



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, October 15, 2020 @ 4:30 PM

ZOOM Teleconference

1. CALL TO ORDER

2. APPROVAL OF AGENDA

Resolution #20-064

Moved By: S. Hollingsworth

Seconded By: L. Dufour

- 2.1 “**BE IT RESOLVED THAT** the Agenda for the October 15, 2020 Sault Ste. Marie Housing Corporation Board meeting be approved as presented.”

3. DECLARATIONS OF PECUNIARY INTEREST

4. APPROVAL OF PREVIOUS MINUTES / ACCOUNTS

Resolution #20-065

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 September 17, 2020 be adopted as recorded.”

5. MANAGER REPORTS

CORPORATE SERVICES

Resolution #20-066

Moved By: P. Christian

Seconded By: M. Bruni

- 5.1 **"BE IT RESOLVED THAT** the Sault Ste. Marie Housing Corporation (SSMHC) accept the October 15, 2020 report of the Director of Corporate Services and approve the 2021 SSMHC operating budget as presented."

HOUSING SERVICES

Resolution #20-067

Moved By: S. Hollingsworth

Seconded By: K. Lamming

- 5.2 **"BE IT RESOLVED THAT** the Sault Ste. Marie Housing Corporation (SSMHC) accept the October 15, 2020 report of the Director of Housing Services and award tender QU 2020-005 – Fire Alarm Monitoring Systems to Troy Life & Fire Safety/Armstrong's Communication LTD. at a cost of \$36,200."

Resolution #20-068

Moved By: P. Christian

Seconded By: L. Dufour

- 5.3 **"BE IT RESOLVED THAT** the Sault Ste. Marie Housing Corporation (SSMHC) accept the October 15, 2020 report of the Director of Housing Services and award tender PTC 2020-004 Snow Removal Services to the two lowest qualified bidders, Greenwoods Architectural Hardware and Chris Tranberg & Son Ltd for a total cost of \$205,581.66."

Resolution #20-069

Moved By: P. Christian

Seconded By: L. Dufour

- 5.4 **"BE IT RESOLVED THAT** the Sault Ste. Marie Housing Corporation (SSMHC) accept the October 15, 2020 report of the Director of Housing Services and partially award tender PTC 2020-02: Fire Alarm System and Misc. Upgrades to the lowest qualified bidder, Jobst Brothers Construction at a total cost of \$147,918.48"

Resolution #20-070

Moved By: K. Lamming

Seconded By: D. Edgar

- 5.5 **"BE IT RESOLVED THAT** the Sault Ste. Marie Housing Corporation (SSMHC) now move into closed session for the acquisition of property."

Resolution #20-071

Moved By: S. Hollingsworth

Seconded By: P. Christian

- 5.6 **"BE IT RESOLVED THAT** the Sault Ste. Marie Housing Corporation (SSMHC) now return to open session."

6. CORRESPONDENCE

7. OTHER BUSINESS / NEW BUSINESS

8. ADJOURNMENT

Resolution #19-072

Moved By: M. Bruni

Seconded By: D. Edgar

- 8.1 **"BE IT RESOLVED THAT** we do now adjourn"

Next Meeting

Thursday November 12, 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, September 17, 2020 @ 4:30 PM

ZOOM Teleconference

| | | | |
|-----------------|---------------------------------------|------------------------------|-----------------------------|
| PRESENT: | L. Dufour P. Christian D. Edgar | J. Gawne K. Lamming | R. Niro S. Hollingsworth |
| STAFF: | M. Nadeau J. Barban A. Kohler | D. Petersson R. Rushworth | C. Fairbrother S. Ford |
| REGRETS: | M. Bruni | | |

1. CALL TO ORDER J. Gawne, Board Chair at 7:01 PM

2. APPROVAL OF AGENDA

Resolution #20-059

Moved By: R. Niro

Seconded By: L. Dufour

- 2.1 **“BE IT RESOLVED THAT** the Agenda for the September 17, 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 #20-060

Moved By: D. Edgar

Seconded By: S. Hollingsworth

- 4.1 **"BE IT RESOLVED** that the Minutes from the Sault Ste. Marie Housing Corporation Board meeting dated August 20, 2020 be adopted as recorded."

CARRIED

5. MANAGER REPORTS

HOUSING SERVICES

Resolution #20-061

Moved By: K. Lamming

Seconded By: P. Christian

- 5.1 **"BE IT RESOLVED THAT** the Sault Ste. Marie Housing Corporation (SSMHC) approve the purchase of 235 Wellington Street West, the former Steelton Seniors Center, from the Corporation of the City of Sault Ste. Marie at a cost of \$1."

CARRIED

Resolution #20-062

Moved By: R. Niro

Seconded By: K. Lamming

- 5.2 **"BE IT RESOLVED THAT** the Sault Ste. Marie Housing Corporation (SSMHC) approve the purchase of the property located at 272 Wellington Street West, which is presently used as a parking lot;

AND BE IT FURTHER RESOLVED THAT SSMHC enter into a Parking Lot Lease Agreement, at a cost of \$1 per year, to provide a minimum of 12 parking spaces to the City of Sault Ste. Marie for public use to access businesses in or about the vicinity of the parking lot."

CARRIED

6. OTHER BUSINESS / NEW BUSINESS

7. ADJOURNMENT

Resolution #19-063

Moved By: S. Hollingsworth

Seconded By: D. Edgar

7.1 **“BE IT RESOLVED THAT** we do now adjourn”

Meeting Adjourned at 7:05 PM

CARRIED

Next Meeting

Thursday October 15, 2020 at 4:30 PM



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

SAULT STE. MARIE HOUSING CORPORATION

BOARD REPORT



AUTHOR: David Petersson

DATE: October 15, 2020

RE: 2021 SSMHC Operating Budget

RECOMMENDATION

That the Sault Ste. Marie Housing Corporation (SSMHC) approve the 2020 Operating Budget as presented.

BACKGROUND INFORMATION

Throughout 2020 and upcoming future plans, many new capital acquisitions have taken place and are reflected in the 2021 budget. As such, total expenditures have increased approximately \$1.2M but are offset by the increase in revenues. The net impact remains unchanged and does not impact the DSSMSSAB subsidy.

SUMMARY/OVERVIEW

The 2021 budget includes the projection of operating costs as well as capital projects.

The SSMHC is projecting a 0% change in 'normal' operating/capital costs. The subsidy from the DSSMSSAB remained at \$2,514,800. We are forecasting a 2% CPI increase in the capital spend. That being from \$1.3M to \$1.326M for an increase of \$26K. Savings in net operating costs were obtained to offset that capital increase.

Again this year, through the Canada-Ontario funding opportunities (COCHI/OPHI) that are funded directly to the DSSMSSAB and flowed through to the SSMHC; an additional capital spend of \$1,174,120 (2020 - \$861,609). These funds are used primarily for the Rosedale Capital project.

STRATEGIC PLAN IMPACT

The 2021 budget will continue to support the DSSMSSAB's strategic plan going forward. That being sustained **Service Delivery**, **Organizational Structure**, while strengthening strategic **Community Partnerships**.

FINANCIAL IMPLICATIONS

The DSSMSSAB will fund (via a direct transfer) the amount of \$3,688,920 to support the 2021 operating and capital budget. Of that amount, \$1,174,120 represents the Federal/Provincial funding (COCHI/OPHI) received by the DSSMSSAB.

CONCLUSION

The 2021 budget as presented will ensure the SSMHC has the financial ability to support, not only the day-to-day requirements of the Housing Providers but also the capital needs.

Respectfully submitted,



Dave Petersson
Director of Corporate Services

Approved by:



Mike Nadeau
Chief Executive Officer



Social Services | Services Sociaux
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Sault Ste. Marie District

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Sault Ste. Marie Housing Corporation

2021 BUDGET

Prepared by: David Petersson

October 15, 2020

SAULT STE. MARIE HOUSING CORPORATION

BUDGET

EXPENDITURES

| TOTAL EXPENDITURES | BUDGET - 2019 | BUDGET - 2020 | BUDGET - 2021 | 2021 TO 2020 | |
|-----------------------------|---------------------|---------------------|---------------------|-----------------|--------------|
| | | | | \$ CHANGE | % CHANGE |
| Operations - net of revenue | 961,250.00 | 1,214,800.00 | 1,188,800.00 | (26,000.00) | -2.14% |
| Capital | 1,300,000.00 | 1,300,000.00 | 1,326,000.00 | 26,000.00 | 2.00% |
| Subtotal | 2,261,250.00 | 2,514,800.00 | 2,514,800.00 | - | 0.00% |
| Public Housing Debentures | 514,900.00 | 256,146.00 | 257,264.00 | 1,118.00 | 0.44% |
| GRAND TOTAL | 2,776,150.00 | 2,770,946.00 | 2,772,064.00 | 1,118.00 | 0.04% |

FUNDING & REVENUE

| TOTAL INCOME | BUDGET - 2019 | BUDGET - 2020 | BUDGET - 2021 | 2021 TO 2020 | |
|---------------------------|-------------------|-------------------|-------------------|-----------------|--------------|
| | | | | \$ CHANGE | % CHANGE |
| Public Housing Debentures | 514,900.00 | 256,146.00 | 257,264.00 | 1,118.00 | 0.44% |
| Reserves | - | - | - | - | 0.00% |
| GRAND TOTAL | 514,900.00 | 256,146.00 | 257,264.00 | 1,118.00 | 0.44% |

| | | | |
|-----------------------------|------------------------|------------------------|------------------------|
| Subsidy - Operations | \$ 2,261,250.00 | \$ 2,514,800.00 | \$ 2,514,800.00 |
| | % Change | 11.21% | 0.00% |
| | \$ Change \$ | 253,550.00 | \$ - |

| CAPITAL FUNDING | BUDGET - 2019 | BUDGET - 2020 | BUDGET - 2021 | 2021 TO 2020 | |
|----------------------------|---------------|---------------|---------------|--------------|----------|
| | | | | \$ CHANGE | % CHANGE |
| COCHI/OPHI (Thru DSSMSSAB) | - | 861,609.00 | 1,174,120.00 | 312,511.00 | 36.27% |
| | - | 861,609.00 | 1,174,120.00 | 312,511.00 | 36.27% |

| | | | |
|-------------------------------|------------------------|------------------------|------------------------|
| Total DSSMSSAB Subsidy | \$ 2,261,250.00 | \$ 3,376,409.00 | \$ 3,688,920.00 |
| | % Change | 49.32% | 9.26% |
| | \$ Change \$ | 1,115,159.00 | \$ 312,511.00 |

SAULT STE. MARIE HOUSING CORPORATION

BUDGET

EXPENDITURES

| TOTAL EXPENDITURES | BUDGET - 2019 | BUDGET - 2020 | BUDGET - 2021 | 2021 TO 2020 | |
|--------------------------|---------------------|---------------------|---------------------|---------------------|---------------|
| | | | | \$ CHANGE | % CHANGE |
| Materials and Services | 1,770,565.00 | 1,946,860.00 | 2,662,125.00 | 715,265.00 | 36.74% |
| Utilities | 1,225,000.00 | 1,262,000.00 | 1,453,000.00 | 191,000.00 | 15.13% |
| Municipal Property Taxes | 975,000.00 | 1,101,000.00 | 1,310,181.00 | 209,181.00 | 19.00% |
| Corporate Costs | 191,785.00 | 207,640.00 | 264,800.00 | 57,160.00 | 27.53% |
| Subtotal | 4,162,350.00 | 4,517,500.00 | 5,690,106.00 | 1,172,606.00 | 25.96% |
| Capital Projects | 1,300,000.00 | 1,300,000.00 | 1,326,000.00 | 26,000.00 | 2.00% |
| Subtotal | 1,300,000.00 | 1,300,000.00 | 1,326,000.00 | 26,000.00 | 2.00% |
| GRAND TOTAL | 5,462,350.00 | 5,817,500.00 | 7,016,106.00 | 1,198,606.00 | 20.60% |

FUNDING & REVENUE

| TOTAL INCOME | BUDGET - 2019 | BUDGET - 2020 | BUDGET - 2021 | 2021 TO 2020 | |
|---------------------------------|---------------------|---------------------|---------------------|---------------------|---------------|
| | | | | \$ CHANGE | % CHANGE |
| Rent | 3,110,300.00 | 3,189,800.00 | 4,393,056.00 | 1,203,256.00 | 37.72% |
| Tenant Recoveries | 55,500.00 | 51,500.00 | 60,500.00 | 9,000.00 | 17.48% |
| Interest and Sundry Revenue | 36,300.00 | 56,500.00 | 56,000.00 | (500.00) | -0.88% |
| Laundry Revenue | 28,000.00 | 26,000.00 | 26,000.00 | - | 0.00% |
| Pop Revenue | 12,000.00 | 9,400.00 | 12,000.00 | 2,600.00 | 27.66% |
| Bad Debts Recoveries (Writeoff) | (41,000.00) | (30,500.00) | (46,250.00) | (15,750.00) | 51.64% |
| GRAND TOTAL | 3,201,100.00 | 3,302,700.00 | 4,501,306.00 | 1,198,606.00 | 36.29% |

| | | | |
|-------------------------|------------------------|------------------------|------------------------|
| DSSMSSAB Funding | \$ 2,261,250.00 | \$ 2,514,800.00 | \$ 2,514,800.00 |
|-------------------------|------------------------|------------------------|------------------------|



**SAULT STE. MARIE HOUSING
CORPORATION**

BOARD REPORT



AUTHOR: Jeff Barban

DATE: October 15, 2020

RE: RFQ - QU 2020-005 – FIRE ALARM MONITORING SYSTEMS

RECOMMENDATION

In accordance with the Sault Ste. Marie Housing Corporation (SSMHC) purchasing policy, the SSMHC tender award committee recommends awarding QU 2020-005 to Troy Life & Fire Safety/Armstrong's Communication LTD.

BACKGROUND INFORMATION

The RFQ was released on September 3rd 2020 to renew the five year contract for Fire Alarm Panel Monitoring. The SSMHC Manager Housing Operations and the Infrastructure & Asset Manager reviewed the two (2) submissions. Vipond was the service provider for the past five years. The 2015 contract price for the five (5) year period was \$23,700 for the following buildings: 53, 55, 101 Chapple Avenue, 615 Bay Street, 345 St. Georges Avenue, and 588 Albert Street West.

SUMMARY/OVERVIEW

The scope of work for QU 2020-005 includes:

- All labour, materials, equipment, and transportation to provide monitoring of all Fire Alarm Systems at SSMHC properties; 53, 55, 101, 90 and 39 Chapple Avenue 615 Bay Street, 345 St. Georges Avenue, and 588 Albert Street West, 668 and 672 Second Line West Apartments, 123 and 131 Willoughby, 540 Albert Street, 159 Gibbs Street and the Steelton Centre.
- Perform annual inspection of all monitoring equipment.
- Submit annual invoicing as described in the RFQ documents.

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

DATE: October 15, 2020

| SSMHC | Troy Life & Fire Safety LTD. | Vipond System Group |
|------------------------------|---|----------------------------|
| Total Contract | \$36,200 | \$41,500 |
| Yearly Contract Price | \$6,520 | \$7,910 |

Although the contract price has increased this is a result of the addition of nine (9) SSMHC properties. The contract price if reviewed by the number of buildings it is actually lower as per the table below:

| Year | Total Cost | # Buildings | Cost Per Building |
|-------------|-------------------|--------------------|--------------------------|
| 2015 | \$23,700 | 6 | \$ 3,950 |
| 2020 | \$36,200 | 15 | \$ 2,413 |

STRATEGIC PLAN IMPACT

The Fire Alarm Monitoring Systems contract impacts the strategic plan in the area of Service Excellence.

FINANCIAL IMPLICATIONS

Fire Alarm monitoring costs form part of the SSMHC operations budget and all newly added buildings revenue cover the increased monitoring costs for a net zero budget increase.

CONCLUSION

The Infrastructure and Asset Manager and the Manager of Housing Operations have reviewed the submissions to ensure all the requirements have been met. There are no outstanding issues preventing the awarding of the contract to Troy Life & Fire Safety/Armstrong’s Communication LTD.

Respectfully submitted,

Approved by:



Jeff Barban
Director Housing Services



Mike Nadeau
Chief Executive Officer



SAULT STE. MARIE HOUSING CORPORATION

BOARD REPORT



AUTHOR: Jeff Barban

DATE: October 15, 2020

RE: PTC 2020-004 Snow Removal Services

RECOMMENDATION

In accordance to the Sault Ste. Marie Housing Corporation (SSMHC) purchasing policy and the tender award committee, it is recommended to award PTC 2020-004 Snow Removal Services to the two lowest qualified bidders Greenwood's Architectural Hardware and Chris Tranberg & Son Ltd for a total cost of \$205,581.66. The contract award will be divided into two contracts between Block 1 Properties and Block 2 Properties.

BACKGROUND INFORMATION

PTC 2020-004 was issued September 1, 2020 to renew the five-year rotational contract for Snow Removal Services. The SSMHC Operations and Infrastructure and Asset Managers, reviewed the three (3) submissions. The contract was originally awarded in 2015 to Chris Tranberg & Son Ltd for the lump sum price of \$101,214.00.

SUMMARY/OVERVIEW

The following tenders were received and opened in a public forum as per the SSMHC purchasing policy:

| Summary Cost Breakdown | | | |
|--|-----------------|-----------------|-------------------|
| | Trimount | Tranberg | Greenwoods |
| TOTAL PER BLOCK 1 Boston Avenue, 53, 55, 101, 39 90 Chapple Apartments Chapple/Albion, Shannon Capp 159 Gibbs 123 & 131 Willoughby | \$122,535.00 | \$ 95,586.00 | \$104,380.00 |
| TOTAL PER BLOCK 2 588 Albert, 615 Bay, 540 Albert, Brien Poplar McNabb, 345 St. Georges, SLW Townhouses, SLW Apartments, Steelton Centre, 137 East | \$145,090.00 | \$128,448.50 | \$106,440.00 |
| SUM Block 1 & Block 2 excluding HST | \$267,625.00 | \$224,034.50 | \$210,820.00 |

| | | | |
|--|---------------------|---------------------|---------------------|
| Total Contract Price 22% of PST | \$272,335.20 | \$227,977.51 | \$214,530.43 |
|--|---------------------|---------------------|---------------------|

| Summary Cost Breakdown – Split Contract | | |
|--|---------------------|----------------------|
| TOTAL PER BLOCK 1 | Tranberg | |
| Boston Avenue, 53, 55, 101, 39 90 Chapple Apartments Chapple/Albion, Shannon Capp 159 Gibbs 123 & 131 Willoughby | \$ 95,586.00 | |
| TOTAL PER BLOCK 2 | | Greenwoods |
| 588 Albert, 615 Bay, 540 Albert, Brien Poplar McNabb, 345 St. Georges, SLW Townhouses, SLW Apartments, Steelton Centre, 137 East | | \$ 106,440.00 |
| Total Contract Price Pre Tax | | \$ 202,026.00 |
| Total Contract Price 22% PST | | \$ 205,581.66 |

The increase in pricing from 2015 can be attributed to the increase in SSMHC properties, which includes 540 Albert St. E. which adds three (3) large parking lots to the tender that were cleared in the past by the City of Sault Ste. Marie PWT. The cost of fuel and equipment leasing has also increased over the past five (5) years to attribute to the price increase. The number of properties and parking lots in the tender from 2015 to 2020 has increased from twelve (12) to eighteen (18).

Note: All the figures are shown with the non-recoverable 22% of PST

STRATEGIC PLAN IMPACT

The project impacts the strategic plan in the area of Service Delivery.

FINANCIAL IMPLICATIONS

The project will be funded under SSMHC Operations Budget and the additional properties income cover their snow removal costs.

CONCLUSION

The Infrastructure and Asset Managers have reviewed the scope work to ensure all the requirements are being met. There are no outstanding issues preventing awarding the contract to Greenwoods Architectural Hardware and Chris Tranberg & Son Ltd.

Respectfully submitted,

Approved by:



Jeff Barban
Director Housing Services



Mike Nadeau
Chief Executive Officer



SAULT STE. MARIE HOUSING CORPORATION
BOARD REPORT



AUTHOR: Jeff Barban

DATE: October 15, 2020

RE: PTC 2020-02: Fire Alarm System and Misc. Upgrades

RECOMMENDATION

In accordance to the Sault Ste. Marie Housing Corporation (SSMHC) purchasing policy, the tender award committee is recommending to award PTC 2020-02 Fire Alarm System and Misc. Upgrades to the lowest qualified bidder, **Jobst Brothers Construction** for the partial award of the contract for a total lump sum price **\$147,918.48**.

BACKGROUND INFORMATION

PTC 2020-02: Fire Alarm Systems & Misc. Upgrades was budgeted as part of the capital program for replacement of mandatory life and fire safety equipment. These replacements have been scheduled for 53, 55 and 101 Chapple Ave. The upgrades include corridor lighting to energy efficient LED fixtures and fire alarm panel upgrades.

The existing fire alarm panels were installed in 2002 and the corridor lighting at the 101 Chapple Ave. building has reached end of life. Replacement of the existing panels requires full system upgrades in order to comply with 2020 fire and building codes and accessibility regulations. The contract was issued requiring a breakdown of the overall contract per each building.

SUMMARY/OVERVIEW

The following tenders were received and opened in a public forum as per the SSMHC purchasing policy:

| Bidder | Bid Total |
|---|---------------------|
| 1. 985958 Ontario Ltd/ Park Construction | \$304,107.72 |
| 2. Phase IV Electrical Contractors LTD | \$298,614.72 |
| 3. Jobst Brothers Construction | \$252,121.08 |
| 4. S. & T. Electrical Contractors Ltd | \$453,152.54 |
| Note: All the figures are shown with the non-recoverable 22% of PST | |

The scope of the work consists of:

Fire Alarm System Upgrades – 53, 55, 101 Chapple Avenue

Replacement of existing conventional fire alarm systems with new addressable fire alarm panels and related components including new combination audible horn, visual strobes, integrated heat sensors and updated in-suite fire detection systems.

Corridor Lighting Upgrades – 101 Chapple Avenue

The existing lighting ballasts at this building have reached end of life. The Property Manager has issued a request for the upgrades to the corridor lighting system as electrical contractors have indicated that the ballasts are no longer repairable. The existing corridor lighting system will be replaced energy efficient lighting fixtures and qualifies for the Save-On-Energy Lighting Retrofit Rebate Program.

The 2020 allotted funds for this capital project was \$147,918.48. This initial budget did not include the upgrades to the in-suite fire detection equipment. The in-suite equipment was assessed during the initial site investigation with Nor Mech Engineering. The existing in-suite fire detection system only includes smoke detectors. The upgrades to this equipment was therefore amended to the scope of work in order to upgrade the entire fire safety system to 2020 code and accessibility requirements.

To meet budget requirements, the contractor has agreed to accept the award of a partial contract for the 101 and 53 Chapple properties in 2020 with a scheduled completion of the work in January 2021. The contractor has further agreed to hold the price for 55 Chapple Avenue into the 2021 fiscal year.

The award of the remainder of the contract of \$104,202.60 for 55 Chapple will be recommended to the board at the first scheduled board meeting in 2021 upon approval of the 2021 SSMHC Capital budget.

STRATEGIC PLAN IMPACT

The Fire Alarm Panel & Misc. Upgrades impacts the strategic plan in the area of Service Delivery.

FINANCIAL IMPLICATIONS

The funds to complete the necessary Capital work are accounted for in the 2020 capital budget and will not require additional funds to be allocated.

CONCLUSION

The Infrastructure and Asset Manager and the consultant, Nor Mech Engineering Inc. have reviewed the scope work to ensure all the requirements are being met. There are no outstanding issues preventing awarding the contract to Jobst Brothers Construction

Respectfully submitted,

Approved by:



Jeff Barban
Director Housing Services

Mike Nadeau
Chief Executive Officer