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Stakeholder Management



Warranties /References



Turner & Townsend

Report

Project Manager's Monthly Report Maple View Lodge Redevelopment

January 24, 2024

making the **difference**

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Executive Summary - Maple View Lodge Redevelopment



Report Date

January 24, 2024

Prepared by

Hazem Osman /Mohamed AlAzab

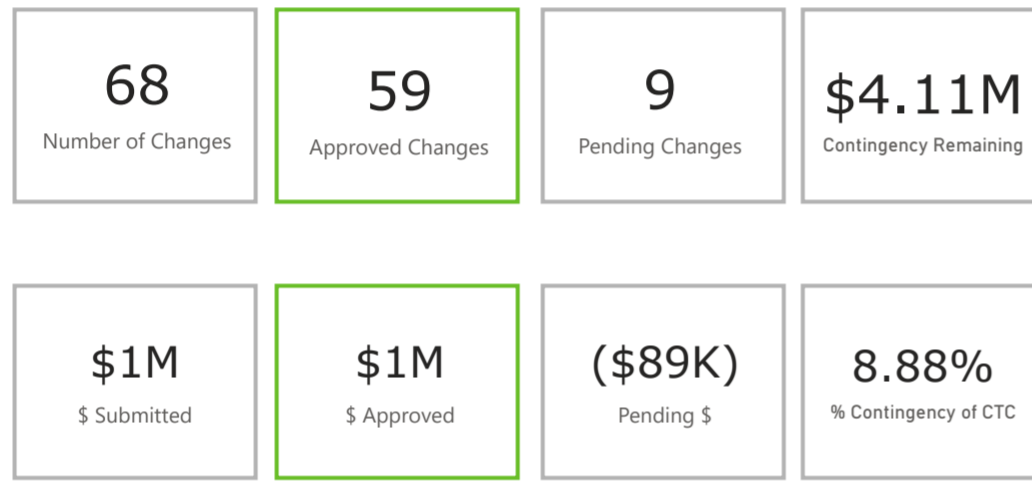
Checked by

Greg Stallard

Project Scope

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

Change Control Overview



RAG Status

RAG Category	Commentary	RAG Status	Trend
Cost and Change	The total project cost of work is complete to date is 46%	Orange	→
Design	Design has been completed except FF&E, in progress of producing design package	Orange	→
Construction	Construction is in progress (48 % completion)	Green	→
Procurement	Procurement completed except FF&E	Green	→
Schedule	Proceeding as per revised schedule	Green	→
Summary	Project is progressing well and under construction	Green	→

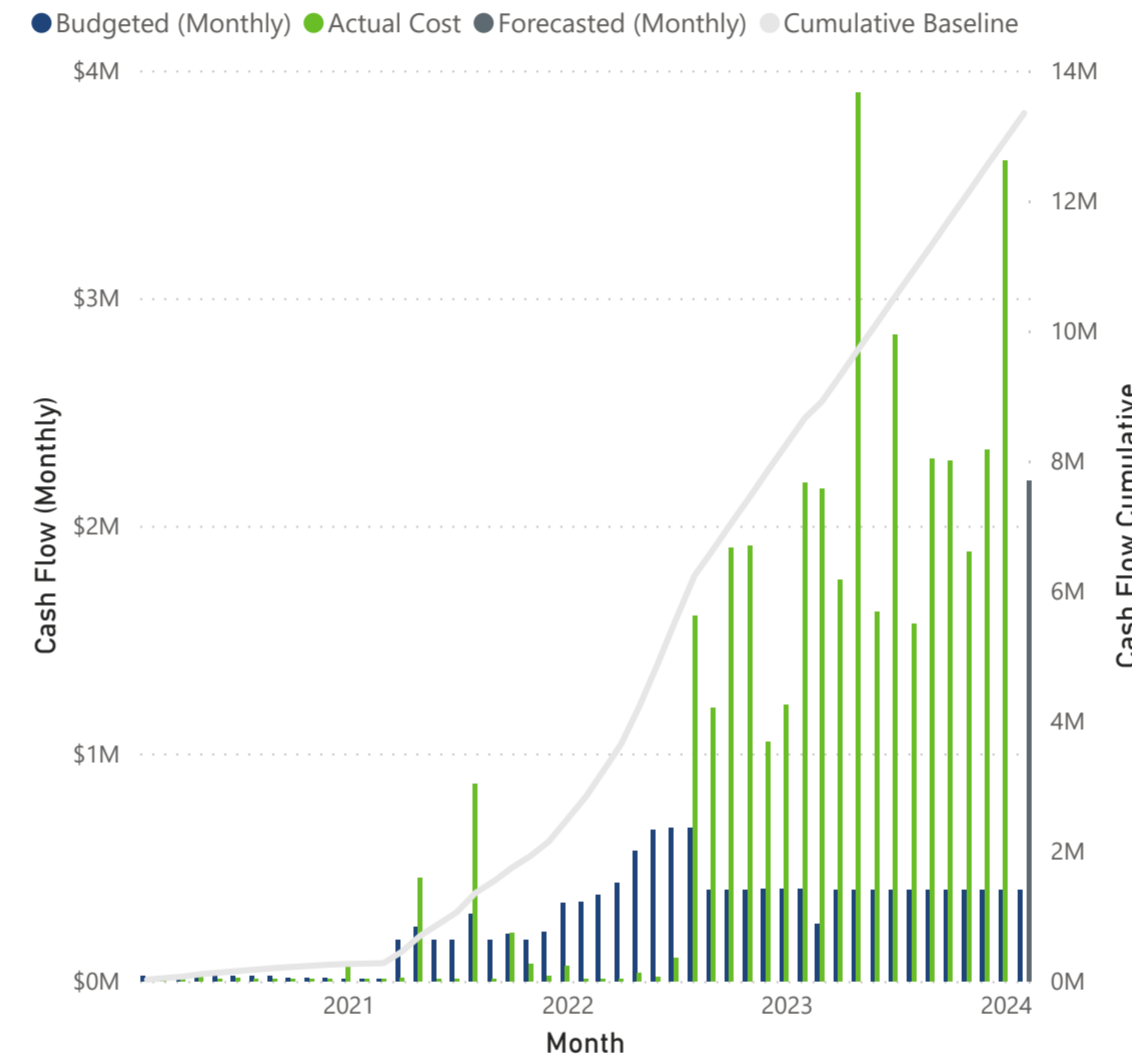
Risk Overview



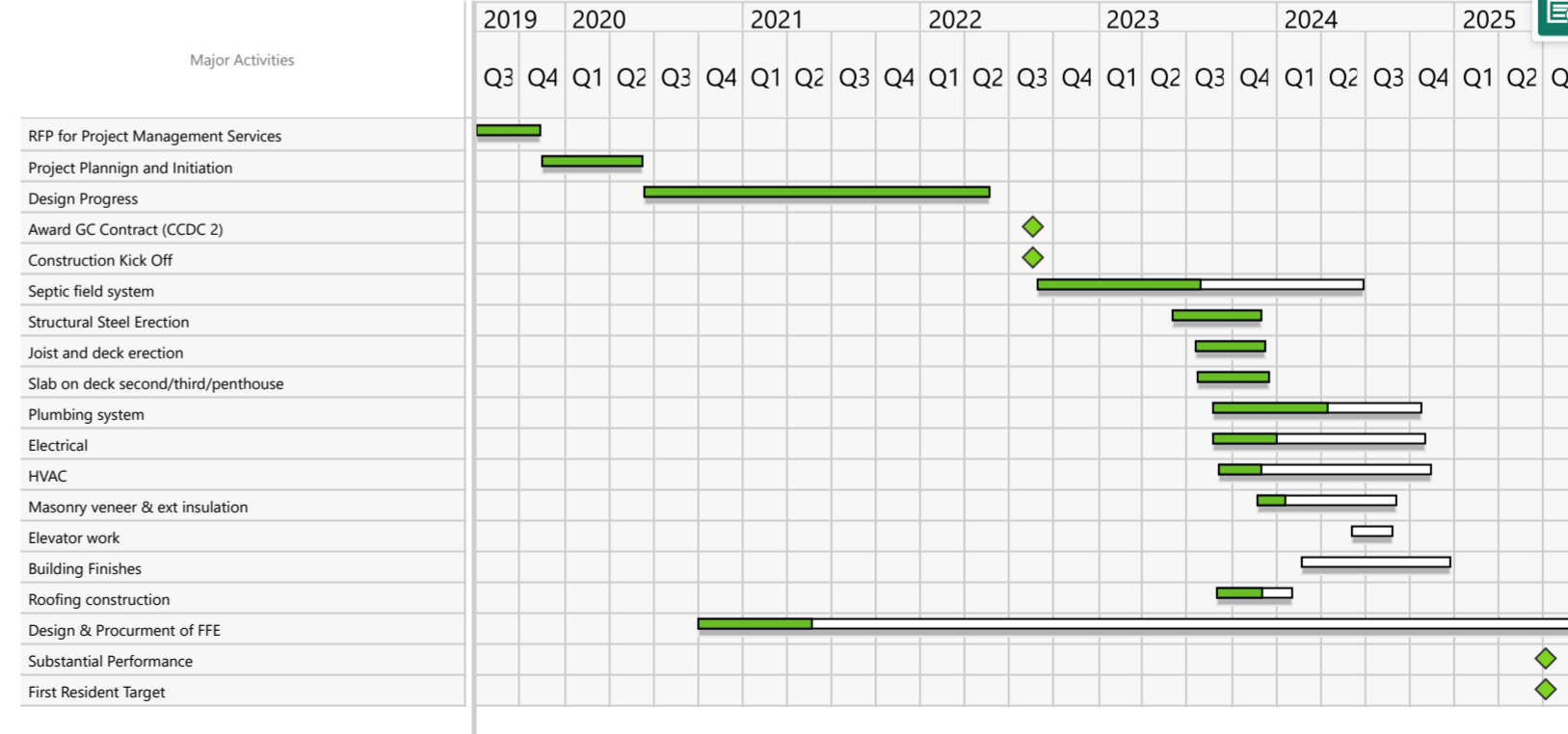
Financials Overview



Cash Flow



Schedule Gantt Chart



Executive Summary

Report Date	Description
1/24/2024	Project is on budget with a Gross a cost to date of \$38,256,086 and Cost to Complete of \$47,829,917
1/24/2024	Project quality is controlled and being inspected and tested regularly meeting the project requirements
1/24/2024	Risk is controlled and mitigation plan is in place
1/24/2024	The overall progress is 46% and is aligned with progress plan

Headlines and Achievements

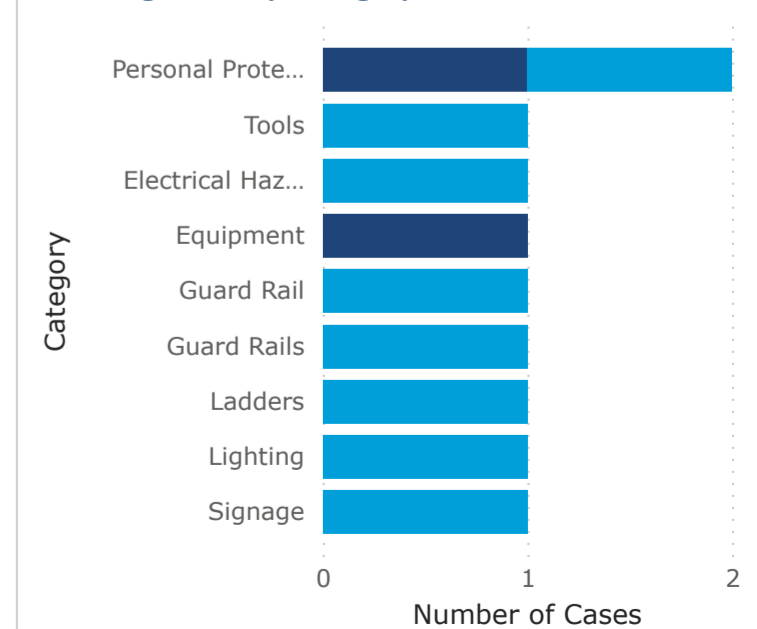
Report Date	Description
24-Jan-24	Aluminium clad Cynil windows finalized within North wing and near start for South wing
24-Jan-24	Conduit ceiling rough-in continues on ground floor for South Wing to permit fire spray
24-Jan-24	Continue works of Masonry Blueskin & insulation within North wing
24-Jan-24	Interior wall framing continues through North, South, and Centre core
24-Jan-24	Kept MLTC informed by issuing periodical reports and providing all necessary clarification and supporting documents
24-Jan-24	Maintained close coordination with the GC to coordinate for construction meeting, construction progress, and necessary work permits
24-Jan-24	Roof work continues on South wing
24-Jan-24	Sprinkler trade continues to hang in North wing
24-Jan-24	Waste & Storm piping being placed within suites in South wing

Upcoming Headlines and Achievements

Report Date	Description
24-Jan-24	Commence Exterior wall framing level 2 South Wing
24-Jan-24	Continue Air barrier & insulation works for masonry activities around ground floor centre core
24-Jan-24	Continue exterior wall framing for South wing
24-Jan-24	Finalize parapets within stairwell roofs

Health & Safety Overview

Investigations by Category





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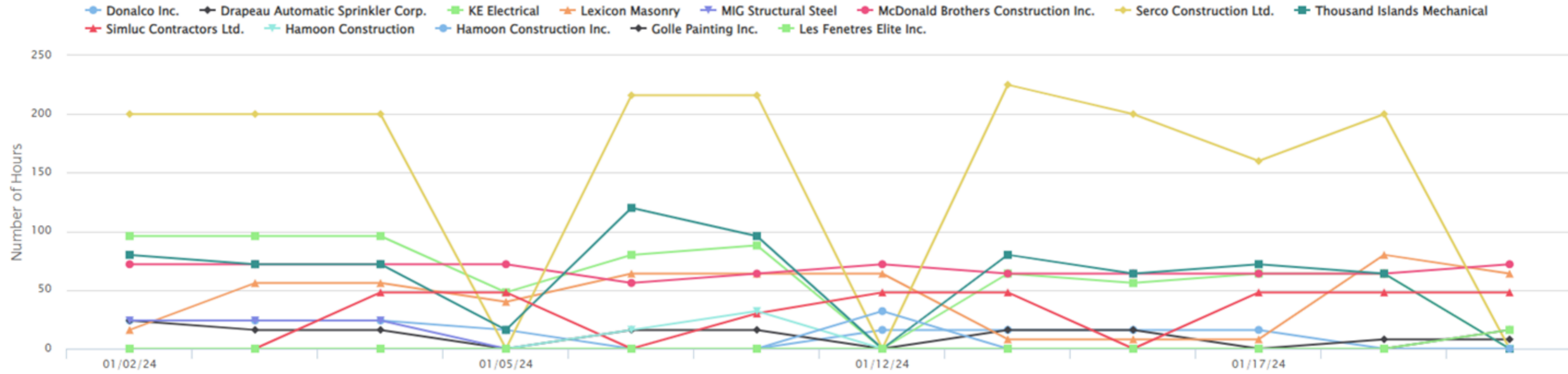


Warranties /References

Site Manpower

.Below is the January hourly manpower for crews on site. Labour forces still are higher than previous months. The average workforce falls in the range of 68-74 workers.

MANPOWER GRAPH





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Health and Safety

Health and Safety Information/Updates

Ref ID	Description
Ref 1	Two Sero workers used an energy-absorbing lanyard to an SRL lanyard to the anchor point on the scissor lift
Ref 2	A lifeline was observed wrapped around a column and sexured to itself. Setting a lifeline up this way exposes the line to cuts and abrasions.
Ref 3	All equipment being used on site had been inspected
Ref 4	No mistakes with tools were observed
Ref 5	A reminder that signage is required in areas who guardrails have been removed, and a secondary barrier has been installed
Ref 6	No electrical hazards were observed during this inspection
Ref 7	In several areas, guardrails were observed missing.
Ref 8	Another guardrail on the ground floor was observed to be broken
Ref 9	The ladders were of proper class and in good condition
Ref 10	Lighting was sufficient throughout the project

9
Raised in the last 30 days

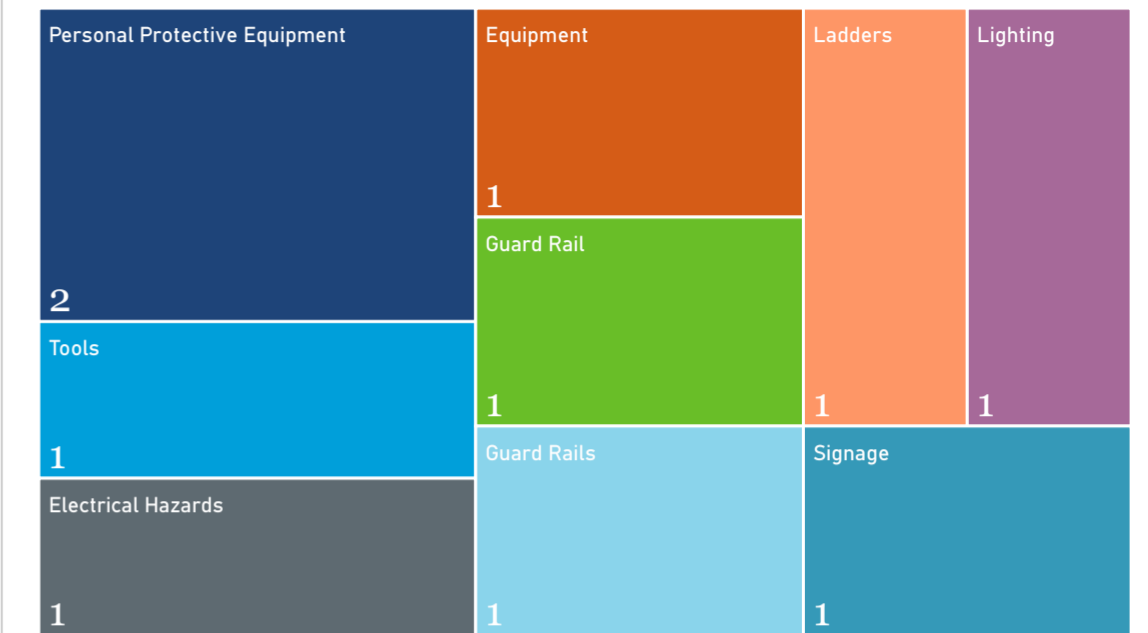
4
Raised and Completed within the last 30 days

1
Raised over 30 days ago

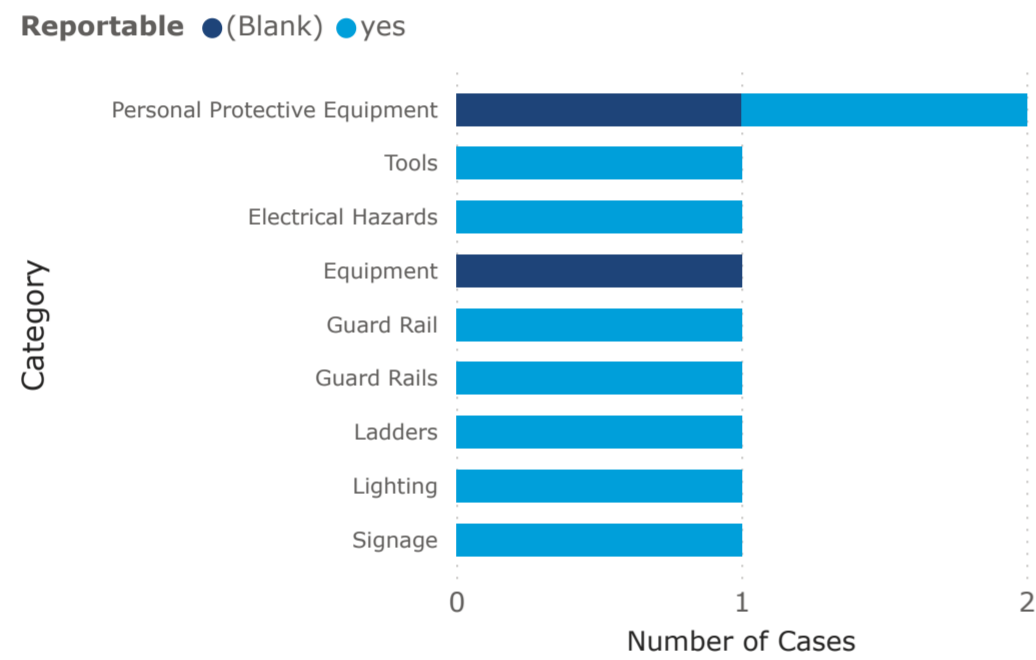
0
Total - Not Completed in Timescale

4
Total - Completed in Timescale

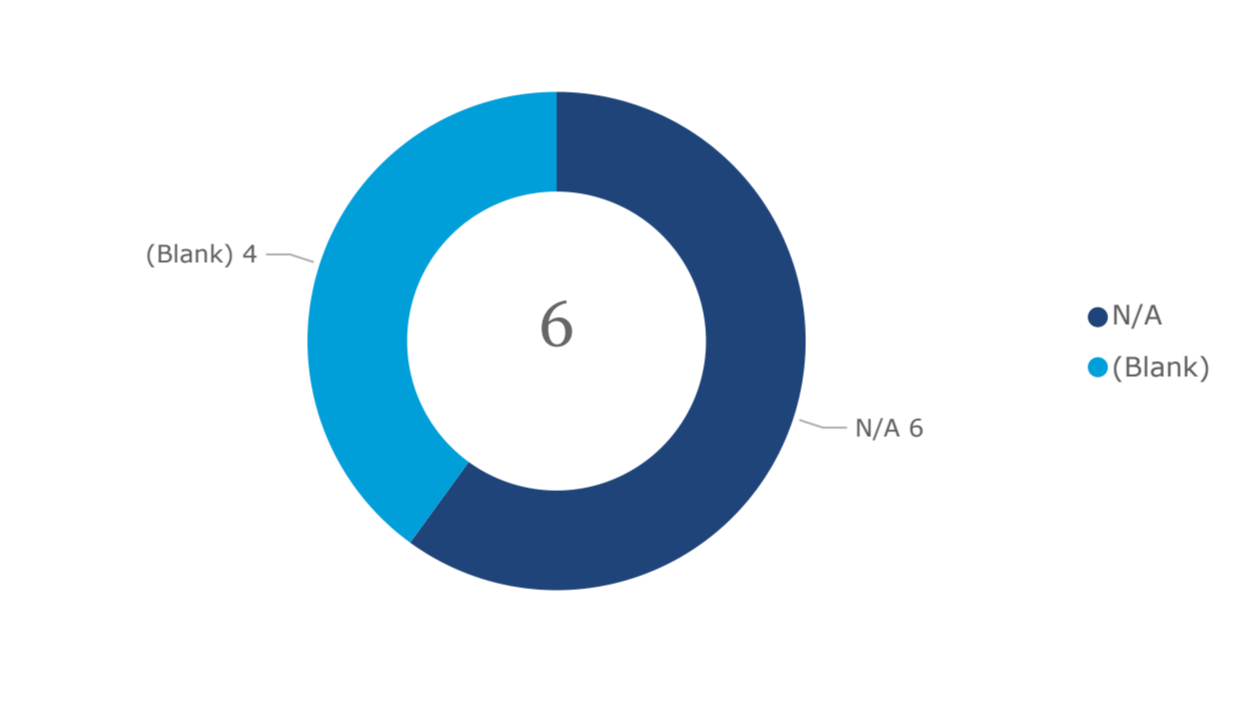
H&S Investigations by Type



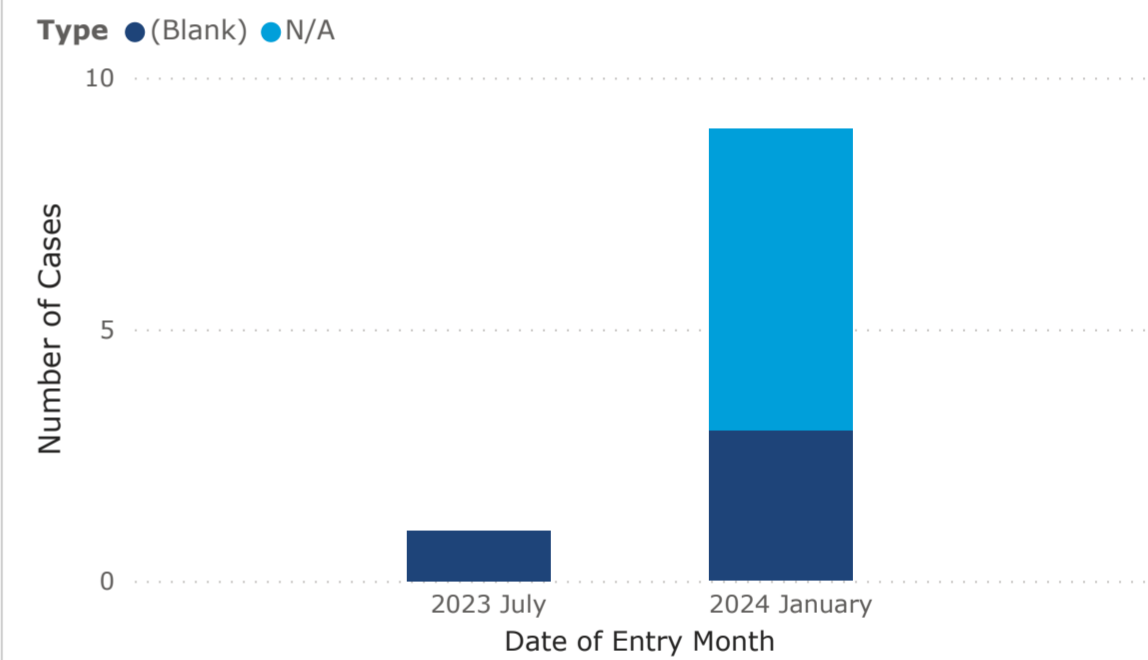
H&S Investigations by Category



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
24-Jan-2024	Ref 1	Personal Protective Equipment	Two Sero workers used an energy-absorbing lanyard to an SRL lanyard to the anchor point on the scissor lift	Not Serious	Yes	✓ The foreman was called and a conversation was had with workes and the forman re-adjusted
24-Jan-2024	Ref 2	Personal Protective Equipment	A lifeline was observed wrapped around a column and sexured to itself. Setting a lifeline up this way exposes the line to cuts and abrasions.	Not Serious	Yes	✓ It is required that a wire anchor rope be used to wrap around the column and the lifeline hooked to the end of the wire anchor
23-Jul-2023	Ref 3	Equipment	All equipment being used on site had been inspected	N/A	N/A	✗ -
24-Jan-2024	Ref 4	Tools	No mistakes with tools were observed	N/A	N/A	✗ -
24-Jan-2024	Ref 5	Signage	A reminder that signage is required in areas who guardrails have been removed, and a secondary barrier has been installed	Not Serious	Yes	✓ -
24-Jan-2024	Ref 6	Electrical Hazards	No electrical hazards were observed during this inspection	N/A	N/A	✗ -
24-Jan-2024	Ref 7	Guard Rail	In several areas, guardrails were observed missing.	Not Serious	Yes	✓ If a worker is exposed to a fall of 2.4m or more, a guardrail shall be installed. Guardrails must include a top-rail, mid-rail and toeboard. There should also not be any gaps that a worker can fall through.
24-Jan-2024	Ref 8	Guard Rails	Another guardrail on the ground floor was observed to be broken	N/A	N/A	✗ It is required that this guardrail be fixed as well
24-Jan-2024	Ref 9	Ladders	The ladders were of proper class and in good condition	N/A	N/A	✗ -
24-Jan-2024	Ref 10	Lighting	Lighting was sufficient throughout the project	N/A	N/A	✗ -



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8

Completed

7

In Progress

4

Not Started

0

Early Milestones

0

Late Milestones

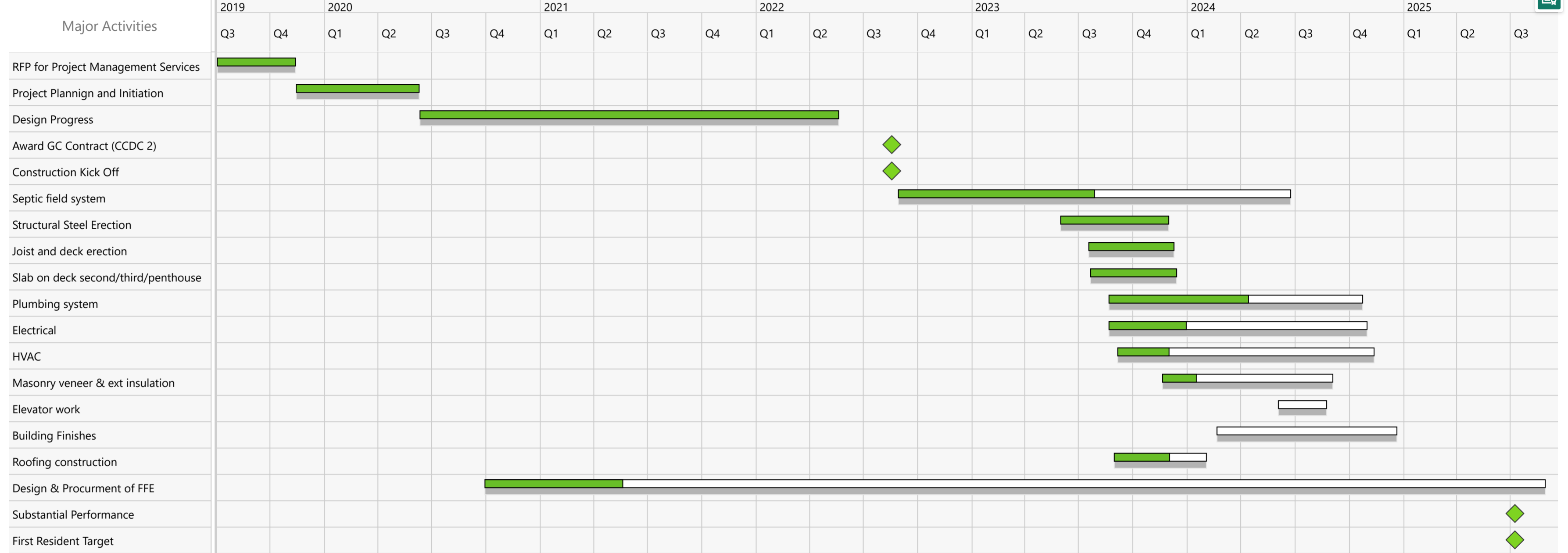
19

On Baseline

0

Late and Critical

Schedule Gantt Chart



Schedule Details

Task ID	Task Name	Start Date	Baseline Start Date	End Date	Baseline End Date	Physical % Complete	Further Information
M_01	RFP for Project Management Services	7/3/2019	7/3/2019	11/12/2019	11/12/2019	100.00%	
M_02	Project Plannign and Initiation	11/13/2019	11/13/2019	6/9/2020	6/9/2020	100.00%	
M_03	Design Progress	6/10/2020	6/10/2020	5/20/2022	5/20/2022	100.00%	
M_04	Award GC Contract (CCDC 2)	8/19/2022	8/19/2022	8/19/2022	8/19/2022	100.00%	
M_05	Construction Kick Off	8/19/2022	8/19/2022	8/19/2022	8/19/2022	100.00%	
M_06	Septic field system	8/29/2022	8/29/2022	6/24/2024	6/24/2024	50.00%	
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	8/21/2023	8/21/2023	10/23/2024	10/23/2024	55.00%	
M_11	Electrical	8/21/2023	8/21/2023	10/30/2024	10/30/2024	30.00%	
M_12	HVAC	9/4/2023	9/4/2023	11/11/2024	11/11/2024	20.00%	
M_13	Masonry veneer & ext insulation	11/20/2023	11/20/2023	9/2/2024	9/2/2024	20.00%	
M_14	Elevator work	6/3/2024	6/3/2024	8/23/2024	8/23/2024	0.00%	
M_15	Building Finishes	2/19/2024	2/19/2024	12/20/2024	12/20/2024	0.00%	
M_16	Roofing construction	8/30/2023	8/30/2023	2/2/2024	2/2/2024	60.00%	
M_17	Design & Procurment of FFE	9/28/2020	9/28/2020	8/28/2025	8/28/2025	13.00%	
M_18	Substantial Performance	7/8/2025	7/8/2025	7/8/2025	7/8/2025	0.00%	
M_19	First Resident Target	7/8/2025	7/8/2025	7/8/2025	7/8/2025	0.00%	



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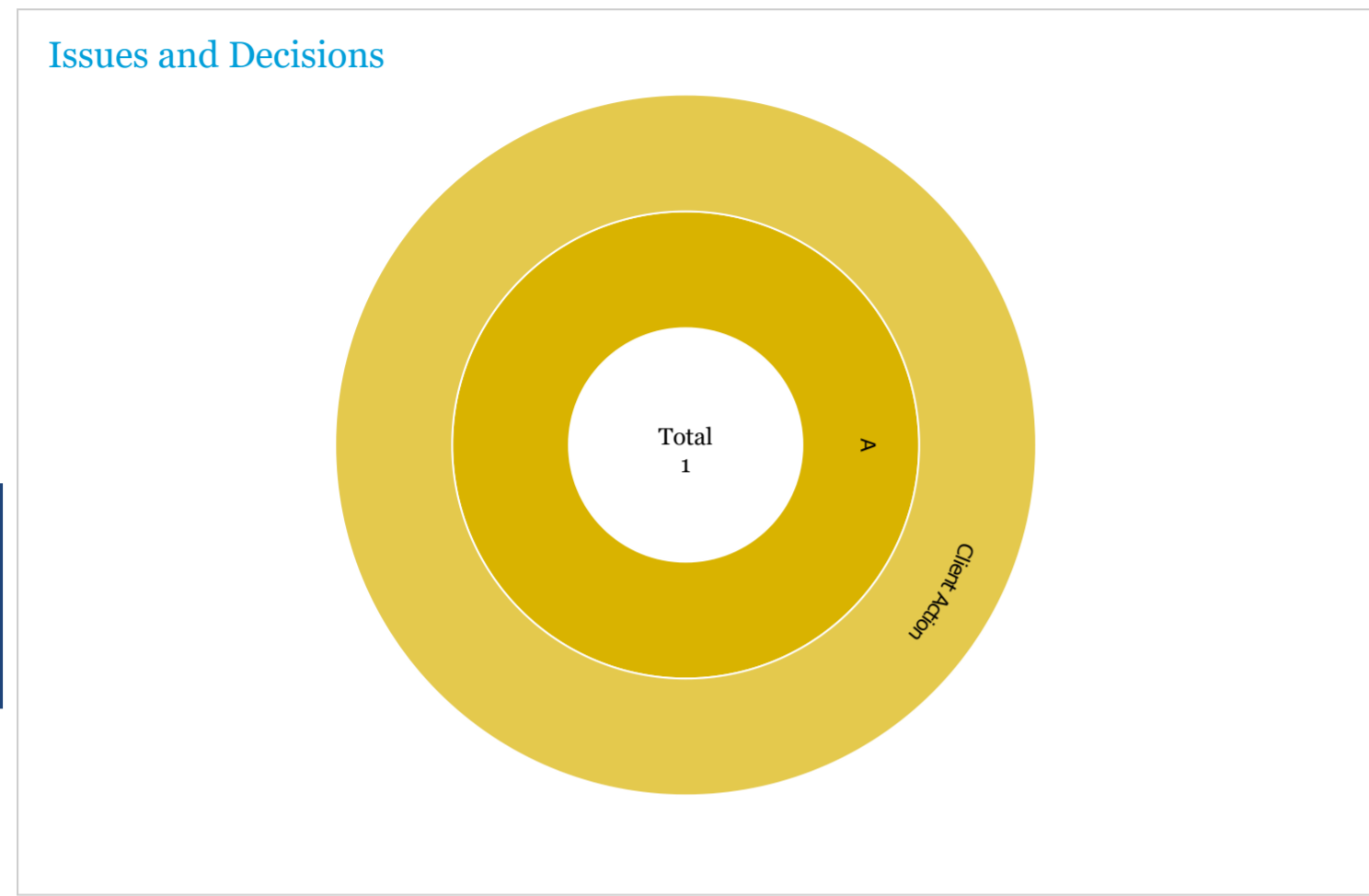
Stakeholder Management



Warranties /References

Issues and Decisions

0 High Urgency	1 Medium Urgency	0 Low Urgency	Issues and Decisions		1 Completed	0 Remaining	0 Overdue Actions	0 Overdue within one week
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Issues and Decisions - Detail

Heading	Description/Impact	Date Completed	Action required	Days until Overdue	RAG
Client Action	Amendment of Development Agreement to be checked with MLTC		Friday, February 16, 2024	23	



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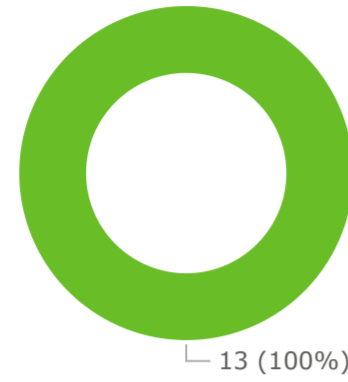
Stakeholder Management



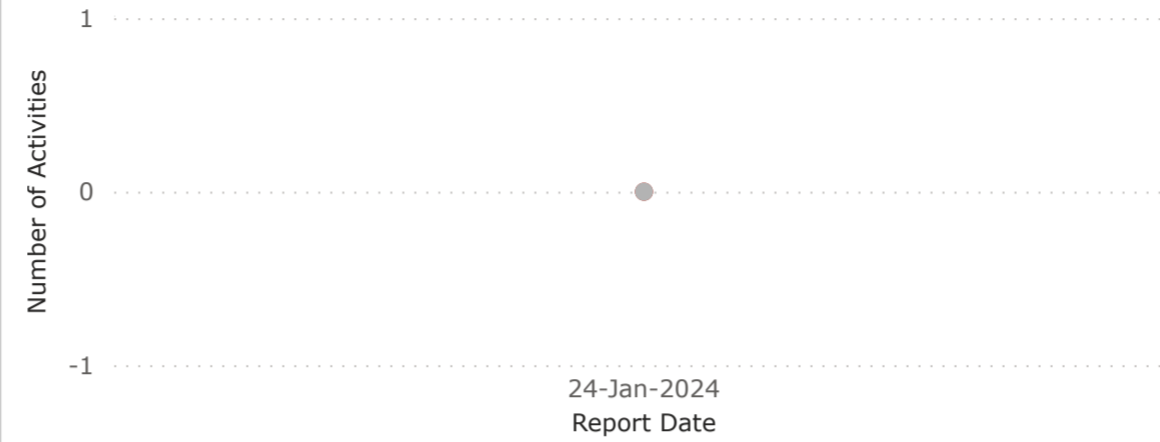
Warranties/References

Consultant Progress

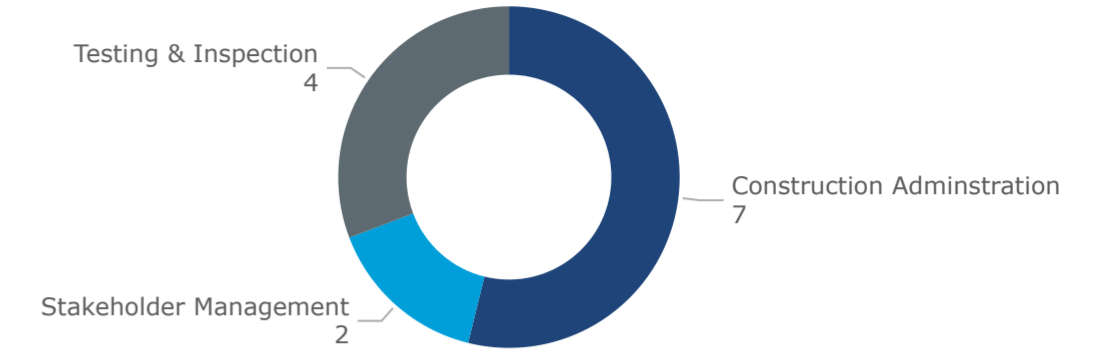
Status



Red RAG Activities



Activities Raised

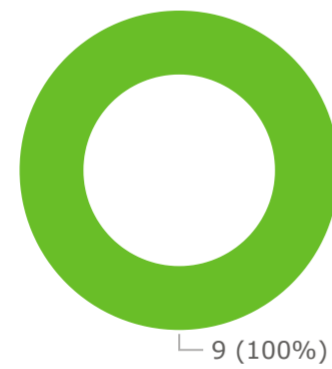


Consultant Progress - Breakdown

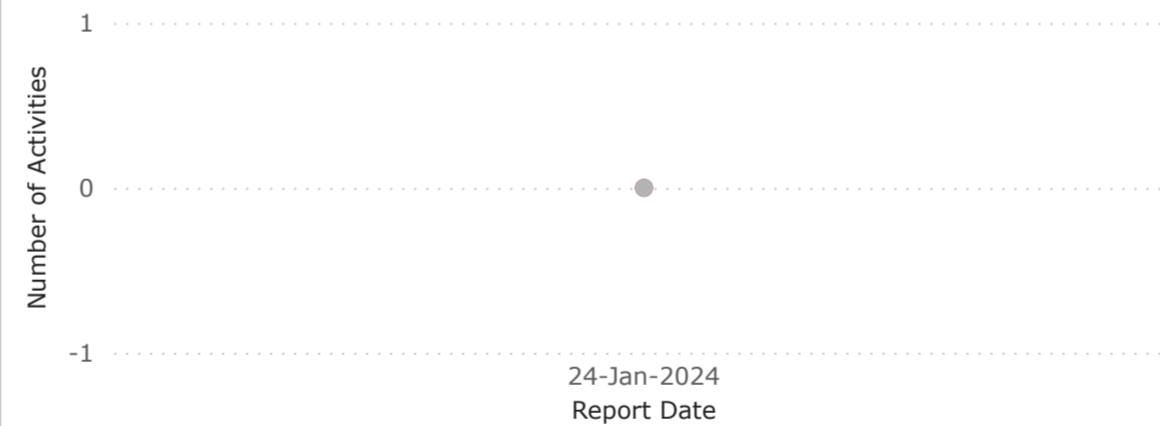
Activity	Consultant	Description	RAG
Construction Administration	Project Manager	Maintained close coordination with the GC to coordinate for construction meeting, construction progress, and necessary work permits.	Green
Stakeholder Management	Project Manager	Updated FEC form for completing the necessary update on supplemental construction funding subsidy	Green
Construction Administration	Prime Consultant	Continued construction coordination and resolving site issues	Green
Construction Administration	Project Manager	Coordinate, control and follow up for the change orders' approvals	Green
Construction Administration	Prime Consultant	Coordination between contractor and subconsultants for review and assesment of change orders	Green
Testing & Inspection	Steel Testing Consultant	EXP continued to complete testing and sampling of soils and concrete being delivered to site	Green
Construction Administration	Project Manager	Implemented the construction communication strategy to fill the gap and meet the challenges of staff medical leave and ensure maintained flow of information among the project teams	Green
Construction Administration	Project Manager	Kept MLTC informed by issuing periodical reports and providing all necessary clarifications and supporting documents	Green
Testing & Inspection	Civil Consultant	Kollard followed and tested septic flow rate and associated environmental aspects	Green
Stakeholder Management	Project Manager	Lead bi-weekly Project Team meeting with UCLG, MVL leadership, and HAI	Green
Construction Administration	Project Manager	Monitored and controlled the risk and updated the risk status to reflect cost of the risk, reviewed the mitigation plans and identify residual risks	Green
Testing & Inspection	Steel Testing Consultant	NCI continued review of the steel shop drawings and issued steel inspection report	Green
Testing & Inspection	Roofing Inspection Consultant	Snetsinger Roofing Consultant continued review of the shop drawing of the roof packages and provided technical advice	Green

Contractor Progress

Status



Red RAG Activities



Activities Raised



Contractor Progress - Breakdown

Activity	Contractor	Description	RAG
ContractorsActivities	MBC	Alumnium clad Vinyl windows finalized within North wing and near start for South wing	Green
ContractorsActivities	MBC	Brick Veneer installs continue around centre core	Green
ContractorsActivities	MBC	Conduit ceiling rough-in continues on ground floor for South Wing to permit fire spray	Green
ContractorsActivities	MBC	Continue works of Masonry Blueskin & insulation within North wing	Green
ContractorsActivities	MBC	Coordnation of mock up for standard room has been succesfully completed	Green
ContractorsActivities	MBC	Fireproofing works continues to progress on ground floor of North wing	Green
ContractorsActivities	MBC	Interior wall framing continues through North, South, and Centre core	Green
ContractorsActivities	MBC	Painting of main electrical room & penthouse commenced for M&E rough-ins to occur	Green
ContractorsActivities	MBC	Sprinkler trade continues to hang in North wing	Green



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Financial Commentary

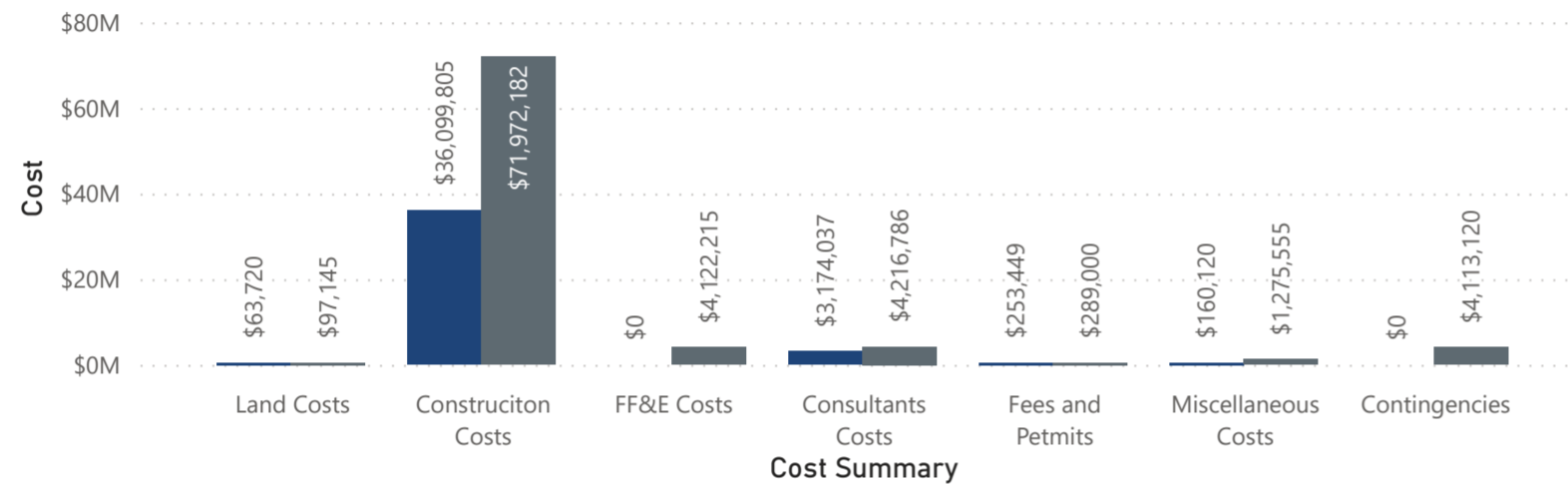
This cost plan will continue to be updated as the project progresses, and all remaining commitments and invoices are processed for the project

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

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

Cost Report

● Cost to Date ● Forecast Completion Cost



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

\$2,200,000
Next Month (Forecast)

\$46,334,873
Cost to Complete

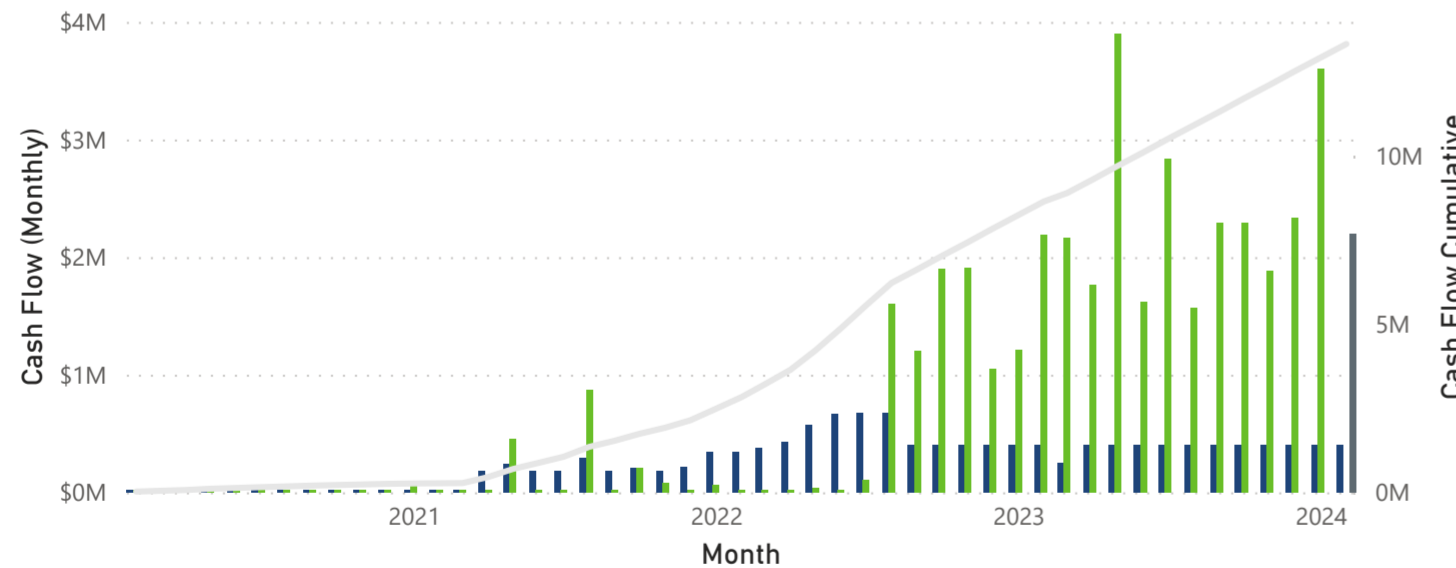
0.00% **3.21%** 100.00%
% Contingency Used

8.88%
% Contingency of CTC

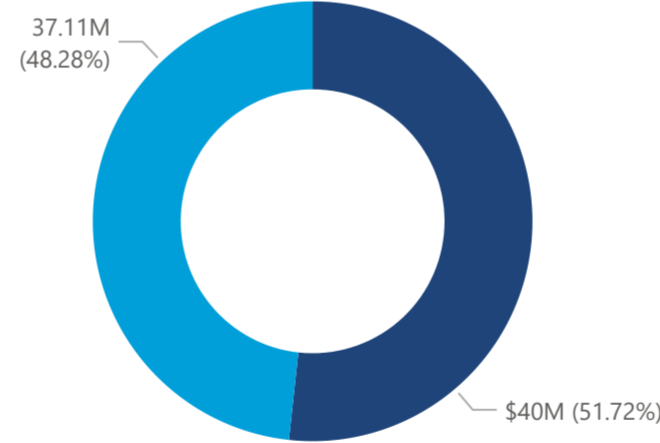
\$4.11M
Contingency Remaining

Cash Flow

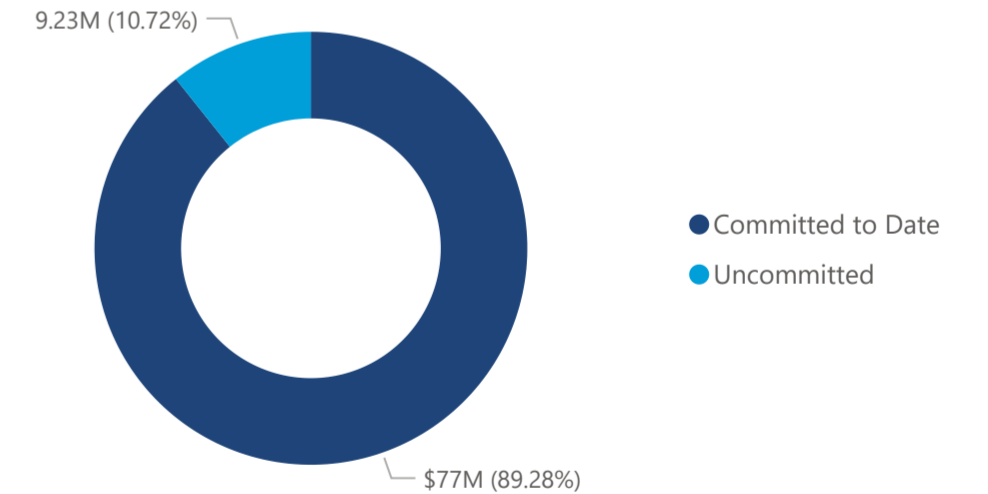
● Budgeted (Monthly) ● Actual Cost ● Forecasted (Monthly) ● Cumulative Baseline



Invoiced and Uninvoiced



Committed and Uncommitted



Cost Summary	Budgeted Total Cost	Committed to Date	Current Forecast (incl HST)	Variance	Cost to Date (excl. HST)	Cost to Complete (excl. HST)
Land Costs	\$97,145	\$97,145	\$97,145	\$0	\$63,720	\$33,425
Construction Costs	\$71,843,457	\$71,903,501	\$71,972,182	\$128,725	\$36,099,805	\$35,872,377
FF&E Costs	\$4,122,215	\$0	\$4,122,215	\$0	\$0	\$4,122,215
Consultants Costs	\$4,209,099	\$4,248,050	\$4,216,786	\$7,687	\$3,174,037	\$1,042,749
Fees and Petmits	\$289,000	\$252,922	\$289,000	\$0	\$253,449	\$35,551
Miscellaneous Costs	\$1,275,555	\$219,593	\$1,275,555	\$0	\$160,120	\$1,115,435
Contingencies	\$4,249,532	\$136,412	\$4,113,120	(\$136,412)	\$0	\$4,113,120
Total	\$86,086,003	\$76,857,622	\$86,086,003	\$1	\$39,751,131	\$46,334,873



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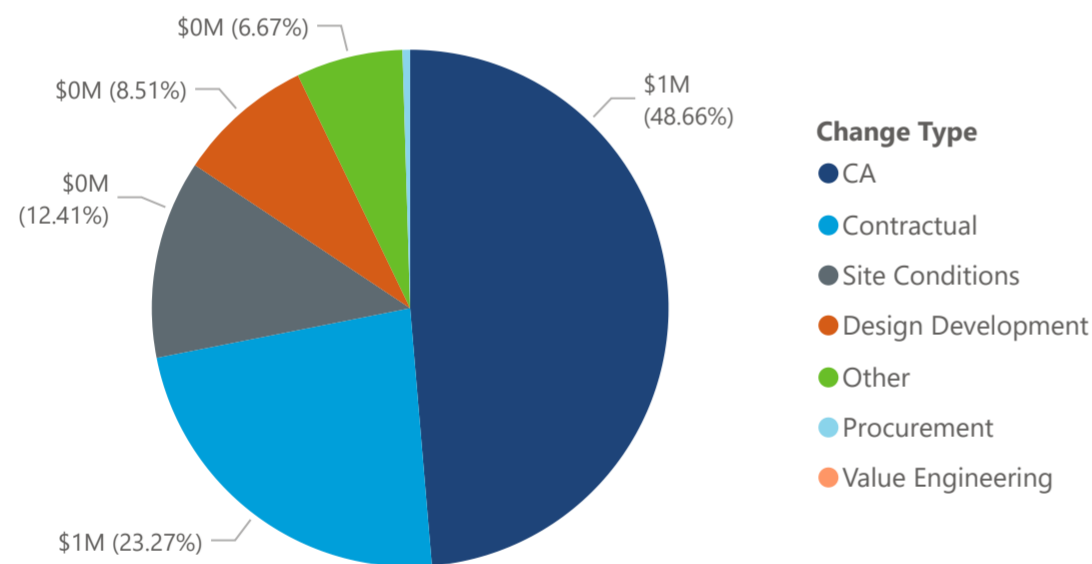
Warranties /References

Change Control

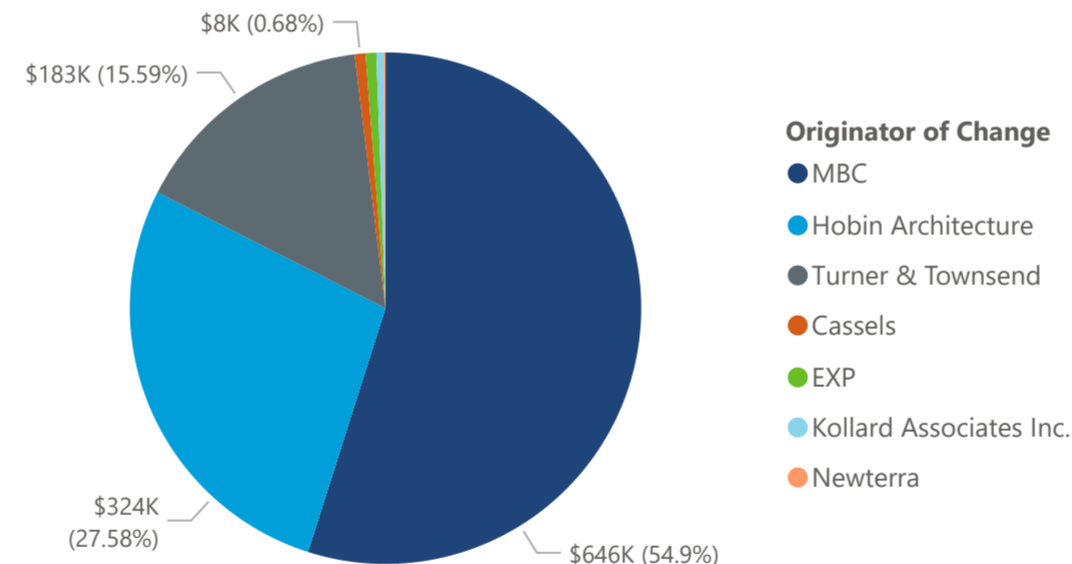
Change Control Detail

Change Type	Anticipated Changes \$	Approved Changes \$	Total Change Amount by Type
CA		\$1,061,608	\$1,061,608
Contractual		\$507,633	\$507,633
Design Development	(\$12,249)	\$198,015	\$185,767
Other		\$145,621	\$145,621
Procurement		\$10,425	\$10,425
Site Conditions	\$0	\$270,802	\$270,802
Value Engineering	(\$76,282)	(\$929,591)	(\$1,005,873)
Total	(\$88,531)	\$1,264,513	\$1,175,982

Amount by Change Type



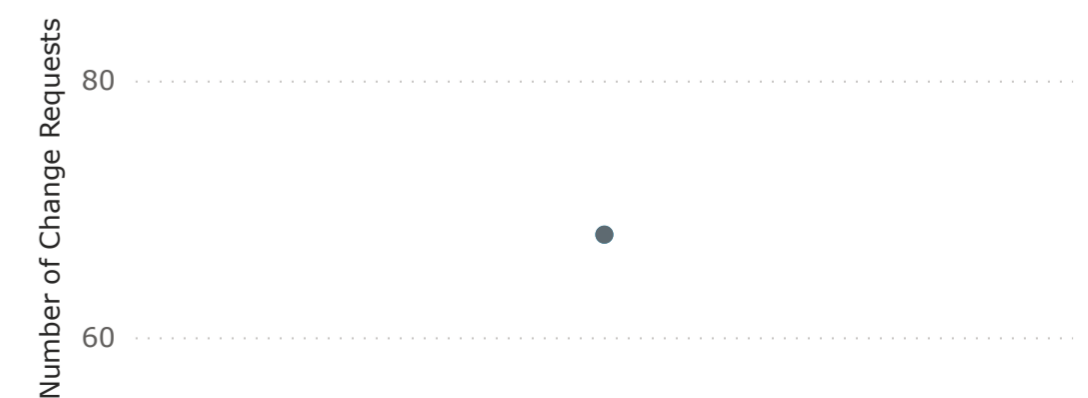
Amount by Change Originator



68 Total Number of Changes Submitted	\$1M \$ Total Changes Submitted
59 Approved Changes	\$1M Approved Changes \$
9 Pending Changes	(\$89K) Pending \$
0 Cancelled	0.00 Cancelled \$
0 Proceeding at Risk	0.00 Proceeding at Risk \$

Change Requests Raised

● Number of Change Requests ● Cumulative





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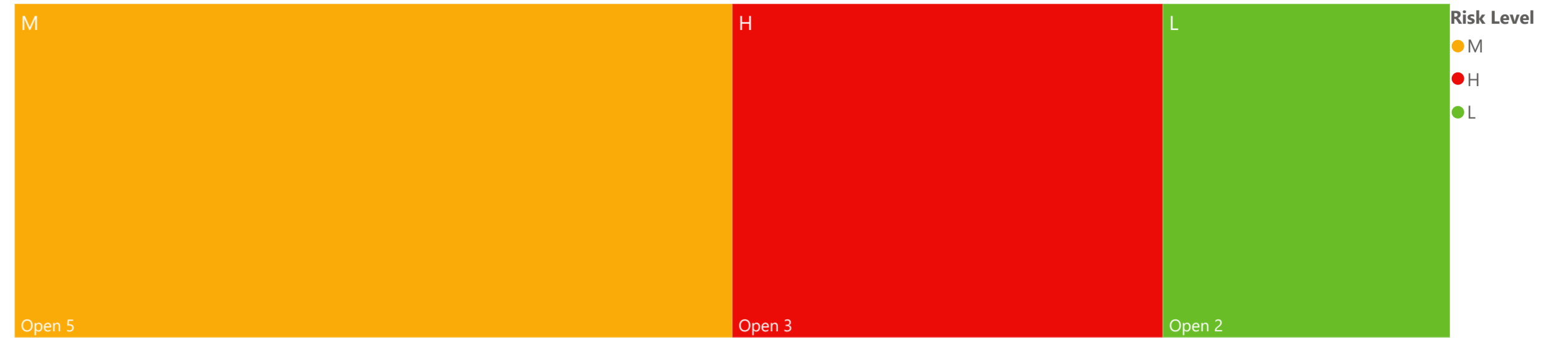


Warranties /References

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

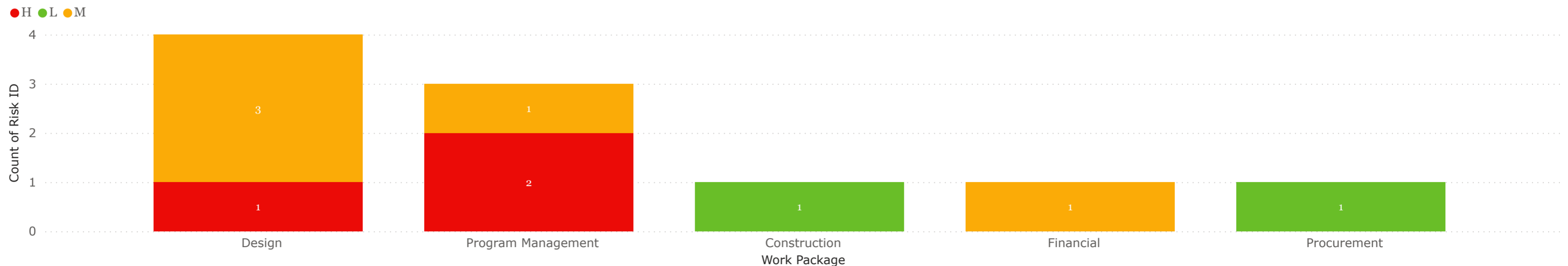
Risk Tree Map



Current Top Risks

Risk ID	Title	Effect	Actions for Next Period	Cost Impact (0-5)	Schedule Impact (0-5)	Risk Level
1	Value Engineering	Leading to better operational outcomes and cost savings	VE will be used to mitigate the impact of 29.1 - Nurse Call System. Continue technical analysis of cost/value to enhance opportunity. Update- Close to \$1M saved (kitchen, lighting, finishes). Flooring and finishes being investigated for VE.	3	1	M
2	MLTC-driven design changes	Which will require redesign to incorporate changes	Changes must be addressed through Change Control System. Update- maintaining coordination with MLTC for awareness of potential changes	0	5	H
3	MLTC approvals	Resulting in significant delay to occupancy	T&T to keep MLTC informed on project performance, progress, challenges, and changes (design changes must be flagged to MLTC). T&T to engage MLTC in critical decisions when applicable	0	3	H
4	CO Issuance Process	Leading to delays of relevant design and construction activities	Follow structured change management process. End of project is likely to hold more risk. Update- process has been smooth so far. Uncertainty reduced following cas allowance and infrastructure developments	0	3	M
5	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	0	3	L
6	Waste Water System Integration	Leading to complications and delays to commissioning the facilities	Installation is nearly complete at this stage. Contract to be awarded to Clearford (update expected spring 2024)	0	3	M
7	Trade Insolvency	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	0	3	L
8	RFI Processing Time	Leading to delays of relevant design and construction activities	Following RFI process. Update - Work is progressing well, RFIs have been very smooth. Regular site visits support sharing of information	0	2	M
9	Enbridge-Service Connection	Leading to delays of shop drawings and delay of service provision for winter heat requirements	Coordinating with Endbridge to get service in summer 2023 as required for winter heat requirements	2	0	M
10	Municipality Approvals	Resulting in significant delay to occupancy	T&T to coordinate between project teams and contact municipality on timely manner addressing requirements	0	2	H

Risk by Function





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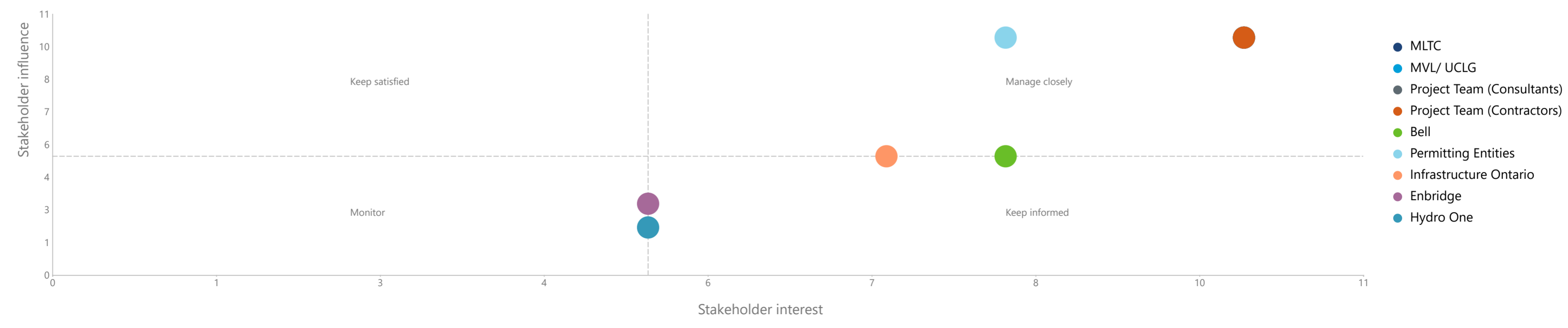
Warranties /References

Stakeholder Management

Stakeholder Management Detail

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

Influence and Interest Matrix





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



Navigation



Executive Summary



Health & Safety



Schedule



Issues and Decisions



Progress



Financials



Change Control



Risk



Consultation & Approvals



Stakeholder Management



Warranties /References

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Site View Looking West



Overall Site Looking North-East



Insulation & vapour barrier works



Masonry hoarding & temporary heating



South-East floor exterior wall framing



Masonry veneer



Ground floor North wing fire spray activities



Ground floor centre core interior framing



Electrical room boarding to be printed



2nd floor board room framed



Interior block works at refrigerated rooms



3rd floor Centre core activities



Interior block clean Linen room



Revised door frame



Ground floor corridor looking East



Fire caulking works at Penthouse



Block works within Refrigerated
Garbage/Recycling room



Mockup suite framing



Maple View Lodge Redevelopment
PROJECT BUDGET REPORT

Owner / Client: United Counties of Leeds & Granville
Location: Ottawa, Ontario
T&T Project No.: can20291
Date: Tuesday, January 23, 2024

Period From: Dec 18, 2023
To: Jan 23, 2024

WBS Code	DESCRIPTION	ORIGINAL APPROVED BUDGET	BUDGET TRANSFER	CURRENT APPROVED BUDGET	COMMITMENTS MADE TO DATE	APPROVED CHANGES	REVISED COMMITMENTS MADE TO DATE	ANTICIPATED CHANGES	UNCOMMITTED COSTS	CURRENT FORECAST	VARIANCE	CONTINGENCY USAGE	GROSS COST TO DATE	COST TO COMPLETE	COMMITTED COST TO COMPLETE	HOLDBACK RETAINED
A	LAND															
A01	Soils & Environmental	93,500	3,645	97,145	83,740	13,405	97,145	0	0	97,145	0	13,405	63,720	33,425	33,425	0
	LAND SUBTOTAL	93,500	3,645	97,145	83,740	13,405	97,145	0	0	97,145	0	13,405	63,720	33,425	33,425	0
B	HARD COSTS															
B01	Building Construction	47,737,044	24,106,413	71,843,457	71,317,589	585,912	71,903,501	68,681	0	71,972,182	128,725	654,593	36,099,805	35,872,377	35,803,696	(3,556,132)
	Construction Total	47,737,044	24,106,413	71,843,457	71,317,589	585,912	71,903,501	68,681	0	71,972,182	128,725	654,593	36,099,805	35,872,377	35,803,696	(3,556,132)
	HARD COST SUBTOTAL	47,737,044	24,106,413	71,843,457	71,317,589	585,912	71,903,501	68,681	0	71,972,182	128,725	654,593	36,099,805	35,872,377	35,803,696	(3,556,132)
C	FURNITURE, FIXTURES & EQUIPMENT															
C01	Furniture, Fixtures & Equipment	2,116,364	1,295,122	3,411,486	0	0	0	0	3,411,486	3,411,486	0	0	0	3,411,486	0	0
C02	IT & Security	406,364	(105,982)	300,382	0	0	0	0	300,382	300,382	(0)	0	0	300,382	0	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	0	0	0	0	55,494	55,494	(0)	0	0	55,494	0	0
C05	Window Coverings	200,000	79,975	279,975	0	0	0	0	279,975	279,975	0	0	0	279,975	0	0
C06	Move Allowances	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	0	0	0	0	4,122,215	4,122,215	0	0	0	4,122,215	0	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	2,425,145	699,200	699,200	(236,665)
D08	Project Manager	658,730	212,633	871,363	688,075	183,288	871,363	0	0	871,363	0	183,288	588,554	282,809	282,809	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	15,750	34,250	28,150	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	507,633	4,248,050	0	(31,263)	4,216,786	7,687	507,633	3,174,037	1,042,749	1,074,013	(136,863)
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	0	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	13,250	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	0	198,093	0	0	198,093	0	0	136,721	61,372	61,372	0
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	8,000	219,593	0	1,055,962	1,275,555	0	8,000	160,120	1,115,435	59,473	0
G	CONTINGENCY															
G01	Construction Cont.	2,545,316	(96,769)	2,448,547	0	0	0	0	2,319,822	2,319,822	(128,725)	0	0	2,319,822	0	0
G02	Soft Cost Cont.	2,497,004	(1,950,769)	546,235	0	0	0	0	538,548	538,548	(7,687)	0	0	538,548	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	4,113,120	0	4,113,120	4,113,120	(136,412)	0	0	4,113,120	0	0
	SOFT COSTS SUBTOTAL	12,083,653	(2,060,467)	10,023,186	4,204,931	515,633	8,833,684	0	9,273,284	9,894,461	(128,724)	515,633	3,587,606	10,429,071	1,132,959	(236,665)
H	#N/A															
H01	#N/A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
H02	#N/A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
H03	#N/A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	#N/A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	TOTAL PROJECT BUDGET EXCLUDING VAT	63,502,925	22,583,078	86,086,003	75,606,260	1,114,950	80,834,330	68,681	9,273,284	86,086,003	1	1,183,631	39,751,130	46,334,873	36,970,080	(3,792,797)
T	VALUE ADDED TAX															
T01	HST (@ 13%)	8,255,380	2,935,800	11,191,180	9,828,814	144,943	10,508,463	8,929	1,205,527	11,191,180	2,935,800	153,872	4,674,583	6,516,597	5,833,880	0
T02	HST Rebate (86.5%)	(7,140,004)	(2,539,457)	(9,680,371)	(8,501,924)	(125,376)	(9,089,820)	(7,723)	(1,042,781)	(9,680,371)	(2,539,457)	(133,059)	(4,043,515)	(5,636,856)	(5,046,306)	0
	VALUE ADDED TAX SUBTOTAL	1,114,476	396,333	1,510,809	1,326,890	19,567	1,418,642	1,205	162,746	1,510,809	396,333	20,773	631,069	879,741	0	0
	TOTAL PROJECT BUDGET (INCL HST)	64,617,401	22,979,411	87,596,812	76,933,150	1,134,517	82,252,972	69,887	9,436,030	87,596,813	396,334	1,204,404	40,382,199	47,214,614	36,970,080	(3,952,797)

Project Change Control Register

Client: United Counties of Leeds & Granville
 Project Name: Maple View Lodge Redevelopment
 T&T Project Number: can20291
 Date: 2023/01/24

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	Cassels	5/1/2022		Additional hours to support GC procurement	GC procurement	Procurement	Approved	6/1/2022	31	\$ 8,000.00	\$ 8,000.00	\$ 8,000.00		
A01-04	A01	Kollard Associates Inc.	6/30/2022	N/A	Additional Water Testing	Monitoring water contents	Procurement	Approved	6/30/2022	0	\$ 2,425.00	\$ 2,425.00	\$ 2,425.00		
B01-02	B01	MBC	8/25/2022	CO-001A	Exterior Materials - Vinyl Siding	Value Engineering, proposed alternatives and manufacturer's recommendations	Value Engineering	Approved	3/8/2023	195	\$ (399.00)	\$ (399.00)	\$ (399.00)	4/18/2023	
B01-02	B01	MBC	4/27/2023	CO-001B	Interior Finishing - Wall Panels with ceramic tiles	Value Engineering, proposed alternatives	Value Engineering	Approved	6/15/2023	49	\$ (18,275.89)	\$ (18,275.89)	\$ (18,275.89)	6/19/2023	
B01-02	B01	MBC	8/12/2022	CO-001C	Interior Finishing - Wall Panels with ceramic tiles	Value Engineering, proposed alternatives	Value Engineering	Approved	8/12/2022	0	\$ (163,888.22)	\$ (163,888.22)	\$ (163,888.22)	5/11/2023	
B01-02	B01	MBC	12/2/2022	CO-001D	Alternate Glazing Specifications	Value Engineering, proposed alternatives	Value Engineering	Approved	4/12/2023	131	\$ (34,200.00)	\$ (34,200.00)	\$ (34,200.00)	4/25/2023	
B01-02	B01	MBC	12/18/2022	CO-001E	Revised Food Service Equipment	Value Engineering, proposed alternatives	Value Engineering	Approved	12/19/2022	1	\$ (118,542.34)	\$ (118,542.34)	\$ (118,542.34)		
B01-02	B01	MBC	12/20/2022	CO-001F	Revised Spa Ceiling Height - Reduced Wall Panelling	Value Engineering, proposed alternatives	Value Engineering	Out of Pricing					\$ -		
B01-02	B01	MBC	12/20/2022	CO-001G	Post Tender Addendum # 1	PTA-1 Value Engineering (Mechanical and Electrical)	Value Engineering	Approved	4/25/2023	126	\$ (190,276.87)	\$ (190,276.87)	\$ (190,276.87)	4/27/2023	
B01-02	B01	MBC	12/20/2022	CO-001H	Light Fixtures Value Engineering	Revised fixtures and revised site lighting credit	Value Engineering	Under CA Review	8/17/2023	240	\$ (76,282.00)		\$ (76,282.00)		
B01-02	B01	MBC	12/20/2022	CO-001I	Millwork	Value Engineering, proposed alternatives	Value Engineering	Out of Pricing							
B01-02	B01	MBC	12/20/2022	CO-001J	Liquidated Damage VE	Liquidated Damage Value Engineering	Value Engineering	Approved	4/12/2023	113	\$ (315,000.00)	\$ (315,000.00)	\$ (315,000.00)	12/14/2020	
B01-02	B01	MBC	12/20/2022	CO-001K	Irrigation System VE	Irrigation System Value Engineering	Value Engineering	Approved	4/12/2023	113	\$ (61,697.00)	\$ (61,697.00)	\$ (61,697.00)	4/25/2023	
B01-02	B01	MBC	12/20/2022	CO-001L	Double Egress Doors	Value Engineering, proposed alternatives	Value Engineering	Approved	11/3/2023	318	\$ (4,499.26)	\$ (4,499.26)	\$ (4,499.26)	11/8/2023	
B01-02	B01	MBC	1/3/2023	CO-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						-44915			\$ -		
B01-02	B01	MBC	8/12/2022	CO-002	Existing Sewage Treatment Unit Infrastructure	An "existing tank" not shown on the civil drawings was identified adjacent to the west side of the existing sewage treatment unit	Site Conditions	Approved	10/27/2022	76	\$ 2,464.32	\$ 2,464.32	\$ 2,464.32	11/4/2022	
B01-02	B01	MBC	9/22/2022	CO-003	Decommissioning of abandoned septic tank	existing sewage treatment unit	Site Conditions	Approved	9/23/2022	1	\$ 5,815.39	\$ 2,421.89	\$ 2,421.89	10/19/2022	
B01-01	B01	Newterra	9/26/2022	CO-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	Out of Pricing	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	

Project Change Control Register

Client: United Counties of Leeds & Granville
 Project Name: Maple View Lodge Redevelopment
 T&T Project Number: can20291
 Date: 2023/01/24

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
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	Other	Approved	5/1/2023	12	\$ 23,191.85	\$ 23,191.85	\$ 23,191.85		
B01-02	B01	MBC	4/14/2023	CO-019	Electrical modifications for Newterra system	Supplemental instruction SI-015 for electrical modifications in the Newterra	Other	Approved	4/25/2023	11	\$ 2,608.65	\$ 2,608.65	\$ 2,608.65	5/11/2023	
B01-02	B01	MBC	5/4/2023	CO-020	Additional Elevator Divider	Install additional divider beam and cast ins at elevator shaft	Site Conditions	Approved	5/4/2023	0	\$ 2,414.15	\$ 2,414.15	\$ 2,414.15	5/11/2023	
B01-02	B01	MBC	5/5/2023	CO-021	Revisions to Server Room & Power/ System Room	Clarifications on revised drawings	Other	Approved	6/1/2023	27	\$ (1,621.00)	\$ (1,621.00)	\$ (1,621.00)		
B01-02	B01	MBC	5/9/2023	CO-022	Linen and Garbage Chute Interlock System	Coordinated location of control panels with bumper guards	Site Conditions	Approved	5/18/2023	9	\$ 27,162.62	\$ 27,162.62	\$ 27,162.62		
B01-02	B01	MBC	5/12/2023	CO-023	Well Pump and Revised Plumbing	Revised plans for design of domestic water well pumps and required revisions to suit	Site Conditions	Approved	6/29/2023	48	\$ 76,656.81	\$ 76,656.81	\$ 76,656.81		
D08-01	D08	Turner & Townsend	12/21/2022	CO-PM1	Extended PM Services Contract	Extended Construction Period	Contractual	Approved	1/12/2023	21	\$ 183,288.36	\$ 183,288.36	\$ 183,288.36	4/27/2023	
D01-01	D01	Hobin Architecture	1/27/2023	CO-DC1	Extended Consultancy Services Contract	Extended Construction Period	Contractual	Approved			\$ 355,235.00	\$ 324,345.00	\$ 324,345.00	8/16/2023	
B01-02	B01	MBC	5/5/2023	CO-024	Ground Floor Plumbing	Revised Mechanical Information Bulletin IB-M4	Other	Approved	7/7/2023	63	\$ 8,863.73	\$ 8,863.73	\$ 8,863.73		
B01-02	B01	MBC	5/30/2023	CO-025	Breaker and Feeder for ERV-1-4	Coordination with Mechanical and Shop Drawings	Design Development	Approved	6/8/2023	9	\$ (7,804.00)	\$ (7,804.00)	\$ (7,804.00)		
B01-02	B01	MBC	6/2/2023	CO-026	Electrical Revisions for Systems Layout	Electrical information of bulletin IB-E012 and revised construction drawings R6.0	Other	Approved	10/6/2023	126	\$ 5,776.00	\$ 5,776.00	\$ 5,776.00		
B01-02	B01	MBC	6/18/2023	CO-027	Revise Breaker 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	Out of Pricing		-45168			\$ -		
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		
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 respobse 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	Out of Pricing	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 respobse with RFI	Design Development	Approved	8/16/2023	20	\$ 3,751.19	\$ 3,751.19	\$ 2,882.27		
B01-02	B01	MBC	9/7/2023	CO-038	Revise Condensing Unit Locations & Refrigerant Piping	Defecient design and fixing through coordination with suppliers and product manufacturers	Design Development	Approved	10/26/2023	49	\$ 142,612.66		\$ 142,612.66		
B01-02	B01	MBC	9/8/2023	CO-039	Air Curtain Resizing	Consultant Coordination	Design Development	Approved	9/12/2023	4	\$ (16,000.00)	\$ (16,000.00)	\$ (16,000.00)		
B01-02	B01	MBC	8/28/2023	CO-040	Toilet Centre Adjustments	Changing out toilets to a 10" center to avoid structural steel clashes	Site Conditions	Approved	9/8/2023	11	\$ 6,193.44	\$ 6,193.44	\$ 6,193.44		
B01-02	B01	MBC	11/13/2023	CO-041	Plumbing for future Washrooms	Consultants Coordination	Design Development	Approved	11/15/2023	2	\$ 20,790.49	\$ 20,790.49	\$ 20,790.49		
B01-02	B01	MBC	10/13/2023	CO-043	Revised Wall Depth for Central Kitchen	Site Condition and plumbing fitting coordination	Site Conditions	Out of Pricing		-45212			\$ -		
B01-02	B01	MBC	12/8/2023	CO-044	Additional Canopy Lighting at Vestibule	Site observation of insufficient lighting in recessed area	Design Development	Approved	1/14/2024	37	\$ 1,211.76	\$ 1,211.76	\$ 1,211.76		
B01-02	B01	MBC	10/13/2023	CO-045	Revised Wall Depth for Central Kitchen	Site Condition and plumbing fitting coordination	Design Development	Approved	1/22/2024	101	\$ -	\$ -	\$ -		
B01-02	B01	MBC	10/13/2023	CO-046	Additional Roof Drain	Fixing site condition to provide additional roof drains and a downspout in areas that encountered drainage issues on site.	Design Development	Out of Pricing		-45212			\$ -		
B01-02	B01	MBC	10/13/2023	CO-048	Roof Membrane Build for Drainage	Site ConditionFixing site condition where the built up slope of roof is too shallow to provide positive drainage	Design Development	Approved	12/14/2023	62	\$ 14,974.31	\$ 14,974.31	\$ 14,974.31		12/19/2023
B01-02	B01	MBC	1/15/2024	CO-049	Vestibule Aa Wall Assembly Revisions	Consultant Coordination	Design Development	Out of Pricing		-45306			\$ -		
B01-02	B01	MBC	1/16/2024	CO-050	Revise Salon 3051 to Add Meeting 3052A; Revise Door 1072.1	Beauty Salon Revisions & New Meeting Room - Client Request ; Revise Door 1072.1 - Consultant Coordination	Design Development	Out of Pricing		-45307	\$ -	\$ -	\$ -		

Maple View Lodge Risk Register

Project Managers:

Date: 18-December-23

Project Leader:

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

References		Risk									Risk Profile Before Mitigation					Mitigation Plan				Risk Profile After Mitigation				
Risk ID	Risk Category	Risk Title	Root Cause - Fact or Requirement Example: Due to limited space at site for staging material	Risk Description - Uncertain event or circumstances Example: There is a threat that materials might not be available at site to support the path of construction.	Effect - Potential consequence against project objectives Example: Which could result in lower productivity, increased costs and schedule delays.	Risk Owner (OPI)	Opp. Opportunity (Y/N)	Project Phase	Risk Status	Likelihood	Cost Impact	Schedule Impact	Risk Score	Risk Rating	Risk Treatment	Mitigation Strategies	SMART Mitigations (Specific, Measurable, Achievable, Realistic, Time-bound)	Mitigation Owner	Last Updated	Likelihood	Cost Impact	Schedule Impact	Risk Score	Risk Rating
ID	Category	Title	Cause	Risk	Effect	Owner	Opp.	Phase	Status	L1	C1I	S1I	S1	R1	Treatment	Existing Controls	Mitigation	Mit. Owner	Updated	L2	C12	S12	S2	R2
5	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	Open	4	2	1	13	M	Enhance	Mar14 2023: VE \$ will be used to mitigate the impact of 29.1 - Nurse Call System. Continue technical analysis of cost/value to enhance opportunity Aug2023: Close to \$1M saved (kitchen, lighting, finishes). Flooring and finishes being investigated for value engineering	Apr12 2023: Also looking at lighting efficiency, plumbing	Wendy Brawley	8/Aug/23	4	3	1	18	H
6	Design	MLTC-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	2		5	17	H	Accept	Mar14 2023: Changes must be addressed through Change Control System. Aug2023: maintaining coordination with MLTC for awareness of potential changes		Hazem Osman	8/Aug/23	2		5	17	H
8	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.	T&T	No	Close Out	Open	2		5	17	H	Accept	Mar14 2023: 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	Apr12 2023: No further action required at this stage	Hazem Osman	8/Aug/23	2		3	12	M
9	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	3		3	15	M	Accept	Mar14 2023: Most unionized trade contracts are in place for the project. Feeling is that current resources are good. Aug2023: more than 50% work complete, skilled resources secured	Apr12 2023: No further action required at this stage	Matthew Wilson	8/Aug/23	2		3	12	M
10	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/UCLG	No	Design	Open	3		3	15	M	Accept	14/03/2023: Follow structured change management process. End of project is likely to hold more risk Aug2023: Process has been smooth so far. Uncertainty reduced following cash allowance and infrastructure developments	Apr12 2023: No further action required at this stage	Hazem Osman / Wendy Brawley	8/Aug/23	2		3	12	M
12	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	Open	2	3	3	12	M	Accept	Mar14 2023: All teams will maintain previously-prepared emergency measures for COVID-19	Apr12 2023: Accept residual		8/Aug/23	2	3	3	12	M
13	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	Design	Open	5		2	16	M	Mitigate	Mar14 2023: All teams will maintain complete and thorough project documentation	Mar14 2023: Each team member to have a designated backup Apr12 2023: Brent Caskenette (UCLG) is gone for a year, UCLG does not have spare resources. T&T are helping to cover, but there is still a gap as Brent brought many intangible benefits to all disciplines. UCLG can look at some temporary support Aug2023: Work is progressing and the team is continuing to collaborate	Alison Tutak	8/Aug/23	5		1	9	M

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ID	Category	Title	Cause	Risk	Effect	Owner	Opp.	Phase	Status	L1	CII	SI1	S1	R1	Treatment	Existing Controls	Mitigation	Mit. Owner	Updated	L2	CI2	SI2	S2	R2	
15	Construction	Safety Incident	Because the HSE programs of other (sub)contractors are ultimately owned by them	May enter a contract with a subcontractor who does not take HSE seriously to the standard required	Which can lead to serious incidents, reputational and media damage to stakeholders, action from MoL. Near misses not being reported, failing to respect tag-out systems, not inspecting their equipment or using equipment despite identifying issues are all examples.	MBC	No	Construction	Open	2	2	2	6	L	Accept	MBC will continue to reinforce their site safety program and ensure subtrades are respecting	Apr12 2023: No further action	Matthew Wilson	8/Aug/23	2	2	2	6	L	
16	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 (such as steel)	Resulting in delays to relevant construction activities	MBC	No	Procurement	Open	3		5	21	H	Accept	Mar14 2023: Steel has been ordered and expected to arrive in May, ahead of activities beginning in Aug 2023 Aug2023: most steel delivered and constructed. North Wing being constructed, core complete	Mar14 2023: Restaurant kitchen equipment is being ordered soon Apr12 2023: MBC is sourcing materials and storing what they can on site. There is some cost associated with off-site storage that may be preferred as a mitigation to delays	Matthew Wilson	8/Aug/23	1		3	5	L	
18	Program Management	Waste Water System Integration	Because the waste water system is to be installed (Newterra) and operated by different contractors	There may be handover issues with alignment and coordination, gaps in responsibility	Leading to complications and delays to commissioning the facility	MBC/Geo-Energie/MVL	No	Close Out	Open	3		3	15	M	Mitigate	Mar14 2023: Installation is nearly complete at this stage Apr12 2023: Contract to be awarded to Clearford Aug2023: Update expected Spring 2024	Apr12 2023: Clearford has reviewed the Newterra package and aligned with client expectation		8/Aug/23	1		3	5	L	
20	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	2		4	14	M	Accept	Mar14 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	Apr12 2023: No further action required at this stage	Matthew Wilson	8/Aug/23	1		3	5	L	
21	Construction	System Commissioning	The specifics of commissioning requirements are not defined at this stage. Low voltage system supplied by township with a tight timeline to deliver and test in schedule	M&E systems may not function as intended following commissioning	Resulting in delayed completion to repair and properly commission service	UCLG	No	Construction	Open	2		3	12	M	Mitigate	Mar14 2023: Geo-Energie contracted as commissioning agent	Apr12 2023: Jason Hughes will be responsible for CAN/UCLG-S1001 testing Aug2023: Most requirements now defined.	Jason Hughes	8/Aug/23	1		3	5	L	
22	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	No	Design	Open	2	1	3	12	M	Accept	Mar14 2023: IT team and MVL operations to investigate value of new tech (such as the Nurse Call and low voltage systems)	Apr12 2023: Continue to investigate value of new tech for packages that have not been finalized Aug2023: Low voltage and nurse call systems are finalized. Only remaining IT options to be selected by MVL.	Marc Thivierge	8/Aug/23	1	1	3	5	L	
23	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		3	5	L	Accept	Mar14 2023: Contractor and consultants are familiar with many of the subtrades involved		Matthew Wilson	8/Aug/23	1		3	5	L	
24	Procurement	Coordination with owner-supplied items	There are some packages (FF&E, EVs) that are supplied by owner (UCLG) rather than with the contractor responsible for most of the project delivery	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		4	19	H	Mitigate	Mar14 /2023: T&T to closely coordinate the owner supplied items with the construction baseline schedule to align relevant activities. Cannot order too early as fabrics and finishes will not be ready. Offsite storage should be limited where possible (cost, risk of damage with extra transportation) Aug2023: Looking to complete existing furniture inventory towards end of 2023. Updates expected by mid 2024 for procurement needs	Apr12 2023: Portable lifts & the implications of using a consistent or different manufacturer. Tubs are an important item which will be assessed similarly to the Nurse Call System. Tubs+portable lifts are expected late 2023	Hazem Osman	8/Aug/23	1		2	3	L	
25	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	Open	2		4	14	M	Accept	Apr12 2023: Most shop drawing reviews are in the past now. Aug2023: Mostly passed, reviews were smooth. Expect to revisit or close in early 2024	Apr12 2023: VE was completed in parallel which has introduced some delays, however the team is working closely together to complete critical reviews in the following weeks	Wendy Brawley	8/Aug/23	1		2	3	L	
26	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	HAI	No	Design	Open	2		3	12	M	Accept	Apr12 2023: Following RFI process. Aug2023: Work is progressing well, RFIs have been very smooth. Regular site visits support sharing of information	Apr12 2023: No further action required	Wendy Brawley	8/Aug/23	1		2	3	L	

References		Risk								Risk Profile Before Mitigation					Mitigation Plan					Risk Profile After Mitigation				
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ID	Category	Title	Cause	Risk	Effect	Owner	Opp.	Phase	Status	L1	C11	S11	S1	R1	Treatment	Existing Controls	Mitigation	Mit. Owner	Updated	L2	C12	S12	S2	R2
27	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	T&T	No	Design	Open	2	3	12	M	Mitigate	14/03/2023: Coordinating with Enbridge to get service in summer 2023 as required for winter heat requirements	Apr12 2023: Coordination meeting with Enbridge in June. There is an opportunity to use natural gas rather than propane (supply can be disrupted) Aug2023: Built pads for stations in coordination with Enbridge. Connection points being installed August, expect stations from Enbridge to arrive by September 2023.		8/Aug/23	1	2	3	L		
28	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		5	10	M	Mitigate	Mar14 2023: T&T to coordinate between project teams and contact municipality on timely manner addressing requirements.	Aug2023: Approvals and permits in place. Only outstanding is site investigation	Hazem Osman	8/Aug/23	1		2	3	L
29	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	Open	2		2	6	L	Mitigate	Mar14 2023: The most egregious works (rock blasting, excavations for foundations and civil) are complete so not expecting much in the way of complaints	Mar14 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 Apr12 2023: Weekend work will be useful in winter. When pouring slabs, the finishings will be late. MBC will coordinate as needed Aug2023: No issues so far. Most of site work infrastructure complete (most disruptive work) with no complaints	Matthew Wilson	8/Aug/23	1		2	3	L
30	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	UCLG	No	Design	Open	2	1	2	6	L	Mitigate	Continue to coordinate between IT teams to complete design and tie-in connection requirements. Can close once tendered and awarded. Tie-in expected 2025	Apr12 2023: IT conduit will be constructed to facilitate tie-in when requirements are finalized	Alison Tutak	8/Aug/23	2	1	1	2	L
31	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	UCLG	No	Design	Open	2	1	2	6	L	Mitigate	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	Apr12 2023: Bell will provide phone and data services so is required by Fall 2024 for testing. The feed has been pulled to edge of tie-in, final decision to be made in mid-2024	Alison Tutak	8/Aug/23	2	1	1	2	L
32	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	UCLG	No	Design	Open	2		1	2	L	Accept	Mar14 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.	Mar14 2023: There will be an additional round of testing towards end of project and before commissioning. Aug2023: no updates	Alison Tutak	8/Aug/23	2		1	2	L
33	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	1	L	Accept	MBC has site fencing in place as well as 24h security cameras. Will continue to monitor the security of the site	Apr12 2023: No further action	Matthew Wilson	8/Aug/23	1	1	1	1	L