

Report

Project Manager's Monthly Report

Maple View Lodge Redevelopment

June 25, 2025

making the **difference**

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Executive Summary - Maple View Lodge Redevelopment



Report Date

June 25, 2025

Prepared by

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Checked by

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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)

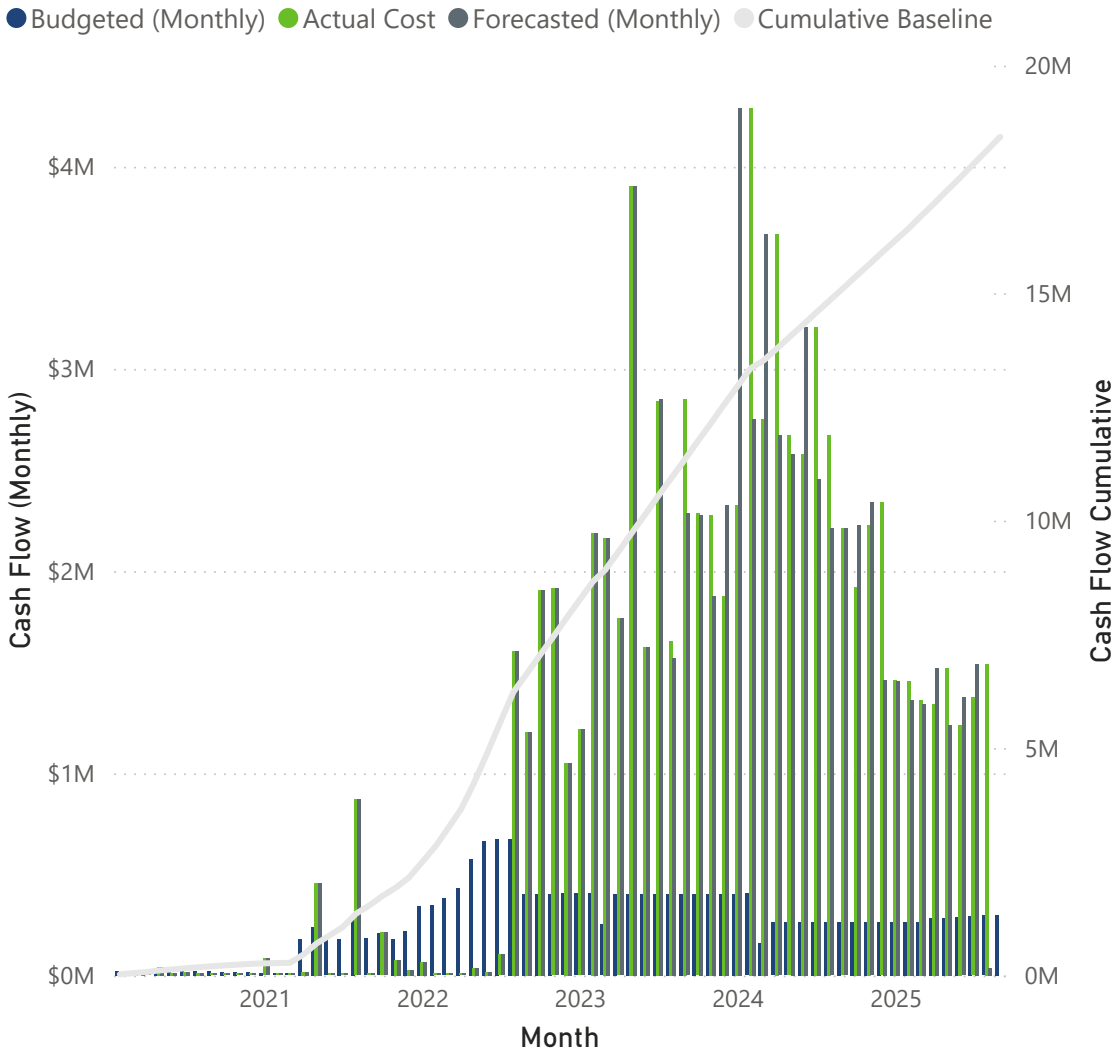
\$76,655,132

Cost to Date

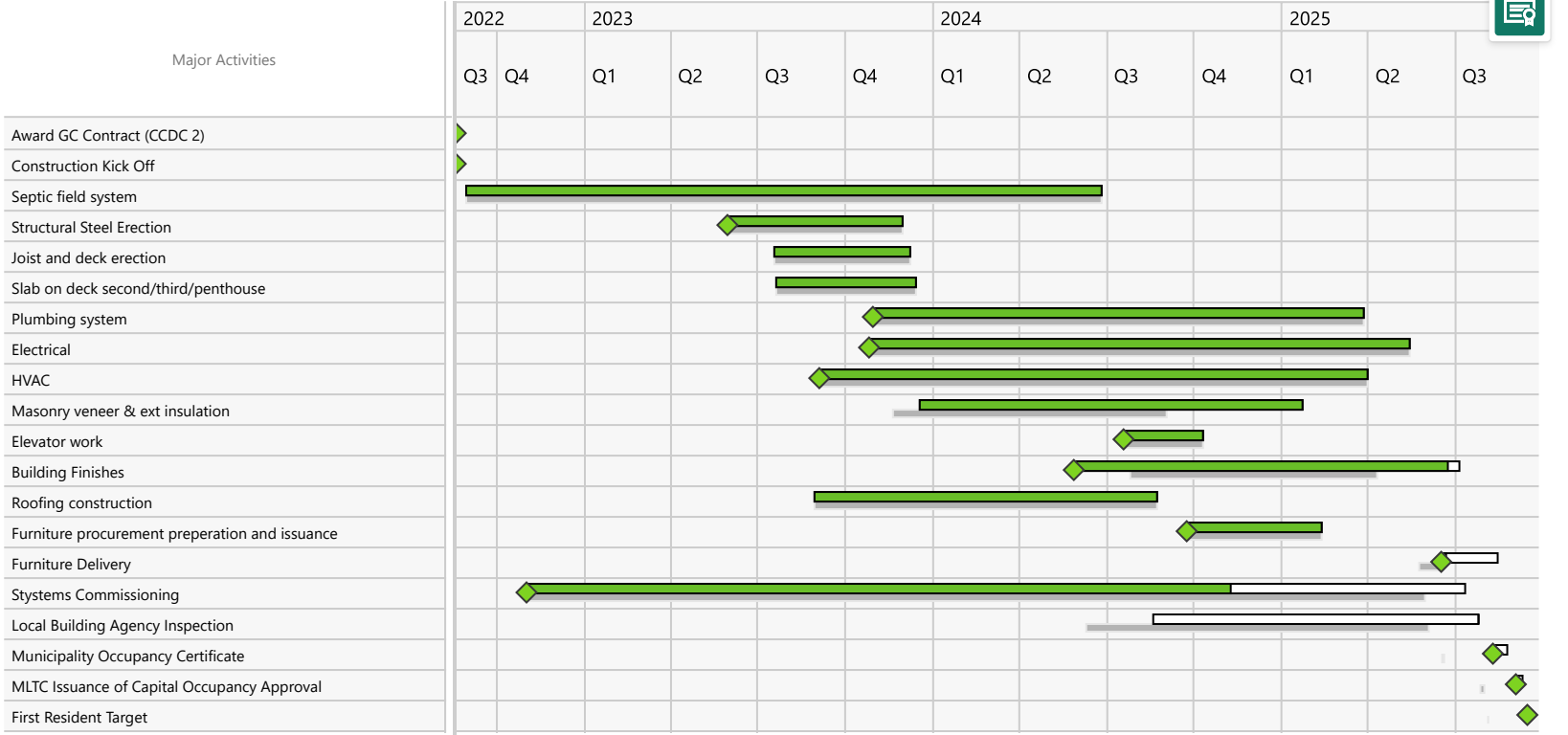
\$9,430,871

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

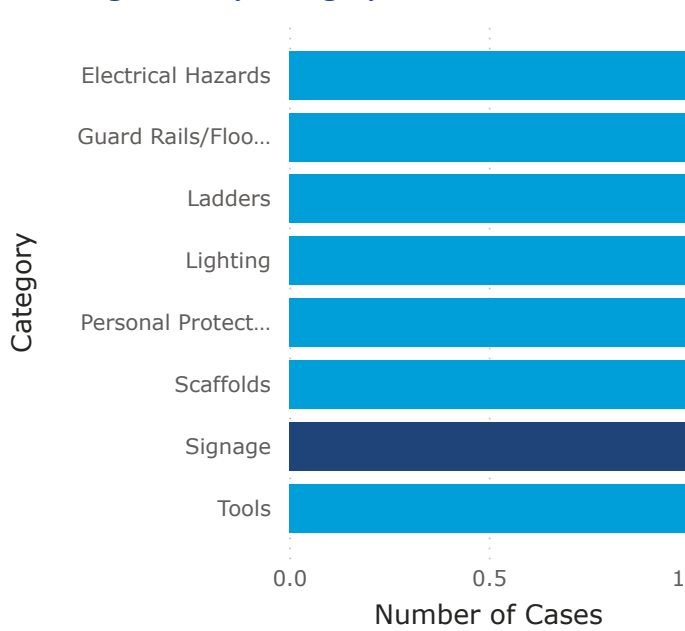
Report Date	Description
25-Jun-25	Access Points –1 location pending
25-Jun-25	ADO installation nearing completion
25-Jun-25	Air Conditioning System commissioning
25-Jun-25	Austco Testing pending Level 1
25-Jun-25	Beauty salon tiling nearing completion
25-Jun-25	Den Wall paper complete
25-Jun-25	Dining 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

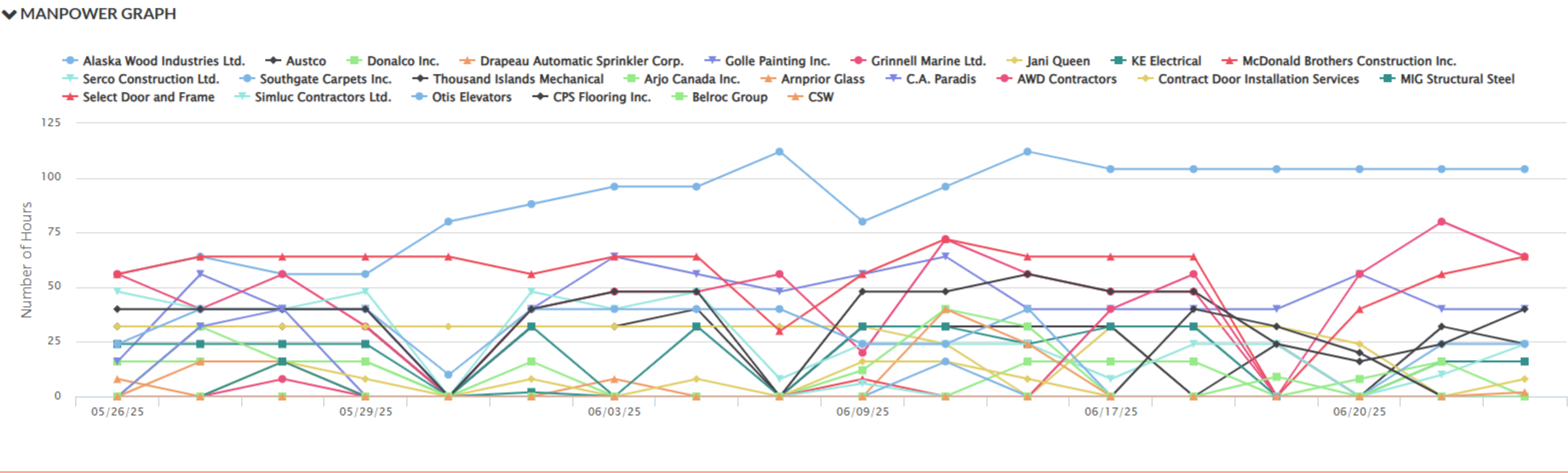
Investigations by Category



Site Manpower

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

Daily Log Manpower Report



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

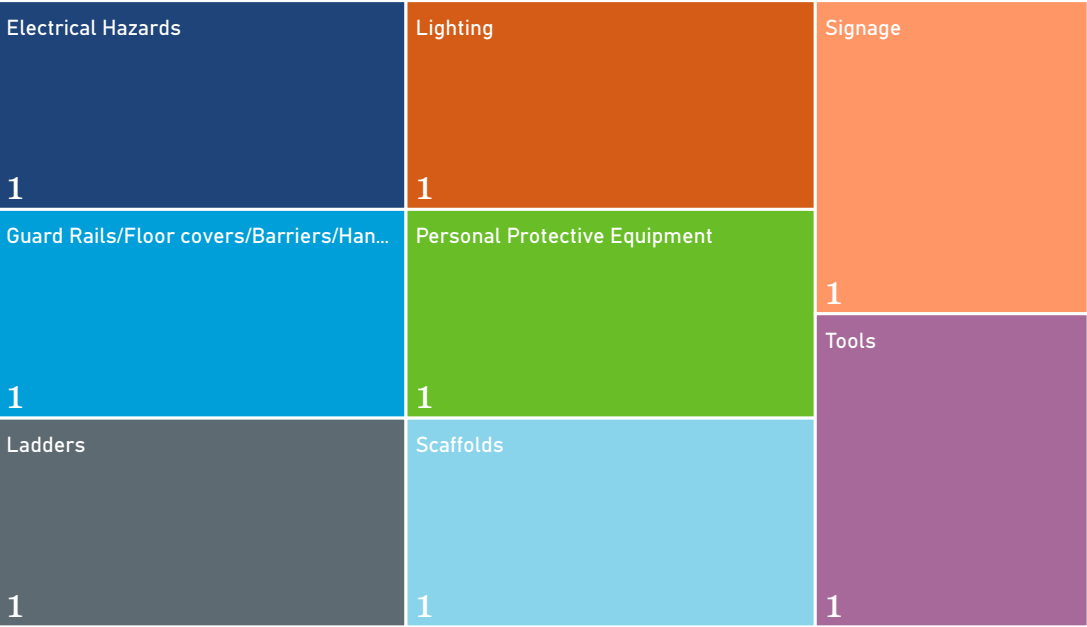
0

Total - Not Completed in Timescale

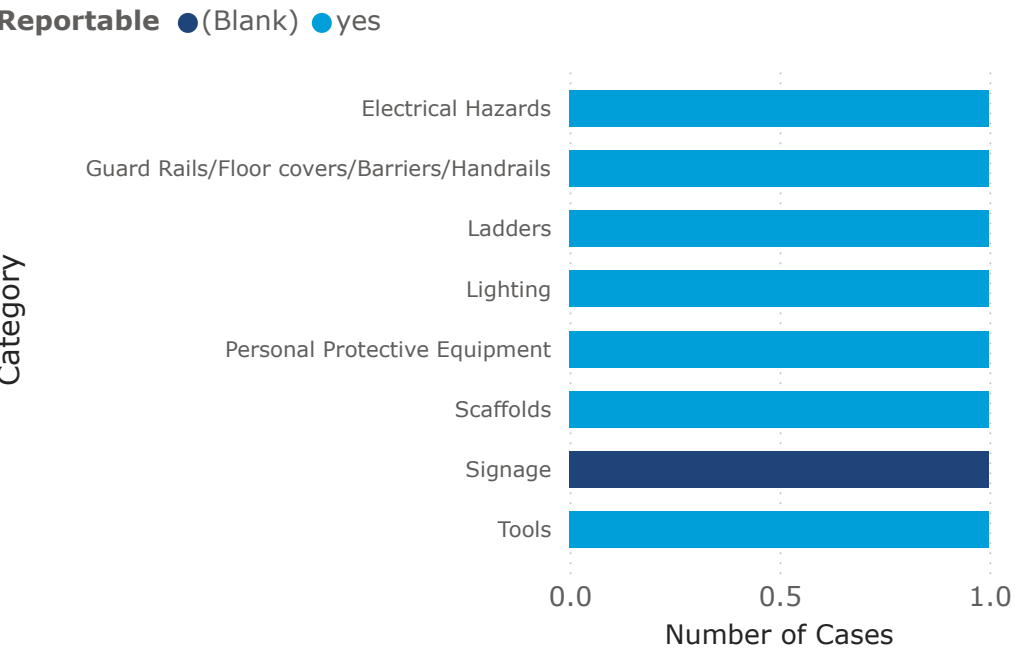
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Total - Completed in Timescale

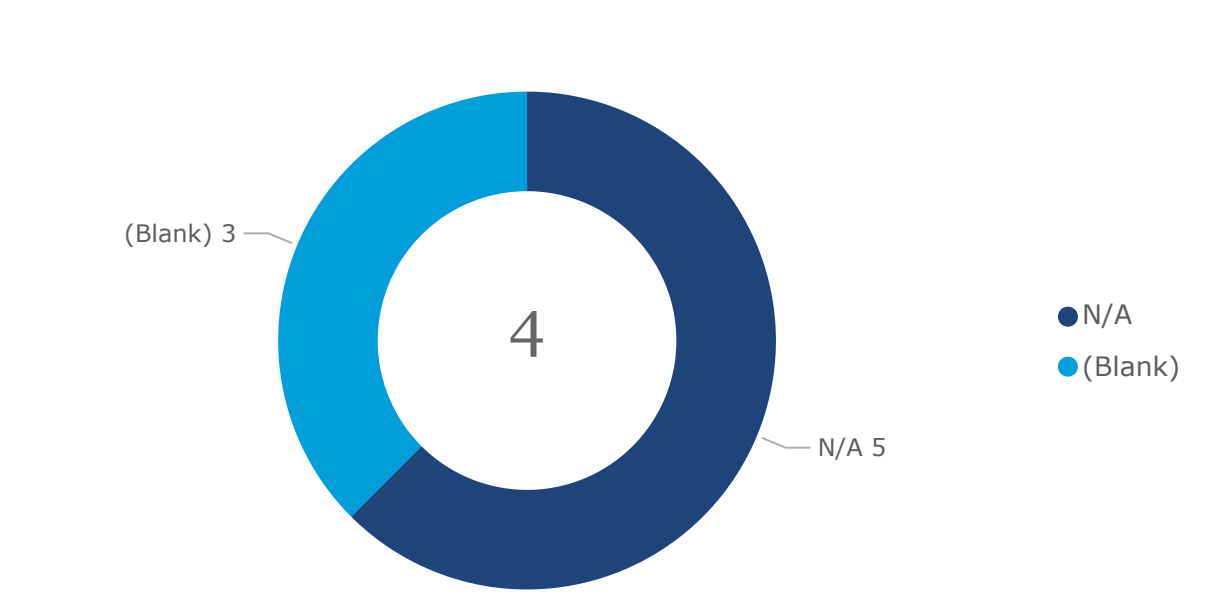
H&S Investigations by Type



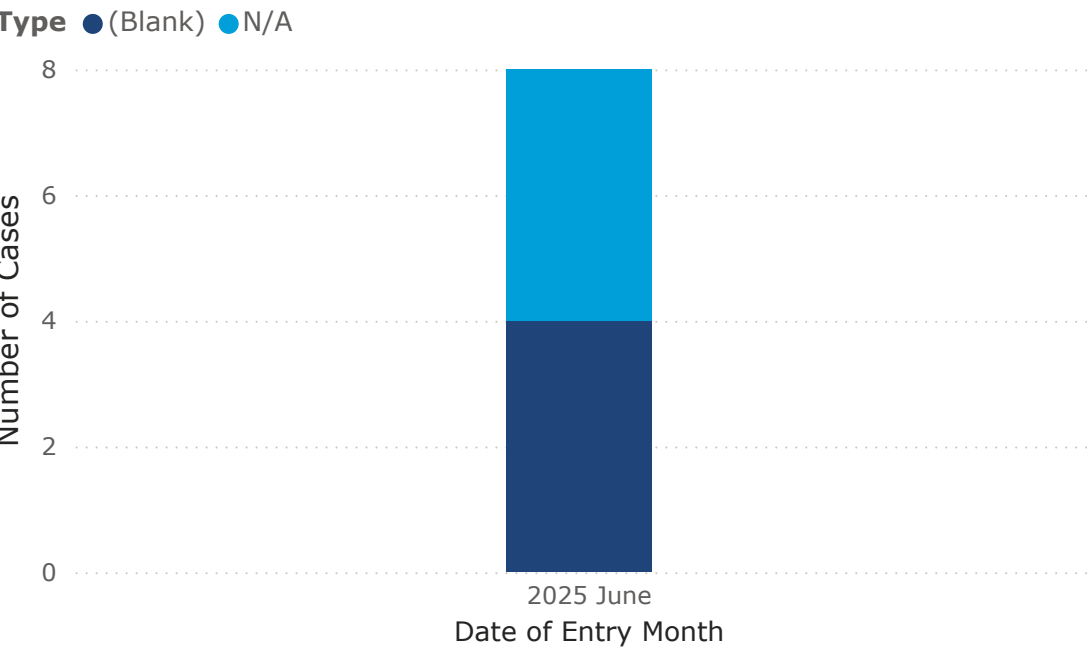
H&S Investigations by Category



Reports by Investigation level



Health and Safety Trend

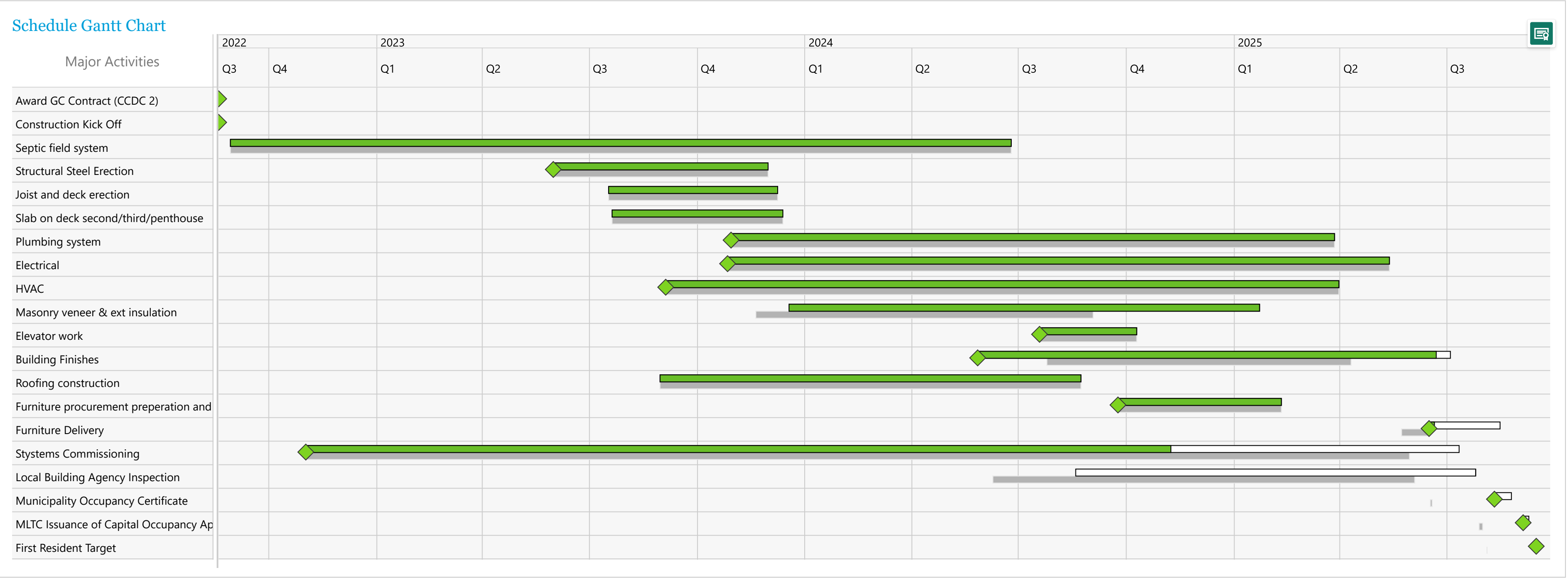


Health and Safety - Case Details


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	-

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%		



Navigation



Executive Summary



Health & Safety




Schedule




Issues and Decisions



Progress



Financials



Change Control




Risk



Consultation & Approvals



Stakeholder Management



Warranties /References

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	




Navigation



Executive Summary




Health & Safety



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Issues and Decisions



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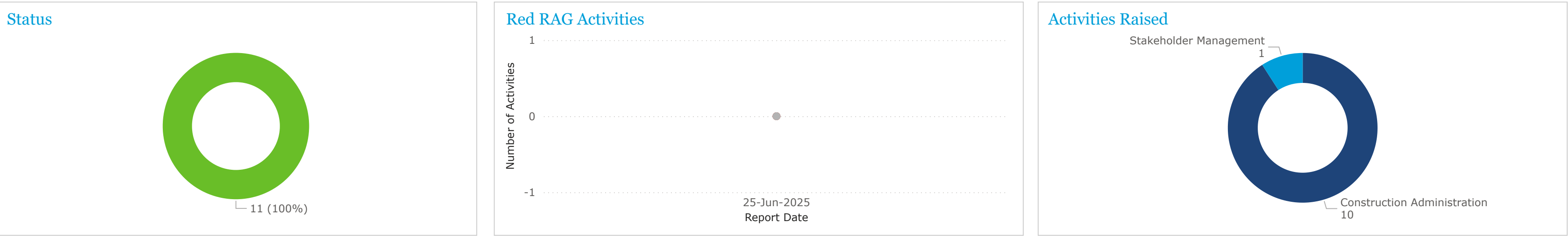


Stakeholder Management



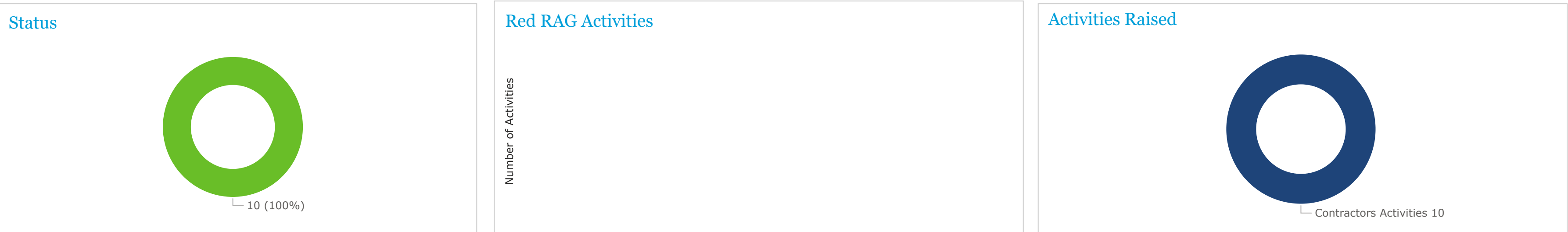
Warranties /References

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

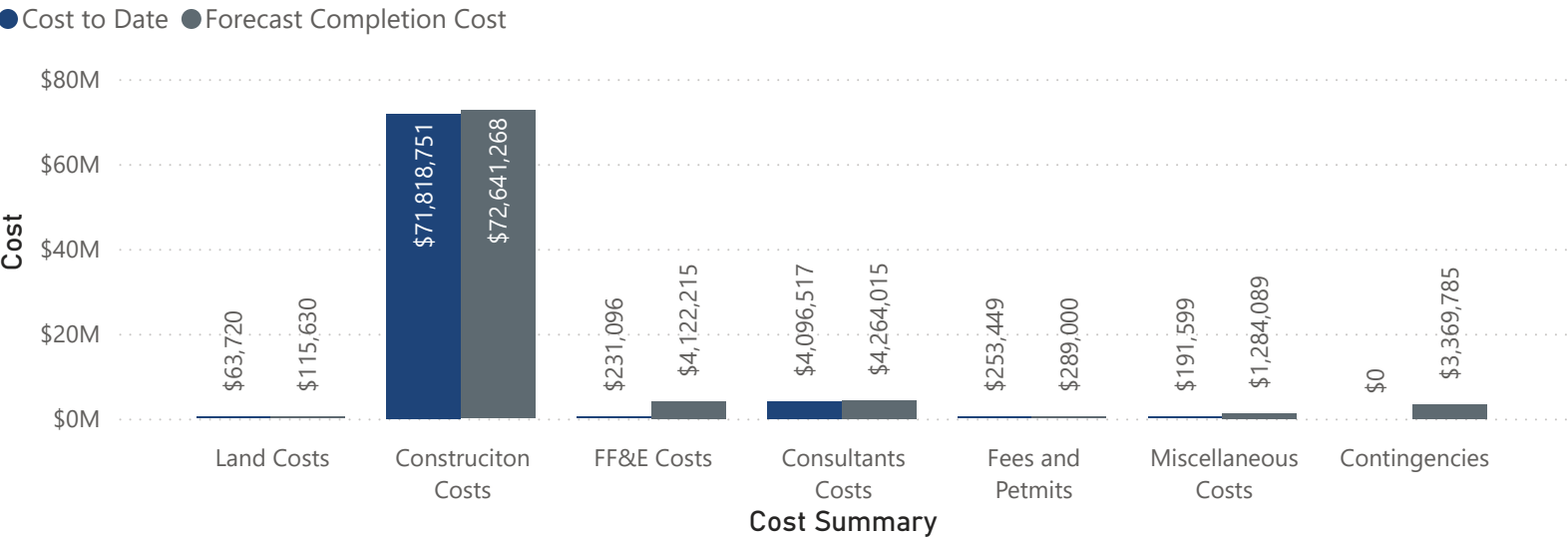
This cost plan will continue to be updated as the project progresses, and all remaining commitments and invoices are processed for the project

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)

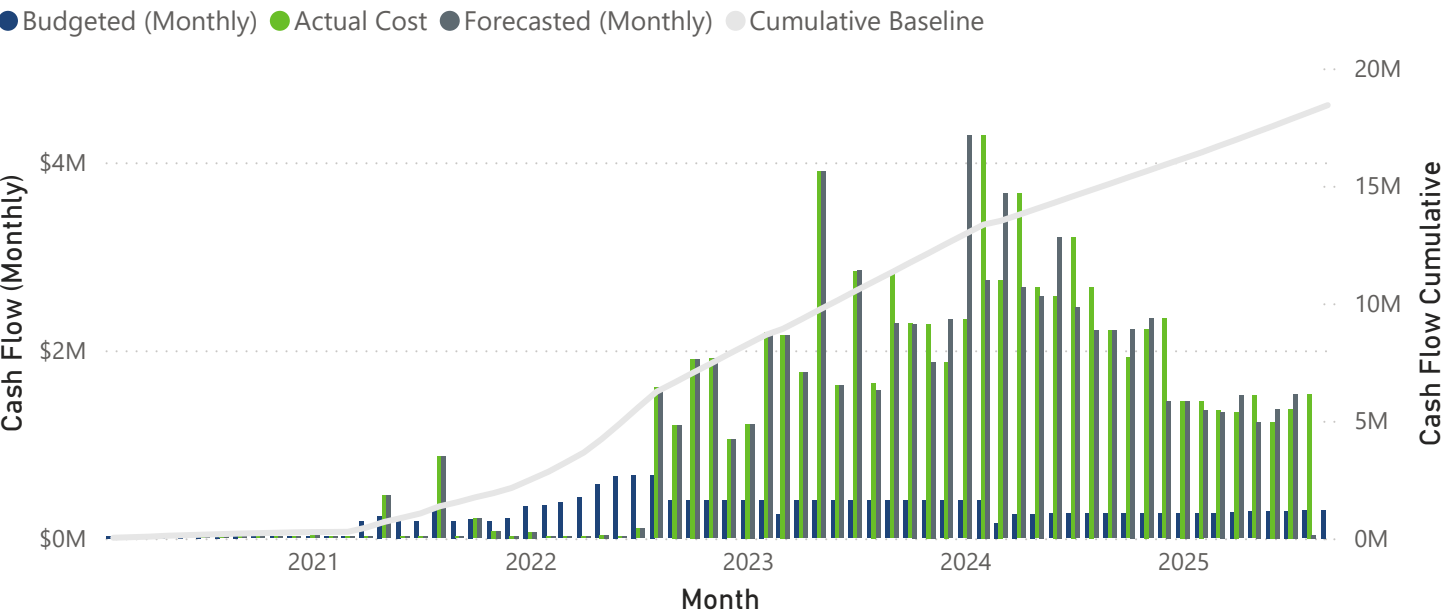
\$9,430,871
Cost to Complete

0.00% 46.49% 100.00%
% Contingency Used

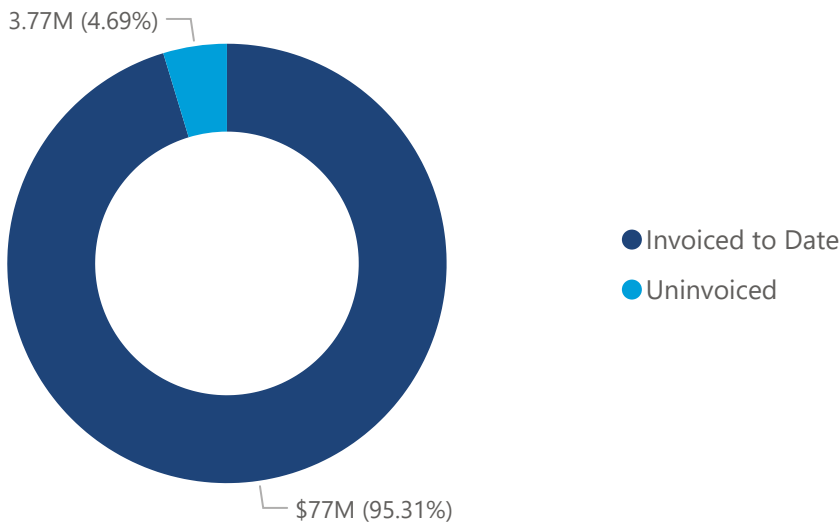
35.73%
% Contingency of CTC

3.37M
Contingency Remaining

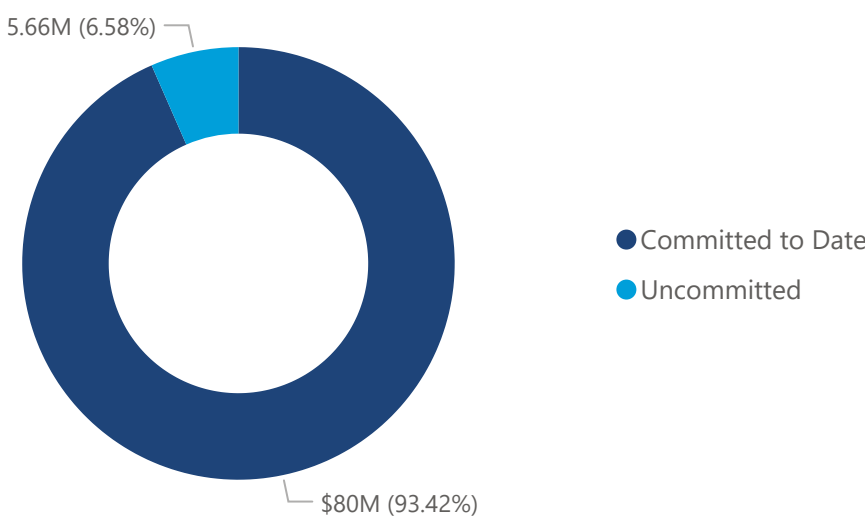
Cash Flow



Invoiced and Uninvoiced



Committed and Uncommitted



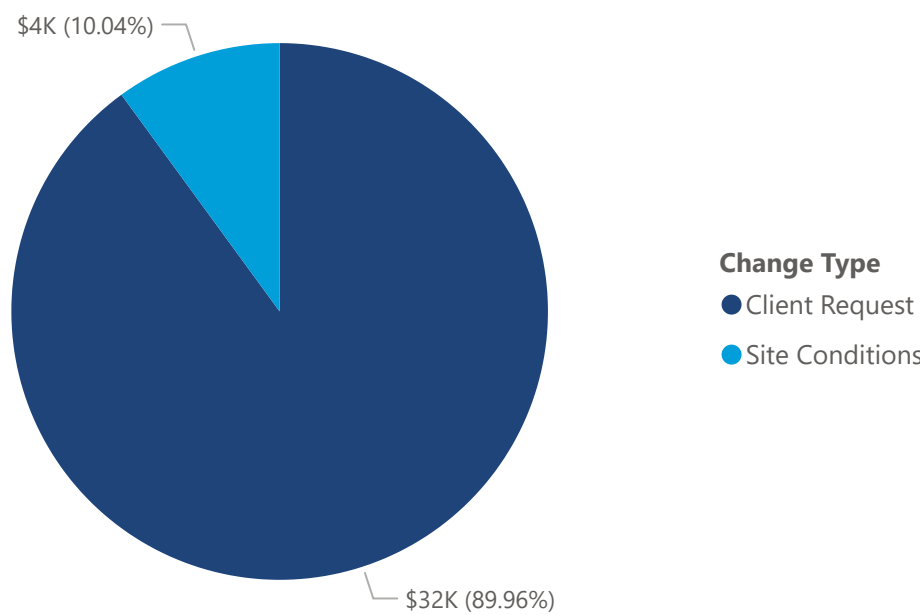
Cost Summary	Previous Budget	Budgeted Total Cost	Committed to Date	Current Forecast (incl HST)	Variance	Cost to Date (excl. HST)	Cost to Complete (excl. HST)
Land Costs	\$93,500	\$97,145	\$97,145	\$115,630	\$18,485	\$63,720	\$51,910
Construcion Costs	\$47,737,044	\$71,843,457	\$72,398,502	\$72,641,268	\$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

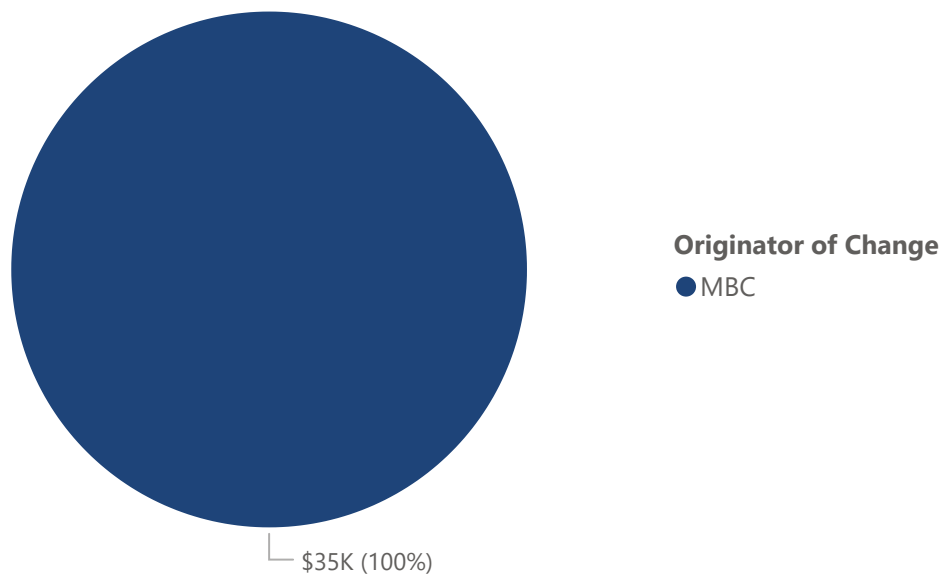
Change Control Detail

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

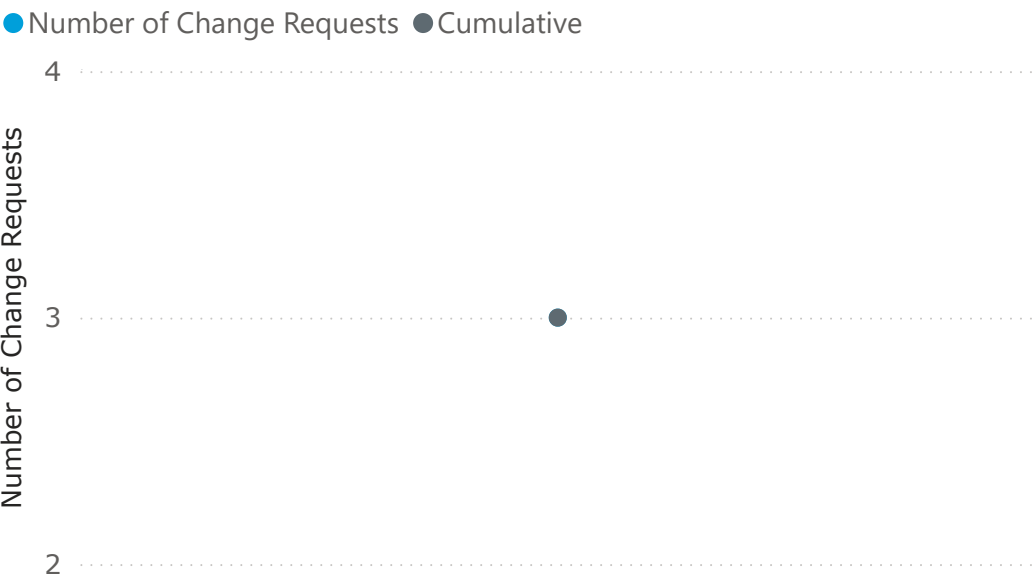


Amount by Change Originator



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





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Executive Summary



Health & Safety



Schedule



Issues and Decisions



Progress



Financials



Change Control



Risk



Consultation & Approvals



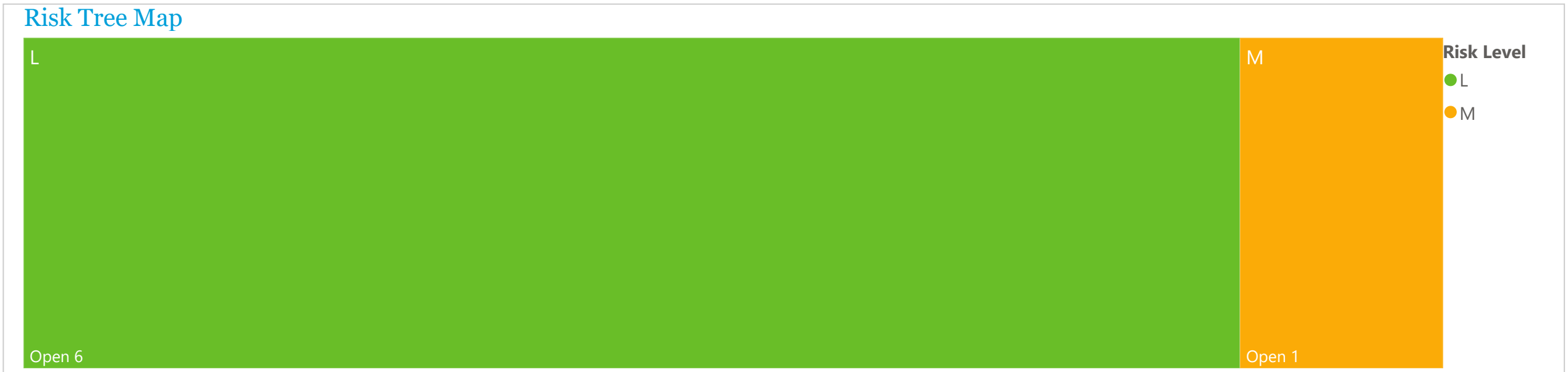
Stakeholder Management



Warranties /References

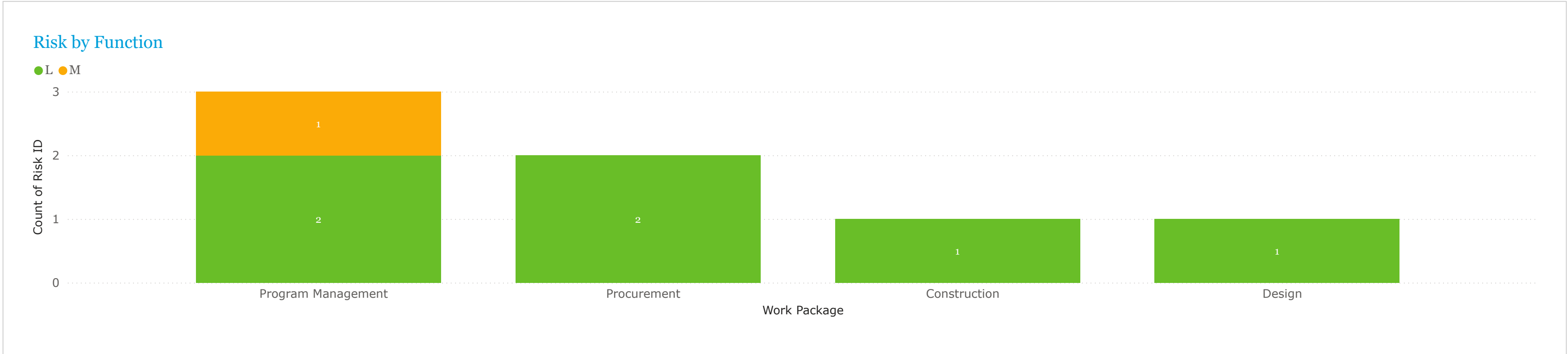
Risk Register

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



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 coordiantion 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



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





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Executive Summary



Health & Safety



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Issues and Decisions



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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\$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>		
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>		
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>		
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>		
188		Architect's Inspection	26 days	Fri 6/20/25	Fri 7/25/25	10%		<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>		
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>		
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>				
200		Ministry Review and Approval of Occupancy Plan	30 days	Fri 5/2/25	Thu 6/12/25	100%	<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>		
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>		
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>		
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>

Project Change Control Register

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

							Before Tax								
Contract Number	Cost Code	Vendor	Date Raised	CO #	Proposed Change Title	Reasons for change	Change Type	Change Status	Quote Date	Days to Quote	Quote Value	Approved Change Value	Current Cost Forecast	Sign off date by Client	Comments
A01-05	A01	Kollard Associates Inc.	10/7/2021	N/A	Additional Test Pit - Along Septic	Rock review	Design Development	Approved	10/8/2021	1	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00		
A01-05	A01	Kollard Associates Inc.	2/1/2022	N/A	Pump Rental for Water Testing	Water Testing	Design Development	Approved	2/2/2022	-	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00		
A01-01	A01	EXP	11/15/2021	N/A	Additional Geotech - BoreHoles	Rock Review	Design Development	Approved	11/15/2021	0	\$ 7,980.00	\$ 7,980.00	\$ 7,980.00		
F03-01	F03	Cessels	5/1/2022		Additional hours to support GC procurement	GC procurement	Procurement	Approved	6/1/2022	31	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00		
A01-04	A01	Kollard Associates Inc.	6/30/2022	N/A	Additional Water Testing	Monitoring water contents	Procurement	Approved	6/30/2022	0	\$ 2,425.00	\$ 2,425.00	\$ 2,425.00		
B01-02	B01	MBC	8/25/2022	CO-001A	Exterior Materials - Vinyl Siding	Value Engineering, proposed alternatives and manufacturer's recommendations	Value Engineering	Approved	3/8/2023	195	\$ (399.00)	\$ (399.00)	\$ (399.00)	4/18/2023	
B01-02	B01	MBC	4/27/2023	CO-001B	Interior Finishing - Wall Panels with ceramic tiles	Value Engineering, proposed alternatives	Value Engineering	Approved	6/15/2023	49	\$ (18,275.89)	\$ (18,275.89)	\$ (18,275.89)	6/19/2023	
B01-02	B01	MBC	8/12/2022	CO-001C	Interior Finishing - Wall Panels with ceramic tiles	Value Engineering, proposed alternatives	Value Engineering	Approved	8/12/2022	0	\$ (163,888.22)	\$ (163,888.22)	\$ (163,888.22)	5/11/2023	
B01-02	B01	MBC	12/2/2022	CO-001D	Alternate Glazing Specifications	Value Engineering, proposed alternatives	Value Engineering	Approved	4/12/2023	131	\$ (34,200.00)	\$ (34,200.00)	\$ (34,200.00)	4/25/2023	
B01-02	B01	MBC	12/18/2022	CO-001E	Revised Food Service Equipment	Value Engineering, proposed alternatives	Value Engineering	Approved	12/19/2022	1	\$ (118,542.34)	\$ (118,542.34)	\$ (118,542.34)		
B01-02	B01	MBC	12/20/2022	CO-001F	Revised Spa Ceiling Height - Reduced Wall Panelling	Value Engineering, proposed alternatives	Value Engineering	Cancelled					\$ -		
B01-02	B01	MBC	12/20/2022	CO-001G	Post Tender Addendum # 1	PTA-1 Value Engineering (Mechanical and Electrical)	Value Engineering	Approved	4/25/2023	126	\$ (190,276.87)	\$ (190,276.87)	\$ (190,276.87)	4/27/2023	
B01-02	B01	MBC	12/20/2022	CO-001H	Light Fixtures Value Engineering	Revised fixtures and revised site lighting credit	Value Engineering	Approved	8/17/2023	240	\$ (63,983.00)	\$ (63,983.00)	\$ (63,983.00)		
B01-02	B01	MBC	12/20/2022	CO-001I	Millwork	Value Engineering, proposed alternatives	Value Engineering	Approved	5/22/2024						
B01-02	B01	MBC	12/20/2022	CO-001J	Liquidated Damage VE	Value Engineering	Value Engineering	Approved	4/12/2023	113	\$ (315,000.00)	\$ (315,000.00)	\$ (315,000.00)	12/14/2020	
B01-02	B01	MBC	12/20/2022	CO-001K	Irrigation System VE	Irrigation System Value Engineering	Value Engineering	Approved	4/12/2023	113	\$ (61,697.00)	\$ (61,697.00)	\$ (61,697.00)	4/25/2023	
B01-02	B01	MBC	12/20/2022	CO-001L	Double Egress Doors	Value Engineering, proposed alternatives	Value Engineering	Approved	11/3/2023	318	\$ (4,499.26)	\$ (4,499.26)	\$ (4,499.26)	11/8/2023	
B01-02	B01	MBC	1/3/2023	CO-001N	Alternate Architecture Items	PTA-1 Required Architectural modifications	Value Engineering	Approved	7/18/2023	196	\$ 7,521.84	\$ 7,521.84	\$ 7,521.84	8/4/2023	
B01-02	B01	MBC	12/20/2022	CO-001M	LV Lighting Control Value Engineering	PTA-1 Value Engineering (Mechanical and Electrical)	Value Engineering	Approved	6/19/2023	181	\$ (34,834.00)	\$ (34,834.00)	\$ (34,834.00)		
B01-02	B01	MBC	12/20/2022	CO-001R	Millwork - Value Engineering	New MLTC Requirements	Value Engineering	Approved	5/17/2024	514	\$ (16,837.00)	\$ (16,837.00)	\$ (16,837.00)		
B01-02	B01	MBC	8/12/2022	CO-002	Existing Sewage Treatment Unit Infrastructure	An "existing tank" not shown on the civil drawings was identified adjacent to the west side of the existing sewage treatment unit	Site Conditions	Approved	10/27/2022	76	\$ 2,464.32	\$ 2,464.32	\$ 2,464.32	11/4/2022	
B01-02	B01	MBC	9/22/2022		Decommissioning of abandoned septic tank	existing sewage treatment unit									
B01-01	B01	Newterra	9/26/2022	CO-S01	Flat Bars shimmed to the buildings	To allow doors to open freely	Site Conditions	Approved	9/26/2022	0	\$ 1,319.00	\$ 1,319.00	\$ 1,319.00	11/3/2022	
B01-02	B01	MBC	10/31/2022	CO-004	Ceiling height revisions for typical RHA Spa RCP and reduce the amount of tegulis wall panelling to suit revised ceiling heights	Reduce the cost of wall panelling	Value Engineering	Cancelled	10/31/2022	0					
B01-02	B01	MBC	11/7/2022	CO-005	Additional Rock Blasting	Additional Rock Blasting and handling due to higher than anticipated rock elevations	Site Conditions	Approved	11/7/2022	0	\$ 19,785.60	\$ 19,785.60	\$ 19,785.60	11/8/2022	
B01-02	B01	MBC	10/25/2022	CO-006	Watermain Valve from Fire Storage Tank	Supply and install additional watermain valve on pipe run from underground storage tank to building	Other	Approved	11/16/2022	22	\$ 6,614.08	\$ 6,614.08	\$ 6,614.08	11/21/2022	
B01-02	B01	MBC	11/4/2022	CO-007	Access Road to Tanks	To provide access to the balancing tanks and pumps at all times and in case of emergency	Other	Approved	11/17/2022	13	\$ 61,904.74	\$ 61,904.74	\$ 61,904.74	11/30/2022	
B01-02	B01	MBC	12/9/2022	CO-008	Hydro Vac %& Tree Root Pruning for Ductbank	Relocating services to avoid tree disturbance	Site Conditions	Approved	12/12/2022	3	\$ 6,231.13	\$ 6,231.13	\$ 6,231.13	1/4/2023	
B01-02	B01	MBC	12/21/2022	CO-009	Extension Box due to depth of the water valve	due to depth of the water valve	Site Conditions	Approved	12/21/2022	0	\$ 1,739.58	\$ 1,739.58	\$ 1,739.58	1/4/2023	
B01-02	B01	MBC	1/10/2023	CO-010	New Septic System blocks drain from East to West across the site	Site Conditions	Site Conditions	Approved	1/12/2023	2	\$ 124,413.64	\$ 124,413.84	\$ 124,413.84	1/16/2023	
B01-02	B01	MBC	1/26/2023	CO-011	Proposed Revisions and Clarifications	Coordination with Shop Drawings and Post Tender Addendum	Other	Approved	4/11/2023	75	\$ 9,876.52	\$ 15,628.13	\$ 15,628.13	7/27/2023	
B01-02	B01	MBC	1/26/2023	CO-012	Fire Pump and Jockey Pump Revisions	Coordination with RFI and Shop Drawings	Other	Approved	6/12/2023	137	\$ (1,660.00)	\$ (1,660.00)	\$ (1,660.00)	3/27/2023	
B01-02	B01	MBC	2/23/2023	CO-013	Canopy Rain Gutter	Install of the drainage piping up to the two new metal planters	Other	Approved	3/1/2023	6	\$ 3,097.84	\$ 1,333.84	\$ 1,333.84		
B01-02	B01	MBC	3/9/2023	CO-014	Structural Revisions and Clarifications Continued	Coordination with Shop Drawings and Post Tender Addendum	Other	Approved	5/7/2023	59	\$ 5,677.32	\$ 5,677.32	\$ 5,677.32	5/8/2023	
B01-02	B01	MBC	3/24/2023	CO-015	Revised Curb Line and Bollard Layout	Revision to the curb line at main entrance drop off to provide the required 1m coverage from canopy to curb edge because of revised interpretation of guidelines by MLTC.	Other	Approved	4/28/2023	35	\$ 10,657.71	\$ 10,657.71	\$ 10,657.71	5/8/2023	
B01-02	B01	MBC	12/18/2022	CO-016	Approval to increase Cash Allowance # 1	Nurse Call and Low Voltage Systems	CA	Approved	2/28/2023	78	\$ 1,062,310.10	\$ 1,062,310.10	\$ 1,062,310.10		
B01-02	B01	MBC		CO-017	Allowance # 2	Ceiling Lift Tracks System	CA	Approved		0	\$ (702.37)	\$ (702.37)	\$ (702.37)		
B01-02	B01	MBC	4/19/2023	CO-018	Structural Revisions and Clarifications Continued	Revisions to structural drawings and Added structural items to meet the architectural Supplemental instruction SI-015 for electrical modifications in the Newterra	Other	Approved	5/1/2023	12	\$ 23,191.85	\$ 23,191.85	\$ 23,191.85		
B01-02	B01	MBC	4/14/2023	CO-019	Electrical modifications for Newterra system	Install additional divider beam and cast ins at elevator shaft	Other	Approved	4/25/2023	11	\$ 2,608.65	\$ 2,608.65	\$ 2,608.65	5/11/2023	
B01-02	B01	MBC	5/4/2023	CO-020	Additional Elevator Divider	Clarifications on revised drawings	Other	Approved	6/1/2023	27	\$ (1,621.00)	\$ (1,621.00)	\$ (1,621.00)		
B01-02	B01	MBC	5/9/2023	CO-022	Linen and Garbage Chute Interlock System	Coorinated location of control panels with bumper guards	Site Conditions	Approved	5/18/2023	9	\$ 27,162.62	\$ 27,162.62	\$ 27,162.62		
B01-02	B01	MBC	5/12/2023	CO-023	Well Pump and Revised Plumbing	Revised plans for design of domestic water well pumps and required revisions to suit	Site Conditions	Approved	6/29/2023	48	\$ 76,656.81	\$ 76,656.81	\$ 76,656.81		
D08-01	D08	Turner & Townsend	12/21/2022	CO-PM1	Extended PM Services Contract	Extended Construction Period	Contractual	Approved	1/12/2023	21	\$ 183,288.36	\$ 183,288.36	\$ 183,288.36	4/27/2023	
D01-01	D01	Hobin Architecture	1/27/2023	CO-DC1	Extended Consultancy Services Contract	Extended Construction Period	Contractual	Approved			\$ 355,235.00	\$ 324,345.00	\$ 324,345.00	8/16/2023	
B01-02	B01	MBC	5/5/2023	CO-024	Ground Floor Plumbing	Revised Mechanical Information Bulletin IB-M4	Other	Approved	7/7/2023	63	\$ 8,863.73	\$ 8,863.73	\$ 8,863.73		
B01-02	B01	MBC	5/30/2023	CO-025	Breaker and Feeder for ERV-1-4	Coordination with Mechanical and Shop Drawings	Design Development	Approved	6/8/2023	9	\$ (7,804.00)	\$ (7,804.00)	\$ (7,804.00)		
B01-02	B01	MBC	6/2/2023	CO-026	Electrical Revisions for Systems Layout	Electrical information of bulletin IB-E012 and revised construction drawings R6.0	Other	Approved	10/6/2023	126	\$ 5,776.00	\$ 5,776.00	\$ 5,776.00		
B01-02	B01	MBC	6/18/2023	CO-027	Revise Breaker Suze For Food Services Item #36 & #37	Coordination with Shop Drawings	Design Development	Approved	6/22/2023	4	\$ 549.78	\$ 549.78	\$ 549.78		
B01-02	B01	MBC	6/29/2023	CO-028	Roof Drain Deletions	Omission in drawings	Other	Approved	7/31/2023	32	\$ (577.97)	\$ (577.97)	\$ (577.97)		
B01-02	B01	MBC	6/29/2023	CO-029	Relocate fire Alarm Speakers	Omission in tender documents	Other	Approved	8/2/2023	34	\$ -	\$ -	\$ -		
B01-02	B01	MBC	7/6/2023	CO-030	Door Hardware Modifications	Error in specifications	Design Development	Approved	7/26/2023	20	\$ 12,793.04	\$ 12,793.04	\$ 12,793.04		
B01-02	B01	MBC	8/30/2023	CO-031	Excess Soil Berms	Site Conditions and Design Coordination	Design Development	Approved	8/14/2024	350	\$ 23,253.45	\$ 23,253.45	\$ 23,253.45		
B01-02	B01	MBC	7/26/2023	CO-032	Revisions for Mechanical and Steel Conflicts - ERV Ductworks	to the mechanical and structural conflicts outlined in RFI-049.	Other	Approved	11/8/2023	105	\$ 13,890.65	\$ 13,890.65	\$ 13,890.65		
B01-02	B01	MBC	7/11/2023	CO-033	Stair A and HSKP 1068 Ceiling Height Revisions	Coordination with RFIs	Design Development	Approved	11/13/2023	125	\$ 6,213.26	\$ 6,213.26	\$ 6,213.26		
B01-02	B01	MBC	7/27/2023	CO-034	Plumbing Fixtures Revisions	Coordination with PTA-M1 and Ship Drawings	Design Development	Approved	8/16/2023	20	\$ 905.35	\$ 905.35	\$ 905.35		
B01-02	B01	MBC	7/10/2023	CO-035	Dining Room 1 Ductwork Interferences	Coordination in resposbe with RFI	Design Development	Under CA Review	9/21/2023	73	\$ 4,088.18	\$ 4,088.18	\$ 4,088.18		
B01-02	B01	MBC	9/12/2023	CO-036	Bumper Guards	Revise bumper guard details in 6 rooms (garbage room 1080, refrigerated soil linen 1081, clean linen 1077, deliveries/ hold 1078, garbage holding 1047, and soil linen holding 1048).	Design Development	Approved	11/9/2023	58	\$ (2,949.33)	\$ (2,949.33)	\$ (2,949.33)		
B01-02	B01	MBC	7/27/2023	CO-037	Architectural Revisions to Suit Steel & Piping Clashes	Coordination in resposbe with RFI	Design Development	Approved	8/16/2023	20	\$ 3,751.19	\$ 3,751.19	\$ 2,882.27		

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

Turner Townsend

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	C1I	S1I	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 ongoing for its delivery. 26/06/2024: Minor miscoordination in manufactured product has been coordinated with site team. Change Order cost of a few thousand dollars to be backcharged to Newterra.
17	Design			Hydro Service Connection	Because requirements for tie-in of Hydro are unknown	May not be able to tie-in to existing utility as planned	Leading to delays of switchboard shop drawings or disruption of service once tied-in to existing network	T&T	No	Design	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	

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ID	Category	Links	Packages	Title	Cause	Risk	Effect	Owner	Opp.	Phase	Status	L1	CI1	SI1	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.

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