



Sault Ste. Marie Housing Corporation

District of Sault Ste. Marie Social Services

Administration Board

Conseil d'Administration des Services du District Sault Ste. Marie

Zhawenimi-Anokiitaagewin



AGENDA

Sault Ste. Marie Housing Corporation Meeting

Thursday, May 21, 2020 @ 4:30 PM

ZOOM Teleconference

1. CALL TO ORDER

2. APPROVAL OF AGENDA

Resolution #20-031

Moved By: L. Dufour

Seconded By: R. Niro

- 2.1 “Be it resolved that the Agenda for the May 21, 2020 Sault Ste. Marie Housing Corporation Board meeting be approved as presented.”

3. DECLARATIONS OF PECUNIARY INTEREST

4. APPROVAL OF PREVIOUS MINUTES / ACCOUNTS

Resolution #20-032

Moved By: P. Christian

Seconded By: D. Edgar

- 4.1 “**BE IT RESOLVED** that the Minutes from the Sault Ste. Marie Housing Corporation Board meeting dated April 16, 2020 be adopted as recorded.”

5. MANAGER REPORTS

HOUSING SERVICES

Resolution #20-033

Moved By: K. Lamming

Seconded By: S. Hollingsworth

5.1 **"BE IT RESOLVED THAT SAULT STE. MARIE HOUSING CORPORATION** (the "Corporation") be and is hereby authorized to enter into an ISDA Master Agreement (the "Agreement") with The Toronto-Dominion Bank dated as of the 21st day of April, 2020]. The Corporation is hereby authorized and directed to perform all obligations of the Corporation set forth in the Agreement;

BE IT FURTHER RESOLVED THAT the Chief Administrative Officer be and is hereby authorized for and on behalf of the Corporation to execute and deliver, under seal or otherwise, any documents as in his discretion may consider necessary, desirable, or useful for the purpose of giving affect to this resolution;

BE IT FURTHER RESOLVED THAT any actions taken by such officer prior to the date of the foregoing resolutions adopted hereby that are within the authority confirmed thereby are hereby ratified, confirmed and approved."

Resolution #20-034

Moved By: R. Niro

Seconded By: P. Christian

5.2 **"BE IT RESOLVED THAT** the Sault Ste. Marie Housing Corporation (SSMHC) accept the May 21, 2020 Tender Award report of the Director of Housing Services, and in accordance with the Sault Ste. Marie Housing Corporation purchasing policy, award QU 2020-003: GAS FURNACE SERVICES to:

1. Furnace Cleaning: Henderson Metal
2. Furnace Replacement: S&T Electrical Contractors
3. Rotational Furnace Cleaning: Henderson Metal & S&T Electrical Contractors"

Resolution #20-035

Moved By: S. Hollingsworth

Seconded By: K. Lamming

- 5.3 **"BE IT RESOLVED THAT** the Sault Ste. Marie Housing Corporation (SSMHC) accept the May 21, 2020 Tender Award report of the Director of Housing Services, and in accordance with the SSMHC purchasing policy, and the tender award committee, award QU 2020-001: CARPENTRY SERVICES to:
- Paul Davis of Sault Ste. Marie,
 - My Home Renovations (A Division of Terence Group INC)

Resolution #20-036

Moved By: M. Bruni

Seconded By: P. Christian

- 5.4 **"BE IT RESOLVED THAT** the Sault Ste. Marie Housing Corporation (SSMHC) accept the report of the Director of Housing Services and award Consulting Services 2020-25 540 Albert Street Building Addition and Alterations Request for Proposal to the lowest qualified bidder, David Ellis Architect Inc."

Resolution #20-037

Moved By: D. Edgar

Seconded By: M. Bruni

- 5.5 **"BE IT RESOLVED THAT** the Sault Ste. Marie Housing Corporation (SSMHC) sign the Contribution Agreement for \$1,751,153 with the District of Sault Ste. Marie Social Services Administration Board (DSSMSSAB) for funds to construct nine (9) one-bedroom apartments and a Community Hub within the former Rosedale School;

AND BE IT FURTHER RESOLVED THAT the balance of funding required to complete the construction of the property to be obtained through a conventional mortgage not to exceed \$600,000"

Resolution #20-038

Moved By: S. Hollingsworth

Seconded By: P. Christian

- 5.6 **"BE IT RESOLVED THAT** the Sault Ste. Marie Housing Corporation (SSMHC) now move into closed session for educational purposes."

Resolution #20-039

Moved By: L. Dufour

Seconded By: S. Hollingsworth

5.7 **"BE IT RESOLVED THAT** the Sault Ste. Marie Housing Corporation (SSMHC) now move into open session."

6. OTHER BUSINESS / NEW BUSINESS

7. ADJOURNMENT

Resolution #19-040

Moved By: D. Edgar

Seconded By: P. Christian

7.1 **"BE IT RESOLVED THAT** we do now adjourn"

Next Meeting

Thursday June 18, 2020 at 4:30 PM



Sault Ste. Marie Housing Corporation

District of Sault Ste. Marie Social Services

Administration Board

Conseil d'Administration des Services du District Sault Ste. Marie

Zhawenimi-Anokiitaagewin



MINUTES

Sault Ste. Marie Housing Corporation Meeting

Thursday, April 16, 2020 @ 4:30 PM

ZOOM Teleconference

PRESENT:	L. DuFour M. Bruni D. Edgar	J. Gawne P. Christian S. Hollingsworth	R. Niro K. Lamming
STAFF:	M. Nadeau J. Barban	D. Petersson R. Rushworth	C. Fairbrother S. Ford
GUESTS:	Mike Penwarden, TD Bank Jamie Rodrigues, TD Bank		

1. CALL TO ORDER by Board Chair, J. Gawne at 5:51PM

2. APPROVAL OF AGENDA

Resolution #20-024

Moved By: S. Hollingsworth

Seconded By: D. Edgar

2.1 "Be it resolved that the Agenda for the April 16, 2020 Sault Ste. Marie Housing Corporation Board meeting be approved as presented."

CARRIED

3. DECLARATIONS OF PECUNIARY INTEREST

NONE

4. APPROVAL OF PREVIOUS MINUTES / ACCOUNTS

Resolution #20-025

Moved By: P. Christian

Seconded By: M. Bruni

- 4.1 **"BE IT RESOLVED** that the Minutes from the Sault Ste. Marie Housing Corporation Board meeting dated March 19, 2020 be adopted as recorded."

CARRIED

5. MANAGER REPORTS

HOUSING SERVICES

Resolution #20-026

Moved By: K. Lamming

Seconded By: R. Niro

- 5.1 **"BE IT RESOLVED THAT** Sault Ste Marie Housing Corporation Board, (SSMHC) in accordance with the purchasing policy, accept the recommendation of the tender award committee and award PTC 2020-19: Elevator Upgrades & Warranty Maintenance Services to the lowest qualified bidder, Bay Elevator Ltd. at a cost of \$250,582.65"

CARRIED

Resolution #20-027

Moved By: D. Edgar

Seconded By: P. Christian

- 5.2 **"BE IT RESOLVED THAT** the Sault Ste. Marie Housing Corporation (SSMHC) now move into closed session for educational and training purposes." Entered into closed session at 5:55 PM

CARRIED

Resolution #20-028

Moved By: K. Lamming

Seconded By: S. Hollingsworth

- 5.3 **"BE IT RESOLVED THAT** the Sault Ste. Marie Housing Corporation (SSMHC) now move into open session."
Returned to open session at 7:34 PM
CARRIED

Resolution #20-029

Moved By: L. Dufour

Seconded By: M. Bruni

- 5.4 **"BE IT RESOLVED THAT** the Sault Ste. Marie Housing Corporation (SSMHC) Board accept the April 16, 2020 report of the Director of Corporate Services and obtain financing for the Second Line West and Gibbs Street Properties from the TD Bank at a term of 30 years."
CARRIED

6. OTHER BUSINESS / NEW BUSINESS

7. ADJOURNMENT

Resolution #19-030

Moved By: D. Edgar

Seconded By: P. Christian

- 7.1 **"BE IT RESOLVED THAT** we do now adjourn"
CARRIED
Meeting adjourned at 7:35 PM

Next Meeting

Thursday May 21, 2020 at 4:30 PM



Sault Ste. Marie Housing Corporation

District of Sault Ste. Marie Social Services

Administration Board

Conseil d'Administration des Services du District Sault Ste. Marie
Zhawenimi-Anokiitaagewin



RESOLUTION – AGENDA ITEM 5.4

Moved by: L. Dufour

Date: April 16, 2020

Seconded by: M. Bruni

Resolution #: 20-029

“**BE IT RESOLVED THAT** the Sault Ste. Marie Housing Corporation (SSMHC) Board accept the April 16, 2020 report of the Director of Corporate Services and obtain financing for the Second Line West and Gibbs Street Properties from the TD Bank at a term of 30 years.”

Signature of Chair (Acting Chair)

CARRIED DEFEATED DEFERRED TABLED

<u>SUPPORT (in favour)</u>	<u>OPPOSED (against)</u>	<u>ABSENT</u>
<input checked="" type="checkbox"/> Prince Township	<input type="checkbox"/> Prince Township	<input type="checkbox"/> Prince Township
<input checked="" type="checkbox"/> TWOMO	<input type="checkbox"/> TWOMO	<input type="checkbox"/> TWOMO
<input checked="" type="checkbox"/> TWOMO	<input type="checkbox"/> TWOMO	<input type="checkbox"/> TWOMO
<input checked="" type="checkbox"/> City SSM	<input type="checkbox"/> City SSM	<input type="checkbox"/> City SSM
<input checked="" type="checkbox"/> City SSM	<input type="checkbox"/> City SSM	<input type="checkbox"/> City SSM
<input checked="" type="checkbox"/> City SSM	<input type="checkbox"/> City SSM	<input type="checkbox"/> City SSM
<input checked="" type="checkbox"/> City SSM	<input type="checkbox"/> City SSM	<input type="checkbox"/> City SSM
<input checked="" type="checkbox"/> City SSM	<input type="checkbox"/> City SSM	<input type="checkbox"/> City SSM

<input type="checkbox"/> All Board Members	<input type="checkbox"/> Dir Early Years	<input type="checkbox"/> MOHLTC	<input type="checkbox"/> Other DSSABs/CMSMs
<input type="checkbox"/> CAO	<input type="checkbox"/> HR Coordinator	<input type="checkbox"/> MMAH	<input type="checkbox"/> Corp City of SSM
<input type="checkbox"/> Dir Corporate Services	<input type="checkbox"/> Chief Paramedic Services	<input type="checkbox"/> MED	<input type="checkbox"/> Prince Township
<input type="checkbox"/> Dir Housing Services	<input type="checkbox"/>	<input type="checkbox"/>	X Legal
<input type="checkbox"/> Dir Income/Emp Sup	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



**Social Services | Services Sociaux
Zhawenimi-Anokiitaagewin**
Sault Ste. Marie District

SAULT STE. MARIE HOUSING CORPORATION BOARD REPORT



AUTHOR: Jeff Barban

DATE: May 21, 2020

RE: Awarding of QU 2020-003 – Gas Furnace Services

RECOMMENDATION

QU 2020-003: GAS FURNACE SERVICES is made up of three components 1. Rotational furnace cleaning, 2. Furnace replacement and 3. Furnace cleaning. It is recommended in accordance with the Sault Ste. Marie Housing Corporation (SSMHC) purchasing policy to award as follows:

1. Furnace Cleaning: Henderson Metal
2. Furnace Replacement: S&T Electrical Contractors
3. Rotational Furnace Cleaning: Henderson Metal & S&T Electrical Contractors

BACKGROUND INFORMATION

The RFQ was released on February 28, 2020 to renew the five-year rotational contract for Gas Furnace Services which includes service to existing furnaces, emergency replacement of gas furnaces and annual cleaning of gas furnaces. The Manager of Housing Operations, Infrastructure and Asset Manager and Property Management staff reviewed four (4) submissions and scored each contractor based on criteria as described within the RFQ and scoring documents.

SUMMARY/OVERVIEW

The scope of work for QU 2020-001 includes:

- All labour, materials, equipment, and services that are necessary to fulfill the requirements of the contract as per each issued work order.
- Furnace replacements as required.
- Annual Furnaces Cleaning of 292 furnaces.

RE: Awarding of QU 2020-003 – Gas Furnace Services

Page 2

DATE: May 21, 2020

- Monthly invoice submissions as described in the RFQ documents.

The following RFQ submissions were received and opened as per the SSMHC purchasing policy:

PTC 2020-19 Summary					
Bid	Submitted By	Hourly Rates	After Hours Calls	Furnace Cleaning	Furnace Replacements
1	Henderson Metal	\$91.00	\$ 136.50	\$21,900.00	\$3500.00
2	Nor-Therm	\$90.00	\$ 135.00	\$26,280.00	\$3300.00* *+4% per year
4	RepAire Sault Ste. Marie Inc.	\$89.00	\$ 133.50	\$29,200.00	\$3000.00
5	S&T Electrical Contractors Ltd.	\$82.50	\$ 123.75	\$23,360.00	\$3,375.00* *Optional rates per year

See the attached, scoring documentation and summary of submissions.

STRATEGIC PLAN IMPACT

The gas furnace services contract impacts the strategic plan in the area of Service Excellence.

FINANCIAL IMPLICATIONS

There are no financial implications to the 2020 Capital Budget as the budget allocates furnace replacements within the yearly budget. Any additional expenses required for furnace replacements, furnace cleaning and gas furnace service work orders are expensed through the yearly operations budget.

CONCLUSION

The Infrastructure and Asset Manager and the Manager of Housing Operations have reviewed the submissions to ensure all the requirements are met. There are no outstanding issues preventing the awarding of the Gas Furnace Services to S&T Electrical Contractors Ltd. and Henderson Metal.

Respectfully submitted,

Approved by:



Jeff Barban
Director Housing Services



Mike Nadeau
Chief Administrative Officer

SSMHC ROTATIONAL CONTRACTOR SCORE SHEET

CONTRACTOR CATEGORY: GAS FURNACE SERVIC

DATE 30-Mar-20

SCORED BY: PM# CATHY

	<u>ITEM</u>	<u>POINTS</u>	<u>S&T GROUP</u>	<u>HENDERSON METAL</u>	<u>REP-AIRE</u>	<u>NOR-THERM</u>
1.	Years of Service with SSMHC	5	5	5	0	0
2.	Years in Business	5	5	5	4	1
3.	Communications	5	5	5	2	5
4.	Response Time (Regular Hours)	10	8	10	8	8
5.	Response Time (After Hours)	10	8	10	8	8
6.	Administration	5	5	5	3	3
7.	Physical Resources	5	5	5	5	5
9.	Human Resources/Office & Field Staff	5	5	5	4	4
10.	Furnace Cleaning Yearly	10	9	10	7	8
11.	Hourly Rate (Regular Hours)	15	15	11	13	12
12.	Hourly Rate (After Hours)	15	15	11	13	12
13	Gas Furnace Per Unit Cost	10	8	7	10	9
	TOTAL POINTS	100	85	82	67	66

Total Score	85	82	67	66
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SSMHC ROTATIONAL CONTRACTOR SCORE SHEET

CONTRACTOR CATEGORY: GAS FURNACE SERVICES

DATE: 2-Apr-20

SCORED BY: PM #2 **CHRIS**

	<u>ITEM</u>	<u>POINTS</u>	<u>S&T GROUP</u>	<u>HENDERSON METAL</u>	<u>REP-AIRE</u>	<u>NOR-THERM</u>
1.	Years of Service with SSMHC	5	5	5	0	0
2.	Years in Business	5	5	5	1	4
3.	Communications	5	5	5	5	5
4.	Response Time (Regular Hours)	10	7	8	7	7
5.	Response Time (After Hours)	10	7	8	7	7
6.	Administration	5	5	5	5	5
7.	Physical Resources	5	5	5	2	3
9.	Human Resources/Office & Field Staff	5	5	5	4	4
10.	Furnace Cleaning Yearly	10	9	10	6	7
11.	Hourly Rate (Regular Hours)	15	14	10	11	9
12.	Hourly Rate (After Hours)	15	14	10	11	9
13	Gas Furnace Per Unit Cost	10	7	6	10	8
	TOTAL POINTS	100	81	76	59	60

Total Score 81 76 59 60

SSMHC ROTATIONAL CONTRACTOR SCORE SHEET

CONTRACTOR CATEGORY: GAS FURNACE SERVICES

DATE: 2-Apr-20

SCORED BY: PM #3 GINO

	<u>ITEM</u>	<u>POINTS</u>	<u>S&T GROUP</u>	<u>HENDERSON METAL</u>	<u>REP-AIRE</u>	<u>NOR-THERM</u>
1.	Years of Service with SSMHC	5	5	5	0	0
2.	Years in Business	5	5	5	0	1
3.	Communications	5	5	5	3	5
4.	Response Time (Regular Hours)	10	8	10	8	8
5.	Response Time (After Hours)	10	8	10	8	8
6.	Administration	5	5	5	5	5
7.	Physical Resources	5	5	5	4	4
9.	Human Resources/Office & Field Staff	5	5	5	3	3
10.	Furnace Cleaning Yearly	10	9	10	8	7
11.	Hourly Rate (Regular Hours)	15	15	11	13	12
12.	Hourly Rate (After Hours)	15	15	11	13	12
13.	Gas Furnace Per Unit Cost	10	7	6	10	8
TOTAL POINTS		100	85	82	65	65

Total Score	85	82	65	65
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SSMHC ROTATIONAL CONTRACTOR SCORE SHEET

CONTRACTOR CATEGORY: GAS FURNACE SERVICES

DATE: 2-Apr-20

SCORED BY: PM #4 FRANK

	<u>ITEM</u>		<u>S&T GROUP</u>	<u>HENDERSON METAL</u>	<u>REP-AIRE</u>	<u>NOR-THERM</u>
1.	Years of Service with SSMHC	5	5	5	0	0
2.	Years in Business	5	5	5	1	4
3.	Communications	5	5	5	5	5
4.	Response Time (Regular Hours)	10	10	10	7	7
5.	Response Time (After Hours)	10	10	10	7	7
6.	Administration	5	5	5	5	5
7.	Physical Resources	5	5	5	2	3
9.	Human Resources/Office & Field Staff	5	5	5	4	4
10.	Furnace Cleaning Yearly	10	9	10	6	7
11.	Hourly Rate (Regular Hours)	15	15	13	11	9
12.	Hourly Rate (After Hours)	15	15	13	11	9
13	Gas Furnace Per Unit Cost	10	10	9	10	7
	TOTAL POINTS	100	89	86	59	60

Total Score 89 86 59 60



SAULT STE. MARIE HOUSING CORPORATION BOARD REPORT



AUTHOR: Jeff Barban

DATE: May 21, 2020

RE: Awarding of QU 2020-001 – Carpentry Services

RECOMMENDATION

In accordance with the Sault Ste. Marie Housing Corporation (SSMHC) purchasing policy, and the tender award committee, it is recommended that **QU 2020-001: Carpentry Services** be awarded to:

- Paul Davis of Sault Ste. Marie
- My Home Renovations (A Division of Terence Group INC).

BACKGROUND INFORMATION

The RFQ was issued on February 28, 2020 to renew the five-year rotational contract for Carpentry Services. The Manager of Housing Operations, Infrastructure and Asset Manager and Property Management staff reviewed five (5) submissions and scored each contractor based on criteria as described within the RFQ and scoring documents (attached).

In reviewing the low bid submission from Capco Construction, a conflict of interest exists as the company is owned and operated by an immediate family member of a SSMHC employee. As one of the responsibilities of the Property Manager is to issue and approve work to rotational contractors ensuring the monetary value of work is evenly distributed, it is in the best interests of the Corporation not to proceed with the low bid submitted by Capco Construction.

SUMMARY/OVERVIEW

The scope of work for QU 2020-001 includes:

- All labour, materials, equipment, and services that are necessary to fulfill the requirements of each work order.
- Monthly invoice submissions

DATE: May 21, 2020

The following RFQ submissions were received and opened as per the SSMHC purchasing policy:

PTC 2020-19 Summary			
Bid	Submitted By	Hourly Rates	After Hours Calls
1	Capco Construction	\$36.00	\$54.00
2	985923 Ontario o/a First General	\$52.00	\$65.00
3	My Home Renovations	\$50.00	\$75.00
4	Paul Davis of Sault Ste. Marie	\$50.00	\$68.50
5	S&T Electrical Contractors LTD	\$80.00	\$120.00

See attached scoring documentation and summary of submissions.

STRATEGIC PLAN IMPACT

The carpentry services contract impacts the strategic plan in the area of Service Excellence.

FINANCIAL IMPLICATIONS

There are no financial implications to the 2020 capital budget. Work orders for carpentry services are expensed through the annual operations budget.

CONCLUSION

The Infrastructure and Asset Manager and the Manager of Housing Operations have reviewed the submissions to ensure all requirements are met. There are no outstanding issues preventing the awarding of the Carpentry Services, PTC-2020-19 to Paul Davis of Sault Ste. Marie and My Home Renovations.

Respectfully submitted,



Jeff Barban
Director Housing Services

Approved by:



Mike Nadeau
Chief Administrative Officer

Summary Sheet 2020**Carpentry Services**

Property Manager	Paul Davis	First General	Capco	My Home Renos	S&T Group
PM #1	86	88	93	76	64
PM #2	89	83	92	81	69
PM #3	95	94	91	79	69
PM #4	0	0	0	0	0
Average	90	88	92	79	67

Hourly Rates	\$	50.00	\$	52.00	\$	36.00	\$	50.00	\$	80.00
After Hours Rates	\$	68.50	\$	65.00	\$	54.00	\$	75.00	\$	120.00



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Sault Ste. Marie District

SAULT STE. MARIE HOUSING CORPORATION

BOARD REPORT



AUTHOR: Jeff Barban

DATE: May 21, 2020

RE: RFP 2020-25 - 540 Albert Street Building Addition and Alterations

RECOMMENDATION

It is recommended to award the Consulting Services 2020-25 540 Albert Street Building Addition and Alterations Request for Proposal to the lowest qualified bidder, David Ellis Architect Inc.

BACKGROUND INFORMATION

Requests for Proposal for Consulting Services 2020-25 for the provision of Architectural Services for the design and preparation of drawings and specifications required to tender and complete a contract for the construction of the 540 Albert Street Building Additions and Alterations. This project is part of the Strategic Plan in conjunction with the Journey Project to integrate all three District Social Services Administration Board's, three (3) office locations at 390 Bay Street, 540 Albert Street and 180 Brock Street into one common office building at the sites of 540 Albert Street and the recently purchased 165 and 177 Brock Street properties.

SUMMARY/OVERVIEW

The scope of work for RFP 2020-25 includes:

1. The consultant must prepare a cost analysis comparison of constructing an addition to the existing building at 540 Albert Street versus the construction of a new office building on the 165 and 177 Brock Street properties of up to 35,000 square foot with a final demolition of 540 Albert Street building; and,
2. The addition of up to 19,000 square feet building to the existing Social Services Building at 540 Albert Street East and additional parking design on the adjacent properties at 165 and 177 Brock Street.
3. Alterations to the existing building including:

DATE: May 21, 2020

- .1 Removals: All existing HVAC systems, electrical systems, and plumbing systems and all asbestos containing materials.
- .2 Additions: All new HVAC and Building Management Systems, building generator, electrical, plumbing including the design of new staff washrooms, design review of fire and intrusion safety systems and provide new design of the interior office space for the first floor and second floor of the building. The square footage per floor is approximately 7670 sq.ft for a total floor area of 15,340 sq.ft (first and second floors)

Timelines

1. Request for Proposal Closing due: **Tuesday May 12th, 2020 at 2:00 p.m.**
2. Cost Analysis comparison Due: **Monday June 15, 2020 by 4:30 p.m.**
3. Preliminary Construction Documents for owner review due: **November 30, 2020 by 4:30 p.m.**
4. Construction Documents Finalized: **January 29, 2021 by 4:30 p.m.**

The following tender submissions were received and opened as per the SSMHC purchasing policy:

RFP 2020-25 Summary of Submissions		
Bid	Submitted By	Architects Proposal Fee
1	David Ellis Architect Inc.	5.00 %
2	TAL.VT Architect Inc.	7.74 %
3	IDEA - Integrated Design Engineering & Architecture	6.25 %

STRATEGIC PLAN IMPACT

This RFP through to construction will impact the strategic plan in the areas of Organizational Excellence and Service Delivery.

FINANCIAL IMPLICATIONS

There are no financial implications to the SSMHC Capital budget as funding for consulting services will be part of the overall construction cost.

DATE: May 21, 2020

CONCLUSION

The Infrastructure and Asset Managers have reviewed the proposals to ensure all the requirements have been met. There are no outstanding issues preventing the awarding of RFP 2020-25 to David Ellis Architect INC.

Respectfully submitted,

Approved by:



Jeff Barban
Director Housing Services



Mike Nadeau
Chief Administrative Officer