

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".

PROPOSANTS' MEETING: Optional proponent meeting: March 19, 2026 at 2pm, at 5318 48 Ave Taber, AB T1G 1S2

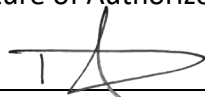
MANDATORY CRITERIA:

- 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: Addendum 1 - Addendum 2. 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:

Keller Construction Ltd.

Printed Name of Authorized Representative:

David Chase

Address of Proponent:

Head Office:

11430 160 Street NW, Edmonton, AB, T5M 3Y7

Title:

VP, Project Development

Phone:

587-335-4655

Email:

davidc@keller.ab.ca

Clearview Lodge Expansion & Modernization

Taber & District Housing Foundation along with Alberta Social Housing Corporation

► Proposal for Construction Services

March 30, 2026



Keller Construction Ltd.
11430 160 Street, Edmonton, AB T5M 3Y7
David Chase | 587.335.4655 | davidc@keller.ab.ca

Re: Clearview Lodge Expansion & Modernization

Taber & District Housing Foundation

5318 48 Ave Taber, Alberta, T1G 1S2

Attention: Tim Janzen, Chief Administrative Officer

Keller Construction Ltd. (Keller) is pleased to submit this proposal to support your vision for the Clearview Lodge Expansion & Modernization in Taber, AB. **We understand how important this project is to the Taber & District Housing Foundation**, and our team is fully focused on delivering a finished product that meets your requirements, aligns with your goals, and is completed on schedule and within budget.

BENEFITS OF CHOOSING KELLER

Proven Experience: With over 60 years in construction, we have successfully delivered construction projects across Western Canada, including over 770 units of seniors or affordable housing.

Dedicated, Qualified Team: We bring specialized expertise and a strong understanding of operational, quality, and safety standards. Through proactive communication and close coordination with the Taber & District Housing Foundation (TDHF) and Alberta Social Housing Corporation (ASHC), consultants, and vendors, we keep projects on track and decisions timely.

Focused on Schedule and Cost Control: We recognize the importance of adhering to critical schedules and budgets. Our detailed planning, proactive procurement, and management of long-lead items safeguard timelines and costs while upholding quality.

Service-Based Approach: Known for exceptional service and site management, Keller implements strict safety protocols and addresses condition-based requirements to ensure lasting performance.

We are excited about the opportunity to partner with TDHF and ASHC on this project. Thank you for considering Keller to demonstrate our commitment to quality, safety, and schedule certainty. We look forward to collaborating closely with your team to deliver a seamless project that supports your foundation for years to come.

Sincerely,



David Chase

VP, Project Development

Keller Construction Ltd.

587-335-4655 | davidc@keller.ab.ca

Land Acknowledgement

Keller Construction Ltd. respectfully acknowledges that our offices are located on Treaty 6 Territory in Edmonton and Treaty 7 Territory in Calgary, the traditional lands of many First Nations, Métis, and Inuit peoples. We recognize and honour the ancestral and ongoing relationships of Indigenous Peoples to the lands, waters, and communities across the regions in which we work.

As we deliver projects throughout Western Canada, we remain committed to fostering respectful partnerships, listening and learning from Indigenous communities, and contributing to a shared future built on understanding, collaboration, and respect.

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1.0

EXECUTIVE SUMMARY

Keller Construction Ltd. is pleased to submit our proposal for Construction Management services for the Clearview Lodge Expansion & Modernization project in Taber, Alberta. We understand that **this project is far more than a building, it is a critical investment in the comfort, safety, and quality of life of seniors**, delivered within a fully operational environment that demands careful planning, clear communication, and disciplined execution.

Our approach is rooted in delivering certainty, value, and minimal disruption. With over 60 years of experience and a strong portfolio of multi-unit and seniors housing projects, Keller brings a proven ability to manage complex, phased renovations in occupied environments, ensuring resident safety, maintaining building operations, and preserving dignity for those who call Clearview Lodge home.

A key differentiator in our submission is our proactive strategy. We recommend progressing through pre-construction under a Construction Management model, with a planned transition to a Guaranteed Maximum Price (GMP) once design and scope are sufficiently defined. This approach provides Taber & District Housing Foundation and Alberta Social Housing Corporation with **early cost transparency and flexibility, while ultimately locking in price certainty**. Through disciplined estimating, trade engagement, and value engineering, we have consistently generated cost savings that allow owners to reinvest in enhanced building features and long-term asset value.

We also bring a people-first mindset to site operations. To reduce project costs and improve responsiveness, we propose integrating our Superintendent directly into the Clearview Lodge community by utilizing on-site accommodation where feasible. **This approach eliminates unnecessary temporary housing costs** while ensuring a constant, accessible point of contact for staff and residents, enhancing communication, trust, and day-to-day coordination.

Keller's extensive experience in occupied renovations ensures that phasing, infection prevention and control, and system cutovers are meticulously planned and executed with zero disruption to critical building functions. We understand the importance of maintaining existing mechanical and electrical systems during transition periods and will work collaboratively with consultants and trades to ensure seamless integration of new systems.

Finally, our strength in multi-unit and seniors housing construction enables us to anticipate challenges before they arise, from constructability and logistics to resident safety and long-term durability. We bring a deep understanding of how these facilities function, allowing us to deliver not just a successful project, but a building that serves its community for decades to come.

In summary, **Keller offers a low-risk, high-value delivery approach**, combining strategic cost management, innovative site solutions, and specialized experience to ensure the Clearview Lodge Expansion & Modernization is delivered safely, efficiently, and with lasting impact.

**"Keller offers a
low-risk, high-
value delivery
approach"**

2.0

APPROACH

PRE-CONSTRUCTION/DURING CONSTRUCTION

Keller will deliver the Clearview Lodge project through a carefully planned, resident-first approach that de-risks the project for TDHF and prioritizes safety, operational continuity, and quality. We recognize that this work is taking place within an occupied seniors facility, and our approach is built around minimizing disruption while maintaining a safe, comfortable environment for residents, staff, and visitors at all times.

2.1 KELLER'S APPROACH TO THE PROJECT

PRE-CONSTRUCTION SURVEYING AND OPTION TO CONVERT TO GMP

Prior to mobilization, our team will complete detailed investigations of existing conditions of the current Clearview Lodge building, including selective reviews of walls, ceilings, and roof assemblies. This pre-construction surveying will reduce risk and improve certainty for the second and third renovation phases, allowing us to fully understand the current state of the building, unforeseen conditions, and extent of asbestos abatement needed.

To address the need for cost reduction while managing schedule constraints, the CCDC 5B contract allows implementation of Article A-8.3 (Guaranteed Maximum Price Plus % Cost Savings), which ensures budget certainty for the owner while incentivizing both the owner and contractor to optimize costs.

When GMP with Shared Savings is Implemented:

1. Guaranteed Maximum Price (GMP) with Stipulated Price for Services and % Fee for the Work.
 - The CM commits to delivering the project for a GMP, which includes cost of work, CM's fee, and contingencies.
 - Unless adjusted by Change Order for scope or unforeseen conditions, the budget is capped at the GMP.
 - The CM fixes the cost of the Division 1 costs for General Requirements (The Services).
 - The fee for the Subcontracted and Divisional work outside of the general conditions budget.
 - The budget is managed and invoiced as a cost-plus agreement within the GMP budget.
2. Cost Savings and Shared Savings
 - The contractor and owner work together to find savings suited to the owner's needs and consultant's design intent.
 - If the actual cost of work is less than the GMP, the savings are shared between the owner and the CM based on the pre-agreed formula.

Common sharing arrangements include a 50/50 split between the owner and CM, or a sliding scale where the baseline of 50/50 slides to either side of the scale based on a contractual target (e.g., schedule substantial performance).

- Encourages the CM to manage costs efficiently and seek value-engineering opportunities.
 - Encourages the CM to manage schedule efficiently and use resources to maintain agreed timelines.
 - Helps promote best practice for schedule management for all parties.
3. Transparency and Cost Control
 - CM is required to provide open-book invoicing, ensuring the owner has visibility into all actual costs.
 - Savings arise from shared efforts on efficient procurement, alternative products, collaboration and best practice construction admin.
 4. Risk Allocation
 - The CM assumes the risk for cost overruns beyond the GMP for construction means and methods.
 - The owner retains risk for scope changes, unforeseen conditions, design corrections and owner-initiated changes.
 5. Benefits of GMP with Shared Savings
 - Incentivizes cost savings and allows for efforts concurrent with construction following tendered Class A budget.
 - Budget reliance and change order management similar to a stipulated sum CCDC2.
 - Encourages collaboration between the owner and CM to optimize the project budget.

100 WING RELOCATION

The relocation of the 100 Wing modular building will be approached with a high level of planning and care. We are under the assumption that any seniors currently living in 100 Wing will be moved out and the Wing will be ready for utility disconnects and relocation starting mid August.

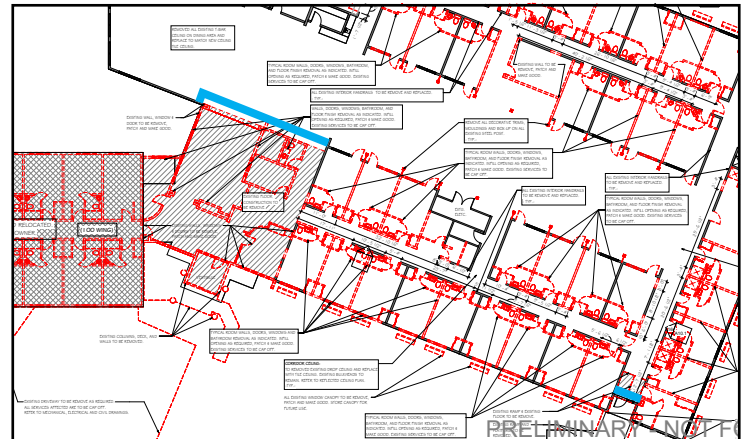
We will coordinate all foundation, structural, utility, and logistical requirements for the relocation area in advance to ensure the building can be safely relocated and reconnected with minimal disruption. Protecting existing services and ensuring a smooth transition back into operation will be a key priority throughout this process.

Logistics Plan for the 100 Wing Relocation

During the 100 Wing relocation, our plan is to place construction fencing along the north perimeter of the site, as well as along the east perimeter, but stopping prior to the south parking lot on 48th street. This will allow the building to have access to some parking while the 100 Wing relocation is being executed.

Note that in the interior of the Lodge, we will place hard hoarding to block off the current lobby way and entrance, as well as hard hoarding to block off the exit where the 100 Wing will be relocated to. This will leave the main exits as the two southern exits. We are under the assumption that both of these exits currently have functioning ramps, but if not, we can include construction of temporary ramps into the schedule prior to the 100 Wing relocation.

100 Wing Relocation Plan - Interior



100 Wing Relocation Plan - Exterior



- Construction Fencing
- Hard Hoarding
- Exits

From the time the Phase 1 expansion is completed, we've assumed a 2 week period before the Phase 2 area is ready to be taken over, allowing TDHF to relocate the seniors from Phase 2 into the new expansion building. During pre-construction planning, if it's decided that this will be shorter or longer than 2 weeks, we can adjust the construction schedule to reflect TDHF realistic timeline.

Infection Prevention & Control (IPC)

Logistics Plan for the Phase 2 Renovation

With hard hoarding being placed as noted in light blue, we can maintain deliniation between contractors and the seniors population, while allowing TDHF access to the tub room, kitchen, and storage areas.

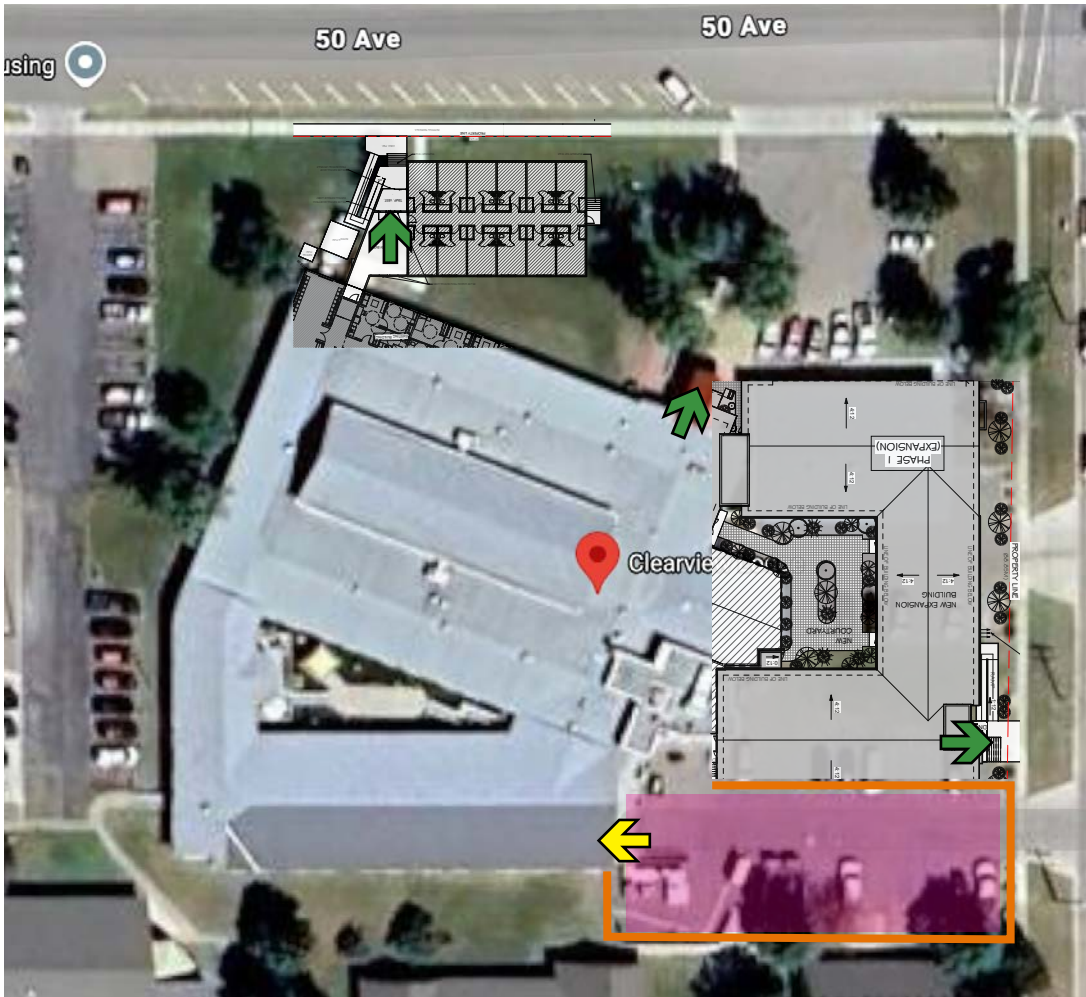
On page 12, an exterior logistics plan shows that we will move the construction laydown area to the south of the expansion, placing construction waste bins in the laydown area during demolition of Phase 2, and accessing deliveries for the renovation. We understand that the building's waste bins are accessed via the Phase 2 area that will be hoarded off during this time, we will work with TDHR to relocate the building's waste bins for the duration of Phase 2 so that they can be accessed safely by the building staff.

[illegible]

Hard Hoarding

Contractor Access

Phase 2 Renovation Plan - Exterior



Construction Delivery & Laydown Area

Construction Fencing

Contractor Access

Exits

PHASE 3 RENOVATION

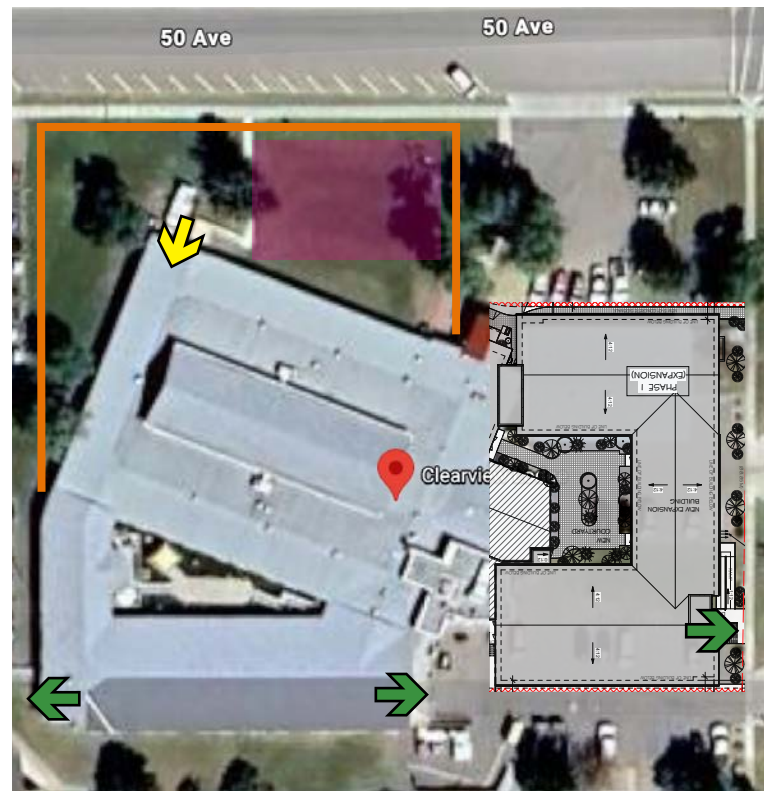
Between the Phase 2 and Phase 3 renovations, we've again assumed a 2-week period for TDHF to relocate seniors from 100 Wing and Phase 3 into the newly renovated Phase 2 area.

Phase 3 will again implement enhanced IPC measures, with delineated construction zones with safe circulation routes for residents and staff, dust control with hard hording, walk off mats, and negative air pressure, air quality testing, and noise control strategies.

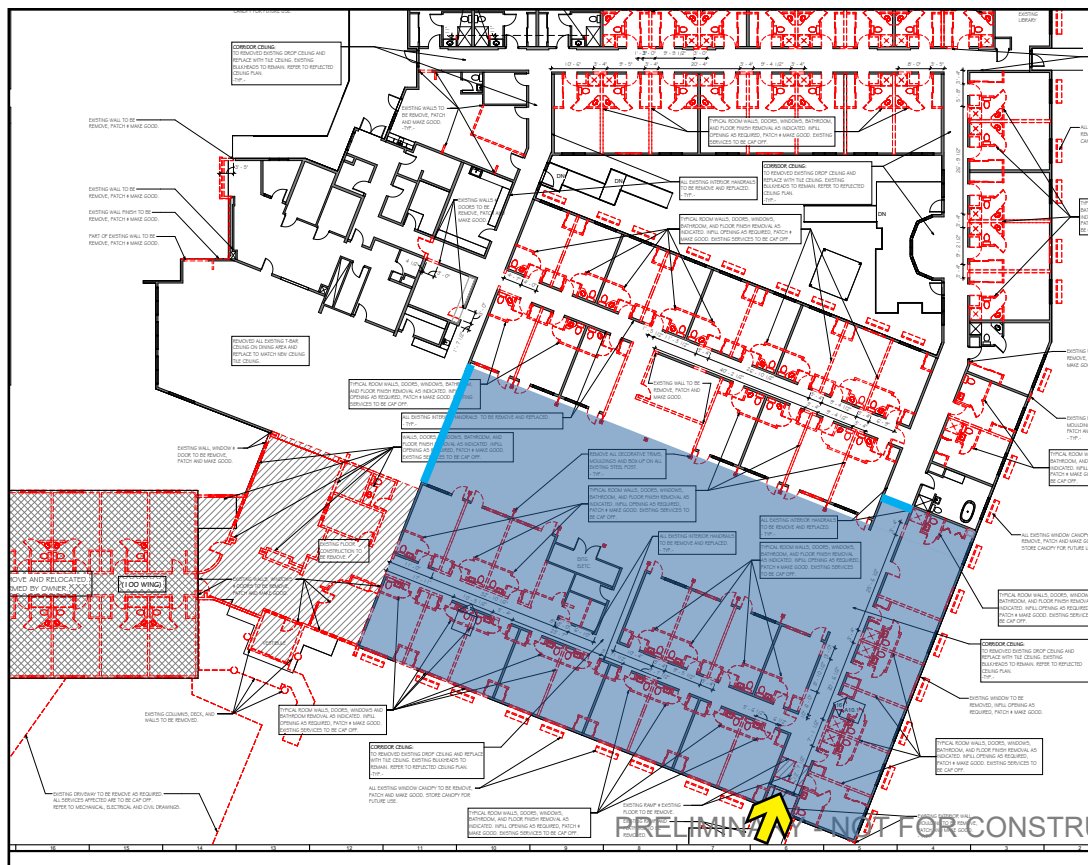
100 Wing and Siteworks

At the same time that the Phase 3 renovation starts, we will decommission and remove the 100 Wing building from site. This will allow us to simultaneously proceed with both the interior Phase 3 renovation. We will also proceed with paving and tying in the previously paved north east section of the parking lot and through-way with the north west section.

Phase 3 Renovation Plan - Exterior



Phase 3 Renovation Plan - Interior



- Construction Delivery & Laydown Area
- Construction Fencing
- Renovation Area
- Hard Hoarding
- Contractor Access
- Exits

ADDITIONAL APPROACH CONSIDERATIONS

System Cutover Strategy

Critical during the whole project is maintaining uninterrupted building operations. The project will be delivered in well-defined phases, ensuring that new building systems are fully operational before any existing systems are taken offline. During preconstruction, we will work closely with our mechanical and electrical partners to plan detailed cutover sequences that achieve zero downtime. Where required, temporary systems and carefully timed tie-ins will be used to ensure seamless transitions. Our current assumption is that at the end of the Phase 2 renovation, we will tie-in the mechanical and electrical systems for that phase to the new expansion, then at the end of the Phase 3 renovation, we will tie in the mechanical and electrical sections with the rest of the building.

Site Superintendent Lodging

To further enhance communication and responsiveness, we propose housing our Site Superintendent within the Clearview Lodge, if space is available. This allows for immediate response to concerns, stronger integration with the community, and reduced project costs.

Collaboration & Proactivity

Throughout the project, Keller will take a collaborative and proactive approach. We will work closely with TDHF, consultants, and trade partners to refine sequencing, address challenges early, and maintain clear communication. Our experience constructing in occupied buildings as well as our seniors housing construction experience allows us to anticipate risks and respond effectively, ensuring the project is delivered safely, efficiently, and to a high standard of quality.

PRELIMINARY SCHEDULE

Detailed on the next page is our preliminary schedule, including pre-construction, procurement, and construction based on the currently issued drawings, and assumptions we've detailed throughout our proposal submission.

Schedule Risks

The largest risk we foresee on this project is the scope of abatement for the two renovation phases, which we've assumed to be able to be completed in bagged piece-work sections. This issue will be mitigated by our early pre-construction surveying, where we will be able to understand the full scope of abatement required and adjust the schedule and resequence work as needed.

Long-Lead Concerns

There are materials that we've identified as long-lead, such as roof top units, boilers, and electrical distribution gear, but we have no concerns with the timeline, as they will be tracked in our procurement log and ordered appropriately to ensure delivery prior to need on site. Our team has extensive experience with long-lead management and we are confident this will not affect the Clearview Lodge project.

Phasing Constraints

The phasing constraints of most concern to us is the time required for TDHF to relocate seniors to the new expansion prior to Phase 2 renovation start, and then again the time for relocation prior to Phase 3 renovation start. This has already been detailed in the approach section as an assumption of 2 weeks between phases. We will work with TDHF to understand realistic time frames and adjust the schedule or resequence work as needed if more or less time is required.

Clearview Lodge Taber Addition - 02/15/26 1013 days 01/10/30 0.00%

1 - Milestones 03/30/26 752 days 02/14/29 0.00%

2 Tender 03/30/26 0 days 03/30/26 0.00% 145k+0d

3 Prime Contract Execution 04/14/26 0 days 04/14/26 0.00% 165k+0d

4 Mobilization 06/12/26 0 days 06/12/26 0.00% 345k+0d

5 Phase 100 Wing - Temp Relocati... 10/16/26 0 days 10/16/26 0.00% 485k+0d

6 Phase 1 - Expansion 07/27/27 0 days 07/27/27 0.00% 1095k+0d

7 Phase 2 - Renovation 03/28/28 0 days 03/28/28 0.00% 1265k+0d

8 Phase 3 - Renovation 11/28/28 0 days 11/28/28 0.00% 1395k+0d

9 Substantial Performance 01/09/29 0 days 01/09/29 0.00% 1565k+0d

10 Phase 100 Wing - Deconstruction 07/18/28 0 days 07/18/28 0.00% 1475k+0d

11 Site Works 10/24/28 0 days 10/24/28 0.00% 1535k+0d

12 Ready for Take-Over 02/14/29 0 days 02/14/29 0.00% 1605k+0d

13 - Preconstruction 03/13/26 23 days 04/14/26 0.00%

14 Tender Period 03/13/26 12 days 03/30/26 0.00% 25k+0d.156

15 Budget Approval 03/31/26 5 days 04/06/26 0.00% 145k+0d 165k+0d

16 Prime Contract Execution 04/07/26 6 days 04/14/26 0.00% 155k+0d 35k+0d.345

17 - Procurement 04/15/26 115 days 09/22/26 0.00%

18 Major Subcontract Awards 04/15/26 15 days 05/05/26 0.00% 165k+0d 245k+0d.23

19 Mechanical Submittals 05/06/26 100 days 09/22/26 0.00% 185k+0d

20 Electrical Submittals 05/06/26 100 days 09/22/26 0.00% 185k+0d

21 Structural Submittals 05/06/26 70 days 08/11/26 0.00% 185k+0d

22 Roofing Submittals 05/06/26 40 days 06/30/26 0.00% 185k+0d

23 Glazing Submittals 05/06/26 40 days 06/30/26 0.00% 185k+0d

24 Exterior Cladding Submittals 05/06/26 50 days 07/14/26 0.00% 185k+0d

25 - Owner Deliverables 02/16/26 113 days 07/22/26 0.00%

26 DP Released 02/16/26 40 days 04/10/26 0.00% 285k+0d

27 Design - Construction Drawings 03/12/26 20 days 04/08/26 0.00% 325k+0d.31

28 BP Released 04/13/26 40 days 06/05/26 0.00% 275k+0d.26

29 Telecom - Data - Rogers/Relus 04/09/26 60 days 07/01/26 0.00% 275k+0d

30 Gas Service 04/09/26 60 days 07/01/26 0.00% 275k+0d

31 Power Service 04/09/26 60 days 07/01/26 0.00% 275k+0d

32 Owner Supplied Items 04/09/26 75 days 07/22/26 0.00% 275k+0d

33 - Construction 06/08/26 647 days 11/28/28 0.00%

34 Mobilize Site 06/08/26 5 days 06/12/26 0.00% 285k+0d.183655k+0d.48

35 Make Site Safe - Fence, Trailer, ... 06/15/26 5 days 06/19/26 0.00% 345k+0d 385k+0d.50

36 Phase 100 Wing Decanting 06/08/26 10 days 06/19/26 0.00% 345k+0d 385k+0d

37 - Phase 100 Wing - Temp Relo... 06/22/26 85 days 10/16/26 0.00%

38 Site Prep 06/22/26 7 days 06/30/26 0.00% 365k+0d.35

39 Detail Excavation 07/01/26 5 days 07/07/26 0.00% 385k+0d 405k+0d

40 Form and Pour Strip Footings 07/08/26 5 days 07/14/26 0.00% 395k+0d 415k+0d

41 Cure Time / Strip Formwork 07/15/26 5 days 07/21/26 0.00% 405k+0d 425k+0d

42 Form and Pour Foundation W... 07/22/26 7 days 07/30/26 0.00% 415k+0d 435k+0d

43 Cure Time / Strip Formwork 07/31/26 5 days 08/06/26 0.00% 425k+0d 445k+0d

44 Backfill Foundation 08/07/26 5 days 08/13/26 0.00% 435k+0d 455k+0d

45 Existing Utilities to Phase 1 W... 08/14/26 20 days 09/10/26 0.00% 445k+0d 465k+0d

46 Relocate Phase 1 Wing 09/11/26 5 days 09/17/26 0.00% 455k+0d 475k+0d

47 Temp Entrance to Existing Bu... 09/18/26 20 days 10/15/26 0.00% 465k+0d 485k+0d

48 Temp Relocation Ready for Use 10/16/26 1 day 10/16/26 0.00% 475k+0d 50k+0d

49 - Phase 1 - Expansion 06/22/26 287 days 07/27/27 0.00%

50 Site Prep 06/22/26 7 days 06/30/26 0.00% 355k+0d 515k+0d

51 Phase 100 Wing Foundation ... 07/01/26 8 days 07/10/26 0.00% 505k+0d 525k+0d

52 Detailed Excavation 07/13/26 8 days 07/22/26 0.00% 515k+0d 535k+0d

53 Form and Pour Strip Footing 07/23/26 10 days 08/05/26 0.00% 525k+0d 545k+0d

54 Cure Time / Strip Formwork 08/06/26 5 days 08/12/26 0.00% 535k+0d 555k+0d

55 Form and Pour Foundation W... 08/13/26 10 days 08/26/26 0.00% 545k+0d 565k+0d

56 Cure Time / Strip Formwork 08/27/26 5 days 09/02/26 0.00% 555k+0d 575k+0d

57 Backfill Foundations 09/03/26 8 days 09/14/26 0.00% 565k+0d 585k+0d

58 Existing Utilities to Phase 1 E... 09/15/26 20 days 10/12/26 0.00% 575k+0d 595k+0d

59 Underlab Rough Ins 10/13/26 20 days 11/09/26 0.00% 585k+0d 605k+0d

60 Prep Basement SOG 11/10/26 10 days 11/23/26 0.00% 595k+0d 615k+0d

61 Pour Basement SOG 11/24/26 1 day 11/24/26 0.00% 605k+0d 635k+0d

62 - Building Structure 11/25/26 45 days 01/26/27 0.00%

63 Main Floor Framing Package 11/25/26 10 days 12/08/26 0.00% 615k+0d 1025k+0d.6

64 Second Floor Framing Pack... 12/09/26 10 days 12/22/26 0.00% 635k+0d 935k+0d.65

65 Third Floor Framing Package 12/23/26 10 days 01/05/27 0.00% 645k+0d 845k+0d.66

66 Roof Framing Package 01/06/27 15 days 01/26/27 0.00% 655k+0d 755k+0d.69

67 - Exterior Envelope 01/27/27 95 days 06/08/27 0.00%

68 Roofing 01/27/27 20 days 02/23/27 0.00% 665k+0d

69 Windows 02/27/27 15 days 02/16/27 0.00% 665k+0d 705k+0d

70 Building Wrap 02/17/27 20 days 03/16/27 0.00% 695k+0d 715k+0d

71 Cladding Sub System 03/17/27 25 days 04/20/27 0.00% 705k+0d 725k+0d

72 Cladding Finishes 04/21/27 20 days 05/18/27 0.00% 715k+0d 735k+0d

73 Exterior fixtures 05/19/27 15 days 06/08/27 0.00% 725k+0d 1115k+0d

74 - Third Floor Finishing 01/27/27 109 days 06/28/27 0.00%

75 Back Framing 02/27/27 7 days 02/04/27 0.00% 665k+0d 845k+0d.76

76 Mech & Elec Rough Ins 02/05/27 15 days 02/25/27 0.00% 755k+0d 775k+0d

77 Drywall, Mud & Tape 02/26/27 20 days 03/25/27 0.00% 765k+0d 785k+0d

78 Prime and First Coat 03/26/27 12 days 04/12/27 0.00% 775k+0d 795k+0d

79 Millwork Install

2.2 COST CONTROL DURING CONSTRUCTION

On a complex, phased renovation within an occupied seniors' facility, we recognize that the greatest cost risks stem from unknown existing conditions, coordination conflicts, and inefficient sequencing. Our processes are specifically designed to address these risks before they impact the project.

EARLY IDENTIFICATION OF UNKNOWN CONDITIONS

Renovation projects carry inherent uncertainty, particularly within concealed building elements. To mitigate this, we will undertake targeted destructive investigations during pre-construction, including selective openings in walls, ceilings, and roofing assemblies. This allows our team and trade partners to verify existing conditions, confirm structural and mechanical interfaces, and identify potential deficiencies early. By resolving these unknowns before construction progresses, we significantly reduce the likelihood of costly change orders, schedule delays, and rework.

DIGITAL COORDINATION AND CLASH PREVENTION

We will utilize Building Information Modeling (BIM) as a key tool to coordinate architectural, mechanical, and electrical systems. Through detailed modeling and clash detection, conflicts between new and existing systems are identified and resolved in advance of installation. This is particularly critical given the requirement to maintain existing systems while integrating new infrastructure. By eliminating field conflicts, we reduce rework, minimize downtime risks, and ensure efficient installation sequencing.

STRATEGIC PHASING TO MAXIMIZE EFFICIENCY

The project is structured around a phased approach, with the Phase 1 expansion required to be fully operational prior to initiating Phase 2 renovations. Keller will leverage this strategy to optimize cost efficiency by maximizing the available swing space.

Our approach would be to encourage TDHF to relocate as many residents as possible into the completed expansion early, allowing us to take over larger contiguous areas of the existing building during renovation. This provides several cost-saving advantages:

- Enables full exposure of building systems for efficient investigation and installation
- Reduces the need for repeated mobilization, protection measures, and temporary works
- Improves trade productivity by minimizing fragmented work areas
- Accelerates schedule durations, reducing general conditions and overhead costs

INTEGRATED PLANNING WITH TRADE PARTNERS

During pre-construction, we work closely with key subcontractors, particularly mechanical and electrical trades, to plan system cutovers, temporary services, and sequencing in detail. Given the requirement to maintain continuous operation of existing systems until new systems are online, this planning is critical to avoiding costly shutdowns, temporary solutions, or emergency work. Early collaboration ensures constructible solutions that balance cost, schedule, and operational continuity.

Through early investigation, advanced coordination, and strategic phasing, Keller minimizes uncertainty, reduces rework, and improves trade efficiency. The result is a more predictable project, fewer change orders, and overall lower total project cost for TDHF, not just at tender, but throughout construction.

SITE SUPERINTENDENT LODGING

As introduced previously, if there is space within the Clearview Lodge, we would prefer to house our Site Superintendent, Greg Snee, at the Lodge for the duration of the project. Not only does this integrate Greg into the community and provide rapid response to any concerns, but this will also significantly decrease the Live Out Allowance (LOA) required on this project. By not paying for a Air BnB or Living Trailer, this solution would save TDHR approximately \$3000.00 per month on the project. Note that this \$3000.00 savings is for one person, so if there's a room at the Clearview Lodge for the Superintendent and Assistant Superintendent, the cost savings would increase to \$6000.00 per month.

2.3 SUBCONTRACTING AND SELF-PERFORMANCE RATIONAL

Keller approaches project delivery with a deliberate and value-driven strategy regarding subcontracted work versus self-performing. Our primary objective is to optimize project outcomes: cost, schedule, quality, and community impact, by aligning each scope of work with the most capable and efficient delivery method.

SUBCONTRACTING AS THE PRIMARY DELIVERY MODEL

For the Clearview Lodge project, Keller intends to subcontract the majority of the work. This approach is grounded in three key principles:

Access to Specialized Expertise: Trade contractors are highly specialized in their respective scopes, bringing deep technical knowledge, refined installation methods, and proven efficiencies. This results in higher-quality outcomes and reduced rework risk.

Labour Resourcing & Risk Mitigation: By leveraging a broad subcontractor base, we significantly expand the available labour pool. This provides flexibility to scale resources in response to project demands and reduces schedule and workforce risk, which is particularly critical on a phased, occupied facility such as Clearview Lodge.

Competitive Procurement & Value: Subcontracting enables competitive tendering across multiple qualified bidders, ensuring market-driven pricing and best-value selection for each trade package.

COMMITMENT TO LOCAL TRADE ENGAGEMENT

A key component of our rationale is our commitment to supporting the communities in which we work. For the Clearview Lodge, that includes prioritizing local subcontractors and suppliers, where capacity and capability align with project requirements, leveraging existing relationships with trusted regional trades while actively building new partnerships, and ensuring that project investment contributes to the local economy and workforce development.

This approach not only strengthens community ties but also enhances project efficiency through local knowledge and reduced mobilization requirements.

STRATEGIC USE OF SELF-PERFORMED WORK

While the majority of work will be subcontracted, Keller may self-perform select scopes where it provides a clear advantage to the project. These typically include:

- Rough Carpentry
- Miscellaneous Concrete Work
- General Trade Support / Site Services

These scopes are selectively self-performed to maintain schedule continuity, particularly during transitions between trades, provide immediate response capability for unforeseen conditions or minor scope gaps, and support overall site productivity and coordination in a complex, phased renovation environment.

TRANSPARENCY & COMPLIANCE WITH RFP REQUIREMENTS

For any scopes that Keller proposes to self-perform, we will provide a detailed schedule of hourly rates for applicable labour classifications and include comparable pricing from qualified external subcontractors, ensuring transparency and validation of competitiveness.

This ensures TDHF has full visibility into pricing and can be confident that all work, whether self-performed or subcontracted, represents best value.

2.4 REGULAR REPORTING

Our reporting framework is designed to provide TDHF with both real-time visibility and formal, documented updates on the Clearview Lodge project.

WEEKLY PROGRESS REPORTING

Keller will issue a comprehensive digital weekly report that provides a clear snapshot of site activity and upcoming work. This report includes:

- Summary of work completed during the week
- Lookahead of upcoming activities
- Site photos documenting progress
- Access to OpenSpace 360° walkthroughs, allowing TDHF to virtually walk the site at any time

See an example of Keller's weekly report on the next page.

BIWEEKLY COORDINATION MEETINGS

We will facilitate regular biweekly meetings with TDHF and the consultant team to:

- Review progress against schedule and milestones
- Discuss key decisions, risks, and upcoming activities
- Coordinate phasing requirements (critical for maintaining operations within the existing lodge)
- Address RFIs, changes, and design clarifications

Detailed meeting minutes will be recorded and distributed following each session, including decisions made, action items and responsibilities, and key discussion points. This ensures full alignment across all stakeholders and a documented record of project direction.

MONTHLY PROGRESS REPORTS

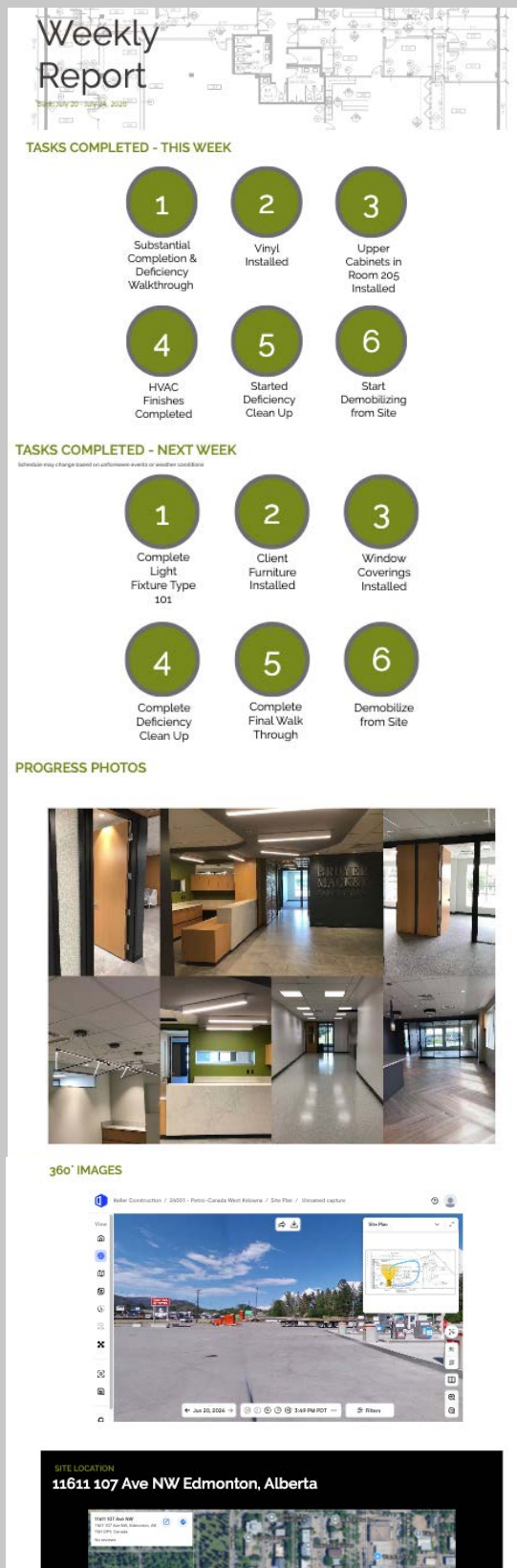
In addition to weekly updates, Keller will provide formal monthly reports that summarize overall project health, including:

- Schedule updates and milestone tracking
- Budget status and cost forecasting
- Cash flow projections
- RFI, submittal, and change order logs
- Safety metrics and site performance
- Progress photos and key highlights

[See a sample monthly report in Appendix A.](#)

DIGITAL PROJECT MANAGEMENT & OPEN COMMUNICATION

Reporting is also available through our digital project platform (Procore), providing TDHF with real-time access to project documentation including RFIs, submittals, and change events. This ensures complete transparency and accessibility of project information at all times.



2.5 DESCRIPTION OF A PAST PROJECT

On the New Westminster Supportive Housing project, Keller adopted a delivery approach that prioritized strategic subcontracting of specialized scopes, while maintaining targeted self-performed work to support schedule certainty, quality control, and site productivity.

The majority of construction activities, including structural framing, mechanical, electrical, envelope systems, and interior finishing, were competitively tendered to prequalified trade partners. This approach allowed Keller to leverage a broad network of trusted subcontractors, ensuring each scope was delivered by experienced specialists with the capacity and expertise required for a complex multi-unit residential project. Through early engagement and a structured buyout process, we were able to optimize trade coverage, confirm scope clarity, and negotiate competitive pricing, driving overall project value for the client.

Keller selectively self-performed scopes where it added the most value to the project. This included:

- Rough carpentry, particularly for temporary works, blocking, and coordination-driven framing activities
- Miscellaneous concrete, including small placements, housekeeping pads, and remedial work
- General trade support, ensuring continuity between trades and maintaining momentum across critical path activities

These self-performed scopes were intentionally limited but highly impactful. By maintaining internal crews on site, Keller was able to respond quickly to coordination issues, address minor deficiencies in real time, and support subcontractors, reducing delays and minimizing rework. This hybrid approach ensured that while trades operated efficiently within their defined scopes, Keller retained the flexibility to actively manage sequencing and site flow.

This strategy was supported by a rigorous preconstruction and procurement process, including detailed scope definition, trade leveling, and value analysis. As demonstrated in our [pre-construction estimate \(Appendix C\)](#), Keller provided a transparent, market-informed cost breakdown that reflected competitive subcontracted pricing. The [project schedule \(Appendix B\)](#) further illustrates how this approach enabled efficient sequencing.

Throughout construction, this delivery model was reinforced through consistent communication and reporting. Our monthly progress reports provided the client with clear visibility into cost status, schedule performance, risks, and procurement, ensuring alignment and proactive decision-making at every stage.

Together, this balanced approach to subcontracting and self-performance enabled Keller to deliver a high-quality project while maintaining cost control, schedule reliability, and strong coordination across all project stakeholders.

POST-CONSTRUCTION

2.6 REMEDIATING DEFICIENCIES, PROVIDING AS-BUILT DRAWINGS, AND DOCUMENTATION

To ensure a deficiency-free project handover, we implement a structured deficiency tracking, resolution, and verification process using Procore, a leading construction management platform.

DEFICIENCY RECORDING PROCESS

Digital Deficiency Tracking in Procore

- All deficiencies are recorded in Procore's Punch List tool, ensuring real-time tracking and visibility.
- Each deficiency entry includes:
 - ✓ Issue Description (e.g., drywall damage, misaligned door, electrical miswiring).
 - ✓ Photo Documentation for clarity.
 - ✓ Assigned Responsible Party (subcontractor, supplier, or internal team).
 - ✓ Priority Level & Deadline to ensure timely resolution.

Onsite Inspections & Real-Time Reporting

- Site supervisors and quality inspectors conduct daily walk-throughs to identify deficiencies.
- Deficiencies are logged directly into Procore via mobile devices, allowing immediate assignment to responsible teams.
- Automated notifications & reminders are sent through Procore to ensure corrective actions are completed within the scheduled timeframe.

DEFICIENCY CORRECTION AND VERIFICATION

Step	Action	Responsible Party	Procore Feature Used
1. Identification & Logging	Deficiency is documented with description, photos, and priority status.	Site Superintendent, QA Team	Punch List Tool
2. Assignment & Notification	Issue is assigned to the responsible subcontractor or team with a deadline.	Project Manager	Task Assignment & Auto-Reminders
3. Corrective Action Implementation	Work is completed as per specifications.	Subcontractor, Internal Team	Task Completion Updates
4. Quality Review & Sign-Off	A final check is conducted to verify the deficiency has been properly resolved.	Site Superintendent, QA Inspector	Inspection Checklists
5. Documentation & Handover	Final punch list report is generated and shared with EPSB for approval.	Project Manager	Closeout Report Generation

COMMON DEFICIENCIES AND RESOLUTION STRATEGIES

Phase	Deficiency Type	Cause	Correction Process
Phase 1- 100 Wing Relocation	Drywall cracks or damage	Transport or installation impact	Patch, sand, and repaint; QA sign-off in Procore before closing task.
Phase 1- 100 Wing Relocation	Improper electrical connections	Misalignment with site power grid	Re-test circuits, verify load requirements, and re-certify.
Phase 1- 100 Wing Relocation	HVAC not functioning optimally	Ductwork or unit calibration issue	Perform air balancing tests and recalibrate system.
Phase 1- 100 Wing Relocation	Plumbing leaks at fixture connections	Improper seal or installation error	Re-seal and conduct pressure testing before sign-off.
Phase 1- Expansion	Flooring damage	Construction work causing damage post-flooring installation	Isolate and repair the flooring with QA sign-off in Procore.
Phase 1- Expansion	Drywall cracking	Settling of the building	Patch, sand, and repaint; QA sign-off in Procore before closing task.
Phase 2 & 3- Renovation	Flooring damage	Construction work causing damage post-flooring installation	Isolate and repair the flooring with QA sign-off in Procore.
Phase 2 & 3- Renovation	Paint scratches	Due to renovation work	Sand and repaint; QA sign-off in Procore before closing task.
Phase 2 & 3- Renovation	Door hardware not working properly	Deficient door lock/ hardware from manufacturer	Replace with working hardware, sign-off in procore.

AS-BUILT DRAWINGS AND DOCUMENTATION

During post-construction, as-built drawings are provided to our clients in two ways. First, we keep redline drawings on Procore up to date during construction, which we can compile during post-construction for TDHF, to provide a complete as-built drawing package. Secondly, we utilize Matterport scanning technology during construction (prior to walls being enclosed) as well a scan after construction completion, which provides you a digital twin copy of your new expansion and the renovation. Clients find that this Matterport scan is particularly helpful for future expansion planning as well as in the case of any insurance claims.

During post-construction will compile and issue all Operations & Maintenance (O&M) manules for the new building systems to TDHF, and provide training for these new systems during commissioning.

Once deficiencies are completed, Keller will also issue TDHF a Final Deficiency Report and we will archive all punch list items in Procore. Any remaining issues that arise after handover are moved into a separate Warranty Log to clearly distinguish post-occupancy requests from construction deficiencies.

2.7 HANDLING WARRANTY ISSUES

Keller provides full warranty support for the first year after Substantial Performance. Our warranty process ensures that TDHF will receive quick, clear communication and timely resolution of any issues with minimal operational disruption. Our project management system, Procore, ensures all warranty items are logged, timestamped, categorized, and tracked to completion.

WARRANTY MANAGEMENT PROCESS

TDHF Submits Warranty Request (via Procore or Email)

- The issue is logged and assigned a category (urgent, routine, informational), which Keller reviews and triages
- We determine whether the request is a warranty issue, maintenance item, or operational issue
- We confirm work responsibility (subcontractor, supplier, or Keller self-perform)

Subcontractor Notification and Dispatch

- The relevant trade partner receives automatic notification via Procore that there has been a warranty request against their work
- Keller coordinates access with TDHF at a time that most minimizes disruption to the Lodge and residents

Correction and Verification

- The subcontractor arrives at the designated time and completes the correction work
- The subcontractor uploads photo confirmation that the work has been corrected, Keller verifies photo documentation and closes the warranty request in Procore

Documentation and Reporting

- Our team is available for immediate phone support regarding warranty issues
- We provide rapid trade dispatch should the warranty request be urgent, with temporary mitigation measures if required
- This warranty system provides full resolution follow-up with a warranty report, should TDHF request

2.8 DEFICIENCIES AND WARRANTY ON A PAST PROJECT

Previously during the Lighthouse Seniors Home project, Keller implemented the above deficiency management process that ensured alignment between our team, the Owner, and Consultants while maintaining momentum through closeout.

All deficiencies were managed within Procore, providing

a centralized and fully visible platform for tracking, assigning, and resolving items. The consultant and Owner teams were actively engaged in this process and were able to add deficiency items directly into Procore by uploading photos and tagging locations within the Deficiency tool. This streamlined approach eliminated delays associated with traditional deficiency lists and ensured that issues were captured accurately and in real time.

Upon issuance of deficiencies, our team immediately reviewed and validated each item to confirm scope and responsibility. Items were then assigned to the appropriate trade with clear descriptions, priority levels, and required completion timelines. Our site team actively coordinated with trades to address deficiencies promptly, often grouping similar items to improve efficiency and reduce rework.

Progress was tracked daily, with updates, photos, and completion notes uploaded directly into Procore. This allowed the Owner and Consultants to monitor status at any time without waiting for formal reports. Once items were completed, they were flagged for review and verification, ensuring that all deficiencies were closed to the satisfaction of the Consultant team before final sign-off.

By empowering the Owner and Consultants to participate directly in the deficiency tracking process, Keller ensured a high-quality final product delivered with full transparency and confidence.

During the warranty period, we had a handful of calls from the Lighthouse Seniors Home regarding both true warranty issues as well as additional work that wouldn't be formally covered under warranty. Our process is to help coordinate with the client whether warranty work or coordination of additional work.

We stayed in close contact with the building maintenance manager, and responded quickly to all their calls, including some drywall cracking, vibration of a fan, and a siding fix.

3.0

CAPABILITIES

ORGANIZATIONAL EXPERIENCE

3.1 ABOUT KELLER

Keller Construction Ltd. (Keller) is a mid-sized, Alberta based construction firm with approximately 150 employees and an annual construction volume of roughly \$200 million. Founded in 1962, Keller has over 64 years of continuous operation, serving clients across Western Canada with a focus on commercial, institutional, hospitality, supportive housing, seniors housing, and complex multi-building developments.

Keller's long-standing reputation is built on our deep pre-construction expertise, rigorous cost management practices, and ability to successfully deliver Construction Management projects under open-book, collaborative models. Over the past two decades, Keller has delivered 17 seniors housing and long-term care facilities, multiple phased developments, and numerous remote, logistically complex projects requiring strategic planning, strong trade partnerships, and high levels of coordination.

Our company remains privately owned and headquartered in Edmonton, Alberta, with dedicated estimating, preconstruction, operations, and safety teams experienced in delivering multi-unit seniors housing buildings, expansion projects, and occupied renovation projects.

3.2 PROJECT WISH LISTS

Keller consistently approaches projects with the goal of maximizing overall project value. Through early-stage cost planning, procurement, and targeted value engineering, we routinely create meaningful cost savings within the base scope. These savings can then be strategically reinvested to deliver additional project components that align with the Owner's "wish list," enhancing long-term performance, durability, and user experience. On several recent projects, this approach has resulted in measurable and impactful outcomes.

Belvedere Market (GMP Delivery)

During GMP development, our team identified multiple opportunities to optimize construction methods, subcontractor packaging, and material selections. These efficiencies reduced overall project cost while maintaining design intent, allowing the Owner to incorporate additional scope items within the budget, should they have wanted to, they instead opted to not add items from their wishlist and save the money.

Warehouse Block Housing

Through a structured value engineering process, we worked collaboratively with the Owner and consultants to evaluate alternative systems and materials. By optimizing key building systems and leveraging our trade relationships for competitive pricing, we generated savings that are currently being redirected toward enhancements in other areas of the project.

Westmount Mall Renovation

On this complex renovation, Keller maintained a comprehensive Value Engineering log that identified over 25 cost-saving opportunities. These ranged from material substitutions to sequencing efficiencies. The cumulative savings enabled the Owner to prioritize and implement additional improvements that were not originally achievable within the base budget.

Lighthouse Seniors Home

At the Lighthouse project, our team delivered significant cost savings through detailed scope review and procurement strategies. These savings were intentionally reinvested by the Owner into higher-value building components, including an upgraded mechanical system that improved indoor air quality for residents, as well as enhanced countertop materials that increased durability and reduced lifecycle maintenance costs.

3.3 COMPLETING PROJECTS ON TIME AND ON BUDGET

On the pages below, we've detailed past renovation and expansion projects, each of which were completed on budget, and have the planned and actual schedule dates for your review. We've also detailed challenges our team faced on the projects and other details so that TDHF can have a more full view of how our team collaborates and solves problems with the owner and consultant teams.

OUR COMMON HOME RENOVATION

EDMONTON, AB

PROJECT DESCRIPTION

Previously known as the 50th Street Atria Building, Keller provided General Contracting services to the Edmonton Catholic School (ECSD) as they transform the location into their new central administration building. As part of ECSD's "Our Common Home" initiative, the upgraded Lumen Christi Catholic Education Centre enabled the centralization of all administrative services, ultimately bringing together over 300 employees from 6 locations. The scope of this project included a full interior demolition and renovation to build out a new lobby, offices, staff kitchens and lounge areas, meeting room, smudge room, washrooms, and IT infrastructure room with specialized HVAC.

COMPLEXITY

The Our Common Home Renovation project was a technically demanding, multi-phase interior and exterior modernization, which became occupied during the last months of construction. The scope included complete mechanical and electrical system replacements and extensive interior reconfiguration to accommodate new multi-use program areas, all while maintaining safe access for ongoing building operations. Coordination challenges were heightened by limited as-built documentation and the integration of new energy-efficient systems into aging infrastructure. Keller implemented a phased construction plan, rigorous safety and communication protocols, and close collaboration with the design team to manage unforeseen conditions, structural tie-ins, and sequencing around active spaces.

WORK AND SERVICES PROVIDED

Key elements of the work included:

- Complete interior demolition and renovation of an existing six-storey administrative building, transforming it into the new central headquarters for Edmonton Catholic School District's (ECSD) "Our Common Home" initiative.
- Construction of new offices, meeting rooms, staff lounges, smudge room, IT server room, and shared amenity spaces designed to accommodate over 300 employees relocated from six satellite sites.
- Structural modifications and infill to support new HVAC distribution, upgraded mechanical rooms, and IT infrastructure within the existing concrete shell.
- Full mechanical and electrical system replacement, including new boilers, distribution piping, ventilation systems, lighting, and communication cabling.

PROJECT DETAILS

Client: Edmonton Catholic School District

Client Contact: Doris Paquette, Director, Planning and Project Delivery, (780) 420-6161, doris.paquette@civida.ca

Facility Type: Office renovation.

Size: 189,000 SF

Cost: \$6,295,882

Delivery Method: Stipulated Price

Location: 9405 50 Street NW, Edmonton, AB T6B 2T4

Planned Duration: Jan 2022- Jun 2022

Actual Duration: Jan 2022- Jul 2022



- Installation of new fire alarm, sprinkler, and security systems to meet current life-safety and code requirements.
- Coordination of specialized finishes such as acoustic ceilings, millwork, glass partitions, and feature stair and lobby design elements to align with ECSD's corporate identity.
- Exterior improvements including roof system upgrades, new glazing assemblies, envelope repairs, and landscaping updates to create a welcoming and energy-efficient facility.
- Hazardous materials abatement and remediation completed prior to demolition, ensuring safety and compliance with environmental standards.

Project Services Provided by Keller:

- Construction management and general contracting services encompassing scheduling, procurement, quality assurance, and site safety coordination.
- Ongoing coordination with multiple consultant disciplines to resolve unforeseen structural and MEP conflicts within existing conditions.
- Implementation of rigorous safety and quality-control programs, ensuring all systems met performance and commissioning standards before turnover.
- Comprehensive closeout, commissioning, and turnover documentation, providing ECSD with a fully operational, centralized, and modern administrative facility.

PERFORMANCE CHALLENGES & LESSONS LEARNED**Performance Challenges:**

1. Working within an aging structure
 - The existing six-storey building required significant unforeseen structural and MEP coordination once interior demolition exposed outdated infrastructure and undocumented penetrations.
 - *Response:* Keller's team conducted rapid on-site assessments and collaborated closely with the structural and MEP consultants to develop efficient retrofit solutions as concealed conditions were uncovered. Proactive problem-solving and clear communication allowed the team to maintain schedule and quality despite numerous undocumented conditions.
2. Integration of new systems into existing framework
 - Aligning modern HVAC, electrical, and IT systems within limited ceiling and shaft space demanded proactive coordination and creative routing to maintain ceiling heights and aesthetics.
 - *Response:* Through detailed clash detection and early involvement of trade partners, Keller optimized routing paths and system layouts to fit within tight ceiling spaces without compromising design intent. The team's adaptive approach ensured seamless integration of modern systems into the existing building fabric while preserving architectural finishes.

Lessons Learned: Developing a standardized risk management and abatement response framework improved efficiency for future occupied-building renewals.

UAP NAPA WAREHOUSE EXPANSION

EDMONTON, AB

PROJECT DESCRIPTION

Keller delivered a 73,000 SF expansion to United Auto Parts' active Edmonton Distribution Centre, integrating new construction with the existing 80,000 SF facility. The project included a 40-ft clear warehouse addition with heavy-duty concrete floors, upgraded M&E systems, and a new fire pump and sprinkler system. Exterior works comprised expanded loading docks, retaining walls, regrading, and paving. Keller maintained full 24-hour operations throughout construction, sequencing work to minimize disruption and ensure safe access—demonstrating strong coordination and safety management in occupied, operational environments.

COMPLEXITY

The UAP Warehouse Expansion was a technically complex industrial project involving the seamless integration of a new 73,000 SF steel-frame addition with an operational 80,000 SF distribution facility. The project required extensive structural tie-ins, precise slab flatness tolerances for high-bay racking, and installation of heavy-duty M&E systems to support industrial process demands. Complexities included coordinating new electrical and mechanical infrastructure within an active warehouse, maintaining life-safety and production continuity, and resolving site elevation challenges through construction of a substantial retaining wall. The project's success relied on advanced scheduling, phased construction planning, and continuous stakeholder communication to mitigate operational disruption.

WORK AND SERVICES PROVIDED

Key elements of the work included:

- Construction of a 73,000 SF steel-frame warehouse addition integrated with the existing 80,000 SF operational facility.
- High-clear 40-foot structure with heavy-duty concrete slabs designed for high racking and forklift loads.
- Structural steel framing, roofing, and cladding systems matched to existing building assemblies.
- Installation of new mechanical and electrical systems, including ERV units, HVLS fans, upgraded panels, fire pump, and sprinkler systems.
- Expansion of loading docks with new overhead doors, concrete aprons, and heavy-duty asphalt paving.

PROJECT DETAILS

Client: United Auto Parts Inc.

Client Contact: Donna Cooper,
780-235-0966,
donna.cooper@bgis.com

Facility Type: Light industrial renovation and expansion while occupied.

Size: 154,509 SF

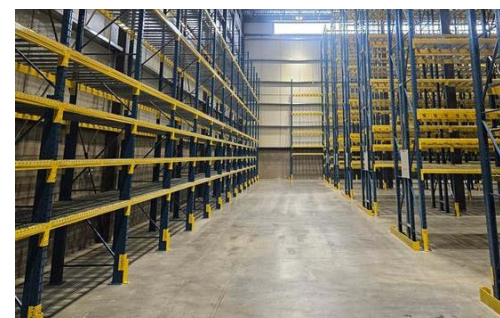
Cost: \$10,498,662

Delivery Method: Construction Management

Location: 17310 - 111 Avenue NW, Edmonton, AB T5S 0A8

Planned Duration: August 2024- September 2025

Actual Duration: September 2024- September 2025



- Construction of a retaining wall and site regrading to address elevation differences and integrate new site drainage.
- Civil, site, and landscape improvements supporting expanded access, circulation, and stormwater management.
- Complex tie-ins to existing systems while maintaining uninterrupted operations within the live facility.

Project Services Provided by Keller:

- Comprehensive construction management, including cost control, scheduling, and quality assurance.
- Detailed phasing and logistics planning to complete construction without impacting warehouse operations.
- Coordination with owner, consultants, and vendors for system tie-ins and operational continuity.
- Procurement and management of subtrades, ensuring alignment with safety, quality, and performance standards.
- On-site supervision, safety management, and environmental compliance throughout construction.
- Testing, commissioning, and turnover of mechanical, electrical, and life-safety systems.
- Post-construction support and deficiency resolution, ensuring full functionality and client satisfaction.

PERFORMANCE CHALLENGES & LESSONS LEARNED

Performance Challenges:

1. Maintaining full operations during construction
 - The project required all work to be executed adjacent to active warehouse operations, demanding strict coordination to minimize disruption to material handling and shipping activities.
 - *Response:* Keller developed a detailed phasing and logistics plan that sequenced construction to isolate work zones, implemented off-hour tie-ins, and maintained safe access routes for ongoing operations. Strong communication between site staff and the client's logistics team ensured business continuity throughout construction.
2. Integration of new systems into existing framework
 - Upgrading mechanical, electrical, and fire protection systems within an existing, fully operational distribution environment required precise coordination and adaptability.
 - *Response:* Keller's team conducted preconstruction coordination meetings with trade partners to verify routing, clearances, and tie-in locations. Utilizing targeted shutdowns and real-time coordination, Keller successfully connected new systems without impacting daily operations.

Lessons Learned: Keller's phased approach and proactive coordination model reinforced the importance of early stakeholder engagement and adaptive planning for occupied environments. These practices have since been formalized into Keller's standard framework for managing operational continuity, safety, and system integration on complex expansion projects.



CHAMPION PETFOODS PILOT LINE

ACHESON, AB

PROJECT DESCRIPTION

Keller completed an interior alteration to support a new pilot processing line within an operational pet food manufacturing facility. The work involved structural steel installations and extensive mechanical and electrical upgrades to accommodate specialized process equipment, including new steam and compressed air systems, dedicated power feeds, and integration with existing plant controls.

Mechanical tie-ins for ventilation and process piping were executed within the active production environment to minimize disruption. Through detailed coordination with the Owner's production team, Keller maintained strict sanitation, safety, and process reliability standards, delivering a fully functional pilot line that enhances the facility's research, development, and testing capabilities for future production expansion.

COMPLEXITY

The project required installation of structural steel supports and comprehensive upgrades to mechanical and electrical systems to accommodate new process equipment, all while maintaining strict sanitation and safety protocols. Integrating new utilities into an existing facility demanded precise coordination among trades, engineers, and the owner's operations team to minimize downtime. Extensive planning and phased execution were essential to align with production schedules, mitigate disruption, and achieve commissioning milestones. This project reflects Keller's strength in executing technically complex renovations involving infrastructure modernization, system integration, and stakeholder coordination within active and high-performance facilities.

WORK AND SERVICES PROVIDED

Key elements of the work included:

- Interior alterations to support installation of a new pilot processing line within an operational pet food manufacturing facility.
- Structural steel framing and equipment support structures integrated into the existing building to accommodate new process loads and layouts.
- Mechanical and electrical upgrades, including new steam and compressed air distribution systems, dedicated power feeds, control wiring, and integration with existing plant systems.

PROJECT DETAILS

Client: Champion Petfoods LP

Client Contact: Derek Ehlers, Engineer, (314) 330-1747, dehlers@championpetfoods.com

Facility Type: Light industrial renovation while occupied.

Size: 33,454 SF

Cost: \$14,661,463

Delivery Method: Stipulated Price

Location: 26615- 92 Avenue Acheson, AB T7X 2V9

Planned Duration: Feb 2025- Jan 2026

Actual Duration: Feb 2025 - Jan 2026



- Ventilation improvements, process piping tie-ins, and specialized coordination to maintain sanitation and safety standards within the live production environment.
- Installation of ERV and exhaust systems to support process heat recovery and air quality performance.
- Targeted demolition, slab coring, and concrete restoration to facilitate new equipment foundations and utility routing.
- Rigorous coordination with the Owner's operations team to minimize downtime and maintain uninterrupted production during all phases of construction.

PERFORMANCE CHALLENGES & LESSONS LEARNED

Performance Challenges:

1. Working within an operational production environment
 - The project required all construction activities—including installation of new structural steel supports and process utilities—to occur within an active manufacturing facility adhering to stringent sanitation and safety standards.
 - *Response:* Keller implemented a highly coordinated scheduling and logistics plan, sequencing work around production shifts and isolating work areas to prevent contamination or disruption. Continuous communication with the Owner's production and quality assurance teams ensured all activities complied with sanitation protocols and maintained operational continuity.

Lessons Learned: Keller's experience on this project reinforced the value of early engagement with operational stakeholders, rigorous preplanning, and adaptive scheduling in occupied, process-driven facilities. The project's success demonstrated that proactive communication, defined isolation procedures, and flexible sequencing are critical to maintaining safety, cleanliness, and production continuity.

3.4 LOCAL CONSTRUCTION COMMUNITY

Our team has completed five construction projects within Lethbridge, with strong trade relationships from the Lethbridge area. We also specialize in rural housing projects, having completed ten multi-unit housing projects in rural areas outside of cities, including such locations as Hanna, AB, Lac La Biche, AB, Slave Lake, AB, and Crossfield, AB. These past projects have provided our team extensive opportunity to collect a deep bench of trades who are skilled at performing and sequencing work outside of urban areas.

Our estimating team has pulled a preliminary list of trusted trades we would tender to for major scopes of work on the Clearview Lodge project, as an example that we have the network to provide TDHR with competitive pricing on your project.

Mechanical:

- Gateway Mechanical Services
- All Aces
- C&A Mechanical
- DMT Mechanical
- Borne Industries

Electrical:

- Deltec Power & Control Systems Ltd
- Canem Systems
- Neu-Lite Electric Inc.
- MPI Electric

Concrete Suppliers:

- Burnco
- Inland
- Heidelberg

Earthworks / Deep Services:

- Degraaf Excavating
- Whissell Contracting
- Southern Excavating & Trucking Ltd.
- Volker Stevin
- TA Excavating

3.5 EXPERIENCE WITH SENIORS HOUSING AND OCCUPIED FACILITIES



Nak'azdli Community Housing Elders Lodge

Nak'azdli Whu'ten First Nation

- ✓ **Seniors Housing**
- ✓ **REFERENCE LETTER ATTACHED**



Granisle Seniors Housing

Granisle and District Senior Citizens Association

- ✓ **Seniors Housing**
- ✓ **REFERENCE LETTER ATTACHED**



The Lighthouse Seniors Home

Emmanuel Seniors Living Society

- ✓ **Seniors Housing**
- ✓ **REFERENCE LETTER ATTACHED**



Rocky View Seniors Housing

Rocky View Foundation

- ✓ **Seniors Housing**



Vanderwell Heritage Place Seniors Lodge Expansion

Lesser Slave Lake Renional Housing

- ✓ **Seniors Housing**
- ✓ **Occupied During Construction**



Hanna Seniors Lodge

Acadia Foundation

- ✓ **Seniors Housing**



Grand Manor Seniors Housing

Excel Society

- ✓ **Seniors Housing**
- ✓ **REFERENCE LETTER ATTACHED**



LacAlta Seniors Lodge

Client

- ✓ **Seniors Housing**



Prince of Peace Seniors Manor

Shephards Care

- ✓ **Seniors Housing**



Women's Transitional Housing

Northern Society for Domestic Peace & BC Housing

- ✓ Occupied During Construction
- ✓ REFERENCE LETTER ATTACHED



Champion Petfoods Pilot Line

Champion Petfoods LP

- ✓ Occupied During Construction
- ✓ REFERENCE LETTER ATTACHED



Parside Court Apartment Building

Insert

- ✓ Occupied During Construction



Ever on 170

Ever Real Estate Development

- ✓ Occupied During Construction



Hockeyology Renovation

Hockeyology Inc.

- ✓ Occupied During Construction



Shaganappi Golf Course Maintenance Building

City of Calgary

- ✓ Occupied During Construction



NAPA Warehouse Expansion

United Auto Parts

- ✓ Occupied During Construction



Hyundai Renovation

West Edmonton Hyundai

- ✓ Occupied During Construction



Belvedere Market

Belvedere Market Corporation

- ✓ Occupied During Construction
- ✓ REFERENCE LETTER ATTACHED



Kickstand Youth Hub

YMCA Northern Alberta

- ✓ Occupied During Construction
- ✓ REFERENCE LETTER ATTACHED



Our Common Home

Edmonton Catholic School District

- ✓ Occupied During Construction
- ✓ REFERENCE LETTER ATTACHED



Office Expansion

Health Sciences Association of Alberta

- ✓ Occupied During Construction
- ✓ REFERENCE LETTER ATTACHED



Cineplex Normanview Renovation

Cineplex Entertainment LP

- ✓ Occupied During Construction



Centex Gas Bar and Convenience Store

Centex

- ✓ Occupied During Construction
- ✓ REFERENCE LETTER ATTACHED



Opposing Forces Facility

Defence Construction Canada

- ✓ Occupied During Construction
- ✓ REFERENCE LETTER ATTACHED

3.6 CONSTRUCTION MANAGEMENT EXPERIENCE

Listed below is Keller's construction management (CCDC 5B contract) experience in the past four years. We've highlighted in green the 5 projects we believe are the most similar projects to the Clearview Seniors Lodge for your reference.

Completion in 2026:



Nak'azdli Community Housing Elders Lodge

Nak'azdli Whu'ten First Nation

Size: 27,413 SF

Scope: Construction of 6 phased

buildings, including an Elders Lodge

Reference: JP Wrenger | (778) 978-9176 | jp@nakdc.ca

- ✓ Seniors Housing
- ✓ REFERENCE LETTER



New Westminster Supportive Housing

BC Housing

Size: 33,852 SF

Scope: New 4-storey supportive

housing construction

Reference: Julia Schenck | (672) 963-0369 | jschenck@bchousing.org

- ✓ Multi-Unit Housing
- ✓ Building Close to Lot Line



The Sanctuary Housing

Milligan Development Corp.

Size: 88,126 SF

Scope: New 4-storey multi-unit housing construction

Reference: Ben Milligan | (780) 246-3158 | bmilligan@milligandevlopments.com

- ✓ Multi-Unit Housing
- ✓ REFERENCE LETTER



Belvedere Market

Belvedere Market Corporation

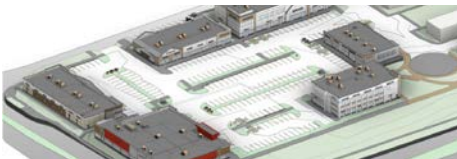
Size: 58,458 SF

Scope: Construction of 6 new commercial retail buildings on an

occupied site

Reference: Tony Argento | ta@trifectadev.ca

- ✓ Occupied During Construction



Redstone Market Square Phase 1

Qualico Properties
Size: 45,500 SF
Scope: Three commercial retail buildings

Reference: Amanda Wisniewski | 403-212-1615 | amanda.wisniewski@qualico.com

✓ **Occupied During Construction**



Heritage Valley Town Centre

Allard Development
Size: 47,770 SF
Scope: Phased construction of a 7 building commercial development

Reference: Ray Proulx | (780) 482-6451 | rproulx@allard.ca

✓ **Occupied During Construction**

Completed in 2025:



Granisle Seniors Housing

Granisle and District Senior Citizens Association
Size: 10,070 SF
Scope: Seniors Housing Construction

Reference: Ron Bedard | rbedard3663@gmail.com

✓ **Seniors Housing**
✓ **REFERENCE LETTER**



The Lighthouse Seniors Housing

Emmanuel Seniors Living Society
Size: 136,000 SF
Scope: Construction of a new 4-storey seniors living building.

Reference: Erin Walton | (780) 478-2051 | ewalton@esls.ca

✓ **Seniors Housing**
✓ **REFERENCE LETTER**



Westmount Redemise

First Capital
Size: 21,834 SF
Scope: Redemise of unit #4140 for future lease while the mall was

operational.

Reference: Chris Eling | 403-473-7129 | chris.eling@fcr.ca

✓ **Occupied During Construction**



Valvoline White Oaks

Valvoline Quick Lube Corp.
Size: 3,778 SF
Scope: Construction of a new 3-bay quick oil change facility.

Reference: James Douthit | 210-859-3957 | james.douthit@valvoline.com



Kickstand Youth Hub

YMCA Northern Alberta
Size: 6,433 SF
Scope: Renovation of a previous tenant space within an occupied and

operational mall.

Reference: Jody Kyle | 780-863-0617 | jody.kyle@ymcanab.ca

✓ **Occupied During Construction**
✓ **REFERENCE LETTER**



The Meadows Restaurant

Chick-fil-A
Size: 4,946 SF
Scope: Construction of a new Chick-fil-A restaurant in an active retail

development area.

Reference: Haitham Abu Zeid | 365-355-5867 | haitham.abuzeid@cushwake.com



Brewery and Restaurant

Old Yale Brewing
Size: 10,932 SF
Scope: Construction of a new brewery and restaurant in an active retail

development area.

Reference: John Lysenko | (780) 224-3012 | john@redco.ca

Completed in 2024:



Ever on 170

Ever Real Estate Development

Size: 31,730 SF

Scope: Construction of 4 new buildings in an operational retail development.

Reference: Bijan Mannani | (780) 935-4011 | bijan.m@everred.ca



Salmon Arm New Restaurant

McDonald's

Size: 4,832 SF

Scope: Construction of a new McDonald's restaurant.

Reference: Alec Dowell | 236-335-7504 | alec.dowell@ca.mcd.com



ZerOne Athletic Training Centre

Hockeyology

Size: 25,000 SF

Scope: Renovation of a tenant space within an occupied and active mall.

✓ **Occupied During Construction**



2nd & 4th Floor Tenant Improvement

College of Dental Surgeons of Alberta

Size: 30,000 SF

Scope: Renovation of the second and fourth floor while operational.

Reference: Randall Croutze | 780-432-1012 | reception@adaandc.com

✓ **Occupied During Construction**

Completed in 2023:



Port Hardy New Restaurant

McDonald's

Size: 5,000 SF

Scope: Construction of a new McDonald's restaurant.

Reference: Alec Dowell | 236-335-7504 | alec.dowell@ca.mcd.com



Office Expansion

Health Sciences Association of Alberta

Size: 25,671 SF

Scope: Expansion of the second floor.

Reference: Jo-Anne Brant | (780) 405-

4684 | jo-anneb@hsaa.ca

✓ **Occupied During Construction**

✓ **REFERENCE LETTER**

3.7 COMMUNICATING AND RESOLVING ISSUES

The Zebra Child and Youth Advocacy Centre was a full 28,300 SF renovation of an aged building for the Zebra Centre. We did selective demolition surveying of walls and ceilings during pre-construction to understand the state of the building, but when we took it over and started demolition, there were still a lot of unforeseen conditions that couldn't have been anticipated from the selective demo survey.

Some of the issues included more extensive abatement than initially anticipated, as well as various structural elements that had to be brought up to code, which weren't revealed until full demolition.

Upon discovering these issues, Keller's team sat down with the client to review the extent of the unforeseen issues. We devised a plan that allowed us to finish the project on schedule by resequencing work in other areas of the building to allow time for remediation of the larger amount of asbestos and structural issues.

In addition to the client, Keller coordinated with the environmental consultant to manage the additional work with them to implement remediation into the construction schedule to avoid project standstills.

The lesson learned for our team on this project highlighted our flexibility and creativity to resequence and work around incomplete areas, which was key to schedule success. This couldn't have been accomplished without quick and clear communication with the client, the consultant team, and multiple trades, whose collaboration was critical to the solution.

KEY PERSONNEL

NGAN NGO, GSC SENIOR PROJECT MANAGER

ROLE ON PROJECT: PROJECT MANAGER & FORMAL POINT OF CONTACT



RELEVANT EXPERIENCE

Fort Nelson Aboriginal Friendship Society - Linda's Friendship Lodge | Fort Nelson, BC
\$9,000,000 | 2026- 2027 | CCDC 5B

Project Manager. Pre-construction services and construction of a 3-storey wood frame affordable and supportive housing, accomodating 24 units plus amenity spaces.

- ✓ Multi-Unit Building
- ✓ Multiple Stakeholders
- ✓ Complex Logistics
- ✓ Rural Community
- ✓ CM Contract

BC Housing - Agnes Supportive Housing | New Westminster, BC
\$22,784,443 | 2024- 2026 | CCDC 5B to CCDC 2

Project Manager. Pre-construction services and construction of a 6-storey wood frame building with 52 units of supportive housing and amenities. Project was completed with multiple stakeholders including BC Housing

- ✓ Multi-Unit Building
- ✓ Multiple Stakeholders
- ✓ Complex Logistics
- ✓ CM Contract

Birchwood Properties Inc. - Ezra on Riley Park Apartments | Calgary, AB
\$35,000,000 | 2016- 2017 | CCDC 2

Project Manager. Construction of an 8-storey two-tower multi-unit development with two levels of underground parking and various high-end amenity spaces.

- ✓ Multi-Unit Building
- ✓ Multiple Stakeholders
- ✓ Complex Logistics

Amazon - Distribution Centre DCG4 | Calgary, AB
\$8,000,000 | 2020- 2021 | CCDC 5B

Project Manager. Complete interior demolition of the existing warehouse with renovation of new interior spaces

- ✓ Renovation
- ✓ Occupied
- ✓ Complex Logistics
- ✓ CM Contract

City of Calgary - Fire Station Renovations | Calgary, AB
\$2,000,000 | 2020- 2021 | CCDC 5B to CCDC 2

Project Manager. Renovations to various fire stations across the city.

- ✓ Renovation
- ✓ Occupied
- ✓ Complex Logistics
- ✓ CM Contract

First Capital - Walmart Redemise | Calgary, AB
\$5,000,000 | 2023- 2024 | CCDC 5B to CCDC 2

Project Manager. Redemise of the existing Walmart building into three tenant spaces, including complete remodeling of the interior and exterior.

- ✓ Renovation
- ✓ Asbestos Abatement
- ✓ Complex Logistics
- ✓ CM Contract

EDUCATION AND CERTIFICATIONS

Construction Management Certification, University of Calgary

Gold Seal Certified, Canadian Construction Association

LENGTH OF EXPERIENCE

20 years in Construction

2 years at Keller

STAFF CAPACITY

Ngan is a full-time member of Keller's team and has capacity for the Clearview Lodge Expansion and Renovation Project. Keller will not have to hire or contract a new Project Manager to complete TDHF's project.

EXCEEDING QUALIFICATIONS

- Certified as a Gold Seal Project Manager, demonstrating excellence in her construction career
- Extensive experience building multi-unit housing projects that have complex logistical components
- Well versed in projects with multiple stakeholders, including housing projects with a government funding body, such as Alberta Social Housing Corporation
- Previous experience on renovation projects that are occupied during construction, including projects where individuals were moved spaces and then moved back to renovate the full building

GREG SNEEP, RSE

SUPERINTENDENT

ROLE ON PROJECT: PROJECT SUPERINTENDENT

RELEVANT EXPERIENCE

Emmanuel Seniors Living Society - The Lighthouse Seniors Home | Edmonton, AB

\$40,800,000 | 2022- 2025 | CCDC 5B to CCDC 2

Superintendent. Construction of a supportive living facility including 101 units, a commercial kitchen, significant social spaces, a pharmacy, medical office, and on-site nursing staff alcoves.

- ✓ Multi-Unit Building
- ✓ Senior Housing
- ✓ Multiple Stakeholders
- ✓ Complex Logistics
- ✓ CM Contract

Emmanuel Seniors Living Society - North Expansion | Edmonton, AB

\$18,000,000 | 2018- 2020 | CCDC 5B to CCDC 2

Superintendent. Pre-construction services and construction of 50 units plus amenity spaces and a parkade, completed while the facility was occupied.

- ✓ Multi-Unit Building
- ✓ Senior Housing
- ✓ Expansion Project
- ✓ Occupied
- ✓ Multiple Stakeholders
- ✓ Complex Logistics
- ✓ CM Contract

Emmanuel Seniors Living Society - East Expansion | Edmonton, AB

\$11,000,000 | 2008- 2010 | CCDC 5B to CCDC 2

Superintendent. Pre-construction services and construction of additional units and amenity spaces, completed while the facility was occupied.

- ✓ Multi-Unit Building
- ✓ Senior Housing
- ✓ Expansion Project
- ✓ Occupied
- ✓ Multiple Stakeholders
- ✓ Complex Logistics
- ✓ CM Contract

Days Inn by Wyndham - Heartland Hotel | Lamont, AB

\$5,500,000 | 2011- 2012 | CCDC 5B

Superintendent. This project was a modular construction project in Lamont for a three-storey hotel with 56 suites.

- ✓ Multi-Unit Building
- ✓ Multiple Stakeholders
- ✓ Complex Logistics
- ✓ CM Contract
- ✓ Rural Community

Edmonton Catholic Schools - Our Common Home | Edmonton, AB

\$6,200,000 | 2022- 2023 | CCDC 2

Superintendent. Full interior renovation including decanting of staff to various areas to complete the renovation work.

- ✓ Multi-Unit Building
- ✓ Multiple Stakeholders
- ✓ Complex Logistics
- ✓ CM Contract
- ✓ Rural Community

PROFESSIONAL CREDENTIALS

Journeyman Red Seal Carpenter,
Northern Alberta Institute of Technology

Alberta Construction Safety Association:

OH&S Legislation Awareness
Communication and Ethics for the Safety Leader
Contractor Management
Hazard Management
Leadership for Safety Excellence
Supervising Ground Disturbance
Worksite Investigation Basics

LENGTH OF EXPERIENCE

25 years in Construction

4 years at Keller

STAFF CAPACITY

Greg is a full-time member of Keller's team and has capacity for the Clearview Lodge Expansion and Renovation Project. Keller will not have to hire or contract a new Superintendent to complete TDHF's project.

EXCEEDING QUALIFICATIONS

- Extensive experience building and expanding seniors housing projects that are occupied
- Greg endears himself to the seniors communities that he's had the privilege to work with and has the perfect personality and disposition to manage expansion and renovation projects for this community
- Substantial certifications demonstrating his safety knowledge, with a long record of managing safe project sites

HARRY NGUYEN

PROJECT COORDINATOR

ROLE ON PROJECT: PROJECT COORDINATOR

RELEVANT EXPERIENCE

Granisle Senior Citizens Association - Senior's Housing | Granisle, BC
\$7,000,000 | 2024- 2025 | CCDC 5B

Project Coordinator. Pre-construction services and construction of a single-storey, wood-frame senior citizen's housing building including amenity spaces and site works.

- ✓ Multi-Unit Building
- ✓ Senior Housing
- ✓ Rural Community
- ✓ Multiple Stakeholders
- ✓ Complex Logistics
- ✓ CM Contract

Twin Brooks GP Ltd. - The Sanctuary Housing | Edmonton, AB
\$16,400,000 | 2025- 2026 | CCDC 5B

Project Coordinator. Pre-construction services and construction of a 4-storey wood-frame multi-unit building with 66 units, amenity spaces, and 2 levels of underground parking.

- ✓ Multi-Unit Building
- ✓ Complex Logistics
- ✓ CM Contract

United Auto Parts Inc. - NAPA Warehouse Expansion | Edmonton, AB

- ✓ Renovation
- ✓ Occupied
- ✓ Complex Logistics
- ✓ CM Contract

West Edmonton Hyundai - Renovation and Expansion | Edmonton, AB

- ✓ Renovation
- ✓ Occupied
- ✓ Complex Logistics
- ✓ CM Contract

Qualico Properties - Redstone Market | Calgary, AB

- ✓ Renovation
- ✓ Occupied
- ✓ Complex Logistics
- ✓ CM Contract

Cineplex Entertainment - Theater Renovation | Regina, SK

- ✓ Renovation
- ✓ Occupied
- ✓ Complex Logistics
- ✓ CM Contract

PROFESSIONAL CREDENTIALS

Construction Project Management,
Southern Alberta Institute of Technology

Contractor Management, Alberta
Construction Safety Association

CSTS-2020, Alberta Construction Safety
Association

LENGTH OF EXPERIENCE

4 years in Construction

1 year at Keller

STAFF CAPACITY

Harry is a full-time member of Keller's team and has capacity for the Clearview Lodge Expansion and Renovation Project. Keller will not have to hire or contract a new Project Coordinator to complete TDHF's project.

EXCEEDING QUALIFICATIONS

- Extensive experience coordinating renovation projects, providing organized documentation and timely updates
- Harry is a rising star at Keller, hungry to learn more and gain experience in his career, a perfect coordinator for a complex and occupied expansion and renovation project

CARRIE LALONDE, NCSO, CRSP

DIRECTOR, HEALTH AND SAFETY

ROLE ON PROJECT: CONSTRUCTION SAFETY MANAGER



RELEVANT EXPERIENCE

Granisle Senior Citizens Association - Senior's Housing | Granisle, BC
\$7,000,000 | 2024- 2025 | CCDC 5B

Director, Health & Safety. Pre-construction services and construction of a single-storey, wood-frame senior citizen's housing building including amenity spaces and site works.

- ✓ Multi-Unit Building
- ✓ Senior Housing
- ✓ Rural Community
- ✓ Multiple Stakeholders
- ✓ Complex Logistics
- ✓ CM Contract

Twin Brooks GP Ltd. - The Sanctuary Housing | Edmonton, AB
\$16,400,000 | 2025- 2026 | CCDC 5B

Director, Health & Safety. Pre-construction services and construction of a 4-storey wood-frame multi-unit building with 66 units, amenity spaces, and 2 levels of underground parking.

- ✓ Multi-Unit Building
- ✓ Complex Logistics
- ✓ CM Contract

City of Edmonton - Rapid Affordable Housing | Edmonton, AB
\$28,400,000 | 2024- 2023 | CCDC 5B

Director, Health & Safety. This project included a four storey building containing 63 units of affordable housing in the Holyrood community.

- ✓ Multi-Unit Building
- ✓ Multiple Stakeholders
- ✓ Complex Logistics
- ✓ CM Contract

Fort Nelson Aboriginal Friendship Society - Linda's Friendship Lodge | Fort Nelson, BC

\$9,000,000 | 2026- 2027 | CCDC 5B

Director, Health & Safety. Pre-construction services and construction of a 3-storey wood frame affordable and supportive housing, accomodating 24 units plus amenity spaces.

- ✓ Multi-Unit Building
- ✓ Multiple Stakeholders
- ✓ Complex Logistics
- ✓ Rural Community
- ✓ CM Contract

BC Housing - Agnes Supportive Housing | New Westminster, BC
\$22,700,000 | 2024- 2026 | CCDC 5B to CCDC 2

Director, Health & Safety. Pre-construction services and construction of a 6-storey wood frame building with 52 units of supportive housing and amenities. Project was completed with multiple stakeholders including BC Housing

- ✓ Multi-Unit Building
- ✓ Multiple Stakeholders
- ✓ Complex Logistics
- ✓ CM Contract

EDUCATION AND CERTIFICATIONS

National Construction Safety Officer, Alberta Construction Safety Association

Occupational Health and Safety Certification, University of Alberta

ACSA Regional Safety Committee, Member

Canadian Society of Safety Engineers, Member

Auditor Training, ACSA

Health and Safety Committee Representative, ACSA

Leadership for Safety Excellence, ACSA

LENGTH OF EXPERIENCE

23 years in Construction

2 years at Keller

STAFF CAPACITY

Carrie is a full-time member of Keller's team and has capacity for the Clearview Lodge Expansion and Renovation Project. Keller will not have to hire or contract a Project Manager to complete TDHF's project.

EXCEEDING QUALIFICATIONS

- An important member of various safety committees which oversee safety standards across the industry
- Extensive experience ensuring the safe work on numerous multi-unit housing projects
- Carrie is currently an integral part of brand new safety certification research being developed for the industry

MARC BROWN, BSCE, PQS, GSC

CHIEF ESTIMATOR



RELEVANT EXPERIENCE

Twin Brooks GP Ltd. - The Sanctuary Housing | Edmonton, AB
\$16,428,983 | March 2025- October 2026 | CCDC 5B

Lead Estimator. Pre-construction services and construction of a 4-storey wood-frame multi-unit building with 66 units, amenity spaces, and 2 levels of underground parking.

- ✓ Multi-Unit Building
- ✓ CM Contract
- ✓ Complex Logistics

Fort Nelson Aboriginal Friendship Society - Linda's Friendship Lodge | Fort Nelson, BC

\$9,000,000 | May 2026- June 2027 | CCDC 5B

Lead Estimator. Pre-construction services and construction of a 3-storey wood frame affordable and supportive housing building accomodating 24 units plus amenity spaces.

- ✓ Multi-Unit Building
- ✓ Rural Community
- ✓ Multiple Stakeholders
- ✓ CM Contract
- ✓ Complex Logistics

BC Housing - Agnes Supportive Housing | New Westminster, BC
\$22,784,443 | 2024- 2026 | CCDC 5B to CCDC 2

Lead Estimator. Pre-construction services and construction of a 6-storey wood frame building with 52 units of supportive housing and amenities.

- ✓ Multi-Unit Building
- ✓ Complex Logistics
- ✓ Multiple Stakeholders
- ✓ CM Contract

Private Pension Partners - 634 Portage Ave | Winnipeg, MB

\$75,000,000 | 2022-2023 | CCDC 5B

Lead Estimator. A 21 story 120,000 sf mixed use residential building that included the construction of 246 residential suites, 8 commercial retail units, restaurant, multi-purpose spaces and 200 stall above grade parkade.

- ✓ Multi-Unit Building
- ✓ Complex Logistics
- ✓ Multiple Stakeholders
- ✓ CM Contract

Wahbung Abinoonjiag - Women's Transitional Housing | Winnipeg, MB
\$14,000,000 | 2022- 2023 | CCDC 5B

Lead Estimator. A 26 unit multi-family transitional house with a counselling and healing centre, common kitchen, and child care.

- ✓ Multi-Unit Building
- ✓ Complex Logistics
- ✓ Multiple Stakeholders
- ✓ CM Contract

EDUCATION AND CERTIFICATIONS

Bachelors of Science in Civil Engineering, University of Alberta

Business Analysis Citation, University of Alberta

Gold Seal Certified, Canadian Construction Association

Professional Quantity Surveyor, Canadian Institute of Quantity Surveyors

LENGTH OF EXPERIENCE

19 years in Construction

2 years at Keller

STAFF CAPACITY

Marc is a full-time member of Keller's team and has capacity for the Clearview Lodge Expansion and Renovation Project. Keller will not have to hire or contract a new Estimator to complete TDHF's project.

EXCEEDING QUALIFICATIONS

- Gold Seal Estimator and Professional Quantity Surveyor Certifications, demonstrating excellence in his estimating career
- Extensive experience providing transparent and accurate costing for multi-unit housing clients
- Adept at establishing subcontractor relationships, providing clients best pricing on their projects



4.0

FEES

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 twenty nine thousand
A total fixed fee of seven hundred dollars \$ 29,700
- Broken down, if desired, as follows:
- (1) Design development / construction documents phase \$ 19,800
- (2) Procurement phase \$ 9,900

- .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>340,360.15</u>
2. Charges for long distance telephone and facsimile communications, courier services, reproduction of trade contract documents incurred in relation to the performance of this <i>Contract</i> .	\$ <u>0.00</u>
3. The cost of <i>Project</i> specific information technology support in accordance with the method determined by the parties.	\$ <u>0.00</u>
4. Deposits lost, provided that they are not caused by negligent acts or omissions of the <i>Construction Manager</i> and the <i>Pre-construction Services</i> are performed in accordance with this <i>Contract</i> .	\$ <u>0.00</u>
5. The costs to the <i>Construction Manager</i> that result from any <i>Subcontractor's</i> insolvency or failure to perform.	\$ <u>0.00</u>
6. Charges levied by authorities having jurisdiction at the <i>Place of the Work</i> .	\$ <u>0.00</u>
7. Royalties, patent licence fees and damages for infringement of patents and cost of defending suits therefore.	\$ <u>0.00</u>
8. Any adjustment in taxes and duties directly related to the <i>Project</i> for which the <i>Construction Manager</i> is liable.	\$ <u>0.00</u>
9. Losses and expenses sustained by the <i>Construction Manager</i> for matters which are the subject of the insurance coverages obtained pursuant to GC 11.1 – INSURANCE when such losses and expenses are not recoverable because the amounts are in excess of collectible amounts, within the deductible amounts or are not insurable.	\$ <u>0.00</u>
10. The costs incurred due to emergencies affecting the safety of persons or property.	\$ <u>0.00</u>
11. Legal costs, incurred by the <i>Construction Manager</i> in relation to the performance of the <i>Pre-construction Services</i> provided that they are not caused by negligent acts or omissions of the <i>Construction Manager</i> and the <i>Pre-construction Services</i> are performed in accordance with this <i>Contract</i> .	\$ <u>0.00</u>
Total estimated reimbursable expenses	\$ <u>340,360.15</u>

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

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

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

7.1.2 A percentage fee of _____ percent (3.47 %) 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.

three point four seven

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: Keller Construction Ltd.
Printed Name of Authorized Representative: David Chase	Date: March 30, 2026
Title of Authorized Representative: VP, Project Development	

Assumptions, exclusions, allowances, markups, rates for additional services, own-forces work, and extraordinary conditions:

Please note that for the rates provided in Appendix C, the superintendent and assistant superintendent rates are blended to include 11 hours of overtime per week, and the labourer and carpenter rates are blended to include 6 hours of overtime per week.

All costs of work will be competitively tendered with back up provided before recommendations are made to TDHF & ASHC.

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 []% 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
Site Superintendent	Hour	\$104.50
Assistant Superintendent	Hour	\$82.50
Project Manager	Hour	\$99.00
Estimator	Hour	\$76.00
Safety Officer	Hour	\$60.00
Labourer	Hour	\$52.00
Carpenter	Hour	\$65.00
Project Coordinator	Hour	\$67.00



Nak'azdli Whut'en Community Housing Project

MONTHLY STATUS REPORT #08 – MAY 2026





NAK'AZDLI WHUT'EN COMMUNITY HOUSING PROJECT
Monthly Status Report – May 2025

SUMMARY

During the months of April and May 2025, work progressed at different stages across all buildings. In the Elders Building, interior work focused on partitioning and slab pours, rough-in and getting ready for wall insulation and vapour barrier. For the Youth building the slab on grade was completed and the interior framing was completed. Also work on the attic insulation started along with venting and in wall rough-in. Two of the Town Home buildings were completed and the slab work is complete for building one and well underway on all for building two and three.

SCHEDULE (See attached Schedule Update)

The BC Hydro delay impacts are removed pending final BC Hydro design. This issue will be revisited when the final design is available, the work is in the BC Hydro cue and the work can be accurately scheduled for site.

Work completed through April and May 2025.

Elders Building

- Slab on grade prep
- Attic insulation and drywall completed (Less common area)
- Mechanical and Electrical Rough-in (75% complete)
- Window installs complete.
- Waterline (Service) started.

Youth Building

- Slab on grade completed
- Interior framing completed
- Roofing completed
- Start of attic insulation.
- Window install started.

Town Home Buildings

- Townhome 3 framing complete and roofing started
- Townhome 3 rough-in venting started
- Townhome 3 slab on grade prep complete
- Townhome 2 framing 90% complete
- Townhome 1 slab on grade completed

Work Planned for June 2025.

Elders Building

- Complete building wrap and insulation
- Rough-in suites complete
- Ready for interior insulation and vapour barrier
- Pour all available slab on grade (Less common area required for BC Hydro install).
- Site servicing complete (Service water and sewer connections)



NAK'AZDLI WHUT'EN COMMUNITY HOUSING PROJECT
Monthly Status Report – May 2025

Youth Building

- Finish window install and start building wrap and insulation
- Complete ceiling insulation and drywall
- Start mechanical (Plumbing and HVAC) and electrical ceiling chase rough-in
- Start water service connections

Town Home Buildings

- Complete all framing
- Complete slab on grade work

Site

- Final Grading

Milestone Reporting

Milestone Reporting			
Milestone Name	Contract Schedule	Tracking	Recovery Plan Required
Construction Start Milestone	2024-08-06	2024-08-06	Finished
Concrete Foundations Complete - Elders Apartments	2024-12-13	2024-11-29	Finished
Concrete Foundations Complete - Youth Apartments	2025-01-10	2024-12-03	Finished
Concrete Foundations Complete - Townhouse Buildings	2025-03-13	2025-05-30	Finished
Backfill Complete - Elders Apartments	2024-11-28	2025-04-11	Finished
Backfill Complete - Youth Apartments	2025-01-02	2025-04-29	Finished
Backfill Complete - Townhouse Buildings	2025-03-05	2025-05-22	Finished
Framing Complete - Elders Apartments	2025-03-04	2025-04-08	Finished
Framing Complete - Youth Apartments	2025-03-28	2025-06-03	No
Framing Complete - Family Townhouse Units	2025-06-12	2025-07-15	No
Preboard (Rough-in) Inspections Complete - Elders Apartments	2025-04-29	2025-06-26	No
Preboard (Rough-in) Inspections Complete - Youth Apartments	2025-05-27	2025-07-31	No
Preboard (Rough-in) Inspections Complete - Family Townhouse Units	2025-07-18	2025-07-25	No
Occupancy - Elders Apartments	2025-08-20	2025-11-11	No
Occupancy - Youth Apartments	2025-10-03	2025-11-18	No
Occupancy - Family Townhouse Units	2025-11-05	2025-11-19	No
Sitework Complete (Hard Surfaces & Landscaping)	2025-08-21	2025-10-23	No
Project Substantial Performance	2025-11-19	2025-11-19	No



NAK'AZDLI WHUT'EN COMMUNITY HOUSING PROJECT
Monthly Status Report – May 2025

BUDGET / FINANCIAL FORECAST

PCCO 003 ISSUED JANUARY 08, 2025, requires review and change order approval.

		Original Contract Sum	\$15,413,656.00		
		Approved Change Orders	-\$13,817.60		
		Revised Contract Sum	\$15,399,838.40		
		Ready for Issue Quoted, Pending Approval	\$23,928.96		
		Forecast (ROM) Pending Quote	\$59,740.04		
		Forecast Revised Contract Sum	\$15,483,507.40		
(PCCO) Prime Contract Change Order					
PCCO#	Title	Status	Amount	Date Approved	Owner CO No.
002	SI-006R Fire Alarm Revisions	Pending In Review	-\$13,817.60		Pending final signature
000	(Copy and insert row)	Approved	\$0.00		
	SUBTOTAL APPROVED:		-\$13,817.60		
PCCO#	Title	Status	Amount	Date Issued	
003	Two toned PVC frames	Pending In Review	\$23,928.96	2025-01-08	Pending approval
000	(Copy and insert row)	Pending In Review	\$0.00		Pending Issue
	SUBTOTAL PENDING APPROVAL:		\$23,928.96		
CE #	Change Event Title	Status	Amount	Comments	
004	SI-005R2 - Townhome Distribution	Pending Issue	\$9,158.48	Pending Issue	
005	SI-010 Eve and Roofing Clarifications	Pending In Review	\$35,000.00	Pending Issue	
006	SI-014R1 Roof Hatch change and Elect Distr. change	Pending In Review	-\$4,872.82	Pending Issue	
006	SI-017 Add type X denseglass at Town Home soffit	Pending In Review	\$2,263.20	Pending Issue	
006	SI-016 Slab recess for shower bases	Pending In Review	-\$4,872.82	Pending Issue	
004	SI-003 Landscape Pavers	Forecast (ROM)	\$8,064.00	Pending formal quote from landscaper	
019	SI-011 Plant Schedule Revisions	Forecast (ROM)	\$0.00	No cost	
019	SI-013 Door hardware revisions	Forecast (ROM)	\$7,500.00	Pending trade pricing	
019	SI-015 Delete dishwasher receptacles	Forecast (ROM)	-\$2,500.00	Pending trade pricing	
019	Radon piping due to structural conflict	Forecast (ROM)	\$10,000.00		
	SUBTOTAL (ROM) FORECAST:		\$59,740.04		
Pending formal pricing and or formal scope confirmation					
CE #	Cancelled	Status	Amount	Comments	
PCCO-001	Geothermal scoping study	Cancelled	\$27,950.00	Cancelled by Client	
007	SI-005R1 Townhome Meter Revision	Forecast (ROM)	\$0.00	Cancel - Re-issued as R2	
021	SI-008 Colour selections and elevation cladding revision	Forecast (ROM)	\$0.00	Superseded by SI-008R1	
0			\$0.00		
	SUBTOTAL CANCELLED:		\$27,950.00		

NAK'AZDLI WHUT'EN COMMUNITY HOUSING PROJECT
Monthly Status Report – May 2025



CASH FLOW FORECAST

Earned Value Forecast	
Month (1-15)	9
Time (Percent Complete)	65%
Forecast Cashflow	\$7,952,834.15
Forecast Cashflow Percentage	52%
Invoiced to Date	\$7,120,189.71
Invoiced to Date Percentage	46%

CASHFLOW FORECAST						
Billing Month	Baseline Forecast Monthly	Updated Forecast Monthly	Cumulative	Committed Value (Incl Po's)	Actual Monthly	Actual Cumulative
Aug-24	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Sep-24	\$281,850.00	\$458,448.50	\$458,448.50	\$2,456,354.00	\$458,448.50	\$458,448.50
Oct-24	\$1,016,092.01	\$1,000,341.74	\$1,458,790.24	\$2,687,956.00	\$1,000,341.74	\$1,458,790.24
Nov-24	\$895,447.81	\$858,011.92	\$2,316,802.16	\$3,546,825.00	\$858,011.92	\$2,316,802.16
Dec-24	\$931,423.10	\$249,673.27	\$2,566,475.43	\$2,150,063.00	\$249,673.27	\$2,566,475.43
Jan-25	\$1,162,613.96	\$808,466.65	\$3,374,942.08	\$1,899,525.00	\$808,466.65	\$3,374,942.08
Feb-25	\$1,384,410.76	\$1,060,301.00	\$4,435,243.08	\$1,250,006.00	\$1,060,301.78	\$4,435,243.86
Mar-25	\$1,166,451.36	\$956,826.86	\$5,392,069.94	\$756,231.00	\$956,826.86	\$5,392,070.72
Apr-25	\$1,166,451.36	\$966,451.36	\$6,358,521.30	\$125,632.00	\$798,975.03	\$6,191,045.75
May-25	\$1,294,312.86	\$1,594,312.86	\$7,952,834.15	\$175,496.00	\$929,143.96	\$7,120,189.71
Jun-25	\$1,713,175.61	\$1,613,175.61	\$9,566,009.76	\$0.00	\$0.00	\$0.00
Jul-25	\$1,152,948.82	\$1,652,948.82	\$11,218,958.58	\$0.00	\$0.00	\$0.00
Aug-25	\$921,757.96	\$1,421,757.96	\$12,640,716.55	\$0.00	\$0.00	\$0.00
Sep-25	\$921,757.96	\$1,167,977.02	\$13,808,693.57	\$0.00	\$0.00	\$0.00
Oct-25	\$702,481.21	\$902,481.21	\$14,711,174.79	\$0.00	\$0.00	\$0.00
Nov-25	\$702,481.21	\$702,481.21	\$15,413,656.00	\$0.00	\$0.00	\$0.00
Total	\$15,413,656.00	\$15,413,656.00		\$15,048,088.00	\$7,120,189.71	

RFI UPDATE

See APPENDIX A – Open RFI Log.

SUBMITTAL UPDATE

See APPENDIX B – Open Submittal Log.

SITE PHOTOS

SEE APPENDIX C – May 2025 Photos

Risk Register

Project Number 42-035
 Project Name 602 Agnes
 Owner BC Housing
 Date 2026-03-30

Risk/Opportunity Identification							
Item	Item Description	Details	Status	Date Identified	Early Trigger	Added By	Category
010	Construction & Management						
010.01	LOA & Travel	Site is located outside of primary area of work and will be required to carry LOA for all keller personnel. Anticipated a total of 5 people including 1 Super, 1 GF, 3 crew.	Mitigated	2025-03-01	Project Start	MB	Construction & Management
020	Project Resources						
020.01	Labour availability	Labour strategy is based on hiring local general formen. Keller is new to vancouver market.	Closed	2025-03-15	Project Start	MB	Project Resources
030	Site Conditions						
030.01	Off-Sitework	A major scope of work is to be done rerouting site services in front of the building. Req traffic detour, ped detour and road closure.	Open	2025-03-01	Closure permits Obtained spring 2026.	MB	Site Conditions
030.02	Traffic Impact	Road closure required for construction duration to facilitate just in time deliveries.	Mitigated	2025-03-01	Project Start	MB	Site Conditions
030.03	Water Treatment	Excessive rain fall is typical for the region requiring water storage and treatment for turbidity prior to release into storm sewer.	Mitigated	2025-03-01	Winter Conditions	MB	Site Conditions
030.04	Site Congestion	Zero lot line on site. No laydown available.	Open	2025-03-01	Delivery Delays	MB	Site Conditions
030.05	Site Congestion	Zero lot line on site. No laydown available.	Open	2025-03-01	Delivery Delays	MB	Site Conditions
040	Design						
040.01	Delegated Design for Shoring	Delegated Design is not typical in this region for shoring requirements.	Closed	2025-03-15	Tendering	MB	Design
Total Costs							

Impact Analysis			Mitigation / Action Plan				COMMENTS
Gross Impact (\$)	Probability (%)	Total Risk (\$)	Mitigation Strategy	Mitigation Costs	Contingency Allowance	Owner	
\$ 935,280		\$ 467,640		\$ 311,760	\$ 77,940		
\$ 935,280.00	50%	\$ 467,640	Confirm monthly rates carry value as allowance. Anticipate local positions for carpentry and labour.	\$ 311,760.00	\$ 77,940.00	NN	
\$ 150,000		\$ 45,000		\$ -	\$ -		
\$ 150,000	30%	\$ 45,000	Perform early engagement for personnel hiring in the area.	\$ -	\$ -	NN	
\$ 390,000		\$ 304,000		\$ 895,000	\$ -		
\$ 80,000	30%	\$ 24,000	Manage through subcontractor work plans, safework plan, scheduling to assess full impact prior to proceeding with work.	\$ -	\$ -	NN	
\$ 250,000	100%	\$ 250,000	Include costing for road closures based on city assessment	\$ 250,000	\$ -		
\$ 60,000	50%	\$ 30,000	Allow for water storage and pumps during heavy rain periods.	\$ 40,000	\$ -		
compounding.	High		Include use of tower crane for construction, to be on site through to envelope completion.	\$ 420,000	\$ -		
compounding.	High		Utilize raised, stacking trailers to keep additional access on slopped site.	\$ 185,000	\$ -		
\$ 5,000,000		\$ -		\$ -	\$ -		
\$ 5,000,000	Very Low	\$ -	Insure proper insurance coverage, and scope coverage is in place.	\$ -	\$ -		
\$ 6,475,280		\$ 816,640		\$ 1,206,760	\$ 77,940		



Keller Construction Ltd.
11430 160 St NW
Edmonton, Alberta T5M 3Y7
Canada

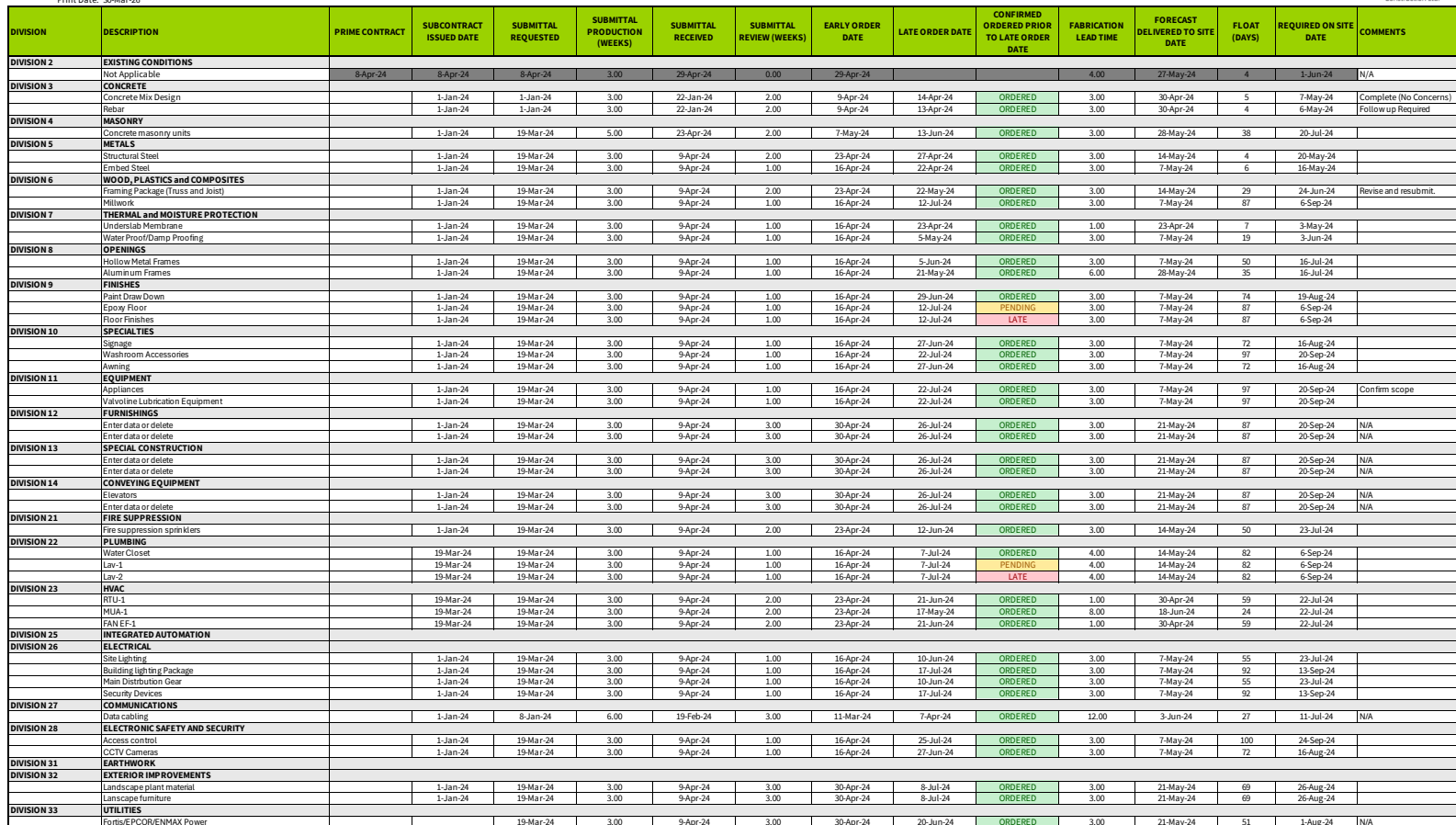
Printed on Mon Mar 30, 2026 at 10:18 am MDT

Job #: 24049 BC Housing New Westminster
68 -6th Street
New Westminster British Columbia. V3L 2Z7

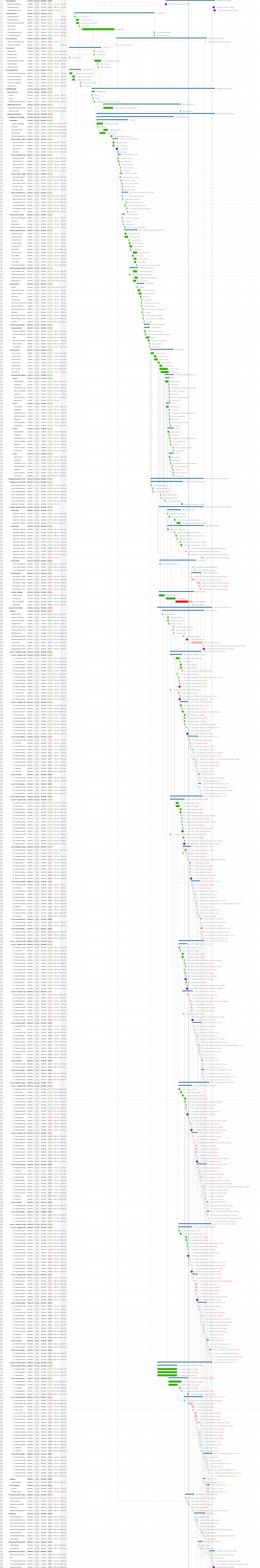
Change Orders: Prime contract (14)

Contract	#	Revision	Title	Date Initiated	Contract Company	Designated Reviewer	Due Date	Review Date	Status	Signatures Required	Amount
Prime contract #24049	022	0	Elevator Tariff Cost Impact	1/6/26	BC HOUSING MANAGEMENT COMMISSION	Unassigned	1/20/26	1/28/26	Approved		\$24,693.00
Prime contract #24049	018	2	Bonding Fee Increase	12/16/25	BC HOUSING MANAGEMENT COMMISSION	Unassigned	3/18/26	3/26/26	Approved		\$25,940.00
Prime contract #24049	017	1	PCN-13.1 - Accessible Unit Appliances	12/1/25	BC HOUSING MANAGEMENT COMMISSION	Unassigned		3/11/26	Approved		\$9,837.16
Prime contract #24049	015	0	PCN-12.0 & SI-19.2 - Commercial Kitchen 116 Ceiling	12/1/25	BC HOUSING MANAGEMENT COMMISSION	Unassigned	12/8/25	1/16/26	Approved		\$10,525.57
Prime contract #24049	014	0	Outdoor Unit Substation Cost Savings	11/19/25	BC HOUSING MANAGEMENT COMMISSION	Unassigned	11/26/25	1/6/26	Approved		(\$25,000.00)
Prime contract #24049	013	0	Light Fixture Cost Savings & SI-23.0	11/17/25	BC HOUSING MANAGEMENT COMMISSION	Unassigned	11/20/25	1/6/26	Approved		(\$5,808.10)
Prime contract #24049	012	0	PTA#1 - Structural Thermal Break Compression Blocks	10/28/25	BC HOUSING MANAGEMENT COMMISSION	Unassigned	10/31/25	12/1/25	Approved		\$44,699.62
Prime contract #24049	009	1	PCN-9.0 (ESI-08) Secondary Feeders	9/30/25	BC HOUSING MANAGEMENT COMMISSION	Unassigned	11/7/25	12/1/25	Approved		\$16,680.35
Prime contract #24049	008R1	1	PCN-8.0 (ESI-05) ERV and CU Coordination	9/30/25	BC HOUSING MANAGEMENT COMMISSION	Unassigned	11/7/25	12/1/25	Approved		\$10,819.36
Prime contract #24049	005	0	PCN-4.0 (DSI-001, MSI-002) Generator Rm & Ducting	9/30/25	BC HOUSING MANAGEMENT COMMISSION	Unassigned	10/6/25	10/21/25	Approved		\$17,151.63
Prime contract #24049	004	0	PCN-10.1 - Cladding Changes	9/29/25	BC HOUSING MANAGEMENT COMMISSION	Unassigned	10/6/25	10/21/25	Approved		(\$180,000.00)
Prime contract #24049	003	0	SI-5.0 (CSI-002) Watermain Tie-in	8/18/25	BC HOUSING MANAGEMENT COMMISSION	Unassigned	10/6/25	10/21/25	Approved		\$18,464.20
Prime contract #24049	002	1	PCN - 01 Offsite Main Power	3/26/25	BC HOUSING MANAGEMENT COMMISSION	Unassigned	7/16/25	10/21/25	Approved		\$39,191.05
Prime contract #24049	001	1	PCN 02.1 - Offsite Services	3/26/25	BC HOUSING MANAGEMENT COMMISSION	Unassigned	1/19/26	2/20/26	Approved		\$13,037.60

Total: \$20,231.44

[illegible]

Clearview Lodge Expansion and Modernization



ISSUE FOR TENDER ESTIMATE

Project Name: 602 Agnes Supportive Housing, New Westminster, BC

Owner: BC Housing

Revision: Class A - December 16, 2024



BUDGET VALUES				
Item	Description	Dec 16th, 2024 Total Cost	Nov 13th, 2024 Total Cost	Nov 4th, 2024 Submission
Project Total		\$ 22,813,026	\$ 22,892,724	\$ 22,419,183
10	Preconstruction Services Fee	\$ 24,000	\$ 24,000	\$ 24,000.00
20	CM Fee for the Work	\$ 717,330	\$ 719,839	\$ 704,933
10	Total GRS & Cost of Work	\$ 22,071,696	\$ 22,148,886	\$ 21,690,250
30	General Requirements (Division 1)	\$ 2,476,667	\$ 2,553,857	\$ 2,603,904
01	Superintendent	\$ 427,778	\$ 427,778	\$ 427,778
	Assistant Superintendent/Site Foreperson	\$ 334,000	\$ 334,000	\$ 334,000
	Project Manager	\$ 307,000	\$ 307,000	\$ 307,000
	Project Coordinator	\$ 94,000	\$ 94,000	\$ 94,000
	Safety Office/First Aid	\$ 60,000	\$ 60,000	\$ 60,000
02	Worker's Safety / First Aid	\$ 10,000	\$ 10,000	\$ 10,000
03	Site Office - Temporary Facilities	\$ 66,667	\$ 66,667	\$ 66,667
04	Site Security Costs	\$ 27,944	\$ 27,944	\$ 87,444
06	Vehicles	\$ 53,333	\$ 53,333	\$ 53,333
08	Equipment and Tools	\$ 18,000	\$ 18,000	\$ 18,000
09	Hoisting	\$ 102,000	\$ 102,000	\$ 102,000
11	Temporary Power	\$ 88,889	\$ 88,889	\$ 88,889
12	Temporary Heat / Dehumidification	\$ 136,000	\$ 136,000	\$ 136,000
	Temporary Water Supply	\$ 4,000	\$ 4,000	\$ 4,000
13	Temporary Washroom	\$ 7,778	\$ 36,000	\$ 36,000
13	General Waste Disposal	\$ 31,000	\$ 31,000	\$ 31,000
14	Final Clean	\$ 37,000	\$ 37,000	\$ 37,000
16	Quality Control	\$ 5,000	\$ 5,000	\$ 5,000
17	Surveys	\$ 26,000	\$ 26,000	\$ 26,000
18	Project Documentation	\$ 3,000	\$ 3,000	\$ 3,000
19	Civil Costs	\$ 42,000	\$ 42,000	\$ 42,000
20	Insurance	\$ 16,667	\$ 16,667	\$ 16,667
21	Bonds	\$ 95,000	\$ 143,968	\$ 134,515
22	Testing	\$ 95,000	\$ 95,000	\$ 95,000
24	Allowances	\$ 372,611	\$ 372,611	\$ 372,611
25	Site Maintenance	\$ 16,000	\$ 16,000	\$ 16,000
40	Cost of Work	\$ 19,595,029	\$ 19,595,029	\$ 19,086,346
02.00.00	Division 2 - Existing Conditions	\$ 13,568	\$ 13,568	\$ 13,568.00
255	Survey	\$ 13,568	\$ 13,568	\$ 13,568
03.00.00	Division 3 - Concrete	\$ 1,942,086	\$ 1,942,086	\$ 1,942,086
110	Formwork	\$ 903,838	\$ 903,838	\$ 903,838
200	Concrete Reinforcing	\$ 347,728	\$ 347,728	\$ 347,728
300	Concrete Supply	\$ 515,027	\$ 515,027	\$ 515,027
350	Concrete Pump, Place & Finish	\$ 175,493	\$ 175,493	\$ 175,493
04.00.00	Division 4 - Masonry	\$ 829,840	\$ 829,840	\$ 829,840
200	Masonry	\$ 829,840	\$ 829,840	\$ 829,840
05.00.00	Division 5 - Metals	\$ 403,586	\$ 403,586	\$ 350,607
100	Structural Steel/Misc. Metals	\$ 403,586	\$ 403,586	\$ 350,607
06.00.00	Division 6 - Wood, Plastics, and Composites	\$ 2,627,258	\$ 2,627,258	\$ 2,627,258
100	Rough Carpentry & Wood Framing	\$ 560,767	\$ 560,767	\$ 560,767
110	Structural Wood	\$ 805,944	\$ 805,944	\$ 805,944

ISSUE FOR TENDER ESTIMATE

Project Name: 602 Agnes Supportive Housing, New Westminster, BC

Owner: BC Housing

Revision: Class A - December 16, 2024



BUDGET VALUES				
Item	Description	Dec 16th, 2024 Total Cost	Nov 13th, 2024 Total Cost	Nov 4th, 2024 Submission
200	Finish Carpentry	\$ 1,260,547	\$ 1,260,547	\$ 1,260,547
07.00.00	Division 7 - Thermal and Moisture Protection	\$ 1,283,349	\$ 1,283,349	\$ 1,283,349
100	Dampproofing & Waterproofing	\$ 82,927	\$ 82,927	\$ 82,927
210	Thermal Insulation	\$ 61,658	\$ 61,658	\$ 61,658
400	Cementitious Wall Panels & Metal Cladding	\$ 708,564	\$ 708,564	\$ 708,564
500	Roofing	\$ 374,151	\$ 374,151	\$ 374,151
840	Firestopping	\$ 28,377	\$ 28,377	\$ 28,377
920	Joint Sealant	\$ 27,672	\$ 27,672	\$ 27,672
08.00.00	Division 8 - Openings	\$ 1,011,475	\$ 1,011,475	\$ 1,011,475
300	Metal Doors, Wood Doors & Hardware	\$ 681,840	\$ 681,840	\$ 681,840
330	Counter Shutter	\$ 5,600	\$ 5,600	\$ 5,600
400	Curtain Wall & Glazing	\$ 157,088	\$ 157,088	\$ 157,088
530	Vinyl Windows	\$ 166,947	\$ 166,947	\$ 166,947
09.00.00	Division 9 - Finishes	\$ 1,513,393	\$ 1,513,393	\$ 1,513,391
200	Gypsum Board	\$ 808,375	\$ 808,375	\$ 808,375
505	Linoleum Flooring & Tactile Stips	\$ 464,346	\$ 464,346	\$ 464,345
670	Epoxy Flooring	\$ 32,066	\$ 32,066	\$ 32,066
910	Painting	\$ 208,605	\$ 208,605	\$ 208,605
10.00.00	Division 10 - Specialties	\$ 143,395	\$ 143,395	\$ 167,095
110	Tackboards & Whiteboards	\$ 3,756	\$ 3,756	\$ 3,756
140	Signage	\$ 20,547	\$ 20,547	\$ 20,547
281	Washroom Accessories	\$ 82,630	\$ 82,630	\$ 106,330
510	Lockers	\$ 3,154	\$ 3,154	\$ 3,154
550	Mailbox	\$ 4,308	\$ 4,308	\$ 4,308
800	Waste Bins	\$ 5,000	\$ 5,000	\$ 5,000
810	Pest Control	\$ 24,000	\$ 24,000	\$ 24,000
11.00.00	Division 11 - Equipment	\$ 581,453	\$ 581,453	\$ 564,478
300	Residential Appliances	\$ 178,145	\$ 178,145	\$ 178,145
400	Food Service Equipment	\$ 365,888	\$ 365,888	\$ 348,913
810	Fall Protection Equipment	\$ 37,420	\$ 37,420	\$ 37,420
12.00.00	Division 12 - Furnishings	\$ 348,888	\$ 348,888	\$ 348,888
590	Furnishings	\$ 348,888	\$ 348,888	\$ 348,888
14.00.00	Division 14 - Conveying	\$ 509,795	\$ 509,795	\$ 509,795
200	Conveying Equipment	\$ 509,795	\$ 509,795	\$ 509,795
21.00.00	Division 21 - Fire Suppression	\$ 166,980	\$ 166,980	\$ 166,980
050	Fire Suppression	\$ 166,980	\$ 166,980	\$ 166,980
22.00.00	Division 22 - Plumbing	\$ 3,059,910	\$ 3,059,910	\$ 3,059,910
050	Mechanical	\$ 3,059,910	\$ 3,059,910	\$ 3,059,910
26.00.00	Division 26 - Electrical	\$ 2,729,486	\$ 2,729,486	\$ 2,729,486
050	Electrical	\$ 2,729,486	\$ 2,729,486	\$ 2,729,486
31.00.00	Division 31 - Earthwork	\$ 905,760	\$ 905,760	\$ 443,334
200	Earthwork	\$ 692,020	\$ 692,020	\$ 229,594
210	Radon VB	\$ 15,793	\$ 15,793	\$ 15,793
410	Shoring	\$ 197,947	\$ 197,947	\$ 197,947
32.00.00	Division 32 - Exterior Improvements	\$ 720,780	\$ 720,780	\$ 720,780
160	Concrete Walkways & Curbs & Asphalt Paving	\$ 272,593	\$ 272,593	\$ 272,593

ISSUE FOR TENDER ESTIMATE

Project Name: 602 Agnes Supportive Housing, New Westminster, BC
 Owner: BC Housing
 Revision: Class A - December 16, 2024



BUDGET VALUES

Item	Description	Dec 16th, 2024 Total Cost	Nov 13th, 2024 Total Cost	Nov 4th, 2024 Submission
310	Fences & Gates	\$ 6,220	\$ 6,220	\$ 6,220
930	Landscaping	\$ 441,967	\$ 441,967	\$ 441,967
33.00.00	Division 33 - Utilities	\$ 804,026	\$ 804,026	\$ 804,026
050	Site Services	\$ 794,298	\$ 794,298	\$ 794,298
410	Foundation Drainage	\$ 9,728	\$ 9,728	\$ 9,728

Example sheet of quotes received and selected for a particular scope of work.

09.200 - Gypsum Board'

Project Number: 24049

Project Name: 602 Agnes Supportive Housing, New Westminster, BC

Owner: BC Housing

Revision: Issued for Tender (Class A)

Closing Date: October 29,2024

09.200 - Gypsum Board'

BIDDERS

	Altima	Impeccable	Jab Contracting	MacLean Bros	Pogon Projects	WWS	Comments
Base Scope of work	\$ 911,600	\$ 817,099	\$ 748,315	\$ 517,850	\$ 793,600	\$ 955,000	
Base Bid	\$ 738,300	\$ 633,592	\$ 623,530	\$ 482,400	\$ 781,200	\$ 955,000	
Drywall (Level 4 Finish)	Inc	Inc	Inc	Inc	Inc	Inc	
CE1 & CE2 - Drywall Ceilings - GYP - Painted Gypsum	Inc	Inc	Inc	\$ 35,450	Inc	Inc	
CE2 - AWT - Acoustic Wood Panel	Inc	\$ 177,901	\$ 78,060	Exc	Exc	Inc	
CE3 - ACT - Acoustic Ceiling Tile	Inc	\$ 5,606	\$ 10,650	Inc	\$ 12,400	Inc	
EW2e - Heavy Gauge Metal Framing - Main Fl South Elevation	Inc	Exc	\$ 36,075	Inc	Inc	Inc	
P12 - Fire Steel Stud Wall (Ventilation Shaft & Elec Rm)	Exc	Exc	Inc	Inc	Inc	Inc	
SW1 - Shaft Bulkhead in Elec Rm 118A	Exc	Exc	Inc	Inc	Exc	Inc	
S1 & S2 - Ext Heavy Gauge Steel Stud Framing Soffits	Inc	Exc	Inc	Exc	Exc	Inc	
S1 & S2 - Wood Soffits (in siding scope)	Exc	Exc	Exc	Exc	Exc	Exc	
Batt Insulation	\$ 127,500	Exc	Exc	Exc	Exc	Inc	
Steel Deflection Track (AD8.8-04)	\$ 45,800	Exc	Exc	Exc	Exc	Exc	
PVC Wall Panels in rooms 109 & 110	Exc	Exc	Exc	Exc	Exc	Exc	
Quote Validity	60 days	14 days	Not Noted	Not Noted	60 days	Not Noted	
Bid Leveling	\$ 27,450	\$ 199,616	\$ 200,321	\$ 290,525	\$ 293,834	\$ 73,771	
Subcontractor Bonding	\$ 10,939	\$ 9,805	\$ 10,510	\$ 6,214	\$ 9,523	\$ 11,460	
Batt Insulation	Inc	\$ 127,500	\$ 127,500	\$ 127,500	\$ 127,500	Inc	
CE2 - AWT - Acoustic Wood Panel	Inc	Inc	Inc	\$ 94,500	\$ 94,500	Inc	
Steel Deflection Track (AD8.8-04)	Inc	\$ 45,800	\$ 45,800	\$ 45,800	\$ 45,800	\$ 45,800	
PVC Wall Panels in rooms 109 & 110	\$ 13,585	\$ 13,585	\$ 13,585	\$ 13,585	\$ 13,585	\$ 13,585	
Housekeeping	\$ 2,926	\$ 2,926	\$ 2,926	\$ 2,926	\$ 2,926	\$ 2,926	
Scope Total	\$ 939,050	\$ 1,016,715	\$ 948,636	\$ 808,375	\$ 1,087,434	\$ 1,028,771	

SOV Total: \$ 808,375 MacLean Bros



NAK'AZDLI DEVELOPMENT CORPORATION

156 Lower Road | P.O. Box 985 | Fort St. James, B.C. | V0J 1P0
Telephone (250) 996-7115 | Fax (250) 996-7114

March 27, 2024

To whom it may concern:

The Nak'azdli Development Corporation (NDC) was introduced to Keller Construction Ltd (Keller) about a year and a half ago in relation to a project where the Nak'azdli Whut'en Band rendered their services to build/project manage a 32-unit housing project on reserve. NDC is the economic arm of the band and represents both the entrepreneurship of the band as well as the membership.

From the onset of the first meeting, it was very apparent that Keller understood what reconciliation meant and how to engage with First Nation Communities. Kellers engagement with NDC and the band is to truly listen to what is important to the community and offer up not just solutions, but an approach that is collaborative, and this sets Keller apart from other businesses. NDC has partnered with many different businesses in different business areas, and it was a fresh breath to not have to teach or learn another business in how community engagement needs to occur and how to listen.

In the past, many projects have occurred without transparent communication with the community. In a recent meeting with Keller, myself and our construction company manager, our construction manager stated that our community has never been engaged in the way that Keller is engaging with us and that this will set the new standard for all businesses.

I am excited to continue with the housing project with Keller and to see where our relationship can grow in the future.

A handwritten signature in black ink, appearing to read "J. Wenger".

John-Paul Wenger MBA, RFP
CEO Nak'azdli Development Corporation

**GRANISLE AND DISTRICT
SENIOR CITIZENS ASSOCIATION SOCIETY
LOCATED AT 19 CHAPMAN STREET
P.O. BOX 177, GRANISLE, BC, V0J 1W0**

October 22, 2024

To Whom It May Concern,

It is my pleasure to recommend Keller Construction Ltd. for any construction and development project. As a client, I am having the opportunity to work closely with their team on the Granisle Seniors Housing Project and I am impressed by their professionalism, expertise, and commitment to excellence.

From the outset, Keller demonstrated a deep understanding of our needs and goals. They have been working closely with us to ensure every aspect of the project is well-planned and executed to the highest standards. Their team is not only highly skilled but also attentive to detail, responsive to feedback, and dedicated to delivering quality results within the agreed-upon timelines and budget.

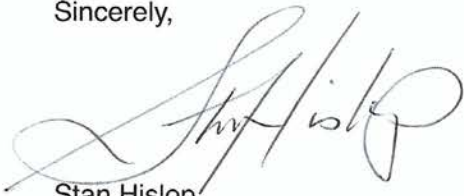
Keller has maintained excellent communication, providing regular updates and addressing any challenges with practical solutions. One of the things that sets Keller apart is their ability to manage complex projects while fostering a collaborative and transparent working relationship. We feel confident that our project is in good hands.

In summary, I highly recommend Keller Construction Ltd. for any construction or development project. Their professionalism, integrity, and attention to detail make them an outstanding partner. I would not hesitate to work with them again on future projects.

If you have any questions or would like more information about our experience working with Keller, please feel free to contact me: Stan Hislop (President, Granisle and District Senior Citizens Association Society) at P.O. Box 177, Granisle, BC V0J 1W0 or my personal email: standa@telus.net

Sincerely,

Sincerely,

A handwritten signature in black ink, appearing to read 'Stan Hislop', is written over a light blue horizontal line.

Stan Hislop

President

EMMANUEL

SENIORS LIVING SOCIETY

Erin Walton
Emmanuel Seniors Living Society
c/o Emmanuel Home
13429 57 Street
Edmonton, AB
T5A 0T8

August 6, 2025

To Whom It May Concern:

I am writing to offer my wholehearted recommendation for Keller Construction as a trusted and highly capable construction company partner. I have had the pleasure of working closely with Graeme Vriend and the Keller Team over the past 13 months, during which they have consistently demonstrated professionalism, integrity, and exceptional craftsmanship.

Throughout our collaboration on the planning and building of Lighthouse, our second Seniors residential facility, Keller Construction has proven to be reliable and solution-oriented, delivering high-quality results on time and within budget. Their attention to detail, adherence to safety standards, and ability to coordinate seamlessly with other stakeholders make them a standout partner in the construction industry.

One of the qualities I value most in Keller Construction is their transparent communication and proactive approach to problem-solving. They consistently keep all parties informed and involved, ensuring projects move forward smoothly and efficiently. Their dedication to client satisfaction is evident in every aspect of their work.

I have no hesitation in recommending Keller Construction for any residential construction project, whether large or small. They bring a wealth of experience, a skilled team (who are a pleasure to work with), and a strong commitment to excellence that makes them a valuable asset to any development or construction team. Additionally, they have been strong supporters of our non-profit fundraising efforts including Golf Tournament and Silent Auction sponsors.

Please feel free to contact me at 780.478.2972 or ewalton@esls.ca if you require anything further.

Sincerely,



Erin Walton
CEO

Emmanuel Home is governed and operated by the Emmanuel Home Seniors Living Society.
13429 – 57 Street NW Edmonton, AB T5A 0T8
P 780-478-2051 f 780-456-0653 www.emmanuelhome.ca

October 9, 2014

To whom it may concern,

KellerDenali Construction provided construction management services for the Grand Manor Renovation project. They were responsible for the transformation of the 55,000 square foot, three storey King's College into a supportive living facility for the EXCEL Society. The main floor houses a café style dining room, commercial kitchen, administration offices and the academy training facilities. The upper floors provide secure housing for 55 residents. The building renovation took place between the winter of 2004 to the spring of 2005 for a cost of \$5.9 million.

In 2002 KellerDenali Construction provided construction management services for the stick built construction of a 54,000 square foot, four storey, 61 unit supportive living senior's facility in Devon, Alberta. Discovery Place also features a commercial kitchen along with a dining room, lounge and administrative area.

Again in 2003, KellerDenali Construction provided construction management services for a stick built 45,000 square foot, 30 suite seniors apartment and 7,200 square foot Recreation Centre in Rimbly, Alberta.

In all cases, KellerDenali Construction managed the schedule, the construction costs and all change orders with professionalism and with the Owner's interests at the forefront.

We have no hesitation in recommending KellerDenali Construction for construction management services and we look forward to using them on our next project.

Regards,



Mary Gerrard
B.I.D., M.A.A.A., L.I.D., LEED accredited
N.C.I.D.Q. Certificate #018128
Principal

interscape
interior design ltd.

Mary Gerrard
B.I.D., M.A.A.A., L.I.D., LEED accredited
N.C.I.D.Q. Certificate #018128
Principal

11625 105 Avenue
Edmonton, AB T5H 0L9
www.interscape.ca
fax: (780) 488 3418
phone: (780) 452 1397





3772 1st Ave., PO Box 3836 Smithers, BC V0J 2N0
Tel. 250-847-9000 Fax 250-847-8911
info@domesticpeace.ca www.domesticpeace.ca

September 8, 2025

To whom it may concern,

I would like to take this opportunity to commend Keller Construction Ltd. and offer my professional recommendation of their firm. Keller recently acted in the capacity of General Contractor for the Women's Transitional Housing project in Northern BC. Not only did Keller construct the project in a highly professional manner, but they were also resourceful and exceeded all my expectations.

Due to the project's remote location and associated logistical challenges, construction required detailed scheduling, careful material planning, informative and respectful meetings, and a self-reliant team. Keller met these challenges head-on, ensuring that the project remained on track despite access constraints and limited local resources.

Additionally, our team moved into the building during the last four months of construction, which required special attention to logistics and communication, namely background checks and communication of every worker onsite. Keller worked with care and consideration during this time, minimizing disruption, focusing on safety, and maintaining strong relationships with all stakeholders.

I was very satisfied with the choice to utilize Keller Construction Ltd. and would recommend their services to others.

Sincerely,



Carol Seychuk
Executive Director
Northern Society for Domestic Peace



To Whom it may concern,

Please consider the attached letter as my letter of reference for Keller Construction.

In 2018, the team at Keller was responsible for acting as the local General Contractor for the Champion Petfoods warehouse and processing facility, located in Acheson, AB. Keller's expertise in large-scale and light-industrial projects was evident, as they delivered an exceptional warehouse and processing facility for Champion Petfoods that has supported our current business needs, with room to easily expand as our brand grows. Keller was easily able to navigate technical challenges during the project, while keeping us informed as well as keeping the project on schedule and budget.

Keller's dedication and excellence was evident throughout the entire project from their transparent and honest communication, and their commitment to high standards. We have continued to utilize Keller's expertise beyond the initial construction of our facility. From smaller projects required onsite as well as tasks required at our other locations, Keller is always willing to help execute our projects in a timely and efficient fashion.

I highly recommend their services to anyone seeking a trustworthy construction partner. If you would like to speak further regarding my experience working with the team at Keller Construction, please do not hesitate to contact me at aeshenko@championpetfoods.com or on my mobile at +1 (780) 690-1371.

Sincerely,



Alex Eshenko
Project Engineer
Champion Petfoods Holding Inc



BELVEDERE MARKET



January 19, 2026

TO WHOM IT MAY CONCERN

Keller Construction is currently working on the construction of our commercial retail development in the community of Belvedere in SE Calgary. I am working closely with Will Gillet, Justin Estby and Ryan Wallmer from Keller and I find them all to be very professional and they are doing an exceptional job in delivering the services we need in getting our project built.

We have regular meetings and Will and his team are always available to address issues and answer questions. I am kept up to date with all the progress that is being made and with any schedule changes that may impact delivery dates and timelines. They have provided valuable value engineering advice as we are progressing through the various stages of construction that will result in cost savings. The jobsite is managed by Ryan Wallmer and I find him to be very professional and he oversees and applies very strict safety policies.

The project under the management of Will Gillet and his team is on schedule to be completed on time and on budget. I would use Keller Construction for our next project and I would highly recommend Keller for any building construction project.

Yours truly,



Tony Argento, B.A., B.E.D.S., M.Arch.F.P.

President

412, 602 – 11 Ave. S.W., Calgary Alberta T2R 1J8
403-918-4861



Bill Rees YMCA
10210 111 St NW
Edmonton, AB T5K 1K9

October 28, 2025

To Whom It May Concern,

It is my pleasure to provide a reference for Keller Construction Ltd., who served as Construction Manager for the Kickstand Youth Hub project located in West Edmonton Mall and operated by the YMCA. This project involved the complete interior renovation and fit up of a high-profile tenant space to create a welcoming, inclusive environment for youth programming and community support services.

Throughout the project, Project Manager Mack Whalen and Site Superintendent Gord Capar demonstrated exceptional leadership, communication, and professionalism. They coordinated closely with our design team, project manager, mall operations, and YMCA staff to ensure that all work was completed safely, efficiently, and with minimal disruption to neighbouring tenants.

The quality of workmanship delivered by Keller was outstanding. Despite working within the constraints of a live mall environment and a tight project schedule, their team maintained a commitment to high construction standards and attention to detail. The finished space reflects the care and precision that went into every stage of the project—from preconstruction planning through to final turnover.

Equally notable was Keller's solutions-oriented approach. Mack and Gord were consistently responsive, and collaborative, ensuring challenges were addressed quickly and effectively.

We were very pleased with Keller's performance on this project and would not hesitate to recommend the Keller Construction team for future work of a similar nature.

Sincerely,



Jody Kyle
Chief Operating Officer
YMCA of Northern Alberta

A **charity** igniting the **potential** in people.



Keller Construction Ltd
11430 160 Street NW
Edmonton, Alberta T5M 3Y7

www.civida.ca

E: help@civida.ca

P: 780-420-6161

F: 780-426-6854

10232 112 Street NW
Edmonton, AB T5K 1M4

In 2022-2023 I was privileged to serve as the Project Lead on the project "Our Common Home". This project consisted of the renovation of over 189,000 square feet comprised of three buildings and a total of seven floors connected by a 14,000 square foot atrium. This building consolidated six administration building into one centralized hub, known as The Edmonton Catholic Schools Division's head office.

To say the least, this project was complex, choosing a General Contractor would be one of the most important decisions to ensure its success. I was honored to have worked with Keller Construction in making the impossible possible! The level of professionalism, work ethic, knowledge and empathy from Keller Construction was remarkable. Not only did they assist with navigating a multifaceted project, their attention to the clients'/owners' requirements was outstanding. Throughout the project, their communication and innovative approaches resulted in the delivery of a successful project, on time and on budget.

I would highly recommend working with Keller Construction on any project. To that end, in my new role as Director, Planning and Project Delivery with Civida, I look forward to working with Keller Construction in the future.

Should you have any questions, please do not hesitate to contact me at 780.218.8710 or by email doris.paquette@civida.ca

Regards,



Doris Paquette
Director, Planning and Project Delivery



August 30, 2023

TO WHOM IT MAY CONCERN:

I had the opportunity to work with the amazing team of professionals from Keller Construction Ltd. during the expansion of HSAA's office building in Edmonton. As HSAA's Project Manager for the expansion project I worked closely with Will Gillet and Dennis Reiter from Keller Construction. The project was a major expansion to an existing building, with 100 full time employees working in the existing space. Not an easy scenario for a construction company, but Keller delivered.

Communication throughout the project was exceptional, I was kept up to date during every step of construction. When conflicts occurred between architectural design and build, we were advised immediately of the situation and provided solutions. All of Keller's employees and sub-contractors were professional, non-intrusive, courteous, and followed strict safety policies.

It was easy to manage this project because Keller managed the project for me. Our project was completed this summer and it was finished ahead of schedule and under budget. Keller is no longer on site, but I know I can call them at any time and still get the same amazing service we received during the project.

On behalf of HSAA, I would highly recommend Keller for any building construction project.

Sincerely,

Jo-Anne Brant

Jo-Anne Brant
Office Manager
HSAA
780-405-4684

Edmonton Office
18410 – 100 Avenue NW
Edmonton, AB T5S 0K6
Fax: (780) 488-0534

Toll-free: 1-844-280-HSAA (4722)



Calgary Office
6160 – 333 – 96 Avenue NE
Calgary, AB T3K 0S3



June 18, 2025

To whom it may concern,

I would like to take this opportunity to commend Keller Construction Ltd. and offer my professional recommendation of their firm. Keller recently acted in the capacity of General Contractor for our development including a new gas bar (2000 SF), convenience store (3700 SF) which included multiple food programs, and a carwash (1500 SF) in Kitimat, BC. Not only did Keller construct the project in a highly professional manner, but they were also resourceful and exceeded all my expectations.

The project took place in an active and occupied environment, which required special attention to logistics and communication. Keller's team worked with care and consideration, minimizing disruption and maintaining strong relationships with all stakeholders, including a high traffic and operational McDonald's. We did not receive one call and/or email from McDonald's during construction regarding any issues with their operations due to surrounding construction.

Due to the project's remote location and associated logistical challenges, construction required detailed scheduling and careful planning. Keller met these challenges head-on, ensuring that the project remained on track despite access constraints and limited local resources. Additionally, throughout the project when we could not be reached, Keller took care of numerous items in our best interest. We never had any issues with Keller's decision making on our behalf.

This project also involved a high level of technical complexity, including a mid-project change order to include a 490 SF Mucho Burrito establishment, a Petit Touchless Carwash, LUX cladding/siding, and an assortment of other Centex provided equipment: Pizza Oven, Ventless fryer, F'Real Smoothie Machine, and Roll Shutters are just some of many non-typical items Keller installed with limited to no instructions. With nearly 30 change orders and over a dozen site instructions, Keller was able to ensure three different phases of turnover dates were still met, with little to no deficiencies.

This project was designed to meet BC Building standards, and required ongoing documentation, tracking, and compliance management. Keller integrated these requirements into their workflows and kept all stakeholders informed throughout the process. They also provided a very detailed and organized O&M manual at the end of the project that included everything we would need for the future of our new site.

I was very satisfied with my choice to utilize Keller Construction Ltd. and would recommend their services to others.

Sincerely,

Tyler Moxam
Construction Manager
Centex Petroleum

Centex Petroleum | Suite 203, 1717 - 10th Street NW | Calgary AB T2M 4S2 | Ph 403.289.3100
info@centexpetroleum.com centex.ca



Defence Construction Canada
Construction de Défense Canada

September 24, 2014

Letter of Reference
KELLERDENALI Construction

To Whom It May Concern:

KELLERDENALI Construction completed the Opposing Forces Facility Project for Defence Construction Canada at Canadian Forces Base Wainwright beginning in February 2012 and was substantially complete in March 2014. The total value of this contract was approximately \$15,800,000.00.

The work consisted of the construction of one office and training building, a vehicle storage warehouse, and the renovation of maintenance building. Work also included site development, underground utilities and substantial parking areas.

The project was completed on schedule, was of good quality and met the contract specifications.



Peter Burgess

Site Manager

Defence Construction Canada (DCC) / Construction de Défense Canada (CDC)

188 Buffalo Rd, PO Box 69 | 188 rue Buffalo, CP 69 Denwood, Alberta T0B 1B0 | Denwood, (Alberta) T0B 1B0

Tél. | Tel. 780-842-1363 x 1371 / Téléc. | Fax 780-842-1880

peter.burgess@dcc-cdc.gc.ca



Milligan Development Corporation

March 4, 2026

To whom it may concern,

I am pleased to provide this reference for Greg Sneep, who served as the Site Superintendent for Keller Construction Ltd. during the construction of The Sanctuary located at 950 119 Street, Edmonton, Alberta.

Throughout the project, Greg demonstrated exceptional leadership and professionalism on site. As Superintendent, he was responsible for overseeing day-to-day construction activities, coordinating trades, maintaining site safety, and ensuring the project progressed efficiently while meeting the project's quality standards.

One of Greg's greatest strengths is the amount of effort and care he puts into running the site. His communication and approachability is an asset to the project and garners strong relationships with subtrades. He maintained consistent and open communication with our team, ensuring that we were always informed about project progress, upcoming activities, and any issues requiring attention. His proactive communication style helped resolve challenges quickly and kept the project moving forward smoothly.

Greg is also highly personable and collaborative, creating a positive and respectful working environment for both the project team and subcontractors. His leadership on site fostered strong coordination among trades and contributed to a well-organized and productive construction process.

Throughout the construction of The Sanctuary project, Greg demonstrated a strong commitment to quality, safety, and schedule adherence, while maintaining a professional and cooperative relationship with all stakeholders.

Based on our experience, we would confidently recommend Greg as a Site Superintendent for future projects and would welcome the opportunity to work with him again.

If you have any questions about our experience working with Greg on The Sanctuary project, please feel free to contact me at bmilligan@milligandevelopments.com

Sincerely,



Ben Milligan
President
Milligan Development Corporation



CHANGE THE EXPERIENCE
