



Proposal Submission to
**Taber & District Housing
Foundation**

Clearview Lodge Expansion & Modernization

Construction Management
Services (CCDC 5B)

March 30, 2026

Stone Brook Supportive Living Facility Grimshaw, AB



"Accredited Supportive Living Services (ASLS) engaged JEN COL early on during the design stage of our new 80,000 sq ft, 76 suite assisted living facility. **JEN COL was very helpful in providing accurate budgeting, schedule planning, as well as alternate methods and valuable engineering ideas for our consideration.**

During construction, JEN COL provided excellent project management and site leadership. JEN COL's commitment to ASLS in completing a top quality project has been exemplary. Every project has challenges, and JEN COL has met these challenges head on and managed them with professionalism and clarity. I have no hesitation recommending JEN COL Construction to anyone interested in their services."

Shannon Websdale

Member, Board of Directors
Accredited Supportive Living Services

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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>1, 2</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: Jen-Col Construction Ltd.
Printed Name of Authorized Representative: Keith Golinsky	Address of Proponent: 100-9620 266 Street Acheson, AB T7X 6H6
Title: Chief Business Development Officer	
Phone: 780-691-7584	Email: kgolinsky@jen-col.com

March 30, 2026

5318 48 Ave

Taber, Alberta T1G 1S2

Attn: Tim Janzen, Chief Administrative Officer

Re: Request for Proposal for Clearview Lodge Expansion & Modernization

Dear Mr. Janzen.

The Clearview Lodge Expansion & Modernization is exactly the type of project we do best: *complex, phased construction within operational facilities where safety, coordination and long-term performance are critical to success*. JEN COL Construction is excited for the opportunity to partner with the Taber & District Housing Foundation on this important project.

Projects like Clearview Lodge require more than just construction expertise. They demand a deep understanding of working in occupied environments, where residents, staff and daily operations must be protected at all times. We bring extensive experience delivering seniors' housing, healthcare and institutional projects under these exact conditions, where careful planning, clear communication and disciplined execution are essential. We understand this is a living environment that must continue to function safely and comfortably throughout construction.

The Construction Management delivery model is a strong fit for this project, allowing the Foundation to remain closely involved while benefiting from JEN COL's early input, cost transparency and flexibility as the design evolves. JEN COL thrives in this environment. You will see in our proposal, two recent projects – **Hillcrest Seniors Lodge** and **Vermilion Valley Seniors Lodge** – line up very closely with your project's scope and complexity. Our approach is collaborative, open-book and proactive, focusing on aligning scope, budget and schedule from the outset. We prioritize early planning, strategic procurement and continuous cost management to ensure informed decision-making and minimize risk throughout the project.

What sets JEN COL apart is our ability to anticipate challenges before they arise. Whether it is phasing within an occupied facility, coordinating building systems or maintaining strict safety protocols, we bring proven processes and experienced people who know how to manage these complexities effectively.

We have assembled a highly experienced and cohesive team that has worked together on many similar projects, ensuring strong communication, efficient coordination and a seamless approach from preconstruction through to completion. With the support of our broader organization, we confirm we have current staff capacity now, we are ready to mobilize immediately and remain fully committed throughout the lifecycle of the project.

We appreciate the opportunity to submit this proposal and would welcome the opportunity to partner with the Foundation to deliver a safe and well-executed project that will serve residents and staff for years to come.

Sincerely,



Keith Golinsky

Chief Business Development Officer

780-691-7584 | kgolinsky@jen-col.com

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1. Approach

1.1 PRECONSTRUCTION / DURING CONSTRUCTION PRECONSTRUCTION

JEN COL's approach to the Clearview Lodge Expansion & Modernization project is rooted in a fully integrated Construction Management methodology that prioritizes early collaboration, transparency and proactive planning. For an expansion and modernization within an operational seniors housing environment, our approach is specifically tailored to address the complexities of phased construction, resident safety, continuity of operations and stakeholder sensitivity, while maintaining strict control over cost, schedule and quality.

From project initiation through to final turnover and warranty, JEN COL will act as an extension of the Taber & District Housing Foundation's team, providing leadership, coordination and accountability at every stage. Our approach is based on delivering a predictable outcome through disciplined processes, real-time information sharing and continuous alignment between design intent, budget and construction execution.

We consider this project a collaborative partnership with the Foundation and the Prime Consultant, recognizing the success of a complex healthcare and residential facility project depends on early engagement and continuous communication. By integrating construction expertise into the design process, we ensure key decisions related to constructability, phasing, cost and logistics are addressed before they become risks in the field.

We employ an open-book Construction Management model that provides the Foundation with full visibility into trade procurement, cost development and project decision-making. This transparency enables informed, value-based decisions and promotes trust across the project team. JEN COL's role is to guide the project through each phase with clarity and control, ensuring that the Clearview Lodge expansion is delivered in a manner that is respectful of residents, efficient in execution and aligned with the Foundation's long-term operational goals.

1.1.1 TYPICAL PROJECT EXAMPLE – HILLCREST SENIORS' LODGE ADDITION & MODERNIZATION

Our approach to the Clearview Lodge Expansion & Modernization project is perhaps best illustrated through our experience delivering the Hillcrest Seniors' Lodge Addition & Modernization, **an almost identical project in scope, complexity and operational sensitivity**. This project involved a phased expansion and modernization of an occupied seniors' lodge, including demolition, new construction and integration with an existing facility, all while maintaining ongoing operations for residents and staff.

Through this project, JEN COL demonstrated a comprehensive Construction Management approach that integrates staffing, cost control, reporting and execution strategies to deliver successful outcomes in complex, occupied environments.

Project Approach & Delivery Philosophy

At Hillcrest, JEN COL implemented a collaborative Construction Management (CM) approach that evolved into a hybrid CM/Design-Build delivery model. From the earliest planning stages, we worked alongside the Owner and consultant team to align scope, budget and schedule, ensuring decisions made during design were informed by real construction knowledge and market conditions.

This early involvement allowed us to address key project challenges, including phasing, resident safety and operational continuity, before construction began. The project was delivered in two major phases, carefully sequenced so that portions of the existing facility remained fully operational while new construction and renovations were underway. This same methodology is directly applicable to the Clearview Lodge project, where maintaining a safe and comfortable environment for residents is paramount.

Project Staffing & Delivery Structure

JEN COL delivers projects through a dedicated, experienced core team supported by specialized internal resources and a strong network of trusted trade partners. On a typical project like Hillcrest, this team was led by our [Partner-in-Charge](#), who provides executive oversight, strategic direction and ensures alignment with the Owner's objectives throughout the project lifecycle. Our [Project Manager](#) is responsible for overall project leadership, including coordination with the Owner and consultants, cost control, procurement strategy, contract administration and reporting. Supporting the Project Manager is our [Project Coordinator](#), who manages documentation, submittals, RFIs, meeting minutes and day-to-day administrative processes to ensure accurate and timely information flow across the project team.

On site, our dedicated [Site Superintendent](#) leads all field operations, overseeing trade coordination, schedule execution, site logistics and quality of workmanship. The Superintendent ensures all work is performed safely, efficiently and in accordance with project requirements. Working closely alongside the field team is JEN COL's [Safety Manager](#), who is responsible for implementing and enforcing the project-specific safety program, conducting inspections, leading safety meetings and ensuring compliance with all regulatory requirements. [Safety is particularly critical on projects within occupied facilities](#), where the safety of residents, staff and workers must be rigorously maintained at all times.

This core team is supported by JEN COL's internal [estimating and preconstruction specialists](#), who remain engaged throughout the project to provide ongoing cost planning, procurement support and value engineering input. In addition, our internal departments, including quality control and accounting, provide continuous support, ensuring consistency, accountability and depth of expertise across all phases of the project. This integrated team structure allows JEN COL to maintain full control over project delivery while leveraging the specialized capabilities of our subcontractor partners to execute the work to the highest standard.

What JEN COL Self-Performs versus Subcontracts

JEN COL will utilize our own forces only where it provides a clear and measurable benefit to the project in terms of schedule, cost, quality or risk mitigation. Our primary delivery model is to competitively tender trade scopes to qualified subcontractors; however, in select circumstances, such as schedule-critical work, specialized coordination requirements or small scopes where efficiency can be improved, we may elect to self-perform certain activities.

In all such cases, JEN COL will fully comply with the requirements outlined in the RFP. We will provide a detailed schedule of hourly rates for any self-performed work and will obtain and submit competitive pricing from an independent third-party bidder for comparison. This ensures transparency, validates value for the Foundation and maintains alignment with the project's competitive procurement objectives.

JEN COL's model focuses on management, coordination and leadership, while leveraging a strong network of qualified subcontractors for trade-specific work.

- **Self-performed / Internal Responsibilities:**

- Project management and site supervision
- Scheduling and coordination
- Cost planning, control and reporting

-
- Procurement and contract administration
 - Quality management and inspections
 - Safety management (as Prime Contractor)
 - Client and consultant coordination
 - Concrete scopes of work
 - **Subcontracted Work:**
 - All major trade scopes (structural, mechanical, electrical, envelope, finishes, etc.)
 - Specialized systems and equipment installation

This approach ensures highly specialized work is completed by expert trades, while JEN COL maintains full accountability for project delivery, integration and outcomes.

Preconstruction & Planning Approach

At Hillcrest, preconstruction was critical to success. JEN COL led detailed planning efforts that included:

- Phasing and sequencing strategies to maintain building operations
- Development of temporary service corridors and utility systems to keep the facility functional
- Early engagement of key trades (mechanical and electrical) to validate design and budget prior to funding approval
- Constructability reviews to identify and resolve coordination challenges before construction

This proactive approach ensured the project moved into construction with a clear, coordinated and achievable plan, minimizing risk and avoiding costly redesign during construction.

Approach to Keeping Costs Down

JEN COL's ability to control and reduce costs on the Hillcrest project was driven by a combination of detailed estimating, value engineering and practical construction experience.

1. Continuous Cost Planning & Market Alignment

Our estimating team maintained ongoing cost analysis throughout design, ensuring all decisions were grounded in real market pricing and constructability. This allowed us to identify cost pressures early and implement corrective actions before tender.

2. Value Engineering Without Compromising Quality

We worked collaboratively with the Owner and consultants to implement practical value engineering solutions, including:

- Retaining and integrating existing kitchen equipment where viable, rather than full replacement
- Strategically locating mechanical systems to avoid structural conflicts and reduce framing complexity
- Relocating and repurposing an existing garage rather than demolishing and rebuilding
- Utilizing the relocated structure for construction storage, reducing site costs

These decisions resulted in meaningful cost savings while maintaining the design intent and functionality of the facility.

3. Constructability-Driven Solutions

JEN COL's hands-on construction experience allowed us to simplify construction methods, reducing labour, materials and schedule impacts. For example:

- Pre-manufactured wall assemblies improved efficiency and reduced site labour
- Early identification and resolution of mechanical/structural conflicts prevented costly rework
- Phased construction and trade coordination minimized inefficiencies and downtime

4. Efficient Phasing and Sequencing

Careful phasing allowed work to proceed without disrupting operations, reducing the need for temporary relocations and associated costs. During the COVID-19 pandemic, we further refined sequencing to separate trades and maintain productivity while meeting health requirements.

Construction Phase Execution

During construction, JEN COL provided strong on-site leadership and coordination, ensuring all trades worked efficiently within the constraints of an occupied facility.

Key elements included:

- Detailed site logistics planning, including hoarding, access routes and material storage
- Continuous coordination with facility staff to minimize disruption
- Real-time problem solving and collaboration with consultants

For example, when mechanical system conflicts were identified during construction, JEN COL immediately coordinated with the structural consultant to revise the design and implement a solution that avoided delays and improved constructability for subsequent phases.

Cost Control & Reporting to the Owner

JEN COL maintains a **transparent, open-book reporting process** throughout the project lifecycle.

Regular Reporting Includes:

- Monthly (or more frequent) cost reports outlining:
 - Budget vs. committed and actual costs
 - Forecast to completion
 - Change order tracking and status
- Schedule updates and progress reporting
- Risk updates and mitigation strategies
- Cash flow projections

Our reporting is designed to be clear, detailed and actionable, allowing the Owner to make informed decisions at every stage. We maintain a **"no surprises"** philosophy where any potential cost or schedule impacts are communicated immediately, along with recommended solutions.

In addition to formal reporting, we maintain continuous communication through:

- Regular project meetings with the Owner and consultants

-
- Informal updates as required
 - Collaborative decision-making processes

This level of transparency was a key contributor to the success of the Hillcrest project and will be central to the Clearview Lodge project.

Quality, Safety & Resident Considerations

Working in an occupied seniors facility requires heightened attention to safety, quality and resident experience. At Hillcrest, JEN COL implemented:

- Comprehensive safety protocols and site separation measures
- Soundproof hoarding and controlled access zones
- Innovative solutions such as **viewing windows** to maintain resident engagement and comfort

Our approach ensured that construction activities were carried out safely and respectfully, with minimal disruption to residents.

The Hillcrest Seniors' Lodge Addition & Modernization project demonstrates JEN COL's ability to successfully deliver complex, phased construction projects within occupied healthcare environments. Through **strong leadership**, **collaborative planning**, **disciplined cost management** and **transparent reporting**, we delivered a high-quality facility that met the Owner's objectives while maintaining operational continuity.

This same approach will be applied to the Clearview Lodge Expansion & Modernization project to ensure a successful outcome for the Foundation, residents and community.

1.1.2 REPORT SPECIMEN – HILLCREST SENIORS' LODGE

As requested, we have included specimen reports in **Appendix A**.

JEN COL's **Monthly Project Update** report is designed to give the Foundation a clear, comprehensive and real-time understanding of project status across all key areas: schedule, cost, progress, risks and site activity. Each report includes detailed progress summaries, schedule updates, cash flow tracking and visual site photos, along with commentary on key issues and how they are being addressed. As demonstrated in the sample, this includes proactive identification of site challenges (such as unforeseen subsurface conditions) and clear documentation of the steps taken to resolve them. This reporting approach provides full transparency, supports informed decision-making and ensures alignment between the project team and the Foundation throughout all phases of construction.

In addition, we have included a sample **Pre-Award Budget Report** from the Hillcrest Seniors' Lodge project to demonstrate how JEN COL establishes cost certainty early in the project. This report outlines the overall project budget, scope inclusions and exclusions, identified risks, contingencies and detailed cost breakdowns aligned with the schematic design. It also clearly identifies separate or future scope items and provides a realistic construction schedule and phasing strategy. Together, these reports demonstrate JEN COL's commitment to transparency, proactive planning and disciplined cost management, ensuring the Foundation has a clear understanding of both current project performance and the financial roadmap from preconstruction through completion.

Hillcrest Seniors' Lodge Summary

We believe the **Hillcrest Seniors' Lodge Addition & Modernization** is strikingly similar to the Clearview Lodge project in both scope and execution. Beyond the high-level similarities of phased construction within an operational seniors' facility, the parallels extend to key project details—such as creating a **designated viewing area** for residents to

safely observe construction activities, and relocating an existing garage at Hillcrest for reuse rather than demolition, similar to the Foundation's plan to **remove and repurpose the existing 100 Wing**.

These shared characteristics are significant. They demonstrate that JEN COL has already successfully navigated the exact types of challenges this project will present, using proven solutions that prioritize resident experience, operational continuity and cost efficiency. This direct experience reduces risk, shortens learning curves and allows us to apply lessons learned immediately resulting in a smoother construction process and a more predictable, successful outcome for the Foundation.

1.2 POST-CONSTRUCTION

At JEN COL, commissioning, turnover and warranty are not treated as isolated, end-of-project activities. They are fully integrated into our project delivery approach from the very beginning. We believe successful post-construction outcomes are the direct result of early planning, continuous execution and disciplined processes carried throughout the entire project lifecycle. From project initiation, our Project Manager leads coordination with the Foundation, consultants, and the independent Commissioning Authority (*if required*) to define commissioning requirements, documentation expectations and performance criteria. These requirements are embedded into the project schedule by the Project Manager and Superintendent, incorporated into trade scopes during procurement and clearly defined within subcontract agreements so that all parties understand their responsibilities from day one.

1.2.1 COMMISSIONING AS A CONTINUOUS PROCESS

Throughout construction, commissioning is approached as an ongoing and progressive process rather than a final milestone. The Project Manager is responsible for overall coordination while the Project Coordinator manages commissioning documentation, submittals and tracking logs. On site, our Superintendent ensures installations meet commissioning requirements and coordinates trade participation in equipment start-up, pre-functional testing and functional performance testing.

By integrating these activities into our schedule and quality control processes, we ensure building systems such as HVAC, electrical, life safety and controls are validated progressively. This reduces risk, improves system performance and eliminates the common challenges associated with deferring commissioning to the end of the project.

1.2.2 PROACTIVE TURNOVER PLANNING

Turnover planning is led by our Project Manager, with support from our Project Coordinator and Superintendent, and begins well in advance of substantial completion. Rather than waiting until the end of construction, JEN COL initiates turnover activities early through our structured quality management process.

As areas of the project are completed, the Superintendent conducts detailed inspections on a room-by-room and system-by-system basis, identifying deficiencies early and entering them into our tracking system. JEN COL's Project Coordinator maintains and updates the deficiency logs, ensuring accurate, real-time reporting, while our Project Manager oversees progress and communicates status updates to the Foundation and consultants on a regular basis.

This proactive approach ensures deficiencies are addressed progressively, minimizing the volume of outstanding items at substantial completion and providing the Foundation with full visibility into project readiness.

1.2.3 DEFICIENCY IDENTIFICATION, REPORTING & RESPONSE

Deficiency management is a collaborative and transparent process incorporating input from all stakeholders, including the Consultant team and the Foundation. Deficiencies identified through JEN COL's internal inspections, Consultant reviews or Foundation feedback are all captured within a centralized tracking system managed by our Project Coordinator.

Upon receipt of deficiency data from the Consultant or the Foundation, JEN COL immediately reviews, validates and incorporates these items into the master deficiency list. The Project Manager and Superintendent assess each item, assign responsibility to the appropriate subcontractor and establish clear timelines for completion.

We respond to all external deficiency input promptly and constructively, recognizing the importance of collaboration and accountability. Regular deficiency review meetings are held with the Consultant and the Foundation to confirm status, prioritize critical items, and ensure alignment on expectations.

The Superintendent leads on-site remediation, coordinating trades to address deficiencies efficiently, while the Project Manager monitors overall progress and ensures corrective actions meet project requirements. All completed items are verified and formally closed out, ensuring a high standard of quality is achieved.

1.2.4 AS-BUILT DRAWINGS & DOCUMENTATION

JEN COL manages as-built drawings and turnover documentation as an ongoing process throughout construction, led by our Project Coordinator and overseen by our Project Manager. **We do not defer this work to the end of the project.** Instead, subcontractors are required to submit record information progressively, which is reviewed, coordinated and incorporated into the evolving as-built documentation.

This includes:

- As-built drawings reflecting actual site conditions
- Shop drawings and submittals
- Operation and maintenance manuals
- Equipment data and warranties

Prior to turnover, the Project Manager and Project Coordinator conduct a comprehensive review to ensure all documentation is complete, accurate and organized. We provide the Owner with a structured and user-friendly turnover package, along with coordinated training sessions led by the Project Manager and key subcontractors, ensuring facility staff are fully prepared to operate and maintain all systems.

1.2.5 WARRANTY MANAGEMENT & POST-OCCUPANCY SUPPORT

Our commitment extends well beyond substantial completion through a structured warranty management process led by our Project Manager, with support from the Project Coordinator. The Foundation is provided with a single point of contact for all warranty-related matters, ensuring clear and efficient communication.

When warranty issues arise, JEN COL responds promptly by:

- Logging and tracking the issue
- Assessing responsibility and urgency
- Coordinating the appropriate subcontractor to address the issue
- Monitoring the resolution through to completion

Our Superintendent, where required, may also be involved in coordinating site access and ensuring work is completed safely and efficiently within an occupied environment. All warranty items are tracked and reported to the Foundation until fully resolved.

We remain engaged with the Foundation throughout the warranty period, conducting follow-ups as needed and ensuring all building systems continue to perform as intended.

1.2.6 WARRANTY RESOLUTION EXAMPLE – MORINVILLE SCHOOL

JEN COL takes a proactive and collaborative approach to warranty management, ensuring any issues identified post-construction are addressed promptly, thoroughly and with long-term performance in mind. A representative example of this approach occurred on the Morinville School project.

During the warranty period, it was identified that the polished concrete slab exhibited minor surface deterioration during routine cleaning. Upon investigation, it was determined that the concrete aggregate contained trace coal deposits, which began to dislodge over time, resulting in localized honeycombing of the slab surface. JEN COL immediately initiated a detailed review of the issue, working closely with the concrete supplier and project stakeholders to identify the root cause and develop an appropriate solution.

Through this collaborative process, JEN COL coordinated the implementation of an epoxy floor finish system to remediate the affected areas. This solution not only resolved the warranty issue but also enhanced the durability and performance of the floor for the end user. All work was completed efficiently and with minimal disruption to school operations.

This example demonstrates JEN COL's commitment to standing behind our work, engaging the appropriate partners and delivering solutions that go beyond simple repair, ensuring our client received a high-quality, long-lasting outcome.



2. Capabilities

2.1 ORGANIZATIONAL EXPERIENCE

JEN COL Construction brings nearly 50 years of experience delivering high-quality construction projects across Western Canada, with Construction Management as a core area of expertise. Since our founding in 1978, JEN COL has grown into a well-established and respected builder with offices in Alberta and British Columbia and a team of up to 150 professionals supporting projects across a wide geographic region. Our organization has successfully delivered hundreds of projects in a variety of sectors, including seniors' lodges, healthcare and supportive living facilities, municipal and institutional buildings, schools, recreation facilities, and complex renovations and expansions within occupied environments.

Construction Management is not simply a service offering for JEN COL, it is the foundation of how we deliver projects. We have completed more than 140 Construction Management engagements in the last ten years alone, with project values ranging from small-scale renovations to major developments exceeding \$50 million. This depth of experience has allowed us to refine a proven methodology centered on collaboration, transparency and early engagement, ensuring our clients benefit from informed decision-making throughout the project lifecycle.

A defining strength of JEN COL is our ability to integrate into the design and planning process. **We are typically engaged early in a project to provide input on constructability, budgeting, scheduling and procurement strategies.** This early involvement allows us to influence key project decisions when they have the greatest impact, ensuring design development remains aligned with budget constraints and schedule objectives. Our team actively participates in all design meetings, providing real-time feedback on materials, sequencing and construction methodologies. This proactive approach minimizes risk, enhances coordination and ultimately results in a more efficient and predictable construction process.

2.1.1 CONSTRUCTION MANAGEMENT EXPERIENCE

JEN COL's Construction Management approach is built on establishing a realistic and well-defined project roadmap during preconstruction. Through detailed cost planning, scheduling, constructability reviews and value engineering, we ensure the project is set up for success before construction begins. We strategically package and tender trade scopes to maximize competition and maintain cost certainty, while still allowing flexibility as the design evolves. This balanced approach enables us to control costs, maintain schedule and deliver high-quality outcomes without compromising the client's vision.

Our experience also demonstrates a strong track record of delivering measurable value to our clients. Across multiple projects, JEN COL has identified cost-saving opportunities through value engineering, optimized construction sequencing and innovative procurement strategies. For example, our teams have successfully reduced project costs through design refinements, alternative construction approaches and early procurement of key materials, **often returning significant savings back to the client or reinvesting them into enhanced project scope.** These outcomes are the result of disciplined cost planning, strong trade relationships and a collaborative project environment that encourages continuous improvement.

Of course, the real proof of this approach is found in the projects themselves. The following examples highlight several Construction Management projects where JEN COL worked collaboratively with clients and consultants to solve complex challenges, introduce innovative solutions and optimize procurement strategies to ensure successful outcomes. *While not every example directly applies to the Foundation's project, they illustrate the depth of experience and level of commitment we bring to creating value for our clients.*

Project Name	Service Type	Location	Value
Saulteau Cultural Centre	New Construction	Moberly Lake, BC	\$25,353,775
Examples of Value Add / Innovation / Tendering Solutions Provided and their Results	Despite the significant challenges associated with delivering a complex cultural facility in a remote northern location, the JEN COL team successfully navigated obstacles through proactive planning, adaptability and close collaboration with the Saulteau First Nations and project consultants. Early logistical risks related to distance, weather and limited infrastructure were mitigated through advance procurement, reliable transportation planning, contingency inventory and rigorous safety and risk management strategies. When the original framing contractor declared bankruptcy and critical design elements—including trusses, sprinklers and roof assemblies—were incomplete or required redesign, <i>the team acted quickly to re-secure qualified trade partners, re-sequence work and manage extensive scope changes.</i> Through diligent coordination, problem-solving and transparent communication, the team absorbed schedule and technical impacts, managed redesigns and additional work, and ultimately delivered a culturally significant, sustainable facility that met the Nation's needs while maintaining project momentum under exceptionally challenging conditions.		

Project Name	Service Type	Location	Value
Spruce Grove Protective Services	Expansion & Renovation	Spruce Grove, AB	\$20,636,253
Examples of Value Add / Innovation / Tendering Solutions Provided and their Results	During the design stages we recognized that the piles being recommended and designed through the structural engineer appeared to be larger than we had expected within our project cost plan. JEN COL recommended to perform pile load testing to provide the engineers a more specific analysis of the bearing and load capacity of the existing soils on the site. <i>The result of this load test was a less complicated pile design which saved our client \$180,000.</i> Using JEN COL's detailed cost planning process allowed us to discover the unexpectedly high pile cost as an area to investigate. Working collaboratively with the Geotechnical Consultant, Structural Engineer and piling contractor we were able to find and use these savings within other areas of the building as added value. <i>Tendering this project in three packages</i> also enabled fast tracking of sitework, hardscaping and building foundations while preconstruction and design was in progress resulting in further cost savings by reducing the overall schedule.		

Project Name	Service Type	Location	Value
Vermilion Valley Seniors Lodge	Renovation	Vermilion, AB	\$12,770,039
Examples of Value Add / Innovation / Tendering Solutions Provided and their Results	To maintain schedule and budget this project was tendered in two packages which allowed for early mechanical and electrical disconnects and demolition of the first wing. Overall, <i>taking a phased tender package approach contributed to a 1-month savings in project schedule.</i> The owner was also uncertain of their plans for landscaping and parking lot adjustments, so JEN COL recommended the owner set aside a pre-set amount of money at the beginning of the project to ensure these plans could be re-visited at a later date without incurring extra costs. Thanks to this		

	foresight and planning, detailed discussions were held with the owner, and JEN COL was able to provide the landscaping and parking adjustments required by the owner while still maintaining both the budget and the project schedule.
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Project Name	Service Type	Location	Value
Foothills Composite High School	Renovation	Okotoks, AB	\$24,848,711
Examples of Value Add / Innovation / Tendering Solutions Provided and their Results	JEN COL developed an initial cost plan and through our continual value engineering process we were able to bring the project in at more than \$1,500,000 under budget. This included resequencing phasing from original plan, fast-tracking scopes of work and pre-ordering materials for future phases. During preconstruction we advised the owner that our budgeting and cost planning was showing a large cost underrun. These savings were given back to our client who in turn added scope to the project and upgraded materials and systems they did not think was possible with the original budget.		

Project Name	Service Type	Location	Value
Border Paving Athletic Centre	New Construction	Spruce Grove, AB	\$10,351,000
Examples of Value Add / Innovation / Tendering Solutions Provided and their Results	Oftentimes converting from a Construction Management contract to a Stipulated Price contract is a wise decision. <i>But that's not always the case.</i> This project was tendered in three main packages. Following the first tender packages but prior to all the work scopes being tendered for this project, a discussion was held with the client regarding moving the project to a stipulated price model to allow for cost certainty. Knowing there were still some large ticket items yet to be fully designed and value engineered and that we believed would come in lower than the budgeted costs, it was our recommendation to remain in the Construction Management model. In the end, <i>this recommendation saved our client approximately \$210,000 which was added back into the project as additional value to the building.</i> This recommendation along with other value engineering and a <i>three-phase tender package</i> allowed us to bring the project in at approximately \$800,000 under the original budget.		

Project Name	Service Type	Location	Value
Stone Brook Supportive Living	New Construction	Grimshaw, AB	\$15,285,400
Examples of Value Add / Innovation / Tendering Solutions Provided and their Results	This was the first building of this magnitude for our client (Accredited Supportive Living Services), so JEN COL worked closely with the project team to ensure the financing model was met by creating a very tight initial budget. JEN COL's budget control systems and processes started from day one of our engagement on the project with our initial cost plan, this cost plan was checked alongside the project cost consultant's information. Variance reports were created with every subsequent budget update completed, variances noted within our report become the topics of discussions with the project team to ensure the budget was in alignment with the overall project approved budget. <i>JEN COL's value engineering recommendations allowed this project to be completed on time and \$1,300,600 under budget.</i>		

Equally important is our commitment to transparency and partnership. The Construction Management model we employ provides clients with full visibility into project costs, procurement decisions and trade selection. This open-book approach fosters trust and allows clients to actively participate in decision-making, ensuring the final project reflects their priorities and objectives. By eliminating adversarial relationships and aligning all parties toward a common goal, we create a project environment focused on delivering the best possible outcome.

2.1.2 FIVE REFERENCE PROJECTS

① Hillcrest Seniors Lodge Addition & Modernization | Barrhead, AB

Client	Details
Barrhead & District Social Housing Association Tyler Batdorf, Chief Administrative Officer 780-674-2787 tbatdorf@bdsha.org	Delivery: Construction Management to Design-Build Size: 5,790m ² Value: \$17.7 million



Project Description: JEN COL successfully delivered the Hillcrest Seniors Lodge Addition & Modernization, a highly comparable project to the Clearview Lodge Expansion & Modernization in both scope and complexity. The project involved the phased replacement and expansion of an aging assisted living facility while maintaining full operations for residents and staff. Delivered through a collaborative Construction Management to Design-Build approach, JEN COL worked closely with the Owner and consultant team from early planning through to commissioning, ensuring alignment of scope, budget and schedule at every stage.

The project was executed in two phases to maintain uninterrupted operations within the occupied facility. Phase 1 included demolition of a portion of the existing lodge and construction of a new three-storey addition with 45 private suites, while residents continued to occupy adjacent areas. Phase 2 added an additional 25 suites along with modern amenities including a commercial kitchen, dining areas, activity spaces and support facilities. This phased approach required careful planning, sequencing and coordination, directly aligning with the challenges anticipated for the Clearview Lodge project.

JEN COL implemented a number of innovative and practical solutions to maintain operations and enhance constructability. Temporary and permanent service corridors were developed to ensure continuous access to utilities and safe movement of residents and staff. Soundproof hoarding systems and carefully planned site logistics minimized disruption, while off-site prefabrication improved efficiency and reduced on-site labour. These strategies demonstrate JEN COL's ability to manage construction within sensitive, occupied environments while maintaining safety, comfort and operational continuity.

Cost control and value optimization were key components of the project's success. JEN COL worked collaboratively with the Owner and consultants to implement targeted value engineering solutions, including retaining and integrating existing kitchen equipment, optimizing mechanical system layouts to reduce structural impacts and relocating an existing garage for reuse rather than demolition. These initiatives reduced costs while maintaining design intent and long-term functionality.

The project also highlights JEN COL's ability to proactively resolve complex issues without impacting schedule. During construction, conflicts between mechanical systems and structural elements were identified when sanitary lines and heating risers interfered with structural beams. JEN COL immediately coordinated with the structural consultant to revise the design and incorporate solutions into the as-built documentation, ensuring subsequent phases proceeded

without delay. This level of responsiveness and coordination is critical for projects like Clearview Lodge, where unforeseen conditions must be addressed quickly and effectively.

Despite additional challenges, including the need to adapt construction sequencing during the COVID-19 pandemic, JEN COL successfully maintained progress by reorganizing work into controlled zones to limit trade overlap and maintain productivity. This demonstrated our ability to adapt to changing conditions while maintaining both schedule and safety requirements.

The Hillcrest Seniors Lodge project is a strong example of JEN COL’s expertise in delivering complex, phased construction within occupied seniors housing environments. Our experience managing resident impacts, coordinating multiple phases, controlling costs and resolving on-site challenges positions us to deliver the Clearview Lodge Expansion & Modernization project with the same level of success, care, and precision.

2 Vermilion Valley Seniors Lodge Renovation | Vermilion, AB

Owner	Details
Vermilion & District Housing Foundation Gregory Thronson (former Mayor, Town of Vermilion) 780-549-9134	Delivery: Construction Management to Stipulated Price Size: 3,800m ² Value: \$12.8 million



Project Description: JEN COL successfully delivered the Vermilion Valley Seniors Lodge Renovation, a complex phased redevelopment of an aging supportive living facility that closely parallels the scope and challenges of the Clearview Lodge Expansion & Modernization project. Delivered using a Construction Management model transitioning to a stipulated price, the project involved demolition, new construction and integration with existing occupied facilities while maintaining ongoing operations for residents and staff.

The project was executed in two carefully planned phases to balance construction efficiency with resident continuity. Phase 1 included demolition of an existing wing and construction of a new core building with private suites, a commercial kitchen, dining and amenity spaces. Phase 2 involved demolition of additional wings and construction of a new residential wing integrated with retained portions of the facility. Similar to Clearview, this required careful coordination of building systems, including HVAC, fire alarm, security and nurse call systems, across both new and existing structures, as well as thoughtful planning to maintain safe and uninterrupted operations on an active seniors housing campus.

JEN COL’s approach to this project emphasized detailed preconstruction planning and phased execution to manage risk, schedule and cost. By tendering the project in multiple packages, we were able to advance early demolition and disconnection work while design was still progressing, resulting in approximately one month of schedule savings. We also worked closely with the Owner to establish budget strategies that allowed flexibility for future scope decisions, such as landscaping and site improvements, without impacting overall project cost or timeline.

This project highlights JEN COL's strength in identifying and resolving challenges proactively. During preconstruction, we identified gaps in the original hazardous materials (abatement) reporting and recommended additional investigation, allowing risks to be mitigated before construction began rather than causing delays in the field. Additionally, our team navigated significant stakeholder changes during the project, including turnover within the Owner's board and project leadership. Through consistent communication, transparency and a collaborative approach, JEN COL successfully aligned all parties and maintained project momentum.

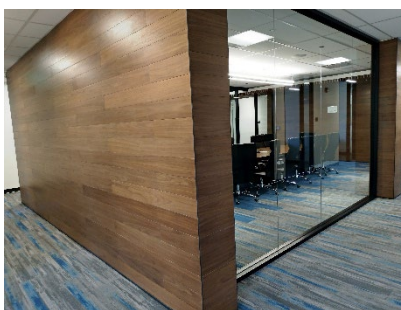
Constructability and operational continuity were also key drivers of success. JEN COL coordinated detailed reviews of existing conditions, including full crawl space investigations with trade partners, to understand how to safely disconnect and reconnect building systems. We implemented temporary utility corridors and maintained safe, accessible indoor pathways for residents and staff throughout construction. Site logistics planning included soundproof hoarding, controlled access routes, and coordination with the municipality to manage deliveries and traffic in a busy residential area, measures directly applicable to the Clearview Lodge project.

Value engineering played a significant role in maintaining budget alignment without compromising quality. Solutions included optimizing building design elements such as roofing systems, integrating existing equipment where appropriate and phasing construction to maximize occupancy and operational efficiency. These strategies reflect JEN COL's practical, experience-driven approach to delivering value while maintaining the integrity of the design.

The Vermilion Valley Seniors Lodge project demonstrates JEN COL's depth of experience in delivering highly coordinated redevelopment projects within operational care environments. Through careful planning, disciplined execution and strong collaboration with stakeholders, we successfully navigated the technical, logistical and operational challenges inherent in working around residents and existing facilities. This experience provides a practical foundation for the Clearview Lodge Expansion & Modernization project, where similar considerations around phasing, system integration, risk management and stakeholder coordination will be critical to achieving a successful outcome.

③ Spruce Grove Protective Services | Spruce Grove, AB

Owner	Details
City of Spruce Grove Tumla Shrestha, Capital Project Specialist 780-962-2611 (ext. 505) tshrestha@sprucegrove.org	Delivery: Construction Management to Stipulated Price Size: 5,407m ² Contract Value: \$20.6M



Project Description: JEN COL successfully delivered the Spruce Grove Protective Services Facility Expansion & Renovation, a complex, multi-phase project that, while not a seniors' lodge, shares many key similarities with the Clearview Lodge Expansion & Modernization. The project involved constructing a major addition to an existing operational facility followed by renovation of the existing building, all while maintaining uninterrupted emergency services for fire, ambulance and enforcement departments. This required careful phasing, integration of new and existing building systems and continuous coordination with multiple stakeholders; challenges directly comparable to working within an occupied seniors housing environment.

The project was delivered using a Construction Management model and strategically tendered in three packages, allowing early sitework, foundations and servicing to proceed while design continued. This fast-tracked approach enabled JEN COL to maintain schedule despite a tight construction timeline and challenging site conditions. Similar to Clearview Lodge, the project required careful planning of site logistics, access and sequencing to ensure operations within adjacent active facilities were not disrupted.

JEN COL’s proactive approach to constructability and risk mitigation was critical to the project’s success. Early in preconstruction, we identified potential issues with subsurface conditions and recommended additional geotechnical testing and pile load testing. The results allowed the design team to optimize the foundation system, resulting in approximately \$180,000 in cost savings. In addition, detailed investigation of underground utilities enabled relocation of critical services without interruption.

Throughout construction, JEN COL demonstrated strong problem-solving and adaptability in response to unforeseen conditions and evolving project requirements. When high groundwater conditions required a redesign of the piling system, we worked collaboratively with consultants and trades to implement an alternative solution while minimizing schedule impacts. Similarly, when the Owner introduced a new signaling control system late in the project, JEN COL took the lead in coordinating this scope with subcontractors to ensure all requirements were met without disrupting progress.

Value engineering and cost control were key contributors to project success. JEN COL worked closely with trade partners to identify cost-effective alternatives, including revising cladding materials to achieve significant savings without compromising quality. Schedule challenges, including weather delays, were mitigated through proactive planning and resequencing of work, allowing the project to recover lost time and maintain overall completion targets.

The project also required a high level of coordination with multiple stakeholders and adjacent operations, including an active fire hall, police station and nearby school. JEN COL implemented detailed communications and logistics plans to ensure safety, maintain access and minimize disruption.

The Spruce Grove Protective Services Facility demonstrates JEN COL’s ability to successfully deliver phased expansions and renovations within active, operational environments. Our experience integrating new construction with existing facilities, managing complex stakeholder groups, mitigating unforeseen conditions and maintaining strict control over schedule and budget provides a strong foundation for delivering the Clearview Lodge Expansion & Modernization project successfully.

4 Stone Brook (Lac Cardinal) Supportive Living | Grimshaw, AB

Client	Details
Accredited Supportive Living Services Limited Shannon Websdale, Member, Board of Directors 780-625-1078 shannonwebsdale@outlook.com	Delivery: Construction Management to Stipulated Price Size: 7,650m ² Value: \$15.3 million



Project Description: JEN COL successfully delivered the Stone Brook Supportive Living facility, a 76-unit assisted living development designed to provide Level 3, 4 and 4D care in a modern, resident-focused environment. While this project was new construction rather than an expansion and modernization, it shares many key similarities with the Clearview Lodge Expansion & Modernization project, namely the delivery of a complex seniors care facility, integration of specialized building systems, strict budget constraints and a high level of stakeholder collaboration throughout design and construction.

From the outset, JEN COL was engaged as a Construction Manager to support design development, budgeting and construction execution. The client was undertaking its first project of this scale, **requiring a high degree of guidance, transparency and leadership from JEN COL**. Like Clearview Lodge, this involved maintaining continuous alignment between scope, budget and project expectations while supporting the Owner through key decisions. Our team established an open-book cost planning process and worked closely with the Owner and consultants to ensure the project remained financially viable and aligned with the approved funding model.

To manage risk and maintain schedule control, JEN COL implemented a phased approach to design and procurement, separating early site preparation from the main building construction. This allowed critical work to proceed while design was being finalized, an approach directly applicable to Clearview Lodge, where phased execution and early work packages will be essential to maintaining schedule and minimizing disruption.

JEN COL’s ability to deliver value was a defining aspect of this project. Through ongoing value engineering and detailed cost analysis, we identified significant savings during preconstruction and tendering. These **savings were reinvested into the project**, allowing the Owner to enhance the facility with additional features such as infrastructure for a future emergency generator, a second elevator, specialized security systems and provisions for future patient lift installations. Ultimately, **the project was completed approximately \$1.3 million under budget** while still expanding the overall scope and functionality of the building.

The project also demonstrates JEN COL’s ability to effectively manage challenges and maintain progress in the face of external constraints. Delays in consultant deliverables impacted the original construction start, requiring JEN COL to adapt scheduling and planning strategies to recover time and maintain overall project momentum. Through proactive coordination and continuous communication with the project team, we successfully navigated these challenges and delivered the project to meet the Owner’s objectives.

5 Foothills Composite High School Renovation | Okotoks, AB

Owner	Details
Foothills School Division No. 38 Drew Chipman, Assistant Superintendent 403-652-3001 chipmand@fsd38.ab.ca	Delivery: Construction Management Size: 12,775m ² renovation Value: \$24.8M



Project Description: JEN COL successfully delivered the Foothills Composite High School Renovation as Construction Manager, completing a large-scale, multi-phase modernization of an existing, fully operational facility. While this

project was an educational facility and not a seniors' lodge, it shares many direct similarities with the Clearview Lodge Expansion & Modernization project, including complex phased construction, extensive upgrades to existing building systems and the requirement to maintain safe, uninterrupted operations for occupants throughout construction.

The project involved significant interior demolition and renovation across multiple areas of the school, combined with major mechanical and electrical system upgrades, building envelope improvements and roofing replacement. All work was completed while the school remained fully occupied, requiring detailed planning, sequencing and coordination with school administration to ensure minimal disruption to students and staff. JEN COL developed a comprehensive phasing and decanting plan aligned with the academic calendar, ensuring critical spaces were available when required and that transitions between phases were clearly communicated and executed. This approach is directly applicable to the Clearview Lodge project, where maintaining continuity of operations and minimizing disruption to residents will be a key priority.

A major focus of the project was the assessment and integration of existing building systems. JEN COL led extensive destructive and non-destructive testing of mechanical systems to determine what could be retained versus replaced. By incorporating existing ductwork and infrastructure into the new design, **the project achieved significant cost savings while maintaining performance objectives**. In addition, a temporary boiler system was implemented to maintain heating during construction, ensuring occupant comfort and safety, an approach that reflects JEN COL's ability to maintain critical building services during complex renovations.

JEN COL also demonstrated strong schedule management and problem-solving capabilities. The project required multiple phases to be completed within strict timelines tied to the academic year, with substantial work completed within the first eight months. Despite the complexity of working within an existing building and the challenges associated with phased renovations, **JEN COL achieved substantial completion 30 days ahead of schedule**. This was accomplished through proactive planning, detailed coordination with trades and continuous monitoring of progress to identify and resolve issues before they impacted the schedule.

Cost control and value optimization were also key outcomes of the project. Through detailed planning and value engineering, **JEN COL delivered the project under budget, allowing the Owner to reinvest savings into additional upgrades, including full gymnasium renovations and elevator improvements**. This demonstrates our commitment to maximizing value for our clients while maintaining project objectives.

2.1.3 EXPERIENCE WITH SENIORS' HOUSING AND OCCUPIED FACILITIES

Throughout JEN COL's 48-year history, we have successfully delivered dozens of seniors' housing projects, including supportive living accommodations, seniors' apartments, long-term care facilities and affordable housing developments. These projects range from targeted renovations and major modernizations to complete new builds, providing us with a deep understanding of the unique requirements of seniors' environments. In addition to the reference projects provided in Section 2.1.2, we have a broad portfolio of similar work and would be pleased to provide further details upon request. Here are a few other examples, **including two projects currently in construction, both Construction Management**.

✳ Denotes project currently in construction (Construction Management delivery model)

Project Name	Project Details
✳ M.D of St. Paul Foundation Seniors Lodge, St. Paul, AB	New construction of a 90-unit seniors' affordable housing building and renovation of existing 32-unit building (includes demolition of existing structures)
✳ Ogilvie Ridge Townhomes, Edmonton, AB	New affordable housing development with 70 townhome units organized into 14 building clusters with about five units per building

Project Name	Project Details
Folkstone Place Seniors Housing, Stony Plain, AB	Four-storey, 5,591m ² affordable seniors housing apartment with 63 units and underground parkade (new construction)
Youville Home, St. Albert, AB	Three-storey long-term care facility for 144 long term care residents (new construction)
Mackenzie Place, Grande Prairie, AB	35-unit, 2,409m ² long-term care facility (major renovation)
Stadium Manor, Edmonton, AB	Four-storey, 2,200m ² , 23-unit affordable housing apartment (new construction)
Wapiti House, Grande Prairie, AB	Three-storey, 3,020m ² , 48-suite centre for transitional housing (new construction)
Chateau Lac Ste. Anne, Onoway, AB	Three-storey, 4,285m ² , 42-unit seniors facility (new construction)
Smithfield Lodge, Westlock, AB	Two-storey, 60-suite independent and supportive housing facility (new construction)

Equally important, JEN COL brings extensive experience working within **occupied and operational environments**, which is critical to the success of the Clearview Lodge Expansion & Modernization. Beyond seniors' facilities, we have completed over two hundred school projects (*many delivered while fully occupied*) where safety, coordination and minimizing disruption are paramount. This experience directly translates to seniors' housing, where resident well-being and maintaining daily operations must be carefully managed. We understand the complexities that can arise in these environments and proactively plan for them well in advance.

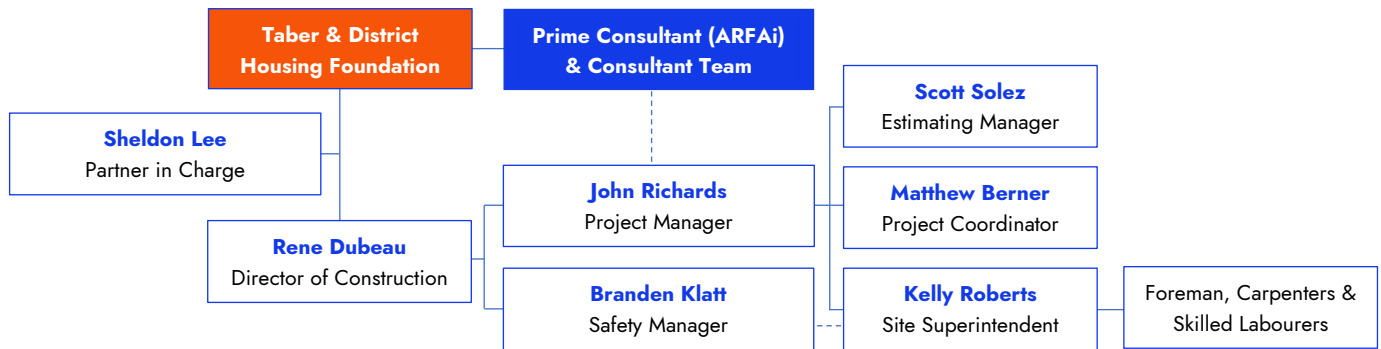
JEN COL draws on this depth of experience by continuously capturing lessons learned from past projects and applying them to new ones. We formalize this through our internal "Issue, Solution, Benefit and Proof" framework, which allows us to identify potential challenges early, implement proven solutions and deliver measurable value to our clients.

2.1.4 LIST OF CONSTRUCTION MANAGEMENT PROJECTS

As requested, below is a list of JEN COL's more significant Construction Management projects over the past three years.

Project Name	Value	Year Completed
Municipal District of St. Paul Foundation Seniors Lodge, St. Paul, AB	\$51,000,000	Q1 2028
Ogilvie Ridge Townhomes, Edmonton, AB	\$32,400,000	Q4 2027
Downtown Golden Housing Development, Golden, BC	\$15,300,000	Q1 2027
Cold Lake Public Works Operations Centre, Cold Lake, AB	\$38,500,000	Q4 2026
Stony Plain Regional Recreation Centre, Stony Plain, AB	\$36,915,000	Q4 2026
Ken Sargent House, Grande Prairie, AB	\$11,000,000	Q4 2026
Piikani Nation K-12 School, Brocket, AB	\$54,000,000	Q3 2026
Tk'emlups Healing Center, Kamloops, BC	\$12,500,000	Q3 2026
True Blue Swim School – Ellerslie Crossing, Edmonton, AB	\$7,500,000	2026
Saulteau First Nation Cultural Centre, Moberly Lake, AB	\$25,353,775	2024
Driftpile First Nation Health Centre, Driftpile, AB	\$12,930,093	2024
Q-Kids Daycare Centre, Quesnel, BC	\$3,220,899	2023

2.2 KEY PERSONNEL



JEN COL has assembled a highly experienced and cohesive team for the Clearview Lodge Expansion & Modernization project, bringing together key personnel with extensive backgrounds in seniors' housing, healthcare and complex projects within occupied environments. This team represents a balanced combination of strategic leadership, project management, field execution, estimating expertise and safety oversight, ensuring the project is supported at every level from preconstruction through to completion.

A significant advantage to the Foundation is that many members of this team have worked together on previous projects, including seniors' lodges, healthcare facilities and large-scale additions and renovations in operational environments. This **team continuity** promotes strong communication, trust and alignment across all roles, allowing the team to operate efficiently from day one. Familiarity with each other's processes and expectations reduces learning curves, enhances coordination and enables faster, more effective decision-making.

With a team that already understands how to work together successfully, JEN COL is well-positioned to deliver a high-quality outcome for the Foundation. We confirm we have current staff capacity now.



Sheldon Lee PMP®, GSC, B.Comm, LSS | Partner in Charge

Sheldon serves as Partner in Charge for the Clearview Lodge Expansion & Modernization project, providing executive-level oversight throughout all phases of the project. As President of JEN COL, Sheldon plays an active and engaged role, not only ensuring the project receives the highest level of attention and resources but also advocating for the Foundation's interests at the executive level. He works closely with the project team to remove obstacles, support decision-making and act as an additional line of communication and escalation when

required, ensuring the project is delivered with the highest standards of safety, quality and accountability.

Sheldon has provided leadership on projects such as the **St. Paul Foundation Seniors Lodge**, **Hillcrest Seniors Lodge Addition & Renovation**, **Vermilion Seniors Lodge Renovation**, **Spruce Grove Protective Services Expansion & Renovation** and **Foothills Composite High School Renovation**. His ability to align project objectives at both the operational and executive levels ensures the Clearview Lodge project receives the full support of JEN COL's organization.



Rene Dubeau PMP®, GSC, LEED® AP BD+C | Director of Construction

Rene brings over 30 years of construction experience and provides strategic leadership as Director of Construction, guiding projects from early planning through to completion with a strong focus on safety, quality and accountability. Having progressed through every major role in the field, from Foreman and Superintendent to Project Manager, Project Director and now Director of Construction, Rene offers a comprehensive understanding of all facets of construction delivery. His leadership is defined by collaboration, proactive problem-solving, and a commitment to delivering complex projects on time and within budget.

Rene's experience is highly relevant to the Clearview Lodge Expansion & Modernization project, particularly in seniors' housing and healthcare environments. He has led projects like **St. Paul Foundation Seniors Lodge**, **Hillcrest Seniors Lodge Expansion & Renovation** and **Vermilion Seniors Lodge Renovation**, all involving phased construction, integration with existing facilities and work within operational environments. He has also led healthcare-focused projects including the **Fort McMurray 468 First Nation Health Centre**, **Sturgeon Lake Health Centre** and **Queen Elizabeth II Hospital Restoration**, where maintaining uninterrupted services and strict safety protocols were critical to project success.

Rene's extensive experience delivering projects within active, occupied facilities goes across multiple sectors, including major school additions and renovations such as **École Père Kenneth Kearns Expansion & Renovation** and the **Foothills Composite High School Renovation**, as well as complex municipal and institutional projects like the **Spruce Grove Protective Services Expansion & Renovation**. These projects required detailed phasing, stakeholder coordination and continuous risk management to ensure safe and uninterrupted operations.

Rene's depth of experience across seniors' housing, healthcare and occupied environments provides a significant benefit to the Foundation's project. His ability to provide strategic oversight, guide the project team through complex challenges and ensure alignment between scope, budget, and schedule will help deliver a well-coordinated, safe and high-quality project.



John Richards C.E.T., LEED® Green Associate | Project Manager

John brings over 15 years of construction experience, with a strong background in delivering complex commercial, institutional, healthcare and seniors' housing projects from preconstruction through to completion. As Project Manager, John is recognized for his leadership, organization and ability to promote collaboration among clients, consultants and trades, ensuring projects are delivered on time, on budget and to a high standard of quality.

John's experience is highly relevant to the Clearview Lodge Expansion & Modernization project, particularly in seniors' housing and healthcare environments. He was part of the team delivering the **Stone Brook Supportive Living Facility**, a 76-unit assisted living development, where he contributed to coordination, cost control and project execution. He has also led the **Alberta Health Services Connect Care Upgrades** across multiple operational healthcare facilities, requiring careful planning, stakeholder coordination and execution within active environments with minimal disruption.

Equally important is John's extensive experience managing projects within fully occupied and operational facilities. He served as Project Manager on the **École Père Kenneth Kearns Addition & Renovation** and the **Caernarvon School Renovation**, both of which required detailed phasing, decanting strategies and continuous coordination to maintain safe and uninterrupted operations for building occupants. This experience directly translates to seniors' housing projects, where safety and operational continuity are critical considerations.

John's combination of seniors' housing, healthcare and occupied facility experience provides a strong foundation for the Clearview Lodge project. His ability to manage complex phasing, coordinate multiple stakeholders and proactively address risks will ensure construction is delivered safely, efficiently and with minimal disruption to residents and staff, ultimately supporting the Foundation in achieving a successful project outcome.



Kelly Roberts LEED® Green Associate | Site Superintendent

Kelly brings over 25 years of construction experience, including more than two decades with JEN COL, and is a highly respected Site Superintendent known for delivering complex projects with precision, strong leadership and a commitment to safety. Kelly has extensive experience managing large-scale institutional, healthcare and seniors' housing projects, with a particular strength in executing work within occupied and operational environments.

Kelly's experience is directly aligned with the requirements of the Clearview Lodge Expansion & Modernization project. He served as Superintendent on the Hillcrest Seniors Lodge Addition & Renovation and the Vermilion Seniors Lodge Renovation, both highly comparable projects involving phased construction within fully operational seniors' facilities. These projects required careful sequencing, resident safety planning, system tie-ins and continuous coordination to maintain daily operations, all of which are critical considerations for Clearview. Kelly also led construction on the Stone Brook Supportive Living Facility, further strengthening his experience in delivering high-quality seniors' care environments.

In addition to seniors' housing, Kelly has delivered healthcare projects such as the Sturgeon Lake Health Centre, and numerous occupied institutional projects, giving him a deep understanding of infection control, site logistics and maintaining safe environments for vulnerable occupants. His hands-on leadership ensures site activities are well-coordinated, risks are proactively managed and work is executed efficiently with minimal disruption to building users.

Kelly's experience managing complex, phased construction in active facilities provides a significant benefit to the Foundation's project. His ability to maintain safety, coordinate trades and adapt to evolving site conditions will ensure the Clearview Lodge project is delivered with a high level of care, organization and attention to resident well-being.



Matthew Berner C.E.T., LEED® Green Associate | Project Coordinator

Matthew is a highly capable Project Coordinator with a proven ability to support complex, multi-phase projects from preconstruction through to completion. Known for his attention to detail, proactive communication and coordination skills, Matthew plays a critical role in maintaining project organization, managing documentation and ensuring alignment between the project team, consultants and stakeholders.

Matthew's experience is directly relevant to the Clearview Lodge Expansion & Modernization project, particularly in seniors' housing and healthcare environments. He is currently involved in the St. Paul Foundation Seniors Lodge project and the Fort McMurray 468 First Nation Health & Wellness Center, both of which require detailed coordination, stakeholder engagement, and disciplined cost and schedule management. His involvement in these projects provides valuable, current experience in delivering facilities that support vulnerable populations and require a high level of care, planning and execution.

In addition, Matthew has extensive experience supporting projects within occupied and operational environments. He contributed to the Spruce Grove Protective Services Addition & Modernization, as well as major school projects such as École Père Kenneth Kearns Addition & Renovation and Bonnyville Centralized High School Addition &

Modernization. These projects required careful phasing, coordination with ongoing operations and clear communication with multiple stakeholders; skills directly transferable to the Clearview Lodge project, where minimizing disruption and maintaining safety are critical.



Scott Solez C.E.T. | Estimating Manager

Scott has over a decade of experience with JEN COL's estimating team and has served as Estimating Manager since 2017, leading cost planning and budget development for a wide range of complex construction projects. He plays a critical role in establishing accurate, reliable budgets that align with project scope and client expectations from the earliest stages of design.

Scott's experience is highly relevant to the Clearview Lodge Expansion & Modernization project, particularly in seniors' housing and healthcare environments. He has led estimating efforts for projects such as the **St. Paul Foundation Seniors Lodge**, **Hillcrest Seniors Lodge Addition & Renovation**, **Vermilion Seniors Lodge Renovation** and **Stone Brook Supportive Living Facility**, all of which involved detailed cost planning where cost certainty and coordination of specialized systems were critical.

Scott also brings significant experience estimating projects within active, occupied facilities, including the **Spruce Grove Protective Services Addition & Renovation**, **École Père Kenneth Kearns Addition & Renovation** and numerous school modernization projects. These projects required detailed phasing, careful scope definition and proactive risk identification to ensure budgets accurately reflected the complexities of working in operational environments. Scott's ability to develop detailed, transparent and realistic cost plans, supported by current market data and constructability insight, will ensure provides a strong benefit to the Foundation's project.



Branden Klatt OHSD, NCSO, B.Tech | Safety Manager

Branden is an experienced Safety Manager with a strong background in delivering safety leadership across complex commercial and institutional construction projects. With formal training in Occupational Health & Safety and designation as a National Construction Safety Officer (NCSO), Branden brings a proactive, systems-based approach to hazard identification, risk mitigation, and regulatory compliance. His leadership fosters a strong safety culture on site, ensuring that all work is performed safely while maintaining project efficiency and

minimizing disruption.

Branden's experience is highly relevant to the Clearview Lodge Expansion & Modernization project, particularly in managing safety within occupied and operational environments where the protection of building users is critical. He has led safety programs on projects such as the **École Père Kenneth Kearns Expansion & Renovation**, **Alexander School Kipohtakaw Education Centre Addition & Renovation**, **Blue Hills Community School Renovation & Addition** and the **Dale Fisher Arena Expansion**, all of which required detailed planning, controlled access and continuous coordination to ensure the safety of occupants, staff and workers throughout construction. In addition, his work on the **Sullivan Stone Condo Building Envelope Renovation** further demonstrates his ability to manage safety risks in confined, occupied residential environments where public safety is paramount.

Branden also brings experience supporting healthcare-related projects and has completed specialized training in infection control within active facilities, further strengthening his ability to manage safety in sensitive environments. His approach emphasizes clear communication, regular site inspections and proactive engagement with all stakeholders to ensure risks are identified and addressed before they impact the project.

3. Fees

3.1 FEE SUBMISSION

As requested in **Section 4.3.1** of the Foundation's RFP, attached are the following:

- Appendix B Fee Proposal Form (per update from Addendum #2 dated March 25, 2026)
- Article A-5 of CCDC 5B – 2025 Construction Manager's Fee for Pre-Construction Services
- Article A-6 of CCDC 5B – 2025 Reimbursable Expenses for Pre-Construction Services
- Article A-7 of CCDC 5B – 2025 Construction Manager's Fee for Construction Services
- Schedule A1 of CCDC 5B – 2025 Pre-Construction Services
 - *Please note that highlighted items 3.4, 4.4.2 and 6.1.2 in Schedule A1 have been included in our fixed fee for a value add*
- Schedule A2 of CCDC 5B – 2025 Reimbursable Expenses for Pre-Construction Services
- Schedule B of CCDC 5B – 2025 Construction Services
- Schedule C of CCDC 5B – 2025 Time-Based Rates for Construction Manager's Personnel
- Schedule D of CCDC 5B – 2025 Construction Equipment Rates

Below is the table you have requested in **Section 4.3.1.e** for the following positions.

Position	Annual Hours	Hourly Rate*	Annual Total
Foreman	9 hours x 5 days x 130 weeks = 5,850	\$86	\$503,100
Construction Safety Officer	8 hours x 5 days x 130 weeks = 5,200	\$68	\$353,600
Journeyman Carpenter	8 hours x 5 days x 130 weeks = 5,200	\$81	\$421,200
Apprentice Carpenter	8 hours x 5 days x 130 weeks = 5,200	\$49	\$254,800
Labourer	8 hours x 5 days x 130 weeks = 5,200	\$42	\$218,400
Total Site Staff Labour Cost:			\$1,751,100

Appendix B Proposal Fee Form

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 ten thousand dollars

\$ 10,000

Broken down, if desired, as follows:

(1) Design development / construction documents phase

\$ 3,000

(2) Procurement phase

\$ 7,000
- .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>included above</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>included above</u> |
| 3. The cost of <i>Project</i> specific information technology support in accordance with the method determined by the parties. | \$ <u>none anticipated</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>none anticipated</u> |
| 5. The costs to the <i>Construction Manager</i> that result from any <i>Subcontractor's</i> insolvency or failure to perform. | \$ <u>none anticipated</u> |
| 6. Charges levied by authorities having jurisdiction at the <i>Place of the Work</i> . | \$ <u>none anticipated</u> |
| 7. Royalties, patent licence fees and damages for infringement of patents and cost of defending suits therefore. | \$ <u>none anticipated</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>none anticipated</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>none anticipated</u> |
| 10. The costs incurred due to emergencies affecting the safety of persons or property. | \$ <u>none anticipated</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>none anticipated</u> |
| Total estimated reimbursable expenses | \$ <u>0.00*</u> |

* Additional costs for pre-construction services are not anticipated with what is known at the time of submission of this proposal.

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.

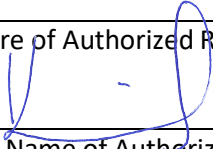
ARTICLE A-7 CONSTRUCTION MANAGER'S FEE FOR CONSTRUCTION SERVICES

7.1.2 A percentage fee of ** percent (2.15 %) 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.

** two decimal fifteen

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: Jen-Col Construction Ltd.
Printed Name of Authorized Representative: Keith Golinsky	Date: March 30, 2026
Title of Authorized Representative: Chief Business Development Officer	

ARTICLE A-5 CONSTRUCTION MANAGER'S FEE FOR PRE-CONSTRUCTION SERVICES

- 5.1 The *Fee for Pre-construction Services*, excluding *Value-Added Taxes*, is comprised of one or more of the following:
- .1* A total fixed fee of -----Ten thousand dollars----- . This amount shall be prorated into monthly progress payments.
 - .2* Time-based fees for personnel employed by the *Construction Manager* and engaged in providing the *Pre-construction Services* to the level of effort agreed prior to the commencement of the *Pre-Construction Services* based on the rates set out in Schedule C – TIME-BASED RATES FOR CONSTRUCTION MANAGER'S PERSONNEL.
- * *Strike out inapplicable paragraph, if any.*
- 5.2 For the purposes of paragraph 7.1.9.2 of GC 7.1 – OWNER'S RIGHT TO PERFORM THE WORK, TERMINATE THE CONSTRUCTION MANAGER'S RIGHT TO CONTINUE WITH THE WORK OR TERMINATE THE CONTRACT and paragraph 7.2.5.4 of GC 7.2 – CONSTRUCTION MANAGER'S RIGHT TO SUSPEND THE WORK OR TERMINATE THE CONTRACT, and unless otherwise agreed by the parties, the amount for such other direct damages for which the *Construction Manager* is entitled shall be a percentage of the latest accepted *Construction Cost Estimate* as set out below:
- .1 zero decimal twenty five percent (0.25 %) if termination occurs prior to the acceptance of a *Class D Construction Cost Estimate*,
 - .2 zero decimal seventy five percent (0.75 %) if termination occurs prior to the acceptance of a *Class C Construction Cost Estimate*,
 - .3 one decimal twenty five percent (1.25 %) if termination occurs prior to the acceptance of a *Class B Construction Cost Estimate*, or
 - .4 one decimal seventy five percent (1.75 %) if termination occurs prior to the acceptance of a *Class A Construction Cost Estimate*.

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 as identified in Schedule A2 – REIMBURSABLE EXPENSES FOR PRE-CONSTRUCTION SERVICES, or otherwise approved in writing by the *Owner* before the expenses are incurred.
- 6.2 The reimbursable expenses shall be payable in monthly progress payments as incurred, plus an administrative charge of Two decimal fifteen percent (2.15 %) applied on the actual expenses.
- 6.3 The reimbursable expenses exclude *Value Added Taxes*.
- 6.4 The *Owner* may require the *Construction Manager* to provide, prior to incurring any reimbursable expenses, an estimate of the total amount for reimbursable expenses.

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

- 7.1 The *Fee for Construction Services*, excluding *Value-Added Taxes*, is comprised of one or more of the following:
- .1* A total fixed fee of ----- . This amount ~~shall be prorated into the monthly progress payment~~ ⁺.
 - .2* A percentage fee of Two decimal fifteen percent (2.15 %) 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 time of construction.
- * *Strike out inapplicable paragraph, if any.*

ARTICLE A-8 COST OF THE WORK

- 8.1 The *Cost of the Work* shall be limited to the actual cost of the following incurred by the *Construction Manager* in performing the *Work*:
- Labour**
- .1 rates that are listed in the schedule or as agreed by the *Owner* and the *Construction Manager* including wages, benefits, compensation, contributions, assessments, or taxes incurred for such items as employment insurance, provincial or territorial health insurance, workers' compensation, and Canada or Quebec Pension Plan for:
 - (1) trade labour in the direct employ of the *Construction Manager*;
 - (2) the *Construction Manager's* personnel when stationed at the field office;

SCHEDULE A1 – PRE-CONSTRUCTION SERVICES

*Note: F1 - Included in the fixed fee stated in paragraph 5.1.1 of Article A-5 of the Agreement – CONSTRUCTION MANAGER'S FEE FOR PRE-CONSTRUCTION SERVICES. F2 - Payable based on time-based rates as described in paragraph 5.1.2 of Article A-5 of the Agreement – CONSTRUCTION MANAGER'S FEE FOR PRE-CONSTRUCTION SERVICES.			Performed by the Construction Manager (*F1/F2)	Performed by the Owner or Someone Other Than the Construction Manager
1. General Services				
1.1 Coordinate and consult with the Owner, the Consultant and the Consultant's design team on a regular basis with respect to all Pre-construction Services.			F1	
1.2 Attend ~~[weekly]~~ [twice monthly] ~~[monthly]~~ Project meetings.			F1	
1.3 Provide advice with respect to construction matters and construction market conditions.			F1	
1.4 Provide [monthly] [] reports addressing [project status] [risk register] [] [].			F1	
2. Pre-design Phase				
2.1 Estimating:				
.1 Prepare at least [one] ~~[two]~~ [] Class D Construction Cost Estimate[s].			N/A	
.2 [Confirm Class D Construction Cost Estimate prepared by others.]			N/A	
.3 Advise if Class D Construction Cost Estimate exceeds Construction Budget and make recommendations for corrective action.			N/A	
2.2 Scheduling: Prepare preliminary Construction Schedule and update as required. Show sequence and anticipated timing of basic design decisions, design time, approval periods, preparation of required documents, bid solicitation, evaluation of bid submissions, contract awards for Subcontractor and Supplier contracts, Owner supplied Products, on-site construction activities, phasing, [], and the date of Ready-for-Takeover. Advise if the Construction Schedule varies from the Project Schedule and make recommendations for corrective action.			N/A	
3. Schematic Design Phase				
3.1 Constructability:				
.1 Provide advice on site investigation, site use and possible improvements, selection of Products, assembly systems, and equipment.			N/A	
.2 Review schematic design drawings. Make recommendations on constructability including construction feasibility, availability of materials and labour, alternative designs, possible economies, and time requirements for fabrication, installation and construction.			N/A	
3.2 Estimating:				
.1 Prepare Class C Construction Cost Estimate at the end of the Schematic Design Phase. Identify any material differences from the earlier Class D Construction Cost Estimate.			N/A	
.2 [Confirm, at end of Schematic Design Phase, Class C Construction Cost Estimate prepared by others.]			N/A	
.3 Advise if Class C Construction Cost Estimate exceeds the Construction Budget and make recommendation for corrective action.			N/A	
3.3 Scheduling:				
.1 [Update preliminary Construction Schedule.]			N/A	
.2 [Prepare preliminary Construction Schedule and update as required. Show sequence and anticipated timing of basic design decisions, design time, approval periods, preparation of required documents, bid solicitation, evaluation of bid submissions, contract awards for Subcontractor and Supplier contracts, Owner supplied Products, on-site construction activities, phasing, [], and the date of Ready-for-Takeover.]			N/A	

.3 Advise if preliminary Construction Schedule varies from the Project Schedule or preliminary Construction Schedule previously agreed to by Owner and make recommendations for corrective action.	N/A	
3.4 Other Services: Assist in providing liaison and coordination among government authorities, utility companies and other authorities having jurisdiction.	F1	
4. Design Development Phase		
4.1 Constructability:		
.1 Provide advice on selection of Products, systems and equipment.	F1	
.2 Review design development drawings and specifications. Make recommendations on constructability including construction feasibility, availability of materials and labour, alternative designs, possible economies, and time requirements for fabrication, installation and construction.	F1	
4.2 Estimating and Cost Control:		
.1 Prepare Class B Construction Cost Estimate at end of Design Development Phase. Identify any material differences from the earlier Class C Construction Cost Estimate.	N/A	
.2 [Confirm, at end of Design Development Phase, Class B Construction Cost Estimate prepared by others.]	N/A	
.3 Advise if Class B Construction Cost Estimate exceeds the Construction Budget and make recommendations for corrective action.	N/A	
.4 Prepare a cash flow forecast based on the Class B Construction Cost Estimate.	N/A	
4.3 Scheduling:		
.1 Prepare or revise Construction Schedule; showing time for design, approval periods, preparation of Construction Documents, bid solicitation, evaluation of bid submissions, contract awards for Subcontractor and Supplier contracts, on-site construction activities, phasing, and date of Ready-for-Takeover.	F1	
.2 Advise if Construction Schedule varies from the Project Schedule or the Construction Schedule previously agreed to by the Owner and make recommendations for corrective action.	F1	
.3 Make recommendations regarding any pre-ordering of Products to meet the Construction Schedule.	F1	
4.4 Procurement Planning:		
.1 Advise regarding scope of Work packages and allowances, Subcontractor and Supplier coordination, and bidding and awarding of Subcontractor and Supplier contracts. Prepare bidder prequalification criteria, documents, and bidder invitation lists for Owner review and approval. Make recommendations for Work to be performed by the Construction Manager's own forces.	F1	
.2 Identify and advise on Products that may require pre-ordering.	F1	
5. Construction Document Phase		
5.1 Constructability:		
.1 Provide advice on selection of Products, systems and equipment.	F1	
.2 Review Specifications and Drawings. Make recommendations as to clarity, consistency, completeness, and constructability including construction feasibility, availability of materials and labour, possible economies, and time requirements for fabrication, installation and construction.	F1	
5.2 Estimating and Cost Control:		
.1 Prepare Class B Construction Cost Estimate when Construction Documents are [30%] [70%] complete.	N/A	
.2 Prepare Class A Construction Cost Estimate at end of Construction Documents Phase.	F1	
.3 [Confirm Construction Cost Estimates prepared by others.]	F1	

.4 Advise if Construction Cost Estimates exceed Construction Budget and make recommendations for corrective action.	F1	
.5 Prepare or confirm cash flow forecasts based on Construction Cost Estimates.	F1	
5.3 Scheduling:		
.1 Prepare or update the Construction Schedule; showing time for approval periods, preparation of the Construction Documents, bid solicitation, evaluation of bid submissions, contract awards for Subcontractor and Supplier contracts, on-site construction activities, phasing, and the date of Ready-for-Takeover.	F1	
.2 Advise if the Construction Schedule varies from the Project Schedule or the Construction Schedule previously agreed to by Owner and make recommendations for corrective action.	F1	
5.4 Procurement Planning:		
.1 Advise regarding scope of Work packages and allowances, Subcontractor and Supplier coordination, and bidding and awarding of Subcontractor and Supplier contracts. Prepare bid invitation lists for Owner review and approval. Make recommendations for Work to be performed by the Construction Manager's own forces.	F1	
.2 Make recommendations regarding any pre-ordering of Products to meet the Construction Schedule.	F1	
.3 Assist in preparing bid documents for Subcontractors and Suppliers.	F1	
.4 Assist in determining contract security requirements for Subcontractors.	F1	
.5 Coordinate requests for qualifications and bid documents. Review for completeness.	F1	
5.5 Other Services:		
.1 Prepare Division 00 – 'Procurement and Contracting Requirements' for Work packages.	F1	
6. Construction Procurement Phase		
6.1 Subcontracting:		
.1 Develop methods and procedures for Subcontractor and Supplier prequalification, distribution of bid documents for competitive bidding, receipt of bids, Owner review and approval, and contract award.	F1	
.2 Prepare a Class A Construction Cost Estimate for each bid package prior to issuance.	F1	
.3 Make recommendations on Subcontractor and Supplier selection.	F1	
.4 Collate, assemble, and distribute bid documents.	F1	
.5 Coordinate requests for clarification, respond to bidder inquiries and issue addenda.	F1	

Please note that highlighted items 3.4, 4.4.2 and 6.1.2 have been included in our fixed fee for a value add.

SCHEDULE A2 – REIMBURSABLE EXPENSES FOR PRE-CONSTRUCTION SERVICES

The reimbursable expenses incurred in performing the *Pre-construction Services* as described in Article of the Agreement A-6 – REIMBURSABLE EXPENSES FOR PRE-CONSTRUCTION SERVICES shall be limited to the following:

1. Travel and subsistence expenses of the *Construction Manager*'s personnel outside a radius of 50km from the *Place of the Work*.
2. Charges for long distance telephone and facsimile communications, courier services, reproduction of trade contract documents incurred in relation to the performance of this *Contract*.
3. The cost of *Project* specific information technology support in accordance with the method determined by the parties.
4. Deposits lost, provided that they are not caused by negligent acts or omissions of the *Construction Manager* and the *Pre-construction Services* are performed in accordance with this *Contract*.
5. The costs to the *Construction Manager* that result from any *Subcontractor*'s insolvency or failure to perform.
6. Charges levied by authorities having jurisdiction at the *Place of the Work*.
7. Royalties, patent licence fees and damages for infringement of patents and cost of defending suits therefore.
8. Any adjustment in taxes and duties directly related to the *Project* for which the *Construction Manager* is liable.
9. Losses and expenses sustained by the *Construction Manager* 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.
10. The costs incurred due to emergencies affecting the safety of persons or property.
11. Legal costs, incurred by the *Construction Manager* in relation to the performance of the *Pre-construction Services* provided that they are not caused by negligent acts or omissions of the *Construction Manager* and the *Pre-construction Services* are performed in accordance with this *Contract*.

SCHEDULE B - CONSTRUCTION SERVICES

(*Note: F1 - Included in the fixed fee stated in paragraph 7.1.1 of Article A-7 of the Agreement – CONSTRUCTION MANAGER'S FEE FOR CONSTRUCTION SERVICES. F2 - Included in the percentage fee as described in paragraph 7.1.2 of Article A-7 – CONSTRUCTION MANAGER'S FEE FOR CONSTRUCTION SERVICES.)			Performed by the Construction Manager (*F1/F2)	Performed by the Owner or Someone Other Than the Construction Manager
1. General Services				
1.1 Continue to perform Pre-construction Services as required for the Work that is not yet in construction.			F2	
1.2 Chair and minute regular Project meetings with the Owner and the Consultant.			F2	
1.3 Provide monthly reporting addressing:				
- Construction update			F2	
- Construction Schedule update			F2	
- Cost control and accounting			F2	
- Issues log			F2	
- Change management log			F2	
- Risk management			F2	
- Construction photos			F2	
— []				
1.4 Provide advice with respect to construction matters and construction market conditions.			F2	
2. Cost Control and Accounting				
2.1 Develop, implement and maintain a system of Construction Cost control and accounting.			F2	
2.2 Advise on variances between the actual Construction Cost and Class A Construction Cost Estimate.			F2	
2.3 Provide reasonable assistance and information to permit recovery of all tax rebates where applicable.			F2	
2.4 Recommend necessary corrective actions to maintain the Construction Budget and the Construction Schedule.			F2	
2.5 Recommend revising the Construction Budget if necessary.			F2	
2.6 Prepare, confirm or update cash flow forecasts based on the latest Construction Budget and the Construction Schedule.			F2	
3. Post-Construction Services				
3.1 Prepare final Construction Cost report.			F2	
3.2 Perform warranty related Construction Services as required.			F2	
3.3 Assist the Owner in conducting a post-construction occupancy review.			F2	
3.4 Participate in post-construction “lessons learned” meetings.			F2	

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] [_____]~~ [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
Project Director	Hr	\$134
Project Manager	Hr	\$129
Project Coordinator	Hr	\$90
Estimating Manager	Hr	\$133
Estimator	Hr	\$100
Safety Manager	Hr	\$101
Safety Specialist	Hr	\$68
Superintendent	Hr	\$120
Foreman	Hr	\$86
Journeyman Carpenter	Hr	\$81
4 th Year Apprentice Carpenter	Hr	\$76
3rd Year Apprentice Carpenter	Hr	\$68
2nd Year Apprentice Carpenter	Hr	\$56
1st Year Apprentice Carpenter	Hr	\$49
Skilled non-ticketed Carpenter	Hr	\$68
Labourer	Hr	\$42

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]~~ ~~[_____]~~ as determined by ~~[the Bank of Canada inflation calculator]~~ [or [6]%, 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
REFER TO ATTACHED LIST OF CORON EQUIPMENT RENTAL RATES FOR 2026		



4. Schedule

As requested in **Section 3.2.4** of the Foundation's RFP, attached is JEN COL's high-level pre-construction, procurement and construction schedule based on the currently issued drawings.

Clearview Lodge Proposal Schedule

ID	Task Name	Duration	Start	Finish	Notes	025 Qtr 1, 2026 Qtr 2, 2026 Qtr 3, 2026 Qtr 4, 2026 Qtr 1, 2027 Qtr 2, 2027 Qtr 3, 2027 Qtr 4, 2027 Qtr 1, 2028 Qtr 2, 2028 Qtr 3, 2028 Qtr 4, 2028 Qtr 1, 2029 Qtr 2, 2029 Qtr 3, 2029 Qtr 4
1	Clearview Lodge Proposal Schedule	185.1 wks	03/30/2026	10/30/2028		Clearview Lodge Proposal Schedule
2	Pre Award Phase	2.4 wks	03/30/2026	04/10/2026		Pre Award Phase
3	Proposal Submitted	0 days	03/30/2026	03/30/2026		Proposal Submitted
4	Letter of Award	0 days	04/10/2026	04/10/2026		Letter of Award
5	Pre Award Deliverables	13 wks	04/15/2026	06/19/2026		Pre Award Deliverables
6	Kick Off Meeting	0 wks	04/15/2026	04/15/2026		Kick Off Meeting
7	Set Project Team Coordination Plan	1 wk	04/16/2026	04/20/2026		Set Project Team Coordination Plan
8	Stakeholder Communication Plan	1 wk	04/16/2026	04/20/2026		Stakeholder Communication Plan
9	Identify Stakeholder Requirements& Concerns	2 wks	04/16/2026	04/25/2026		Identify Stakeholder Requirements& Concerns
10	Prepare Change Management Plan& Log	1 wk	04/21/2026	04/25/2026		Prepare Change Management Plan& Log
11	Examination of Available existing Field Reports	1 wk	04/21/2026	04/25/2026		Examination of Available existing Field Reports
12	Existing Site Investigation	1 wk	04/21/2026	04/25/2026		Existing Site Investigation
14	Document Constructibility review	2 wks	04/21/2026	04/30/2026		Document Constructibility review
15	Risk Mitigation Plans updates	1 wk	04/26/2026	04/30/2026		Risk Mitigation Plans updates
16	Pre-tender 90% Budget	2 wks	04/26/2026	05/05/2026		Pre-tender 90% Budget
13	Feedback presented back to Design Team	0 wks	04/30/2026	04/30/2026		Feedback presented back to Design Team
17	Develop Procurement Requirements& Schedule	1 wk	05/01/2026	05/05/2026		Develop Procurement Requirements& Schedule
18	Client Review of Budget , Direction to Proceed	1 wk	05/06/2026	05/10/2026		Client Review of Budget , Direction to Proceed
19	Design Finalization	3 wks	05/06/2026	05/20/2026		Design Finalization
20	Class A Tender	3 wks	05/21/2026	06/04/2026		Class A Tender
21	Class A Budget Report Issued	1 wk	06/05/2026	06/09/2026		Class A Budget Report Issued
22	Client Approval to proceed to Construction	2 wks	06/10/2026	06/19/2026		Client Approval to proceed to Construction
23	Pre Construction & Design	4 wks	06/20/2026	07/09/2026		Pre Construction & Design
24	Building Permit Application& Review	4 wks	06/20/2026	07/09/2026		Building Permit Application& Review

Clearview Lodge Proposal Schedule

ID	Task Name	Duration	Start	Finish	Notes	025	Qtr 1, 2026	Qtr 2, 2026	Qtr 3, 2026	Qtr 4, 2026	Qtr 1, 2027	Qtr 2, 2027	Qtr 3, 2027	Qtr 4, 2027	Qtr 1, 2028	Qtr 2, 2028	Qtr 3, 2028	Qtr 4, 2028	Qtr 1, 2029	Qtr 2, 2029
25	Labour, Material, Equipment Planning	4 wks	06/20/2026	07/09/2026																
26	Subcontractor Award	4 wks	06/20/2026	07/09/2026																
27	Pre Construction Complete	0 wks	07/09/2026	07/09/2026																
30	Phase 1a New Addition	86.7 wks	07/10/2026	09/25/2027																
31	Mobilization and Site Set up	1 wk	07/10/2026	07/14/2026																
54	Services	1 wk	07/10/2026	07/14/2026																
32	Demo and Block-up of 100 Block	2 wks	07/15/2026	07/24/2026																
33	Connections / Temp Tie-in for 100 Block	4 wks	07/25/2026	08/13/2026																
34	Demo of 100 block Foundation	2 wks	07/25/2026	08/03/2026																
35	Site Stripping	1 wk	07/30/2026	08/03/2026																
36	Detailed Excavation for foundation	2.5 wks	08/04/2026	08/16/2026																
37	Superstructure	39.2 wks	08/16/2026	03/09/2027																
38	CIP piling	3 wks	08/16/2026	08/31/2026	Assumed, no structural dwgs															
39	Form, Pour Foundation	8 wks	08/31/2026	10/10/2026																
43	Foundation P&S and Insulation	20 days	09/25/2026	10/15/2026																
41	Underground Plumbing	15 days	09/30/2026	10/15/2026																
42	Foundation Backfill	10 days	10/10/2026	10/20/2026																
44	Structural Masonry - Elevator	15 days	10/20/2026	11/04/2026	Assumed, no structural dwgs															
52	Slab Prep	15 days	11/04/2026	11/19/2026																
53	Slab Place& Finish	5 days	11/19/2026	11/24/2026																
40	Install Structural Steel	2 wks	11/24/2026	12/04/2026	Assumed, no structural dwgs															
46	Framing 1st Floor	21 days	12/04/2026	01/03/2027																
45	AHU-1 delivery	0 days	12/14/2026	12/14/2026																
47	Frame 2nd Floor	20 days	01/03/2027	01/23/2027																

Clearview Lodge Proposal Schedule

ID	Task Name	Duration	Start	Finish	Notes	025	Qtr 1, 2026	Qtr 2, 2026	Qtr 3, 2026	Qtr 4, 2026	Qtr 1, 2027	Qtr 2, 2027	Qtr 3, 2027	Qtr 4, 2027	Qtr 1, 2028	Qtr 2, 2028	Qtr 3, 2028	Qtr 4, 2028	Qtr 1, 2029	Qtr 2, 2029
48	Frame 3rd Floor	20 days	01/23/2027	02/12/2027																
49	Framing Roof	20 days	02/12/2027	03/04/2027																
50	Roof Sheathing	15 days	02/22/2027	03/09/2027																
51	Superstructure Complete	0 days	03/09/2027	03/09/2027																
61	Install Door Frames	9 wks	01/03/2027	02/17/2027																
56	Interior Construction	16 wks	01/08/2027	03/29/2027																
57	Mechanical& Electrical Rough Ins	16 wks	01/08/2027	03/29/2027																
58	M&E 1st floor	8 wks	01/08/2027	02/17/2027																
59	M&E 2nd Floor	8 wks	01/28/2027	03/09/2027																
60	M&E 3rd Floor	8 wks	02/17/2027	03/29/2027																
65	Building Envelope	10.01 wks	02/13/2027	04/04/2027																
66	Install Doors & Windows	3 wks	02/13/2027	02/28/2027																
67	Install Siding	8 wks	02/23/2027	04/04/2027																
68	Install Roofing	3 wks	03/04/2027	03/19/2027																
69	Building Enclosed	0 wks	04/04/2027	04/04/2027																
70	Interior Finishes	30 wks	03/19/2027	08/16/2027																
71	Install Drywall& Insulation	9 wks	03/19/2027	05/03/2027																
72	Drywall & Insulation 1st Floor	3 wks	03/19/2027	04/03/2027																
73	Drywall & Insulation 2nd Floor	3 wks	04/03/2027	04/18/2027																
74	Drywall & Insulation 3rd Floor	3 wks	04/18/2027	05/03/2027																
76	Install Mud& Tape	10 wks	04/03/2027	05/23/2027																
77	Mud& Tape 1st Floor	4 wks	04/03/2027	04/23/2027																
78	Mud& Tape 2nd Floor	4 wks	04/18/2027	05/08/2027																
79	Mud& Tape 3rd Floor	4 wks	05/03/2027	05/23/2027																

Clearview Lodge Proposal Schedule

ID	Task Name	Duration	Start	Finish	Notes	025	Qtr 1, 2026	Qtr 2, 2026	Qtr 3, 2026	Qtr 4, 2026	Qtr 1, 2027	Qtr 2, 2027	Qtr 3, 2027	Qtr 4, 2027	Qtr 1, 2028	Qtr 2, 2028	Qtr 3, 2028	Qtr 4, 2028	Qtr 1, 2029	Qtr 2, 2029
80	Prime& 1st Coat	7 wks	04/23/2027	05/28/2027																
75	Install Floor Toppings	5 days	05/03/2027	05/08/2027																
84	Install Elevator	12 wks	05/03/2027	07/02/2027																
86	Install Millwork	12 wks	05/08/2027	07/07/2027																
85	Install T-Bar Grid	3 wks	05/13/2027	05/28/2027																
87	Install Mechanical& Electrical Finishes	6 wks	07/02/2027	08/01/2027																
88	Install Flooring & Tile	7 wks	06/17/2027	07/22/2027																
92	Install Kitchen Equipment	4 wks	07/02/2027	07/22/2027																
93	Install Doors& Hardware	3 wks	07/02/2027	07/17/2027																
94	Install Ceiling Tile	2 wks	08/01/2027	08/11/2027																
95	Install Specialties and Accessories	4 wks	07/02/2027	07/22/2027																
96	Complete Finish Paint	3 wks	08/01/2027	08/16/2027																
97	Phase 1 Construction Complete	0 wks	08/16/2027	08/16/2027																
98	Phase 1 Closeout	13 wks	07/22/2027	09/25/2027																
99	Mech./Elec./Controls/Elevator Commissioning	7 wks	07/22/2027	08/26/2027																
100	JCCL inspections	2 wks	08/16/2027	08/26/2027																
101	Final cleaning	1 wk	08/16/2027	08/21/2027																
102	Kitchen Health Inspection	0 wks	08/21/2027	08/21/2027																
103	Fire alarm VI	1 wk	08/26/2027	08/31/2027																
106	Owner training	1 wk	08/26/2027	08/31/2027																
104	Air Balancing	1 wk	08/31/2027	09/05/2027																
107	Deficiency Clean up	3 wks	08/26/2027	09/10/2027																
108	Owner FF& E Fit up	2 wks	08/31/2027	09/10/2027																
105	Consultant inspections	0 wks	09/05/2027	09/05/2027																

Clearview Lodge Proposal Schedule

ID	Task Name	Duration	Start	Finish	Notes	025	Qtr 1, 2026	Qtr 2, 2026	Qtr 3, 2026	Qtr 4, 2026	Qtr 1, 2027	Qtr 2, 2027	Qtr 3, 2027	Qtr 4, 2027	Qtr 1, 2028	Qtr 2, 2028	Qtr 3, 2028	Qtr 4, 2028	Qtr 1, 2029	Qtr 2, 2029
109	Occupancy Inspections	0 wks	09/10/2027	09/10/2027																
110	Final turnover	0 wks	09/10/2027	09/10/2027																
111	Move Residents From Phase 2 to Phase 1	2 wks	09/10/2027	09/20/2027																
112	Disconnect and remove 100 block	2 wks	09/15/2027	09/25/2027																
113	Phase 1 Complete	0 wks	09/20/2027	09/20/2027																
28	Heating and Hoarding requirements	31 wks	10/20/2026	04/02/2027																
114	Phase 2 Construction	67.29 wks	05/14/2027	04/25/2028																
121	Site Work 2027	33.79 wks	05/14/2027	10/30/2027																
122	Install Curbs and Sidewalks	4 wks	05/14/2027	06/03/2027																
123	Install Asphalt - WEST	1 wk	06/04/2027	06/09/2027																
124	Complete sitework following 100 Block removal	4 wks	09/25/2027	10/15/2027																
125	Landscaping	3 wks	10/15/2027	10/30/2027																
126	Phase 2 Abatement & Demolition	7.5 wks	09/20/2027	10/27/2027																
127	Mechanical and Electrical Disconnects	1.5 wks	09/20/2027	09/27/2027																
128	Abatement	4 wks	09/28/2027	10/17/2027	Assumed based on age of building															
129	Selective Demolition	4 wks	10/08/2027	10/27/2027																
115	Interior Construction	9 wks	10/28/2027	12/11/2027																
116	New mechanical underslab runs	2 wks	10/28/2027	11/06/2027																
117	Slab patching	1 wk	11/07/2027	11/11/2027																
118	New interior partition framing	4 wks	11/12/2027	12/01/2027																
119	M&E Rough ins	4 wks	11/22/2027	12/11/2027																
120	Interior Construction Complete	0 wks	12/11/2027	12/11/2027																
130	Building Envelope	4 wks	12/12/2027	01/11/2028																
131	Patch siding	4 wks	12/12/2027	01/11/2028																

Clearview Lodge Proposal Schedule

ID	Task Name	Duration	Start	Finish	Notes	025	Qtr 1, 2026	Qtr 2, 2026	Qtr 3, 2026	Qtr 4, 2026	Qtr 1, 2027	Qtr 2, 2027	Qtr 3, 2027	Qtr 4, 2027	Qtr 1, 2028	Qtr 2, 2028	Qtr 3, 2028	Qtr 4, 2028	Qtr 1, 2029	Qtr 2, 2029
132	Building Exterior Finished	0 wks	01/11/2028	01/11/2028																
133	Interior Finishes	23 wks	12/12/2027	04/15/2028																
134	Install Drywall& Insulation	4 wks	12/12/2027	01/11/2028																
136	Install Mud& Tape	5 wks	12/22/2027	01/26/2028																
135	Install Floor Toppings	1 wk	01/13/2028	01/17/2028																
137	Prime& 1st Coat	2.5 wks	01/22/2028	02/03/2028																
138	T-Bar Ceilings	2.5 wks	01/29/2028	02/10/2028																
139	Install Millwork	4 wks	02/01/2028	02/20/2028																
140	Install Mechanical& Electrical Finishes	5 wks	02/11/2028	03/06/2028																
141	Install Flooring& Tile	6 wks	02/21/2028	03/21/2028																
144	Install Ceiling Tile	1.5 wks	03/02/2028	03/09/2028																
142	Install Doors& Hardware	3 wks	03/12/2028	03/26/2028																
143	Install Specialties and Accessories	2 wks	03/22/2028	03/31/2028																
145	Complete Finish Paint	3 wks	04/01/2028	04/15/2028																
146	Phase 2 Closeout Resident Moves and Turnover	13 wks	02/21/2028	04/25/2028																
147	Mech./Elec./Controls Commissioning	6 wks	02/21/2028	03/21/2028																
148	JCCL inspections	0 wks	03/11/2028	03/11/2028																
149	Owner training	1 wk	03/22/2028	03/26/2028																
151	Fire alarm VI	1 wk	03/27/2028	03/31/2028																
153	Consultant inspections	0 wks	03/31/2028	03/31/2028																
154	Deficiency Clean up	2 wks	04/06/2028	04/15/2028																
155	Owner FF& E Fit up	2 wks	04/06/2028	04/15/2028																
156	Occupancy Inspections	0 wks	04/10/2028	04/10/2028																
150	Final cleaning	1 wk	04/11/2028	04/15/2028																

Clearview Lodge Proposal Schedule

ID	Task Name	Duration	Start	Finish	Notes	025	Qtr 1, 2026	Qtr 2, 2026	Qtr 3, 2026	Qtr 4, 2026	Qtr 1, 2027	Qtr 2, 2027	Qtr 3, 2027	Qtr 4, 2027	Qtr 1, 2028	Qtr 2, 2028	Qtr 3, 2028	Qtr 4, 2028	Qtr 1, 2029	Qtr 2, 2029
157	Final turnover	0 wks	04/15/2028	04/15/2028																
152	Air Balancing	1 wk	04/16/2028	04/20/2028																
158	Move Residents	1 wk	04/21/2028	04/25/2028																
159	Phase 2 Complete	0 wks	04/25/2028	04/25/2028																
160	Phase 3 Construction	37.5 wks	04/26/2028	10/30/2028																
161	Phase 2 Abatement & Demolition	6 wks	04/26/2028	05/25/2028																
162	Mechanical and Electrical Disconnects	1.5 wks	04/26/2028	05/03/2028																
163	Abatement	3 wks	05/03/2028	05/18/2028	Assumed based on age of building															
164	Selective Demolition	2.5 wks	05/13/2028	05/25/2028																
165	Interior Construction	7 wks	05/26/2028	06/29/2028																
166	New mechanical underslab runs	1.5 wks	05/26/2028	06/02/2028																
167	Slab patching	1 wk	06/02/2028	06/07/2028																
168	New interior partition framing / Exterior infills	3 wks	06/07/2028	06/22/2028																
169	M&E Rough ins	3 wks	06/15/2028	06/29/2028																
170	Interior Construction Complete	0 wks	06/29/2028	06/29/2028																
171	Building Envelope	2.5 wks	06/30/2028	07/12/2028																
172	Patch siding	2.5 wks	06/30/2028	07/12/2028																
173	Building Exterior Finished	0 wks	07/12/2028	07/12/2028																
174	Interior Finishes	19 wks	06/30/2028	10/02/2028																
175	Install Drywall&Insulation	3 wks	06/30/2028	07/14/2028																
176	Install Mud&Tape	4 wks	07/15/2028	08/03/2028																
177	Install Floor Toppings	1 wk	07/15/2028	07/19/2028																
179	T-Bar Ceilings	2 wks	07/20/2028	07/29/2028																
178	Prime&1st Coat	2 wks	08/04/2028	08/13/2028																

Clearview Lodge Proposal Schedule

ID	Task Name	Duration	Start	Finish	Notes	025	Qtr 1, 2026	Qtr 2, 2026	Qtr 3, 2026	Qtr 4, 2026	Qtr 1, 2027	Qtr 2, 2027	Qtr 3, 2027	Qtr 4, 2027	Qtr 1, 2028	Qtr 2, 2028	Qtr 3, 2028	Qtr 4, 2028	Qtr 1, 2029	Qtr 2, 2029
180	Install Millwork	3 wks	08/14/2028	08/28/2028																
181	Install Mechanical&Electrical Finishes	4 wks	08/29/2028	09/17/2028																
182	Install Flooring&Tile	4 wks	08/29/2028	09/17/2028																
183	Install Ceiling Tile	1 wk	09/18/2028	09/22/2028																
184	Install Doors&Hardware	1.5 wks	09/18/2028	09/25/2028																
185	Install Specialties and Accessories	1 wk	09/18/2028	09/22/2028																
186	Complete Finish Paint	1.5 wks	09/25/2028	10/02/2028																
187	Phase 3 Closeout	8.5 wks	09/18/2028	10/30/2028																
188	M&E Commissioing	5 wks	09/18/2028	10/12/2028																
189	JCCL Inspections	0 wks	10/12/2028	10/12/2028																
190	Owner training	0.5 wks	10/13/2028	10/15/2028																
191	Fire Alarm V/I	0.5 wks	10/15/2028	10/17/2028																
192	Consultant Inspections	0 wks	10/17/2028	10/17/2028																
193	Deficiency Clean-up	2 wks	10/18/2028	10/27/2028																
194	Owner FF&E	2 wks	10/18/2028	10/27/2028																
195	Occupancy Inspections	0.5 wks	10/23/2028	10/25/2028																
197	Final Turnover	0 wks	10/25/2028	10/25/2028																
196	Final Clean	1 wk	10/25/2028	10/30/2028																
198	Move Residents	1 wk	10/25/2028	10/30/2028																
199	TOTAL COMPLETION	0 wks	10/30/2028	10/30/2028																



Appendix A – Report Specimen

As requested in **Section 4.1.1** of the Foundation’s RFP, attached are the following sample reports:

- Monthly Project Update
- Pre-Award Budget Report

Both are actual reports from JEN COL’s Hillcrest Seniors’ Lodge Addition & Modernization project.

MONTHLY PROJECT UPDATE

Hillcrest Senior Lodge Addition

Project Update – May 2021



Project Schedule Progress Update

The excavation for foundations continued and it was completed with final depths resulting between 1.5m and 4.0 meters since unsuitable material had to be removed to reach a proper bearing surface. In summary, new base of footing elevations were about 1.0 to 2.5 meters below the design elevation, therefore, the height of the foundation walls is being adjusted accordingly.

Shelby Engineering observed some settlement of the foundation on Phase 1 at Gridline 7 and E, and recommended a remote video inspection which was conducted by Maverick Inspection Ltd. New voids under the slab in Work Room #104, South of the elevator were discovered. Jen-Col requested Polytek 360 the review of the site, the video remote report and the site conditions. A proposal was presented to infill the voids using polyurethane grout, which will be performed once we have access to the area.

After some days lost due to rain, fillcrete was placed in order to facilitate the rebar installation and to improve the workability conditions in this area.

The mechanical sub-contractor is waiting for access to commissioning the cooling tower and the chiller. All the showers were delivered to site.

Refer to the pictures below that illustrate the progress during the month of May.

Local Businesses Currently Engaged:

- Barrhead Transit Mix – Concrete Supply
- Steele Tech Fabrication – Supply and Install of Structural and Miscellaneous Steel
- Sure – Set Forming – Concrete Forming

- Barrhead Home Hardware Building Centre
- Schroder Hydrovac Westlock
- Barrhead Fas-Gas
- Bumper to Bumper Barrhead
- Scerv Construction Ltd.
- Shoal Creek Enterprises Ltd.



May4th: Excavation Progress by South Gridline E at GL 7



May 4th - Excavation Progress North of Gridline A and between 7 & 10



May 4th - Excavation Progress North of Gridline A and between 7 & 10



May4th: Excavation Progress at South of GL E and West of GL 7



May4th: Excavation Progress along Gridline 7



May 17th – Formwork of Strip Footings before Fillcrete Placement



May 17th –Formwork of Strip Footings after Fillcrete has been placed to Prevent Muddy Conditions



May 19th – Footing Status after Rain and Snow from the day before



May 25th – Progress on Footing Rebar Installation



May 25th – Progress on Footing Rebar Installation



May 25th – Progress on Footing Rebar Installation



May 25th – Progress on Formwork along South GL 7



May 25th – Progress on Formwork along South GL 7



May 25th – Progress on Concrete Reinforcement



May 26th – Strip Footings after Concrete Pour



May 26th – Strip Footings after the Concrete Pour



May 26th – Strip Footings after the Concrete Pour



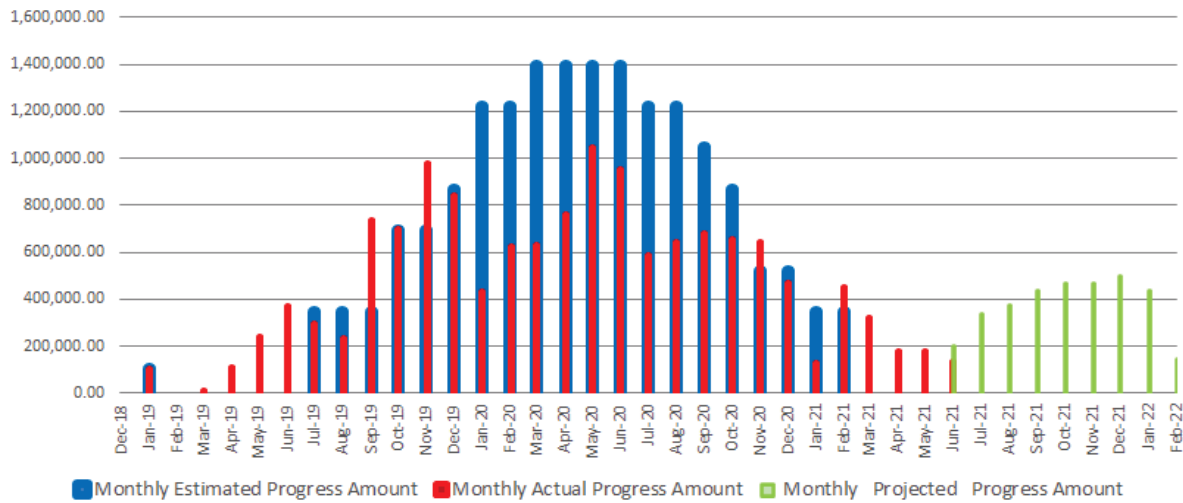
May 26th – Strip Footings after the Concrete Pour



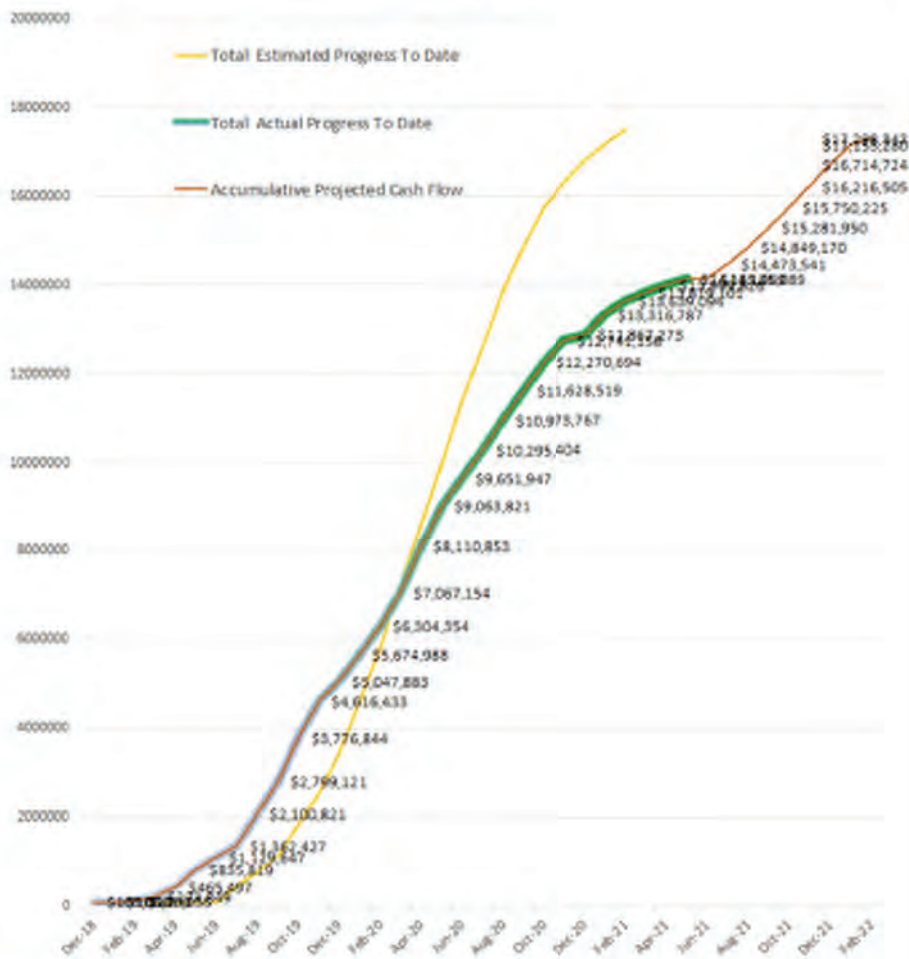
Promise, Delivered.

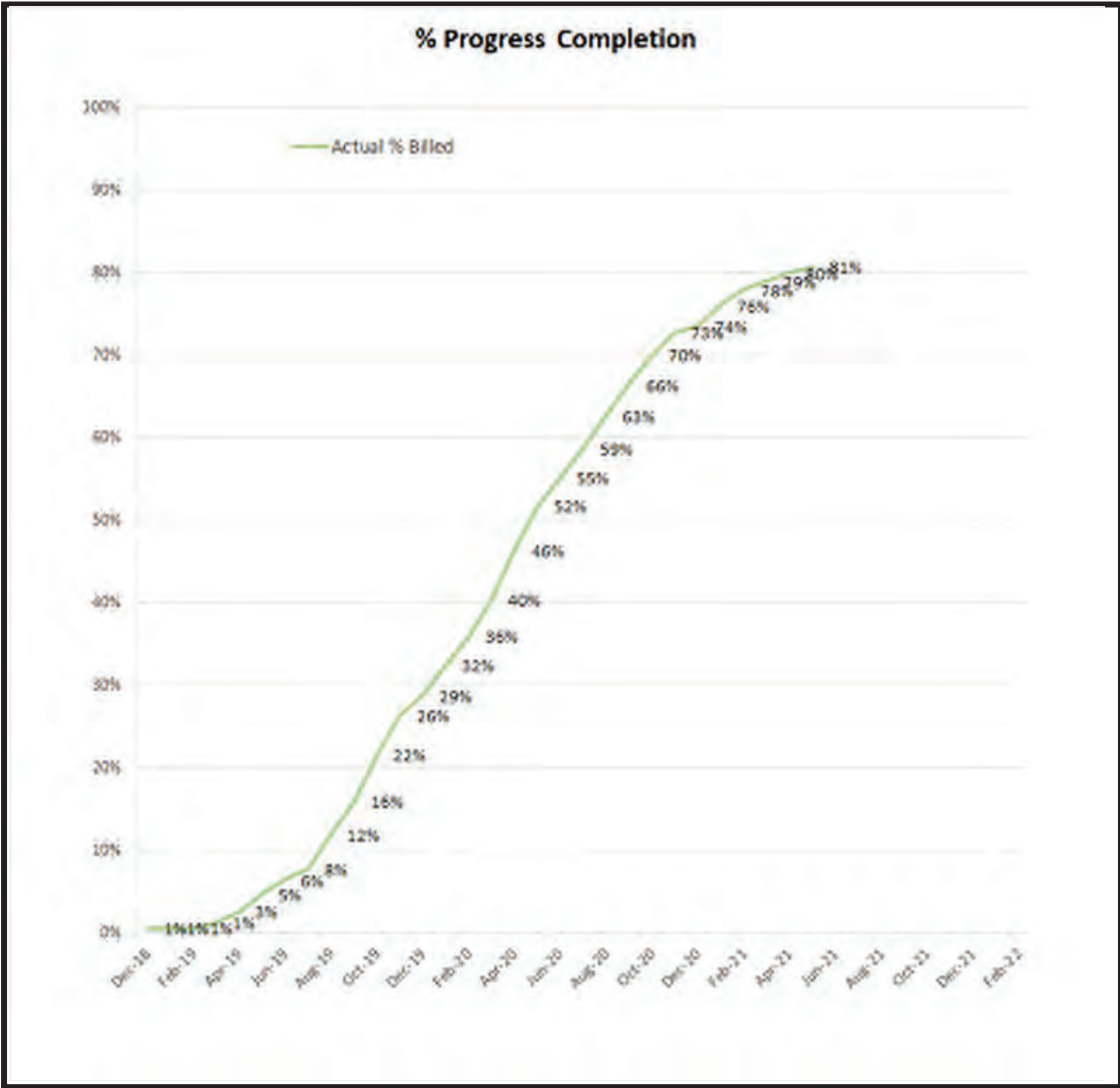
Project: Hillcrest Senior Lodge Location: Barrhead, Alberta Owner: Alberta Social Housing				Month Ending: May 2020 Job #: 1800044				
ORIGINAL CASH FLOW PROJECTION Project Name: Hillcrest Senior Lodge Jen-Col Project No. 1800044 Date: May, 2021 Original Contract Amount \$ 17,500,000.00				ACTUAL CASH FLOW Date: May 31,2020 Contract Amount \$ 17,500,000.00 Approved Changes - Change Directives - Current Contract Amount \$ 17,500,000.00			PROJECTED CASH FLOW	
Month Ending	Est % Billed	Total Estimated Progress To Date	Monthly Estimated Progress Amount	Actual % Billed	Total Actual Progress To Date	Monthly Actual Progress Amount	Monthly Projected Progress Amount	Accumulative Projected Cash Flow
Dec-18	1%	\$ 105,000.00	105,000.00	1%	\$ 105,000.00	\$ 105,000.00		\$105,000
Jan-19	1%	\$ 105,000.00	0.00	1%	\$ 105,000.00	\$ -		\$105,000
Feb-19	1%	\$ 105,000.00	0.00	1%	\$ 113,054.75	\$ 8,054.75		\$113,055
Mar-19	1%	\$ 105,000.00	0.00	1%	\$ 223,848.75	\$ 110,794.00		\$223,849
Apr-19	1%	\$ 105,000.00	0.00	3%	\$ 465,496.75	\$ 241,648.00		\$465,497
May-19	1%	\$ 105,000.00	0.00	5%	\$ 835,818.75	\$ 370,322.00		\$835,819
Jun-19	3%	\$ 452,900.00	347,900.00	6%	\$ 1,129,646.75	\$ 293,828.00		\$1,129,647
Jul-19	5%	\$ 800,800.00	347,900.00	8%	\$ 1,362,426.75	\$ 232,780.00		\$1,362,427
Aug-19	7%	\$ 1,148,700.00	347,900.00	12%	\$ 2,100,821.00	\$ 738,394.25		\$2,100,821
Sep-19	11%	\$ 1,844,500.00	695,800.00	16%	\$ 2,799,120.82	\$ 698,299.82		\$2,799,121
Oct-19	15%	\$ 2,540,300.00	695,800.00	22%	\$ 3,776,844.23	\$ 977,723.41		\$3,776,844
Nov-19	19%	\$ 3,410,050.00	869,750.00	26%	\$ 4,616,432.63	\$ 839,588.40		\$4,616,433
Dec-19	26%	\$ 4,627,700.00	1,217,650.00	29%	\$ 5,047,883.24	\$ 431,450.61		\$5,047,883
Jan-20	33%	\$ 5,845,350.00	1,217,650.00	32%	\$ 5,674,988.24	\$ 627,105.00		\$5,674,988
Feb-20	41%	\$ 7,236,950.00	1,391,600.00	36%	\$ 6,304,354.44	\$ 629,366.20		\$6,304,354
Mar-20	49%	\$ 8,628,550.00	1,391,600.00	40%	\$ 7,067,154.43	\$ 762,799.99		\$7,067,154
Apr-20	57%	\$ 10,020,150.00	1,391,600.00	46%	\$ 8,110,852.83	\$ 1,043,698.40		\$8,110,853
May-20	65%	\$ 11,411,750.00	1,391,600.00	52%	\$ 9,063,820.73	\$ 952,967.90		\$9,063,821
Jun-20	72%	\$ 12,629,400.00	1,217,650.00	55%	\$ 9,651,946.83	\$ 588,126.10		\$9,651,947
Jul-20	79%	\$ 13,847,050.00	1,217,650.00	59%	\$ 10,295,403.83	\$ 643,457.00		\$10,295,404
Aug-20	85%	\$ 14,890,750.00	1,043,700.00	63%	\$ 10,973,766.83	\$ 678,363.00		\$10,973,767
Sep-20	90%	\$ 15,760,500.00	869,750.00	66%	\$ 11,628,518.83	\$ 654,752.00		\$11,628,519
Oct-20	93%	\$ 16,282,350.00	521,850.00	70%	\$ 12,270,693.83	\$ 642,175.00		\$12,270,694
Nov-20	96%	\$ 16,804,200.00	521,850.00	73%	\$ 12,741,157.83	\$ 470,464.00		\$12,741,158
Dec-20	98%	\$ 17,152,100.00	347,900.00	74%	\$ 12,867,272.53	\$ 126,114.70		\$12,867,273
Jan-21	100%	\$ 17,500,000.00	347,900.00	76%	\$ 13,316,786.53	\$ 449,514.00		\$13,316,787
Feb-21				78%	\$ 13,639,093.59	\$ 322,307.06		\$13,639,094
Mar-21				79%	\$ 13,819,100.59	\$ 180,007.00		\$13,819,101
Apr-21				80%	\$ 13,999,826.23	\$ 180,725.64		\$13,999,826
May-21				81%	\$ 14,135,089.23	\$135,263.00		\$14,135,089
Jun-21							\$ 201,658	\$14,135,089
Jul-21							\$ 338,452	\$14,473,541
Aug-21							\$ 375,629	\$14,849,170
Sep-21							\$ 432,780	\$15,281,950
Oct-21							\$ 468,275	\$15,750,225
Nov-21							\$ 466,280	\$16,216,505
Dec-21							\$ 498,219	\$16,714,724
Jan-22							\$ 438,556	\$17,153,280
Feb-22							\$ 145,062	\$17,298,342
TOTAL			17,500,000.00			\$14,135,089	\$3,364,911	
				Total		\$	17,500,000.00	

Total Estimate Progress Todate vs Actual Progress Todate vs Remaining Projected Progress Amount



Cash Flow







"Hilcrest Senior Lodge Addition"

ID	Task Name	Duration	Start	Finish	May 2021	June 2021	July 2021	August 2021	September 2021	October 2021	November 2021	December 2021	January 2022	February 2022
1	Hilcrest Lodge Modernization Construction Schedule	303.4 wks	Mon 12/03/18	Tue 09/26/23										
2	Pre Award Phase	0 wks	Mon 12/03/18	Mon 12/03/18										
4	Heating and Hoarding requirements	18.6 wks	Mon 12/03/18	Tue 03/19/19										
6	Phase 1 New Construction	137.2 wks	Mon 12/03/18	Thu 03/18/21										
180	Phase 2 Construction	170.8 wks	Mon 02/15/21	Tue 09/26/23										
181	Demolition	3.58 wks	Mon 02/15/21	Wed 03/10/21										
182	Build Dust Partitions	5 days	Mon 03/15/21	Mon 03/22/21										
184	Mechanical and Electrical Disconnects	10 days	Mon 03/15/21	Mon 03/29/21										
183	Abatement	5 days	Tue 03/16/21	Tue 03/23/21										
185	Structure Demolition	12 days	Mon 03/29/21	Thu 04/15/21										
186	Foundation	162.4 wks	Thu 04/15/21	Tue 09/26/23										
187	Excavation	10 days	Thu 04/15/21	Thu 04/29/21										
188	Soil Investigations and Decision	13 days	Thu 04/29/21	Tue 05/18/21										
189	Form/Pour Footings	6 days	Tue 05/18/21	Thu 05/27/21										
190	Rain Days	2 days	Thu 05/27/21	Mon 05/31/21										
191	Form/Pour Grade Beams	18 days	Mon 05/31/21	Thu 06/24/21										
192	Grade Beams Complete	0 days	Thu 06/24/21	Thu 06/24/21										
193	Install Foundation Insulation System	757 days	Thu 06/24/21	Wed 09/20/23										
194	Back Fill Excavation with Fillcrete	3 days	Thu 06/24/21	Tue 06/29/21										
195	Backfill with Gravel	5 days	Tue 06/29/21	Wed 07/07/21										
199	Install Weeping Tile	3 days	Wed 09/20/23	Sat 09/23/23										
196	Slab on Grade Prep	10 days	Wed 07/07/21	Wed 07/21/21										
198	Install Block Firewall Level 1	15 days	Wed 07/07/21	Wed 07/28/21										
200	Backfill Foundation	3 days	Sat 09/23/23	Tue 09/26/23										
197	Slab on Grade Pour	7 days	Thu 07/22/21	Fri 07/30/21										
272	Exterior Sitework 2021	19.36 wks	Mon 06/14/21	Mon 11/01/21										
274	Exterior Asphalt Phase 1	8 days	Mon 06/14/21	Thu 06/24/21										
273	Exterior Miscellaneous	10 days	Thu 06/24/21	Fri 07/09/21										
275	Backfilled Phase 1	2 days	Thu 06/24/21	Mon 06/28/21										



"Hilcrest Senior Lodge Addition"

ID	Task Name	Duration	Start	Finish	May 2021	June 2021	July 2021	August 2021	September 2021	October 2021	November 2021	December 2021	January 2022	February 2022
276	Landscaping Phase 1	7 days	Mon 06/28/21	Thu 07/08/21										
277	Exterior Concrete	10 days	Thu 09/30/21	Thu 10/14/21										
278	Remaining Exterior Asphalt	5 days	Fri 10/15/21	Thu 10/21/21										
279	Landscaping	7 days	Fri 10/22/21	Mon 11/01/21										
201	Framing and Exterior Building Finishes	12.2 wks	Tue 08/03/21	Thu 10/28/21										
202	Frame Main Floor Walls	5 days	Tue 08/03/21	Mon 08/09/21										
203	Frame 2nd Floor	7 days	Mon 08/09/21	Tue 08/17/21										
204	Frame 2nd Floor Walls	5 days	Mon 08/16/21	Fri 08/20/21										
205	Frame 3rd Floor	7 days	Fri 08/20/21	Mon 08/30/21										
206	Frame 3rd Floor Walls	5 days	Fri 08/27/21	Thu 09/02/21										
207	Frame Penthouse Floor	3 days	Fri 09/03/21	Wed 09/08/21										
208	Install Roof Trusses & Sheathing	10 days	Tue 09/07/21	Mon 09/20/21										
209	Install Shingles	7 days	Tue 09/21/21	Wed 09/29/21										
210	Exterior Building Finishes	20 days	Thu 09/30/21	Thu 10/28/21										
211	Building Enclosed	0 wks	Wed 09/29/21	Wed 09/29/21										
212	Interior Finishes	20.2 wks	Fri 09/03/21	Thu 01/20/22										
213	Main Floor	16.8 wks	Fri 09/03/21	Fri 12/24/21										
214	Electrical Rough-ins	15 days	Fri 09/03/21	Fri 09/24/21										
215	Mechanical Wall Rough-ins	15 days	Fri 09/03/21	Fri 09/24/21										
216	Sprayfoam Rim Joists	1 day	Thu 09/30/21	Thu 09/30/21										
217	Install Insulation & Vapour Barrier	7 days	Thu 09/30/21	Fri 10/08/21										
218	Drywall Underside of Joists	8 days	Tue 10/05/21	Fri 10/15/21										
219	Mechanical Rough-ins	15 days	Fri 10/08/21	Fri 10/29/21										
220	Drywall Walls	8 days	Thu 10/14/21	Mon 10/25/21										
221	Frame Drop Ceilings	5 days	Wed 10/27/21	Tue 11/02/21										
222	Mech./Elec. Ceiling Rough-ins	5 days	Fri 10/29/21	Thu 11/04/21										
223	Board Drop Ceilings	5 days	Mon 11/01/21	Fri 11/05/21										
224	Taping	20 days	Tue 11/02/21	Tue 11/30/21										
225	Prime & 1st Coat	15 days	Wed 11/17/21	Sun 12/05/21										



"Hilcrest Senior Lodge Addition"

ID	Task Name	Duration	Start	Finish	May 2021	June 2021	July 2021	August 2021	September 2021	October 2021	November 2021	December 2021	January 2022	February 2022
227	Install Flooring	10 days	Fri 12/03/21	Sun 12/12/21										
226	Install T-bar Ceilings	3 days	Sun 12/05/21	Tue 12/07/21								Install Flooring		
228	Install Millwork	10 days	Wed 12/08/21	Fri 12/17/21								Install T-bar Ceilings		
230	Elec. Finishes	8 days	Wed 12/08/21	Wed 12/15/21								Install Millwork		
229	Mech. Finishes	8 days	Tue 12/14/21	Tue 12/21/21								Elec. Finishes		
231	Final Painting	10 days	Wed 12/15/21	Fri 12/24/21								Mech. Finishes		
232	2nd Floor	19.6 wks	Tue 09/07/21	Tue 01/18/22								Final Painting		
233	Electrical Rough-ins	15 days	Tue 09/07/21	Mon 09/27/21										
234	Mechanical Wall Rough-ins	15 days	Wed 09/15/21	Tue 10/05/21										
235	Sprayfoam Rim Joists	1 day	Fri 10/15/21	Fri 10/15/21										
236	Install Insulation & Vapour Barrier	7 days	Fri 10/15/21	Mon 10/25/21										
237	Drywall Underside of Joists	8 days	Wed 10/20/21	Fri 10/29/21										
238	Mechanical Rough-ins	15 days	Mon 10/25/21	Mon 11/15/21										
239	Drywall Walls	8 days	Thu 10/28/21	Mon 11/08/21										
240	Frame Drop Ceilings	5 days	Wed 11/10/21	Wed 11/17/21										
241	Mech./Elec. Ceiling Rough-ins	5 days	Mon 11/15/21	Fri 11/19/21										
242	Board Drop Ceilings	5 days	Tue 11/16/21	Mon 11/22/21										
243	Taping	20 days	Wed 11/17/21	Fri 12/10/21										
244	Prime & 1st Coat	15 days	Wed 12/01/21	Wed 12/15/21										
245	Gypcrete Complete	0 wks	Wed 12/15/21	Wed 12/15/21										
246	Install Flooring	10 days	Thu 12/16/21	Tue 01/04/22										
249	Elec. Finishes	8 days	Thu 12/16/21	Thu 12/23/21										
250	Mech. Finishes	8 days	Mon 12/20/21	Thu 01/06/22										
248	Install Millwork	10 days	Thu 12/23/21	Tue 01/11/22										
247	Install T-bar Ceilings	3 days	Tue 01/04/22	Thu 01/06/22										
251	Final Painting	10 days	Sun 01/09/22	Tue 01/18/22										
252	3rd Floor	18 wks	Tue 09/21/21	Thu 01/20/22										
253	Electrical Rough-ins	15 days	Tue 09/21/21	Tue 10/12/21										
254	Mechanical Wall Rough-ins	15 days	Wed 09/29/21	Wed 10/20/21										



Master Project Schedule
Revised: Thu 06/03/21



"Hilcrest Senior Lodge Addition"

ID	Task Name	Duration	Start	Finish	May 2021	June 2021	July 2021	August 2021	September 2021	October 2021	November 2021	December 2021	January 2022	February 2022
292	Total Completion	0 wks	Wed 02/09/22	Wed 02/09/22										
					Total Completion ◆									

Jen-Col Construction Ltd.
Suite 100, 9620 – 266 Street
Acheson, AB
T7X 6H6

May 5, 2021
File No. 2-21606

Attn: Renee McKenzie

RE: Footing Excavation
Hillcrest Lodge Addition
4321 – 52 Avenue
Barrhead, AB

Dear R. McKenzie;

As requested, Shelby Engineering Ltd. (Shelby) personnel completed a footing excavation re-inspection for the above referenced site. The inspection was undertaken on May 4 and May 5, 2021.

Inspected:

- Footing excavations for strip & square footings at the following locations indicated on the attached site drawing.

Comments:

- The base of the footing excavations was established at depths ranging from 1.5m to 4.0m below top of main floor slab.
- Based on visual observations and hand augered test holes, the soil encountered at the base of the footing excavations was generally comprised of frost free, native, undisturbed inorganic clay till with a stiff to very stiff consistency, as evidenced by field pocket penetrometer readings.
- Over Excavation was required due to unsuitable material encountered in the footing excavation footprints. The subject areas were over excavated by approximately 1.0m to 2.5m below design footing base elevation, to attain a suitable bearing surface.
- The bearing capacity of the soil exposed (for the footing excavations inspected) on the inspected bearing surface will meet the bearing soil pressure presented in our geotechnical investigation report (Shelby File No. 1-21412 dated February 2019) for strip and square footings at the subject site.

- It is recommended that over excavated areas should be backfilled with fillcrete or footing concrete to underside of design footing elevation. Alternatively, consideration may be given to footings founded at the lower elevation and the walls extended accordingly.
- The base of the footing excavations should be clean of all loose/disturbed material prior to casting fillcrete and/or footing concrete. The excavation should be protected from the elements and not be allowed to become inundated with water or desiccated during construction.

All services provided by Shelby Engineering Ltd. are subject to the attached Standard Terms and Conditions for the Provision of Materials Testing Services by Shelby Engineering Ltd.

Respectfully Submitted,
SHELBY ENGINEERING LTD.



Sana Bastan, P.Eng.
sbastan@shelbyeng.ca
Member No. 105745



Andrew Coe, P.Eng.
acoe@shelbyeng.ca
Member No. 47619

PERMIT TO PRACTICE SHELBY ENGINEERING LTD	
RM SIGNATURE:	_____
RM APEGA ID #:	47619
DATE:	May 5/21
PERMIT NUMBER: P003580	
The Association of Professional Engineers and Geoscientists of Alberta (APEGA)	



DL & Associates
 FORECAST, ANALYSIS & CONSULTING
 CONSULTING STRUCTURAL ENGINEERS
 1301 LINDEN AVENUE, SUITE 100, ST. LOUIS, MO 63104
 PHONE: 314/524-1554 FAX: 314/524-0110

ROOM NUMBER & RESULTS ☐ 100% ☐ 90% ☐ 80% ☐ 70% ☐ 60% ☐ 50% ☐ 40% ☐ 30% ☐ 20% ☐ 10% ☐ 0%	REVISIONS 1. _____ 2. _____ 3. _____ 4. _____ 5. _____	QUALITY CONTROL ☐ 100% ☐ 90% ☐ 80% ☐ 70% ☐ 60% ☐ 50% ☐ 40% ☐ 30% ☐ 20% ☐ 10% ☐ 0%
---	---	---



CONSULTANT

REFERENCES

OVERALL, NEAR FLOOR & FOUNDATION PLAN

DATE: 2019-03-05	STATION: 41/20	TIME: 20:10	DATE: 2019-03-05
2019-03-05	41/20	20:10	2019-03-05

MS-4 1000 - 1000

FILE NO. 2-21606
DATE: MAY 5, 2024
BY: SCS

STANDARD TERMS AND CONDITIONS FOR THE PROVISION OF MATERIAL TESTING SERVICES BY SHELBY ENGINEERING LTD.

1. The services ("the Services") performed for the client (the "Client") by Shelby Engineering Ltd. ("Shelby") described in the report to which these Standard Terms and Conditions are attached (the "Report") have been conducted in a manner consistent with the level of skill ordinarily exercised by members of the engineering profession currently practicing in the jurisdiction in which the Services have been provided.
2. In consideration of the provision of the Services, the Client agrees to the limitation of liability provisions herein contained, both on its own behalf, and as agent on behalf of its employees and principals.
3. The total amount of all claims the Client may have against Shelby with respect to the Services, including, without limitation, claims in tort or contract, shall be strictly limited to the amount of the fee charged to the Client by Shelby for the Services. Shelby shall not be liable for loss, injury or damage caused by delays beyond Shelby's control, or for any indirect, economic or consequential loss, injury or damage incurred by the Client, including, without limitation, claims for loss of profits, loss of contracts, loss of use, loss of production or business opportunity, loss of contracts or continued overhead expense. No claim shall be brought by the Client against Shelby more than two (2) years after completion of the Services or termination of the agreement to provide the Services.
4. The Client shall have no right to set off against any amounts owed to Shelby with respect to the Services.
5. The Client agrees that Shelby's employees and principals shall have no personal liability with respect to the Services and the Client shall make no claim or bring any proceedings of any kind whatsoever whether in contract, tort or any other cause of action in law or equity, against Shelby's employees and principals in their personal capacity.
6. The Client acknowledges that the Services entail an investigation which by its nature involves the risk that certain conditions between points investigated will not be detected, and that certain other conditions may change with time after provision of the written report of the Services. The Client acknowledges and accepts such risk and is aware that the Report can only provide for the conditions at the investigated points at the time of investigation. Extrapolation between the investigated points is at the Client's risk. If the Client requires additional or special investigations outside the scope of the Report, the Client must request such additional investigations from Shelby.
7. The Report has been prepared for a specific site and in light of the specific purposes communicated to Shelby by the Client. Shelby accepts no responsibility for the findings contained in the Report if applied to a different site, or if there is a material change in the purposes communicated to Shelby by the Client. The information and opinions described in the Report are provided solely for the benefit of the Client. NO OTHER PARTY MAY USE OR RELY UPON THE REPORT OR ANY PORTION THEREOF WITHOUT THE WRITTEN CONSENT OF SHELBY. The Client shall maintain confidentiality of the Report and ensure that the Report is not distributed to third parties. The Client hereby agrees to indemnify Shelby for any claims brought against Shelby by third parties and arising out of the Client's failure to maintain the confidentiality required under this paragraph 7.
8. Except as stipulated in the Report, Shelby has not been retained to address, investigate or consider, and has not addressed, investigated or considered environmental or regulatory issues with respect to the site on which the Services have been performed. Notwithstanding the foregoing, Shelby may be required to disclose to regulatory bodies certain hazardous conditions discovered through provision of the Services, and the Client shall not make any claim against Shelby for such disclosure.
9. The Services are solely for the provision of information to the Client and Client's agents explicitly identified to Shelby. Information reported through the provision of The Services is reviewed only for the accuracy of the communicated information and does not include or represent any engineering interpretation or opinion of specification compliance or material suitability. Shelby may provide such service upon request, solely at Shelby's discretion.

10. The Services are performed by Shelby personnel to generally accepted industry standards, unless otherwise stipulated. No other assurances are offered, included or implied.
11. The characteristics of materials tested or assessed through the provision of The Services may vary from that reported due to the passage of time, use, environmental conditions, inherent variability, construction effects and other factors beyond Shelby's knowledge or control. The results reported represent only the material characteristics and conditions at the specific location and time that The Services are performed. Shelby provides no assurances that conditions consistent with the reported results existed elsewhere or that the reported conditions will persist for any period of time.
12. The provision of The Services by Shelby shall be on an "on-call" basis. Shelby will not coordinate the provision of The Services for the project and does not offer the project management services to do so. A minimum notice of one business days' time is required within a radius of 100 km of Edmonton; minimum notice of at least two business days' time is required for areas outside the 100 km radius.
13. The presence of Shelby personnel at a site is for the sole purpose of providing The Services specifically requested; their presence shall not be assumed to include the provision of The Services for any facet of construction other than that requested and as indicated in correspondence.
14. Shelby's testing and assessing personnel cannot provide direction, including, but not limited to, the acceptance or rejection of materials, interpretation of specifications, or the means, methods, sequence, and timing of construction.
15. The results will be distributed to the Client and Client's agents as indicated to Shelby in writing. No other parties will be notified of the results, unless required by law or as necessary to protect the health and safety of persons, property and the environment.
16. Conditions of non-compliant work or materials may be found by Shelby through the provision of The Services. It is the responsibility of others to arrange for any necessary retesting of remediated non-compliant work or materials.
17. Shelby does not supply surveying as part of The Services; therefore, locations are approximations based upon information supplied by others' site personnel or existing points of reference. Shelby is not responsible for errors by others or the movement or removal of reference points.
18. Material samples will be retained for their original intended purpose, after which, samples will be discarded at Shelby's discretion, unless arrangements have been made prior to receipt of samples.
19. The provision of The Services may require reference to information generated by others and supplied to Shelby. The use of such information does not constitute a peer review or engineering acceptance by Shelby. The accuracy, completeness or suitability for a given purpose of such information, and hence any errors, omissions or interpretations of suitability for a given use, are solely the responsibility of those who generated the information.

(February 2014)



- Ground Penetrating Radar
- Industrial Video Inspection
- IR Thermography
- Laser Pipe Profiling
- Utility Locates

Ph: (780) 467-1606
Fax: (780) 467-9987
www.maverickinspection.com

REPORT # JC-130521

Date 13-May-2021 Page 1 of 1

Location 4321 52nd Ave Barrhead, AB

Client Jen-Col Construction

Billing Address _____

SPECIALIZED NON-DESTRUCTIVE INSPECTION SERVICES

Type of Insp: Remote Video Inspection **PO**/WO# 60048

Equipment Used: SeeSnake, Nano SeeSnake, PIPO

Items Inspected: Void area underneath slab along South side of building

Scope:

To use a push camera system to attempt to gather visual data on the approximate area of potential voiding underneath the slab.

Results:

A total of 5 videos were taken of the area. The most informative videos are Sub-Slab Void4 and Sub-Slab Void5. You can see from the first bit of the Sub-Slab Void4 video, where the camera is inserted to the North, that the camera was able to be inserted all the way to the grade beam (approximately 9-10ft). At the grade beam, the voiding appeared to become slightly larger. The fill in the area appeared to drop away a bit more. In the first part of the Sub-Slab Void5 video, the camera is heading at about a 45 degree angle from the access point, toward the NE. Again, the camera was able to be inserted all the way to the grade beam in this direction, approximately 11-12ft. The fill in this area also appeared to drop away, leaving a slightly larger void area. The camera also appeared to pass over what looked to be some piping heading in this direction. The camera was inserted to the East as well. The camera was only able to travel a few feet before the fill and gravel appeared to rise and close in the gap under the slab a bit more.

Time Summary:

7:30 - 9:00 - Mobilize to site from Sherwood Park (1.5hrs reg travel)

9:00 - 11:00 - Work on site (2hrs reg)

11:00 - 12:30 - Demobilize to Sherwood Park (1.5hrs reg travel)

Technician Kris Abel _____
Print

Helper N/A _____
Print

Client Representative _____
Signature

Warren Gitzel _____
Print

Vehicle Unit # M20T Km _____

The Client representative's signature indicates that he/she has read and understood the information contained in the above report and, agrees to be bound by the terms and limitations detailed attached to this document, and (if applicable) acknowledges that he/she has the corporate authority to accept the terms of this document on behalf of the client corporation specified below.

Hourly Rate: Regular Time: 2.00 O.T: _____ P.O.T: _____

Travel Rate: Regular Time: 3.00 O.T: _____ P.O.T: _____

Reporting: N/A Reg: _____ O.T: _____ P.O.T: _____

Off-site Equipment Cleaning: _____

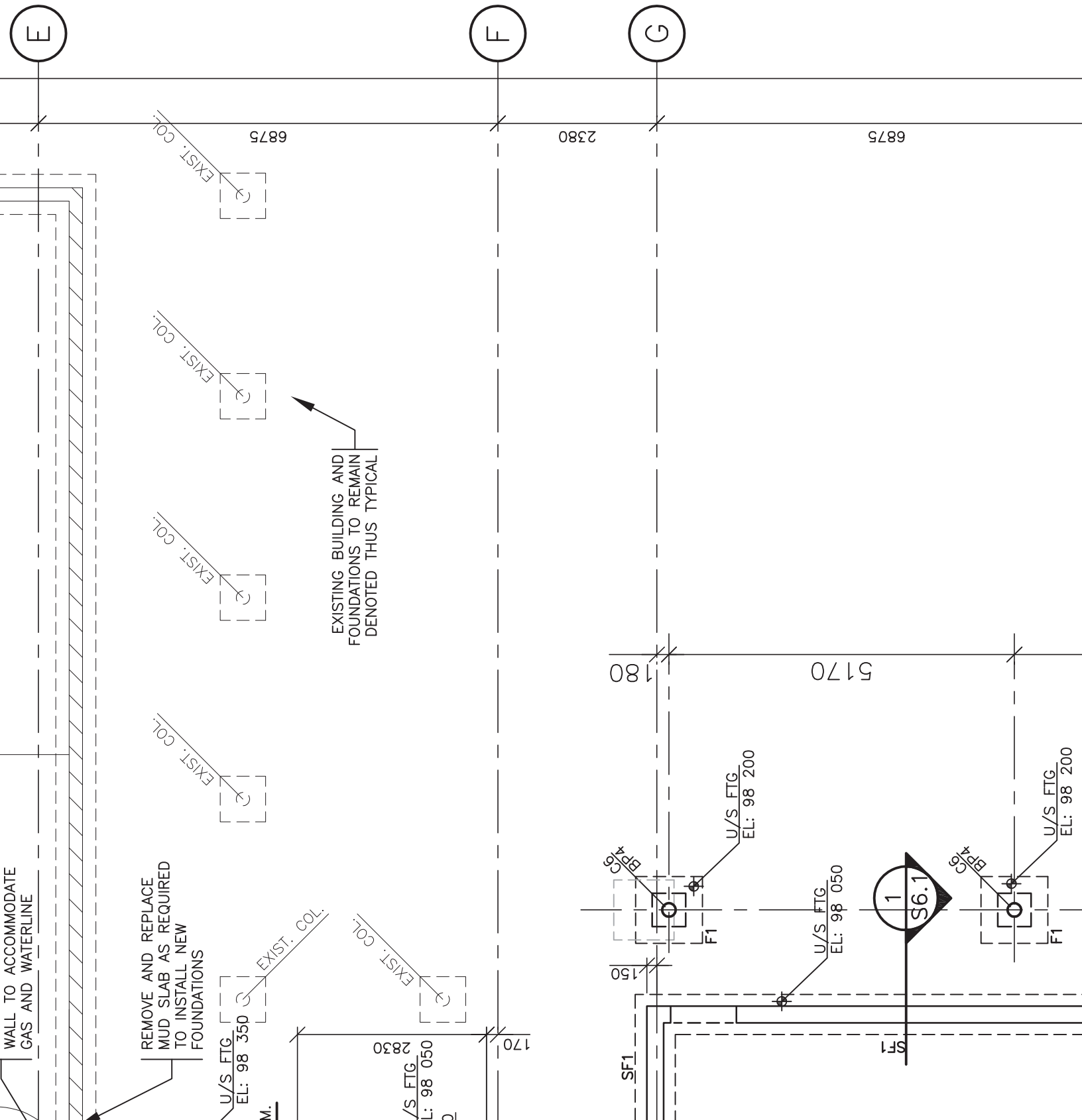
Accommodations: ☐

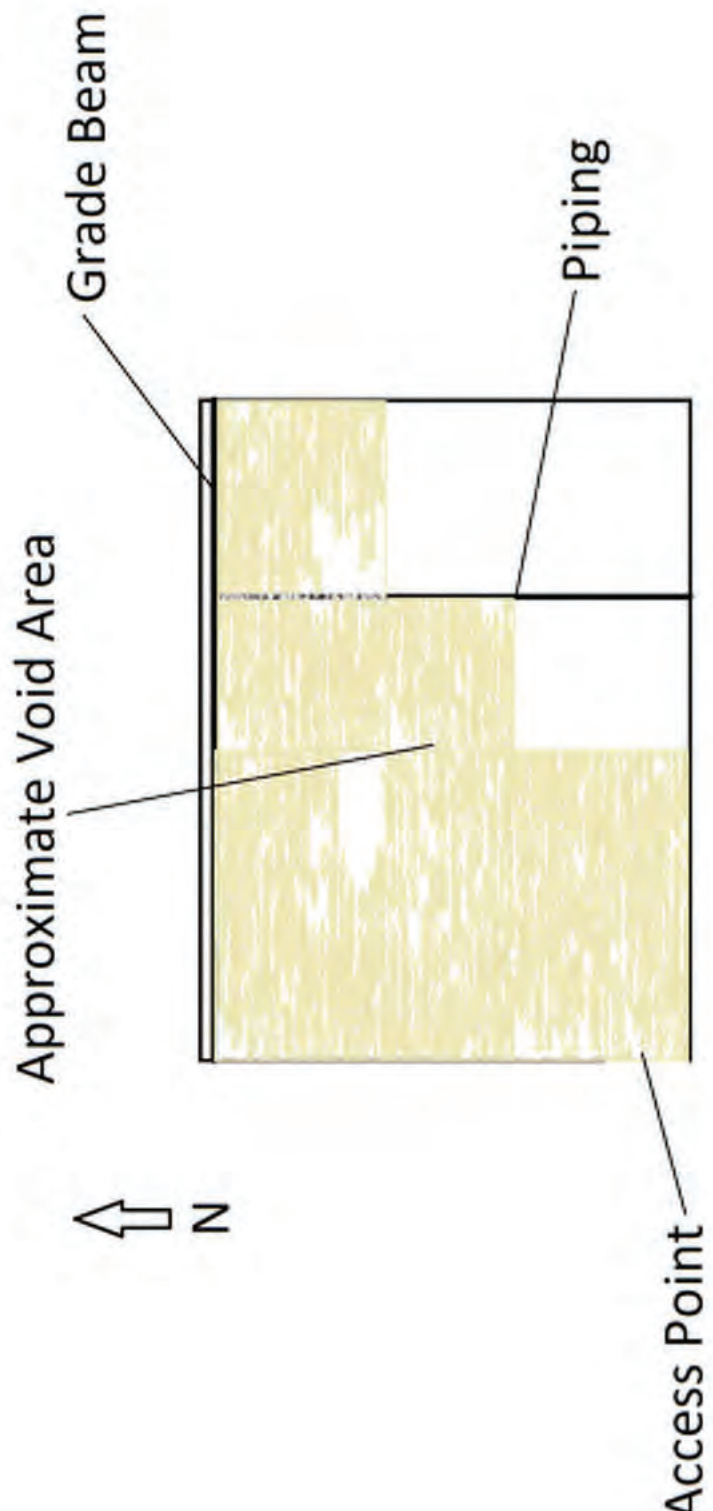
Meals: B _____ L _____ S _____ O.T. _____

Consumables: _____

Other _____

CLIENT COPY







Architectural
Structural

#15-53223 - RR264
Spruce Grove, Alberta T7X 3H5
Phone (780) 948-9836
Cell (780) 619-3863
EMail oke8@compusmart.ab.ca

FIELD REVIEW

To: GARTH
Project: BANHEAD HILLCREST LODGE
Contractor: JEN-COR

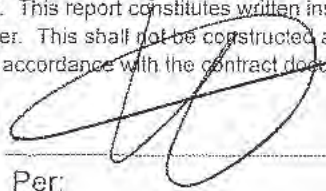
Date: MAY 25/01
File #: 21-39
cc: WINNEN@JENCOR

ITEMS INSPECTED / LOCATION

- SMIP FOOTINGS
-

ITEM	DESCRIPTION
-	FOOTINGS ARE FURRED UP W/ BOTTOM STEEL IN PLACE AS PER THE DWGS
-	VENT. DWELS FROM FTG. TO WALL MOSTLY IN PLACE W/ A COUPLE AREAS LEFT TO INSTALL (NOTE: HOOKS MAINLY INSTALLED ARE FACING THE SAME DIRECTION - FINEMAN ADVISED & ANY MORE INSTALLED WILL HAVE HAVE HOOK ALTERNATING DIRECTION
-	WHERE BUTTING INTO EXISTING BLDG, GRID (9) LOOKED GOOD W/ PROPER OVERLAP - BUT @ GRID (7) THERE WAS ONLY 2'-0" OVERLAP FINEMAN ADVISED TO DRILL IN ADDITIONAL DWELS & PROVIDE REQ'D OVERLAP

Any corrective work or deficiencies noted above require the immediate action of the contractor. This report constitutes written instruction to bring the work into conformity with the plans and specifications at no additional cost to the owner. This shall not be construed as a complete list nor shall it relieve the contractor from the responsibility for the performance of their work in accordance with the contract documents.

Per: 

SITE INSTRUCTION #	DATE	DESCRIPTION
SI 001 ARCHITECTURAL	June 04/2019	Revised Building Layout
SI 002 STRUCTURAL	June 06/2019	Building Change
SI 003 STRUCTURAL	July 08/2019	Column Delete
SI 004 STRUCTURAL	July 09/2019	Steel Beam
SI 001 MECHANICAL	September 11/2019	Main Floor Washroom fan EF-16
SI 005 ARCHITECTURAL	September 23/2019	11 31 00 Equipment
SI 005 STRUCTURAL	October 22/2019	Framing revisions clarifications
SI 006 STRUCTURAL	October 22/2019	Revised Load Bearing Wall Assembly
SI 006 RA STRUCTURAL	October 28/2019	Revised Load Bearing Wall Assembly
SI 007 STRUCTURAL/ARCH SI 008	November 12/2019	Roof Framing
SI-008 STRUCTURAL / ARCH SI 009	November 15/2019	Hold Down Anchors CMST16
SI 010 ARCH / SI 009 STRUCTURAL	December 04/2019	Roof Access Hatch
SI 010 STRUCTURAL	December 04/2019	Third Floor Beam Bearing Lengths
SI 011 ARCHITECTURAL	December 04/2019	Corridor Handrails - CANCELLED
SI 012 ARCHITECTURAL	December 09/2019	Revised Millwork Beverages
SI 013 ARCHITECTURAL	December 09/2019	Revised Finishes Janitor - 118 207 and 307
SI M2 MECHANICAL / ARCH SI 014	December 12/2019	Kitchen Piping Conflicts
SI 012 STRUCTURAL / ARCH. SI 015	January 10/2020	Elevator Divider Beam Weld Plate
SI 013 STRUCTURAL / ARCH. SI 016	January 29/2020	Framing Revs on Levs 2 & 3
SI 017 ARCHITECTURAL	April 21/2020	Revised Siding Colors
SI 018 ARCHITECTURAL / MECH SI M5	May 20/2020	Revising EF-2 to SF-1
SI 019 ARCHITECTURAL / MECH SIM4 - ELECT E-04	May 20/2020	Kitchen Equipment Revision
SI 020 ARCHITECTURAL / MECH MSI-M6 - & ELECT E-05	Oct. 06/2020	Elevator Ventilation Addition
PCE E-06 ELECTRICAL	Nov. 24/2020	Kitchen Fire Alarm Notification
SI 014 STRUCTURAL	March 29/2021	Provide New Strip Footings & Gang Studs



PRE-AWARD BUDGET REPORT

Budget Overview

Through the pre-award stage of the project the team chaired regular meetings with ASHC and BDSHA and has prepared this cost report appended the schematic design report. Team design decisions, site investigations, third party surveys and testing have provided direction and information used to create the attached cost report. It is the intent of the project team to commit to this budget and move into the detailed design and working drawing stage of work.

Budget Details

Purpose of the Budget

This budget has been developed to give a realistic value of the demolition, construction, and design costs for this project. It is the intent of the Jen-Col Construction team to enter into a contract for the value represented within the cost report for a value of \$17,500,000.

There are several items considered out of the scope of the base building requirements that have been excluded from the base cost report and are itemized within this report as 'Separate Budgets' that require further review and investigation and direction from ASHC on.

Project Risk and Budget Variation

As with any project there are variations in value and scope from design development to project completion. Specific to this project, uncovering conditions in the existing building that were unforeseen could bring forward items that were not allowed in the final budget. Jen-Col and the project team have undertaken numerous investigations on site to mitigate these risks however this risk cannot be fully mitigated until actual details and existing construction is uncovered once demolition proceeds. No allowances for tariffs or duties not in place at the time of this report have been allowed for. An updated Risk Matrix has been included within the SD report.

Contingency

Jen-Col has carried a minor contingency within our budget to accommodate unforeseen items that may come up as design details are refined and while in construction. It is expected that ASHC will be carrying a separate contingency for additional scope items or changes during design and construction.





Schedule

The estimated construction schedule for this project is approximately 22 months, starting Spring 2019. Phase 1 of the schedule will include the demolition of the north east unoccupied wing with selective main entry demolition and rebuild the east wing including the new kitchen and dining area. Phase 2 will complete the remainder of the building including tie-ins to the existing lodge, Jubilee manor link and civil site works.

Budget Summary and Separate Pricing

Division 01 – General Conditions

- Bonding has been included for the total project value.
- Insurance coverage has been budgeted for as per the draft contract included within the RFP
- All required permits
- Testing and inspections
 - o Structural
 - o Concrete
 - o Roof
 - o Hazmat Removal Monitoring
 - o Geotechnical

Division 11 – Equipment

- Supply and Installation of food service equipment to service 150 residents
- Supply of assisted bath x3 at \$37,500 each

Division 32 – Exterior Improvements

- Basic landscaping to meet Town of Barrhead requirements
- Landscape furniture to be FF&E item by Owner

Separate Budgets -Items not included within base project budget

Please note the following are items excluded from our budget. These items are to be considered by ASHC and BDSHA as additional scope items to be added during the design phase.

- Solar system supply and installation (further review and discussion for cost-benefit required)
 - o \$513,600
- Solar system rough-ins for future installation
 - o \$10,000





Breakout Budgets -Items included within base project cost but broken out for ASHC accounting purposes

- Building demolition and Tie-Ins to existing lodge
 - o \$238,672
- Renovation costs to existing lodge
 - o \$50,000 (flooring and painting to direct impacted area only)
- Garage demolition and rebuild
 - o \$46,928
- Link Building extension to Jubilee from Hillcrest
 - o \$48,700
- Relocation of existing central vacuum system servicing Jubilee from Hillcrest
 - o \$2,500

Costs Excluded from Cost Report

- Utility consumption charges for power and natural gas service during construction. These costs to be covered by ASHC as we will tie into the existing connected service during construction.
- FF&E supply and installation.
 - o We have only carried costs currently for roller shades and allowed only for laundry equipment rough-ins.
 - o Budget to be carried by ASHC for Laundry equipment should be approximately \$60,000
- New boiler system servicing Jubilee relocated to Jubilee vacant room from existing Hillcrest location



Appendix B – Team Resumes

As requested in **Section 4.2.2** of the Foundation’s RFP, following are brief descriptions of proposed team member’s roles and their resumes.

Sheldon Lee Partner-in-Charge

Sheldon provides overall accountability and executive oversight for the project, ensuring the Foundation and project team receive full support and commitment from JEN COL. He actively champions the project at the executive level, secures resources, removes obstacles and serves as an additional communication and escalation point.

Rene Dubeau Director of Construction

Rene provides strategic leadership across all phases of the project, ensuring alignment with JEN COL’s standards for safety, quality and performance. He works closely with the Project Manager to guide construction strategy, scheduling and risk management, proactively addressing challenges and supporting a coordinated, high-performing project team.

John Richards Project Manager

John is the **primary point of contact** for the Foundation and consultants, responsible for overall project delivery. He leads team coordination, contract administration, procurement and communication, ensuring the project is delivered on schedule, within budget and to the highest quality standards.

Kelly Roberts Site Superintendent

Kelly is responsible for full-time on-site leadership, overseeing day-to-day construction activities, trade coordination, site logistics and quality control. He ensures all work is executed safely, efficiently and in accordance with project requirements while maintaining clear communication with all stakeholders.

Matthew Berner Project Coordinator

Matthew supports the Project Manager through coordination, documentation and communication. He manages RFIs, submittals, change documentation, procurement tracking and project administration, ensuring accurate information flow and alignment across all project stakeholders.

Branden Klatt Safety Manager

Branden leads the development and implementation of the project’s safety program, ensuring compliance with all regulatory requirements and JEN COL standards. He conducts risk assessments, site inspections and training, promoting a strong safety culture and ensuring the well-being of workers, residents and the public.

Scott Solez Estimating Manager

Scott leads cost planning and estimating, preparing detailed budgets based on drawings, specifications and market conditions. He works closely with the project team, consultants and trade partners to ensure accurate pricing, identify risks and maintain cost certainty throughout the project.

The project team is further supported by JEN COL’s experienced field staff and internal departments, including estimating, project accounting, safety and quality control.



Sheldon Lee NCSO, GSC, B. Comm, PMP®, LSS | President

Since beginning his construction career in 1998, Sheldon has built a strong reputation for leading complex projects with clarity, foresight, and a steady, results-driven approach. After joining JEN COL in 2012 as a Senior Superintendent, he quickly advanced into project management and leadership roles, ultimately becoming President of the company.

Sheldon's experience spans every level of project delivery—from field operations to executive leadership—bringing a well-rounded perspective to every project. Supported by his Gold Seal Certification in Construction Scheduling and Lean Six Sigma Green Belt, he is focused on driving efficiency, improving outcomes, and maintaining high standards of quality through strong leadership and continuous improvement.

Relevant Project Experience (Seniors, Healthcare and Occupied Facilities)	Role	Value
St. Paul Foundation Seniors New Facility, St. Paul, AB	Partner in Charge	\$41.0M
Spruce Grove Protective Services Expansion & Renovation, Spruce Grove, AB (LEED® Silver)	Partner in Charge	\$20.6M
Bonnyville Centralized High School Renovation & Addition, Bonnyville, AB (LEED® Silver)	Partner in Charge	\$19.0M
Hillcrest Seniors Addition & Renovation, Barrhead, AB	Partner in Charge	\$17.7M
École Pere Kenneth Kearns Renovation & Addition, Sherwood Park, AB (LEED® Silver)	Partner in Charge	\$14.6M
Alexander Kipohtakaw Education Centre, Alexander First Nation, AB	Partner in Charge	\$13.9M
Dale Fisher Arena Expansion, Devon, AB	Partner in Charge	\$13.7M
Driftpile Cree Nation Health Centre, Driftpile, AB	Partner in Charge	\$12.0M
Blue Hills Community School Renovation & Addition, Fort Vermilion, AB (LEED® Silver)	Partner in Charge	\$11.1M
Fort McMurray 468 First Nation Health Centre, Fort McMurray, AB	Partner in Charge	\$10.8M
Alberta Health Services Connect Care Upgrades, Various Locations, AB	Partner in Charge	\$9.2M
Foothills Composite High School Renovation, Okotoks, AB	Project Director	\$24.8M
Glenmary School Renovation & Addition, Peace River, AB (LEED® shadow)	Project Director	\$9.8M
École Nouvelle Frontière Renovation, Grande Prairie, AB	Project Director	\$2.8M
East Edmonton Health Centre, Edmonton, AB	Field Ops Manager	\$34.8M
Stone Brook (Lac Cardinal) Supportive Living Facility, Grimshaw, AB	Field Ops Manager	\$15.2M
St. Francis Xavier Sports Centre, Edmonton, AB	Field Ops Manager	\$14.6M
Vermilion Valley Seniors, Vermilion, AB	Field Ops Manager	\$12.8M
Sturgeon Lake Health Centre, Sturgeon Lake, AB	Field Ops Manager	\$6.8M
Other Notable Project Experience (not a complete list)	Role	Value
Lubicon Lake Band K-12 School, Lubicon Lake, AB	Partner in Charge	\$57.2M
Piikani Nation K-12 Replacement School, Brocket, AB	Partner in Charge	\$54.0M
Cold Lake Public Works Operations Centre, Cold Lake, AB	Partner in Charge	\$38.6M
Stony Plain Regional Recreation Centre, Stony Plain, AB	Partner in Charge	\$37.0M
Quesnel Junior School, Quesnel, BC (LEED® shadow)	Partner in Charge	\$33.5M
Ogilvie Ridge Townhomes, Edmonton, AB	Partner in Charge	\$32.5M
Fort McMurray 468 First Nation Community Building, Fort McMurray, AB	Partner in Charge	\$29.8M
Prairie Sky School, Calgary, AB (LEED® Silver)	Partner in Charge	\$25.8M
Saulteau First Nation Cultural Centre, Moberly Lake, BC	Partner in Charge	\$23.9M
Saddle Lake Onchaminahos Elementary School, Saddle Lake, AB	Partner in Charge	\$22.8M
Theresa C. Wildcat Early Learning Centre, Maskwacîs, AB	Partner in Charge	\$15.8M
St. Thomas Aquinas K-12 School, Provost, AB (LEED® Silver)	Partner in Charge	\$15.6M
Downtown Golden Housing, Golden, BC	Partner in Charge	\$13.5M
École Le Ruisseau, Brooks, AB (LEED® Gold)	Partner in Charge	\$12.6M
Ken Sargent House, Grande Prairie, AB	Partner in Charge	\$11.0M

Other Notable Project Experience (not a complete list)	Role	Value
Tk'emlups Healing Center, Kamloops, AB	Partner in Charge	\$10.0M
St. Kateri Tekakwitha K-6 School, Morinville, AB (LEED® Gold)	Partner in Charge	\$10.0M
Mîni Thnî Fire Hall and EMS Facility, Mîni Thnî, AB	Partner in Charge	\$8.5M
Dene Tha' Women's Shelter, Dene Tha' First Nation, AB	Partner in Charge	\$7.9M
True Blue Swim School Ellerslie Crossing, Edmonton, AB	Partner in Charge	\$6.8M
Sturgeon Lake Women's Shelter, Sturgeon Lake, AB	Partner in Charge	\$5.8M
Q-Kids Daycare Centre, Quesnel, BC	Partner in Charge	\$3.2M
Claystone Waste Administration Building, Ryley, AB (LEED® Gold)	Partner in Charge	\$2.4M
Eagle Ridge Schools and Community Centre, Fort McMurray, AB (LEED® Silver)	Field Ops Manager	\$37.8M
Corpus Christi Catholic Elementary/Junior High School, Edmonton, AB (LEED® Silver)	Field Ops Manager	\$18.9M
Robert W. Zahara K-6 Replacement School, Sexsmith, AB (LEED® Silver)	Field Ops Manager	\$18.1M
St. Mary Catholic School, Beaverlodge, AB (LEED® Silver)	Field Ops Manager	\$14.7M
Joussard K-9 School, Joussard, AB (LEED® Silver)	Field Ops Manager	\$11.8M
Neerlandia K-9 School, Neerlandia, AB (LEED® Silver)	Field Ops Manager	\$11.3M
Border Paving Athletic Centre, Spruce Grove, AB	Field Ops Manager	\$10.4M
MacDonald Island Park Recreation Centre, Ft. McMurray, AB	Superintendent	\$110.0M
École francophone d'Airdrie, Airdrie, AB (LEED® Silver)	Superintendent	\$10.7M

Education
Construction Administration Technology Diploma (Honors) – Nova Scotia Institute of Technology, Halifax, NS
Bachelor of Commerce Degree – St. Mary's University, Halifax Nova Scotia
AutoCAD Accomplishment Certificate – Nova Scotia Institute of Technology, Halifax Nova Scotia
Occupational Health & Safety Certificate (OHS)
Lean Six-Sigma Green Belt

Training
Gold Seal Certified Superintendent
Gold Seal Certified Construction Scheduling Certificate
FMI Leadership Institute, Colorado
Alberta Construction Safety Association Training: Leadership for Safety Excellence, Confined Space Awareness, Principles of Health and Safety Management, WHMIS - Train the Trainer
Prime Contractor Training
Supervisor Training Program – Merit Contractors Association
Emergency First Aid – Level A / CPR and AED – St. John Ambulance
National Construction Safety Officer
Arctic Survival Course Certification
Construction Safety Training System



Rene Dubeau PMP®, GSC, LEED® AP BD+C | Director of Construction

Rene brings over 30 years of construction experience, having started his career in 1994, joining JEN COL in 1997. He has led a wide range of projects from commercial developments to large-scale municipal and institutional facilities, with a strong focus on safety, quality, and delivering projects on time and within budget. Known for his leadership and attention to detail, Rene excels at coordinating teams, managing stakeholders and navigating complex project requirements while driving continuous improvement and innovation.

Rene's experience spans every role in construction, from Foreman and Superintendent to Project Manager, Project Director, and now Director of Construction, giving him a comprehensive understanding of project delivery from start to finish. With experience on over one hundred projects, he brings a well-rounded, practical perspective that strengthens team coordination and overall project success.

Relevant Project Experience (Seniors, Healthcare and Occupied Facilities)	Role	Value
St. Paul Foundation Seniors New Facility, St. Paul, AB	Construction Director	\$41.0M
Fort McMurray 468 First Nation Health Centre, Fort McMurray, AB	Construction Director	\$10.8M
Hillcrest Seniors Lodge Expansion & Renovation, Barrhead, AB	Project Director	\$17.7M
Alberta Health Services WiFi Upgrades, Various Locations in AB	Project Director	\$9.2M
Queen Elizabeth II Hospital Restoration, Grand Prairie, AB	Project Director	\$930K
Foothills Composite High School Renovation, Okotoks, AB	Project Manager	\$24.8M
Spruce Grove Protective Services Expansion & Renovation, Spruce Grove, AB	Project Manager	\$20.6M
École Pére Kenneth Kearns Expansion & Renovation, Sherwood Park, AB (LEED® Silver)	Project Manager	\$14.6M
St. Francis Xavier Fieldhouse, Edmonton, AB	Project Manager	\$14.5M
Dale Fisher Arena Expansion, Devon, AB	Project Manager	\$13.7M
Vermilion Seniors Lodge Renovation, Vermilion, AB	Project Manager	\$12.8M
Sturgeon Lake Health Centre, Sturgeon Lake Cree Nation, AB	Project Manager	\$6.8M
St. Mary's Catholic School Renovation, Vegreville, AB	Project Manager	\$6.3M
Our Lady of Mount Pleasant Catholic School Renovation, Camrose, AB	Project Manager	\$6.1M
Notre Dame School Renovation, Morinville, AB	Project Manager	\$2.7M
Other Notable Project Experience (not a complete list)	Role	Value
Lubicon Lake Band K-12 School, Lubicon Lake, AB	Construction Director	\$57.2M
Piikani Nation K-12 Replacement School, Brocket, AB	Construction Director	\$54.0M
Cold Lake Public Works Operations Centre, Cold Lake, AB	Construction Director	\$38.6M
Stony Plain Regional Recreation Centre, Stony Plain, AB	Construction Director	\$37.0M
Ogilvie Ridge Townhomes, Edmonton, AB	Construction Director	\$32.5M
Downtown Golden Housing, Golden, BC	Construction Director	\$13.5M
Ken Sargent House, Grande Prairie, AB	Construction Director	\$11.0M
Tk'emlups Healing Center, Kamloops, AB	Construction Director	\$10.0M
Mîni Thnî Fire Hall and EMS Facility, Mîni Thnî, AB	Construction Director	\$8.5M
Dene Tha' Women's Shelter, Dene Tha' First Nation, AB	Construction Director	\$7.9M
True Blue Swim School Ellerslie Crossing, Edmonton, AB	Construction Director	\$6.8M
Prairie Sky Elementary/Middle School, Calgary, AB (LEED® Silver)	Project Director	\$25.8M
St. Thomas Aquinas K-12 School, Provost, AB (LEED® Silver - Pending)	Project Director	\$15.6M
École Le Ruisseau, Brooks, AB (LEED® Silver - Pending)	Project Director	\$12.6M

Other Notable Project Experience (not a complete list)	Role	Value
North Battleford Aquatics Centre, North Battleford, SK (LEED® shadow)	Project Manager	\$19.1M
St. Mary's Elementary School, Fort Vermilion, AB	Project Manager	\$18.2M
Robert W. Zahara Replacement School, Sexsmith, AB (LEED® Silver)	Project Manager	\$18.1M
St. Mary Catholic Replacement School, Beaverlodge, AB (LEED® Silver)	Project Manager	\$15.7M
École francophone d'Airdrie, Airdrie, AB (LEED® Silver)	Project Manager	\$10.7M
Rotary House Wapiti Community Dorm, Grande Prairie, AB	Project Manager	\$9.3M
Fire Rescue Services Norwood Station No. 5, Edmonton, AB	Project Manager	\$6.5M
Queen Elizabeth Outdoor Pool, Edmonton, AB	Project Manager	\$5.8M
Enbridge Clipper Expansion 1, Metiskow, SK	Project Manager	\$5.5M
Stadium Manor Housing Development, Edmonton, AB	Project Manager	\$4.5M
Tritech/Hoerbiger (now WPI Canada) Storage Facility, Spruce Grove, AB	Project Manager	\$3.9M
Enbridge Clipper Expansion 1, Kerrobert, SK	Project Manager	\$3.6M
Good Shepherd Elementary School, Edmonton, AB	Project Manager	\$2.9M
Enbridge Clipper Expansion 1, Mildred, SK	Project Manager	\$2.7M

Education
Gold Seal Certification Project Management – Canadian Construction Association
Project Management Professional (PMP) – Project Management Institute (PMI)
LEED® Accredited Professional, BD & C
Interprovincial Journeyman Carpenter – Northern Alberta Institute of Technology, Edmonton, AB

Training
Construction Management – Canadian Construction Association
Project Management Team Leadership - MindEdge
FMI Leadership Institute, Colorado
Alberta Construction Safety Association Training: Leadership for Safety Excellence, Confined Space Awareness, WHMIS - Train the Trainer, Law and the Construction Industry
Supervisor Training Program – Merit Contractors Association
Emergency First Aid – Level A / CPR and AED – St. John Ambulance
Infection Control During Construction, Renovation or Maintenance of Healthcare Facilities – SafeTECH Environmental
Introduction to Fire Extinguishers & Fire Extinguisher Operation – Parkland County Fire Services



John Richards LEED® Green Associate, C.E.T. | Project Manager

John began his construction career in 2008, starting in residential construction where he quickly honed his skills by managing complex projects with a focus on quality, timeliness, and budget. In 2010, he transitioned to commercial and institutional construction, applying his expertise to larger-scale projects.

A graduate of NAIT's Construction Engineering Technology (C.E.T.) program in 2013, John gained a strong foundation in construction engineering and project management, enabling him to navigate projects from initial planning through to completion. Known for his leadership and organizational skills, he fosters collaboration among clients, architects, engineers, and tradespeople, ensuring every project is a collective success.

As a LEED® Green Associate, John has championed sustainable building practices, integrating green technologies and materials into his projects to meet client needs while considering environmental impacts. His portfolio includes a range of commercial and institutional developments, all benefiting from his strategic planning, risk management, and quality control expertise. Recently, John has expanded his role as a Client Representative, providing additional insights to enhance client service. His dedication to excellence and ability to adapt make him an invaluable leader on every project he undertakes.

Relevant Project Experience (Seniors, Healthcare and Occupied Facilities)	Role	Value
École Père Kenneth Kearns Addition & Renovation, Sherwood Park, AB (LEED® Silver)	Project Manager	\$14.6M
Driftpile Cree Nation Health Centre, Driftpile, AB	Project Manager	\$13.0M
Caernarvon School Renovation, Edmonton, AB	Project Manager	\$9.7M
Alberta Health Services Connect Care Upgrades, Various Locations, AB	Project Manager	\$9.2M
Mountain Terrace Apartment Structural Upgrades, Hinton, AB	Project Manager	\$1.2M
CapitalCare Lynnwood Sunroom Retrofit, Edmonton, AB	Project Manager	\$1.1M
Stone Brook Supportive Living Facility, Grimshaw, AB	Senior Project Coordinator	\$15.2M
Montrose Junior High School Renovation, Grande Prairie, AB	Senior Project Coordinator	\$8.2M
Other Notable Project Experience (not a complete list)	Role	Value
Bigstone Cree Nation High School, Wabasca, AB	Project Manager	\$37.1M
St. Thomas Aquinas Replacement School, Provost, AB (LEED® Silver)	Project Manager	\$15.5M
École Le Ruisseau K-12 Replacement School, Brooks, AB (LEED® Gold)	Project Manager	\$12.6M
Tk'emlúps Healing House, Kamloops, BC	Project Manager	\$12.5M
Border Paving Athletic Centre, Spruce Grove, AB	Project Manager	\$10.3M
St. Kateri Tekakwitha Academy, Morinville, AB (LEED® Silver)	Project Manager	\$10.0M
Pilot Sound Fire Station, Edmonton, AB (LEED® Silver)	Project Manager	\$8.2M
Dene Tha' Women's Shelter, Bushe River, AB	Project Manager	\$7.9M
The Canadian Brewhouse, Kamloops AB	Client Representative, PM	\$7.5M
Sawmill Prime Rib and Steakhouse, Lloydminster, AB	Project Manager	\$6.0M
Main Street Law Corporate Office, Spruce Grove, AB	Project Manager	\$5.2M
Harbour Pool Universal Change Room Renovation & Addition, Ft. Saskatchewan, AB	Project Manager	\$1.5M
5 Ply Commercial Building, Spruce Grove, AB	Project Manager	\$0.9M
Saint John XXIII Catholic School Modular Addition, Fort Saskatchewan, AB	Project Manager	\$0.8M
Spruce Grove Storage Facility, Spruce Grove, AB	Project Manager	\$0.5M
Sawmill Prime Rib and Steak House Renovation and Addition, Leduc, AB	Senior Project Coordinator	\$2.9M

Education
Construction Engineering Technology – Northern Alberta Institute of Technology, Edmonton, AB
Training
ASET Certified Engineering Technologist
LEED® Green Associate
Alberta OHS Legislation Awareness Course
Alberta Construction Safety Association Training: Leadership for Safety Excellence, Principles of Health & Safety Management, Confined Space, WHMIS - Train the Trainer, Ground Disturbance
Prime Contractor
Emergency First Aid – Level A/CPR and AED – St. John’s Ambulance
Safety Culture Course



Kelly Roberts LEED® Green Associate | Superintendent

With over two decades at JEN COL and a construction career that began in 1998, Kelly brings unparalleled expertise and dedication to every project he undertakes. Since joining JEN COL in 2000, Kelly has been a driving force behind the company's commitment to delivering projects that meet the highest standards of quality, efficiency, and environmental stewardship.

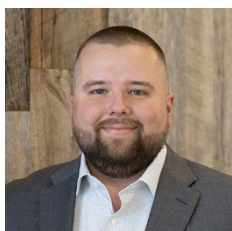
Kelly's leadership goes beyond managing construction sites; his holistic approach ensures that projects are not only completed with precision but also considers their long-term impact on communities and the environment. Under his guidance, JEN COL has embraced new technologies and sustainable practices, setting a higher benchmark for construction excellence.

Known for his inspiring and practical leadership style, Kelly fosters a culture of continuous improvement and collaboration among his teams. Colleagues describe him as both a visionary who sees beyond the blueprints and a mentor who willingly shares his wealth of knowledge.

Kelly's ability to navigate the complexities of construction management and his steadfast dedication to excellence have made him an invaluable leader and a cornerstone of JEN COL's success.

Relevant Project Experience (Seniors, Healthcare and Occupied Facilities)	Role	Value
Hillcrest Senior Lodge Addition & Renovation, Barrhead, AB	Superintendent	\$17.7M
Stone Brook (Lac Cardinal) Supportive Living Facility, Grimshaw, AB	Superintendent	\$15.3M
Alexander School Kipohakaw Education Centre Addition & Renovation, Alexander, AB	Superintendent	\$14.9M
Vermilion Seniors Lodge Renovation, Vermillion, AB	Superintendent	\$12.8M
Alexander Forbes School Renovation, Grande Prairie, AB	Superintendent	\$10.7M
Sturgeon Lake Health Centre, Sturgeon Lake, AB	Superintendent	\$6.8M
High Level Public-School Skills Centre Addition, High Level, AB	Superintendent	\$6.0M
Chateau Lac Ste. Anne, Onoway, AB	Foreman	\$9.0M
Rainbow Lake School, Addition & Renovation, Rainbow Lake, AB	Foreman	\$2.5M
Other Notable Project Experience (not a complete list)	Role	Value
Lubicon Lake Band - New K-12 School, Lubicon Lake, AB	Superintendent	\$57.2M
Eagle Ridge Schools & Community Centre, Fort McMurray, AB (LEED® Silver)	Superintendent	\$37.8M
Fox Lake Elementary School, Fox Lake, AB	Superintendent	\$26.3M
Maude Clifford Public School & Community Centre, Grande Prairie, AB (LEED® Silver)	Superintendent	\$17.7M
Lubicon Lake Band Teacherages, Lubicon Lake, AB	Superintendent	\$16.6M
École Le Ruisseau K-12 Replacement, Brooks, AB (LEED® Gold)	Superintendent	\$12.6M
Joussard K-6 Replacement School, Joussard, AB (LEED® Silver)	Superintendent	\$10.9M
Neerlandia School, Neerlandia, AB (LEED® Silver)	Superintendent	\$10.9M
Alberta Sustainable Resources Development Building, Edmonton, AB	Superintendent	\$4.8M
Enbridge Clipper Expansion 1, Kerrobert, SK	Superintendent	\$3.4M
Enbridge Clipper Expansion 1, Mildred, SK	Superintendent	\$2.5M
Barrhead Curling Rink Roof & Mechanical Replacement, Barrhead, AB	Superintendent	\$430K
Derek Taylor School, Grande Prairie, AB	Foreman	\$14.7M
Chateh Community School, Assumption, AB	Foreman	\$9.8M
Greystone Middle School, Spruce Grove, AB	Foreman	\$9.4M
Buffalo Prairie Head School, La Crete, AB	Foreman	\$5.9M
Rainbow Lake Health Centre Phase 2, Rainbow Lake, AB	Foreman	\$2.4M

Education
Interprovincial Journeyman Carpenter – Northern Alberta Institute of Technology, Edmonton, AB
Training
Construction Management – Canadian Construction Association – Gold Seal Special Industry Course
Alberta Construction Safety Association Training: Leadership for Safety Excellence, Confined Space Awareness, Principles of Health and Safety Management, WHMIS - Train the Trainer
Prime Contractor Training
Infection Control During Construction, Renovation or Maintenance of Healthcare Facilities – SafeTECH Environmental
Emergency First Aid - Level A/CPR and AED– St. John’s Ambulance
Supervisor Training Program – Merit Contractors Association



Matthew Berner C.E.T., LEED® Green Associate | Senior Project Coordinator

Matthew is a dedicated Project Coordinator and a 2020 graduate of NAIT's Construction Engineering Technology program, bringing a strong technical foundation to his role. As a LEED® Green Associate, he is committed to sustainable building practices and integrates these principles into his work.

Known for his attention to detail and proactive approach, Matthew excels at coordinating complex projects, managing documentation and supporting cross-functional teams. His strong communication skills ensure effective collaboration between consultants, trades and stakeholders, contributing to well-organized, efficient and successful project delivery.

Relevant Project Experience (Seniors, Healthcare and Occupied Facilities)	Role	Value
St. Paul Foundation Seniors Lodge, St. Paul, AB	Project Coordinator	\$45.0M
Spruce Grove Protective Services Addition & Modernization, Spruce Grove, AB	Project Coordinator	\$20.6M
Bonnyville Centralized High School Addition & Modernization, Bonnyville, AB (LEED® Silver)	Project Coordinator	\$19.0M
École Père Kenneth Kearns Addition & Modernization, Sherwood Park, AB (LEED® Silver)	Project Coordinator	\$14.6M
Blue Hills Community School Addition & Modernization, Fort Vermilion, AB (LEED® Silver)	Project Coordinator	\$11.1M
Fort McMurray 468 First Nation Health & Wellness Center, Fort McMurray, AB	Project Coordinator	\$10.9M
Other Notable Project Experience (not a complete list)	Role	Value
Cold Lake Public Works Operations Centre, Cold Lake, AB	Project Coordinator	\$39.0M
Fort McMurray 468 First Nation Community Building, Fort McMurray, AB	Project Coordinator	\$30.0M
Prairie Sky K-9 School, Calgary, AB (LEED® Silver - Pending)	Project Coordinator	\$25.8M
Saulteau First Nations Cultural Centre, Moberly Lake, BC	Project Coordinator	\$23.9M
Ermineskin Cree Nation Kindergarten Building, Maskwacis, AB	Project Coordinator	\$15.8M
St. Thomas Aquinas K-12 School, Provost, AB	Project Coordinator	\$15.6M
Mîñî Thnî Firehall and EMS Facility, Mîñî Thnî, AB	Project Coordinator	\$12.0M
St. Kateri Tekakwitha Academy, Morinville, AB	Project Coordinator	\$10.0M
Q-Kids Daycare Centre, Quesnel, BC	Project Coordinator	\$3.2M
Main Street Financial Office Renovation, Spruce Grove, AB	Project Coordinator	\$847K
Frog Lake 3 Bedroom Altair, Frog Lake, AB	Project Coordinator	\$450K
JEN COL Office Renovation, Acheson, AB	Project Coordinator	\$250K

Education

Construction Engineering Technology – Northern Alberta Institute of Technology, Edmonton, AB

Training

LEED® Green Associate

Leadership Training – Results Canada



Scott Solez C.E.T. | Estimating Manager

Scott has been a key member of JEN COL's Estimating department since 2012, starting as an Estimator and advancing to Estimating Manager in 2017. His promotion reflects his exceptional expertise, strong work ethic, and dedication to delivering high-quality results.

As Estimating Manager, Scott has led the Estimating Team to success, drawing on his extensive experience and in-depth knowledge of construction materials, methods, and cost analysis. His ability to meticulously review project budgets ensures they are not only thorough but also highly accurate, capturing the true scope and scale of each project.

Scott's hands-on leadership style and unwavering commitment to precision have played a crucial role in enhancing JEN COL's reputation for providing reliable, well-structured cost estimates. His work builds trust with clients and stakeholders by ensuring the financial integrity of every project.

Scott's expertise guides the Estimating Team through the complexities of cost analysis, making him an invaluable asset in steering projects from concept to completion. His contributions are essential in maintaining JEN COL's standing as a leader in the industry.

Relevant Project Experience (Seniors, Healthcare and Occupied Facilities)	Role	Value
St. Paul Foundation Seniors Lodge, St. Paul, AB	Estimating Manager	\$41.0M
Spruce Grove Protective Services Addition & Renovation, Spruce Grove, AB	Estimating Manager	\$20.6M
Bonnyville Centralized High School Addition & Renovation, Bonnyville, AB (LEED® Silver)	Estimating Manager	\$19.0M
Hillcrest Seniors Lodge Addition & Renovation, Barrhead, AB	Estimating Manager	\$17.7M
Alexander Kipohtakaw Education Centre, Alexander First Nation, AB	Estimating Manager	\$15.6M
École Pere Kenneth Kearns Renovation and Addition, Sherwood Park, AB (LEED® Silver)	Estimating Manager	\$14.6M
Dale Fisher Arena Expansion, Devon, AB	Estimating Manager	\$13.7M
Blue Hills Community School Renovation & Addition, Fort Vermilion, AB (LEED® Silver)	Estimating Manager	\$11.1M
FMFN468 First Nation Health & Wellness, Fort McMurray, AB	Estimating Manager	\$10.9M
Driftpile Cree Nation Health Centre, Driftpile, AB	Estimating Manager	\$12.0M
École JE Lapointe School Renovation, Beaumont, AB	Senior Estimator	\$13.5M
Vermilion Seniors Lodge Renovation, Vermilion, AB	Senior Estimator	\$12.8M
Glenmary School Renovation & Addition, Peace River, AB (LEED® shadow)	Senior Estimator	\$9.8M
Stone Brook (Lac Cardinal) Supportive Living Facility, Grimshaw, AB	Estimator	\$15.3M
Other Notable Project Experience (not a complete list)	Role	Value
Lubicon Lake Band K-12 School, Lubicon Lake Band #453, AB	Estimating Manager	\$57.2M
Piikani First Nation K-12 School, Brocket, AB	Estimating Manager	\$54.0M
Cold Lake Public Works Operations Centre, Cold Lake, AB	Estimating Manager	\$38.6M
Stony Plain Regional Recreation Centre, Stony Plain, AB	Estimating Manager	\$37.0M
Quesnel Junior School, Quesnel, BC (LEED® shadow)	Estimating Manager	\$33.5M
Ogilvie Ridge Townhomes, Edmonton, AB	Estimating Manager	\$32.5M
Fort McMurray 468 First Nation Community Building, Fort McMurray, AB	Estimating Manager	\$29.8M
Prairie Sky Elementary/Middle School, Calgary, AB (LEED® Silver)	Estimating Manager	\$25.8M
Saulteau First Nations Cultural Centre, Moberly Lake, BC	Estimating Manager	\$23.9M
Saddle Lake Onchaminahos Elementary School, Saddle Lake, AB	Estimating Manager	\$22.8M
Lubicon Lake Teacherages, Lubicon Lake, AB	Estimating Manager	\$16.6M
Theresa C. Wildcat Early Learning Centre, Maskwacis, AB	Estimating Manager	\$15.8M
St. Thomas Aquinas K-12 School, Provost, AB (LEED® Silver - Pending)	Estimating Manager	\$15.6M
Lubicon Lake Band Teacherages, Lubicon Lake, AB	Estimating Manager	\$13.7M

Other Notable Project Experience (not a complete list)	Role	Value
Golden Downtown Affordable Housing, Golden, BC	Estimating Manager	\$13.5M
École Le Ruisseau, Brooks, AB (LEED® Gold)	Estimating Manager	\$12.6M
Mîñî Thnî Firehall and EMS Facility, Mîñî Thnî, AB	Estimating Manager	\$12.5M
St. Kateri Tekakwitha K-6 School, Morinville, AB (LEED® Gold)	Estimating Manager	\$10.0M
Tk'emlúps Healing House, Kamloops, BC	Estimating Manager	\$8.1M
Dene Tha' Women's Shelter, Dene Tha' First Nation, AB	Estimating Manager	\$7.9M
Ken Sargent House, Grande Prairie, AB	Estimating Manager	\$7.7M
Sturgeon Lake Cree Nation Women's Shelter, Sturgeon Lake, AB	Estimating Manager	\$5.8M
Parkland Courier & Logistics Warehouse Expansion, Acheson, AB	Estimating Manager	\$3.6M
Q-Kids Daycare Centre, Quesnel, BC	Estimating Manager	\$3.2M
Frog Lake 3 Bedroom Altair, Frog Lake, AB	Estimating Manager	\$450K
Eagle Ridge Schools and Community Centre, Fort McMurray, AB (LEED® Silver)	Senior Estimator	\$37.8M
Corpus Christi Catholic Elementary/Junior High School, Edmonton, AB (LEED® Silver)	Senior Estimator	\$18.9M
Robert W. Zahara Replacement School, Sexsmith, AB (LEED® Silver)	Senior Estimator	\$18.1M
St. Mary Catholic Replacement School, Beaverlodge, AB (LEED® Silver)	Senior Estimator	\$15.7M
Border Paving Athletic Centre, Spruce Grove, AB	Senior Estimator	\$10.4M
Pilot Sound Fire Hall No. 30, Edmonton, AB	Senior Estimator	\$8,2M
Main Steet Law Office, Spruce Grove, AB	Senior Estimator	\$5.2M
Joussard K-9 School, Joussard, AB (LEED® Silver)	Estimator	\$11.8M
Neerlandia K-9 School, Neerlandia, AB (LEED® Silver)	Estimator	\$11.3M

Education

Construction Engineering Technology, Northern Alberta Institute of Technology (NAIT), Edmonton, AB

Training

Alberta Construction Association Training – Principles of Health and Safety Management, Leadership in Safety Excellence, Alberta OHS Legislation Awareness, Confined Space Entry/Monitor, Safety Culture, WHMIS – Train the Trainer

Emergency First Aid – Level A/CPR and AED – St. John's Ambulance



Branden Klatt OHSD, NCSO, B.Tech | Safety Manager

Branden is an experienced safety professional specializing in commercial and institutional projects, supported by an Occupational Health & Safety diploma from NAIT and his National Construction Safety Officer (NCSO) designation. His strong foundation reflects a commitment to maintaining the highest safety standards on every project.

He is known for implementing effective safety programs that reduce risk and promote a strong safety culture. Branden combines proactive hazard identification with practical risk management, ensuring compliance with regulations while minimizing disruption to project operations. His collaborative approach and clear communication ensure safety is consistently maintained, even in complex and high-risk environments.

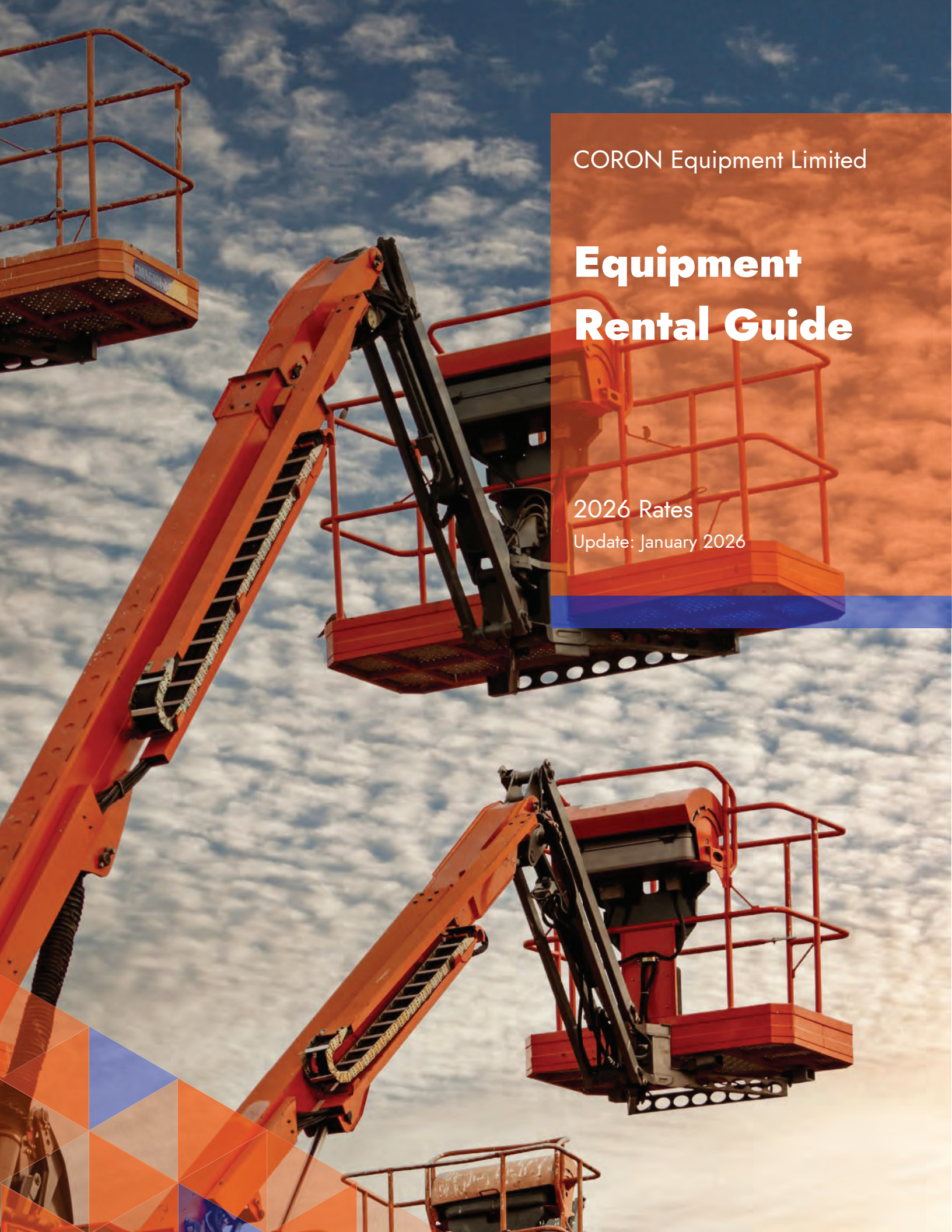
Relevant Project Experience (Seniors, Healthcare and Occupied Facilities)	Role	Value
St. Paul Foundation Seniors New Facility, St. Paul, AB	Safety Manager	\$41.0M
École Pére Kenneth Kearns Expansion & Renovation, Sherwood Park, AB (LEED® Silver)	Safety Manager	\$14.6M
Alexander School Kipohitakaw Education Centre, Alexander First Nation, AB	Safety Manager	\$13.9M
Dale Fisher Arena Expansion, Devon, AB	Safety Manager	\$13.7M
Driftpile Cree Nation Health Centre, Driftpile, AB	Safety Manager	\$12.0M
Blue Hills Community School Renovation & Addition, Fort Vermilion, AB (LEED® Silver)	Safety Manager	\$11.1M
Fort McMurray 468 First Nation Health Centre, Fort McMurray, AB	Safety Manager	\$10.8M
Alberta Health Services Connect Care Upgrades – North/Central Zone, AB	Safety Manager	\$2.4M
Sullivan Stone Condo Building Envelope Renovation, Kimberley, BC	Safety Manager	\$1.1M
Other Notable Project Experience (not a complete list)	Role	Value
Lubicon Lake Band K-12 School, Lubicon Lake Band #453, AB	Safety Manager	\$57.2M
Pikani Nation K-12 Replacement School, Brocket, AB	Safety Manager	\$54.0M
Cold Lake Public Works Operations Centre, Cold Lake, AB	Safety Manager	\$38.6M
Stony Plain Regional Recreation Centre, Stony Plain, AB	Safety Manager	\$37.0M
Quesnel Junior School, Quesnel, BC (LEED® shadow)	Safety Manager	\$33.5M
Ogilvie Ridge Townhomes, Edmonton, AB	Safety Manager	\$32.5M
Fort McMurray 468 First Nation Community Building, Fort McMurray, AB	Safety Manager	\$29.8M
Saulteau First Nations Cultural Centre, Moberly Lake, BC	Safety Manager	\$23.9M
Saddle Lake Cree Nation Elementary School, Saddle Lake, AB	Safety Manager	\$22.8M
St. Mary's Elementary School, Fort Vermilion, AB (LEED® Silver - target)	Safety Manager	\$18.2M
Theresa C. Wildcat Early Learning Centre, Maskwacis, AB	Safety Manager	\$15.8M
St. Thomas Aquinas School, Provost, AB (LEED® Silver - Pending)	Safety Manager	\$15.6M
Mîniî Thnî Fire Hall and EMS Facility, Mîniî Thnî, AB	Safety Manager	\$12.5M
Ken Sargent House, Grande Prairie, AB	Safety Manager	\$11.0M
Tk'emlups Healing Center, Kamloops, AB	Safety Manager	\$10.0M
Dene Tha' Women's Shelter, Dene Tha' First Nation, AB	Safety Manager	\$7.9M
True Blue Swim School Ellerslie Crossing, Edmonton, AB	Safety Manager	\$6.8M
Sturgeon Lake Cree Nation Women's Shelter, Sturgeon Lake, AB	Safety Manager	\$5.8M
Würth Canada Office, Acheson, AB	Safety Manager	\$3.8M
Q-Kids Daycare Centre, Quesnel, BC	Safety Manager	\$3.2M
Vitera Canada Facility Renovation, Killam, AB	Safety Manager	\$550K

Education
National Construction Safety Officer (NCSO)
Occupational Health and Safety Diploma, Northern Alberta Institute of Technology
Bachelor of Technology, Northern Alberta Institute of Technology
Training
Standard First Aid (CPR/AED)
Infection Control & Prevention in a Health Care Facility
Confined Space
Train the Trainer for Fall Protection Equipment Qualified Inspector
BCCSA COR Internal Auditor
Health and Safety Committees and Representatives
ACSA Certified Auditor
WCB Training – Action Planning, Appeals Process, Return to Work
Master Psychological Health and Safety



Appendix C – Equipment Rental Rates

As requested in **Section 4.3.1** of the Foundation’s RFP, attached is our Equipment Rental Guide.



CORON Equipment Limited

Equipment Rental Guide

2026 Rates

Update: January 2026

CORON Equipment Limited

CORON Equipment Limited, has a fleet of over 1,800 tools and equipment, including site office facilities, storage containers, tool cribs, telescopic forklifts, skidsteer loaders, compaction equipment, temporary power services, panels and distribution panels, temporary heating and hoarding equipment, survey equipment and various other equipment related to our industry requirements.



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Small Tools

AIR TOOLS

Air Compressor 8 CFM Small

15-001

C-Tool

Call for availability & pricing

Daily

Weekly

Monthly



Air Compressor 650CFM Framing

15-020

Daily

5.00

Weekly

25.00

Monthly

75.00



Cordless Framing Nail Gun

15-005

Daily

15.25

Weekly

60.99

Monthly

182.99



Brad Finishing Nail Gun

15-010

C-Tool

Call for availability & pricing

Daily

Weekly

Monthly



Narrow Crown Stapler

15-015

C-Tool

Call for availability & pricing

Daily

Weekly

Monthly



Miscellaneous Pneumatic Tools

15-016

C-Tool

Call for availability & pricing

Daily

Weekly

Monthly



Coil Shingle Nail Gun

15-017

C-Tool

Call for availability & pricing

Daily

Weekly

Monthly



CONCRETE TOOLS

Angle Grinder 5 to 7"

03-001

C-Tool

Daily

3.60

Weekly

14.39

Monthly

43.16



Floor Grinder prep for floor leveling

03-005

Daily

20.48

Weekly

81.92

Monthly

245.75



Walk behind sander prep finish floor

03-010

Daily

2.91

Weekly

11.64

Monthly

34.91



Concrete vibrator - electric

29-001

Daily

5.00

Weekly

25.00

Monthly

75.00



Gas powered floor saw 14-20"

01-030

Daily

18.36

Weekly

73.45

Monthly

220.35



Dustless 5" grinder w/vacuum

12-015

Daily

20.48

Weekly

81.92

Monthly

245.75



Concrete core drill up to 8"

05-035

Daily

45.00

Weekly

225.00

Monthly

675.00



Electric demolition concrete breakers

12-010

Daily

25.00

Weekly

100.00

Monthly

300.00

**DRILLS****Screw gun- Drywall - Flooring**

05-001

C-Tool

Daily

1.76

Weekly

7.02

Monthly

21.06

**VSR – Drill 3/8 to 1/2"**

05-005

C-Tool

Daily

1.76

Weekly

7.02

Monthly

21.06

**1/2" D-handle Mud Mixer**

05-006

C-Tool

Daily

1.76

Weekly

7.02

Monthly

21.06

**1/2" Angle**

05-010

C-Tool

Daily

1.76

Weekly

7.02

Monthly

21.06

**Hammer – Small SDS Bits**

05-015

C-Tool

Daily

4.36

Weekly

17.42

SDS small bits drill size up to 5/8"

Monthly

52.26

**Hammer Combi Drill – Light Duty**

05-020

C-Tool

Daily

4.36

Weekly

17.42

SDS Max bits drill size up to 1 5/8"

Monthly

52.26



Hammer Combi Drill – Med Duty

05-021 C-Tool
 SDS-MAX Bits drill size up to 2 ¼"
 Com-bi Hammer 22 pound

Daily	4.36
Weekly	17.42
Monthly	52.26

**Hammer Combi – Heavy Duty**

05-022

Daily	21.56
Weekly	86.25
Monthly	258.75

**Hammer – Accessories Bits Chisels**

05-023 C-Tool

Daily	1.00
Weekly	5.00
Monthly	15.00

**Impact ½"**

05-030 C-Tool

Daily	1.76
Weekly	7.02
Monthly	21.06

**Mag Drill**

05-035
 Range covered 2-8"

Daily	45.00
Weekly	225.00
Monthly	675.00

**18-24 Volt Cordless**

05-040 C-Tool

Daily	1.76
Weekly	7.02
Monthly	21.06

**HAND TOOLS (SPECIAL)****Door Jigs - Mortise Back Sets**

11-001 C-Tool
 Call for availability & pricing

Daily
Weekly
Monthly



Special Hand Tools

11-005 C-Tool
Call for availability & pricing

Daily
Weekly
Monthly



Metal Cutting – Welding

11-006

Daily 25.00
Weekly 125.00
Monthly 375.00



Digital Moisture Meter

11-007 C-Tool

Daily 9.93
Weekly 39.72
Monthly 119.17



Vehicle Repair Tools

11-008 C-Tool
Call for availability & pricing

Daily
Weekly
Monthly



Infectious Control Monitoring

31-020

Daily n/a
Weekly n/a
Monthly 500.00



LADDERS

Step Ladder 6-11'

25-001 C-Tool
Step ladder fibre glass and type 1A
aluminum range from 6'to10'

Daily 1.00
Weekly 5.00
Monthly 15.00



Extension 20-32'

25-005 C-Tool
Extension ladder – fiberglass and type
1A aluminum range from 24'-32'

Daily 1.00
Weekly 15.00
Monthly 15.00



Articulating

25-010

C-Tool

Daily

1.00

Weekly

5.00

Monthly

15.00

**POWDER ACTUATED****Powder Actuated Fastener Systems**

13-005

C-Tool

Daily

9.14

Weekly

36.56

Monthly

109.67

**Fire stop Spray Systems**

13-010

Daily

47.12

Weekly

188.47

Monthly

565.42

**Airless Electric Coating Systems**

13-015

C-Tool

Daily

n/a

Weekly

n/a

Monthly

250.00

**ROUTERS****1/4- 1/2 " - Plunge**

07-001

C-Tool

Daily

1.76

Weekly

7.02

Monthly

21.06

**Drywall Cut Out Tool Trimmers**

07-005

C-Tool

Daily

1.76

Weekly

7.02

Monthly

21.06

**Dremel Hi Speed Trimming Kits**

07-010

C-Tool

Daily

1.76

Weekly

7.02

Monthly

21.06



SANDERS

Orbital and Oscillating

09-001	C-Tool	Daily	1.76
		Weekly	7.02
		Monthly	21.06



3" Belt

09-005	C-Tool	Daily	1.76
		Weekly	7.02
		Monthly	21.06



4" Planer

09-010	C-Tool	Daily	1.76
		Weekly	7.02
		Monthly	21.06



SAWS

Reciprocating

01-001	C-Tool	Daily	3.60
		Weekly	14.39
		Monthly	43.16



Jig

01-003	C-Tool	Daily	3.60
		Weekly	14.39
		Monthly	43.16



Chain gas and electric

01-005		Daily	7.53
		Weekly	30.11
		Monthly	90.33



Circular Saws 7 1/4" to 10"

01-010	C-Tool	Daily	3.60
		Weekly	14.39
		Monthly	43.16



Table up to 10"

01-015	C-Tool	Daily	3.60
		Weekly	14.39
		Monthly	43.16

**Mitre with slide and compounding**

01-020	C-Tool	Daily	3.60
		Weekly	14.39
		Monthly	43.16

**Chop Gas for Steel and Concrete**

01-030		Daily	18.36
		Weekly	73.45
		Monthly	220.35

**SURVEY TOOLS****Laser Level**

23-001	C-Tool	Daily	5.00
		Weekly	25.00
		Monthly	75.00

Red spectrum self-leveling and grade capable

**Total Station**

23-005		Daily	57.96
		Weekly	231.83
		Monthly	695.50

Point to point -programmable optical manual total station

**Digital Transit**

23-006		Daily	12.19
		Weekly	48.75
		Monthly	146.25

20 Power optical manual digital transit

**Builder Level**

23-010	C-Tool	Daily	5.00
		Weekly	25.00
		Monthly	75.00

20 Power optical manual



Tripods, Site Rods and Prisms

23-015	C-Tool	Daily	1.00
		Weekly	5.00
	Fiberglass type III tripods, E face site level rods, prisms, steel chain, rolling tapes	Monthly	15.00



Cooling, Heating & Air Flow

FANS

FN20 Air Mover

19-001		Daily	5.69
		Weekly	22.75
	650 CFM@ 1350 RPM 20"/110 Volt	Monthly	68.25



Negative Air Filtration Systems

19-005		Daily	37.21
		Weekly	148.85
	180 to 635 CFM with HEPA filtering for containment control	Monthly	446.55



HEATERS

Direct Fired – 400K

17-001		Daily	13.58
		Weekly	54.32
	400k BTU included one 50' gas line, one 12/3 extension cord	Monthly	162.95



Indirect Fired LEED Certified 350K to 750K

17-005		Daily	56.08
		Weekly	224.33
	350 BTU included one 50' gas line, one 12/3 extension cord, four 12" ducts, one remote heat stat	Monthly	673.00



Subject to : All posted costs and prices may vary and are subject to market pricing and availability . - Please request a formalized quote prior to deployment.

Hot Water Heating LEED Certified

17-010

1.95 million BTU output natural gas hot water heating system included circulation pumps

Daily	308.75
Weekly	1235.00
Monthly	3705.00

**Indirect Heater**

17-015

Daily	
Weekly	
Monthly	2300.00

**Hot Water Heat Exchangers**

17-020

200K BTU output-requires hot water heating system under 35PSI

Daily	28.60
Weekly	114.40
Monthly	343.20

**Gas & Hot Water Manifolds**

17-025

Various configuration: typically 1"- 1/2" four & six way gas manifolds

Daily	5.00
Weekly	25.00
Monthly	75.00

**Gas & Hot Water Supply Hoses**

17-030

Various configuration: 3"-3/4" with a 20 loop designs floor heating

Daily	
Weekly	
Monthly	

**Call for availability and pricing****Hydro Hose**

17-035

Range 3/4" -2.5" at 50' lengths

Per 50' piece per day/week/month

Daily	3.26
Weekly	13.02
Monthly	39.06



Subject to : All posted costs and prices may vary and are subject to market pricing and availability . - Please request a formalized quote prior to deployment.

12X20 R1 Insulating Tarps

17-050

20 pieces per package

Daily

Weekly

Monthly

50.00

200.00

600.00



Electrical

LIGHTS

Portable Lighting LED

49-001

Up to 400 watts – 20 amp

Daily

Weekly

Monthly

20.00

85.00

250.00



Cart Lighting 1000 Watt

49-005

Up to 1000 watts-30 amp

Variable LED hi-efficiency available

Daily

Weekly

Monthly

20.00

85.00

250.00



String Lighting 15-30 meters

49-010

C-Tool

15 and 30 meter configurations LED Hi-efficiency available

Daily

Weekly

Monthly

8.00

15.00

85.00



POWER CORDS

Power Cord 15-100 amp Loads

51-001

C-Tool

Daily

Weekly

Monthly

15.00

60.00

180.00



Power Boxes 30 amp

51-020

Daily

Weekly

Monthly

15.00

50.00

150.00



Power Panels 60-100 amp

51-025

Daily	16.31
Weekly	65.24
Monthly	195.72

**200 amp Distribution Structures**

51-030

Daily	22.81
Weekly	91.25
Monthly	273.76

**Generator 5 to 50 KVA**

51-035

Pricing is for a 20-25 KVa 3 Phase
LP Nat Gas System.
Fuel Tanks Run Time Services Not Included
By request and Quote Only

Daily	116.00
Weekly	466.00
Monthly	1400.00

20-25 KVA

**Safety**

Subject to : All posted costs and prices may vary and are subject to market pricing and availability . - Please request a formalized quote prior to deployment.

Harness Body

31-001

C-Tool

Fall arrest for aerial lift tie off, one
certified 5-point harness with shock
lanyard

Daily	1.00
Weekly	5.00
Monthly	15.00

**Fall Arrest Travel Restraint Systems**

31-005

C-Tool

Fall arrest/travel restraint with 100% tie
off-certified 5 point harness with shock
lanyard, rope grabs, retractable, line
locks and safety line

Daily	1.00
Weekly	5.00
Monthly	15.00

**Confined Space Systems**

31-010

Daily	22.55
Weekly	90.19
Monthly	270.56



First Aid Kits AB, BC, SK, NWT

31-015	C-Tool	Daily	1.00
		Weekly	5.00
Alberta #3		Monthly	25.00

**Infectious Controls Systems**

31-020		Daily	12.43
		Weekly	49.73
		Monthly	149.18

Zip wall kits-configured for a 10x10 space. Other configuration available – call for sizing

**Fire Fighting Equipment**

31-030		Daily	1.00
		Weekly	5.00
AB and C fire suppression 5-20lbs		Monthly	15.00

**Temp Fence Systems**

31-040		Daily	20.00
		Weekly	75.00
Safety fence package		Monthly	280.00



10'long x 6' tall x 100' Subject to : All posted costs and prices may vary and are subject to market pricing and availability . - Please request a formalized quote prior to deployment.

HEPA Vacuum

33-001		Daily	16.94
		Weekly	67.76
100% HEPA filtering for particulate containment		Monthly	203.29



Pumps

Sump Pump – Electric

21-001	C-Tool	Daily	1.00
		Weekly	5.00
Included one-1.500 to 2" X 50' discharge hose		Monthly	15.00



Trash Pumps 2-3"

21-005	Daily	35.75
Included one-2"-3" X 50' discharge hose	Weekly	143.00
& one 3" suction with strainer	Monthly	429.00

**Irrigation Hi Flow Transfer**

21-010	Daily	5.61
Gasoline hi-pressure wash down/water	Weekly	22.43
transfer pumps – dewatering pumps	Monthly	67.28

**Pressure Washer**

21-015	Daily	15.09
Gasoline portable power washer	Weekly	60.34
hi pressure 2200-3500 cold water	Monthly	181.03

**Grout Pump Manual**

21-020	Daily	2.54
	Weekly	10.14
	Monthly	30.42

**Discharge Hose all sizes**

21-025	Daily	1.00
C-Tool	Weekly	5.00
1.500 to 3.0" X 50' configurations	Monthly	15.00

**Compaction****Plate Light Sand**

47-001	Daily	30.00
Non-reversing 150-250 lbs	Weekly	116.00
	Monthly	350.00



Plate Vibratory Reversing

47-005

Reversing 500-700 lbs

Daily

100.00

Weekly

400.00

Monthly

1200.00

**Rammer Jumping**

47-010

Daily

33.70

Weekly

134.78

Monthly

404.35

**Material Handling**

Subject to : All posted costs and prices may vary and are subject to market pricing and availability . - Please request a formalized quote prior to deployment.

Skid Steer – CASE 440

45-001

Daily

Weekly

Monthly 4475.00

**Skid Steer Attachments**

45-005

Daily

75.38

Weekly

301.54

Monthly

904.61

**Snow, Tooth, Finishing Buckets**

45-005

Daily

n/a

Weekly

n/a

Monthly

250.00

**Pallet Fork Attachments**

45-005

Daily

n/a

Weekly

n/a

Monthly

250.00

**Hydraulic Auger System up to 24"**

45-005

Daily

75.38

Weekly

301.54

Monthly

904.61



Subject to : All posted costs and prices may vary and are subject to market pricing and availability . - Please request a formalized quote prior to deployment.

Subject to : All posted costs and prices may vary and are subject to market pricing and availability . - Please request a formalized quote prior to deployment.

LIFT DEVICES

Lift Attachments - Jibs

41-005	C-Tool	Daily	n/a
		Weekly	n/a
		Monthly	500.00



Battery Powers Indoor Scissor Lift

41-010	Daily	116.00
	Weekly	466.00
	Monthly	1140.00



All Terrain Telescoping Forklifts

41-015	Daily	433.33
	Weekly	1733.33
	Monthly	5200.00



Hand Winch Cable Winch

41-020	Daily	
	Weekly	
	Monthly	

Call for availability & pricing



Subject to : All posted costs and prices may vary and are subject to market pricing and availability . - Please request a formalized quote prior to deployment.

Field Support

TANKS

Tidy Tank up to 400 L

43-001	C-Tool	Daily	21.00
		Weekly	47.00
		Monthly	116.00

200 to 600 litre with pump



Water Loaf Non-Potable Water

43-005	Daily	5.16
	Weekly	20.64
	Monthly	61.91

200-500 Gallon



SITE OFFICE

Office Structures 32-60'

	Daily	160.00
39-001 C-Tool	Weekly	639.99
12'X60' & 12'X40' fully furnished for 15-	Monthly	1919.97



20 person crew Subject to : All posted costs and prices may vary and are subject to market pricing and availability . - Please request a formalized quote prior to deployment.

Trailer – Equipment Hauling

	Daily	85.04
39-005	Weekly	340.17
18'X8' tandem axle equipment trailer	Monthly	1020.50
rated to 14000lbs		



Tool Hauling Cargo

	Daily	81.67
39-010 C-Tool	Weekly	326.67
8'X14' enclosed trailer with 3600lbs	Monthly	980.00
axles, storage shelving, tool lock up and		
work bench		



Tool Crib storage 20-40'

	Daily	33.20
39-015	Weekly	166.00
8X8X20 & 8X8X40 with interior power	Monthly	500.00
and shelving		



Secure Site Toolboxes

	Daily	
39-020 C-Tool	Weekly	
Referenced C-Tool schedules for pricing	Monthly	2000.00



Tool Cribs and Lock Ups

	Daily	
39-025 C-Tool	Weekly	
Contact for package pricing	Monthly	2000.00



Subject to : All posted costs and prices may vary and are subject to market pricing and availability . - Please request a formalized quote prior to deployment.

WASTE DISPOSAL

Garbage Carts

18-001

Daily	10.00
Weekly	30.00
Monthly	60.00



VEHICLES

Truck – Supervisor

37-001

C-Tool

Km Rate	\$0.54/km
Weekly	685.00
Monthly	2050.00



SUV – Office Support

37-002

Km Rate	\$0.54/km
Weekly	213.33
Monthly	640.00



Truck – Project Support

37-003

Km Rate	\$0.54/km
Weekly	324.61
Monthly	973.83



Subject to : All posted costs and prices may vary and are subject to market pricing and availability . - Please request a formalized quote prior to deployment.

Specialty Equipment

LANDSCAPE

Lawn Mower

35-001

Daily	5.04
Weekly	20.15
Monthly	60.45



Leaf Blower

35-002

Daily	5.66
Weekly	22.64
Monthly	67.93



Snow Blower

35-003

Daily	45.00
Weekly	180.00
Monthly	500.00

**Push Spreader**

35-004

Available upon request

Daily	5.04
Weekly	20.15
Monthly	60.45

**Texas Gate**

35-010

16' wide X 8' maximum capacity – 30 ton

Daily	18.28
Weekly	73.13
Monthly	219.38



Technology

Display Technology**Tablet****Computer Peripheral****Network Infrastructure****Network Peripheral****Cellular Technology****Office Phone Land Line****Office Phone Network****Office Two Way Radio****Office Appliance****Office Misc. Equipment****Office Digital Camera****Office Network Device****Office Data Storage****Office UPS Power Supply****Office Software**

Subject to : All posted costs and prices may vary and are subject to market pricing and availability . - Please request a formalized quote prior to deployment.

Spruce Grove Protective Services Spruce Grove, AB

"The company's management staff and onsite personnel were diligent in their efforts to keep the project **on time** and **on budget**. Construction meetings were regularly carried out ensuring open communication throughout the project.

We would have no hesitation to recommend or once again contract JEN COL Construction for future projects."

Tumla Shrestha
Capital Projects Specialist
City of Spruce Grove



Our Core Values

Be all in... it's personal.

Say what you mean, do what you say.

Work together for better results.

JEN COL exists to Build a Better Future.

Help others grow.

Tackle the impossible.

Go above and beyond.

Promise, Delivered.

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