

Request for Proposals

Clearview Lodge Expansion & Modernization – Construction Management Services (CCDC 5B)

Issue date: March 13, 2026

Closing Time: 2:00 PM Mountain Time (MT) on: March 30, 2026

OWNER CONTACT PERSON: All enquiries related to this Request for Proposals (RFP), including any requests for information and clarification, are to be directed, via email, to the following person who will respond if time permits: Tim Janzen, Chief Administrative Officer 5318 48 Ave Taber, Alberta, T1G 1S2 Phone: 403-223-2767 Ext 7, Email: timj@taberhsg.ca	
DELIVERY OF PROPOSALS: One complete PDF file not exceeding 10 MB is to be submitted via e-mail as follows: Tim Janzen, Chief Administrative Officer 5318 48 Ave Taber, Alberta, T1G 1S2 Phone: 403-223-2767 Ext 7, Email: timj@taberhsg.ca The email's subject title should be clearly marked "Request for Proposals for Clearview Lodge Expansion & Modernization".	
PROPOSERS' MEETING: Optional proponent meeting: March 19, 2026 at 2pm, at 5318 48 Ave Taber, AB T1G 1S2	
MANDATORY CRITERIA: • Proposal emails with complete Proposal Responses attached in PDF format not exceeding 10 MB must be received in the above noted email inbox prior to the closing date and time. • Proposal must be in English and not sent by mail or facsimile. • A person authorized to sign on behalf of the Proponent must complete and sign the Proponent Section, leaving the rest of this page otherwise unaltered and include this page as the first page of their proposal. Proponent Section: The enclosed proposal is submitted in response to the above-referenced Request for Proposals. The proponent is deemed to have read and taken into account all addenda issued by the Owner prior to the deadline. The proponent is requested to confirm that it has received all addenda by listing the addenda numbers, or if no addenda were issued by writing the word "None", on the following line: <u>TWO</u> . If this section is not completed, the proponent will be deemed to have received all posted addenda. Addenda and all subsequent information will be posted on both the Lethbridge Construction Association (LCA) website (www.buildworkscanada.com) and the Alberta Purchasing Connection (APC) website (www.purchasing.alberta.ca). Through submission of this proposal we agree to all of the terms and conditions of the Request for Proposals and agree that any inconsistent provisions in our proposal will be as if not written and do not exist. We have carefully read and examined the Request for Proposals, including the Administrative Section, and have conducted such other investigations as were prudent and reasonable in preparing the proposal.	
Signature of Authorized Representative: 	Legal Name of Proponent: Silver Ridge Construction (1999) Ltd.
Printed Name of Authorized Representative: Chad Billyard	Address of Proponent: 575 WT Hill Blvd S, Lethridge Alberta, T1J 1Y6
Title: Director of Business Development	Email: Chadb@srcltd.ca
Phone: 403.381.4947	



Taber & District Housing Foundation
Request for Proposals for Clearview Lodge Expansion &
Modernization

March 30th 2026

Submission From: Jordan Shimoda
Silver Ridge Construction | 575 WT Hill Blvd S, Lethbridge | T. 403.381.4947 | jordans@srcltd.ca

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Taber & Housing District Foundation
5318 48 Ave
Taber, Alberta, T1G 1S2

March 30th, 2026

Attn: Tim Janzen, Chief Administrative Officer

RE: Clearview Lodge Expansion & Modernization – Construction Management Services (CCDC 5B)

Silver Ridge Construction is pleased to submit our proposal on the Clearview Lodge project for the Taber & District Housing Foundation. This project involves the phased expansion and modernization of an existing seniors housing facility, including integration of new construction with the existing building. Successful delivery will depend on clear communication, well-defined sequencing, and consistent coordination between construction activities and ongoing facility operations. Silver Ridge's approach is structured to support these requirements from pre-construction through to completion, ensuring that work progresses in a controlled and predictable manner.

Silver Ridge has delivered multiple seniors housing and multi-unit residential projects across Southern Alberta under similar construction management delivery models. These projects align closely with the scope and complexity of Clearview Lodge and have required strategic sequencing, integration with existing structures, and disciplined management of schedule and budget. The same project team proposed for this project has delivered comparable work and brings a practical, organized approach to both planning and execution.

Our proposal outlines Silver Ridge's full construction management approach from pre-construction through to closeout, including planning, cost control, procurement, site execution, and post-construction coordination. It is supported by relevant seniors housing and occupied facility experience, a defined project team, and a clear organizational structure. The submission also includes representative project examples, a complete list of recent construction management work, and reference contacts for comparable projects. To demonstrate how our process is applied in practice, we have provided sample reporting, scheduling, estimating, and deficiency documentation from a recent project, reflecting the level of detail, coordination, and transparency maintained throughout the project lifecycle.

As a Lethbridge-based contractor, Silver Ridge maintains established relationships within the local construction community, including trade partners, suppliers, and consultants. This local presence supports reliable tender coverage, competitive pricing, and consistent site performance.

We appreciate the opportunity to submit this proposal and look forward to working with the Taber & District Housing Foundation and the project team to successfully deliver Clearview Lodge.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Chad Billyard', with a stylized flourish at the end.

Chad Billyard, Vice President, Strategy and Business Development
Silver Ridge Construction

575 WT Hill Blvd S, Lethbridge
T. 403.381.4947 | chadb@src ltd.ca

4.1 Approach

4.1.1 Pre-Construction / During Construction

Approach to the Project

Silver Ridge's approach to Clearview Lodge is to use pre-construction to establish a clear and practical plan for phased delivery within an occupied seniors housing environment. This includes early review of the issued drawings, existing conditions, relocation requirements for the 100 Wing, phasing of the expansion and renovation work, and coordination of resident protection measures, temporary access, signage, and communication pathways with facility staff and project stakeholders. Because this project combines a new three-storey plus basement addition with renovation of the existing lodge, our focus in pre-construction is to identify constraints early, confirm the sequence of work, and ensure that construction can proceed in a controlled manner without unnecessary disruption to residents, staff, or operations.

The project will be led through pre-construction by the Pre-Construction Delivery Manager, supported by the Senior Estimator, who will be responsible for constructability review, budget development, procurement planning, and coordination of project requirements prior to construction.

Upon transition to construction, the Project Manager will assume overall responsibility as the primary point of contact for the Owner and Consultant team, supported by the Site Superintendent and project team. This structure ensures continuity from early planning through execution, with clearly defined leadership at each stage of the project.



Processes Used to Keep Costs Down During Construction

Silver Ridge controls costs by addressing them early in pre-construction as much as possible, rather than waiting for problems to surface in the field. We review the drawings, specifications, phasing requirements, and existing conditions in detail, identify scope gaps and coordination issues, and prepare estimate updates with clear assumptions, exclusions, and risk commentary. This allows the Owner and consultant team to make informed decisions before tender and before work is locked into a more expensive path.

Our cost-control process includes:

- Progressive estimate review as design and phasing are confirmed
- Early identification of long-lead items that may affect schedule or pricing
- Trade and supplier input to confirm market availability, constructability, and current pricing
- Review of practical alternatives where materials, assemblies, or sequencing can improve efficiency without compromising quality
- Clear tracking of scope, assumptions, and cost impacts so changes are understood before they become field issues
- Locking in pricing with suppliers and trades
- Having a process in place for unknown conditions and a team to rely on for strategic and cost effective solutions when needed

This project's phased nature and occupied setting make early cost control especially important. Decisions related to temporary works, access, shutdowns, resident protection, and sequencing can all affect budget if they are not defined early and coordinated properly.

4.1 Approach

4.1.1 Pre-Construction / During Construction

Tendering and Contracting Approach

Silver Ridge will have minimal self-perform project work on Clearview Lodge. Our role will be to manage the project through tendering, procurement, coordination, and construction management. All major scopes will be competitively tendered to qualified subcontractors and suppliers selected on the basis of experience, scope coverage, capacity, and suitability for a phased project.

Where possible, Silver Ridge will prioritize qualified local and regional trade partners from Lethbridge and the surrounding area who have demonstrated experience on similar projects and can provide reliable manpower, competitive pricing, and familiarity with local conditions and approvals. Our long-standing relationships with these trades support strong tender coverage, realistic pricing, and consistent performance throughout construction. The CCDC 5B also allows the owner to adjust sub-trade selections if needed.

This approach supports transparent procurement while ensuring that the project is staffed with trades who understand the expectations of working in an occupied facility, including coordination with operations, respect for residents, and the ability to adapt to phased work conditions. It also allows Silver Ridge to remain fully focused on management responsibilities, including scheduling, coordination, site leadership, budget control, documentation, and communication with the Owner and consultant team.



Reporting to the Owner

Silver Ridge provides clear, consistent reporting throughout pre-construction and construction so the Owner has full visibility into project status, budget, schedule, and upcoming decisions. The Project Manager will act as the primary point of contact and will provide regular written updates supported by input from the pre-construction team, estimator, Site Superintendent, and safety personnel as required.

Reporting will include:

- Monthly project reports (example included with this submission)
- Budget status and estimate updates, including tracking of assumptions and changes
- Procurement status and long-lead item tracking (See example Gantt Chart)
- Schedule updates with key milestones and critical activities (See example Gantt Chart)
- Identification of risks, coordination items, and decisions required from the Owner
- Tracking of RFIs, submittals, and outstanding information

For Clearview Lodge, reporting will include advance identification of work that may impact residents or operations, such as planned shutdowns, access changes, or disruptive activities, so that the Owner and facility staff can coordinate accordingly. Likewise, the ability to communicate to residents through their main staff, ensuring that residents understand the importance of our controlled zones and follow signage. The intent is to provide straightforward, current information that supports timely decision-making and avoids surprises throughout the project.

4.1 Approach

4.1.2 Post-Construction

Deficiency Identification, Documentation & Resolution

At substantial performance and through closeout, Silver Ridge will manage deficiencies through a structured review and resolution process so the Owner has clear visibility into what the issue is, who is responsible, and what is required to correct it. Deficiencies may be identified through consultant inspections, Owner reviews, site team observations, testing and commissioning activities, or final walkthroughs. All identified items will be documented clearly and issued to the appropriate party for action, with tracking maintained until completion.

Once a deficiency is identified, Silver Ridge will review the issue and determine its source so that corrective action is assigned appropriately. This ensures that responsibility is clearly understood before any work proceeds. Our process includes:

- Identifying the nature and source of the deficiency
- Confirming whether it is related to:
 - Trade workmanship or installation
 - Product or material performance
 - Coordination or design intent
 - Incomplete or missing scope
- Assigning responsibility to the appropriate party
- Establishing a required timeline for correction based on project impact

Where the issue is the result of trade workmanship, installation error, incomplete work, or non-conformance with the contract documents, the responsible trade will be directed to complete the required corrective work within an identified timeframe. Where the issue relates to coordination, design intent, incomplete information, or a condition not attributable to trade performance, Silver Ridge will review the matter with the consultant and Owner, identify available solutions, and present any schedule or cost implications before work proceeds.

Our role is to ensure the issue is not only identified, but properly understood. Where more than one solution is available, we will bring forward practical and cost-conscious options and provide the Owner with all relevant information to support an informed decision. This includes the nature of the issue, proposed corrective action, responsibility for the work, and any impact to schedule or other trades.

Where a deficiency affects sequencing, occupancy, or follow-on trades, Silver Ridge will establish a defined response timeline and coordinate the resolution accordingly. This is particularly important on phased projects, where unresolved items can delay subsequent work areas. Deficiencies will be tracked through to completion and closed only once corrective work has been reviewed and accepted.

As-built drawings and closeout documentation will be managed as part of this same process. Throughout construction, Silver Ridge will maintain current site records, marked-up drawings, and supporting documentation so that record information can be compiled efficiently at the end of the project. Closeout deliverables will include:

- As-built drawings reflecting actual constructed conditions
- Warranties and product documentation
- Operation and maintenance manuals
- Testing and commissioning records
- Attic stock and turnover materials, where applicable

Our objective is to provide a complete and organized closeout package that supports ongoing operation of the facility and reflects the work as constructed. An example of a deficiency list has been included in this submission.

4.1 Approach

4.1.2 Post-Construction

Warranty Issue Management

Silver Ridge approaches warranty issues in a structured and coordinated manner, ensuring that problems are clearly identified, responsibility is confirmed, and resolution is managed efficiently.

When a warranty issue is reported, we will first review the condition with the Owner and, where required, attend site to confirm the issue and gather the information needed to determine its cause. This includes assessing whether the issue is related to product failure, installation deficiency, system performance, or other contributing factors.

The resolution process includes:

- Confirming the source of the issue
- Coordinating with the appropriate party:
 - Trade contractor
 - Supplier or manufacturer
 - Consultant, where required
- Reviewing available corrective options with responsible parties
- Presenting a clear recommended solution to the Owner, including:
 - Scope of work
 - Timeline for resolution
 - Operational impact, if any

If the issue is caused by defective installation, the responsible trade will be directed to complete the repair under its warranty obligations. If the issue is product-related, Silver Ridge will coordinate directly with the supplier or manufacturer to confirm warranty coverage, replacement options, and lead times.

Throughout this process, Silver Ridge remains the single point of coordination so the Owner does not need to manage multiple parties. We track the issue, confirm next steps, communicate timelines, and follow the matter through to completion.

The goal is to resolve warranty items efficiently, with minimal disruption to the facility and without leaving responsibility unclear.

Approach

Example Project

Silver Ridge Construction's approach to construction management is demonstrated through Green Acres Foundation's Garden View Lodge project, a phased renovation and addition within an occupied seniors housing facility in Lethbridge, Alberta. This project reflects a similar project type, and operational constraints as the Clearview Lodge project.

The project was delivered under a CCDC 5B Construction Management contract, with Silver Ridge engaged early to support design review, budgeting, and project planning prior to tender. The work included renovation of an existing occupied wing, integration of new construction, and coordination of building systems upgrades, all while maintaining ongoing operations. The project was completed on schedule and under budget.

Project Staffing & Responsibilities

The project was managed by the same core team proposed for Clearview Lodge, providing continuity in approach, communication, and execution.

- Project Manager – Bruce Maldaner: Primary point of contact for the Owner and consultant team, responsible for budget control, reporting, procurement coordination, and overall project delivery
- Site Superintendent – Chad Thiessen: Full-time on-site management of trades, sequencing, safety, quality control, and daily coordination
- Pre-Construction / Estimating Support: Budget development, cost tracking, and procurement planning
- Health & Safety Support: Development and monitoring of site-specific safety requirements

Silver Ridge managed all aspects of project coordination, cost control, scheduling, and communication, while construction scopes were competitively tendered to qualified trade contractors and suppliers. This approach ensured full scope coverage, competitive pricing, and access to specialized trade expertise.

Project Controls & Deliverables

The following documents from the Garden View Lodge project have been included with this submission as representative examples of Silver Ridge's construction management processes:

- Example Monthly Report
- Project Schedule
- Detailed Pre-Construction Estimate
- Deficiency List

These documents reflect the level of detail and transparency provided to the Owner throughout the project lifecycle and are consistent with Silver Ridge's standard construction management practices.

The full Garden View Lodge Project Profile is included on Page 24 of this submission, along with reference contact information.

JOB# 2500					
30-Aug-25	BUDGET	PER CENT COMPLETE	CURRENT CLAIM	PREVIOUS CLAIM	BALANCE
Division 1 - General Requirements	330,931.30	51%	20,311.16	148,928.78	161,691.36
Division 2 - Existing Conditions	70,763.80	92%	182.24	65,005.49	5,576.07
Division 3 - Concrete	48,383.43	104%	-	50,182.76	(1,799.33)
Division 4 - Masonry	8,650.00	0%	-	-	8,650.00
Division 5 - Metals	3,500.00	0%	-	-	3,500.00
Division 6 - Wood & Plastics	352,043.73	35%	3,520.84	119,911.05	228,611.84
Division 7 - Thermal & Moisture	83,562.86	94%	41,196.72	37,671.06	4,695.08
Division 8 - Doors & Windows	154,810.00	54%	15,193.18	69,133.16	70,483.66
Division 9 - Finishes	354,301.00	47%	98,500.00	69,300.00	186,501.00
Division 10 - Specialties	21,966.00	13%	-	2,932.81	19,033.19
Division 22 - Plumbing	539,995.00	64%	40,600.00	306,509.69	192,885.31
Division 23 - HVAC	168,000.00	64%	19,230.00	87,849.00	60,921.00
Division 31 - Earthwork	16,640.00	100%	-	16,640.00	-
Division 32 - Ext Improvements	7,000.00	12%	-	850.00	6,150.00
Division 33 - Utilities	4,875.00	47%	2,277.00	-	2,598.00
Sub Total Base Contract	\$ 2,165,422.12	56%	\$ 241,011.14	\$ 974,913.80	\$ 949,497.18
Total Change Orders (see below)	\$ 84,945.51	77%	\$ 11,530.00	\$ 53,582.41	19,833.10
Project Management	\$ 140,000.00	56%	\$ 15,400.00	\$ 63,000.00	61,600.00
Service Fee	\$ 10,000.00	100%	\$ -	\$ 10,000.00	-
TOTAL OF CONTRACT & CHANGE ORDERS	\$ 2,400,367.63	57%	\$ 267,941.14	\$ 1,101,496.21	\$ 1,030,930.28
10% HOLDBACK			\$ 26,794.11	\$ 109,149.62	
TOTAL BILLED			\$ 241,147.03	\$ 992,346.59	

Change Orders

CHANGE ORDER NUMBER AND EXPLANATION	CHANGE ORDER AMOUNT	PER CENT COMPLETE	CURRENT CLAIM	PREVIOUS CLAIM	BALANCE
PCCO1 - Wrap Up Insurance	7,597.00	100%		7,597.00	-
PCCO2 - Below Grade Sanitary	2,125.00	100%		2,125.00	-
PCCO3 - Samsung Heat Pumps / Ductless Splits	(4,849.18)	165%		(8,000.00)	3,150.82
PCCO4 - #RFI-10: Gypcrete	41,076.10	100%		41,076.10	-
PCCO5 - CCO 03 Existing Piping	2,590.00	100%		2,590.00	-
PCCO6 - Shower Grab Bars	2,460.00	0%			2,460.00
PCCO7 - In Suite Hot Plate		#DIV/0!			-
PCCO8 - Pipe Insulation	5,830.00	100%	5,830.00		-
PCCO9 - Light Layout in Suite Dining Area	2,452.20	0%			2,452.20
PCCO10 - Hand Held Shower Grab Bar	1,920.00	0%			1,920.00
PCCO11 - Roof Chimney and Turret Demo	6,802.71	100%		6,802.71	-
PCCO12 - Fire Alarm Zone	5,623.47	0%			5,623.47
PCCO13 - Heat Lamp Removal	(354.00)	0%			(354.00)
PCCO14 - IT Rough-In Walkthrough	599.43	0%			599.43
PCCO16 - Rotten Sheathing on North Face	7,091.60	100%	5,700.00	1,391.60	0.00
PCCO17 - Additional Suite Receptacles	2,158.49	0%			2,158.49
PCCO18 - Hot Plate Breaker Revision	1,822.69	0%			1,822.69
		#DIV/0!			-
		#DIV/0!			-
		#DIV/0!			-
		#DIV/0!			-
		#DIV/0!			-
		#DIV/0!			-
Total of Change Orders	84,945.51	77%	11,530.00	53,582.41	19,833.10

AMOUNTS DO NOT INCLUDE GST

Silver Ridge Construction (1999) Ltd.
575 WT Hill Blvd South
Lethbridge, Alberta T1J 1Y6
Phone: (403) 381-4947
Fax: (403) 381-4937

Project: [REDACTED]

Prime Contract Change Order #016: CE #025 - Rotten Sheathing on North Face

TO:	[REDACTED]	FROM:	Silver Ridge Construction 575 WT Hill Blvd S Lethbridge, Alberta T1J 1Y6
DATE CREATED:	7/14/2025	CREATED BY:	Chad Thiessen (Silver Ridge Construction)
CONTRACT STATUS:	Approved	REVISION:	0
REQUEST RECEIVED FROM:		LOCATION:	
INVOICED DATE:		PAID DATE:	
REFERENCE:		CHANGE REASON:	Existing condition
PAID IN FULL:	No	EXECUTED:	No
ACCOUNTING METHOD:	Amount based	SCHEDULE IMPACT:	
SIGNED CHANGE ORDER RECEIVED DATE:			
FIELD CHANGE:	No	CONTRACT FOR:	[REDACTED]
		TOTAL:	\$7,091.60

DESCRIPTION:

CE #025 - Rotten Sheathing on North Face

Upon removal of buildouts on North Face of building it was evident that water infiltration caused rot on the sheathing. Pricing to be provided for:

- removal and replacing Stucco
- Removal and replacing of damaged sheathing

ATTACHMENTS:

[MR Stucco North Wall.pdf](#)

CHANGE ORDER LINE ITEMS:

#	Budget Code	Description	Amount
1	506-1000.S Rough Carpentry - Out Source.Commitment	Remove and replace sheathing	\$800.00
2	507-2400.S Exterior Insulation and Finish Systems.Commitment	Remove and replace stucco on north face	\$5,700.00
3	506-1600.M Sheathing.Materials		\$180.00
4	450-1000.O Profit & Overhead.Other	6% profit for new additional scope of work	\$411.60
Grand Total:			\$7,091.60

The original (Contract Balance)	\$2,315,422.12
Net change by previously authorized Change Orders	\$71,353.30
The balance prior to this Change Order was	\$2,386,775.42
The balance will be increased by this Change Order in the amount of	\$7,091.60
The new balance including this Change Order will be	\$2,393,867.02
The contract schedule will not be changed by this Change Order.	

Silver Ridge Construction (1999) Ltd.
575 WT Hill Blvd South
Lethbridge, Alberta T1J 1Y6
Phone: (403) 381-4947
Fax: (403) 381-4937

Project: [REDACTED]

Prime Contract Change Order #008: CE #015 - Pipe Insulation

TO: [REDACTED]		FROM: Silver Ridge Construction 575 WT Hill Blvd S Lethbridge, Alberta T1J 1Y6	
DATE CREATED:	6/25/2025	CREATED BY:	Chad Thiessen (Silver Ridge Construction)
CONTRACT STATUS:	Approved	REVISION:	0
REQUEST RECEIVED FROM:		LOCATION:	
INVOICED DATE:		PAID DATE:	
REFERENCE:		CHANGE REASON:	Client request
PAID IN FULL:	No	EXECUTED:	No
ACCOUNTING METHOD:	Amount based	SCHEDULE IMPACT:	
SIGNED CHANGE ORDER RECEIVED DATE:			
FIELD CHANGE:	No	CONTRACT FOR:	[REDACTED]
		TOTAL:	\$5,830.00

DESCRIPTION:

CE #015 - Pipe Insulation

Pipe Insulation requested in bathroom clusters above main floor and plumbing stack in wall. Intent is to mitigate sound transfer.

ATTACHMENTS:

CHANGE ORDER LINE ITEMS:

#	Budget Code	Description	Amount
1	522-0010.S Plumbing & Mechanical - Outsource.Commitment	pipe insulation in bathroom clusters in above main floor	\$5,500.00
2	450-1000.O Profit & Overhead.Other	6% profit added to work outside of original scope	\$330.00
Grand Total:			\$5,830.00

The original (Contract Balance)	\$2,315,422.12
Net change by previously authorized Change Orders	\$50,998.92
The balance prior to this Change Order was	\$2,366,421.04
The balance will be increased by this Change Order in the amount of	\$5,830.00
The new balance including this Change Order will be	\$2,372,251.04
The contract schedule will not be changed by this Change Order.	

Ian Moxon (Ian Moxon Architect Inc.)
300 - 410 Stafford Drive S
Lethbridge, Alberta T1J 2L2



Silver Ridge Construction
575 WT Hill Blvd S
Lethbridge, Alberta T1J 1Y6

SIGNATURE

DATE

SIGNATURE

DATE

SIGNATURE

DATE

Statutory Declaration of Progress Payment Distribution by Contractor

Standard Construction Document

CCDC 9A – 2018

To be made by the Contractor as a condition for either

- ☒ second and subsequent progress payments; or
☐ release of holdback.

Information Appearing in the Contract Documents

Name of Project

[REDACTED]

Date of Contract: December 23, 2024

Name of Owner

[REDACTED]

Name of Contractor

Silver Ridge Construction (1999) Ltd.

Application for payment number 7
dated July 30, 2025 is the last
application for payment for which the Contractor has
received payment.

Declaration

I solemnly declare that, as of the date of this declaration, I am an authorized signing officer, partner or sole proprietor of the Contractor, and as such have authority to bind the Contractor, and have personal knowledge of the fact that all accounts for labour, subcontracts, products, services, and construction machinery and equipment which have been incurred directly by the Contractor in the performance of the work as required by the Contract, and for which the Owner might in any way be held responsible, have been paid in full as required by the Contract up to and including the latest progress payment received, as identified above, except for:

- 1) holdback monies properly retained,
- 2) payments deferred by agreement, or
- 3) payment withheld by reason of legitimate dispute which has been identified to the party or parties from whom payment has been withheld.

I make this solemn declaration conscientiously believing it to be true, and knowing that it is of the same force and effect as if made under oath.

Declared before me in Lethbridge, AB this 2nd day of September in the year 2025
City/Town and Province

Richard Thiessen

Name

General Manager

Title

Signature

Commissioners of Oaths

In and for the Province of Alberta

MIRANDA WEISS

Expires January 22, 2027

Miranda Weiss

(A Commissioner for Oaths, Notary Public, Justice of the Peace, etc.)

The making of a false or fraudulent declaration is a contravention of the Criminal Code of Canada, and could carry, upon conviction, penalties including fines or imprisonment.

This agreement is protected by copyright and is intended by the parties to be an unaltered version of CCDC 9 – 2018 except to the extent that any alterations, additions or modifications are set forth in supplementary conditions.

CCDC

9

2018

Use of this form without a CCDC 9 copyright seal constitutes an infringement of copyright. Use of this form with a CCDC 9 copyright seal demonstrates that it is intended by the parties to be an accurate and unamended version of CCDC 9A – 2018.

CCDC

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Canadian Construction Documents Committee

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Email: ebusiness.support@wcb.ab.ca
Tel: (780) 498-3999 (1-866-922-9221)
Fax: (780) 498-7999
WCB website: www.wcb.ab.ca

August 27, 2025

Reference Number: 782013



Dear Sir or Madam:

Re: SILVER RIDGE CONSTRUCTION (1999) LTD.
575 WT HILL BLVD S
LETHBRIDGE AB T1J 1Y6



The above named subcontractor has an account with WCB-Alberta in the following industry(ies):

account	trade names(s)/industry	effective date	coverage
4900307	AGRICULTURAL/INDUSTRIAL CONST	Jan 01, 2003	worker coverage personal coverage for: RICHARD K THIESSEN CHAD BILLYARD DALE G MALDANER BRUCE K MALDANER CLARK E MALDANER

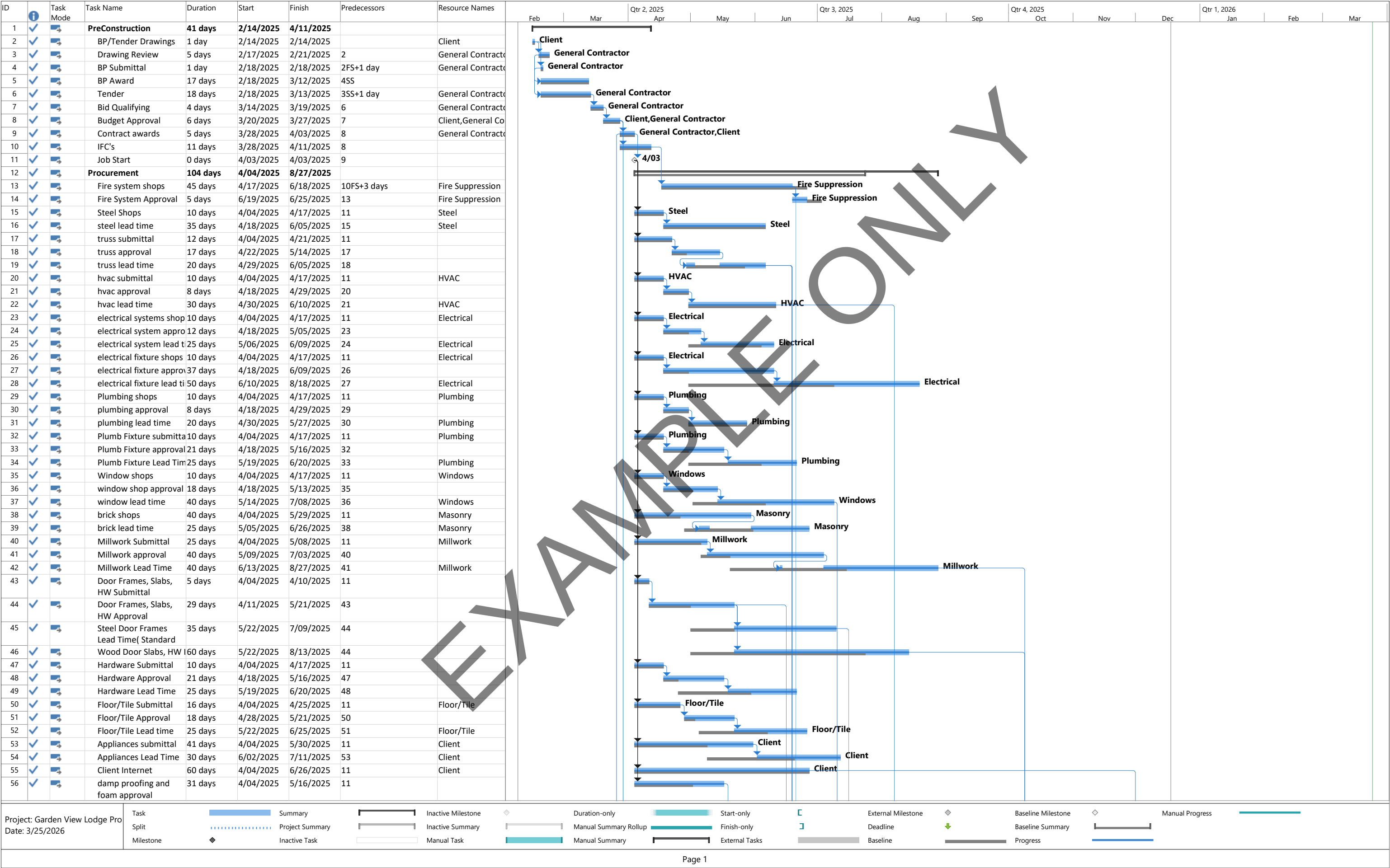
Thank you for checking into the status of this contractor or subcontractor. Under Section 126 of the Workers' Compensation Act, you are responsible for obtaining a clearance on your contractor or subcontractor, in order to release you from any liability for unpaid WCB premiums owed by them. Please ensure clearance has been issued in the correct name and that there is coverage in the industry(ies) for which work was performed.

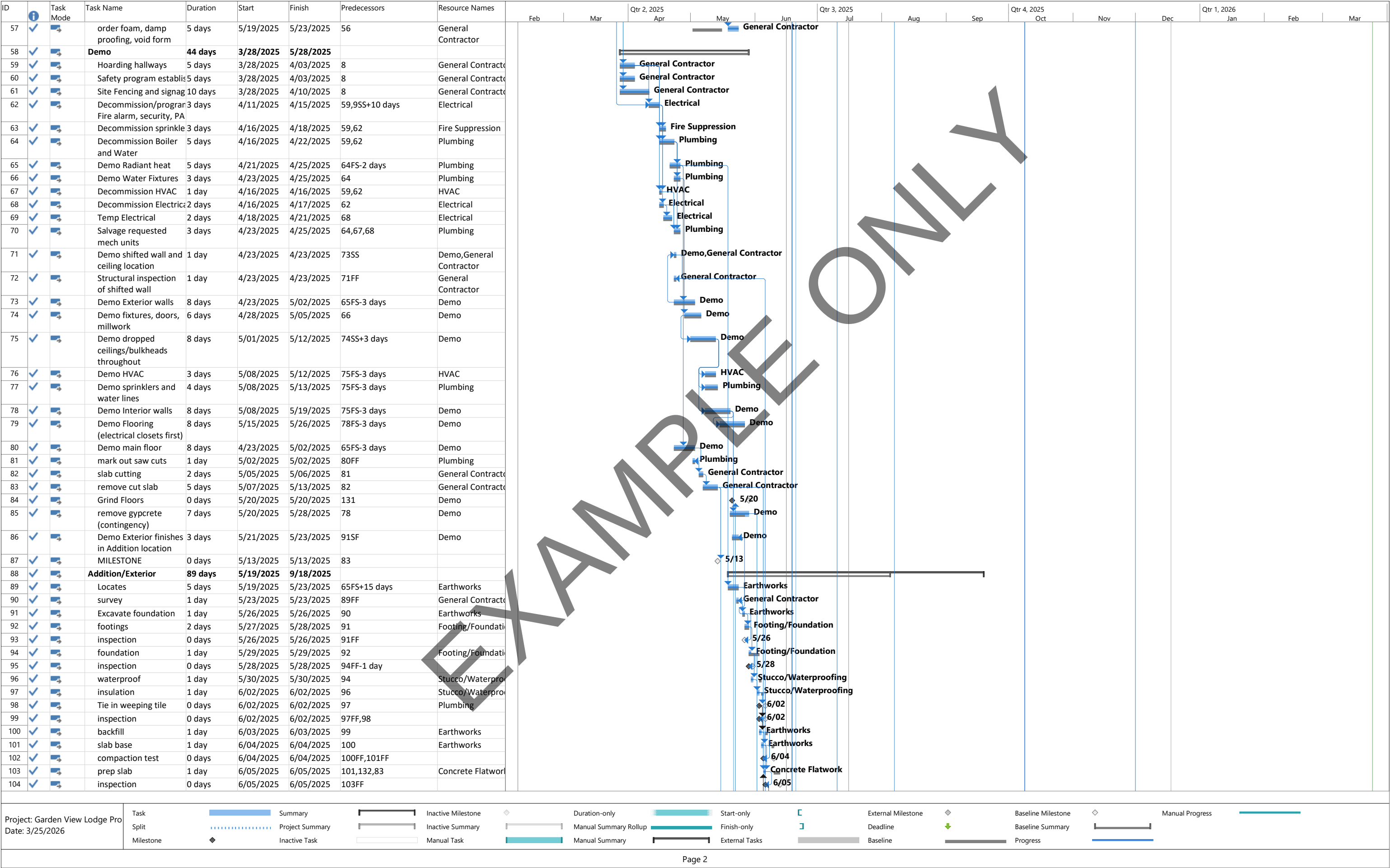
Please accept this letter as a clearance for work completed between the effective date of the account and the date of this letter. For this account, you are cleared of any liability under Section 126 of the Workers' Compensation Act up to the date of this letter. Any holdback may be released for contracts completed, and/or for work completed to the date of this letter. For an account that shows closed under the effective date, the clearance is only valid for work completed up to the close date. If work has not started, obtain a clearance prior to releasing final payment.

Please note, if any directors of the corporation are injured at work, you are protected from lawsuit if they have personal coverage. If they do not have personal coverage, you may not be protected in the case of a workplace injury.

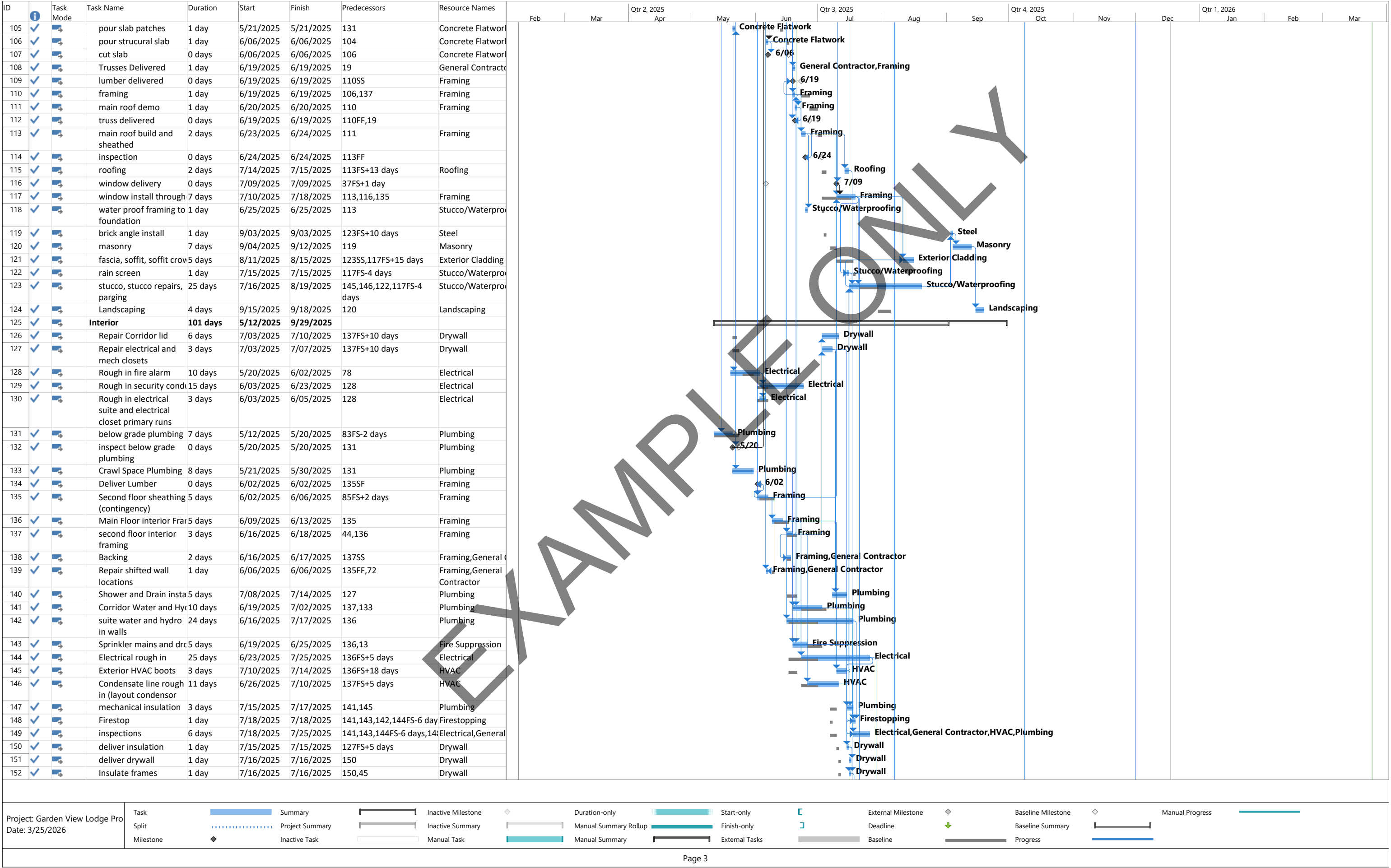
If your contractor or subcontractor is performing work outside Alberta, contact the WCB in that jurisdiction to determine your clearance and any other WCB requirements.

Any alteration of this document is strictly prohibited.

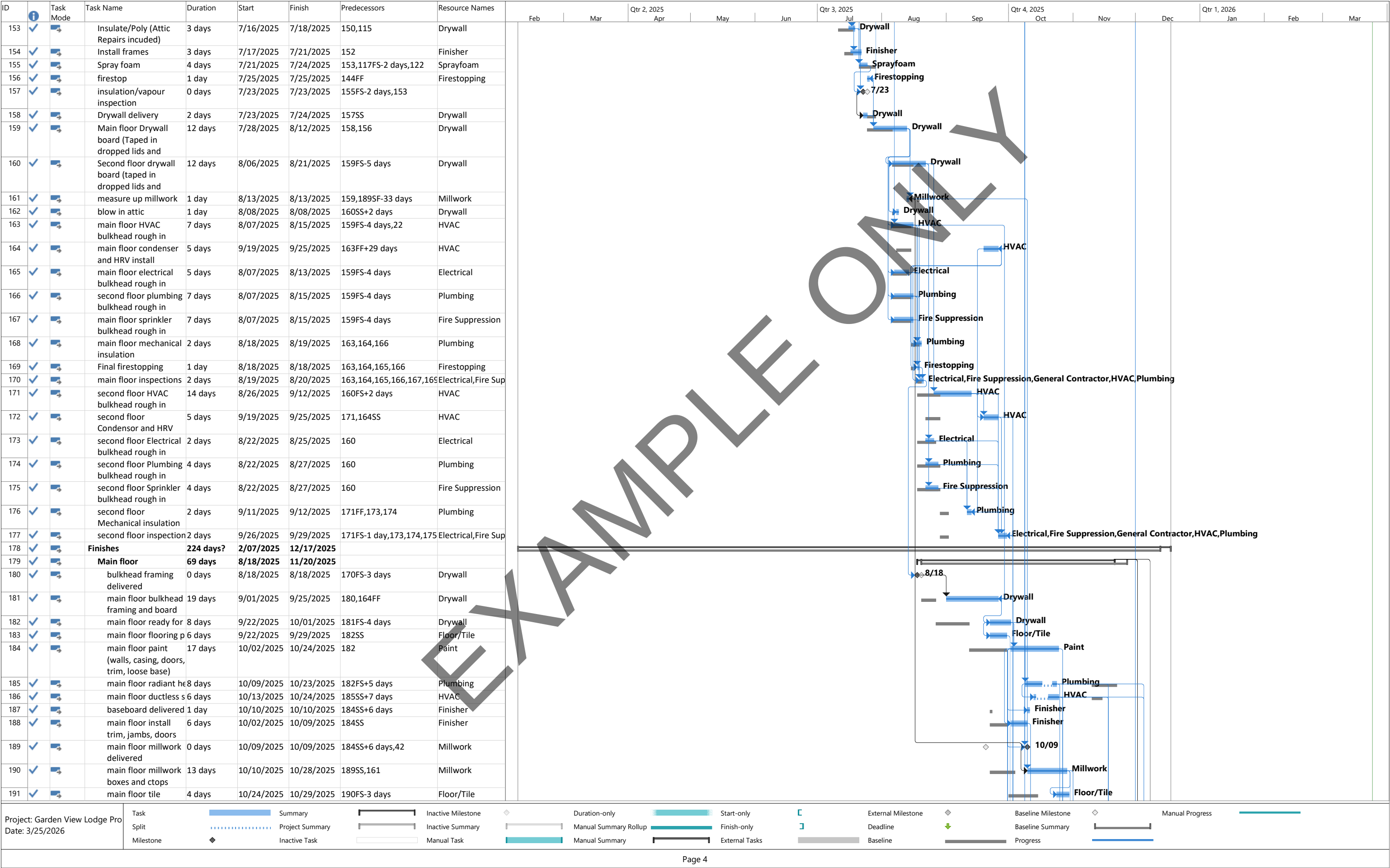




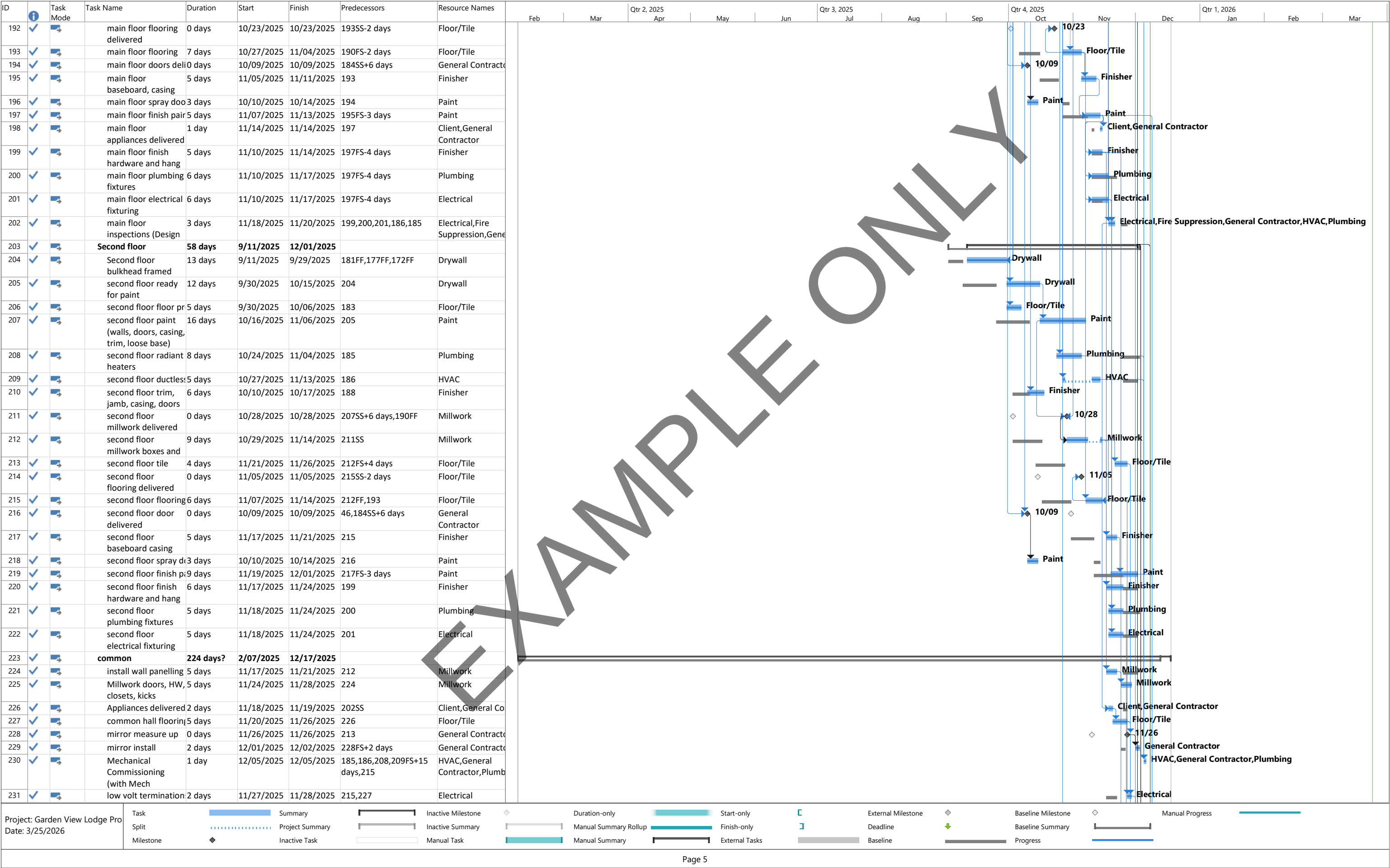
Page 2



Page 3

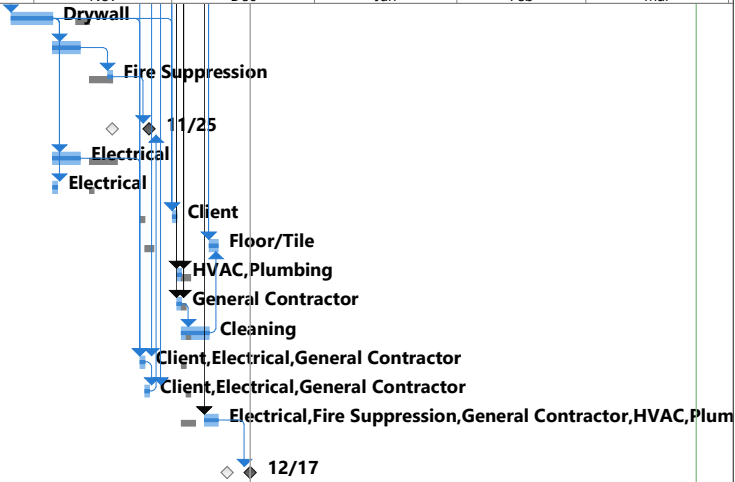


Page 4



ID		Task Mode	Task Name	Duration	Start	Finish	Predecessors	Resource Names																					
									Feb	Mar	Qtr 2, 2025 Apr	May	Jun	Qtr 3, 2025 Jul	Aug	Sep	Qtr 4, 2025 Oct	Nov	Dec	Qtr 1, 2026 Jan	Feb	Mar							
232	✓		ceiling tile hallway	7 days	10/27/2025	11/04/2025	184	Drywall																					
233	✓		closet ceiling tile	4 days	11/05/2025	11/10/2025	232																						
234	✓		finish sprinklers throughout	1 day	11/17/2025	11/17/2025	233FS+4 days	Fire Suppression																					
235	✓		sprinkler inspection	0 days	11/25/2025	11/25/2025	234,244																						
236	✓		fire alarm finishes	4 days	11/05/2025	11/10/2025	232	Electrical																					
237	✓		PA system hooked up	1 day	11/05/2025	11/05/2025	232	Electrical																					
238	✓		WAP's installed	1 day	12/01/2025	12/01/2025	232,55,231	Client																					
239	✓		rubber base and caul	2 days	12/09/2025	12/10/2025	197,219,242	Floor/Tile																					
240	✓		balancing throughou	1 day	12/02/2025	12/02/2025	179,203	HVAC,Plumbing																					
241	✓		hoarding removed	1 day	12/02/2025	12/02/2025	179,203	General Contractor																					
242	✓		final clean	4 days	12/03/2025	12/08/2025	241	Cleaning																					
243	✓		fire alarm programm	1 day	11/24/2025	11/24/2025	236,232,199,220FS-1 day	Client,Electrical,G																					
244	✓		fire alarm VI	1 day	11/25/2025	11/25/2025	243,227FS-2 days	Client,Electrical,G																					
245	✓		Final inspections (design and local)	3 days	12/08/2025	12/10/2025	179,203FS+4 days	Electrical,Fire Suppression,Gener																					
246	✓		occupancy	0 days	12/17/2025	12/17/2025	245FS+5 days	Client,General Co																					
247	✓			1 day?	2/07/2025	2/07/2025																							
248	✓			1 day?	2/07/2025	2/07/2025																							

EXAMPLE ONLY



Page 6



Estimate: 26128 Example Preconstruction Phase w/ Division and Scope Statement Estimate.

Scope

This document is a reference pre-construction budget developed to align with the standard CCDC 5B Construction Management Contract, Schedule A1 - Pre-Construction Services. It is intended as a baseline budgeting tool and does not necessarily reflect the specific scope, complexity, or requirements of any individual project. The budget framework covers the full range of pre-construction services contemplated under Schedule A1, from General Services through Construction Procurement, and should be reviewed and adjusted on a project-by-project basis prior to use in any agreement or proposal.

Inclusions

The budget includes personnel hours for a Precon Manager, Project Manager, Estimator, and Superintendent across six phases: General Services, Pre-design, Schematic Design, Design Development, Construction Documents, and Construction Procurement. General Services hours are based on a 13-week pre-construction schedule with project meetings at two-week intervals for a total of seven meetings (including kickoff), and four monthly status reports. A lump sum allowance for reimbursable expenses is included per Schedule A2, covering items such as travel, reprographics, project-specific IT, and courier services.

Estimate Table

Division	Total Direct Cost
01 General Services	
General Requirements	7,300.00
- 01 General Services Totals	\$7,300.00
02 Pre-design	
General Requirements	4,088.00
- 02 Pre-design Totals	\$4,088.00
03 Schematic Design	
General Requirements	5,548.00
- 03 Schematic Design Totals	\$5,548.00
04 Design Development	
General Requirements	7,008.00
- 04 Design Development Totals	\$7,008.00
05 Construction Documents	
General Requirements	7,884.00
- 05 Construction Documents Totals	\$7,884.00

Division	Total Direct Cost
06 Construction Procurement	
General Requirements	5,840.00
- 06 Construction Procurement Totals	\$5,840.00
Disbursements	
No division	1,606.00
- Disbursements Totals	\$1,606.00
Totals	\$39,274.00

EXAMPLE ONLY



Silver Ridge Construction (1999) Ltd.

All deficiency list items

26 Items

#	Title	Type	Description	Assignee Company	Assignee Name	Assignee Response	Deficiency Item Manager	Final Approver	Ball In Court	Closed By	Date Closed	Status	Creator	Date Created	Due Date	Location	Trade	Reference	Priority
1	Radiant panel wall mold		Wall angles on radiant panels need to be adjusted to be flush with panel. Some angles appear to be fastened too tight to wall and are cupping the angle. Connector trim is pushing wall angle down. Both are creating shadow lines.	Simpson Plumbing Simpson Plumbing	Phil Bergeron Justin Fisher	Resolved Resolved	Chad Thiessen	Chad Thiessen		Chad Thiessen	12/9/2025	Closed	Chad Thiessen	11/25/2025	12/5/2025				
2	Replace supply air grille		Supply air grille was removed at demo and needs to be replaced in 2x2 grid. At end of main floor hallway.	Simpson Plumbing Simpson Plumbing	Phil Bergeron Justin Fisher	Resolved Resolved	Chad Thiessen	Chad Thiessen		Chad Thiessen	12/17/2025	Closed	Chad Thiessen	11/25/2025	12/12/2025	Corridor			
3	Re-key stairwell door		Rekey back door to master schlage key	Silver Ridge Construction	Dave Taekema	Resolved	Chad Thiessen	Chad Thiessen		Chad Thiessen	12/17/2025	Closed	Chad Thiessen	12/2/2025	12/19/2025				
4	Fire rate penetrations to boiler room			Simpson Plumbing	Phil Bergeron	Resolved	Chad Thiessen	Chad Thiessen		Chad Thiessen	12/17/2025	Closed	Chad Thiessen	12/2/2025	12/12/2025				
5	Missing Stucco		Stucco not applied behind eaves trough.	MR Buildouts & Stucco	Matt Reaney	Resolved	Chad Thiessen	Chad Thiessen		Chad Thiessen	12/17/2025	Closed	Chad Thiessen	12/3/2025	12/19/2025				
6	Carpet base		Hallway carpet base to be completed	Floor Designs (2010) Inc Floor Designs (2010) Inc	Dennis Vossebelt Justin Young	Resolved Resolved	Chad Thiessen	Chad Thiessen		Chad Thiessen	12/17/2025	Closed	Chad Thiessen	12/8/2025	12/12/2025				
7	Radiant end cap missing		End cap missing on radiant panel	Simpson Plumbing	Phil Bergeron	Resolved	Chad Thiessen	Chad Thiessen		Chad Thiessen	12/23/2025	Closed	Chad Thiessen	12/8/2025	12/11/2025	106			
8	Second floor tile		Second floor tile not complete.	Floor Designs (2010) Inc Floor Designs (2010) Inc	Dennis Vossebelt Justin Young	Resolved Resolved	Chad Thiessen	Chad Thiessen		Dave Taekema	12/17/2025	Closed	Chad Thiessen	12/8/2025	12/16/2025				
9	Fillers above fridge cabinet		Fillers above fridge cabinets on main floor to be installed to reduce visibility of hrv access hole.	Millwork Innovations 3 Ltd. Millwork Innovations 3 Ltd.	Matt Erlandsen Nils Reger	Resolved Resolved	Chad Thiessen	Chad Thiessen		Dave Taekema	12/16/2025	Closed	Chad Thiessen	12/8/2025	12/12/2025				
10	Caulk frames to vinyl floor		All metal frames to be caulked to vinyl floor	Floor Designs (2010) Inc Floor Designs (2010) Inc	Dennis Vossebelt Justin Young	Resolved Resolved	Chad Thiessen	Chad Thiessen		Chad Thiessen	12/17/2025	Closed	Chad Thiessen	12/8/2025	12/12/2025				
11	Transition strip to stairwell		Transition strip required between carpet and stairwell	Floor Designs (2010) Inc Floor Designs (2010) Inc	Justin Young Dennis Vossebelt	Resolved Resolved	Chad Thiessen	Chad Thiessen		Chad Thiessen	12/17/2025	Closed	Chad Thiessen	12/8/2025	12/12/2025				
12	Stair riser flooring reinstalled			Silver Ridge Construction	Dave Taekema	Resolved	Chad Thiessen	Chad Thiessen		Chad Thiessen	12/17/2025	Closed	Chad Thiessen	12/8/2025	12/12/2025				
13	Stairwell paint		Stairwell paint to be completed including handrail	D&B Painting	Brent Hanna	Resolved	Chad Thiessen	Chad Thiessen		Chad Thiessen	12/17/2025	Closed	Chad Thiessen	12/8/2025	12/12/2025				
14	Rekey stairwell door to building master key			Silver Ridge Construction	Dave Taekema	Resolved	Chad Thiessen	Chad Thiessen		Chad Thiessen	12/17/2025	Closed	Chad Thiessen	12/8/2025	12/19/2025				
15	Adjust auto bottom door sweeps			Panoramic Design	Les Loewen	Resolved	Chad Thiessen	Chad Thiessen		Chad Thiessen	12/10/2025	Closed	Chad Thiessen	12/8/2025	12/11/2025				
16	Window screens and cranks installed			Silver Ridge Construction	Dave Taekema	Work required	Chad Thiessen	Chad Thiessen		Dave Taekema	1/18/2026	Closed	Chad Thiessen	12/8/2025	12/11/2025				
17	Caulk at Shower base		Caulking of shower to vinyl floor required	Floor Designs (2010) Inc Floor Designs (2010) Inc	Justin Young Dennis Vossebelt	Resolved Resolved	Chad Thiessen	Chad Thiessen		Chad Thiessen	12/17/2025	Closed	Chad Thiessen	12/8/2025	12/12/2025				
18	Double door hinges to be tightened			Silver Ridge Construction	Dave Taekema	Resolved	Chad Thiessen	Chad Thiessen		Chad Thiessen	12/17/2025	Closed	Chad Thiessen	12/9/2025	12/12/2025				
19	Fill top of bathroom casing			D&B Painting Silver Ridge Construction	Brent Hanna Dave Taekema	Resolved Resolved	Chad Thiessen	Chad Thiessen		Chad Thiessen	12/23/2025	Closed	Chad Thiessen	12/9/2025	12/12/2025	205			
20	262 Bathroom door swings closed			Panoramic Design	Les Loewen	Resolved	Chad Thiessen	Chad Thiessen		Chad Thiessen	12/23/2025	Closed	Chad Thiessen	12/9/2025	12/12/2025	202			



Silver Ridge Construction (1999) Ltd.

Printed on Wed Mar 25, 2026 at 01:05 pm MDT

Job #: 2500 Garden View Lodge - North Renovation

Lethbridge, Alberta

#	Title	Type	Description	Assignee Company	Assignee Name	Assignee Response	Deficiency Item Manager	Final Approver	Ball In Court	Closed By	Date Closed	Status	Creator	Date Created	Due Date	Location	Trade	Reference	Priority
21	Flooring gap at bathroom hinge			Floor Designs (2010) Inc Floor Designs (2010) Inc	Dennis Vossebelt Justin Young	Resolved Resolved	Chad Thiessen	Chad Thiessen		Chad Thiessen	12/17/2025	Closed	Chad Thiessen	12/9/2025	12/12/2025	202			
22	Jamb fire stamp to be cleaned			Silver Ridge Construction	Dave Taekema	Resolved	Chad Thiessen	Chad Thiessen		Chad Thiessen	12/17/2025	Closed	Chad Thiessen	12/9/2025	12/12/2025	202			
23	Strap wire and touch ups in electrical closets			Silver Ridge Construction	Dave Taekema	Resolved	Chad Thiessen	Chad Thiessen		Chad Thiessen	12/17/2025	Closed	Chad Thiessen	12/9/2025	12/12/2025	Corridor			
24	Fire Alarm Silencer		Silencer in north bedroom does not silence and will need to be replaced.	Armax Electric Ltd Armax Electric Ltd	Nathan Block Keith Marshall	Resolved Resolved	Chad Thiessen	Chad Thiessen		Chad Thiessen	12/17/2025	Closed	Chad Thiessen	12/9/2025	12/12/2025	206			
25	second floor mirrors			Silver Ridge Construction	Dave Taekema	Resolved	Chad Thiessen	Chad Thiessen		Chad Thiessen	12/23/2025	Closed	Chad Thiessen	12/16/2025	12/29/2025				
26	remaining Corner Guards		10 remaining corner guards required.	ASI Canada	Cody Savard	Resolved	Chad Thiessen	Chad Thiessen		Chad Thiessen	1/21/2026	Closed	Chad Thiessen	12/17/2025	12/31/2025				

</tbody> </table>

4.2 Capabilities

4.2.1 Organizational Experience

Company Introduction

Silver Ridge Construction (1999) Ltd. is a Lethbridge-based commercial general contractor serving communities across Southern Alberta. Since 1999, we have helped private owners, public agencies, and non-profit organizations deliver industrial, commercial, institutional, and multi-family projects that enhance the community through strategic investment.

What began as a small general contractor with a single owner has grown into a well-established firm with five active owners and a long-tenured team. Shared ownership and staff empowerment are deliberate choices as we believe the best projects are built by people who feel responsible for the outcome. Our average employee tenure in the Silver Ridge office exceeds 15 years, giving our clients continuity, local knowledge, and a team that understands how to get the work done in Southern Alberta.

From early planning to project closeout, we see our role as a partner and problem-solver. We work comfortably under Construction Management, General Contracting, and Design-Build delivery methods, adapting our services to match each client's needs, budget, and schedule. Regardless of the contract format, our approach is consistent: clear communication, proactive planning, and disciplined execution.

Key Contact & Corporate Information

Legal Name

Silver Ridge Construction (1999) Ltd.

Head Office

575 WT Hill Blvd S
Lethbridge, AB T1J 1Y6
T: 403.381.4947
W: www.srcltd.ca

Primary Proposal Contact

Jordan Shimoda
T: 403.381.4947
E: jordans@srcltd.ca

What We Build

Silver Ridge delivers everyday, high-use spaces where people live, work, receive care, and gather as a community. Our work spans commercial, industrial, institutional, and multi-family projects which encompass new builds, additions, and renovations that need to be practical, durable, and straightforward to operate and maintain.

We have significant experience working in both fully operational and vacant facilities, from commercial offices and restaurants to multi-family, health and wellness centres, and medical clinic environments. Many of our projects are phased to maintain ongoing operations, requiring careful planning, clear communication, and a strong focus on safety.



How We Build

At Silver Ridge, construction is built on planning and communication. We like to be involved early so we can help shape realistic budgets, schedules, and details before work begins, then carry that understanding through to the field. Our teams focus on constructability, phasing, and long-lead items up front so owners, consultants, and trades have a clear roadmap from day one. On site, our approach is disciplined and practical. Experienced supervisors lead coordinated crews, regular check-ins keep everyone aligned, and owners always know where the project stands. We combine this hands-on management with modern construction software for tracking costs, RFIs, submittals, and schedules, giving clients transparent information throughout the job. Our goal is the same: deliver a safe, orderly site, protect the schedule and budget, and turn over a building that performs as intended on day one and for many years to come.

4.2 Capabilities

4.2.1 Organizational Experience

Silver Ridge Construction operates from our office at 575 WT Hill Blvd S in Lethbridge, centrally located to serve Southern Alberta communities. From this base we support projects in Lethbridge and the surrounding region, working with a strong network of local and regional trade partners.

Silver Ridge is an owner-led company with five active partners who remain directly involved in project delivery. Owners are not just names on letterhead, they are directly engaged throughout the life of each project, apart of the project team. This structure shortens decision-making, provides clear escalation paths, and reinforces accountability on site.

Our projects are led by experienced Project Managers and Site Supervisors, supported by coordinators, safety staff, and a dedicated pre-construction team who understand the local market, municipal approvals, and trade base. Many of our trade partners have worked with us for a decade or more, which helps us secure competitive pricing, dependable crews, and consistent quality on every job.

We invest heavily in developing our people, from mentoring apprentices to supporting training and professional designations. This focus on growth builds a stable team that understands our clients, our trades, and the realities of building in Southern Alberta, and it allows us to carry the lessons learned on one project into the success of the next.



Principals & Partners

- Richard Theissen - General Manager, Partner
- Chad Billyard - VP, Strategy & Business Development, Partner
- Clark Maldaner - Project Manager, Partner
- Bruce Maldaner - Project Manager, Partner
- Dale Maldaner - Project Manager, Partner

Community Involvement and Long-Term Relationships

Silver Ridge Construction is rooted in Southern Alberta, and we view our work as more than the buildings we complete. We are committed to supporting the organizations that make our communities stronger.

Over the years we have had the privilege of supporting organizations such as:

Including these partner logos in our materials is a visual reminder of our ongoing commitment to the communities where we live and work.

Our involvement goes beyond financial support; many of our staff also volunteer their time, skills, and leadership to these organizations. Bringing that same commitment back to our project sites helps us stay grounded in the communities we serve.



The same values that guide our community involvement: respect, reliability, and long-term relationships, guide how we approach every construction project. In every case, whether on a jobsite or at a community event, we approach our role the same way: show up, do what we said we would do, and leave things better than we found them.

4.2 Capabilities

4.2.1 Organizational Experience

Project Budget Optimization & Value-Added Outcomes

Silver Ridge Construction has supported multiple clients in maximizing their project budgets through early involvement, practical design input, and disciplined construction management. On construction management and design-assist projects, we focus on identifying cost savings early so they can be redirected toward higher-value components that improve the overall outcome of the project.

This approach is particularly important for institutional and not-for-profit clients, where funding is limited and project priorities often evolve as design progresses. By providing ongoing budget validation, coordinating closely with consultants and trades, and identifying practical alternatives during pre-construction, Silver Ridge enables Owners to make informed decisions that stretch available funding without compromising quality or performance.

The following projects demonstrate how cost savings were achieved and how those savings allowed Owners to incorporate additional scope, improve building performance, or maximize the value of their investment.



Garden View Lodge

Lethbridge, AB

Phased renovation and addition within an occupied seniors facility delivered under construction management. Through early design review, coordination with the consultant team, and disciplined cost control, the project was completed on schedule and under budget, allowing the Owner to enhance building systems and finishes within the original funding envelope.



Scenic Heights

Lethbridge, AB

Design-assist and construction management project for a not-for-profit organization. Silver Ridge developed multiple budget scenarios during pre-construction and identified opportunities to salvage the existing structure, millwork, and building systems. These strategies significantly reduced costs and allowed available funding to be redirected toward functional improvements and program requirements.



Southern Bible Camp

Lethbridge, AB

Design-assist project delivered under CCDC 5B with ongoing budget development. Silver Ridge worked with the Owner and design team to identify economical construction methods and materials, reducing the overall project cost. These savings allowed the Owner to proceed with expanded facilities, including program space and supporting infrastructure, while maintaining alignment with funding constraints.

4.2 Capabilities

4.2.1 Organizational Experience

Local Experience & Relevant Project Delivery

The majority of Silver Ridge Construction's work is completed in Lethbridge and the immediate surrounding area. While we have delivered projects in rural communities and in larger centres such as Calgary, our focus remains local. This allows us to maintain consistent relationships with trade partners, suppliers, and consultants, and to rely on teams that understand the expectations, pace, and coordination required for projects in this region.

Silver Ridge has completed multiple seniors housing projects within Lethbridge and nearby communities, including work carried out within existing, operational facilities. Three representative projects have been included in this submission, all of which reflect similar scope, delivery method, and constraints to the Clearview Lodge project. These projects demonstrate our experience working within functioning facilities, coordinating with staff and operations, and managing phased work within active environments.

Our construction management project list, included later in this submission, provides a complete record of recent CM work and further demonstrates the scale, location, and delivery experience of our team. Together, these examples show a consistent pattern of projects delivered locally, under construction management, and within similar building types and conditions.

Each project contributes to how we approach the next. Lessons learned from previous work are carried forward and applied directly to new projects. For seniors housing and multi-family facilities, this includes a more disciplined approach to site separation, hoarding, signage, and communication, recognizing that construction activities must be coordinated not only with the project team, but also with staff who are responsible for communicating with and supporting residents. The following projects demonstrate our experience delivering seniors housing and occupied facility work, as well as our ability to complete these projects on schedule and within budget.



Garden View Lodge

Lethbridge, AB

Phased renovation and addition within an occupied seniors facility, delivered under construction management with ongoing operations maintained. Completed on schedule and under budget through early coordination, phased planning, and disciplined cost control.



The Edwards

Lethbridge, AB

Multi-unit seniors residential conversion involving structural upgrades and interior redevelopment within an active building. Unknown conditions were managed through coordinated field decisions and trade input, maintaining schedule and budget alignment.



Abbey Road Phase 1 & 2

Lethbridge, AB

Phased seniors housing redevelopment within an active site, requiring careful sequencing to maintain operations and staged occupancy. Delivered in line with project schedule through coordinated trade management and controlled site execution.

Please see project profiles with more details and references on the following pages.

Garden View Lodge



Garden View Lodge involved the renovation of a two-storey wing within an occupied retirement living facility—5,000 sq. ft. per floor (10,000 sq. ft. total)—along with a 300 sq. ft. footprint expansion tied into the existing structure.

The work modernized the suites and rebuilt core building systems, including complete interior layout revisions that combined smaller suites into larger live-in apartments with custom millwork, full kitchens, living areas, and separate bedrooms and bathrooms. Mechanical and electrical upgrades included new climate control with radiant heating and forced-air cooling/circulation, a new fire protection layout and system, and individual electrical sub-panels for each suite address. Envelope and exterior improvements included new windows, spray-foam insulation on all exterior walls, refreshed exterior finishes, and updated landscaping.

Silver Ridge Construction was engaged early for design review and consultation prior to tender, working with the client and design team to identify efficiencies and ensure the design reflected owner preferences informed by previous projects.

The project was designed and evaluated under the NECB Section 8.4 Building Energy Performance Compliance Path, achieving a 9.5% improvement in energy performance compared to the NECB baseline building, and was completed on schedule and under budget.

Project Details

Project Type: Addition and Renovation

Delivery Model: Construction Management

Contract Type: CCDC5B

Project Value: \$2,377,000

Start Date: March 2025

Completion Date: December 2025

Silver Ridge Team

Project Manager: Bruce Maldaner

Site Superintendent: Chad Thiessen

Consultant

Ian Moxon Architect Inc.

Darcy Heidinger

T. 604-835-4589

E. darcy@ianmoxtonarchitect.com

Client

Green Acres Foundation

Dawna Coslovi / Brent Mead

T. 403-328-1155

E. dcoslovi@greenacres.ab.ca

E. bmead@greenacres.ab.ca



The City of Lethbridge partnered with CONCEPT Investment Partners Ltd. to transform the former Seasons Retirement Community at 1730 10 Avenue S into The Edwards. The project delivers 50 housing units for seniors aged 55+, including 37 units designated as affordable (at or below 30% of provincial income thresholds), with commercial space planned on the ground floor for community-serving businesses like a grocer or deli.

Silver Ridge Construction was selected to renovate and reconfigure the north wing, converting 23 dated suites into 12 modern one- and two-bedroom apartments. Our work included upgrading electrical systems, insulation, mechanical infrastructure, kitchens, flooring, lighting, and common areas to meet today's standards of efficiency, accessibility, and comfort.

Dealing with older construction meant unpredictable conditions: hidden wall penetrations, undocumented original layouts, and retrofit mechanical challenges. Silver Ridge collaborated closely with City officials, architects, and engineers to develop adaptive solutions. We adjusted field decisions on-site, coordinated revisions rapidly, and maintained cost and schedule integrity throughout the process.

The Edwards will offer safe, affordable, and attractive housing just steps from Chinook Regional Hospital—providing independence and community for local seniors supported by thoughtful design and reliable construction.

Project Details

Project Type: Renovation & Modernization

Delivery Model: Construction Management

Contract Type: Cost Plus

Project Value: \$4,501,000

Start Date: February 2024

Completion Date: September 2024

Silver Ridge Team

Project Manager: Bruce Maldaner

Site Superintendent: Norman Carrier

Consultant

Ian Moxon Architect

Ian Moxon

T. 403-929-8900

E. ian@ianmoxonarchitect.com

Client

Concept Investment Partners Ltd.

Ken Harvie

T. 587-425-1111

E. ken@conceptip.ca

Abbey Road



The Abbey Road Project was a 2 phase project where the first phase was a full renovation to a beautiful old building that previously served as a convent. Phase 2 was the construction of additional rooms, elevator and services for the site. 21,000 square feet and 25 suites.

Originally built as a convent in 1949, this two-storey brick building has been renovated and added too. The renovation included 15 comfortable apartment and the addition added 10 suites all while maintaining its historic charm. The beautiful grounds, outdoor patio, and indoor recreation area will make it easy to get to know your neighbors. Nestled between the London Road Market, Henderson Lake, and the Lethbridge Hospital.

Facilities like this are essential for our aging population to receive the services and care that they require and allow for dignity and self sufficiency. Green Acres Foundation is a publicly funded organization and they have placed their confidence with Silver Ridge Construction. We are honored to be a part of the success of this organization and their service to the public.

Project Details

Project Type: Renovation

Delivery Model: Construction Management

Contract Type: CCDC5B

Project Value: \$6,899,000

Start Date: March 2023

Completion Date: June 2024

Silver Ridge Team

Project Manager: Bruce Maldaner

Site Superintendent: Chad Thiessen

Consultant

Ian Moxon Architect

Ian Moxon

T. 403-929-8900

E. ian@ianmoxonarchitect.com

Client

Green Acres Foundation

Brent Mead

T. 403-328-1155 Ext. 258

E. bmead@greenacres.ab.ca

4.2 Capabilities

4.2.1 Organizational Experience

Construction Management Project Experience (Past 3 Years)

Silver Ridge Construction has delivered multiple construction management projects across Southern Alberta over the past three years. The list, on the following page, includes CM projects completed during this period, with similar seniors housing, occupied facility, and phased projects identified for reference.

PROJECT NAME	LOCATION	PROJECT VALUE		PROJECT SCOPE		CONTACT
DA Building Systems	Lethbridge, AB	\$	8,500,000.00		New Build	
Twin Ice Rinks	Stand-Off, Alberta	\$	29,000,000.00		New Build	
Lafarge - Site & Landscaping	Lethbridge, AB	\$	102,287.49		Civil	
KFC Coaldale	Coaldale, AB	\$	1,825,047.51		New Build	
Chinook Treaters Site	Lethbridge, AB	\$	488,996.03			
DQ Buffalo Run - TI	Tsuut'ina, AB	\$	818,798.91		Tenant Improvement	
Ignite		\$	42,540.00		Renovation	
Westland Insurance	Lethbridge, AB	\$	145,246.36		Tenant Improvement	
Trauma Therapy Ph 2		\$	135,612.85		Tenant Improvement	
BDT Eng - TI		\$	186,378.03		Tenant Improvement	
Subway Pincher Creek		\$	145,812.43		Tenant Improvement	
Servus Crowfoot	Calgary, AB	\$	342,429.53		Tenant Improvement	
Servus Buffalo Run	Tsuut'ina, AB	\$	395,887.07		Tenant Improvement	
Legacy H	Lethbridge, AB	\$	1,277,403.47		New Build	
Boyd's Auto Body		\$	203,597.99		Renovation	
Subway Coaldale	Coaldale, AB	\$	349,459.39		Tenant Improvement	
Lafarge - Boiler Building	Lethbridge, AB	\$	315,702.29		New Build	
Lafarge - Staff & QC Building	Lethbridge, AB	\$	948,468.01		New Build	
Subway Coaldale LL	Coaldale, AB	\$	86,875.30		Tenant Improvement	
1200 Block - Demo Ph 1		\$	382,497.76			
Evergreen		\$	1,932,922.65			
Litco Law		\$	322,870.70			
Tradesman Mfg		\$	141,653.31			
Lakeview Dental	Lethbridge, AB	\$	2,313,317.85	Apr-24	Renovation and Addition	
Dominion Lending Reno		\$	313,887.20			
Abbey Road Ph 1/2	Lethbridge, AB	\$	6,899,000.00	Jun-24	Seniors Complex Renovation	Brent Mead T. 403-328-1155 Ext. 258 E. bmead@greenacres.ab.ca
Sherwood - Sherring	Lethbridge, AB	\$	2,596,839.43		New Build	
Heritage Demizing Wall		\$	11,751.70			
Wellington Altus	Lethbridge, AB	\$	487,971.76	Apr-23	Tenant Improvement	
Phillips Hall		\$	86,649.43			
Servus - Fort Saskatchewan	Fort Saskatchewan, AB	\$	200,281.20		Tenant Improvement	
Health Active Living	Lethbridge, AB	\$	809,184.36		Renovation	
Greyhound 2.0		\$-				
Twin Rinks		\$-		Mar-26	Renovation	
Servus - Pallisades		\$	597,599.63		Tenant Improvement	
Evergreen - Fitting Rooms		\$	70,845.14			
Holmes Eco Water		\$	195,365.60			
Altalink Energy		\$	6,900.00			
LVC - TI		\$	238,100.68			
Flynn TI (Tradesman)		\$	5,630.26			
Lafarge - QC & Civil		\$	351,789.35			
Sherwood Sherring Ph 2	Lethbridge, AB	\$-				
Flynn - LL		\$	89,802.82			
TMW		\$-				
Heritage Tattoo		\$	65,936.96			
The Edwards	Lethbridge, AB	\$	4,501,055.16	Sep-24	Seniors Renovation and Modernization	Ken Harvie T. 587-425-1111 E. ken@conceptip.ca
Malmberg Dental	Lethbridge, AB	\$	442,757.76	Nov-24	Interior Build Out	
1200 Block A&B	Lethbridge, AB	\$-		In Progress	New Build	
Voyage Child Care		\$	64,670.13			
Schwartz Insurance	Lethbridge, AB	\$	223,041.95	Nov-24	Office Fit Up	

DA Building Systems	Lethbridge, AB	\$	8,500,000.00	Jun-25	New Build Industrial	
All North Dental	Lethbridge, AB	\$	613,620.84	Dec-24	Tenant Improvement	
DHL - LL Work		\$	834,695.79			
Crowsnest Common Ph 1	Blairmore, AB	\$-				
TMW - TI		\$-				
EvOrr Dentists		\$-				
Streets Alive (Eldorado)	Lethbridge, AB	\$-		In Progress	Multi Purpose Centre Renovation	
Tradesman - Windows		\$	69,566.56			
Country Kitchen	Coaldale, AB	\$-		In Progress	Interior Build Out	
Sherwood Crossing - Site		\$-				
Low Law TI (Fairmont B)	Lethbridge, AB	\$	605,308.63	Nov-24	Tenant Improvement	
Crowsnest Common H & I	Blairmore, AB	\$	1,194,214.00	Sep-25	New Build	
Crowsnest Common G	Blairmore, AB	\$	1,599,333.00	Nov-25	New Build	
Agropur Cheese Curd		\$	67,555.57		Renovation	
DHL Base		\$	54,205.46			
GAF - Laundry Room		\$	21,306.76			
D&D Machine		\$-				
GAF - Garden View North Reno	Lethbridge, AB	\$	2,377,000.00	Dec-25	Seniors Addition and Renovation	Dawna Coslovi T. 403-328-1155 E. dcoslovi@greenacres.ab.ca
Crowsnest Common F	Pincher Creek, AB	\$-				
Sherwood Crossings C		\$-				
Sherwood Crossings G		\$-				
Fairmont Medical Clinic		\$-				
DQ Blairmore TI		\$-				
ABC Supply		\$-				
West Highlands CRU's		\$-				
1200 Block E	Lethbridge, AB	\$-				
Crowsnest Common F - TI	Pincher Creek, AB	\$-		In Progress		
Co-operators TI - Blairmore		\$-				
1200 Block Demo		\$-				
SABC Expansion		\$-				
Crowsnest Common Ph 2	Pincher Creek, AB	\$-		In Progress		
1200 Block Site		\$-				
Crowsnest Common Ph 3	Pincher Creek, AB	\$-		In Progress		
Crossings Area 7 - Site		\$-				
Crossings Area 7 - Bldg 1		\$-				
Crossings Area 7 - Bldg 2		\$-				
Soda Mill		\$-				
Greyhound Grant		\$-				
Haig Clinic		\$-		In Progress		
Sherwood Crossings Bldg D		\$-				
Crowsnest Common B&C	Blairmore, AB	\$-				

4.2 Capabilities

4.2.2 Key Personnel

Silver Ridge is assigning a senior, Lethbridge-based construction management team with the capacity to lead both the pre-construction and construction phases of this project. The proposed personnel have worked together on comparable seniors housing, occupied renovation, and phased construction projects locally; Silver Ridge Construction confirms they have the capacity for this project.

The following summaries identify each team member's role, extent of participation, and responsibilities specific to this project. Detailed one-page resumes are included thereafter.

Bruce Maldaner, Project Manager

Responsibilities: Bruce will serve as the primary point of contact for the Owner and Consultant team and will lead overall project delivery. His responsibilities include managing the construction schedule, coordinating consultants and subtrades, overseeing procurement and tendering, and maintaining control of project budget and change management. He will chair regular project meetings, ensure timely decision-making, and provide clear direction to the site team. Bruce will also oversee quality control, contract administration, and risk management, ensuring that issues are identified early and addressed before impacting project performance.

Relevant Experience: Bruce brings more than 20 years of experience delivering commercial, institutional, and multi-family projects across Southern Alberta.

- Garden View Lodge (Lethbridge, AB | \$2.4M) — Occupied seniors facility renovation with pre-construction and CM delivery
- Abbey Road Phase 1 & 2 (Lethbridge, AB | \$7M Combined) — Phased seniors housing redevelopment within an active site
- Ridgeview Lodge (Raymond, AB | \$9.0M) — New-build seniors facility delivered under CM with full operational systems



Chad Thiessen, Site Superintendent

Responsibilities: Chad will be responsible for day-to-day site operations, including trade coordination, site logistics, safety enforcement, and quality control. He will manage sequencing of work, maintain site organization and housekeeping, and ensure that all work is completed in accordance with drawings, specifications, and safety requirements. Chad will lead daily site communication, coordinate inspections, and act as the primary on-site contact for building operators, consultants, and trades. He will also support schedule tracking and short-interval planning to maintain progress and respond quickly to field conditions.

Relevant Experience:

- Garden View Lodge (Lethbridge, AB | \$2.4M) — Occupied seniors facility renovation with pre-construction and CM delivery
- Abbey Road Phase 1 & 2 (Lethbridge, AB | \$7M Combined) — Phased seniors housing redevelopment within an active site
- The Edwards (Lethbridge, AB | \$4.4M) — Retrofit renovation with unknown conditions and real-time field adjustments

4.2 Capabilities

4.2.2 Key Personnel

Jordan Shimoda, Pre-Construction Delivery Manager

Responsibilities: Jordan will be responsible for coordinating pre-construction services, including constructability review, scope validation, cost estimating, and early schedule development. He will work with the Owner and Consultant team to review drawings and specifications, identify gaps or coordination issues, and confirm that the project is fully defined prior to tender. Jordan will also identify long-lead items, support permitting and approvals, and coordinate early trade engagement where required. His role is to establish a clear, realistic project plan that supports cost certainty and minimizes changes during construction.

Relevant Experience: Jordan has led pre-construction on a wide range of design-build and construction management projects across Southern Alberta, supporting projects from early concept through to construction start. His work includes multiple seniors housing and institutional projects, including those delivered for Green Acres Foundation and in coordination with Ian Moxon Architect Inc.

- Garden View Lodge (Lethbridge, AB | \$2.4M) — Pre-construction coordination including design review, cost alignment, and constructability input
- Southern Alberta Bible Camp (Lethbridge, AB | \$3.8M) — Design-assist project with ongoing budget development and value-based decision support
- Fairmont Square, Multiple Buildings (Lethbridge, AB | \$8.5M) — Multi-building development requiring coordinated scope planning and phased delivery



Marc Kugler, Senior Estimator

Responsibilities: Marc will lead project estimating and support cost control throughout the project. His responsibilities include preparing and updating cost estimates, managing the trade tendering process, reviewing and leveling bids, and confirming full scope coverage prior to contract award. He will work closely with the Project Manager and Pre-Construction Lead to evaluate cost options, identify value opportunities, and support the transition to a tendered project value and future GMP. During construction, Marc will assist with cost tracking, change pricing, and budget management to maintain financial control.

Relevant Experience: Marc has extensive experience estimating commercial, institutional, and multi-family projects in Southern Alberta, with a strong understanding of local trade pricing, market conditions, and procurement strategies.

- Elim Retirement Village (Lethbridge, AB | \$8.3M) — Assisted living facility with multi-suite layout, commercial kitchen, and full project delivery
- Grand Central Plaza (Cochrane, AB | \$5.5M) — Design-assist project involving constructability review, municipal coordination, and phased tenant occupancy
- BCB Engineering Headquarters (Lethbridge, AB | \$2.0M) — Construction management delivery completed in coordination with Ian Moxon Architect and local consultants

Bruce Maldaner

PARTNER | PROJECT MANAGER

Profile

Bruce is a senior Project Manager and Partner at Silver Ridge Construction, bringing more than two decades of experience delivering commercial, institutional, and multi-family projects across Southern Alberta. He is known for keeping a firm grip on the overall project picture while staying close to day-to-day site realities, ensuring that Owners, consultants, and trades always know what is happening and why. Bruce's approach is relationship-driven: he builds long-term trust with clients, works collaboratively with design teams, and supports site staff so they can deliver safe, efficient, high-quality work. His portfolio includes complex renovations, healthcare environments, and turnkey facilities delivered on tight schedules and fixed budgets.

Responsibilities & Skills

Bruce provides overall management oversight for Silver Ridge Construction projects, including contract administration, safety, environmental obligations, and quality control. He works closely with Owners, architects, engineers, and trades to clarify scope, confirm project requirements, and resolve issues before they affect schedule or budget. He leads procurement and negotiates subtrade agreements based on capability, value, and timelines, then develops and maintains master project schedules using Gantt and critical path methods to keep all parties aligned.

Throughout construction, Bruce ensures that appropriate staffing and resources are in place, monitors progress against budget and schedule, and oversees inspections, materials testing, and conformance checks. He also analyzes cost information and prepares clear, timely input for change orders so clients can make informed decisions with full visibility into cost and schedule impacts.

Education & Certifications

- Journeyman Carpenter
- CSTS 2020

Career

2002-Present, Project Manager - Silver Ridge Construction

Notable Projects

Abbey Road Phase 1 and 2

Renovation and Addition for Seniors Low Income, Independent Living Facility. Combined Project Value: \$6,899,000

The Edwards Building

Building Conversion to Multi-Plex Residential with Commercial Units, Project Delivers 50 Housing Units for Seniors. Project Value: \$4,501,000

Health Active Living

Medical Clinic Renovation to Create Eight Exam Rooms and Four Office Spaces, 2,422 SQFT of Renovated Building Area. Project Value: \$810,000

Lakeview Dental

2-Storey Dental Office with Six Exam Spaces and Four Operating Rooms, 4,459 SQFT of Renovated Building Area. Project Value: \$2,300,000

Rehoboth Lodge

New Assisted Living Facility with 14 Suites (12,900 SQFT). Project Value: \$3,030,000

Southern Alberta Bible Camp

Turn Key Camp Resort, Structural Steel Building with 6,000 SQFT Gym and Climbing Wall. Project Value: \$3,800,000

Elim Village

Turn-key Supportive Seniors Housing. Project Value: \$8,300,000

Ridge View Lodge

New Two-Storey Seniors Assisted Living Facility. Project Value: \$8,960,000

Chad Thiessen

SITE SUPERINTENDENT

Profile

Chad is a highly skilled site supervisor who has been leading field operations for Silver Ridge Construction since 2004. He manages all aspects of day-to-day project execution, including scheduling, resource allocation, safety, and risk management, and is known for running organized, efficient job sites. Chad excels at data and document control, ensuring a constant, timely flow of information between the field, project team, and senior management. He maintains strong relationships with clients, consultants, and trades, and focuses on delivering work that meets SRC's quality standards while respecting schedule and budget commitments.

Responsibilities & Skills

Chad is responsible for implementing and enforcing SRC's policies and procedures on site so projects are delivered safely, efficiently, and in full compliance with health, safety, and building code requirements. He hires, trains, and directs field staff; monitors performance and provides feedback to support continuous improvement; and plans daily and weekly work to maintain project schedules and budgets.

Chad acts as the primary liaison between the site, stakeholders, and senior management—providing regular progress updates, flagging issues early, and helping develop practical solutions. He oversees quality control, coordinates inspections, and maintains accurate project documentation, including contracts, change orders, and reports, while building and sustaining positive relationships with clients and stakeholders throughout the project lifecycle.

Education & Certifications

- CSTS 2020

Career

2004-Present, Site Superintendent, SRC

Notable Projects

Garden View Lodge

Addition and Renovation within Occupied Retirement Living Facility. Project Value: \$2,377,000

Abbey Road Phase 1 & 2

Renovation and Addition for a Seniors Low Income Independent Facility. Combined Project Value: \$6,899,000

Oliver Building

Renovation to Historical Downtown Building. Combined Commercial, Assembly, and Residential Uses. Project Value: \$1,100,000

Back in Balance

Renovation within Downtown Building, Combined Landlord and Tenant Fitup. Project Value: \$800,000

Capstone LLP

Turn-Key Accounting Office, Combined Landlord and Tenant Fitup. Project Value: \$950,000

AMA

Development of Building and Interior, 15,000SQFT Call Centre. Project Value: \$2,400,000

Malmberg Family Dental

Interior Build-Out, New Dental Clinic Tenant Improvements. Project Value: \$442,700

Schwartz Insurance

New Insurance Office Tenant Improvement. Project Value: \$223,041

Low Law

Law Firm Tenant Improvement. Project Value: \$605,300

Jordan Shimoda

PRE-CONSTRUCTION DELIVERY MANAGER

Profile

Jordan is a Pre-Construction Delivery Manager at Silver Ridge Construction, responsible for leading the pre-construction process on design-build and design-assist projects. With a background in Human Resources and Supply Chain Management, he is skilled at navigating the coordination, sourcing, and stakeholder alignment that early project stages demand. Jordan is technology-driven and detail oriented; he builds strong working relationships with developers, consultants, and clients, and uses structured systems to track scope, cost, and schedule so nothing is overlooked. Since joining SRC in 2015, he has played a key role in securing and planning a significant portion of the company's annual work, consistently helping projects move from concept to construction with clear expectations and a solid financial foundation.

Responsibilities & Skills

Jordan leads the pre-construction phase for a portfolio of projects, conducting early project assessments, developing cost estimates, and working with clients to clarify goals and performance expectations. He applies value-engineering and practical construction insight to maximize cost efficiency while maintaining project quality and scope. Jordan coordinates a team of pre-construction specialists and collaborates closely with Estimators, Project Managers, and Subtrades to develop complete bid proposals and negotiated packages that align with budget and client requirements. Throughout pre-construction he maintains regular communication with stakeholders, provides clear progress updates, and addresses questions or concerns promptly, helping projects enter construction with realistic budgets, achievable schedules, and a shared understanding of what success looks like for all parties.

Education & Certifications

- Bachelor of Management from University of Lethbridge

Career

2015-Present, Pre-Construction Delivery Manager, SRC

Notable Projects

Jordan has completed preconstruction work on a significant number of projects for Silver Ridge Construction since 2015 when he started with our company.

He plays an integral role in public relations with the developers and stakeholders for almost all of our company projects. He is very detail oriented to make sure that no client request is overlooked and that the project is completed to achieve the utmost standard of quality that all parties can be proud of when completed.

Jordan has brought the following annual revenue to the company over the past 5 years:

2025	\$25,000,000
2024	\$22,000,000
2023	\$20,000,000
2022	\$18,000,000
2021	\$24,000,000

Marc Kugler

SENIOR ESTIMATOR

Profile

Marc is a Gold Seal–Certified Estimator with more than two decades of construction experience, including an Architectural and Building Technologies diploma from SIAST and eleven years as a Senior Project Delivery Manager before joining Silver Ridge in 2013.

He has since led the estimating and tendering for all Silver Ridge projects, consistently securing a strong pipeline of work while protecting budget confidence for our clients. A critical thinker with deep technical knowledge, Marc is especially strong in design-build and design-assist environments where clear drawings do not yet exist—developing reliable budgets, testing options, and offering practical insight that helps Owners and consultants make informed decisions early in the process.

Responsibilities & Skills

Marc leads the development of budgets and tenders from early concept through final submission, working closely with clients, consultants, and subtrades to understand scope and risk. He reviews plans in detail to identify gaps or discrepancies, flags constructability issues, and provides clear feedback to Project Managers, Owners, and trades so they can adjust designs before costs escalate.

Marc manages the full tender process; selecting appropriate subtrades, issuing drawings, answering pricing questions, and organizing bids to ensure accuracy, transparency, and full scope coverage. He analyzes and consolidates all costs for design-build and public tender projects, researches products and building techniques for potential savings, and builds running budgets that allow Owners to make value-based decisions while maintaining alignment between design, budget, and schedule.

Education & Certifications

- Architectural and Building Technologies Diploma (SIAST)
- Gold Seal Estimator

Career

2013-Present, Estimator, Silver Ridge

2001-2013 Architectural Project Manager

Notable Projects

Marc has successfully tendered all of Silver Ridge Construction project's since 2013. A review of the last 5 years annual construction value showcases Marc's success at SRC.

An average of 70% of the work done at Silver Ridge Construction, is design build and heavily relies on Marc and his ability to provide accurate budgets without the use of completed drawings. This can be a grueling task to some but with Marc's experience has been a task he enjoys completing and has been very successful for the company.

2025	\$43,000,000
2024	\$33,000,000
2023	\$32,000,000
2022	\$23,000,000
2021	\$29,000,000

Appendix B Proposal Fee Form Combined from Addendum 1 and 2

Construction Management Fees relate directly to project size, complexity, location and the schedule for completion of the work. The fees proposed below are based on our understanding of project scope, budget and schedule as summarized below.

Scope

Construction management services for the phased renovation and expansion of Clearview Lodge Expansion & Modernization project at 4730 50 Avenue, Taber, Alberta, based on the current permit drawing set dated March 2026. The project includes renovation of the existing seniors housing facility, relocation of a 12 bedroom pod on site, construction of a new three-storey plus basement addition, associated site improvements, and delivery in an occupied senior-care environment requiring careful phasing, resident protection, and continuity of operations.

Budget

Construction budget / planning budget To be confirmed by Owner

Schedule

Pre-construction Phase	As proposed by Proponent	Based on issued documents and Owner milestones
Construction Phase	As proposed by Proponent	Based on phased delivery strategy
Post-Construction / Warranty Support	As proposed by Proponent	In accordance with CCDC 5B – 2025

Fees

Provide pricing for the project and schedule described above in accordance with CCDC 5B – 2025. Value Added Taxes excluded.

ARTICLE A-5 FEE FOR PRE-CONSTRUCTION SERVICES

5.1 State the proposed fee basis for the Pre-construction Services.

5.2 The Fee for Pre-construction Services is comprised of one or more of the following:

.1

A total fixed fee of Forty Thousand \$ 40,000.00

Broken down, if desired, as follows:

- (1) Design development / construction documents phase \$ 25,000.00
- (2) Procurement phase \$ 15,000.00

.2 An amount based on time-based rates for personnel employed by the *Construction Manager* and engaged in providing the *Pre-construction Services* to the level of effort agreed before commencement of the *Pre-construction Services* based on the rates set out in Schedule C – TIME-BASED RATES FOR CONSTRUCTION MANAGER’S PERSONNEL.

ARTICLE A-6 REIMBURSABLE EXPENSES FOR PRE-CONSTRUCTION SERVICES

6.1 The reimbursable expenses for Pre-construction Services are the actual expenses, supported by receipts or invoices, that the Construction Manager incurs in performing the Pre-construction Services and that are identified in the proposal. State any administrative charge applied to such expenses.

Estimated reimbursable expenses for Pre-construction Services:

1. Travel and subsistence expenses of the <i>Construction Manager's</i> personnel outside a radius of 50km from the <i>Place of the Work</i> .	\$ <u>0.00</u>
2. Charges for long distance telephone and facsimile communications, courier services, reproduction of trade contract documents incurred in relation to the performance of this <i>Contract</i> .	\$ <u>0.00</u>
3. The cost of <i>Project</i> specific information technology support in accordance with the method determined by the parties.	\$ <u>0.00</u>
4. Deposits lost, provided that they are not caused by negligent acts or omissions of the <i>Construction Manager</i> and the <i>Pre-construction Services</i> are performed in accordance with this <i>Contract</i> .	\$ <u>0.00</u>
5. The costs to the <i>Construction Manager</i> that result from any <i>Subcontractor's</i> insolvency or failure to perform.	\$ <u>0.00</u>
6. Charges levied by authorities having jurisdiction at the <i>Place of the Work</i> .	\$ <u>0.00</u>
7. Royalties, patent licence fees and damages for infringement of patents and cost of defending suits therefore.	\$ <u>0.00</u>
8. Any adjustment in taxes and duties directly related to the <i>Project</i> for which the <i>Construction Manager</i> is liable.	\$ <u>0.00</u>
9. Losses and expenses sustained by the <i>Construction Manager</i> for matters which are the subject of the insurance coverages obtained pursuant to GC 11.1 – INSURANCE when such losses and expenses are not recoverable because the amounts are in excess of collectible amounts, within the deductible amounts or are not insurable.	\$ <u>0.00</u>
10. The costs incurred due to emergencies affecting the safety of persons or property.	\$ <u>0.00</u>
11. Legal costs, incurred by the <i>Construction Manager</i> in relation to the performance of the <i>Pre-construction Services</i> provided that they are not caused by negligent acts or omissions of the <i>Construction Manager</i> and the <i>Pre-construction Services</i> are performed in accordance with this <i>Contract</i> .	\$ <u>0.00</u>
Total estimated reimbursable expenses	\$ <u>0.00</u>

ARTICLE A-7 FEE FOR CONSTRUCTION SERVICES / SCHEDULE C & D RATES

State the proposed Fee for Construction Services and provide the time-based personnel rates and, where applicable, Construction Equipment rates that may be used under the Contract. Own-forces work, if proposed, shall only be performed where permitted by the Contract Documents and expressly approved by the Owner.

ARTICLE A-7 CONSTRUCTION MANAGER'S FEE FOR CONSTRUCTION SERVICES

7.1.2 A percentage fee of TWO percent (2.00 %) of the *Cost of the Work* payable in monthly progress payments. If the *Owner* furnishes labour or material at or below market cost, the *Cost of the Work* upon which the *Fee for Construction Services* is calculated shall be adjusted as if all labour and material were furnished and paid for at market prices at the same time of construction.

SCHEDULE C – TIME-BASED RATES FOR CONSTRUCTION MANAGER’S PERSONNEL

Personnel employed by the <i>Construction Manager</i> in the performance of the <i>Pre-construction Services</i>, <i>Construction Services</i> and the <i>Work</i>, and listed below, shall be chargeable at the rates provided. Personnel not listed, or not added to the list by written agreement of the parties, shall not be chargeable and shall be deemed to be included in the <i>Fee for Pre-construction Services</i> or the <i>Fee for Construction Services</i>. [The <i>Owner</i> may require the <i>Construction Manager</i> to provide, prior to commencement of the <i>Pre-construction Services</i>, an estimate of the <i>Fee for Pre-construction Services</i> to be performed based on time-based rates.] [Rates shall be increased on the anniversary date(s) of the Agreement by a percentage equal to the increase in the [Canadian Consumer Price Index] [Alberta] [as determined by the Bank of Canada inflation calculator] [or [5]% whichever is less].] *Provide a comprehensive list that includes: (1) trade labour in the direct employ of the <i>Construction Manager</i>; (2) the <i>Construction Manager</i>’s personnel stationed at the <i>Place of the Work</i>, in whatever capacity employed; (3) the <i>Construction Manager</i>’s personnel engaged at shops or on the road, in expediting the production or transportation of materials or equipment; (4) the <i>Construction Manager</i>’s office personnel engaged in a technical capacity, and (5) all other personnel identified by the parties as chargeable.	Unit	Rate
Director / Principal	Hour	\$150.00
Project Manager	Hour	\$100.00
Project Coordinator	Hour	\$65.00
Site Superintendent	Hour	\$88.00
Construction Safety Officer	Hour	\$60.00
Foreman	Hour	\$75.00
Labourer	Hour	\$65.00
Estimator	Hour	\$85.00
Preconstruction Manager	Hour	\$85.00
Accounts Receivable and Payable. Included in Percentage Fee.		

SCHEDULE D – CONSTRUCTION EQUIPMENT RATES

<i>Construction Equipment</i> owned and provided by the <i>Construction Manager</i> in the performance of the <i>Construction Services</i>, and listed below, shall be chargeable at the rates provided. <i>Construction Equipment</i> not listed or not added to the list, by written agreement of the parties, shall not be chargeable and shall be deemed to be included in the <i>Fee for Construction Services</i>. [Rates shall be increased on the anniversary date(s) of the Agreement by a percentage equal to the increase in the [Canadian Consumer Price Index] [Alberta] as determined by [the Bank of Canada inflation calculator] [or [5]%, whichever is less].]. *Provide a comprehensive list that includes all <i>Construction Equipment</i> anticipated to be required to complete the <i>Work</i>:	Unit	Rate
Variable Lift Forklift	Week	\$2,400.00
	Month	\$5,200.00
Skidsteer Loader	Week	\$1,300.00
	Month	\$2,700.00
Generator	Week	\$800.00
	Month	\$1,700.00
170k BTU Heater	Week	\$400.00
	Month	\$1,200.00
Fuel Tank	Week	\$500.00
	Month	\$600.00
Standard Delivery	Each	\$500.00
Standard Pick-up	Each	\$500.00

SCHEDULE C – TIME-BASED RATES FOR CONSTRUCTION MANAGER PERSONNEL

Provide time-based rates for personnel who may be charged in accordance with Schedule C of CCDC 5B – 2025. Identify which personnel are included in the base fee and which rates would only apply if specifically authorized by the Owner.

Refer to attached Schedule C & D from CCDC 5B – 2025.

Signature of Authorized Representative: 	Legal Name of Proponent: Silver Ridge Construction (1999) Ltd.
Printed Name of Authorized Representative: Chad Billyard	Date: 575 WT Hill Blvd S, Lethridge Alberta, T1J 1Y6
Title of Authorized Representative: Director of Business Development	



CERTIFICATE OF LIABILITY INSURANCE

This certificate is issued as a matter of information only and confers no rights upon the certificate holder and imposes no liability on the insurer.
This certificate does not amend, extend or alter the coverage afforded by the policies below.

1. CERTIFICATE HOLDER - NAME AND MAILING ADDRESS				2. INSURED'S FULL NAME AND MAILING ADDRESS			
Taber & District Housing Foundation c/o Alvin Reinhard Fritz Architecture Inc.				Silver Ridge Construction (1999) Ltd			
#10, 90001 Range Road 212				575 WT Hill Blvd S			
Lethbridge County AB				Lethbridge Alberta			
POSTAL CODE T1J 5N9				POSTAL CODE T1J 1Y6			

3. DESCRIPTION OF OPERATIONS/LOCATIONS/AUTOMOBILES/SPECIAL ITEMS TO WHICH THIS CERTIFICATE APPLIES (but only with respect to the operations of the Named Insured)							
Commercial Building Contractor, Demolition Contractor, Road Construction Contractor							

4. COVERAGES							
This is to certify that the policies of insurance listed below have been issued to the insured named above for the policy period indicated notwithstanding any requirements, terms or conditions of any contract or other document with respect to which this certificate may be issued or may pertain. The insurance afforded by the policies described herein is subject to all terms, exclusions and conditions of such policies.							

LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS

TYPE OF INSURANCE	INSURANCE COMPANY AND POLICY NUMBER	EFFECTIVE DATE YYYY/MM/DD	EXPIRY DATE YYYY/MM/DD	LIMITS OF LIABILITY (Canadian dollars unless indicated otherwise)		
				COVERAGE	DED.	AMOUNT OF INSURANCE
COMMERCIAL GENERAL LIABILITY ☐ CLAIMS MADE OR ☒ OCCURRENCE ☒ PRODUCTS AND / OR COMPLETED OPERATIONS ☐ EMPLOYER'S LIABILITY ☒ CROSS LIABILITY ☐ WAIVER OF SUBROGATION ☒ TENANTS LEGAL LIABILITY ☒ POLLUTION LIABILITY EXTENSION ☐ ☐	Aviva Insurance Company of Canada - S1016859	2026/03/13	2027/03/13	COMMERCIAL GENERAL LIABILITY BODILY INJURY AND PROPERTY DAMAGE LIABILITY - GENERAL AGGREGATE	\$1,000	\$0
				- EACH OCCURRENCE		\$2,000,000
				PRODUCTS AND COMPLETED OPERATIONS AGGREGATE		\$2,000,000
				☐ PERSONAL INJURY LIABILITY OR ☒ PERSONAL AND ADVERTISING INJURY LIABILITY		\$2,000,000
				MEDICAL PAYMENTS		\$50,000
				TENANTS LEGAL LIABILITY		\$500,000
				POLLUTION LIABILITY EXTENSION		
☒ NON-OWNED AUTOMOBILES	Aviva Insurance Company of Canada	2026/03/13	2027/03/13	NON-OWNED AUTOMOBILES		\$2,000,000
☒ HIRED AUTOMOBILES	Aviva Insurance Company of Canada	2026/03/13	2027/03/13	HIRED AUTOMOBILES		
AUTOMOBILE LIABILITY ☐ DESCRIBED AUTOMOBILES ☒ ALL OWNED AUTOMOBILES ☒ LEASED AUTOMOBILES ** ** ALL AUTOMOBILES LEASED IN EXCESS OF 30 DAYS WHERE THE INSURED IS REQUIRED TO PROVIDE INSURANCE	Aviva Insurance Company of Canada - 6141014503	2025/06/16	2026/06/16	BODILY INJURY AND PROPERTY DAMAGE COMBINED		\$2,000,000
				BODILY INJURY (PER PERSON)		
				BODILY INJURY (PER ACCIDENT)		
				PROPERTY DAMAGE		
EXCESS LIABILITY ☒ UMBRELLA FORM ☐	Aviva Insurance Company of Canada - S1016859	2026/03/13	2027/03/13	EACH OCCURRENCE	\$10,000	\$8,000,000
				AGGREGATE		
OTHER LIABILITY (SPECIFY) ☐						
☐						

5. CANCELLATION							
Should any of the above described policies be cancelled before the expiration date thereof, the issuing company will endeavour to mail 15 days written notice to the certificate holder, but failure to mail such notice shall impose no obligation or liability of any kind upon the company, its agents or representatives.							

6. BROKERAGE/AGENCY FULL NAME AND MAILING ADDRESS				7. ADDITIONAL INSURED NAME AND MAILING ADDRESS (Commercial General Liability- but only with respect to the operations of the Named Insured)			
Westland Insurance Group Ltd. - Lethbridge Branch 1201 3 Ave. S.				Taber & District Housing Foundation c/o Alvin Reinhard Fritz Architecture Inc. #10, 90001 Range Road 212			
Lethbridge AB				Lethbridge County Alberta			
POSTAL CODE T1J 0J8				POSTAL CODE T1J 5N9			
BROKER CLIENT ID: 61841368							

8. CERTIFICATE AUTHORIZATION							
ISSUER Westland Insurance Group Ltd. - Lethbridge Branch				CONTACT NUMBER(S) TYPE Main NO. (403) 328-7777 TYPE Fax NO. (866) 651-1145 TYPE NO. TYPE NO.			
AUTHORIZED REPRESENTATIVE Tyler Lammertsen							
SIGNATURE OF AUTHORIZED REPRESENTATIVE 				DATE March 27, 2026 EMAIL ADDRESS tlammertsen@westlandinsurance.ca			



Date: March 27, 2026

To: Taber & District Housing Foundation c/o Alvin Reinhard Fritz Architecture Inc.

Project: Clearview Lodge Expansion & Modernization

Re: Confirmation of Insurance Limits and Capabilities For
Silver Ridge Construction (1999) Ltd.
575 WT Hill Blvd S
Lethbridge, AB T1J1Y6

We have been advised that Silver Ridge Construction (1999) Ltd. (Silver Ridge) wish to be considered for the above referenced project. Silver Ridge is a valued client and at present Westland is the broker for their Commercial General Liability, Property, Auto, and Builder's Risk Insurance needs through various partnering insurers of our brokerage.

Through the Aviva Insurance Company of Canada, Silver Ridge carries Commercial General Liability in the amount of \$10,000,000 per occurrence with no annual aggregate. Blanket additional insured and blanket waiver of subrogation provisions are in place as well.

Silver Ridge maintains ongoing use of a wide range of Builder's Risk Insurance (COC) products for all projects, including Wrap-Up Liability upon request. If Silver Ridge were to be the successful contractor, we would be able to place the COC and Wrap-Up Liability as required, including up to the anticipated construction budget of \$23,000,000.

Their financial and technical capacity remains excellent and to the best of our knowledge, all contracts undertaken by them have been performed in a very satisfactory manner. Based on our knowledge of Silver Ridge Construction (1999) Ltd.'s management, construction expertise and current financial position, we have every confidence in their abilities to successfully undertake, manage and complete the work contemplated above. At Present they have access to a bond program of a \$30,000,000 single and an \$85,000,000 aggregate.

We have no hesitation in recommending them as fully qualified in their line of business and confirm that our valued client would be able to provide a 10% Bid Bond, a 100% Performance Bond and a 100% Labour and Material Payment Bond of anticipated value of the project, at Silver Ridge Construction (1999) Ltd.'s request, prior to the start of the work, subject to review of and acceptance of the contract terms and conditions, all other relevant documents, bond wordings, full project financing being in place and satisfactory underwriting review at the time the bonds are requested.

We have no hesitation in recommending them as fully qualified in their line of business.

Yours truly,

A handwritten signature in blue ink, appearing to read 'Tyler Lammertsen', with a long horizontal line extending to the right.

Tyler Lammertsen
Account Executive