

PROPOSAL FOR CONSTRUCTION MANAGEMENT SERVICES

For

**TABER & DISTRICT HOUSING FOUNDATION
Clearview Lodge Expansion & Modernization**

**Submitted To:
Taber & District Housing Foundation**

Submitted By:



3604 – 18th Avenue N
Lethbridge, Alberta
T1H 5S7

Contact: Darren Boras, CPA, CA
Chief Financial Officer
Phone: 403.328.6698 x224
Email: darren.boras@wardbros.ca

Submitted: March 30, 2026

Request for Proposals

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

Issue date: March 13, 2026

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

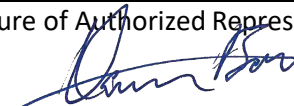
OWNER CONTACT PERSON: All enquiries related to this Request for Proposals (RFP), including any requests for information and clarification, are to be directed, via email, to the following person who will respond if time permits: Tim Janzen, Chief Administrative Officer 5318 48 Ave Taber, Alberta, T1G 1S2 Phone: 403-223-2767 Ext 7, Email: timj@taberhsg.ca	
DELIVERY OF PROPOSALS: One complete PDF file not exceeding 10 MB is to be submitted via e-mail as follows: Tim Janzen, Chief Administrative Officer 5318 48 Ave Taber, Alberta, T1G 1S2 Phone: 403-223-2767 Ext 7, Email: timj@taberhsg.ca The email's subject title should be clearly marked "Request for Proposals for Clearview Lodge Expansion & Modernization".	
PROPOSERS' MEETING: Optional proponent meeting: March 19, 2026 at 2pm, at 5318 48 Ave Taber, AB T1G 1S2	
MANDATORY CRITERIA: • Proposal emails with complete Proposal Responses attached in PDF format not exceeding 10 MB must be received in the above noted email inbox prior to the closing date and time. • Proposal must be in English and not sent by mail or facsimile. • A person authorized to sign on behalf of the Proponent must complete and sign the Proponent Section, leaving the rest of this page otherwise unaltered and include this page as the first page of their proposal. Proponent Section: The enclosed proposal is submitted in response to the above-referenced Request for Proposals. The proponent is deemed to have read and taken into account all addenda issued by the Owner prior to the deadline. The proponent is requested to confirm that it has received all addenda by listing the addenda numbers, or if no addenda were issued by writing the word "None", on the following line: <u>Addenda 1 & 2</u> . If this section is not completed, the proponent will be deemed to have received all posted addenda. Addenda and all subsequent information will be posted on both the Lethbridge Construction Association (LCA) website (www.buildworkscanada.com) and the Alberta Purchasing Connection (APC) website (www.purchasing.alberta.ca). Through submission of this proposal we agree to all of the terms and conditions of the Request for Proposals and agree that any inconsistent provisions in our proposal will be as if not written and do not exist. We have carefully read and examined the Request for Proposals, including the Administrative Section, and have conducted such other investigations as were prudent and reasonable in preparing the proposal.	
Signature of Authorized Representative: 	Legal Name of Proponent: Ward Bros. Construction Ltd.
Printed Name of Authorized Representative: Darren Boras	Address of Proponent: 3604 - 18th Avenue N Lethbridge, AB T1H 5S7
Title: Chief Financial Officer	
Phone: 403.328.6698 ext 224	Email: darren.boras@wardbros.ca

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1. PROPOSAL SUMMARY

At Ward Bros. our goal has always been to perform with a high level of professionalism towards the owner, consultants, and subcontractors. This allows us to secure better economic results, speed up the process, be innovative in accomplishing objectives, recognize customer needs and expectations, and ensure customer satisfaction. Our entire organization, not just the project team for the Clearview Lodge Expansion & Modernization (Clearview Project), is based in southern Alberta. When you call us, we will be there to deal with whatever the issue may be. Whether it is our Site Superintendent to attend to a site issue, or our COO and CFO to attend to executive-level issues, our availability is measured in minutes, not hours or days. And this applies not just during the actual project, but during the warranty period and beyond as well. Throughout construction our project team will meet monthly with senior management to review progress and schedule, discuss current and potential issues, and identify upcoming labour and material requirements. This way our entire team remains well informed and able to assist at any point.

The Clearview Project includes both an expansion and modernization with construction being phased so that areas of the lodge can remain operational during construction. Planning at the earliest stages will need to consider the safe movement of residents, staff, and visitors within the facility and around construction activity. Selection of the project lay down area is also important to keep construction related traffic and parking isolated from the operational areas of the lodge to the extent possible. Since the lodge operates seven (7) days a week, the Construction Manager needs to be aware of issues that can impact its day-to-day operations. Early issue identification makes it easier to develop a plan to minimize the impact on operations. Issues that need to be planned around include lodge deliveries, utility shutdowns, construction noise and dust, and storage of construction materials.

1.1 Project Requirements and Challenges

Phasing

Having completed many modernizations of occupied facilities, Ward Bros. is well versed in the art of phasing. The living environment for residents and work environment for staff must be maintained at a high level, and every phase must consider the mechanical and electrical systems required to maintain it. Spaces must be heated, electrical systems (power, lighting, data, fire alarm) need to be operational, and food service must continue uninterrupted. Hard hoarding with signage will be required to separate the construction area to keep residents safe, while ensuring required emergency exiting is maintained at all times.

The Clearview Project has been broken into three (3) main phases starting with the relocation of the 100 block and construction of the expansion. The main entrance to the

lodge will be impacted and alternate access will need to be planned for. During the renovation phases, construction access will be routed away from the main entrance, utilizing the back doors of each wing. The extensive sitework on the south side of the property may need to be phased depending on how long the relocated 100-block needs to remain in use.

Schedule

The main issue facing most construction projects is schedule and this risk increases when the project includes a modernization due to the risk of unforeseen issues. Ward Bros. will use its experience on complex modernizations to identify and quantify as many potential issues as possible. Unlike our school projects, there are no breaks in the calendar where the lodge is unoccupied to help speed up construction. The tight site will also play a role with how efficient construction activity can be completed. Since the Clearview Project will be phased to accommodate resident occupancy, each phase must also allow time for TDHF to decant and then reoccupy each space.

Rural

Virtually all major trade contractors will need to travel to Taber, which can be problematic when there is also work closer to home. In addition to the hard cost for travel and subsistence, travel can restrict the actual number of hours spent working on site making schedule management a critical component to the project's success. To gain commitment from subcontractors we must ensure that their work is properly planned and scheduled. All subcontractors commit significant resources to perform work outside of major centres and it is important that these resources are used appropriately and as efficiently as possible. Our success managing major rural projects is extensive. In addition to Taber, we have completed major projects throughout southern Alberta including Tilley, Milk River, Stirling, Raymond, Magrath, Cardston, Pincher Creek, Fort Macleod, Claresholm, Picture Butte, Enchant, and Coaldale.

Location

The Clearview Project will garner a lot of public interest throughout construction. It is located along a main thoroughfare (50th Avenue) and across the street from a residential area and LDS Church. This can be a very busy area with a high volume of vehicular and pedestrian traffic, so special care needs to be taken to ensure that we are considered a "good neighbour". The expansion will take up a significant portion of the free space, so extensive planning will be required to ensure access is available for all stakeholders. Factors to be considered include the following:

- Public Safety – separate the laydown area from the public using secure fencing.
- Material Deliveries – schedule deliveries to minimize impact on neighborhood traffic patterns especially during lodge delivery times to minimize congestion.
- Visual Appearance – keep a neat and well-organized worksite.

- Waste Management – divert waste from the landfill by sorting concrete, wood, metal, and cardboard waste into separate containers so it can be recycled.
- Noise Pollution – as a minimum we need to follow the Town of Taber noise bylaw and ensure that work hours and site activity do not negatively impact the quality of life in the community.
- Securement Plans – material awaiting installation will need to be well secured from the wind.
- Erosion & Sedimentation Control Plan (ESC) – the ESC plan will ensure dirt and dust from the site does not impact the surrounding areas.

Existing Ground Conditions

Having completed several projects in Taber along with a previous expansion at Clearview Lodge, Ward Bros. is well aware of the poor soil conditions and high-water table in the area. Strategies need to be developed to manage groundwater during construction. The previous expansion initially included external weeping tile only. During construction Ward Bros. recommended the addition of an interior weeping tile line due to the volume of groundwater encountered. Our recommendation included tying both weeping tile lines into the existing basement sump, instead of installing a new sump with more pumps in the addition.

2. APPROACH

2.1 Pre-Construction Phase

Once we have been introduced to the Project Team, we highly recommend a partnering session to allow the team to get to know each other and align our goals early in the process. It is an ‘ice breaker’ of sorts and encourages a strong working relationship between all stakeholders. Part of the session will be to confirm the schedule and identify the critical path activities through the preconstruction phase. Milestones for design, cost plans, and tendering will be established to set the stage for each team members’ deliverables. The main services to be provided include:

Constructability Reviews and Value Engineering

The purpose of constructability reviews is to ensure that the most efficient and cost-effective construction methods are utilized. Simply identifying a less expensive alternative is not value engineering if the overall quality of the project is jeopardized. With our knowledge of the project and local construction market we can make suggestions on equipment procurement, product selection, and construction techniques that best fit the building and the region. Ward Bros. will provide “best value” design solutions that meet the essential functional requirements. Some strategies that will be employed include:

- Timely review of drawings, details, and specifications as they are produced.

- Leverage relationships with qualified subcontractors for feedback on constructability.
- Evaluate alternate products and construction methods that meet project requirements.
- Pre-order materials subject to large fluctuations in cost to lock in prices.
- Review the feasibility of providing onsite or offsite storage facilities to lock in prices and reduce site congestion.
- Research opportunities for off-site prefabrication to streamline labour and installation processes such as exterior wall framing.
- Remain open to new ideas and technologies that are brought forward by others.

Budgeting

We understand TDHF's desire to identify and control financial risk as much as possible. The Class A Construction Cost Estimate is one of the major challenges for the project and a top priority for Ward Bros. Given that the design is already well developed, emphasis will be on a comprehensive review of the design to identify any constructability issues or conflicting information that could negatively impact the competitiveness of subcontractor bids. We leverage our relationships with qualified subcontractors and solicit their input into the constructability of the design relating to their discipline. Early issue identification allows the project team to make adjustments that can be incorporated within the competitive bid environment. Otherwise, trades apply safety factors to account for any perceived risk which inflates their price.

Tendering

The success or failure of any construction project can often be predicted at the time of tender based on the quality of subcontractors that will be used. This is especially true of key subcontractors. Ward Bros. has worked with several different subcontractors on past projects, to varying degrees of success. Prior to issuing tender documents we would develop a prequalification process for key subcontractors such as mechanical, electrical, and others as necessary. Criteria to be evaluated would include operational capacity including manpower and equipment, expertise in their field including related experience, financial capacity (bonding) including current and anticipated work on hand, and the quality of their safety program including philosophy, history, and record. The purpose of this process is to provide TDHF with a facility of enduring value by:

- Eliminating poor performers from submitting bids on critical parts of the project.
- Reducing the risk of engaging subcontractors that are unable to fulfill their contractual obligations and negatively impacting the schedule.
- Ensuring bidding subcontractors have the resources to successfully complete the project in a timely manner and honour their warranty commitments.

A team is only as strong as its weakest player and spending some extra time upfront to evaluate subcontractors can save a lot of pain and suffering throughout the project. As a leading Construction Manager in southern Alberta, Ward Bros. is aware of the capabilities of local trade contractors as well as their capacity to tackle a project of this magnitude and duration. On past projects, we have encouraged smaller contractors to either team up or separately price components of the project to better fit within their own capacity limitations. Working collaboratively with quality subcontractors helps to keep the project moving forward despite the challenges that will inevitably arise.

On large construction projects, Ward Bros. solicits subcontractors through the tendering process for the majority (85-90%) of the work. We will manage all tender packages and distribute them through the Construction Association (BuildWorks) network and our own FTP site. Ward Bros. will also solicit other qualified trade contractors that do not have access to these mediums to ensure a competitive tender process that provides good coverage over all work scopes. Members of the project team will be invited to all tender openings. Ward Bros. will receive and review all bids for completeness and provide a detailed tender summary complete with copies of all bids received for review and approval by TDHF. The tender summaries will be presented in a detailed open book format, and we will be prepared to discuss each line item of interest to the Project Team. Where required, we will also present costing options so that the best value construction methods are utilized.

It is also important to ensure that most contingencies are identified and costed during the estimating process. In situations where a scope of work is necessary, but the actual requirements have not been confirmed, we will recommend adding a cash allowance to the budget. Cash allowances are typically used in the following situations:

- Supply only or supply and installation of products (often used for specialty items).
- Provision of third-party services such as inspections and materials testing.
- Assignable contracts – contracts initially entered directly into by TDHF but then assigned to the Construction Manager for execution. This is often done to secure early ordering of equipment or to sole source a specific product or subcontractor.

Once the scope requirements of the cash allowances are fully determined, the expenditure is formally authorized in writing and the amounts reconciled. In addition to the above, the contingency allowance relates to any unforeseen or additional work that TDHF needs to have completed. The contingency allowance may or may not be used during the project and is only spent after approval in writing is received from TDHF and the prime consultant.

Own Forces Work

While Ward Bros. has a large contingent of highly skilled carpenters and labourers, we are primarily a construction management company and understand TDHF's desire to ensure fair pricing for all work performed. Tasks that we would anticipate using our own forces to complete include door, hardware, and accessories installation, blocking and bracing, hoarding, and general housekeeping. Trade work outside of these work areas will be competitively tendered and bids received will be reviewed for scope gaps. Our detailed tender summary will break down all own forces labour and material for review by the project team. Ward Bros. does not anticipate self-performing work outside of that required to be done by the construction manager.

2.2 Construction Phase**Minimizing Disruptions to Existing Operations**

A procedure will be implemented whereby TDHF will be notified of any work that affects the existing facility or operations by way of a Pre-Notice of Work document (PNW). The PNW's will be submitted and approved at least 48 hours prior to work commencing, and will provide the following information:

- Description of work being completed.
- Location of work.
- Trade performing the work.
- Timeline of when work will start and finish.
- Identify any potential risks and mitigation plans.
- A proposed pre-meeting time to review the upcoming work, if necessary.

Superintendence

We feel strongly that the Site Superintendent is the key to smooth and efficient construction. Projects of this scale are very challenging, and it requires a committed leader with intimate knowledge of all requirements. The biggest challenge is getting commitment from all subcontractors, especially those from outside of Taber, through to the end of the project. Taber is 30 minutes from Lethbridge and further from other major cities, so it is critical to utilize these resources appropriately and efficiently to eliminate wasted trips. Our Site Superintendent, Gary Vanderlinden, has successfully fulfilled this role on other large and high-profile projects in southern Alberta, including the Agri-food Hub & Trade Centre, ENMAX Centre, and a previous expansion at Clearview Lodge. He understands how to work in and around an occupied facility, balancing construction activity with facility operations. He will manage onsite operations and work closely with the rest of the Project Team to efficiently deliver the project. Our team will be committed from the start of the project through to total completion. Colin Ward will oversee the entire team to ensure that the project is completed on time and on budget to meet the objectives of the TDHF.

Scheduling

Working collaboratively with quality subcontractors helps to keep the project moving forward despite the challenges that will inevitably arise and their participation in the scheduling process helps to obtain their overall commitment to the schedule. To maintain the schedule, the following strategies will be employed during the project:

- a) Maintain and regularly update the schedule.
- b) Implement an effective communication protocol so that no information is missed requiring rework.
- c) Organize weekly subcontractor meetings to allow early identification of any issues plus enhance the proper coordination of their work to highlight upcoming labour and material requirements.
- d) Solicit trade contractors for feedback on constructability and scheduling.
- e) Target submittal dates for shop drawings to match with the established implementation plan.
- f) Hold consultants accountable for prompt review of submittals and RFI's.

Ward Bros. accepts the responsibility of ensuring that the project team remains focused and never loses sight of the scheduled completion date. We utilize Microsoft Project to create our project schedules and break it down into major construction phases and activities for easy understanding. At Ward Bros. we use not only 2-week look-ahead schedules but also 6-week look-aheads. These detailed schedules are created by the Site Superintendent and updated weekly. This short-term scheduling allows us to track the progress of the work day-to-day, giving us the opportunity to immediately correct any schedule fluctuations or impacts, both good and bad. The 2 and 6-week look-ahead schedules are provided to the owner and consultant teams at the regular bi-weekly construction progress meetings to describe upcoming work and ensure any related critical decisions and submittal reviews are completed in a timely matter. If schedule slippage occurs, we work with the subcontractor responsible to come up with a mitigation plan to increase their workforce or work hours. Shift work can be implemented as long as proper supervision is employed to ensure the additional hours are effective. In extreme situations of slippage, we have brought in supplemental subcontractors to provide support.

The best way to ensure the schedule is achieved is to employ consistent, full-time, and competent supervision (Site Superintendent, Project Manager, etc.) that starts and stays with the project through to completion. Too often contractors change key personnel causing delays and increased risk of poor quality due to the transitioning and retraining time required. As a contractor based in southern Alberta, our reputation has been built on the successful completion of our projects. A sample schedule for a complex modernization can be found in **Appendix A** along with a high-level schedule for the Clearview Project.

Contract Administration

As construction progresses, Ward Bros. will submit to TDHF a monthly report that includes a progress update, schedule, change order summary and updated cash flow. This reporting will ensure that TDHF is kept up to date with all aspects of the project as it progresses. Tender status or other reports will also be prepared as required. On projects of this magnitude, a document management system is often utilized to help with the flow of information among stakeholders. Ward Bros. will use Procore to manage submittals, requests for information (RFI's), and change management and other team members will be provided access to view documents. A sample of our monthly report can be found in **Appendix A**.

Subcontractor Management

Since most of the work associated with the Clearview Project will be tendered out, subcontractors will have a critical role in the project's success. While it is always important to properly schedule the work of all subcontractors, those coming from out of town commit significant resources to perform work outside of their home base. At Ward Bros. our Project Team works closely to properly manage all subcontractors and issues contracts to the successful subcontractors using the Alberta Standard Construction Subcontract ACA Form A. The construction schedule is included with all subcontracts to assist with their initial planning. Our Project Manager is responsible for communicating regularly with subcontractors and scheduling work that is beyond one month to provide adequate lead-time. Inside the one-month mark, the Site Superintendent takes over scheduling, making sure that the site is ready for the subcontractor to start their work. Weekly subtrade meetings are held where both 2 and 6-week look-aheads are reviewed and updated to outline upcoming resource requirements or highlight potential material procurement issues.

Safety

Occupational Health & Safety is an integral component to the core function of Ward Bros. It is an aspect of construction that the company takes very seriously and views as fundamental as the work itself. As the Prime Contractor on most of our projects, Ward Bros. understands and accepts the same responsibility for the Clearview Project. Safety will be extra important since the lodge will be operational throughout the project. We must be diligent when it comes to safety and

we will need to plan, not only for the safety of our workforce and subcontractors, but for residents, staff, and visitors as well. We will develop a Project Specific Safety Plan that incorporates both worker and public safety as well as outline site access and storage requirements. Common elements to this plan include the following items:



1. Daily Field Level Hazard Assessments (FLHA).
2. Scheduled safety meetings and site inspections.
3. Clear communication of our work plans and clear delineation of work areas.
4. Development of hoarding and signage plans that clearly communicate hazards.
5. Development of securement plans for material.
6. Written job procedures for critical tasks such as craning activities.

The performance of our safety program is monitored for quality assurance on an annual basis to ensure both compliance and overall program effectiveness. Our full-time Health and Safety Manager is based in Lethbridge and successfully introduced the mobile app SiteDocs to enhance our safety program. Safety documentation including hazard assessments, inspections, and permits, are completed, reviewed, and stored electronically for easy retrieval should the need arise.

Environmental Impact

At Ward Bros., we believe that our commitment to the environment is good business practice that benefits our clients, employees, associates, and the communities where we work. This commitment is complimented by our experience with sustainable construction, including several projects with LEED requirements. Our entire project management team has taken the LEED v4 Green Associates Course and we have an in-house certified LEED Green Associate. We follow environmentally sound practices on each construction project we manage, regardless of whether the project is applying for official certification. We develop a waste management plan on all projects to divert as much waste as possible from the landfill. As a minimum, concrete, wood, metal, and cardboard waste is sorted into bins for recycling or reuse. Other elements include the development of plans for erosion and sedimentation control, and indoor air quality.

Long Lead Item Procurement Strategy

Submittals are requested at the start of the project with emphasis placed on long-lead items. Once construction is approved to proceed, we will engage the critical subcontractors immediately to have their shop drawings submitted as soon as possible. It is always expected that the larger mechanical and electrical equipment can take several months to procure. For the Clearview Project, critical submittals will also include reinforcing steel and wood structure as this work needs to start as soon as possible to meet the schedule. Having this shop drawing review process completed early will ensure we have this material when required. If modular construction is used, shop drawings for all exterior windows and doors need to be expedited so the rough opening dimensions can be included in the modular shop drawings. As the project progresses, if site measurements are required before materials like millwork can be ordered, we work to get these areas completed to the appropriate state to prevent delays. Our extensive experience on large-scale projects gives us a comprehensive understanding of all building components so that the potential for scheduling delays is minimized.

Given the anticipated length of schedule for the Clearview Project, we do not anticipate any procurement issues. There should be sufficient time to go through the submittal approval process to provide adequate lead time for materials and equipment to arrive at site for incorporation in the project. The bigger issue is simply storage of materials once they arrive. There is very limited space on site so offsite storage solutions will need to be investigated. We use offsite storage agreements when space or security is a concern onsite. As a minimum we ask for pictures and bills of lading to confirm the materials or alternatively visit the storage facility ourselves. We also ensure adequate insurance coverage is in place for the stored materials prior to releasing any progress payments. Then as the work progresses, materials can be brought to site in the required quantity to avoid unnecessary congestion that impacts the flow of construction.

2.3 Post-Construction Phase

Prior to consultant inspections, Ward Bros. will conduct its own deficiency review and rectification program. We recently implemented the project management software Procore that allows for efficient documentation of deficiencies along with their location. Responsibility is assigned to the appropriate trade, and multiple reminders are issued until deficiencies are signed off as complete. Detailed punch lists by trade can be created allowing for the efficient management of the rectification process. Punch lists will be provided to each trade contractor for them to act on while they are still present onsite. Deficiencies are prioritized by level of importance in the following way:

- Level A – critical or safety related, needs to be completed immediately.
- Level B – complete prior to turnover but can be tested or used as is temporarily.
- Level C – not critical to operations, can turnover as is but requires more attention.

One of the major challenges with deficiencies is that it is difficult to get trades back to the site once they have left, especially when the project is in a rural area. We will use our own forces to complete minor deficiencies but other techniques that we can employ include:

- Providing a detailed deficiency list on a timely basis.
- Make it financially worthwhile for them to rectify them.
- Regular communication via phone calls, e-mails, and face-to-face meetings.
- Leverage our strength and reputation in the southern Alberta marketplace – loss of future work, reputation within the community.

These techniques can also help when issues arise beyond the warranty period. Ward Bros. will always be available to help address any nagging issues affecting the performance of the facility. Our success in southern Alberta is a direct result of addressing our clients' needs and turning them into repeat clients.

3. ORGANIZATIONAL EXPERIENCE

Owners utilize the construction management approach to maximize cost effectiveness and improve the overall quality of construction. The use of construction management shows the value being placed by Taber & District Housing Foundation (TDHF) on creating a team to properly guide them through all aspects of the Clearview Project. Projects of this magnitude and complexity are not an everyday experience for TDHF and engaging a quality construction manager is a solid risk management strategy. This process is all about teamwork and trust and both fit well into the mandate of Ward Bros. TDHF, Ward Bros., the consultants, and other stakeholders will work together in a collaborative manner, leveraging relationships and each other's knowledge and experience. The effectiveness of these relationships is critical to the success of any project, especially a complex expansion and modernization such as Clearview Lodge.

Over the last thirty (30) years, Ward Bros. has completed more large-scale expansion and modernization projects throughout southern Alberta than any other construction manager. Most of these projects involved occupied schools which illustrates our ability to work with our clients to minimize the impact of construction on safety and operations. Many included an Owner appointed Cost Consultant, which demonstrates our ability to work successfully within a team environment to maintain the budget. Our team approach doesn't just stop there; it extends to both the Authority Having Jurisdiction and Occupational Health and Safety.

3.1 Form of Contract

The chosen form of contract is the CCDC 5B (2025) – Construction Management Contract – for Services and Construction. This is an updated version of the old 2010 CCDC-5B that Ward Bros. has used many times over the years. On past construction management projects, we have also utilized a separate service agreement for pre-construction services and then the CCDC-2 Stipulated Price Contract for construction once the tender process was complete to provide owners with cost certainty. The nice thing about the CCDC-5B is it combines everything into one contract and provides the owner with some flexibility based on their accepted risk level. The construction phase can be done essentially on a time and material basis whereby TDHF would accept the risk of cost overruns. The CCDC-5B (2025) provides options to convert the contract, by change order, into either a Stipulated Price contract or Guaranteed Maximum Price (GMP) contract, to cap the exposure of TDHF to cost escalation. In our experience, most owners like TDHF have very limited access to additional funding, so cost certainty is given a high priority. This is where our experience on complex modernization projects really shines. We identify as many potential risks as possible upfront, so that the project team can make informed decisions to keep the design within the project budget. Once the tendering process is complete, all bids received along with any own forces labour is itemized for review by the entire project team.

3.2 Company Profile



Company Profile

About Our Company

Where people work collaboratively to build on a foundation of trust, integrity, and family values to develop themselves through hard work and determination that provides enduring value to the communities we work, live, and play in.

Ward Bros. Construction was founded by brothers Cecil and Hugh Ward in 1976 following their immigration to Canada from Ireland. In the beginning, the focus was on residential and small commercial projects, building a solid reputation based on hard work, quality and integrity. Today, Ward Bros. remains family-owned and operated and has grown into one of the largest construction companies based in southern Alberta. Our focus is on the commercial, institutional, and industrial sectors using a variety of project delivery methods. Projects range from general maintenance to complex multi-million-dollar projects with values exceeding \$50 million. As part of a larger project team, we bring our expertise in construction, value engineering, and budgeting to all projects. By staying true to the core values established by our founding partners, we enable our clients to maximize the value of their projects.

FULL LEGAL & OPERATING NAME
Ward Bros. Construction Ltd.

NUMBER OF YEARS IN BUSINESS
50

CONTACT INFO
403-328-6698
wardbros.ca

3604 – 18th Ave N
Lethbridge AB T1H 5S7

PRINCIPALS
Colin Ward, CET, COO
Years Experience: 30
Darren Boras, CPA, CA, CFO
Years Experience: 27

KEY STAFFING LEVELS
Project Managers: 9
Site Superintendents: 8
Total Staff: 53



3.3 Cost Savings Examples

Clearview Lodge (2013-14) – To accommodate the expansion, TDHF planned to have a temporary kitchen installed. Ward Bros. was the successful bidder and was able to structure the phasing plan so that the existing kitchen could be used instead, saving TDHF a significant amount of money and making food service deliveries to residents much easier. This shows our creativity even when construction management isn't used.

Stirling School Modernization (2016-18) – Through various cost savings initiatives, the project budget was reduced from \$14.7 million to \$13.9 million. This allowed Westwind School Division to add solar panels to the gymnasium roof and improve stormwater management on the site.

MNP Lethbridge Office Renovation Phase 2 (2025) – Having completed phase 1 in 2023, Ward Bros. was able to identify and quantify similar areas of concern within the budget for phase 2. This allowed MNP to add a significant washroom renovation during construction that was able to be completed within the original schedule.

3.4 Ward Bros. Qualifications

Ward Bros. and members of our project team have experience working on projects within the healthcare sector, including several projects for Alberta Health Services (AHS). Ward Bros. is a prequalified contractor for the south zone of AHS in the following categories:

- Construction Manager at Risk (CMAR) – Class 1
- General Contractor – Class 1 and 2

The Class 1 designation is the most stringent and includes projects within an active treatment hospital or a green-field non-active hospital including Operating Suites, Intensive Care Units, Medical Laboratory services, Emergency, Diagnostic Imaging, Day Surgery, long-term care / extended care centres, and all areas supporting mechanical, electrical, communications, and security systems. The Class 2 designation applies to projects with Outpatient and Inpatient clinics, Rehabilitation clinics, exam rooms, minor treatment rooms, Pharmacy, Eye Clinics, Mental Health Services, and support spaces within an active treatment hospital and long-term care / extended care centres.

Part of working within the health care field is understanding Infection Prevention & Control (IP&C) requirements. Members of our team are well versed in IP&C and our Health & Safety Manager has completed official CSA IP&C training (Fundamentals of Infection Control during Construction, Renovation, and Maintenance of Healthcare Facilities). She has extensive experience in creating IP&C Risk Assessments and will apply these principles to the Clearview Project.

3.5 Familiarity with Taber Construction Community

Over the last thirty (30) years Ward Bros. has completed several projects in Taber including major school modernizations at WR Myers & DA Ferguson, Central School, and LT Westlake, plus a previous expansion at Clearview Lodge. All these facilities were occupied during construction. In 2022 we completed the new 1st Choice Savings & Credit Union and last year completed a new commercial retail unit by Walmart. Currently we are working through another multi-phased modernization to WR Myers and DA Ferguson. This \$30.5 million project is currently in phase two (2) with completion scheduled for early 2028.

Clearview Lodge is a community project and TDHF would like to engage local trades and suppliers where possible. Ward Bros. understands the importance of engaging the local community in a construction project. Projects of this magnitude do not come around very often to communities like Taber, so it is important to maximize the positive effects when they do. We accomplish this by directly employing qualified local tradespeople, which also helps to mitigate travel costs and enhance site security. Construction materials are sourced from local suppliers whenever it is practical to do so, and we will ensure qualified subcontractors from Taber are given an opportunity to bid on the project. This is the same philosophy that we employ on all our rural projects.

3.6 Project Experience

Ward Bros. has completed four (4) major projects involving the construction of care facilities or residences for seniors, plus a previous expansion at Clearview Lodge. Each ownership group was different, and the projects fell within either the Group B2 or Group C occupancy under the 1997 Alberta Building Code. Like the new Clearview Project, all four (4) projects utilized construction management, and we worked closely with the owner and consultant groups through the entire preconstruction phase to provide budgeting, constructability, and value engineering services, including management of the tender process for subcontractors. Common elements of the four major projects include wood frame construction varying between two and four storeys with masonry firewalls to compartmentalize the building to suit fire codes. Two (2) of these projects also incorporated a parkade (Black Rock Terrace) or a large basement (St. Therese Villa) using a reinforced, suspended concrete slab. These below grade spaces are used for mechanical and electrical services, laundry, and storage. All these projects included extensive sitework including servicing, parking lots, sidewalks, and landscaping.

While our most recent experience does not include housing projects, over the last five (5) years Ward Bros. has successfully completed some of the highest-profile projects in southern Alberta. In the pages that follow you will find detailed information on three (3) reference projects along with summaries of the four (4) major seniors' housing projects completed between 2005 and 2009.



Palliser School Division & Town of Coaldale



Coaldale Prairie Winds School & Shift Community Recreation Centre

To the benefit of Palliser School Division (PSD) and the Town of Coaldale (TOC), a partnership was created to pool resources to build a facility that benefits from economies of scale during construction and operating efficiencies by combining the mechanical plants. Through the construction management process, PSD and TOC wanted to maximize value while retaining a high standard of design and construction. These standards assist PSD deliver quality school facilities to serve their student body and meet the government's Inspiring Education Mandate over the next fifty (50) years. At the same time these standards allow TOC to meet the recreational needs of the community for the foreseeable future.

Ward Bros. was selected as construction manager in July 2021 and got to work reviewing the design and confirming the budget. The project was one of the first to be released during the COVID pandemic. Historical numbers used by cost consultants had to be thrown out and the budget created from scratch to reflect current market conditions. Schedule was a priority, so the project was tendered to allow construction to start in the fall. The first tender package included site grading and piling, followed by foundations and the steel superstructure. This provided the consultants with time to finalize their designs while neither impacting the construction schedule nor the turnover date. The final tender closed in January 2022 providing a total construction cost of \$54.3 million. An extensive cost savings exercise was conducted before arriving at the final contract amount of \$53.2 million. Cash allowances were created for items still requiring clarification post tender. Since the project involved two (2) owners with separate funding sources, the final contract amount was accurately split between them and separate invoices issued monthly.



Project Challenges & Successes

The combined facility is in the northwest corner of Coaldale and when we started there was no access to the site. With the desire to start the project as soon as possible, temporary access roads had to be built to support the weight of piling rigs and concrete trucks. In addition, generators were required to provide temporary power until Fortis could get a temporary service hooked up.

The initial project budget included in the RFP was \$41 million which turned out to be grossly inadequate. With the escalation created by the COVID pandemic, our first cost plan in September 2021 indicated a construction cost of \$52.6 million. Needless to say, the clients and Alberta Infrastructure were not thrilled but proceeded to tender. When the final tenders were received, it was confirmed that our budget was realistic given the current market conditions. We further justified the results by providing detailed information on the number of tenders received by scope, and the extent of own forces work.

PROJECT DELIVERY METHOD
Construction Management

LOCATION
Coaldale, AB

AREA
13,591 Square Metres

SCHEDULE
Project Start — October 2021
Substantial (Planned) — April 2024
Substantial (Actual) — June 2024

COST
Initial — \$53,200,000
Final — \$53,319,000

CONSTRUCTION TEAM
Bill Scales, Team Lead
Jocelyn Ellert, Project Manager
Tyson Dorchak, Project Coordinator
Brad Brenneis, Site Superintendent
Ben Degroot, Asst. Site Super

PRIME CONSULTANT
FWBA Architects

OWNER REPRESENTATIVES

Dexter Durfey,
former Secretary-Treasurer
Palliser School Division
403.894.5028

Russ Tanner, Director Recreation
& Community Services
Town of Coaldale
403.345.1375



Lethbridge & District Exhibition



Agri-Food Hub & Trade Centre

The new Agri-food Hub and Trade Centre is located on the site of the Lethbridge & District Exhibition (LDE). The purpose of this state-of-the-art facility is to showcase the dynamic agricultural industry of Southern Alberta, facilitate trade, market access, and commerce of local products, and attract investment to further drive economic and population growth in the area. Through an RFP and interview process, Ward Bros. was selected as the Construction Manager in December 2020.

Construction consists of non-combustible materials such as structural steel, masonry, and precast concrete while also featuring PSL columns and CLT roof panels in some high visibility areas. Exterior finishes are a combination of aluminum curtainwall, stained precast concrete, insulated metal panels, and composite metal panels. Features include a high-volume entrance / gathering space on the north elevation that includes a large digital screen. Flexibility to hold multiple events at the same time was created using operable walls in the trade halls, salons, and meeting rooms. The result is a highly functional and cost-effective facility that LDE, Ward Bros., the entire project team, and the community at large can be extremely proud of for years to come.



Project Challenges & Successes

The design was estimated to be at 70% completion when Ward Bros. joined the team, so the first order of business was the development of a comprehensive Cost Plan. The Cost Plan indicated that the project, as it was currently designed, was approximately \$10 million over budget. An extensive cost savings exercise commenced with LDE mandating that the overall functionality of the facility needed to be preserved. The team worked through a major redesign to get the project to a cost that could be approved for construction.

Bringing the project back in line with the budget was a huge but successful undertaking, especially during the time of COVID when supply chain issues caused material shortages, long lead times, and rising costs. To maintain pricing and ensure materials arrived on site in time for them to be installed, we had to procure them much earlier than normal. Examples include roof insulation and flooring. The project rented several acres of land south of the city to store the roof insulation for several months, and stored flooring in seacans for almost a year in advance of being required. Even though the project did not target LEED certification, there were several sustainable initiatives. Initial site clearing activities included the removal of 225 aging trees from the site. All the wood from these trees was repurposed into furniture used in the new facility. The project also has the capability to add photovoltaic panels to the roof in the future.

PROJECT DELIVERY METHOD

Construction Management

LOCATION

Lethbridge, AB

AREA

24,345 Square Metres

SCHEDULE

Project Start — March 2021

Substantial (Planned) — June 2023

Substantial (Actual) — August 2023

COST

Initial — \$61,868,000

Final — \$65,296,442

CONSTRUCTION TEAM

Colin Ward, Executive in Charge

Darren Boras, Preconstruction Advisor

Bill Scales, Project Director

Matthew Koester, Project Manager

Nathan Heerschap, Project Coordinator

Gary VanderLinden, Site Superintendent

Shaun Westerson, Asst. Site Super

PRIME CONSULTANT

Dialog

OWNER REPRESENTATIVES

Blair Grier,

Project Manager

403.715.7662



Westwind School Division



Magrath School Modernization

Magrath School is a K-12 facility with two administrations and a capacity for 1,200 students. Originally built in 1952, there had been six additions over the years utilizing a variety of construction methods that created a disjointed flow between sections and program areas with no student gathering spaces. The design intent was to create a more logical flow, promote it as a community hub, and increase functionality to create a more enjoyable learning environment. Record drawings were non-existent so Ward Bros. and FWBA conducted investigations to determine the existing construction. Existing firewalls were insufficient, so a full code assessment was done. Fire sprinklers were added resulting in some space efficiencies created through the reduction in the number of required exits.



Project Challenges & Successes

The school was occupied throughout construction, so the project was completed in three main phases. The first phase, considered a separate project, involved the construction of a new \$3 million CTS building known as the Magrath Innovation Centre. Once constructed, this space was used as swing space during the main modernization project. As with any phased modernization project, it was important that mechanical and electrical systems were maintained and access to adequate washroom facilities was preserved. The second phase involved the elementary wing as students were decanted to the new CTS building. This phase included a new library that also acts as the public library for the Town. The third and final phase involved the rest of the school and included major demolition as the existing CTS space was converted into a new 76-seat black box theatre accessible to the Town. There was constant communication with school administration and Westwind School Division to ensure that staff, students, and visitors always had safe access to and from the school. At times, safe access had to be provided through construction areas to accommodate emergency exiting requirements.

Not a single area in the school was left untouched so a detailed phasing plan was implemented and included the large hazardous materials abatement scope. New construction (CTS building) was completed first to create the needed swing space and temporary classrooms were constructed in the small gymnasium located in the elementary wing. All services were replaced which required the submission of pre-notice of work documentation along with the removal of hallway slabs so that new sanitary piping could be installed.

The school has a large footprint and there were several "surprises" uncovered during demolition that required remedial work, including additional abatement. While the remedial work resulted in an extension to the schedule, the final contract amount stayed within the tendered value and included upgrades to the main gymnasium that was not in the initial plan. At the end of the day, the Project Team was able to bring the vision of the Westwind School Division and Town of Magrath partnership to reality.

PROJECT DELIVERY METHOD

Construction Management

LOCATION

Magrath, AB

AREA

10,090 Square Metres

SCHEDULE

Project Start — June 2016

Substantial (Planned) — August 2018

Substantial (Actual) — November 2018

COST

Initial — \$18,993,800

Final — \$18,640,041

CONSTRUCTION TEAM

Colin Ward, Team Lead

Mariana Heinz, Project Manager

Darran Hollihan, Site Superintendent

PRIME CONSULTANT

FWBA Architects

OWNER REPRESENTATIVES

Dexter Durfey,

formerly of

Westwind School Division

403.894.5028

Peter Wright,

Secretary — Treasurer

Westwind School Division

403.653.4991



Housing Projects

Housing Projects



Black Rock Terrace (121 Suites) — Green Acres Foundation



PROJECT DELIVERY METHOD

Construction Management

LOCATION

Lethbridge, AB

COST

\$16,700,000

COMPLETION DATE

August 2008

AREA

Above Grade: 10,900 Square Metres
Parkade: 3,463 Square Metres

PRIME CONSULTANT

Alvin Reinhard Fritz Architects Inc.

CONSTRUCTION TEAM

Darren Boras, Project Manager

Gary VanderLinden, Site Superintendent

Martha's House (118 Suites) — St. Michael's Housing Association



PROJECT DELIVERY METHOD

Construction Management

LOCATION

Lethbridge, AB

COST

\$9,500,000

COMPLETION DATE

August 2005

AREA

8,941 Square Metres

PRIME CONSULTANT

Ferrari Westwood Babits
Architects

CONSTRUCTION TEAM

Darren Boras, Project Manager

Tony Voort, Site Superintendent

Prairie Ridge (85 Suites) — The Good Samaritan Society



PROJECT DELIVERY METHOD

Construction Management

LOCATION

Raymond, AB

COST

\$14,500,000

COMPLETION DATE

October 2009

AREA

6,506 Square Metres

PRIME CONSULTANT

Ferrari Westwood Babits
Architects

CONSTRUCTION TEAM

Darren Boras, Project Manager

Keith Sullivan, Site Superintendent

St. Therese Villa (200 Suites) — Covenant Health



PROJECT DELIVERY METHOD

Construction Management

LOCATION

Lethbridge, AB

COST

\$21,800,000

COMPLETION DATE

July 2008

AREA

15,398 Square Metres

PRIME CONSULTANT

Ferrari Westwood Babits
Architects

CONSTRUCTION TEAM

Darren Boras, Project Manager

Tony Voort, Site Superintendent

In addition to the above reference projects, current projects and recently completed projects utilizing construction management include the following:

- Current Projects:
 - o University of Lethbridge – Southern Alberta Medical Program
 - o 1st Choice Savings & Credit Union – New Coaldale Branch
- Recently Completed Projects Not Profiled Above:
 - o 1st Choice Savings & Credit Union – Fairmont Branch Renovation
 - o MNP LLP – Office Renovation Phases 1 and 2
 - o Timber-Tech Truss Office Addition & Renovation
 - o Southern Alberta Collegiate Institute

4. KEY PERSONNEL

Our team consists of proven professionals with the experience and knowledge to complete the Clearview Project on time and on budget. We have been involved in many large-scale projects using various forms of procurement including construction management, design-build, and the traditional design-bid-build. This gives us a well-rounded view of project requirements regardless of the project and type of construction. We can analyze the design and offer recommendations that can improve quality, reduce cost, or speed construction. All our team has recent experience on projects in and around an operational facility. They communicate regularly with owner representatives to ensure they are kept informed every step of the way to minimize the impact of construction on regular operations. Our team will use their knowledge and experience to guide the Clearview Project through to a successful completion. Team members are identified below, and their resumes can be found in **Appendix B**.

4.1 Team Members

Colin Ward, CET – Team Lead

With thirty (30) years of construction experience, Colin will provide guidance to the project and represent the Senior Management of Ward Bros. His experience overseeing expansion and modernization projects is second to none and includes a previous renovation and expansion at Clearview Lodge in 2013-14. Colin will spearhead the development of the Project Implementation Plan to ensure that all phases are properly planned and executed to maintain a safe and quality environment for residents. He will be our main contact during preconstruction, lend his experience during the construction phase, and oversee our entire team to drive the project to a successful completion.

Riley Boras, B.Sc. (Eng) – Project Manager

Riley rejoined Ward Bros. in 2023 after several years with geo-technical consultant Tetra Tech. He will participate in all aspects of the pre-construction phase, allowing him to be fully immersed in the project and able to hit the ground running when construction starts. Riley is currently managing a multi-phased modernization project in Taber and will be the main point of contact during the Construction Phase. As a strong support to the Site Superintendent, he will help drive the project to meet all the established objectives. He will coordinate and review the work of our Project Coordinator including submittal reviews, RFIs, PCNs and other deliverables on a day-to-day basis. Together with the Site Superintendent, Riley will help develop and maintain the construction schedule as well as implement and manage our Quality Control Plan.

Gary Vanderlinden, RSE – Site Superintendent

Gary is a red seal journeyman carpenter and one of the most experienced Site Superintendents in southern Alberta. He has over 30 years of construction supervisory experience across a wide variety of sectors including institutional, commercial, and industrial sectors. His experience includes several high-profile projects including the Agri-food Hub & Trade Centre, Lethbridge City Hall, ENMAX Centre, and ATB Centre Phase 1, as well as three (3) of our housing projects, including a previous renovation and expansion at Clearview Lodge in 2013-14. Gary will assist with drawing review and the development of the Project Implementation Plan during the preconstruction phase. Once construction commences, he will be fully committed to the Project, having onsite responsibility for all day-to-day site activities including the coordination of all work by subcontractors.

Tyson Dorchak, B.Sc. (CPM) – Project Coordinator

Tyson joined Ward Bros. on a full-time basis in May 2023 after completing his degree. He is an excellent resource to our Project Teams and assists with submittal review, schedule updates, and quality control. Tyson ensures that drawings and specifications are regularly updated in Procore so that our site team and all subcontractors have the most up-to-date information. These documents also become the red-line documents provided to the consultants at the end of the project so that accurate as-built documents can be created. Tyson is also our resident LEED expert having successfully completed the LEED Green Associate exam.

Darren Boras, CPA, CA – Pre-Construction Advisor

With over twenty-five (25) years of construction experience, Darren will lend his financial expertise to the pre-construction phase. His experience includes budgeting, value engineering, estimating, and managing large-scale projects including many of our previous housing projects. He will work closely with our pre-construction team to review the design and assemble the pre-tender budget. Once the tender package is released, he will review the requirement for own forces work, including general

conditions, and assist in reviewing the accuracy and completeness of all tenders. Darren will review and approve the tender package summary prior to submission to TDHF for approval.

Doug Henke, CET – Estimator

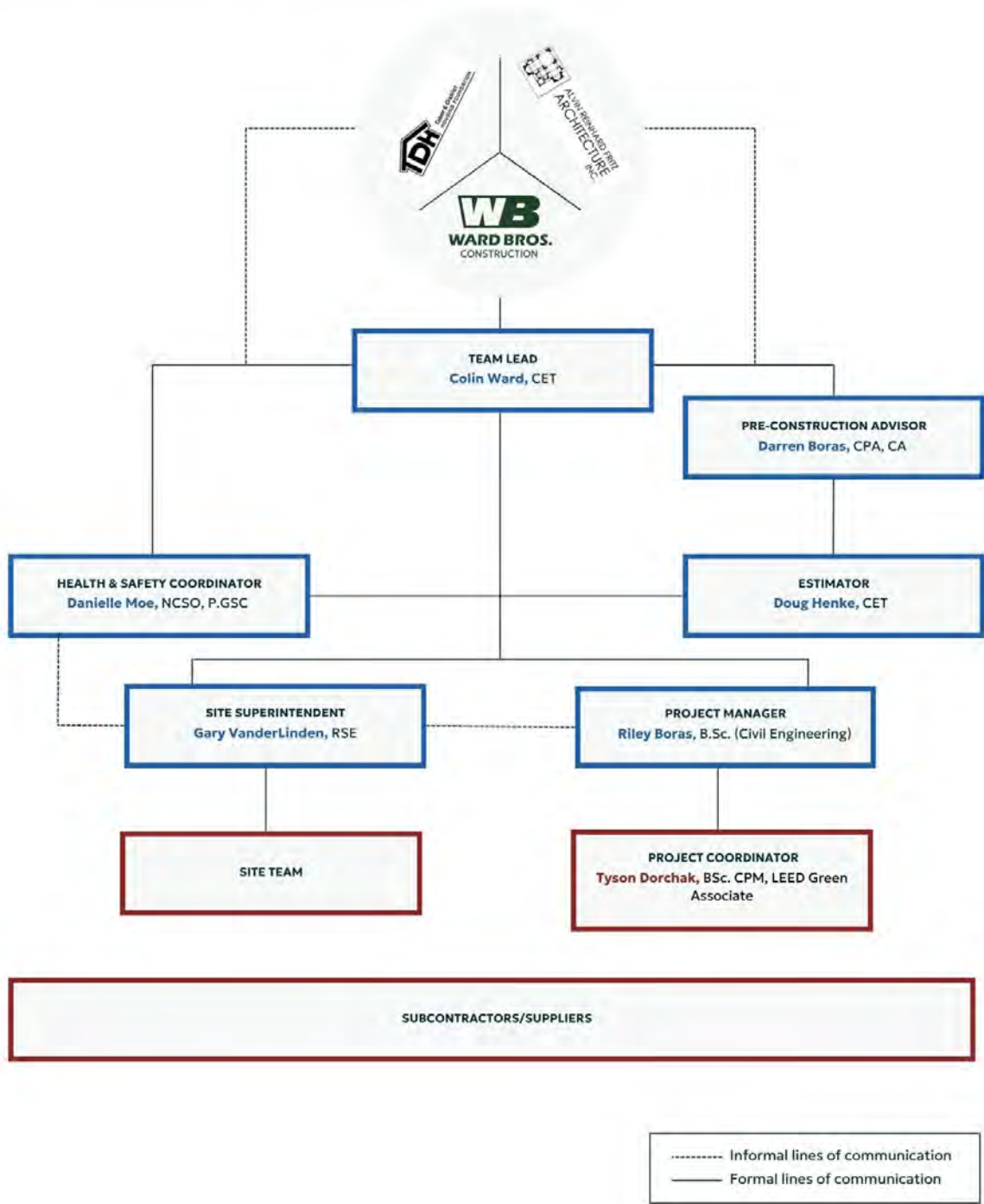
Doug has twenty-five (25) years of estimating experience. He has extensive knowledge of the southern Alberta construction market and will provide feedback on constructability, value engineering, and market conditions. Since joining Ward Bros. in 2004, Doug has been a key participant in the preparation of cost plans and tender summaries for most of our projects. He is the go-to resource for many subcontractors who have questions during the tender process. Reporting to our Pre-Construction Advisor, he will work closely with qualified subcontractors to confirm the project budget prior to tender. He will be an excellent resource during the pre-construction phase and will manage the tender process.

Danielle Moe, P.GSC, NCSO – Health & Safety Manager

Danielle is a Professional Gold Seal Certified Construction Safety Coordinator with over 10 years of experience managing the Ward Bros. health and safety program. She has a proven ability to engage and motivate teams to strive for safety and operational excellence. Since joining Ward Bros., she has taken our safety program to the next level, making it a leading program in southern Alberta. In 2019 she spearheaded the implementation of the safety app SiteDocs, which has both improved and simplified our safety program. Danielle will develop and implement the Project Safety Plan, conduct regular site inspections, and assist our site team with the management of on-site safety. Danielle has completed the 3M Fall Protection Certified Instructor Program and has been providing fall protection training to both our own staff and staff of several subcontractors to ensure working at heights is done safely and by individuals properly trained to do so. Based in Lethbridge, Danielle can respond quickly should the need arise.

4.2 Project Organizational Chart

Clearview Lodge Expansion & Modernization



Appendix A – Sample Documents

Sample Monthly Report

Sample Project Schedule – WR Myers & DA Ferguson Modernization

Draft Project Schedule – Clearview Lodge

Sample Pre-Construction Estimate



SOUTHERN ALBERTA MEDICAL PROGRAM FACILITY



CONSTRUCTION PROGRESS REPORT

FEBRUARY 2026



Monthly Construction Progress Report

PROJECT: Southern Alberta Medial Program (SAMP) Facility, University of Lethbridge

REPORTING PERIOD: February 2026

EXECUTIVE SUMMARY:

Issued for tender package was sent to market on February 9, 2026, with four addendums subsequently issued. The team is reviewing, submitting questions from trades, and pricing. The current tender close date is March 12, 2026, pending additional addendums.

On site, the demolition zone has been expanded to the north. Recyclable demolished materials continue to be sorted and diverted from the landfill.

WB and trade partners are also reviewing existing mechanical and electrical systems feeding the MRI clinic and planning temporary solutions to isolate the clinic.

HIGHLIGHTS:

- Issued for Tender package received, bid period ongoing.
- Demolition zone expanded north.

SCHEDULE UPDATE:

WORK COMPLETED THIS MONTH

- Redirected U3T MRI Centre clients to northmost corridor and hoarded off area from the rest of the building.
- Demolition of interior partitions, ceilings, and fixtures up to north corridor.
- Finalized plans to shutdown fire alarm and sprinkler system in the remainder of the building.
- Finalized plans to isolate U3T MRI Centre on existing mechanical system and demo remainder of system.

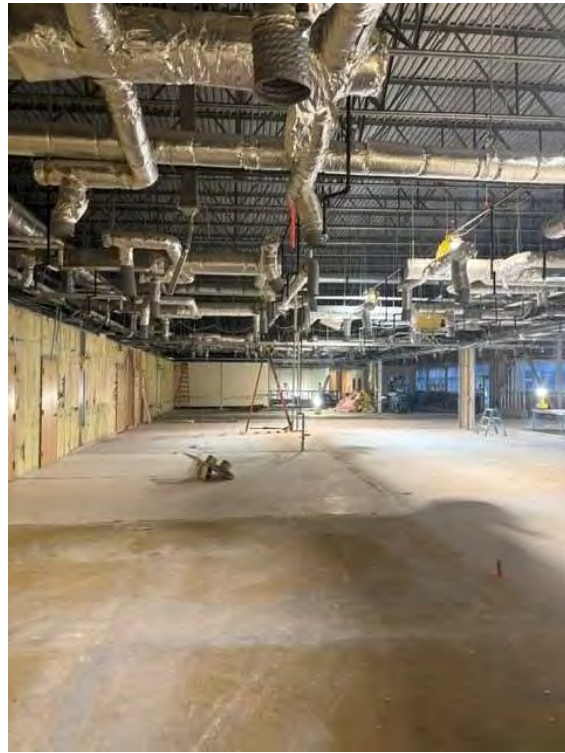
UPCOMING WORK

- Expand construction area to east, once Radiology Associates and U of L staff relocate.
- Demolition of interior partitions, mechanical and electrical systems from the east portion of the building.
- Demolition of mechanical and electrical systems from the north portion of the building.
- Close construction project tender.

PROGRESS PHOTOS



Demo North Area Up to Existing Corridor EP12H6



Demo North Area Up to Existing Corridor EP12H6



West Demo of Old Exterior Wall



M&E Demo

ISSUES & RISKS

ISSUE	IMPACT	MITIGATION
Overall Construction Schedule – Being Complete on Time	Schedule	Prioritize learning spaces and phase completion of clinical space? Defer move in of students for first semester?
Accessible entry to MRI	Productivity	Complete new east accessible entrance ASAP in spring 2026. Exploring asphalt options to expedite construction.
Project over budget	Budget	Scope creep has been evident as the design progresses (heating system for north half, upsize of AHU, etc.) Remove scope from project? (shell clinical space?)
Maintain MRI clinic during construction	Existing systems	Work with UofL for any required shutdowns. Limit time for required shutdowns.
Material delivery delays	Schedule	Early Procurement to expedite deliveries

BUDGET

As of the billing issued on February 25, 2026, approximately 70% of the demolition budget had been spent. While there is still some architectural demo to be completed (walls, ceilings, flooring), a big chunk of the remaining demo will be the mechanical equipment and piping.

WB provided Cost Plan #2 on December 1, 2025. Review with project team has taken place, and minor modifications were made. The overall budget increased by approximately \$3M, with \$1.5M from the Design Contingency used to partially offset the total increase to \$1.5M. The increase is attributed to design refinement and scope additions such as additional structural members, exterior improvements, additional sinks and VAV boxes in exam rooms, demountable partitions, and specialty wall finishes.

A cost savings list identifying potential savings items was also provided for the team to review.

Scope creep has been evident through the finalization of the contract documents. The impact of these changes will be recognized in the tender pricing. WB had \$1.5M of design contingency in the Cost Plan #2, which should cover these items. Cost savings may need to be explored.

Project forecast will be provided upon approved tender recommendation.



Clearview Lodge Expansion & Modernization

Preliminary Construction Schedule

Fri 3/27/26



ID	Task Name	Duration	Start	Finish	
1	Pre-Construction Phase	111 days	Mon 4/6/26	Mon 9/7/26	1 Pre-Construction Phase
2	Contract Commencement	0 days	Mon 4/6/26	Mon 4/6/26	2 Contract Commencement
3	Project Team Partnering Session / Start-Up Meeting	0 days	Tue 4/7/26	Tue 4/7/26	3 Project Team Partnering Session / Start-Up Meeting
4	WB Constructability Review and Cost Plan Preparation	20 days	Mon 4/13/26	Fri 5/8/26	4 WB Constructability Review and Cost Plan Preparation
5	Design Completion	20 days	Mon 5/11/26	Fri 6/5/26	5 Design Completion
6	Tender Period	35 days	Mon 6/8/26	Fri 7/24/26	6 Tender Period
7	Issued for Tender Documents Issued	0 days	Mon 6/8/26	Mon 6/8/26	7 Issued for Tender Documents Issued
8	Tender Period Open	0 days	Mon 6/8/26	Mon 6/8/26	8 Tender Period Open
9	Tender Period	20 days	Mon 6/8/26	Fri 7/3/26	9 Tender Period
10	Tender Close	0 days	Fri 7/3/26	Fri 7/3/26	10 Tender Close
11	WB Tender Evaluations	10 days	Mon 7/6/26	Fri 7/17/26	11 WB Tender Evaluations
12	WB Tender Recommendation Submitted/Presented	0 days	Fri 7/17/26	Fri 7/17/26	12 WB Tender Recommendation Submitted/Presented
13	Approval to Proceed with Construction	0 days	Fri 7/24/26	Fri 7/24/26	13 Approval to Proceed with Construction
14	Subcontractor Onboarding	10 days	Mon 7/27/26	Fri 8/7/26	14 Subcontractor Onboarding
15	Shop Drawings for Long Lead Equipment	20 days	Mon 8/10/26	Fri 9/4/26	15 Shop Drawings for Long Lead Equipment
16	Order Long Lead Equipment	0 days	Mon 9/7/26	Mon 9/7/26	16 Order Long Lead Equipment
17					
18	Construction Phase	735 days	Mon 7/20/26	Fri 5/11/29	18 Construction Phase
19	Phase 1 - Relocate 100 Block	50 days	Mon 7/20/26	Fri 9/25/26	19 Phase 1 - Relocate 100 Block
20	Mobilize to Site, Locates, Layout	5 days	Mon 7/20/26	Fri 7/24/26	20 Mobilize to Site, Locates, Layout
21	Screw Pile Fabrication	15 days	Mon 7/27/26	Fri 8/14/26	21 Screw Pile Fabrication
22	Screw Pile Installation	5 days	Mon 8/17/26	Fri 8/21/26	22 Screw Pile Installation
23	Prep Building to Move	10 days	Mon 8/3/26	Fri 8/14/26	23 Prep Building to Move
24	Relocate 100 Block	5 days	Mon 8/24/26	Fri 8/28/26	24 Relocate 100 Block
25	Hook-up / Connect Building	15 days	Mon 8/31/26	Fri 9/18/26	25 Hook-up / Connect Building
26	Prep & Clean-up	5 days	Mon 9/21/26	Fri 9/25/26	26 Prep & Clean-up
27	100 Block Ready for Move-In	0 days	Fri 9/25/26	Fri 9/25/26	27 100 Block Ready for Move-In
28	Phase 2 - Construction of New Three-Storey Section	400 days	Mon 8/24/26	Fri 3/3/28	28 Phase 2 - Construction of New Three-Storey Section
29	Mobilize to Site, Locates, Layout	10 days	Mon 8/24/26	Fri 9/4/26	29 Mobilize to Site, Locates, Layout
30	Excavation for New Basement	10 days	Mon 9/7/26	Fri 9/18/26	30 Excavation for New Basement
31	Sub-Structure & Foundations	40 days	Mon 9/21/26	Fri 11/13/26	31 Sub-Structure & Foundations
32	Site Services	20 days	Mon 10/19/26	Fri 11/13/26	32 Site Services
33	Above-Ground Structure	40 days	Mon 11/2/26	Fri 12/25/26	33 Above-Ground Structure
34	Mechanical & Electrical Installations	140 days	Mon 12/14/26	Fri 6/25/27	34 Mechanical & Electrical Installations
35	Exterior Envelope (Roofing, Cladding, Windows)	160 days	Mon 12/28/26	Fri 8/6/27	35 Exterior Envelope (Roofing, Cladding, Windows)
36	Interior Fit-Out & Finishes	230 days	Mon 4/5/27	Fri 2/18/28	36 Interior Fit-Out & Finishes
37	Commissioning of New Systems	30 days	Mon 1/24/28	Fri 3/3/28	37 Commissioning of New Systems
38	Phase 2 Complete - Ready for Move-In	0 days	Fri 3/3/28	Fri 3/3/28	38 Phase 2 Complete - Ready for Move-In
39	Phase 3 - Reno of First Half of Existing Building	125 days	Mon 3/6/28	Fri 8/25/28	39 Phase 3 - Reno of First Half of Existing Building
40	Owner Decanting Period	5 days	Mon 3/6/28	Fri 3/10/28	40 Owner Decanting Period
41	Utility Disconnects	5 days	Mon 3/13/28	Fri 3/17/28	41 Utility Disconnects
42	Deconstruction Activities	20 days	Mon 3/20/28	Fri 4/14/28	42 Deconstruction Activities
43	Mechanical & Electrical Installations	40 days	Mon 4/17/28	Fri 6/9/28	43 Mechanical & Electrical Installations
44	Exterior Envelope (Roofing, Cladding, Windows)	40 days	Mon 4/17/28	Fri 6/9/28	44 Exterior Envelope (Roofing, Cladding, Windows)
45	Interior Fit-Out & Finishes	70 days	Mon 5/8/28	Fri 8/11/28	45 Interior Fit-Out & Finishes
46	Commissioning of New Systems	20 days	Mon 7/31/28	Fri 8/25/28	46 Commissioning of New Systems
47	Phase 3 Complete - Ready for Move-In	0 days	Fri 8/25/28	Fri 8/25/28	47 Phase 3 Complete - Ready for Move-In
48	Phase 4 - Reno of Remainder of Existing Building	125 days	Mon 8/28/28	Fri 2/16/29	48 Phase 4 - Reno of Remainder of Existing Building
49	Owner Decanting Period	5 days	Mon 8/28/28	Fri 9/1/28	49 Owner Decanting Period
50	Utility Disconnects	5 days	Mon 9/4/28	Fri 9/8/28	50 Utility Disconnects
51	Deconstruction Activities	20 days	Mon 9/11/28	Fri 10/6/28	51 Deconstruction Activities
52	Mechanical & Electrical Installations	40 days	Mon 10/9/28	Fri 12/1/28	52 Mechanical & Electrical Installations
53	Exterior Envelope (Roofing, Cladding, Windows)	40 days	Mon 10/9/28	Fri 12/1/28	53 Exterior Envelope (Roofing, Cladding, Windows)
54	Interior Fit-Out & Finishes	70 days	Mon 10/30/28	Fri 2/2/29	54 Interior Fit-Out & Finishes
55	Commissioning of New Systems	20 days	Mon 1/22/29	Fri 2/16/29	55 Commissioning of New Systems
56	Phase 4 Complete - Ready for Move-In	0 days	Fri 2/16/29	Fri 2/16/29	56 Phase 4 Complete - Ready for Move-In
57	Phase 5 - Remove / Disconnect 100 Block	50 days	Mon 3/5/29	Fri 5/11/29	57 Phase 5 - Remove / Disconnect 100 Block
58	Utility Disconnects	5 days	Mon 3/5/29	Fri 3/9/29	58 Utility Disconnects
59	Building Removal	5 days	Mon 3/12/29	Fri 3/16/29	59 Building Removal
60	Complete Site Development Work	40 days	Mon 3/19/29	Fri 5/11/29	60 Complete Site Development Work
61					
62	Project Complete	0 days	Fri 5/11/29	Fri 5/11/29	62 Project Complete



COST PLAN #2 Version 2

December 10, 2025

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SECTION	SCOPE	Cost Plan #2	TOTAL DIVISION	Cost Plan #1	TOTAL DIVISION
DIVISION 01	GENERAL CONDITIONS		\$ 2,031,205.76		\$ 1,842,426.48
	Supervision / Project Management / Safety Officer	\$ 973,500.00		\$ 821,500.00	
	General Conditions	\$ 1,057,705.76		\$ 1,020,926.48	
DIVISION 02	EXISTING CONDITIONS		\$ 782,980.00		\$ 847,215.09
241.160	Demolition	\$ 532,980.00		\$ 597,215.09	
200.001	Mechanical Equipment Demolition	\$ 150,000.00		\$ 150,000.00	
200.002	Mechanical / Electrical Disconnects	\$ 100,000.00		\$ 100,000.00	
DIVISION 03	CONCRETE		\$ 101,982.54		\$ 156,725.69
311.000	Concrete Forming - Foundations	\$ 39,000.00		\$ 20,000.00	
320.000	Reinforcing Steel	\$ 18,013.52		\$ 57,470.83	
330.000	Concrete Supply - Foundations	\$ 10,991.20		\$ 8,669.06	
330.000	Concrete Supply - Slabs	\$ 20,295.97		\$ 50,817.78	
335.000	Place and Finish Slabs	\$ 13,681.85		\$ 19,768.03	
DIVISION 05	METALS		\$ 444,260.00		\$ 354,260.00
512.000	Structural and Misc. Steel	\$ 444,260.00		\$ 354,260.00	
DIVISION 06	WOOD AND PLASTICS		\$ 499,118.17		\$ 452,357.67
611.000	Rough Carpentry / Framing	\$ 174,118.17		\$ 152,357.67	
640.000	Millwork	\$ 325,000.00		\$ 300,000.00	
DIVISION 07	THERMAL & MOISTURE PROTECTION		\$ 1,437,654.48		\$ 447,660.00
746.160	Cladding (Including Updated Elevations)	\$ 1,255,185.00		\$ 277,660.00	
752.000	Modified Bituminuous Roofing	\$ 110,000.00		\$ 110,000.00	
784.000	Firestopping	\$ 50,000.00		\$ 50,000.00	
792.000	Joint Sealants	\$ 10,000.00		\$ 10,000.00	
700.001	Radon Slabs	\$ 12,469.48		\$ -	
DIVISION 08	OPENINGS		\$ 1,246,313.74		\$ 1,260,646.59
812.000	HM Doors, Frames, Hardware	\$ 425,453.74		\$ 341,309.29	
814.000	Wood Doors	\$ 388,000.00		\$ 301,722.30	
836.000	Overhead Doors	\$ 10,000.00		\$ 10,000.00	
840.000	Aluminum Doors, Windows	\$ 395,000.00		\$ 607,615.00	
850.000	Skylites	\$ 27,860.00		\$ -	
DIVISION 09	FINISHES		\$ 5,720,619.00		\$ 4,879,691.83
921.000	Steel Studs / Drywall / Ceilings	\$ 3,859,484.00		\$ 3,473,466.83	
930.000	Ceramic Tile	\$ 345,000.00		\$ 210,000.00	
965.000	Flooring	\$ 995,435.00		\$ 700,000.00	
984.000	Acoustic Treatments	\$ 300,000.00		\$ 300,000.00	
991.000	Painting	\$ 220,700.00		\$ 196,225.00	
DIVISION 10	SPECIALTIES		\$ 943,546.80		\$ 567,308.68
1011.000	Visual Display Boards	By Owner (FFE)		By Owner (FFE)	
1014.000	Signage	By Owner (FFE)		By Owner (FFE)	
1021.130	Toilet Partitions	Not Required		Not Required	
1021.230	Cubicle Curtains and Tracks	\$ 50,000.00		\$ 50,000.00	
1022.390	Operable Walls	\$ 155,000.00		\$ 200,000.00	
1026.000	Wall Protection	\$ 212,450.00		\$ 150,000.00	
1028.000	Washroom Accessories	\$ 87,423.80		\$ 48,200.68	
1051.000	Metal Lockers	\$ 111,848.00		\$ 119,108.00	
1080.001	Crash Rails and Corner Guards	\$ 37,550.00		\$ -	
1080.003	Demountable Partitions	\$ 80,775.00		\$ -	
1080.004	Forbo Bulletin Boards	\$ 8,500.00		\$ -	
1080.005	Specialty Wall Finishes	\$ 200,000.00		\$ -	
DIVISION 11	EQUIPMENT		\$ -		\$ -
1130.000	Residential Appliances	By Owner (FFE)		By Owner (FFE)	
DIVISION 12	FURNISHINGS		\$ 106,000.00		\$ 75,000.00
1220.000	Window Coverings	\$ 65,000.00		\$ 65,000.00	
1248.000	Entrance Grilles and Mats	\$ 41,000.00		\$ 10,000.00	
DIVISION 20	MECHANICAL		\$ 9,650,000.00		\$ 9,385,530.00
2000.000	Prime Mechanical	\$ 9,650,000.00		\$ 9,385,530.00	
DIVISION 26	ELECTRICAL		\$ 4,401,580.00		\$ 3,803,580.68
2600.000	Prime Electrical	\$ 4,401,580.00		\$ 3,803,580.68	
DIVISION 31	EARTHWORK		\$ 329,592.14		\$ 205,375.68
3110.000	Locates / Exploration	\$ 5,000.00		\$ 5,000.00	
3123.000	Excavation and Backfill	\$ 16,217.74		\$ 10,301.28	
3123.130	Gravel Slab Prep	\$ 18,374.40		\$ 15,074.40	
3123.330	Mech. / Elect. Excavation	\$ -		\$ 25,000.00	
3163.000	Micro Piles	\$ 290,000.00		\$ 150,000.00	
DIVISION 32	SITE IMPROVEMENTS		\$ 200,000.00		\$ 100,000.00
3293.000	Landscape Repair	\$ 100,000.00		\$ 100,000.00	
3200.001	Hardscape Repair (Concrete & Asphalt)	\$ 100,000.00		\$ -	
DIVISION 33	UTILITIES		\$ 7,729.91		\$ -
3341.130	Foundation Drainage	\$ 7,729.91		\$ -	
	CASH ALLOWANCES		\$ 3,150,000.00		\$ 4,000,000.00
121.1301	Site Development	\$ 500,000.00		\$ 500,000.00	
121.1302	Temp Heat and Hoarding	\$ 200,000.00		\$ 200,000.00	
121.1303	Interstitial Walkway	\$ 200,000.00		\$ 200,000.00	
121.1304	Under slab remedial work	\$ 600,000.00		\$ 100,000.00	
121.1305	Design Contingency (5% of \$30,000,000)	\$ 1,500,000.00		\$ 3,000,000.00	
121.1306	Decorative Poles	\$ 50,000.00		\$ -	
121.1307	Reinforce existing structure	\$ 100,000.00		\$ -	
	SUBTOTAL	\$ 31,052,582.54	\$ 31,052,582.54	\$28,377,778.37	\$ 28,377,778.37



COST PLAN #2 Version 2

Unit S&M Project

December 10, 2025

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OVERHEAD AND PROFIT:					
062.000	Insurance	\$ -	\$ 892,921.00	\$ -	\$ 892,921.00
		\$ 31,052,582.54		\$ 28,377,778.37	
061.000	Bonding (Based on \$30,240,000)	\$ 182,761.00		\$ 182,761.00	
		\$ 31,235,343.54		\$ 28,560,539.37	
141.000	Building Permit	\$ -		\$ -	
141.000	Safety Code Fee	\$ -		\$ -	
		\$ 31,235,343.54		\$ 28,560,539.37	
	Construction Management Fee (per Fee Schedule)	\$ 650,160.00		\$ 650,160.00	
	PreConstruction Fee	\$ 60,000.00		\$ 60,000.00	
		\$ 31,945,503.54		\$ 29,270,699.37	
	Rounding	\$ (3.54)	\$ (3.54)	\$ (49.37)	\$ (49.37)
	SUBTOTAL	\$ 31,945,500.00	\$ 31,945,500.00	\$29,270,650.00	\$ 29,270,650.00
	Construction Contingency (5% of \$30,000,000)	\$ 1,500,000.00	\$ 1,500,000.00	\$ 1,500,000.00	\$ 1,500,000.00
	TOTAL COST PLAN #2	\$ 33,445,500.00	\$ 33,445,500.00	\$30,770,650.00	\$ 30,770,650.00

OPTIONAL PRICING:			
1. New Metal Cladding with Phenolic Panels on Bump Outs and Parapet	Included Above	\$1,869,750.00	
Remove existing cladding and hat channels Install New Hat Channels Install new AD150/AD300 Metal Cladding panels to walls Install new Phenolic panels to soffit and parapet Paint exisitng AD150/AD300 cladding (existing MRI to match East Elevation) Paint Band on North Elevation *no thermal clips or insulation included			
2. New UPS System	\$ 273,950.00	\$ 276,100.00	
3. Classroom Power Options:			
Floor Boxes in Classrooms (12) c/w concrete scanning, chipping and repair	\$ 45,450.00		

*Windwall not included

*Gantry lifts not Included

Appendix B – Resumes

Colin Ward, Team Lead

Riley Boras, Project Manager

Gary Vanderlinden, Site Superintendent

Tyson Dorchak, Project Coordinator

Darren Boras, Pre-Construction Advisor

Doug Henke, Estimator

Danielle Moe, Health & Safety Manager



Colin Ward, CET

Team Lead

Colin graduated from the Civil Engineering Technology Program at Lethbridge College in 1995 and immediately joined Ward Bros. as a Project Manager. Prior to becoming Chief Operating Officer, Colin successfully estimated and managed projects in a wide variety of fields ranging from institutional and commercial buildings. His specialty over the years has been schools of all shapes and sizes, from small renovations and portable additions to complex modernizations and new builds. He maintains open communication channels with all stakeholders to ensure a successful project for all so that the goals of our clients are ultimately achieved. In his role of Chief Operating Officer, he oversees all our projects, lending his knowledge and experience along the way. Monthly meetings are held with the project teams to review progress, proactively identify issues, and ensure that the needs of our clients are ultimately being satisfied.

Relevant Project Experience

Ward Bros. Construction Ltd. — Chief Operating Officer

Oversees all company operations, organizing all labour requirements, and supporting all project teams, as necessary. Projects include but are not limited to the following:

- **WR Myers & DA Ferguson Modernization** — \$30.5M
- **Lethbridge Provincial Building Interior Renovation** — \$2.4M
- **MNP Lethbridge Office Renovation Phases 1&2** — \$4.4M
- **Lethbridge Polytechnic Wellness Services & SAS Renovation** — \$2.6M
- **Milk River Ridge School** — \$20.4M
- **Lethbridge & District Exhibition Agri-food Hub & Trade Centre** — \$65M
- **Lethbridge NTS Renovation** — \$1.25M
- **Tilley K-9 Replacement School** — \$10.1M
- **Stirling School Modernization** — \$14.5M
- **Magrath School Modernization** — \$19M
- **Wilson Middle School Modernization** — \$12.7M
- **St. Michael's School Modernization** — \$12.4M
- **Fort Macleod School Modernizations** — \$21.4M
- **Clearview Lodge Expansion (2013-2014)** — \$2.3M
- **Cardston K to 6 School Modernization** — \$14.8M
- **Willow Creek Composite High School Modernization** — \$11.3M

Education & Professional Affiliations

Civil Engineering Technologist (CET)

Designation from the Association of Science & Engineering Technology Professionals of Alberta

Civil Engineering Technology Diploma

Lethbridge College

Director of the Lethbridge Construction Association

Past Chairman of the Alberta Construction Association



Riley Boras, B.Sc. (Civil Engineering)

Project Manager

Riley was born and raised in Lethbridge, joining Ward Bros. on a full-time basis in September of 2023 after five (5) years at Tetra Tech Canada Inc. At Tetra Tech he was trusted with all the testing, coordination, and report writing at several wind farm projects in Southern Alberta. His experience with Tetra Tech makes him our inhouse expert for all things soil and materials related. While completing his education at the University of Alberta, he spent the summer months working as a Project Coordinator at Ward Bros. In this role he supported our project teams on two (2) school projects in Fort Macleod (2016) and Crossings Ice Complex (2015), a project consisting of a new twinned ice arena and curling rink in west Lethbridge. Currently Riley is the Project Manager for the multi-phased WR Myers & DA Ferguson Modernization. He has excellent communication skills and readily understands construction drawings and specifications. He is a strong support to the Site Superintendent and the entire project team to help deliver a successful project.

Relevant Project Experience

Ward Bros. Construction Ltd. — Project Manager

Day-to-day management of all project activities including scheduling, subcontract agreements, change and submittal management, and project meetings:

- **WR Myers & DA Ferguson Modernization** — \$30.5M
- **Lethbridge Provincial Building Interior Renovation** — \$2.4M
- **West Coulee Station Elementary School** — \$28.4M

Tetra Tech Canada Inc. — Engineer-In-Training

Duties included preparation of field reports, coordination of on-site testing (density, concrete, asphalt), budget tracking, cost estimating (including quantity take offs), and writing of engineering reports for foundations:

- **Wind Farms (Rattlesnake Ridge, Forty Mile, Hilda, Castlerock/Riverview)**
- **Travers Solar Farm**
- **Corteva Warehouse**
- **Garry Station School Site**
- **University Drive Twinning Project**

MPE Engineering Ltd.— Materials Technologist

Duties included asphalt testing and sampling, on site concrete testing, concrete strength testing, and soil testing and sampling:

- **Bassano Dam Emergency Spillway**

Ward Bros. Construction Ltd. — Project Coordinator - Summer Position

- **Fort Macleod School Modernization FP Walshe School** — \$12.5M
- **Fort Macleod School Modernization WA Day School** — \$7.4M
- **Crossings Ice Complex** — \$32M

Education & Professional Affiliations

Bachelor of Science in Civil Engineering — University of Alberta

LEED v4 Green Associate Course



Gary VanderLinden, RSE

Site Superintendent

Gary has over 30 years of experience in the construction industry. He is a red seal journeyman carpenter who has developed his career gaining firsthand experience working on construction projects across western Canada. He has been a Site Superintendent with Ward Bros. for over 25 years and has a great ability to think on his feet to manage the challenges of a construction project. His experience includes high profile projects like Lethbridge City Hall, ENMAX Centre, Crossings Ice Complex in West Lethbridge, and more recently, the new Lethbridge and District Agri-Food Hub facility. Gary's housing experience includes Black Rock Terrace in downtown Lethbridge, the former Sunrise Village across from Chinook Regional Hospital, and a previous expansion at Clearview Lodge, which had similar logistical challenges as the current project.

Relevant Project Experience

Ward Bros. Construction Ltd. — Site Superintendent

Responsible for the supervision, coordination, and scheduling of construction activities. As well as the adherence to the health, safety and environmental program and contract compliance of all subcontractors:

- **Raymond SR Seminary Building** — \$4.4M
- **Lethbridge & District Exhibition Agri-food Hub & Trade Centre** — \$65M
- **Vulcan Outdoor Pool Replacement** — \$4.4M
- **Chinook Regional Hospital Central Plant Phase 4** — \$2.1M
- **Labour Club Ice Arena Slap Replacement** — \$1.65M
- **Spitz Stadium Expansion Phase 1 and 3rd Base Concession** — \$1.6M
- **Crossings Ice Complex** — \$32M
- **Clearview Lodge Expansion (2013-2014)** — \$2.3M
- **ENMAX Centre Addition and Renovation** — \$26M
- **Black Rock Terrace** — \$16.7M
- **Sunrise Poultry Processing Plant and Hatchery** — \$20M
- **Sunrise Village Seniors Residence** — \$4.0M
- **Evangelical Free Church of Lethbridge** — \$2.7M
- **Enchant School Addition and Modernization** — \$ 2.4M
- **Lethbridge City Hall** — \$20.0M

Maple Reinders Inc. — Carpenter Foreman

Peter Kiewit & Sons — Carpenter Foreman

Education & Professional Affiliations

Drafting Technology — Lethbridge Community College

Interprovincial Red Seal Journeyman — Carpenter

Scaffold Safety & Erection

Construction Supervisory Training

Leadership for Safety Excellence

Principals of health & Safety Management



Tyson Dorchak, BSc.CPM, LEED Green Associate

Project Coordinator

Tyson was born raised in the Nobleford area and joined the Ward Bros. team as a summer student in May 2022. He worked as a Project Coordinator at the Coaldale High School and Recreation Centre (CHSRC) project. He was stationed on site and assisted the entire project team managing the project's LEED documentation, submissions, and reviewing shop drawings to ensure conformity with the design. Once Tyson completed his degree at SAIT, he re-joined Ward Bros. and continued his work at the CHSRC project. Having gained experience from the previous summer, Tyson picked up where he left off. His involvement increased to include updating the project schedule and coordinating more of the change management processes. He also took on the role of gatekeeper for all the door hardware, making sure it was all inventoried and then properly distributed for installation. Tyson has proven to be an asset to our team, and we look forward to seeing him continue to grow.

Relevant Project Experience

Ward Bros. Construction Ltd. — Project Coordinator

Assists the Project Manager in the day-to-day management of all project activities with a focus on scheduling, coordination of LEED requirements, change management, and project meetings:

- **St. Kateri Elementary School** — \$18.1M
- **Coaldale Prairie Winds Secondary School & Shift Community Recreation Centre** — \$53.3M
- **Milk River Ridge School** — \$20.4M
- **West Coulee Station Elementary School** — \$28.4M
- **Coaldale Treated Water Reservoir and Pump Station** — \$11.3M

Town of Nobelford Public Works - Labourer

- Maintenance and servicing of public property

Education & Professional Affiliations

Bachelor of Science in Construction Project Management — SAIT

Civil Engineering Technology Diploma — Lethbridge College

Certified LEED Green Associate



Darren Boras, CPA, CA

Pre-Construction Advisor

Darren joined Ward Bros. in 1999 as a Project Manager, combining his financial credentials with the ability to successfully manage construction projects. He is a committed member of the Ward Bros. management team whose financial abilities and practical decision-making are foundational to the company's consistent ability to execute quality projects that remain on budget. As Ward Bros. has grown, his role has evolved from direct involvement in individual construction projects to overseeing the entire organization as Chief Financial Officer. Darren is actively involved in the tendering process for our large projects, reviewing subcontractor estimates and requirements for own forces work. He reviews and executes all contract documents and during construction is available as needed and meets with the entire project team monthly to review the project schedule and financial projections.

Relevant Project Experience

Ward Bros. Construction Ltd. — Chief Financial Officer

Actively involved in the procurement process through proposal creation and management of project budgets and estimates. Oversees the financial performance of the company:

- **Lethbridge & District Exhibition Agri-food Hub & Trade Centre** — \$65M
- **Coaldale Prairie Winds Secondary School & Shift Community Recreation Centre** — \$53.3M
- **West Lethbridge Centre** — \$51M
- **Crossings Ice Complex** — \$32M
- **St Therese Villa Assisted Living Facility** — \$21.8M
- **Black Rock Terrace** — \$16.7M
- **Prairie Ridge Assisted Living Facility** — \$14.5M
- **Chinook High School Phase 2** — \$11M
- **Martha's House Independent Living** — \$9.5M
- **Royal Oak LDS Church** — \$4.6M
- **Sunrise Village Seniors Residence** — \$4.0M
- **SMRID New Office** — \$3.0M
- **Evangelical Free Church of Lethbridge** — \$2.7M
- **Raymond 8th Ward Chapel** — \$2.7M
- **Taber Central School Addition & Renovation** — \$2.5M
- **1st Choice Savings & Credit Union Westgate Branch** — \$2.0M
- **Logic Lumber New Building** — \$2.0M
- **Labour Club Slab Replacement** — \$1.65M
- **Coaldale Arena Dressing Room Addition** — \$1.5M
- **L.T. Westlake School Additions & Modernization** — \$1.3M
- **New Raymond R.C.M.P. Detachment** — \$1.1M

Education & Professional Affiliations

Chartered Professional Accountant (CPA, CA)

Bachelor of Management Degree — University of Lethbridge

Member — Chartered Professional Accountants of Alberta since 1997

Executive Member — Lethbridge Chamber of Commerce (2010-2014)



Doug Henke, CET

Estimator

Doug joined the Ward Bros. team in 2004 and brought with him a wide range of experience in commercial, educational, and industrial projects. Initially his responsibilities at Ward Bros. included estimating and project management on some of our smaller projects. For the last several years his focus has solely been on estimating, a critical component of our business. Doug is actively involved in the preparation of budgets and costing information for all our projects that use the construction management method. He manages the tendering process including the distribution of drawings and specifications, trade solicitation, and all labour and material take-offs for any own forces work. Doug is the trusted source for subcontractors who have questions during the tender process.

Relevant Project Experience

Ward Bros. Construction Ltd. — Estimator

Recent construction management projects requiring the preparation of budgets and management of the tender process:

- **Southern Alberta Medical Program**— \$32M
- **MNP Lethbridge Office Renovation Phase 1 & 2**— \$4.4M
- **1st Choice Savings & Credit Union**
 - New Coaldale Branch— \$3.8M
 - Fairmont Branch Renovation— \$3.6M
 - New Taber Branch— \$3.0M
- **Lethbridge & District Exhibition Agri-food Hub & Trade Centre** — \$65M
- **Coaldale Prairie Winds Secondary School & Shift Community Recreation Centre** — \$53.3M
- **Stirling School Modernization** — \$14.5M
- **Magrath School Modernization** — \$19M
- **Southern Alberta Collegiate Institute** — \$4.2M

Recent successful stipulated price bids:

- **Lethbridge Provincial Building Interior Renovation** — \$2.4M
- **Lethbridge Polytechnic Wellness Services & SAS Renovation**— \$2.6M
- **Lethbridge NTS Renovation** — \$1.25M
- **West Coulee Station Elementary School**— \$28.4M
- **Milk River Ridge School** — \$20.4M
- **St. Kateri Elementary School** — \$18.1M
- **Coaldale Treated Water Reservoir and Pump Station** — \$11.3M

Education & Professional Affiliations

Civil Engineering Technologist (CET)

Designation from the Association of Science & Engineering Technology Professionals of Alberta

Civil Engineering Technology Diploma

Lethbridge College

LEED v4 Green Associate Course



Danielle Moe, P.GSC, NCSO

Health & Safety Manager

Danielle joined Ward Bros. in the fall of 2013 and quickly proved to be an excellent addition to our team. She is a professional administrator with over fifteen (15) years of experience managing health and safety programs in the construction industry. Danielle ensures that our health and safety program meets the standards for Partnership with the Alberta Construction Safety Association (ACSA) and Alberta OH&S Regulations. She has a proven ability to engage and motivate teams to strive for safety and operational excellence. She conducts regular site inspections, hazard assessments and site safety meetings, and manages all training and development activities. Danielle is constantly improving herself and received her NCSO certification in 2015 and her Gold Seal Certification from the Canadian Construction Association in 2017.

Relevant Project Experience

Ward Bros. Construction Ltd. — Health & Safety Manager

Continuously develops, enhances, and monitors the Ward Bros. Health & Safety Program to meet or exceed the requirements of the OH&S Act. Projects include but are not limited to the following:

- **Southern Alberta Medical Program**— \$32M
- **MNP Lethbridge Office Renovation Phase 1 & 2**— \$4.4M
- **St. Kateri Elementary School** — \$18.1M
- **Coaldale Treated Water Reservoir and Pump Station** — \$11.3M
- **West Coulee Station Elementary School**— \$28.4M
- **Southern Alberta Collegiate Institute** — \$4.2M
- **Lethbridge NTS Renovation** — \$1.25M
- **Milk River Ridge School** — \$20.4M
- **Coaldale Civic Square Development** — \$4.3M
- **1st Choice Savings & Credit Union Fairmont Branch Renovation**— \$3.5M
- **Lethbridge Polytechnic Wellness Services & SAS Renovation**— \$2.6
- **Lethbridge & District Exhibition Agri-food Hub & Trade Centre** — \$65M
- **Coaldale Prairie Winds Secondary School & Shift Community Recreation Centre** — \$53.3
- **Tilley K-9 Replacement School** — \$10.1M
- **Wilson Middle School Modernization** — \$12.7M
- **Crossings Ice Complex (Lethbridge)**— \$32.5M

Education & Professional Affiliations

3M Fall Protection Certified Instructor

CSA Certification Z317.13.17— Infection Control During Construction, Renovation and Maintenance of Health Care Facilities

LEED v4 Green Associate Course

Certificate in Business Administration — SIAST, Palliser Campus

Gold Seal Certified — Safety Coordinator

Construction Safety Practitioner — 2024

National Construction Safety Officer (NCSO) —2015

Appendix C – Surety Reference Letter

Specialty Solutions, Surety Division - Edmonton

Taber & District Housing Foundation
5318 48th Ave.
Taber, AB T1G 1S2

March 27th, 2026

RE: Clearview Lodge Expansion & Modernization

We have been advised that **Ward Bros. Construction Ltd.** wish to be considered for the prequalification process. **Ward Bros. Construction Ltd.** is a highly valued client.

Their financial and technical capacity remains excellent and to the best of our knowledge, all contracts undertaken by them have been performed in a very satisfactory manner. We have no hesitation in recommending them as being fully qualified in their line of business and confirm that they have sufficient bonding capacity to meet the conditions of this request.

The current facility allows for a **\$150,000,000** aggregate work program with a single job at **\$65,000,000**, contracts beyond these limits will be considered.

Should they be chosen as the Successful Proponent for the above noted project, we anticipate the issuance of the required standard CCDC 50% Performance Bond and 50% Labour & Material Payment Bond for the above cited construction contract, subject to review and acceptance of the contract terms and conditions, all relevant documents, bond forms, full project financing in place, and a satisfactory underwriting review at the time bonds are requested by our client.

Yours very truly,

Intact Insurance Company



Leslie Boyle
Attorney-in-fact

cc: Intact Surety