTV/Door Security	36 days	Fri 25-05-30																												
33		3rd Floor	1 day	Fri 25-05-30																												
34		2nd Floor	1 day	Fri 25-05-30																												
35		1st Floor	22 days	Fri 25-05-30																												
36		Configuration	10 days	Mon 25-06-30																												
37		Testing & troubleshooting	6 days	Fri 25-07-11																												
38		Fire Alarm System	11 days	Mon 25-07-21																												
39		Configuration	6 days	Mon 25-07-21																												
40		Testing & troubleshooting	6 days	Mon 25-07-28																												
41		Access Control	36 days	Fri 25-05-30																												
42		Fire Wall Design & Configuration	31 days	Fri 25-05-30																												
43		Testing & troubleshooting	6 days	Fri 25-07-11																												
44		Develop Workflows																														
45		Staff Training																														
46		Paging System	11 days	Mon 25-07-07																												
47		Testing & troubleshooting	11 days	Mon 25-07-07																												
48		Develop Workflows																														
49		Staff Training																														
50		CCTV	41 days	Fri 25-05-30																												
51		Configuration Consultation	31 days	Fri 25-05-30																												
52		Fire Wall Design & Configuration	6 days	Fri 25-07-11																												
53		Testing & troubleshooting	6 days	Fri 25-07-18																												
54		Develop Workflows																														
55		Staff Training																														
56		Ceiling Tile Installs	31 days	Fri 25-05-30																												
57		3rd Floor	1 day	Fri 25-05-30																												
58		2nd Floor	1 day	Fri 25-05-30																												
59		1st Floor	7 days	Fri 25-05-30																												
60		Core	31 days	Fri 25-05-30																												
61		Washroom Accessories (Paper towel, soaps, shower rods etc)	27 days	Fri 25-05-30																												
62		3rd Floor	7 days	Fri 25-05-30																												
63		2nd Floor	12 days	Fri 25-05-30																												
64		1st Floor	27 days	Fri 25-05-30																												

2025-06-11



G. TACKABERRY & FAMILY HOME
2025-05-30
SCHEDULE

Task

Split

Milestone

Summary

Project Summary

Inactive Task

Inactive Milestone

Inactive Summary

Manual Task

Duration-only

Manual Summary Rollup

Manual Summary

Start-only

Finish-only

External Tasks

External Milestone

Deadline

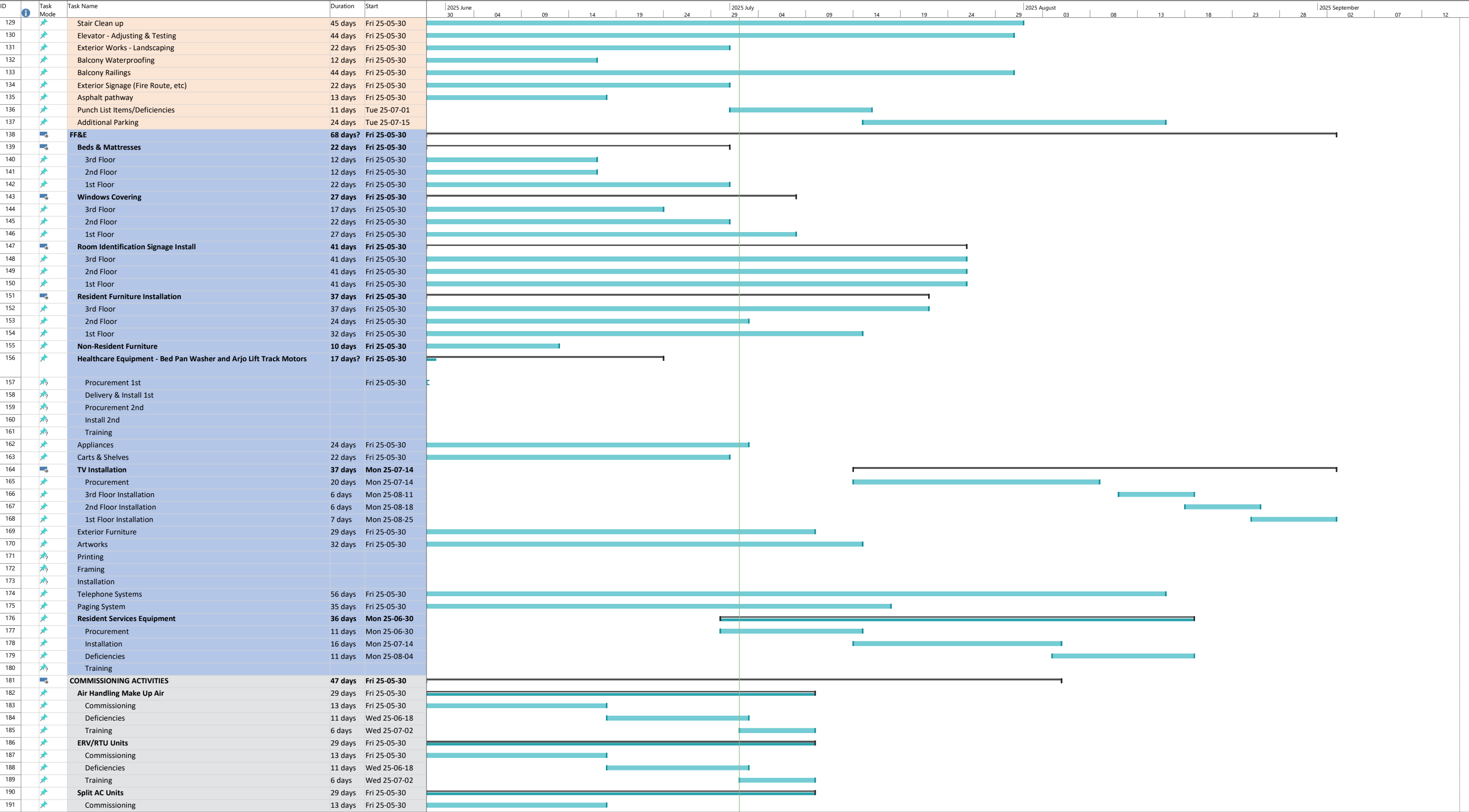
Progress

Manual Progress

G. TACKABERRY & FAMILY HOME
SCHEDULE



2025-06-11



G. TACKABERRY & FAMILY HOME
2025-05-30
SCHEDULE

Task

Split

Milestone

Summary

Project Summary

Inactive Task

Inactive Milestone

Inactive Summary

Manual Task

Duration-only

Manual Summary Rollup

Manual Summary

Start-only

Finish-only

External Tasks

External Milestone

Deadline

Progress

Manual Progress

G. TACKAB SCHEDULE



2025-06-1

Task Mode	Task Name	Duration	Start	2025 June												2025 July												2025 August												2025 September												
				30	04	09	14	19	24	29	04	09	14	19	24	29	03	08	13	18	23	28	02	07	12																											
192	🚀	Deficiencies	11 days	Wed 25-06-18																																																
193	🚀	Training	6 days	Wed 25-07-02																																																
194	🚀	Washroom Exhaust Fans	29 days	Fri 25-05-30																																																
195	🚀	Commissioning	13 days	Fri 25-05-30																																																
196	🚀	Deficiencies	11 days	Wed 25-06-18																																																
197	🚀	Training	6 days	Wed 25-07-02																																																
198	🚀	All Air Transfer Fans	29 days	Fri 25-05-30																																																
199	🚀	Commissioning	13 days	Fri 25-05-30																																																
200	🚀	Deficiencies	11 days	Wed 25-06-18																																																
201	🚀	Training	6 days	Wed 25-07-02																																																
202	🚀	Force Flow Units	29 days	Fri 25-05-30																																																
203	🚀	Commissioning	13 days	Fri 25-05-30																																																
204	🚀	Deficiencies	11 days	Wed 25-06-18																																																
205	🚀	Training	6 days	Wed 25-07-02																																																
206	🚀	Air Curtain	29 days	Fri 25-05-30																																																
207	🚀	Commissioning	13 days	Fri 25-05-30																																																
208	🚀	Deficiencies	11 days	Wed 25-06-18																																																
209	🚀	Training	6 days	Wed 25-07-02																																																
210	🚀	Unit Heaters	29 days	Fri 25-05-30																																																
211	🚀	Commissioning	13 days	Fri 25-05-30																																																
212	🚀	Deficiencies	11 days	Wed 25-06-18																																																
213	🚀	Training	6 days	Wed 25-07-02																																																
214	🚀	VAV Boxes	38 days	Fri 25-05-30																																																
215	🚀	Commissioning	22 days	Fri 25-05-30																																																
216	🚀	Deficiencies	11 days	Tue 25-07-01																																																
217	🚀	Training	6 days	Tue 25-07-15																																																
218	✅🚀	Boilers	1 day	Fri 25-05-30																																																
219	✅🚀	Commissioning	1 day	Fri 25-05-30																																																
220	✅🚀	Deficiencies	1 day	Fri 25-05-30																																																
221	✅🚀	Training	1 day	Fri 25-05-30																																																
222	✅🚀	Expansion Tank	1 day	Fri 25-05-30																																																
223	✅🚀	Commissioning	1 day	Fri 25-05-30																																																
224	✅🚀	Deficiencies	1 day	Fri 25-05-30																																																
225	✅🚀	Training	1 day	Fri 25-05-30																																																
226	🚀	Domestic Water BFP	29 days	Fri 25-05-30																																																
227	🚀	Commissioning	13 days	Fri 25-05-30																																																
228	🚀	Deficiencies	11 days	Wed 25-06-18																																																
229	🚀	Training	6 days	Wed 25-07-02																																																
230	🚀	Heat Exchangers	38 days	Fri 25-05-30																																																
231	🚀	Commissioning	22 days	Fri 25-05-30																																																
232	🚀	Deficiencies	11 days	Tue 25-07-01																																																
233	🚀	Training	6 days	Tue 25-07-15																																																
234	🚀	Snow Melt System	38 days	Fri 25-05-30																																																
235	🚀	Commissioning	22 days	Fri 25-05-30																																																
236	🚀	Deficiencies	11 days	Tue 25-07-01																																																
237	🚀	Training	6 days	Tue 25-07-15																																																
238	🚀	Pumps - VFD	29 days	Fri 25-05-30																																																
239	🚀	Commissioning	13 days	Fri 25-05-30																																																
240	🚀	Deficiencies	11 days	Wed 25-06-18																																																
241	🚀	Training	6 days	Wed 25-07-02																																																
242	🚀	Fire Pump	38 days	Fri 25-05-30																																																
243	🚀	Commissioning	22 days	Fri 25-05-30																																																
244	🚀	Deficiencies	11 days	Tue 25-07-01																																																
245	🚀	Training	6 days	Tue 25-07-15																																																
246	🚀	Sump Pump	29 days	Fri 25-05-30																																																
247	🚀	Commissioning	13 days	Fri 25-05-30																																																
248	🚀	Deficiencies	11 days	Wed 25-06-18																																																
249	🚀	Training	6 days	Wed 25-07-02																																																
250	🚀	DHW Mixing Valve	29 days	Fri 25-05-30																																																
251	🚀	Commissioning	13 days	Fri 25-05-30																																																
252	🚀	Deficiencies	11 days	Wed 25-06-18																																																
253	🚀	Training	6 days	Wed 25-07-02																																																
254	🚀	RO	38 days	Fri 25-05-30																																																
255	🚀	Commissioning	22 days	Fri 25-05-30																																																

Legend for Gantt chart symbols and colors:

- Task**: Blue bar
- Milestone**: Diamond symbol
- Project Summary**: Bar with diamond at end
- Inactive Milestone**: Diamond with border
- Manual Task**: Teal bar
- Manual Summary Rollup**: Teal bar with diamond at end
- Start-only**: Bar with diamond at start
- External Tasks**: Grey bar
- Deadline**: Bar with vertical line at end
- Manual Progress**: Bar with vertical line at end
- Split**: Dotted blue bar
- Summary**: Bar with diamond at end
- Inactive Task**: Bar with diamond at end
- Inactive Summary**: Bar with diamond at end
- Duration-only**: Bar with diamond at end
- Manual Summary**: Teal bar with diamond at end
- Finish-only**: Bar with diamond at end
- External Milestone**: Diamond symbol
- Progress**: Bar with vertical line at end

G. TACKABERRY & FAMILY HOME SCHEDULE



2025-06-11

Task Mode		Task Name	Duration	Start	2025 June												2025 July												2025 August												2025 September												
					30	04	09	14	19	24	29	04	09	14	19	24	29	03	08	13	18	23	28	02	07	12																											
256			Deficiencies	11 days	Tue 25-07-01																																																
257			Training	6 days	Tue 25-07-15																																																
258			Water Treatment System	38 days	Fri 25-05-30																																																
259			Commissioning	22 days	Fri 25-05-30																																																
260			Deficiencies	11 days	Tue 25-07-01																																																
261			Training	6 days	Tue 25-07-15																																																
262			Steam Humidifier	1 day	Fri 25-05-30																																																
263			Commissioning	1 day	Fri 25-05-30																																																
264			Deficiencies	1 day	Fri 25-05-30																																																
265			Training	1 day	Fri 25-05-30																																																
266			Electric Main Distribution Panels	29 days	Fri 25-05-30																																																
267			Commissioning	13 days	Fri 25-05-30																																																
268			Deficiencies	11 days	Wed 25-06-18																																																
269			Training	6 days	Wed 25-07-02																																																
270			Secondary Electrical Panels	29 days	Fri 25-05-30																																																
271			Commissioning	13 days	Fri 25-05-30																																																
272			Deficiencies	11 days	Wed 25-06-18																																																
273			Training	6 days	Wed 25-07-02																																																
274			Transformers	29 days	Fri 25-05-30																																																
275			Commissioning	13 days	Fri 25-05-30																																																
276			Deficiencies	11 days	Wed 25-06-18																																																
277			Training	6 days	Wed 25-07-02																																																
278			Back Up Generator	1 day	Fri 25-05-30																																																
279			Commissioning	1 day	Fri 25-05-30																																																
280			Deficiencies	1 day	Fri 25-05-30																																																
281			Training	1 day	Fri 25-05-30																																																
282			Lighting Controls	29 days	Fri 25-05-30																																																
283			Commissioning	13 days	Fri 25-05-30																																																
284			Deficiencies	11 days	Wed 25-06-18																																																
285			Training	6 days	Wed 25-07-02																																																
286			Entry Control System	29 days	Fri 25-05-30																																																
287			Commissioning	13 days	Fri 25-05-30																																																
288			Deficiencies	11 days	Wed 25-06-18																																																
289			Training	6 days	Wed 25-07-02																																																
290			Fire Alarm	47 days	Fri 25-05-30																																																
291			Commissioning	11 days	Mon 25-07-07																																																
292			Configuration	6 days	Mon 25-07-21																																																
293			Testing & troubleshooting	6 days	Mon 25-07-28																																																
294			Training																																																		
295			BAS Control	38 days	Fri 25-05-30																																																
296			Commissioning	22 days	Fri 25-05-30																																																
297			Deficiencies	11 days	Tue 25-07-01																																																
298			Training	6 days	Tue 25-07-15																																																
299			newterra System	38 days	Fri 25-05-30																																																
300			Commissioning	22 days	Fri 25-05-30																																																
301			Deficiencies	11 days	Tue 25-07-01																																																
302			Training	6 days	Tue 25-07-15																																																
303			Septic System	38 days	Fri 25-05-30																																																
304			Commissioning	22 days	Fri 25-05-30																																																
305			Deficiencies	11 days	Tue 25-07-01																																																
306			Training	6 days	Tue 25-07-15																																																
307			Kitchen Hood Testing (Balloon Test, FA etc)	29 days	Fri 25-05-30																																																
308			Commissioning	13 days	Fri 25-05-30																																																
309			Deficiencies	11 days	Wed 25-06-18																																																
310			Training	6 days	Wed 25-07-02																																																
311			IT	13 days	Tue 25-07-15																																																
312			Elevator	13 days	Tue 25-07-15																																																
313			Configurations	13 days	Tue 25-07-15																																																
314			Testing and Troubleshooting	9 days	Mon 25-07-21																																																
315			Nurse Call	13 days	Tue 25-07-15																																																
316			Configurations	13 days	Tue 25-07-15																																																
317			Testing and Troubleshooting	9 days	Mon 25-07-21																																																
318			Fire Systems	13 days	Tue 25-07-15																																																
319			Configurations	13 days	Tue 25-07-15																																																

2025-06-11

Task Mode	Task Name	Duration	Start	2025 June										2025 July					2025 August					2025 September				
				30	04	09	14	19	24	29	04	09	14	19	24	29	03	08	13	18	23	28	02	07	12			
	Testing and Troubleshooting	9 days	Mon 25-07-21																									
	Access Control	13 days	Tue 25-07-15																									
	Firewall Design & Configuration	13 days	Tue 25-07-15																									
	Testing and Troubleshooting	9 days	Mon 25-07-21																									
	Paging System	13 days	Tue 25-07-15																									
	Testing and Troubleshooting	13 days	Tue 25-07-15																									
	CCTV	13 days	Tue 25-07-15																									
	Configuration Consultation	13 days	Tue 25-07-15																									
	Firewall Design & Configuration	13 days	Tue 25-07-15																									
	Testing and Troubleshooting	9 days	Mon 25-07-21																									
	STAFF TRAINING	53 days?	Fri 25-05-30																									
	ONBOARDING - NEW STAFF	53 days	Fri 25-05-30																									
	In House	33 days	Fri 25-05-30																									
	On Site	21 days	Tue 25-07-15																									
	GENERAL ORIENTATION	53 days	Fri 25-05-30																									
	In House	33 days	Fri 25-05-30																									
	On Site	21 days	Tue 25-07-15																									
	PROCESSES	53 days?	Fri 25-05-30																									
	In House	33 days?	Fri 25-05-30																									
	On Site	21 days	Tue 25-07-15																									
	EQUIPMENT	53 days?	Fri 25-05-30																									
	In House	33 days?	Fri 25-05-30																									
	On Site	21 days	Tue 25-07-15																									
	BUILDING SYSTEMS	53 days?	Fri 25-05-30																									
	In House	33 days?	Fri 25-05-30																									
	On Site	21 days	Tue 25-07-15																									
	IT INFRASTRUCTURE	53 days?	Fri 25-05-30																									
	In House	33 days?	Fri 25-05-30																									
	On Site	21 days	Tue 25-07-15																									
	IT SYSTEMS BUILT IN	53 days?	Fri 25-05-30																									
	In House	33 days?	Fri 25-05-30																									
	On Site	21 days	Tue 25-07-15																									
	IT SYSTEMS OPERATIONL	53 days?	Fri 25-05-30																									
	In House	33 days?	Fri 25-05-30																									
	On Site	21 days	Tue 25-07-15																									
	WORKFLOW SIMULATIONS	53 days?	Fri 25-05-30																									
	In House	33 days?	Fri 25-05-30																									
	On Site	21 days	Tue 25-07-15																									
	EMERGENCY / CODE RESPONSE	53 days?	Fri 25-05-30																									
	In House	33 days?	Fri 25-05-30																									
	On Site	21 days	Tue 25-07-15																									
	FINAL CLOSE OUT ITEMS	36 days	Mon 25-07-07																									
	CAN ULC S1001 Testing	11 days	Mon 25-07-14																									
	Complete Final Inspections	15 days	Mon 25-07-14																									
	Perform architect's inspection	15 days	Mon 25-07-07																									
	Perform local building agency inspection	21 days	Fri 25-07-25																									
	Perform Fire Marshal's inspection F/A inspection	21 days	Fri 25-07-25																									
	Complete punch list items from all inspections	15 days	Tue 25-07-29																									
	Obtain certificate of occupancy	11 days	Mon 25-08-11																									
	Issue final completion documents including warranties	11 days	Mon 25-08-11																									
	FINAL OCCUPANCY	77 days	Fri 25-05-30																									
	Occupancy Plan Approval																											
	30 Day Notice to MLTC	41 days	Fri 25-05-30																									
	Submit Permits & Certificates to MLTC	62 days	Fri 25-05-30																									
	Total Completion Notice to MLTC	62 days	Fri 25-05-30																									
	Ministry Pre-Occupancy Inspection	62 days	Fri 25-05-30																									
	Ministry Deficiency Report	66 days	Fri 25-05-30																									
	Deficiency Resolution	71 days	Fri 25-05-30																									
	Deficiency Resolution Letter (MVL)	71 days	Fri 25-05-30																									
	Capital Occupancy Approval Letter	76 days	Fri 25-05-30																									
	Move Day (First Resident Target)	77 days	Fri 25-05-30																									

G. TACKABERRY & FAMILY HOME 2025-05-30 SCHEDULE	Task Split	<div><div></div><div>Milestone</div></div> <div><div></div><div>Summary</div></div>	<div><div></div><div>Project Summary</div></div> <div><div></div><div>Inactive Task</div></div>	<div><div></div><div>Inactive Milestone</div></div> <div><div></div><div>Inactive Summary</div></div>	<div><div></div><div>Manual Task</div></div> <div><div></div><div>Duration-only</div></div>	<div><div></div><div>Manual Summary Rollup</div></div> <div><div></div><div>Manual Summary</div></div>	<div><div></div><div>Start-only</div></div> <div><div></div><div>Finish-only</div></div>	<div><div></div><div>External Tasks</div></div> <div><div></div><div>External Milestone</div></div>	<div><div></div><div>Deadline</div></div> <div><div></div><div>Progress</div></div>	<div><div></div><div>Manual Progress</div></div>	<div><div></div><div></div></div>
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JULY 10, 2025

MVL COMMITTEE OF MANAGEMENT

REPORT NO. MVL-026-2025

**REQUEST FOR PROPOSAL – CONTRACTED
REGISTERED DIETICIAN – MAPLE VIEW LODGE/
G. TACKABERRY AND FAMILY HOME**

**THERESA LEILICH
NUTRITION AND FOOD
SERVICE MANAGER**

**LINDA HUNTER
DIRECTOR**

RECOMMENDATIONS

THAT the MVL Committee of Management recommends to Counties Council to approve the awarding of RFP-2025-08 – Contracted Registered Dietitian, to Seasons Care Inc., in the total five-year amount of \$497,340.00, excluding taxes; and

THAT the MVL Committee of Management recommends to Counties Council to authorize staff to exercise the option to extend RFP-2025-08 annually with Seasons Care for an additional term of up to four one-year periods, subject to budget satisfactory, vendor performance, pricing, and the mutual agreement of all parties; and

THAT the necessary by-law be prepared.

FINANCIAL IMPLICATIONS

Two compliant bids were received, with bids ranging from \$497,340.00 to \$498,165.00 (excluding taxes). The costs for this contract will come from the program and support operating budget.

STRATEGIC INITIATIVES

This report falls under Pillar 1 – 1.3 Develop our capacity to successfully manage complex infrastructure projects.

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.

COMMUNICATIONS CONSIDERATIONS

Ongoing communications and contract management will be conducted by the Nutrition and Food Service Manager.

BACKGROUND

As per the Counties Procurement Policies and Procedures, a Request for Proposal (RFP) was posted to recruit a contracted Dietitian service for Maple View Lodge and subsequently, the G. Tackaberry and Family Home to ensure continued dietitian services for the residents of the home.

DISCUSSION/ALTERNATIVES

The RFP was advertised through the Counties' bids and tenders portal.

Staff are recommending Seasons Care Inc. be awarded the contract. This group has provided dietitian services to Maple View Lodge in the past, and fulfilled all obligations as required.

ATTACHMENTS

Nil.

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

**THERESA LEILICH
NUTRITION AND FOOD SERVICE MANAGER**

**JUNE 17, 2025
DATE**

**LINDA HUNTER
DIRECTOR, MAPLE VIEW LODGE**

**JUNE 17, 2025
DATE**

**PAT HUFFMAN
TREASURER**

**JUNE 30, 2025
DATE**

**AL HORSMAN
CHIEF ADMINISTRATIVE OFFICER**

**JULY 2, 2025
DATE**

JULY 10, 2025

MAPLE VIEW LODGE COMMITTEE OF MANAGEMENT REPORT

REPORT NO. MVL-028-2025

MAPLE VIEW LODGE FINANCIAL REPORT MAY 2025

**KATIE CLARKE,
DEPUTY TREASURER**

**PAT HUFFMAN,
TREASURER**

RECOMMENDATIONS

For information only.

FINANCIAL IMPLICATIONS

Currently there are no financial implications associated with this report, however, Maple View Lodge is actively hiring new staff in anticipation of moving residents into the G. Tackaberry and Family Home in 2025. Any delays with resident occupancy could result in a delay in Ministry funding for the new 132 beds.

STRATEGIC INITIATIVES

To support Section 4.2 of the Counties' Strategic Initiatives, this report assists with maintaining the financial sustainability of the Counties by providing monthly financial analysis.

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

There are no communications implications as a result of this report. The report will be on the Counties' website for public consumption.

BACKGROUND

Monthly financial reports are presented to the Maple View Lodge Committee of Management beginning in June of each year with projections being presented in September and continuing until the end of the year. The purpose of this report is to highlight any variances which may be significant to Maple View Lodge for both the operating and capital budgets.

DISCUSSION/ALTERNATIVES

The attached operating budget variance report compares the 2025 approved budget with the 2025 year to date actuals to arrive at the dollar variance and percentage of budget spent with the month of May representing 41.7% of the year. Wages and benefits are averaging 38% as payroll is paid one week behind. This report only includes paid expenditures. If goods and services have been provided but not yet paid, these transactions are not reflected in the actuals.

The capital budget variance report takes into account any purchases of goods or services that have been committed to by either a signed purchase order or contract for a specified amount prior to arriving at the dollar variance.

The following is a departmental financial update on the Maple View Lodge Operating Budget:

General Administration:

- Wages and benefits are under budget due to a staffing vacancy
- Materials and supplies, which include publications and subscriptions, computer equipment, office supplies, mileage and travel, and promotion and meeting expenses, are 91% spent as the Ontario Long Term Care annual policy subscription has been paid for. In addition, Human Resources have incurred \$8,030 on job fairs and other recruitment initiatives. These expenses will be funded by reserves with the transfer occurring at year-end as approved per CC-018-2024
- Professional development and legal expenses are currently under budget offset by consultants, memberships and network costs being fully expended
- \$25,440 has been spent on Drake Consulting for recruiting consulting for G. Tackaberry and Family Home. A transfer will be done at year-end to fund these expenses from reserves per CC-018-2024

Nursing & Personal Care Direct:

- Direct care staffing has been budgeted to increase throughout the year as we target to be fully staffed for the G. Tackaberry and Family Home. HR has been successful in increasing staff in accordance with the 2025 staffing plan as of May 2025
- Materials and supplies are under budget but are expected to increase significantly when supplies are required for the additional 132 beds
- Purchased services are over budget as staffing agencies were being utilized to provide direct care due to staff vacancies. \$87,034 was spent between January to May

Nursing & Personal Care Administration:

- Wages and benefits are under budget as the budget included a Nurse Practitioner starting September 2025 and a 4th Director of Care for Infection Prevention and Control starting in July. In addition, a portion of the Director of

Care and Assistant Director of Care positions have been charging to Nursing and Personal Care Direct for the first five months of the year based on scheduling

- Materials and supplies are currently under budget as mileage and travel and professional development costs have not been incurred
- Purchased services are currently under budget as invoices have not been received for medical director and doctor on call fees

Program & Support:

- Other recoveries include \$3,500 from the Maple View Lodge Auxiliary to purchase live music programming for residents and a \$1,000 donation to contribute towards flowers around the grounds at MVL
- Wages and benefits are currently under budget as the budget included additional recreation staff to start in September
- Materials and supplies will increase proportionately throughout the year as new residents are admitted to G. Tackaberry and Family Home
- For purchased services, professional development is under budget and invoices are outstanding for dietician services. Both programs and purchased services such as physiotherapy costs will increase when the new home accepts residents

Dietary Services:

- The 2025 budget included additional staff starting between June to September with current part-time positions becoming full-time in August
- Materials and supplies are under budget as no equipment has required replacement and materials and supplies are budgeted to increase as occupancy increases
- Purchased services is over budget as \$22,185 in unbudgeted contracted services has been incurred to bring in contract dietary staff to cover staff vacancies for the 60 bed home

Raw Food:

- Raw food is trending slightly over budget. Based on the January to May per diem, MVL received \$119,260 in funding for raw food and spent \$122,998 with May invoices still outstanding at month end
- With the introduction of Meal Suite in the G. Tackaberry and Family Home, it is anticipated that efficiencies and cost savings will be obtained to allow the home to stay within the funding envelope

Housekeeping:

- Wages and benefits are over budget for Housekeeping based on actuals spent year to date. New positions are budgeted to start between July to August with current part-time staff becoming full-time in August 2025
- Materials and supplies are under budget but will increase as new items are purchased for the G. Tackaberry and Family Home
- No equipment replacement or repairs have been necessary to date in 2025

Laundry and Linen:

- Materials and supplies are under budget due to the timing of purchases and the receipt of invoices
- Purchased services are under budget as laundry services are contracted out and not all invoices have been received

Building:

- Recoveries include reimbursement from a contractor to pay for water damages incurred during a sprinkler installation as well as funding from St. Lawrence Lodge for the Living Classroom project
- Wages and benefits are currently under budget as staffing was budgeted to increase as additional staff are hired
- Materials and supplies are over budget based on the timing of the purchases for supplies incurred year to date as well as repairs required to the home due to the water damage incurred during the new sprinkler installation. These costs were recovered from the contractor
- Purchased services includes \$45,102 in expenses relating to the Living Classroom. Offsetting grant revenue will be recognized to offset these expenses

Facility:

- Utility expenses are under budget as the budget includes a proration of both the 60 bed home and then increases to cover expenses for the 192 bed home
- Insurance has been expensed for the first half of the year

Revenues:

- Resident Fee revenue include the residents' accommodation fees which are invoiced monthly and are on budget. In May 2025, the Ministry of Long-Term Care (MLTC) announced an inflationary rate increase of 2.4% as of July 1st. The

2025 budget included an increase of 1% as of July 1st based on historical rate increases therefore resident fee revenue will be greater than budget

- Provincial revenues include the monthly provincial subsidies received in all four funding envelopes which are Nursing, Program and Support, Raw Food, and Other Accommodations. On June 20th, the Ministry of Long-Term Care (MLTC) announced that level-of-care base funding was increasing 2.1% retroactive to April 2025
- Maple View Lodge received notification on June 19th that as of April 1st, the new funded Case Mix Index (CMI) is increasing by 0.2% to 1.0029. This will increase funding to the Nursing and Personal Care envelope retroactive to April
- In January 2025, MLTC announced an increase in the amount of Direct Care provincial funding for Q1 2025. It is projected that this will provide an additional \$9,859 in direct care funding based on the current 60 beds for January to March
- The Ministry announced in June that Infection, Prevention and Control (IPAC) funding will continue in a consolidated model where homes can utilize previous IPAC Personnel, IPAC Lead and IPAC Training & Education funding in any of the three areas
- MLTC also announced that they will be consolidating the funding provided through the Resident Health and Well-Being (RHWB) program with the Allied Health Staffing Supplement
- Other revenues include general donation revenue and hair dressing fees

Redevelopment:

- Contribution from reserves to cover the operational costs of the new redevelopment project will occur at year-end based on actuals
- Wages and benefits relate to the Construction Project Manager and the Fundraising Coordinator are on budget
- Materials and supplies include \$202,809 in purchases funded from the Fundraising Committee approved purchased for ceiling tracks. Off-setting donation revenue will be recorded for May month-end. In addition, \$39,040 in equipment purchases funded from the GTFH capital budget have been expensed here as the items do not meet the \$10,000 Tangible Capital Asset capitalization threshold. Offsetting funding from the GTFH budget will be transferred at year-end
- Purchased services consists of the 2025 fees paid year to date for Colliers
- Debenture interest is the interest on the construction financing for the 192 bed home redevelopment

- Contribution to Amortization for the 7.5% tax levy increase to fund the 192 bed home will occur at year-end. The current expenditures are actual amortization expense on the existing home

The following is a financial update on the Maple View Lodge Capital Budget:

- Redevelopment expenses currently include fees for the general contractor, project management, and the prime consultant relating to the redevelopment of Maple View Lodge. Monthly fees are based on hours worked on the project and can fluctuate month-month
- Other betterments on the existing building are detailed in the capital attachment

ATTACHMENTS

1. Budget Variance Report to May 31, 2025
2. Capital Variance Report to May 31, 2025

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

**KATIE CLARKE,
DEPUTY TREASURER**

**JUNE 23, 2025
DATE**

**PAT HUFFMAN,
TREASURER**

**JUNE 30, 2025
DATE**

**AL HORSMAN
CHIEF ADMINISTRATIVE OFFICER**

**JUNE 30, 2025
DATE**

UNITED COUNTIES OF LEEDS & GRENVILLE
2025 BUDGET
MAPLE VIEW LODGE SUMMARY
As of May 31, 2025

	2025 BUDGET	2025 ACTUALS	2025 VARIANCE	% OF BUDGET SPENT
REVENUE				
Resident's Fees	(3,150,773)	(616,828.65)	2,533,944	20%
Provincial Subsidy	(9,285,744)	(2,222,768.75)	7,062,975	24%
Other Recoveries	(72,750)	(25,693.43)	47,057	35%
Total REVENUE	(12,509,267)	(2,865,290.83)	9,643,976	23%
EXPENDITURES				
Salaries, Wages and Benefits	14,461,220	3,494,147.02	(10,967,073)	24%
Materials and Supplies	1,038,508	286,140.80	(752,367)	28%
Purchased Services	1,285,159	542,577.28	(742,582)	42%
Internal Chargebacks	854,409	355,238.12	(499,171)	42%
Program Costs	42,810	8,271.20	(34,539)	19%
Total EXPENDITURES	17,682,106	4,686,374.42	(12,995,732)	27%
CAPITAL/RESERVES				
Contribution to Amortization	75,042	31,267.45	(43,775)	42%
Total CAPITAL/RESERVES	75,042	31,267.45	(43,775)	42%
TOTAL	5,247,881	1,852,351.04	(3,395,530)	35%

UNITED COUNTIES OF LEEDS & GRENVILLE
2025 BUDGET
GENERAL ADMINISTRATION
As of May 31, 2025

	2025 BUDGET	2025 ACTUALS	2025 VARIANCE	% OF BUDGET SPENT
EXPENDITURES				
Salaries, Wages and Benefits	885,082	288,294.07	(596,788)	33%
Materials and Supplies	39,025	35,639.47	(3,386)	91%
Purchased Services	243,343	93,149.93	(150,193)	38%
Internal Chargebacks	846,659	352,774.60	(493,884)	42%
Total EXPENDITURES	2,014,109	769,858.07	(1,244,251)	38%
 TOTAL	 2,014,109	 769,858.07	 (1,244,251)	 38%

UNITED COUNTIES OF LEEDS & GRENVILLE
2025 BUDGET
NURSING AND PERSONAL CARE DIRECT
As of May 31, 2025

	2025 BUDGET	2025 ACTUALS	2025 VARIANCE	% OF BUDGET SPENT
REVENUE				
Other Recoveries	0	(4,841.21)	(4,841)	0%
Total REVENUE	0	(4,841.21)	(4,841)	0%
EXPENDITURES				
Salaries, Wages and Benefits	9,702,647	2,215,610.91	(7,487,036)	23%
Materials and Supplies	237,020	54,924.27	(182,096)	23%
Purchased Services	28,815	113,605.13	84,790	394%
Program Costs	1,000	0.00	(1,000)	0%
Total EXPENDITURES	9,969,482	2,384,140.31	(7,585,342)	24%
TOTAL	9,969,482	2,379,299.10	(7,590,183)	24%

UNITED COUNTIES OF LEEDS & GRENVILLE
2025 BUDGET
NURSING AND PERSONAL CARE ADMINISTRATION
As of May 31, 2025

	2025 BUDGET	2025 ACTUALS	2025 VARIANCE	% OF BUDGET SPENT
EXPENDITURES				
Salaries, Wages and Benefits	866,256	84,616.83	(781,639)	10%
Materials and Supplies	500	0.00	(500)	0%
Purchased Services	55,375	8,800.62	(46,574)	16%
Total EXPENDITURES	922,131	93,417.45	(828,714)	10%
 TOTAL	 922,131	 93,417.45	 (828,714)	 10%

UNITED COUNTIES OF LEEDS & GRENVILLE
2025 BUDGET
PROGRAM AND SUPPORT
As of May 31, 2025

	2025 BUDGET	2025 ACTUALS	2025 VARIANCE	% OF BUDGET SPENT
REVENUE				
Other Recoveries	(4,000)	(4,346.54)	(347)	109%
Total REVENUE	(4,000)	(4,346.54)	(347)	109%
EXPENDITURES				
Salaries, Wages and Benefits	648,416	192,762.44	(455,654)	30%
Materials and Supplies	26,599	7,080.06	(19,519)	27%
Purchased Services	126,394	27,853.26	(98,541)	22%
Program Costs	41,810	8,271.20	(33,539)	20%
Total EXPENDITURES	843,219	235,966.96	(607,252)	28%
TOTAL	839,219	231,620.42	(607,599)	28%

UNITED COUNTIES OF LEEDS & GRENVILLE
2025 BUDGET
DIETARY SERVICES
As of May 31, 2025

	2025 BUDGET	2025 ACTUALS	2025 VARIANCE	% OF BUDGET SPENT
EXPENDITURES				
Salaries, Wages and Benefits	1,202,825	285,368.61	(917,456)	24%
Materials and Supplies	79,136	16,114.78	(63,021)	20%
Purchased Services	5,488	22,882.04	17,394	417%
Total EXPENDITURES	1,287,449	324,365.43	(963,084)	25%
 TOTAL	 1,287,449	 324,365.43	 (963,084)	 25%

UNITED COUNTIES OF LEEDS & GRENVILLE
2025 BUDGET
RAW FOOD
As of May 31, 2025

	2025 BUDGET	2025 ACTUALS	2025 VARIANCE	% OF BUDGET SPENT
REVENUE				
Other Recoveries	0	(619.25)	(619)	0%
Total REVENUE	0	(619.25)	(619)	0%
EXPENDITURES				
Materials and Supplies	548,598	122,998.10	(425,600)	22%
Total EXPENDITURES	548,598	122,998.10	(425,600)	22%
TOTAL	548,598	122,378.85	(426,219)	22%

UNITED COUNTIES OF LEEDS & GRENVILLE
2025 BUDGET
HOUSEKEEPING
As of May 31, 2025

	2025 BUDGET	2025 ACTUALS	2025 VARIANCE	% OF BUDGET SPENT
EXPENDITURES				
Salaries, Wages and Benefits	725,574	318,788.03	(406,786)	44%
Materials and Supplies	34,500	9,978.60	(24,521)	29%
Purchased Services	3,450	0.00	(3,450)	0%
Total EXPENDITURES	763,524	328,766.63	(434,757)	43%
 TOTAL	 763,524	 328,766.63	 (434,757)	 43%

UNITED COUNTIES OF LEEDS & GRENVILLE
2025 BUDGET
LAUNDRY AND LINEN
As of May 31, 2025

	2025 BUDGET	2025 ACTUALS	2025 VARIANCE	% OF BUDGET SPENT
EXPENDITURES				
Materials and Supplies	9,600	2,177.70	(7,422)	23%
Purchased Services	150,572	18,986.06	(131,586)	13%
Total EXPENDITURES	160,172	21,163.76	(139,008)	13%
 TOTAL	 160,172	 21,163.76	 (139,008)	 13%

UNITED COUNTIES OF LEEDS & GRENVILLE
2025 BUDGET
BUILDING
As of May 31, 2025

	2025 BUDGET	2025 ACTUALS	2025 VARIANCE	% OF BUDGET SPENT
REVENUE				
Other Recoveries	(40,000)	(10,459.04)	29,541	26%
Total REVENUE	(40,000)	(10,459.04)	29,541	26%
EXPENDITURES				
Salaries, Wages and Benefits	430,420	108,706.13	(321,714)	25%
Materials and Supplies	63,530	37,227.82	(26,302)	59%
Purchased Services	306,780	150,135.41	(156,645)	49%
Internal Chargebacks	7,750	2,463.52	(5,286)	32%
Total EXPENDITURES	808,480	298,532.88	(509,947)	37%
CAPITAL/RESERVES				
Contribution to Amortization	75,042	31,267.45	(43,775)	42%
Total CAPITAL/RESERVES	75,042	31,267.45	(43,775)	42%
TOTAL	843,522	319,341.29	(524,181)	38%

UNITED COUNTIES OF LEEDS & GRENVILLE
2025 BUDGET
FACILITY
As of May 31, 2025

	2025 BUDGET	2025 ACTUALS	2025 VARIANCE	% OF BUDGET SPENT
EXPENDITURES				
Purchased Services	354,942	107,164.83	(247,777)	30%
Total EXPENDITURES	354,942	107,164.83	(247,777)	30%
 TOTAL	 354,942	 107,164.83	 (247,777)	 30%

UNITED COUNTIES OF LEEDS & GRENVILLE
2025 BUDGET
Revenue
As of May 31, 2025

	2025 BUDGET	2025 ACTUALS	2025 VARIANCE	% OF BUDGET SPENT
REVENUE				
Resident's Fees	(3,150,773)	(616,828.65)	2,533,944	20%
Provincial Subsidy	(9,285,744)	(2,222,768.75)	7,062,975	24%
Other Recoveries	(28,750)	(5,427.39)	23,323	19%
Total REVENUE	(12,465,267)	(2,845,024.79)	9,620,242	23%
 TOTAL	 (12,465,267)	 (2,845,024.79)	 9,620,242	 23%

UNITED COUNTIES OF LEEDS & GRENVILLE
2025 BUDGET
MAPLE VIEW LODGE REDEVELOPMENT
As of May 31, 2025

	2025 BUDGET	2025 ACTUALS	2025 VARIANCE	% OF BUDGET SPENT
REVENUE				
Contribution from Reserves	(3,742,668)	0.00	3,742,668	0%
Total REVENUE	(3,742,668)	0.00	3,742,668	0%
EXPENDITURES				
Salaries, Wages and Benefits	210,552	77,690.44	(132,862)	37%
Materials and Supplies	23,450	276,904.06	253,454	1,181%
Purchased Services	211,360	55,689.91	(155,670)	26%
Debenture Interest	2,297,312	662,555.77	(1,634,756)	29%
Total EXPENDITURES	2,742,674	1,072,840.18	(1,669,834)	39%
CAPITAL/RESERVES				
Contribution to Amortization	3,876,506	99,144.00	(3,777,362)	3%
Total CAPITAL/RESERVES	3,876,506	99,144.00	(3,777,362)	3%
TOTAL	2,876,512	1,171,984.18	(1,704,528)	41%

UNITED COUNTIES OF LEEDS & GRENVILLE 2025 MVL CAPITAL BUDGET REPORT As of May 31, 2025									
PROJECT	2025	2025	REALLOCATED	REALLOCATED	APPROVED	COMMITTED	VARIANCE	STATUS	ESTIMATED
	BUDGET	ACTUAL	TO (FROM) OTHER CAPITAL PROJECT	TO (FROM) OPERATING BUDGET	TRANSFER (FROM) RESERVES				COMPLETION
MAPLE VIEW LODGE									
BUILDING									
Redevelopment Project	48,000,000.00	5,636,362.30				0.00	(42,363,637.70)	Multi-year project. Estimates for 2025 cash flow provided at time of budget. Project is funded with construction financing through Infrastructure Ontario.	31-Aug-25
Total BUILDING	48,000,000.00	5,636,362.30	0.00	0.00	0.00	0.00	(42,363,637.70)		
BETTERMENTS									
HVAC	65,851.00	45,612.90					(20,238.10)	Humidifiers replaced in March by Upper Canada HVAC.	Complete
Sprinkler Replacement	127,813.00	152,487.36					24,674.36	RFQ awarded to Drapeau Automatic Sprinkler Corp. Awarded in 2024 but work was not completed until February 2025.	Complete
Foundation	17,000.00						(17,000.00)	Work to be completed in the fall.	Dec-25
Total BETTERMENTS	210,664.00	198,100.26	0.00	0.00	0.00	0.00	(12,563.74)		
Total MAPLE VIEW LODGE	48,210,664.00	5,834,462.56	0.00	0.00	0.00	0.00	(42,376,201.44)		
FUNDING SOURCES									
PROVINCIAL SUBSIDIES	(127,813.00)	127,813.00				0.00	0.00		
TRF FROM CARRY FORWARD RESERVE	(82,851.00)	45,612.90				0.00	(37,238.10)		
TRF FROM AMORTIZATION RESERVE	0.00	24,674.36				0.00	24,674.36		
PROCEEDS FROM LONG-TERM DEBT	(48,000,000.00)	5,636,362.30				0.00	(42,363,637.70)		
NET IMPACT ON LEVY	0.00	0.00				0.00	0.00		
TOTAL FUNDING SOURCES	(48,210,664.00)	5,834,462.56		0.00	0.00	0.00	(42,376,201.44)		

JULY 10, 2025

MVL COMMITTEE OF MANAGEMENT

REPORT NO. MVL-029-2025

**AWARD OF CONTRACT MVL-2025-09 – LINEN LAUNDRY SERVICES –
MAPLE VIEW LODGE/G. TACKABERRY AND FAMILY
HOME**

**TREVOR DEAN
ENVIRONMENTAL SERVICES
MANAGER**

**LINDA HUNTER
DIRECTOR**

RECOMMENDATIONS

THAT the MVL Committee of Management recommends to Counties Council to approve the awarding of MVL-2025-09 – Laundry Services, to Hart Laundry Services, in the total five-year amount of \$1,207,250.00, excluding taxes; and

THAT the MVL Committee of Management recommends to Counties Council to authorize staff to exercise the option to extend MVL-2025-09 annually with Hart Laundry Services for up to two one-year periods, subject to budget, vendor performance, pricing, and the mutual agreement of all parties; and

THAT the necessary by-law be prepared.

FINANCIAL IMPLICATIONS

From the compliant bids received, with bids ranged from \$1,207,250.00 to \$3,695,495.90 (excluding taxes). The costs for this contract will come from the laundry and linen operating budget.

STRATEGIC INITIATIVES

This report falls under Pillar 1 – 1.3 Develop our capacity to successfully manage complex infrastructure projects.

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.

COMMUNICATIONS CONSIDERATIONS

Ongoing communications and contract management will be conducted by the Environmental Services Manager.

BACKGROUND

As per the Counties Procurement Policies and Procedures, a Request for Quotation (RFQ) was posted for linen laundry services for Maple View Lodge and subsequently, the G. Tackaberry and Family Home.

DISCUSSION/ALTERNATIVES

The RFQ was advertised through the Counties' bids and tenders portal.

Staff are recommending Hart Laundry Services be awarded the contract. This company is the current laundry service at Maple View Lodge, and consistently fulfills all obligations as required.

ATTACHMENTS

Nil.

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

**TREVOR DEAN
ENVIRONMENTAL SERVICES MANAGER**

**JULY 2, 2025
DATE**

**LINDA HUNTER
DIRECTOR, MAPLE VIEW LODGE**

**JULY 2, 2025
DATE**

**PATRICIA HUFFMAN
TREASURER**

**JULY 2, 2025
DATE**

**AL HORSMAN
CHIEF ADMINISTRATIVE OFFICER**

**JULY 3, 2025
DATE**