



Request for Qualifications No. PSVAHA2016-01

Project Types: 1 and 2

Closing Time: Friday, February 26, 2016 at 1 PM PST

To:

Vancouver Affordable Housing Agency
c/o City of Vancouver
453 West 12TH Avenue
Vancouver, BC
V5Y 1V4

Attention: Mr. Jim Lowood, SCMP

From:

QUBE Building Systems Inc.
319 – 280 Nelson Street
Vancouver, BC
V6B 2E2
Tel. 604 716 0082
Fax. 604 628 3804

Attention: Mark Stephenson



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RFQ No. PSVAHA2016-01 SELECTING PARTNERS FOR A PRE-QUALIFICATION SHORTLIST TO SUPPLY PREFABRICATED MODULAR HOUSING

SECTION 1 – EXPRESSION OF INTEREST

BACKGROUND

QUBE Projects Inc. is the operating subsidiary of QUBE Building Systems Inc., a Vancouver-based Building Science and Technology company in the Green Building/Clean-Tech sector.

We believe that buildings must fulfill the livability requirements of their inhabitants today and well into the future. Our approach to building design and construction reflects social, economic and environmental concerns; it is a comprehensive methodology that considers daily living comfort, building durability and environmental leadership. At the core of our company is a talented and devoted team that shares a passion to innovate. We use our revolutionary building system to quickly, easily and cost-effectively deliver thoughtfully designed and sustainable housing solutions.

MODULAR BUILDING TECHNOLOGY AND METHODOLOGY

Our patent-pending modular building system provides us with a unique ability to design flexible, purpose built housing solutions. Invented here in Vancouver, we supply Passive House style modular building solutions that provide for maximum energy efficiency and occupant comfort and livability. Our modular structures are non-combustible and we prefer inorganic materials. We deliver sustainable housing solutions designed to provide the lowest, long-term operating costs.

Our structures are unique in that they can be transported long distances and quickly assembled, disassembled and relocated to provide excellent residual value for our customers. Our modules can be configured in variety of ways – side-by-side, stacked, laterally offset, perpendicular and cantilevered to provide for architecturally interesting installations. We clad all our modules with quality, durable building envelope materials to provide for unobtrusive and seamless neighbourhood integration.



QUBE Building Systems Inc. is an Intertek listed and labeled modular home manufacture. All our buildings feature a CSA A-277 modular home certification. Our building system complies with the National Building Code, ASHRAE, BC Building Code and Vancouver Building Bylaw as evidenced by current projects in West Vancouver, North Vancouver and Vancouver.

Our Modules/buildings can be configured on temporary or permanent foundations. We work with clients to design solutions to maximize the cost-benefit position. As an example, when site locations/conditions, density and life span for installation are known, we work very hard to optimize installation costs and to reduce any sunk costs – particularly in foundation and infrastructure design. We seek to maximize the efficiency of the building design/footprint, layout/living space and to minimize the waste in common area and circulation. The objective is to deliver quick, simple and smart housing solutions.

Our building system features plug-and-play modular connections for services - waste, water, electrical, fire/life safety connections. This includes super efficient HVAC solutions if desired. We compliment our thermally efficient and air-sealed building envelopes with LED light systems, low flow utilities and resilient finishes. Durability, sustainability and building performance are core to our corporate values and philosophy:

"Building design and construction blending social, economic, technology and environmental leadership to provide the livable requirements of today and tomorrow."

Live Better. TM is our corporate mission statement.

We provide turnkey housing solutions. Urban One Builders (<http://urbanonebuilders.com/>), a highly qualified and skilled Vancouver area constructor is our "Authorized Building Partner". They work seamlessly with us to oversee site work, installation and the commissioning of our modular structures/buildings. Our ability to quickly scale for sizable installations is supported by our strategic manufacturing partner which is capable of delivering on concentrated, high volume orders.

CORPORATE EXPERIENCE

QUBE Building Systems Inc. was formally incorporated in 2010 with a mandate to design, engineer and certify a modular building system form market and non-market housing needs that could be entirely assembled offsite and economically delivered to urban project sites where it is quickly and easily installed. Our projects division, QUBE Projects Inc. was formally incorporated in 2012 to prepare for the commercial roll-out of our technology. Along the way we have been supported and financed by private investors as well as the National Research Council of Canada through its Industrial Research Assistance Program.

There is not any litigation or claims during the three years immediately prior to Friday, February 26, 2016 at 1PM PST.

CORPORATE CAPABILITY

We are now entering a high growth phase of business as commercial orders are coming online. With long lead times behind us, we are presently installing early projects. Our order bookings are projected to increase from \$1M last year to \$10M this year (not including this proposal). We are presently finalizing a major financing with a European Private Equity group to scale our head office, design, project management and technology and quality control team. We have recruited a highly talented former Senior Executive with Microsoft as our Chief Operating Officer to manage and scale our growth in response to high customer demand. Our quality strategic partnerships for production/manufacturing and installation further compliment our growing in-house team and provide the capability for us to deliver a convenient, turnkey solution. We understand that this project will require considerable volume and tight timelines and we will coordinate to assign the appropriate resources where and when required.

Our key personnel are summarized below:

Mark Stephenson, MBA
Founder and CEO

Mark Stephenson is an entrepreneur and licensed real estate agent in the Province of British Columbia. When actively selling real estate, he has ranked as a top-producing member within the Vancouver real estate community. He has earned numerous awards for his sales achievements including the distinction of Chairman's Circle, ranking among the top 2% of Prudential sales professionals in North America – a network of more than 1600 offices and 60,000 sales professionals. Comfortable working in a dynamic, high-paced environment that requires a high level of organization, attention to detail and an ability to multi-task, he has a proven ability to work hard and to deliver consistent results regardless of market conditions. He holds a Master of Business Administration degree with a

specialization in Finance and Technology Management (Colorado State University) and a Bachelor of Business Administration degree with a specialization in Finance (Simon Fraser University).

Dale Borland
COO

Dale Borland is an accomplished all-round business professional having built up an extensive career over the past 25+ years in the Technology industry, encompassing leadership roles in early stage entrepreneurial ventures, medium size enterprises and in large global corporations spanning a multitude of business disciplines, operations and vertical markets. He spent a large portion of his career in Europe, Middle East and Africa managing Operations, Sales & Business Development and Strategic Partnerships focused on operational excellence, fiscal performance and business value. Dale Borland has held positions of CEO, COO and CMO at a variety of companies in Mobility, Financial Services, Automation and Digital/Social Media. He founded his own consulting practice in the UK and North America focused on business operations and management optimization. He joins the QUBE team with a degree in Electrical Engineering and Business Management from Cranfield University.

Fred Ligeti
VP, Technology

Fred Ligeti has been involved in real estate development, construction, project and property management since the late 1960's. He has worked in a variety of real estate markets within Canada and his experiences include the planning, design, execution and management of successful residential and commercial development projects. A life long entrepreneur, he also co-founded one of Montreal's first Apple Computer distributors in the early 1980's and later in 2002 from Vancouver, softWORKZ Innovation Inc., a successful anti-piracy software company.

Beau Jarvis – Senior Vice President, WES Group
Advisory Board Member

Marc Drysdale – Vice President, Westbridge
Advisory Board Member

Rick Stephenson – Consul and Senior Trade Commissioner for Canada to the United States (Retired)
Advisory Board Member

Chris Kottbauer – Director, RSBC Private Equity
Advisory Board Member

COMPLETED AND CURRENT MAJOR PROJECTS

Modular for Single Family Modular
2,550 Sq. Ft.
2 levels, 3 bedroom, 3 bathrooms

Address: 6586 Rosebery Ave., West
Vancouver

Objective: Design and build a modern, sustainable, energy efficient home to be located on an irregular sloping lot.

Project Value: \$750,000

Occupancy: Spring 2016.

References available upon request.



Modular for Childcare

3,000 Sq. Ft.

1 level, 2 classrooms, 37 childcare spaces

Address: 1370 Redwood St., North Vancouver

Objective: Design and build a sustainable, energy efficient and non-combustible childcare facility to replace a wood-framed portable structure destroyed by fire.

Project Value: \$500,000

Occupancy: Spring 2016.

References available upon request.



Modular for Multi-Family

7,500 Sq. Ft.

4 levels, 2 commercial units, 9 residential units

DE# 416794 / 419909

BP# 467787

Address: 3795 Commercial Street, Vancouver

Objective: Design and build a sustainable, energy efficient and non-combustible mixed use building in the Cedar Cottage neighbourhood through the Rental 100 program.

Project Value: \$3,000,000

Occupancy: Spring 2017.

References available upon request.



**RFQ No. PSVAHA2016-01 SELECTING PARTNERS FOR A PRE-QUALIFICATION SHORTLIST TO SUPPLY PREFABRICATED
MODULAR HOUSING**

SECTION 2 – PLEASE SEE ATTACHED LETTER OF QUALIFICATION



QUBE Projects Inc.
319 – 280 Nelson Street
Vancouver, BC
V6B 2E2
1 888 378 2010
www.qubebuildings.com

February 25, 2016

TO: The Vancouver Affordable Housing Agency (the "Housing Agency")

RE: REQUEST FOR QUALIFICATIONS - NO. PSVAHA2016-01 (the "RFQ") IN RESPECT OF SELECTING PARTNERS TO SUPPLY PREFABRICATED MODULAR HOUSING

1. Being duly authorized to represent and act on behalf of [Insert full corporate name and if a joint venture, then state "on behalf of..." and list the full corporate names of the companies forming the joint venture], the undersigned hereby submits the attached Response and supporting materials on behalf thereof.

2. Herein, the term "Respondent" refers to QUBE Projects Inc.

3. The Housing Agency and its representatives are hereby authorized to conduct any inquiries or investigations to verify the statements, documents, and information submitted in connection with this Response, and to seek clarification from the Respondent's bankers and clients regarding any financial and experience issues, and to do all other things stated in the RFQ.

4. Capitalized terms used herein have the definitions ascribed thereto in the RFQ.

5. The Housing Agency and its representatives may contact the following persons for further information:

Mark Stephenson, 604 716 0082

6. This Response is made with the full understanding and agreement that:

(a) any information submitted during qualification may be subject to verification by the Housing Agency, including during evaluation of any subsequent proposal or tender;

(b) the Respondent will (and does hereby undertake to) submit a bona fide proposal or tender in relation to the subject matter of the RFQ (and consistent with this Response) if the Housing Agency invites the Respondent to participate in a request for proposals or invitation to tender;

(c) the Housing Agency may:

(i) amend the scope and description of the goods and services to be procured under the RFQ or any subsequent request for proposals process, including the Site-Specific RFPs, varying them from those described herein, or amend the qualifications that may be required to meet those requirements;

(ii) open this process to potential proponents other than the grouping of Pre-Qualified Respondents contemplated by the RFQ;

(iii) determine which City-owned sites targeted for the installation of prefabricated modular housing will be subject to Site-Specific RFPs as contemplated by this RFQ and which may be subject to a separate procurement process;

(iv) reject or accept any or all Responses;

(v) cancel the RFQ process and reject all Responses;

(vi) cancel the RFQ process and commence a new process in respect of the same request for proposals with the same or an amended set of documents, information or requirements;

(vii) request that any Respondent to provide additional information, clarifications or goods samples or demonstrations, without requesting the same from all Respondents;

(viii) terminate the RFQ process and enter into direct negotiations with any party whether or not a Respondent; or

(ix) at any time during the RFQ Term and for any reason whatsoever, including as a result of any review of the Housing Agency's Board, terminate the RFQ and cease restricting eligibility for Site-Specific RFPs to Pre-Qualified Respondents.

(d) neither the Housing Agency nor the City of Vancouver will not be liable in any way whatsoever for any actions described under 4(c) of this letter.

7. The Respondent confirms and warrants that the information disclosed in the section of its Response titled "Conflicts; Collusion; Lobbying" is a complete and accurate response to Section 7.0 of the RFQ.

8. The Respondent acknowledges and agrees that the RFQ Documents are, in no way whatsoever, an offer to enter into an agreement except on the limited terms and conditions expressly stated in this letter, and submission of this Response by the Respondent does not in any way whatsoever create any obligation on the part of the Housing Agency to treat the Respondent's or any other respondent's Response in any particular manner or undertake the Housing Agency's RFQ process in any particular manner (except as expressly stated below in this letter with respect to confidentiality).

9. The Respondent acknowledges and agrees to the information disclaimers and other terms and conditions set forth in the RFQ.

10. Except only and to the extent that the Housing Agency is in breach of Section 11 of this letter, the Respondent now releases the Housing Agency, the City of Vancouver and their respective directors, officials, agents and employees from all liability for any costs, damages or losses incurred in connection with the RFQ, including any cost, damages or losses in connection with:

(a) any alleged (or judicially determined) breach by the Housing Agency or its directors, officials, agents or employees of any obligation or duty under the RFQ;

(b) any unintentional tort of the Housing Agency or its directors, officials, agents or employees occurring in the course of conducting the RFQ; or

(c) the manner in which the Housing Agency: reviews, considers, evaluates or negotiates any Response; addresses or fails to address any Response; or resolves to enter into any contract or not enter into any contract.

11. Subject to the applicable provisions of the *Freedom of Information and Protection of Privacy Act* (British Columbia) and the Housing Agency's right to publicly disclose information about or from any Response, including without limitation names and prices, in the course of publicly reporting to the Vancouver City Council about the RFQ, the Housing Agency will treat the Response (and the Housing Agency's evaluation of it), in confidence in substantially the same manner as it treats its own confidential material and information.

12. The Respondent acknowledges receipt of the following amendments and addenda (if applicable);

Amendment/Addendum No. 1 Date: February 17, 2016

Amendment/Addendum No. 2 Date: February 22, 2016

13. Any dispute relating to the RFQ (except to the extent that the Housing Agency breaches Section 11 above) will be resolved by arbitration in accordance with the *Commercial Arbitration Act* (British Columbia), amended as follows:

(a) The arbitrator will be selected by the Housing Agency;

(b) Section 10 of this letter, and the other provisions hereof, will apply; and

(c) The Respondent will bear all costs of the arbitration.

QUBE Projects Inc.

14. The Respondent (a) has read, understands and agrees to the terms and conditions in this letter, (b) has had an opportunity to seek legal counsel and (c) affirms that the statements made in its Response are true and correct in every detail.

Respondent Name(s): QUBE Projects Inc.

Signature:  Date: February 25, 2016

Name of Signatory: Mark Stephenson

Title of Signatory: CEO

Mailing Address: 319 – 280 Nelson Street, Vancouver, BC, V6B 2E2

Telephone No.: 604 716 0082 Fax No.: 604 628 3804

Key Contact Person: Mark Stephenson Email: mark.stephenson@qubebuildings.com

GST Registration No.: 84252 0843 RT0001 Date of Jurisdiction of Incorporation: October 12, 2012

City of Vancouver Business License No.: 16-107990 WorkSafeBC Registration No.: 943172



February 17, 2016

**REQUEST FOR QUALIFICATIONS ("RFQ") No.PSVAHA2016-01
SELECTING PARTNERS FOR A PRE-QUALIFICATION SHORTLIST TO SUPPLY
PREFABRICATED MODULAR HOUSING**

AMENDMENT No. 1

RE: CLOSING DATE CHANGED TO FEBRUARY 26, 2016

Currently Reads:

COVER PAGE

Responses are to be addressed and delivered to the Vancouver Affordable Housing Agency (the "Housing Agency"), C/O: City of Vancouver, 453 West 12th Avenue, Vancouver, British Columbia, Canada, V5Y 1V4, (Courier Delivery and Drop Off is at the Information Desk, Main Floor Rotunda of the same address) and should be received prior to 3:00 p.m., February 19, 2016 Vancouver Time (as defined in Note 3 below), on (the "Closing Time").

Please Change to:

COVER PAGE

Responses are to be addressed and delivered to the Vancouver Affordable Housing Agency (the "Housing Agency"), C/O: City of Vancouver, 453 West 12th Avenue, Vancouver, British Columbia, Canada, V5Y 1V4, (Courier Delivery and Drop Off is at the Information Desk, Main Floor Rotunda of the same address) and should be received prior to **1:00 p.m., February 26, 2016** Vancouver Time (as defined in Note 3 below), on (the "Closing Time").



All other conditions and specifications remain unchanged.

This amendment is to be completed, and attached to your Proposal form.

QUBE PROTECTS INC.

NAME OF VENDOR

[Signature]

SIGNATURE OF AUTHORIZED SIGNATORY

Feb. 25/16

DATE



February 22, 2016

**REQUEST FOR QUALIFICATIONS ("RFQ") No.PSVAHA2016-01
SELECTING PARTNERS FOR A PRE-QUALIFICATION SHORTLIST TO SUPPLY
PREFABRICATED MODULAR HOUSING**

AMENDMENT No. 2

RE: SCHEDULE 6 - PRICING PROFORMA, Table 5

Please change to:

Table 5: Sample Pricing for Project Type 2

Type of Product or Description of Product	Unit of Measurement	Sample Price for 100 Units	Sample Price for 250 Units	Sample Price for 500 Units	Sample Price for 1000 Units
Construction of Prefabricated Modular Housing Units	Per Square Foot	\$	\$	\$	\$
Delivery of Prefabricated Modular Housing Units	Total Price	\$	\$	\$	\$
Installation of Prefabricated Modular Housing Units including foundations	Total Price	\$	\$	\$	\$
Plumbing works including any necessary connection to outside services	Total Price	\$	\$	\$	\$
Installation of sprinklers and sprinkler connections to outside	Total Price	\$	\$	\$	\$



services					
Electrical work including the connection to outside services, supply and installation of interior and exterior lighting, hard wired smoke and CO2 sensors	Total Price	\$	\$	\$	\$
Construction of a communal amenity area	Total Price	\$	\$	\$	\$
Demobilization	Total Price	\$	\$	\$	\$
Price before GST or other applicable taxes		\$	\$	\$	\$

All other conditions and specifications remain unchanged.

This amendment is to be completed, and attached to your Proposal form.

DUBE PROJECTS INC.

NAME OF VENDOR

[Signature]

SIGNATURE OF AUTHORIZED SIGNATORY

Feb. 25/16

DATE

**RFQ No. PSVAHA2016-01 SELECTING PARTNERS FOR A PRE-QUALIFICATION SHORTLIST TO SUPPLY PREFABRICATED
MODULAR HOUSING**

SECTION 3 - PLEASE ATTACH EXISTING CERTIFICATE OF INSURANCE



**WILSON M. BECK
INSURANCE SERVICES INC.**

CERTIFICATE OF INSURANCE

CERTIFICATE HOLDER: To Whom It May Concern
DESCRIPTION: All Operations of the Insured
NAME OF INSURED: QUBE Building Systems Inc. a/o QUBE Projects Inc.

This is to certify that insurances as described herein, have been arranged through this office for the insured named above on whose behalf this Certificate is executed and we hereby certify that such insurances are in full force as of this date, but only with respect to the type(s) of insurance for which a policy number, policy period, and limits of liability or amount is shown. Aggregate limits shown may have been reduced by paid claims.

SCHEDULE OF INSURANCE

TYPE OF INSURANCE	COMPANY AND POLICY NUMBER	POLICY TERM MM/DD/YY	LIMITS OF LIABILITY AMOUNT OF INSURANCE
<input checked="" type="checkbox"/> Commercial General Liability including Non-owned Automobile Liability	Intact Insurance Company Policy No. 521(1)	Effective Date December 1, 2015 Expiry Date December 1, 2016	\$ 5,000,000.00 Bodily Injury and Property Damage Inclusive, Per Occurrence \$ 5,000,000.00 Products and Completed Operations Aggregate
PARTICULARS OF INSURANCE			
<input checked="" type="checkbox"/> Severability of Interest or Cross Liability			
<input type="checkbox"/> Contractors Equipment/ Miscellaneous Property		Effective Date Expiry Date	\$
PARTICULARS OF INSURANCE			
"All Risks" Form including Flood, Earthquake <input type="checkbox"/> Actual Cash Value except Replacement Cost on items 3/5 years and newer <input type="checkbox"/> 90% Co-Insurance Clause <input type="checkbox"/> Waiver of Subrogation in favor of <input type="checkbox"/> Thirty (30) Days Notice of Cancellation to <input type="checkbox"/> Loss Payable:			
<input type="checkbox"/> Other			

☒ Indicates that the Coverage/Endorsement indicated is included

TERMS AND CONDITIONS

This document is furnished as evidence to the Certificate holder named herein that the policy(ies) described herein have been effected to provide coverage as shown. This Certificate is subject to all limitations, exclusions and conditions of the above policy or policies as they now exist, or may hereafter be endorsed. This document is furnished to you as a matter of information only. The issuance of this document does not make the person or organization to whom it is issued an additional insured, nor does it modify in any manner the contracts of insurance between the insured and the Insurers. Any amendment, change or extension of such contracts can only be effected by specific endorsement. Should the contracts of insurance be cancelled, assigned or changed during the policy period in such manner as to affect this document, the Insurers will endeavour to give notice to the holder of this document, but failure to give such notice shall impose no obligation of any kind upon us or upon the Insurers.

Dated: December 15, 2015;lk:mm

Wilson M. Beck Insurance Services Inc.

E. & O.E.

Authorized to sign on behalf of Insurers

☒ **Lower Mainland**
#303-8678 Greenall Avenue
Burnaby, BC V5J 3M6
Phone: (604) 437-6200
Fax: (604) 437-5347

☐ **Southern Interior**
InVue Tower, #107 – 2040 Springfield Rd.
Kelowna, BC V1Y 9N7
City of Vancouver File # 2018-277
Phone: (250) 763-3840
Fax: (250) 762-9633

☐ **Alberta**
Suite 640 – 1414 8th Street SW
Calgary, AB T2R 1J6
Phone: (403) 229-2060
Fax: (403) 229-2021

RFQ No. PSVAHA2016-01 SELECTING PARTNERS FOR A PRE-QUALIFICATION SHORTLIST TO SUPPLY PREFABRICATED MODULAR HOUSING

SECTION 4 – DECLARATION OF SUPPLIER CODE OF CONDUCT COMPLIANCE

Purpose: All proposed suppliers are to complete and submit this form to certify compliance with the supplier performance standards set out in the Supplier Code of Conduct.

The Housing Agency and The City of Vancouver expects each supplier of goods and services to the City to comply with the supplier performance standards set out in the City's Supplier Code of Conduct (SCC) <http://vancouver.ca/policy_pdf/AF01401P1.pdf>. The SCC defines minimum labour and environmental standards for City suppliers and their subcontractors.

Suppliers are expected to comply with the aforementioned standards upon submitting a tender, proposal, application, qualification, expression of interest or quotation to the Housing Agency, or have a plan in place to comply within a specific period of time. The Housing Agency reserves the right to determine an appropriate timeframe in which suppliers must come into compliance with these standards. To give effect to these requirements, an authorized signatory of each proposed vendor must complete the following declaration and include this declaration with its submission:

As an authorized signatory of QUBE Building Systems Inc., I declare that I have reviewed the SCC and to the best of my knowledge, QUBE Building Systems Inc. and its proposed subcontractors have not been and are not currently in violation of the SCC or convicted of an offence under national and other applicable laws referred to in the SCC, other than as noted in the table below *(include all violations/convictions that have occurred in the past three years as well as plans for corrective action)*.

Section of SCC / title of law	Date of violation /conviction	Description of violation / conviction	Regulatory / adjudication body and document file number	Corrective action plan
N/A	N/A	N/A	N/A	N/A

I understand that a false declaration and/or lack of a corrective action plan may result in no further consideration being given to the submission of QUBE Building Systems Inc.

Signature: 

Name and Title: Mark Stephenson, CEO 

RFQ No. PSVAHA2016-01 SELECTING PARTNERS FOR A PRE-QUALIFICATION SHORTLIST TO SUPPLY PREFABRICATED MODULAR HOUSING

SECTION 5 – PRICING PROFORMA

1. PRICING FOR PROJECT TYPE 1

At this time no sites have been selected, but for the purposes of this exercise the Respondent is to make the following assumptions:

- Site area – 10,000 square feet, level, gravel, rectangular shaped site;
- 35 self-contained units with washroom and shower facilities in each unit;
- Average size of units is 150 square feet;
- Unit Mix – 75% single bed, 25% double occupancy; and
- Communal Amenity Area of 1250 Square Feet, with office, laundry facilities, and small kitchenette, either repurposed from previous sites or specialty built for this project, providing a link to the modular housing units.

Table 1: Sample Pricing for Modular Housing

Type of Product or Description of Product	Unit of Measurement	Price
Cost for Prefabricated Modular Housing Units	Total Price	\$21(1)
Delivery of Prefabricated Modular Housing Units	Total Price	
Installation of Prefabricated Modular Housing Units including foundations	Total Price	
Installation of sprinklers and sprinkler connections to outside services	Total Price	
Plumbing works including water, waste and sprinkler connection to outside services	Total Price	
Electrical work including connection to outside service, the supply and installation of hard wired smoke and CO2 sensors	Total Price	
Supply and installation of 5lb wall hung Fire extinguishers as required	Each	
Exterior skirting	Total Price	
Demobilization	Total Price	
Price before GST or other applicable taxes		

Assumptions:

- Proposed assembly of modules to be Passive House style design for maximum energy efficiency and maximum occupant comfort/livability.
- Price estimates are for stackable, interlocking modules that can be assembled in a myriad of ways to maximize density. These modules can be assembled, disassembled and re-located.

- Proposed housing solution is intended to be architecturally interesting, featuring building envelope and cladding solutions that provide for unobtrusive and seamless neighbourhood integration.
- All parts, components, fixtures and finishes are to be environmentally responsible, while providing for maximum durability and the lowest long-term operating costs.
- Proposed housing solution can be single or double storey (or higher if desired).
- The proposed allowance for foundation design can likely be optimized when site conditions and installation design/height is certain. At present, foundations and installation are budgeted to assume a more robust base, which may not be required.

Table 2: Sample Pricing for Communal Amenity Area

Type of Product or Description of Product	Unit of Measurement	Price
Cost for Communal Amenity Area, including foundations	Total Price	\$21(1)
Delivery of Communal Amenity Area	Total Price	
Installation of Communal Amenity Area including foundations (if not included above)	Total Price	
Plumbing works including connection of small kitchenette to outside services	Total Price	
Installation of sprinklers and sprinkler connections to outside services	Total Price	
Electrical work including connection to outside services, the supply and installation of interior and exterior lighting, hard wired smoke and CO2 sensors	Total Price	
Supply and installation of 5lb wall hung Fire extinguishers as required	Each	
Exterior skirting	Total Price	
Demobilization	Total Price	
Price before GST or other applicable taxes		

2. FINANCING FOR PROJECT TYPE 1

The Housing Agency is looking at the possibility of a lease to own arrangement with multiple buyout options. For the lease to own arrangement the Housing Agency requests that the respondents submit what the monthly rate is for the lease as well as the yearly buyout costs on the annual anniversary of the agreement. For the purpose of this proforma for the RFQ the Housing Agency is assuming that the total cost of the modular housing and the community amenity area is \$800,000.00.

Table 3: Sample Financing

Total Purchase Price	\$21(1)
Monthly Lease Payment	
Year One Buyout Price	
Year Two Buyout Price	
Year Three Buyout Price	
Year Four Buyout Price	
Year Five Buyout Price	

Assumptions:

- \$21(1)

3. PRICING FOR PROJECT TYPE 2

As explained under Section 1.3 Scope of Work the Housing Agency is looking for the supply of prefabricated modular units with a mix of studios, two and three bedroom units (exact mix and number of units in each development to be confirmed). These developments will need to be built in accordance with zoning, by-law and code requirements and may be multi-level (in accordance with zoning for each site). These units are anticipated to be required in eight months to one year.

At this time no sites have been selected, but for the purposes of this exercise the Respondent is to make the following assumptions:

- Level, rectangular shaped site;
- 100 Units with the unit mix and unit size (Table 4) as set out below;
- Unit Mix – 15% studio, 10% one beds, 25% two beds, 50% three beds;
- Allowance for 300 sq.ft common amenity space; and
- Built to City of Vancouver Building Bylaws.

Table 4: Unit Size

For the purpose of this proforma, the Respondent is to assume the Unit sizes are as per the table below:

Unit Type	Approximate Size in Square Feet
Studio	320
One Bed	450
Two Bed	650
Three Bed	800

Table 5: Sample Pricing for Prefabricated Modular Housing

Based on the information above, and assuming for the purposes of this proforma that the initial build is 100 Units, please complete this table 5 with the options to increase the amounts of units:

Table 5: Sample Pricing for Project Type 2

Type of Product or Description of Product	Unit of Measurement	Sample Price for 100 Units	Sample Price for 250 Units	Sample Price for 500 Units	Sample Price for 1000 Units
Construction of Prefabricated Modular Housing Units	Per square foot	\$21(1)			
Delivery of Prefabricated Modular Housing Units	Total Price				
Installation of Prefabricated Modular Housing Units including foundations	Total Price				
Plumbing works including any necessary connection to outside services	Total Price				
Installation of sprinklers and sprinkler connections to outside services	Total Price				
Electrical work including the connection to outside services, supply and installation of interior and exterior lighting, hard wired smoke and CO2 sensors	Total Price				
Construction of a communal amenity area	Total Price				
Demobilization	Total Price				
Price before GST or other applicable taxes					

Assumptions:

- s.21(1)

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RFQ No. PSVAHA2016-01 SELECTING PARTNERS FOR A PRE-QUALIFICATION SHORTLIST TO SUPPLY PREFABRICATED MODULAR HOUSING

SECTION 7 - CONFLICTS/COLLUSION/LOBBYING

7.1 Conflicts of Interest Generally

Each Respondent must disclose whether any officer, director, shareholder, partner, employee or contractor of the Respondent, or any other person related to the Respondent's organization (a "person having an interest") or any spouse, business associate, friend or relative of a person having an interest is:

- 1. an elected official or employee of the City or the Housing Agency; or*
- 2. related to or has any business or family relationship with an elected official or employee of the City or the Housing Agency, in each case such that there could be any conflict of interest or an appearance of a conflict of interest in the evaluation or consideration of the Respondent's Request for Qualifications by the Housing Agency. The Housing Agency will evaluate each matter disclosed to determine whether and to what extent the Respondent can be given consideration in the RFQ in light of the particular matter.*

NOT APPLICABLE

7.2 Former City or Housing Agency Employees

Each Respondent must disclose whether any person having an interest (as defined above) is a former official, former employee or former contractor of the City or the Housing Agency who has non-public information relevant to the RFQ obtained during his or her employment or engagement by the City or the Housing Agency. The Housing Agency will evaluate each matter disclosed to determine whether and to what extent the Respondent can be given consideration in the RFQ in light of the particular matter.

NOT APPLICABLE

7.3 Other Clients

Each Respondent must disclose whether the Respondent is currently engaged in supplying (or is proposing to supply) goods or services to a third party such that entering into an agreement with the City or the Housing Agency in relation to the subject matter of the RFQ would create a conflict of interest or the appearance of a conflict of interest between the Respondent's duties to the City or the Housing Agency, and the Respondent's duties to such third party. The Housing Agency will evaluate each matter disclosed to determine whether and to what extent the Respondent can be given consideration in the RFQ in light of the particular matter.

NOT APPLICABLE

7.4 Collusion

Each Respondent is required to disclose whether the Respondent is competing for purposes of the RFQ with any entity with which it is legally or financially associated or affiliated. Each Respondent must also disclose whether it is cooperating in any manner in relation to the RFQ with any other Respondent responding to the RFQ. The Housing Agency will evaluate each matter disclosed to determine whether and to what extent the Respondent can be given consideration in the RFQ in light of the particular matter.

NOT APPLICABLE

7.5 Lobbying

Each Respondent is required to disclose whether it or any officer, director, shareholder, partner, employee or agent of the Respondent: (1) is registered as a lobbyist under any lobbyist legislation in any jurisdiction in Canada or in the United States of America; or (2) has engaged in any form of political or other lobbying whatsoever with respect to the RFQ or sought, other than through the submission of its Response, to influence the outcome of the RFQ process. The Housing Agency will evaluate each matter disclosed to determine whether and to what extent the Respondent can be given consideration in the RFQ in light of the particular matter.

NOT APPLICABLE

REQUEST FOR QUALIFICATIONS NO. PSVAHA2016-01 (the "RFQ")
IN RESPECT OF SELECTING PARTNERS FOR A PRE-QUALIFICATION SHORTLIST TO SUPPLY
PREFABRICATED MODULAR HOUSING

Responses are to be addressed and delivered to the Vancouver Affordable Housing Agency (the "Housing Agency"), C/O: City of Vancouver, 453 West 12th Avenue, Vancouver, British Columbia, Canada, V5Y 1V4, (Courier Delivery and Drop Off is at the Information Desk, Main Floor Rotunda of the same address) and should be received prior to 3:00 p.m., February 19, 2016, Vancouver Time (as defined in Note 3 below), on (the "Closing Time").

REQUEST FOR QUALIFICATIONS WILL NOT BE PUBLICLY OPENED.

NOTES:

1. A Response may be submitted to the address specified above by mail or delivered by courier or otherwise in person at the Information Desk at the address specified above, in each case prior to the Closing Time.
2. Each Response must be marked with the vendor's name and the RFQ title and number.
3. "Vancouver Time" will be conclusively deemed to be the time shown on the computer clock at the Information Desk, Main Floor Rotunda, 453 West 12th Avenue, Vancouver.
4. Vancouver City Hall is open on business days from 8:30 a.m. to 4:30 p.m., Vancouver Time, and is closed Saturdays, Sundays, and holidays.
5. All queries related to this RFQ should be submitted in writing to the attention of:

Jim Lowood, SCMP

Fax: 604-873-7057

Email: jim.lowood@vancouver.ca

(the "Contact Person")

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SECTION 1 GENERAL INFORMATION

1.1 Introduction

The Vancouver Affordable Housing Agency Ltd. (the “Housing Agency”) is seeking responses (each, a “Response”) from interested partners (“Respondents”) with expertise in prefabricated modular housing for the construction, supply, delivery and installation of modular housing units. Projects will range in size, property use mix and complexity.

Partners that are selected pursuant to this RFQ will be eligible to participate in Site-Specific Requests for Proposals (“Site-Specific RFP”) in respect of specific opportunities for a period of two years, with a possible extension of one year at the sole discretion of the Housing Agency. (the “RFQ Term”).

1.2 Background

In 2014, Vancouver City Council, acting on recommendations from the Mayor’s Task Force on Housing Affordability, approved the creation of the Housing Agency. The Housing Agency is an entity that is separate from, but accountable to the City of Vancouver (“City”), with the City as the sole shareholder. The Housing Agency’s mandate is to expedite the delivery of affordable housing options to achieve the objectives set out in the City’s Housing and Homelessness Strategy (2012-2021). Only successful Respondents to this RFQ will be able to participate in Site-Specific RFPs. Details on the selected sites will be available during the RFP process.

1.3 Scope of Work

The Housing Agency is seeking Respondents with expertise in the construction and installation of prefabricated modular housing. The self-contained prefabricated modular housing units (“Units”) will be situated on sites owned by the City or sites provided by others with the expectation that the Units will be portable as some of the sites will be for temporary use. Successful Respondents, if selected as successful proponents in subsequent Site-Specific RFPs, will be asked to participate in two types of projects, as outlined below:

1.3.1 Project Type 1 - Temporary interim housing: Supply initially between 30 and 40 Units (including sleeping and washroom facilities) with a square footage of approximately 150 square feet. The Units would be a mix of single occupancy and double occupancy, with ideally 75% of these single bed units but the Housing Agency will review responses with a higher number of single occupancy units. There will be no cooking facilities in the Units and attached to the Units will be an adjoining communal amenity area of between 1000 to 1500 square feet with an office for the building manager and a small kitchenette. The housing facilities are scheduled to be functional in early 2016.

These units would be single storey or stacked two storey, built to CSA and BC Building Code requirements. Other requirements include, but are not limited to:

- Foundations designed as per seismic requirements;
- Hard wired smoke detectors; and
- Sprinkler system.

The Housing Agency is interested in a short term lease with a buyout option for the initial 30 to 40 units and may be interested in up to 300 units per year. The Housing Agency will review the lease option presented in the Response as requested in Schedule 6.

At this time a site has not been selected for this project type; however any designs should maximize efficiency of building footprint. For the purpose of this RFQ Respondents are to assume a clear level site and allow for all costs above ground excluding connections to services. Temporary waste and fresh water storage may be required while more permanent connections are made.

- 1.3.2 Project Type 2 - Temporary longer-term housing: Depending on location, supply, deliver and initially install between 100 and 200 prefabricated modular Units (with the possibility of up to 300 units per year) with a mix of studios, two and three bedroom Units (exact mix and number of units in each development to be confirmed). These developments will need to be built in accordance with zoning, by-law and code requirements. These Units are anticipated to be required in eight months to one year.

At this time no sites have been selected for any future project types however any designs should maximize the efficiency of the building footprint. For the purpose of the RFQ the Respondent is requested to complete the proforma as set out in Schedule 6 with an example amount of units for review by the Housing Agency.

Developments could be multi-level (in accordance with zoning for each site) to ensure best value and density. For the purpose of this RFQ Respondents are to assume clear level site(s) and allow for all costs from foundations up assuming site already has services to connect to.

For the eventual Site-Specific RFPs, the successful proponent would be required to act as the main contractor, oversee all sub-trades, and manage the project through to occupancy, with two options for payment for Project Type 1, as explained in Schedule 6 - Pricing Proforma. The Housing Agency would either purchase the modular units in one lump sum or enter into a contract with a lease to own option.

1.4 City Policies and Sustainability

The Housing Agency follows the City of Vancouver Procurement Policy, Ethical Purchasing Policy and related Supplier Code of Conduct found at <http://vancouver.ca/doing-business/selling-to-and-buying-from-the-city.aspx> which aligns the Housing Agency and the City's approach to procurement with its corporate social, environmental and economic sustainability values and goals. They evidence the Housing Agency and the City's commitment to maximize benefits to the environment through product and service selection, and to ensure safe and healthy workplaces, where human and civil rights are respected. Each vendor is expected to adhere to the supplier performance standards set forth in the Supplier Code of Conduct. The Ethical Purchasing Policy shall be referred to in the evaluation of Expressions of Interest, to the extent.

Vendors are to provide environmentally sensitive products or services wherever possible. Where there is a requirement that a vendor supply materials, and where such materials may cause adverse environmental effects, the vendor should indicate the nature of the hazard(s) in its Response. Furthermore, each vendor is asked to advise the Housing Agency of any known alternatives or substitutes for such materials that would mitigate such adverse effects.

1.5 RFQ Process

- 1.5.1 Interested parties (“Respondents”) are required to respond to this RFQ in accordance with the instructions set forth in this RFQ.
- 1.5.2 Responses are being requested in order to afford the Housing Agency the opportunity to gauge such responses and evaluate Respondents’ expertise, so that the Housing Agency may then conduct a more formal procurement process, tailored (as determined in the Housing Agency’s discretion) to the responses received and limited, should the Housing Agency so determine, to all or some of the RFQ Respondents. The Housing Agency currently anticipates that Site-Specific RFPs will be released to multiple qualified Respondents during the period stated in Schedule 1 – Description of Requirements.
- 1.5.3 Notwithstanding the foregoing, the Housing Agency may, as a result of the RFQ, decide to proceed directly to negotiate a contract with an outstanding Respondent (or the sole qualified Respondent, if there is only one).
- 1.5.4 The RFQ process is aimed at encouraging businesses with the required level of expertise to participate. Respondents should ensure that their Responses demonstrate expertise in construction and installation of modular facilities.
- 1.5.5 Any potential Respondent is requested to refrain from submitting a Response if it is not willing to submit bona fide proposals in relation to the subject matter of the RFQ if the Respondent is invited to participate in Site-Specific RFPs.
- 1.5.6 If a potential Respondent believes that the Housing Agency may be unable to select it due to a conflict of interest, but is uncertain about this, the potential Respondent is urged to contact the individual named on the cover page above as soon as possible with the relevant information so that the Housing Agency may advise the vendor regarding the matter.
- 1.5.7 Respondents will be pre-qualified (each a “Pre-Qualified Respondents”) to receive Site-Specific RFPs in respect of: (i) Project Type 1 (see above); (ii) Project Type 2 (see above); or (iii) both Project Type 1 and Project Type 2, based on the Pre-Qualified Respondent’s grouping based on the evaluation of their Response.
- 1.5.8 Site-Specific RFPs will be released only to Pre-Qualified Respondents under this RFQ process. Potential respondents that have been short-listed or pre-qualified through any other City procurement process will not be eligible to submit proposals to Site-Specific RFPs unless they are pre-qualified pursuant to this RFQ.
- 1.5.9 The Housing Agency will facilitate discussions with the community and City departments as required.

1.6 RFQ Documents

- 1.6.1 This RFQ consists of:
 1. the cover page hereof and sections 1 through 6 hereof; and
 2. schedules as follows:
 - a) Schedule 1 – Description of Requirements;

- b) Schedule 2 – Letter of Qualification;
- c) Schedule 3 – Format for Response;
- d) Schedule 4 – Certificate of Existing Insurance;
- e) Schedule 5 - Declaration of Supplier Code of Conduct Compliance; and
- f) Schedule 6 - Pricing Proforma.

(collectively, the “RFQ Documents”)

- 1.6.2 If the Housing Agency issues any amendments or addenda to the RFQ Documents, such amendments or addenda will form part of the RFQ Documents. It is the sole responsibility of all Respondents to check the Housing Agency’s information page at: <http://vancouver.ca/your-government/vancouver-affordable-housing-agency.aspx> regularly for amendments or addenda to the RFQ Documents, including questions and answers posted by the Housing Agency in relation to this RFQ. Based on the questions proposed and any changes to the RFQ updates will be provided.

SECTION 2 QUALIFICATION CRITERIA

2.1 General

The Housing Agency currently expects to base its decision with respect to each Respondent’s qualification (or not) to participate in Site-Specific RFPs on (i) whether the Response submitted by the Respondent has met, and whether such Response shows that the Respondent has met, the requirements set out in the RFQ Documents and (ii) the evaluation criteria set out in Schedule 1 – Description of Requirements.

2.2 Key Personnel and Subcontractors

- 2.2.1 As part of its Statement of Qualifications, a Respondent should submit the names of proposed key personnel and subcontractors.
- 2.2.2 Qualification to participate in a request for proposals may be conditioned on the use of the key personnel and subcontractors specified in a Statement of Qualifications, or other personnel or subcontractors approved in advance by the Housing Agency.
- 2.2.3 A Respondent should therefore not change its key personnel or subcontractors without discussing the same with the Housing Agency.

SECTION 3 COMMUNICATIONS

3.1 Inquiries by Respondents

Respondents may not communicate with the Housing Agency about the RFQ except in writing by email to the contact person listed on the cover page of this RFQ.

SECTION 4 SUBMISSION OF REQUEST FOR QUALIFICATIONS

4.1 Delivery

Each Respondent should submit an original of its Response and the number of copies of its Response specified in Schedule 1 – Description of Requirements, in a sealed envelope, delivered physically as stated on the cover page of the RFQ. It is each Respondent's sole responsibility to ensure delivery of its response to this RFQ by the Closing Time. All submissions should be made at the Respondent's sole cost and expense.

4.2 Late Responses

The Housing Agency may, in its discretion, accept, or reject and return, any Response received after the Closing Time.

4.3 Form of Response

Each Response is to follow the format and include each of the items described in Schedule 3 hereto.

4.4 Lack of Information

Following receipt of a Response, the Housing Agency may, in its sole discretion and without having any duty or obligation to do so, request that the Respondent provide the Housing Agency with additional information to clarify or substantiate the information provided by the Respondent. If a Respondent fails to provide information required for the Housing Agency's evaluation of the Respondent's qualifications, or fails to provide timely clarification or substantiation of the information supplied, that failure may result in no further consideration being given to the Response.

4.5 Material Changes

Respondents should inform the Housing Agency of any material change in information that might affect their qualification status at any time during the RFQ process. Participants in a Site-Specific RFP will be required to update key qualification information at the time of proposal submission.

SECTION 5 REVIEW OF RESPONSES

5.1 Evaluation by the Housing Agency

The Housing Agency will review the Response submitted to determine whether, in the Housing Agency's opinion, each Respondent has demonstrated that it has the required experience and qualifications in order for it to advance in the Housing Agency's procurement process. In doing so, the Housing Agency currently expects to base its decision with respect to each Respondent on (i) whether the Response submitted by the Respondent has met, and whether such Response shows that the Respondent has met, the requirements set out in the RFQ Documents and (ii) the evaluation criteria set out in Schedule 1 – Description of Requirements. The Housing Agency currently expects to select Pre-Qualified Respondents as specifically described in Section 1.5 above, provided that:

- 5.1.1 the determination of which Respondents are designated as Pre-Qualified Respondents will be at the sole discretion of the Housing Agency; and

5.1.2 the Housing Agency reserves the right to limit the number of Respondents designated as Pre-Qualified Respondents.

5.2 Inquiries

The Housing Agency, in its sole discretion and without having any duty or obligation to do so, may conduct any inquiries or investigations, including but not limited to contacting references, to verify the statements, documents, and information submitted in connection with a Response and may seek clarification from a Respondent's bankers and clients regarding any financial and experience issues.

5.3 Non-Conforming Responses

Responses that fail to conform to the format requirements set forth in Schedule 3 hereto or which fail to conform to any other requirement of these RFQ Documents may be rejected by the Housing Agency, in its discretion. Notwithstanding the foregoing or any other provision of these RFQ Documents, the Housing Agency may at its sole discretion elect to retain for consideration Responses that deviate either materially or non-materially from the format requirements set out in Schedule 3 hereto or which otherwise fail to conform to any other requirement of these RFQ Documents.

SECTION 6 NOTIFICATION AND RFQ PROCESS

6.1 Notification of Prequalification

Following the Closing Time, the Housing Agency will only notify those Respondents which are selected as Pre-Qualified Respondents. The Housing Agency thanks all other Respondents for their interest.

6.2 Changes after Pre-Qualification

Any change in the structure or formation of a Pre-Qualified Respondent will be subject to prior written approval of the Housing Agency prior to the deadline for submission of proposals for Site-Specific RFPs. The Housing Agency may deny that approval if the change in the structure or formation of the Pre-Qualified Respondent, from that presented in the Request for Qualifications, would have affected whether or not the Respondent would have been short-listed in the first instance.

6.3 The Housing Agency's Rights

6.3.1 The Housing Agency may, without liability to any Respondent or Pre-Qualified Respondent:

1. amend the scope and description of the goods and services to be procured under the RFQ or any subsequent request for proposals process, including the Site-Specific RFPs, varying them from those described herein, or amend the qualifications that may be required to meet those requirements;
2. open Site-Specific RFPs to potential proponents other than the group of Pre-Qualified Respondents contemplated by this RFQ;
3. determine which City-owned or other sites targeted will be subject to Site-Specific RFPs as contemplated by this RFQ;

4. reject or accept any or all Responses;
 5. cancel the RFQ process and reject all Responses;
 6. cancel the RFQ process and commence a new process in respect of the same request for proposals with the same or an amended set of documents, information or requirements;
 7. request that any Respondent provide additional information, clarifications or goods samples or demonstrations, without requesting the same from all Respondents;
 8. terminate the RFQ process and enter into direct negotiations with any party whether or not a Respondent; or
 9. at any time during the RFQ Term and for any reason whatsoever, including as a result of any review of the Housing Agency's Board, terminate the RFQ and cease restricting eligibility for Site-Specific RFPs to Pre-Qualified Respondents.
- 6.3.2 By submitting a Response, a Respondent acknowledges and agrees that these RFQ Documents are, in no way whatsoever, an offer to enter into an agreement (except on the limited terms and conditions expressly stated in Schedule 2), and that submission of a Response by a Respondent does not in any way whatsoever create any obligation on the part of the Housing Agency to treat the Respondent's or any other Respondent's Response in any particular manner or undertake the Housing Agency's RFQ process in any particular manner (except as expressly stated in Schedule 2 with respect to confidentiality).
- 6.3.3 The form of letter set forth in Schedule 2 also contains a release of the Housing Agency's liability and other important terms and conditions that should be reviewed carefully by each Respondent, and each Respondent should obtain the advice of independent legal counsel in connection therewith.
- 6.4 Performance Review and Monitoring
- 6.4.1 The Housing Agency is seeking the best return for the taxpayer in Vancouver. A process of continuous improvement will be followed with regular reviews on progress and process which will be supported by external validation.
- 6.5 Information Disclaimer
- 6.5.1 The Housing Agency makes no representation, warranty or undertaking with respect to these RFQ Documents and the Housing Agency and its directors, officers, employees, agents, consultants and advisors will not be liable or responsible for the accuracy or completeness of the information in these RFQ Documents or for any other written or oral information made available to any interested person or its advisors, and any similar such liability however arising, is expressly disclaimed by the Housing Agency.
- 6.5.2 Each Respondent should conduct its own independent investigations of all relevant matters and must not rely on the Housing Agency in such regard. The information contained in the RFQ Documents is provisional and is expected to be superseded by information in a request for proposals and other documents.

SECTION 7 CONFLICTS/COLLUSION/LOBBYING

7.1 Conflicts of Interest Generally

Each Respondent must disclose whether any officer, director, shareholder, partner, employee or contractor of the Respondent, or any other person related to the Respondent's organization (a "person having an interest") or any spouse, business associate, friend or relative of a person having an interest is:

1. an elected official or employee of the City or the Housing Agency; or
2. related to or has any business or family relationship with an elected official or employee of the City or the Housing Agency,

in each case such that there could be any conflict of interest or an appearance of a conflict of interest in the evaluation or consideration of the Respondent's Request for Qualifications by the Housing Agency. The Housing Agency will evaluate each matter disclosed to determine whether and to what extent the Respondent can be given consideration in the RFQ in light of the particular matter.

7.2 Former City or Housing Agency Employees

Each Respondent must disclose whether any person having an interest (as defined above) is a former official, former employee or former contractor of the City or the Housing Agency who has non-public information relevant to the RFQ obtained during his or her employment or engagement by the City or the Housing Agency. The Housing Agency will evaluate each matter disclosed to determine whether and to what extent the Respondent can be given consideration in the RFQ in light of the particular matter.

7.3 Other Clients

Each Respondent must disclose whether the Respondent is currently engaged in supplying (or is proposing to supply) goods or services to a third party such that entering into an agreement with the City or the Housing Agency in relation to the subject matter of the RFQ would create a conflict of interest or the appearance of a conflict of interest between the Respondent's duties to the City or the Housing Agency, and the Respondent's duties to such third party. The Housing Agency will evaluate each matter disclosed to determine whether and to what extent the Respondent can be given consideration in the RFQ in light of the particular matter.

7.4 Collusion

Each Respondent is required to disclose whether the Respondent is competing for purposes of the RFQ with any entity with which it is legally or financially associated or affiliated. Each Respondent must also disclose whether it is cooperating in any manner in relation to the RFQ with any other Respondent responding to the RFQ. The Housing Agency will evaluate each matter disclosed to determine whether and to what extent the Respondent can be given consideration in the RFQ in light of the particular matter.

7.5 Lobbying

Each Respondent is required to disclose whether it or any officer, director, shareholder, partner, employee or agent of the Respondent: (1) is registered as a lobbyist under any lobbyist legislation in any jurisdiction in Canada or in the United States of America; or (2) has engaged

in any form of political or other lobbying whatsoever with respect to the RFQ or sought, other than through the submission of its Response, to influence the outcome of the RFQ process. The Housing Agency will evaluate each matter disclosed to determine whether and to what extent the Respondent can be given consideration in the RFQ in light of the particular matter.

SCHEDULE 1 – DESCRIPTION OF REQUIREMENTS

RFQ Section Reference	
1.1 - 1.5	<p>Description of Products and Services:</p> <p>The Vancouver Affordable Housing Agency seeks Responses from Respondents who have expertise in the construction, supply, delivery and installation of modular housing. This expertise would include, but not be limited to the following:</p> <ul style="list-style-type: none"> (a) Construction of modular housing units; (b) Ability to access modular housing units in a timely manner and possibly enable early delivery of units; (c) Ability to transport housing units; (d) Ability to install modular units; (e) Previous community engagement and any plan to support training and opportunities for people on low incomes, local businesses, and local labour and (f) financing abilities.
1.5	<p>Anticipated Period of Issuance of Site-Specific RFPs:</p> <p>Site-Specific RFPs will be issued in early 2016 with contract terms of two (2) years with an option to extend for one (1) further year.</p>
4.1	<p>Submissions:</p> <p>3 hard copies to be delivered; and 1 soft copy to be sent to by email to the Contact Person named on the cover page</p>
2.1 & 5.1	<p>Evaluation Criteria</p> <p>Qualifications, knowledge and relevant corporate experience and capability of the Respondent will be evaluated including but not limited to:</p> <ul style="list-style-type: none"> (a) Financial capability; (b) Proven track record substantiated by recent and relevant client references; (c) Knowledge of marketplace; (d) Approach and methodology, including how the Respondent would enable early delivery of the units; (e) Qualifications and relevant experience of the Respondent's key personnel in the project team, including the project manager, design team, quality manager, code consultant (required); (f) Experience with supply, construction, installation of prefabricated modular units; (g) Capacity to produce large production runs of prefabricated modular units; (h) Financing ability (as per 1.3 Scope of Work, lease to own may be required by the Housing Agency)

	<ul style="list-style-type: none"> (i) History of any litigation or claims made against the Respondent, or made by the Respondent against the City, during the three years previous to the Closing Time; (j) Review of current insurance; and (k) Innovative ideas relating to finance, execution and deliverables. <p>Note: The above evaluation criteria may not necessarily be listed in order of importance and will not necessarily be weighted equally.</p>
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SCHEDULE 2 – LETTER OF QUALIFICATION

[Letterhead paper of the Respondent or participant responsible for a joint venture, including full postal address, telephone and facsimile.]

Date: *[Insert]*

TO: The Vancouver Affordable Housing Agency (the “Housing Agency”)

RE: REQUEST FOR QUALIFICATIONS - NO. PSVAHA2016-01 (the “RFQ”) IN RESPECT OF SELECTING PARTNERS TO SUPPLY PREFABRICATED MODULAR HOUSING

1. Being duly authorized to represent and act on behalf of *[Insert full corporate name and if a joint venture, then state “on behalf of...” and list the full corporate names of the companies forming the joint venture]*, the undersigned hereby submits the attached Response and supporting materials on behalf thereof.
2. Herein, the term “Respondent” refers to *[insert full corporate name and if a joint venture, then state “...refers to each of” and list the full corporate names of the companies forming the joint venture]*.
3. The Housing Agency and its representatives are hereby authorized to conduct any inquiries or investigations to verify the statements, documents, and information submitted in connection with this Response, and to seek clarification from the Respondent’s bankers and clients regarding any financial and experience issues, and to do all other things stated in the RFQ.
4. Capitalized terms used herein have the definitions ascribed thereto in the RFQ.
5. The Housing Agency and its representatives may contact the following persons for further information:

[Respondent to insert information.]

6. This Response is made with the full understanding and agreement that:
 - (a) any information submitted during qualification may be subject to verification by the Housing Agency, including during evaluation of any subsequent proposal or tender;
 - (b) the Respondent will (and does hereby undertake to) submit a bona fide proposal or tender in relation to the subject matter of the RFQ (and consistent with this Response) if the Housing Agency invites the Respondent to participate in a request for proposals or invitation to tender;
 - (c) the Housing Agency may:
 - (i) amend the scope and description of the goods and services to be procured under the RFQ or any subsequent request for proposals process, including the Site-Specific RFPs, varying them from those described herein, or amend the qualifications that may be required to meet those requirements;
 - (ii) open this process to potential proponents other than the grouping of Pre-Qualified Respondents contemplated by the RFQ;

- (iii) determine which City-owned sites targeted for the installation of prefabricated modular housing will be subject to Site-Specific RFPs as contemplated by this RFQ and which may be subject to a separate procurement process;
 - (iv) reject or accept any or all Responses;
 - (v) cancel the RFQ process and reject all Responses;
 - (vi) cancel the RFQ process and commence a new process in respect of the same request for proposals with the same or an amended set of documents, information or requirements;
 - (vii) request that any Respondent to provide additional information, clarifications or goods samples or demonstrations, without requesting the same from all Respondents;
 - (viii) terminate the RFQ process and enter into direct negotiations with any party whether or not a Respondent; or
 - (ix) at any time during the RFQ Term and for any reason whatsoever, including as a result of any review of the Housing Agency's Board, terminate the RFQ and cease restricting eligibility for Site-Specific RFPs to Pre-Qualified Respondents.
 - (d) neither the Housing Agency nor the City of Vancouver will not be liable in any way whatsoever for any actions described under 4(c) of this letter.
7. The Respondent confirms and warrants that the information disclosed in the section of its Response titled "Conflicts; Collusion; Lobbying" is a complete and accurate response to Section 7.0 of the RFQ.
 8. The Respondent acknowledges and agrees that the RFQ Documents are, in no way whatsoever, an offer to enter into an agreement except on the limited terms and conditions expressly stated in this letter, and submission of this Response by the Respondent does not in any way whatsoever create any obligation on the part of the Housing Agency to treat the Respondent's or any other respondent's Response in any particular manner or undertake the Housing Agency's RFQ process in any particular manner (except as expressly stated below in this letter with respect to confidentiality).
 9. The Respondent acknowledges and agrees to the information disclaimers and other terms and conditions set forth in the RFQ.
 10. Except only and to the extent that the Housing Agency is in breach of Section 11 of this letter, the Respondent now releases the Housing Agency, the City of Vancouver and their respective directors, officials, agents and employees from all liability for any costs, damages or losses incurred in connection with the RFQ, including any cost, damages or losses in connection with:
 - (a) any alleged (or judicially determined) breach by the Housing Agency or its directors, officials, agents or employees of any obligation or duty under the RFQ;
 - (b) any unintentional tort of the Housing Agency or its directors, officials, agents or employees occurring in the course of conducting the RFQ; or

- (c) the manner in which the Housing Agency: reviews, considers, evaluates or negotiates any Response; addresses or fails to address any Response; or resolves to enter into any contract or not enter into any contract.
11. Subject to the applicable provisions of the *Freedom of Information and Protection of Privacy Act* (British Columbia) and the Housing Agency's right to publicly disclose information about or from any Response, including without limitation names and prices, in the course of publicly reporting to the Vancouver City Council about the RFQ, the Housing Agency will treat the Response (and the Housing Agency's evaluation of it), in confidence in substantially the same manner as it treats its own confidential material and information.
12. The Respondent acknowledges receipt of the following amendments and addenda (if applicable);
- Amendment/Addendum No. [Complete] Date: [Complete]
- Amendment/Addendum No. [Complete] Date: [Complete]
- Amendment/Addendum No. [Complete] Date: [Complete]
13. Any dispute relating to the RFQ (except to the extent that the Housing Agency breaches Section 11 above) will be resolved by arbitration in accordance with the *Commercial Arbitration Act* (British Columbia), amended as follows:
- (a) The arbitrator will be selected by the Housing Agency;
- (b) Section 10 of this letter, and the other provisions hereof, will apply; and
- (c) The Respondent will bear all costs of the arbitration.
14. The Respondent (a) has read, understands and agrees to the terms and conditions in this letter, (b) has had an opportunity to seek legal counsel and (c) affirms that the statements made in its Response are true and correct in every detail.

Respondent Name(s): _____

Signature: _____ Date: _____

Name of Signatory: _____

Title of Signatory: _____

Mailing Address: _____

Telephone No.: _____ Fax No.: _____

Key Contact Person: _____ E-mail: _____

GST Registration No.: _____ Date and Jurisdiction of Incorporation: _____

City of Vancouver _____ WorkSafeBC Registration _____

Business License No.
(or, if available, Metro
West Inter-Municipal
Business License No.):

No.:

SCHEDULE 3 – FORMAT FOR RESPONSE

Responses submitted by Respondents should consist of:

1. a completed and duly executed Letter of Qualification (the foregoing Schedule 2); and
2. a Statement of Qualifications, consisting of and arranged as follows:

(a) Title Page (1 page)

The title page should identify the RFQ number identified on the cover page of this RFQ, the Closing Time, and the Respondent's name, address, telephone number, fax number and contact person. Please confirm whether your organization wishes to be considered for (i) Project Type 1; (ii) Project Type 2; or (iii) both Project Types 1 and 2.

(b) Table of Contents / Index

(c) Corporate Experience:

- Describe the type of entity (for example, individual, corporation, partnership, sole proprietorship) and if a joint venture, clearly state this and state who the joint venture parties are and identify who is acting as the lead.
- Describe the company/entity size, depth, and annual sales volumes (in dollars).
- Provide client references, where possible.
- Provide a history of litigation or claims made against the Respondent during the three years immediately prior to the Closing Time.

(d) Corporate Capability:

- Describe the Respondent's capability (financial, experience and workload capacity) to undertake the roles and responsibilities described in this RFQ.
- Provide resumes of proposed key personnel.

(e) Completed and Current Major Projects

- List three relevant projects, with names of customers, dollar amounts, names of company personnel involved and client/owner references.
- Describe the Respondent's capacity to undertake a potential project and describe any other projects scheduled during the anticipated RFQ Term.

7. Conflicts/Collusion/Lobbying

In a separate section titled "Conflicts; Collusion; Lobbying" in the Response, provide information responsive to Section 7.0 of the RFQ.

7. Proforma

In a separate section titled "Proforma" in the Response, provide the information requested in Schedule 6.

SCHEDULE 4 - PLEASE ATTACH EXISTING CERTIFICATE OF INSURANCE

SCHEDULE 5 - DECLARATION OF SUPPLIER CODE OF CONDUCT COMPLIANCE

DECLARATION OF SUPPLIER CODE OF CONDUCT COMPLIANCE

Purpose: All proposed suppliers are to complete and submit this form to certify compliance with the supplier performance standards set out in the Supplier Code of Conduct.

The Housing Agency and The City of Vancouver expects each supplier of goods and services to the City to comply with the supplier performance standards set out in the City's Supplier Code of Conduct (SCC) <http://vancouver.ca/policy_pdf/AF01401P1.pdf>. The SCC defines minimum labour and environmental standards for City suppliers and their subcontractors.

Suppliers are expected to comply with the aforementioned standards upon submitting a tender, proposal, application, qualification, expression of interest or quotation to the Housing Agency, or have a plan in place to comply within a specific period of time. The Housing Agency reserves the right to determine an appropriate timeframe in which suppliers must come into compliance with these standards. To give effect to these requirements, an authorized signatory of each proposed vendor must complete the following declaration and include this declaration with its submission:

As an authorized signatory of _____(vendor name), I declare that I have reviewed the SCC and to the best of my knowledge, _____(vendor name) and its proposed subcontractors have not been and are not currently in violation of the SCC or convicted of an offence under national and other applicable laws referred to in the SCC, other than as noted in the table below (include all violations/convictions that have occurred in the past three years as well as plans for corrective action).

Section of SCC / title of law	Date of violation /conviction	Description of violation / conviction	Regulatory / adjudication body and document file number	Corrective action plan

I understand that a false declaration and/or lack of a corrective action plan may result in no further consideration being given to the submission of _____(vendor name).

Signature: _____

Name and Title: _____

SCHEDULE 6 - PRICING PROFORMA

PRICING EXERCISE

Respondents should submit a detailed response to the proforma exercises below:

These proforma exercises will assist the Housing Agency in determining each Respondent's knowledge of the costs that are involved in the construction, delivery and installation of modular housing units and can be used to highlight any innovation/creativity to help reduce costs and expedite delivery. Using the following hypothetical information, please complete the following tables for both Project Type 1 and Project Type 2.

1. PRICING FOR PROJECT TYPE 1

At this time no sites have been selected, but for the purposes of this exercise the Respondent is to make the following assumptions:

- Site area - 10,000 square feet, level, gravel, rectangular shaped site;
- 35 self-contained units with washroom and shower facilities in each unit;
- Average size of units is 150 square feet;
- Unit Mix - 75% single bed, 25% double occupancy; and
- Communal Amenity Area of 1250 Square Feet, with office, laundry facilities, and small kitchenette, either repurposed from previous sites or specialty built for this project, providing a link to the modular housing units.

Table 1: Sample Pricing for Modular Housing

Type of Product or Description of Product	Unit of Measurement	Price
Cost for Prefabricated Modular Housing Units	Total Price	\$
Delivery of Prefabricated Modular Housing Units	Total Price	\$
Installation of Prefabricated Modular Housing Units including foundations	Total Price	\$
Installation of sprinklers and sprinkler connections to outside services	Total Price	\$
Plumbing works including water, waste and sprinkler connection to outside services	Total Price	\$
Electrical work including connection to outside service, the supply and installation of hard wired smoke and CO2 sensors	Total Price	\$

Supply and installation of 5lb wall hung Fire extinguishers as required	Each	\$
Exterior skirting	Total Price	\$
Demobilization	Total Price	\$
Price before GST or other applicable taxes	\$	

Table 2: Sample Pricing for Communal Amenity Area

Type of Product or Description of Product	Unit of Measurement	Price
Cost for Communal Amenity Area, including foundations	Total Price	\$
Delivery of Communal Amenity Area	Total Price	\$
Installation of Communal Amenity Area including foundations (if not included above)	Total Price	\$
Plumbing works including connection of small kitchenette to outside services	Total Price	\$
Installation of sprinklers and sprinkler connections to outside services	Total Price	\$
Electrical work including connection to outside services, the supply and installation of interior and exterior lighting, hard wired smoke and CO2 sensors	Total Price	\$
Supply and installation of 5lb wall hung Fire extinguishers as required	Each	\$
Exterior skirting	Total Price	\$
Demobilization	Total Price	\$
Price before GST or other applicable taxes	\$	

2. FINANCING FOR PROJECT TYPE 1

FINANCING

The Housing Agency is looking at the possibility of a lease to own arrangement with multiple buyout options. For the lease to own arrangement the Housing Agency requests that the respondents submit what the monthly rate is for the lease as well as the yearly buyout costs on the annual anniversary of the agreement. For the purpose of this proforma for the RFQ the Housing Agency is assuming that the total cost of the modular housing and the community amenity area is \$800,000.00. Please enter the information requested in Table 3.

Table 3: Sample Financing

Total Purchase Price	\$800,000
Monthly Lease Payment	\$
Year One Buyout Price	\$
Year Two Buyout Price	\$
Year Three Buyout Price	\$
Year Four Buyout Price	\$
Year Five Buyout Price	\$

3. PRICING FOR PROJECT TYPE 2

As explained under Section 1.3 Scope of Work the Housing Agency is looking for the supply of prefabricated modular units with a mix of studios, two and three bedroom units (exact mix and number of units in each development to be confirmed). These developments will need to be built in accordance with zoning, by-law and code requirements and may be multi-level (in accordance with zoning for each site). These units are anticipated to be required in eight months to one year.

At this time no sites have been selected, but for the purposes of this exercise the Respondent is to make the following assumptions:

- Level, rectangular shaped site;

- 100 Units with the unit mix and unit size (Table 4) as set out below;
- Unit Mix - 15% studio, 10% one beds, 25% two beds, 50% three beds;
- Allowance for 300 sq.ft common amenity space; and
- Built to City of Vancouver Building Bylaws.

Table 4: Unit Size

For the purpose of this proforma, the Respondent is to assume the Unit sizes are as per the table below:

Unit Type	Approximate Size in Square Feet
Studio	320
One bed	450
Two bed	650
Three bed	800

Table 5: Sample Pricing for Prefabricated Modular Housing

Based on the information above, and assuming for the purposes of this proforma that the initial build is 100 Units, please complete this table 5 with the options to increase the amounts of units:

Table 5: Sample Pricing for Project Type 2

Type of Product or Description of Product	Unit of Measurement	Sample Price for 100 Units	Sample Price for 250 Units	Sample Price for 500 Units	Sample Price for 1000 Units
Construction of Prefabricated Modular Housing Units	Per Square Foot	\$	\$	\$	\$
Delivery of Prefabricated Modular Housing Units	Total Price	\$	\$	\$	\$
Installation of Prefabricated Modular Housing Units including foundations	Total Price	\$	\$	\$	\$
Plumbing works including any necessary connection to outside services	Total Price	\$	\$	\$	\$
Electrical work including the	Total Price	\$	\$	\$	\$

connection to outside services, supply and installation of interior and exterior lighting, hard wired smoke and CO2 sensors					
Construction of a communal amenity area	Total Price	\$	\$	\$	\$
Demobilization	Total Price	\$	\$	\$	\$
Price before GST or other applicable taxes		\$	\$	\$	\$



Westcoast Outbuildings

RFQ No. PSVAHA2016-01

Closing February 26th a 1:00 PM

Westcoast Outbuildings Inc.

2128 Front St

North Vancouver BC

Canada V7H 1A3

604-551-2485

Contact: Geoff Baker | Owner / Co-Founder

Interest: Project Type 1

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Corporate Experience

Westcoast Outbuildings is not your typical Modular Building Manufacturer. If you want a company to build a structure that looks like a construction trailer or work camp this project probably isn't the best fit for us.

Our specialty is architecturally unique modular buildings built to residential home construction standards.

The reason we build small buildings is because we understand the challenges of urban living. Although we cannot match the production capacity or throughput of the BC's larger manufacturers what we do have is a huge amount of creativity, ingenuity, heart and the commitment to deliver a top quality product.

Located just minutes from Downtown we understand the challenges Vancouver is facing intimately. We have been closely watching homeless housing developments within the city, Victoria and throughout North America. With ground-breaking developments like Olympia's Quixote Village or Seattle's Tiny-House Village; it appears Vancouver is ready to take the next step and we would genuinely welcome the possibility of working with the Vancouver Affordable Housing Agency.

Founded in 2010 Westcoast Outbuildings Inc. is a privately held BC Corporation. The company is owned jointly by husband and wife team Geoff Baker & Laura-Lee Normandeau.

Currently there are 7 full-time employees, two full-time sub-contractors, 8 part-time sub-contractors / labourers at our main facility and another 3 sub-contractors at our satellite facility in Rosedale BC.

2015 Annual Sales: \$980,000

2016 Annual Sales Estimated: \$1,400,000

Westcoast Outbuildings Inc. has had no litigations or claims files against it in the last 5 years.

We are a CSA A277 Certified Builder.

Visit www.outbuildings.ca to see more examples of our work.



Corporate Capability

Our main North Vancouver production facility is over 9,000 sq/ft in size with a 5,000sq/ft. yard for us to work from. Our satellite framing facility is located in Rosedale BC which allows us another 4,000 sq/ft of production space and 6,000 sq/ft of yard space.

We have the capacity to take on this project in early April 2016. We can clear our calendar for the entire duration of your project and it would be our sole focus. If timelines mandate, we can obtain additional production space if necessary.

Westcoast Outbuildings has its own fleet of delivery trucks and specialty delivery trailers (3 in total) allowing us to control all aspects of the delivery process and carry multiple buildings at a time. We do not require the use of onsite cranes (in most cases) to deliver our buildings which lowers the mobilization and demobilization costs.



Our buildings can be easily picked up and transported to the next site in a matter of minutes.

Westcoast Outbuildings currently holds a CSA A277 Factory Built Building Certification through Intertek.

Financing of our buildings would be offered through our finance partner [LeaseLink Canada](#)

Community Outreach / Skills Training

Westcoast Outbuildings has a proven track record of engaging the local community. Our North Vancouver facility has a 25 seat classroom where we hold community workshops. We recently held our first Tiny House Building workshop www.tinyhouseworkshop.ca and it was very well received.

There may be a similar opportunity to have a “Social Housing Workshop” allowing interested parties the opportunity to give back and learn how to build a home.

[Click to View our Tiny House Workshop Video](#)



<https://www.youtube.com/watch?v=IMWlnmr4-v8>

Apprenticeship

We currently employ two carpentry apprentices and offer full training in all disciplines.

Key Personnel



Geoff Baker:

Managing Partner / Co-Founder
Project Manager
Specializing in mobilization, logistics
and challenging projects.



Laura-Lee Normandeau:

Managing Partner / Co-Founder
Designer / CSA Quality Control
Ensures selections meet clients'
needs with useful, practical and
cost effective designs.



Ben Garratt

Partner
Production Manager
Expertise in green building
initiatives, low VOC and healthy
building biology.



Daniel Ortegon

Tinytecture - Sub-Contractor
Code Consultant / Drafting
Specializes in small living spaces
and efficient design.



Mark Fleischhaker, P.Eng.

Sub-Contractor
Structural Engineer
Focus given to cost-effective &
practical building solutions.



Dave Olsen

Sub-Contractor
Financing
Leaselink Canada

Completed & Current Major Projects

Over the last 5.5 years Westcoast Outbuildings has grown to be one of BC's largest "Tiny Structure" builders with over 80 structures ranging from 54 - 920 sq/ft in size under our belt.

Completed Projects



Client: Orrin & Sylvia McLeod

Value: \$189,000

Date: Summer 2015

Contact: Upon request

Westcoast Outbuildings was contracted to supply a 912 ^{Sq/Ft} Modular Cabin on Salt Spring Island. We acted as the construction manager for the project and facilitated all aspects of construction from permitting to transport to occupancy.



Client: Vancouver Aquarium / Turnbull Construction Services

Value: \$238,000

Date: Summer / Fall 2011

Contact: Current Contact Unknown

Westcoast Outbuildings was contracted to supply and install two custom buildings for the Vancouver Aquarium with a very tight timeline; from fabrication to installation in 6 weeks.

1. 14' x 30' Ticket Booth as a point of contact for Aquarium visitors; features 8 ticket windows and two separate work areas. Over 1 million people interacted at this building.
 2. 12' x 24' Classic Modern-Shed designed as a Reception Building with a Waiting/Reception area & storage room.
-



Client: Ralmax Group of Companies

Value: \$89,000

Date: Spring 2015

Contact: Stephen Hay stephenhay@ralmax.com

Westcoast Outbuildings was contracted to supply three buildings for two different subsidiaries of the client Trio Ready Mix and Ellis Recycling.

1. Build 1 was a 12' x 24' Modular sales office
 2. Building 2 was a 12' x 12' Modular commercial scale kiosk
 3. Building 3 – Timeline TBD
-



Client: Phil Chatterton

Value: \$28,000

Date: February 2016

Contact: Phil Chatterton s.22(1)

Westcoast Outbuildings was contracted to supply and install a 9' x 12' Modular Backyard Office for the clients North Vancouver property.

"Geoff, Laura-Lee, Ben and the whole team at Westcoast Outbuildings did an amazing job planning, designing, building and delivering me an outdoor office space. From the beginning the planning and communication was excellent. We worked together to design a perfect space for my needs.

Throughout the process as changes or decisions needed to be made there was great communication. Now that I have settled into the space and use it every day as my office, it has exceeded my high expectations. The quality and craftsmanship or to the highest standard and yet the cost was fair and reasonable. I would recommend their company if you are looking for a well built, beautifully designed building at a reasonable cost."

Phil Chatterton
Regional Director, NAHE
Kaltura, Inc.

Current Projects

Westcoast Outbuildings currently has six projects in it's production schedule for spring 2016. Each project ranges from 100-300 sq/ft and an average build time of 2-3 weeks. Should we receive the contract for this project we would out-source those builds to our qualified sub-contractors and clear our production facility and calendar for your project. This project would become our sole focus.

Conflicts / Collusion / Lobbying

Westcoast Outbuildings is not aware of any conflicts, we are not colluding with any other vendors and we have no lobbyists.

Pricing Proforma

Type of Product or Description of Product	Unit of Measure	Price
Cost for Prefabricated Modular Housing Units	Total Price	s.21(1)
Delivery of Prefabricated Modular Housing Units	Total Price	
Installation of Prefabricated Modular Housing Units including foundations	Total Price	
Installation of sprinklers & sprinkler connections to outside services	Total Price	
Plumbing works including water, waste and sprinkler connection to outside services	Total Price	
Electrical work including connection to outside service, the supply and installation of hard wired smoke and CO2 sensors	Total Price	
Supply and installation of 5lb wall hung Fire extinguishers as required	Total Price	
Exterior skirting	Total Price	
Demobilization	Total Price	
Price before GST or other applicable taxes		

Assumptions:

For the purposes of this proforma we have made the following assumptions

¹ Units Produced: 30 Single Occupancy / 10 Double Occupancy. Community unit consists of two 13' x 30' Modules and one 13' x 34' = 1222 sq/ft. Washroom facilities includes 2 stall women's washroom, 1 stall and 1 urinal for the men.

² Final design does not exceed 10'6" wide to avoid the use of Pilot Cars (except for community building)

³ Assumes a pre-cast concrete block foundation is acceptable (blocks are buried)

⁴ Budget Allowance – Difficult to estimate without site details.

⁵ Budget Allowance – Difficult to estimate without site details.

⁶ Budget Allowance – Difficult to estimate without site details.

⁷ Fibre cement skirting

⁸ Demobilization does not include site remediation

Financing

Financing services provided by Lease Link Canada, a Creditcor company. Leaselink has a pool of top tier lenders that offer discounted rates to cities/municipalities. Actual rates/buyouts may be lower upon form submissions.

Project Type 1	
Total Purchase Price	s.21(1)
Monthly Lease Payment	
Year 1 Buyout Price	
Year 2 Buyout Price	
Year 3 Buyout Price	
Year 4 Buyout Price	
Year 5 Buyout Price	

Letter of Assurance



Westcoast Outbuildings

Date: 2016-02-24

TO: The Vancouver Affordable Housing Agency (the "Housing Agency")

RE: REQUEST FOR QUALIFICATIONS - NO. PSVAHA2016-01 (the "RFQ") IN RESPECT OF SELECTING PARTNERS TO SUPPLY PREFABRICATED MODULAR HOUSING

1. Being duly authorized to represent and act on behalf of Westcoast Outbuildings Inc. the undersigned hereby submits the attached Response and supporting materials on behalf thereof.
2. Herein, the term "Respondent" refers to Westcoast Outbuildings Inc
3. The Housing Agency and its representatives are hereby authorized to conduct any inquiries or investigations to verify the statements, documents, and information submitted in connection with this Response, and to seek clarification from the Respondent's bankers and clients regarding any financial and experience issues, and to do all other things stated in the RFQ.
4. Capitalized terms used herein have the definitions ascribed thereto in the RFQ.
5. The Housing Agency and its representatives may contact the following persons for further information:

Geoff Baker
Westcoast Outbuildings Inc.
604.551.2485 | geoff@outbuildings.ca
6. This Response is made with the full understanding and agreement that:
 - a. any information submitted during qualification may be subject to verification by the Housing Agency, including during evaluation of any subsequent proposal or tender;
 - b. the Respondent will (and does hereby undertake to) submit a bona fide proposal or tender in relation to the subject matter of the RFQ (and consistent with this Response) if the Housing Agency invites the Respondent to participate in a request for proposals or invitation to tender;
 - c. the Housing Agency may:

- i. amend the scope and description of the goods and services to be procured under the RFQ or any subsequent request for proposals process, including the Site-Specific RFPs, varying them from those described herein, or amend the qualifications that may be required to meet those requirements;
 - ii. open this process to potential proponents other than the grouping of Pre-Qualified Respondents contemplated by the RFQ;
 - iii. determine which City-owned sites targeted for the installation of prefabricated modular housing will be subject to Site-Specific RFPs as contemplated by this RFQ and which may be subject to a separate procurement process;
 - iv. reject or accept any or all Responses;
 - v. cancel the RFQ process and reject all Responses;
 - vi. cancel the RFQ process and commence a new process in respect of the same request for proposals with the same or an amended set of documents, information or requirements;
 - vii. request that any Respondent to provide additional information, clarifications or goods samples or demonstrations, without requesting the same from all Respondents;
 - viii. terminate the RFQ process and enter into direct negotiations with any party whether or not a Respondent; or
 - ix. at any time during the RFQ Term and for any reason whatsoever, including as a result of any review of the Housing Agency's Board, terminate the RFQ and cease restricting eligibility for Site-Specific RFPs to Pre-Qualified Respondents.
 - d. neither the Housing Agency nor the City of Vancouver will not be liable in any way whatsoever for any actions described under 4(c) of this letter.
7. The Respondent confirms and warrants that the information disclosed in the section of its Response titled "Conflicts; Collusion; Lobbying" is a complete and accurate response to Section 7.0 of the RFQ.
 8. The Respondent acknowledges and agrees that the RFQ Documents are, in no way whatsoever, an offer to enter into an agreement except on the limited terms and conditions expressly stated in this letter, and submission of this Response by the Respondent does not in any way whatsoever create any obligation on the part of the Housing Agency to treat the Respondent's or any other respondent's Response in any particular manner or undertake the Housing Agency's RFQ process in any particular manner (except as expressly stated below in this letter with respect to confidentiality).
 9. The Respondent acknowledges and agrees to the information disclaimers and other terms and conditions set forth in the RFQ.

10. Except only and to the extent that the Housing Agency is in breach of Section 11 of this letter, the Respondent now releases the Housing Agency, the City of Vancouver and their respective directors, officials, agents and employees from all liability for any costs, damages or losses incurred in connection with the RFQ, including any cost, damages or losses in connection with:
- a. any alleged (or judicially determined) breach by the Housing Agency or its directors, officials, agents or employees of any obligation or duty under the RFQ;
 - b. any unintentional tort of the Housing Agency or its directors, officials, agents or employees occurring in the course of conducting the RFQ; or
11. Subject to the applicable provisions of the Freedom of Information and Protection of Privacy Act (British Columbia) and the Housing Agency's right to publicly disclose information about or from any Response, including without limitation names and prices, in the course of publicly reporting to the Vancouver City Council about the RFQ, the Housing Agency will treat the Response (and the Housing Agency's evaluation of it), in confidence in substantially the same manner as it treats its own confidential material and information.
12. The Respondent acknowledges receipt of the following amendments and addenda (if applicable);
- Amendment/Addendum No. 1 Date: February 17th, 2016
Amendment/Addendum No. 2 Date: February 24th 2016]
13. Any dispute relating to the RFQ (except to the extent that the Housing Agency breaches Section 11 above) will be resolved by arbitration in accordance with the Commercial Arbitration Act (British Columbia), amended as follows:
- a. The arbitrator will be selected by the Housing Agency;
 - b. Section 10 of this letter, and the other provisions hereof, will apply; and
 - c. The Respondent will bear all costs of the arbitration.
14. The Respondent (a) has read, understands and agrees to the terms and conditions in this letter, (b) has had an opportunity to seek legal counsel and (c) affirms that the statements made in its Response are true and correct in every detail.

Respondent Name: Westcoast Outbuildings Inc.



Signature:

February 26 / 2016

Name of Signatory: Geoff Baker	Business License: North Vancouver Bus-001489
Title of Signatory: President	City of Vancouver: Will Obtain Business License
Key Contact Person: Geoff Baker	GST Registration No.: 848905808RT0001
Telephone No.: 604.551.2485	Date and Jurisdiction of Incorporation: Sept 2010
E-mail: geoff@outbuildings.ca	WorkSafeBC Registration: 867646-AA
Mailing Address: 2128 Front St., North Vancouver, BC, V7H 1A3	

Schedule of Insurance

CERTIFICATE OF INSURANCE



HEAD OFFICE
1401 - 555 WEST HASTINGS STREET
VANCOUVER BC V6B 4N6

☐ This is to Certify to:
Whom it may concern

DATE: February 25, 2016

That Policies of Insurance as herein
described have been issued to the Insured
named below and are in force this date.

BROKER: Fawcett Insurance Agency Ltd
INSURER: CANADIAN NORTHERN SHIELD INSURANCE COMPANY
REGIONAL ADDRESS: 1500 - 555 West Hastings Street Vancouver BC V6B 4N6
NAMED INSURED: Westcoast Outboardings Inc.
ADDRESS: 2128 Front Street North Vancouver BC V7H 1A3

KIND OF POLICY	POLICY NUMBER	EXPIRY DATE DD MM YY	LIMITS OF INSURANCE			
COMMERCIAL GENERAL LIABILITY	E21(1)	29Sept15	Limits of Insurance are in Canadian Currency.			
Occurrence or Claims Made <input checked="" type="checkbox"/>			\$ 5,000,000	BODILY INJURY AND PROPERTY DAMAGE LIABILITY LIMIT Each Occurrence		
			\$ 5,000,000	PERSONAL AND ADVERTISING INJURY LIMIT Each Occurrence		
			\$ 10,000	MEDICAL EXPENSE LIMIT Any One Person		
			\$ 300,000	TENANTS' LEGAL LIABILITY LIMIT Any One Premises		
			\$ 5,000,000	GENERAL AGGREGATE LIMIT		
			\$ 5,000,000	PRODUCTS AND COMPLETED OPERATIONS AGGREGATE LIMIT		
Employer's Liability <input checked="" type="checkbox"/> Included <input type="checkbox"/> Excluded			To the extent provided by the policy, aggregations may reduce the amount of insurance available to pay a loss, as insurer's payments are made.			
Cross Liability <input checked="" type="checkbox"/> Includes						
AUTOMOBILE LIABILITY	*		\$ _____ INCLUSIVE LIMIT			
All owned automobiles <input type="checkbox"/>						
Leased automobiles *** <input type="checkbox"/>						
Standard Non-Owned Policy <input type="checkbox"/>						
Specific vehicles only <input type="checkbox"/>						
*** ALL AUTOMOBILES LEASED IN EXCESS OF 30 DAYS WHERE THE INSURED IS REQUIRED TO PROVIDE INSURANCE						
OTHER (Describe) <input type="checkbox"/>	*					
<input type="checkbox"/>						
<input type="checkbox"/>						
NOTE: *Additional Insured may be added with respect to work performed by the Named Insured upon request.						
* ABSENCE OF AN ENTRY IN THESE SPACES MEANS THAT INSURANCE IS NOT IN FORCE IN RESPECT OF THE COVERAGES OPPOSITE THEREOF.						

The insurance afforded is subject to the terms, conditions and exclusions of the applicable policy. This Certificate is issued as a matter of information only and confers no rights on the holder and imposes no liability on the insurer. The insurer will endeavour to mail to the holder of this certificate 30 days written notice of cancellation of those policies, but assumes no responsibility for failure to do so.

Date: February 25, 2016

Authorized Representative: Jeff Fawcett - President

CNS is a registered trade name of Canadian Northern Shield Insurance Company. "CNS" and the CNS logo are trademarks used under license from CNS Insurance Group plc. 57020CNS (09/2008) WD



Assessment Department
Mailing Address
PO Box 5350
Station Terminal
Vancouver BC V6B 5L5

Location
6951 Westminster Highway
Richmond BC
V7C 1C6
www.worksafebc.com

Clearance Section
Telephone 604 244 6380
Toll Free within Canada
1 888 922 2768
Fax 604 244 6390

Westcoast Outbuildings Inc.
2128 Front St.
NORTH VANCOUVER, BC V7H 1A3

January 19, 2016

Person/Business : WESTCOAST OUTBUILDINGS INC.
867646 AQ(009)

This letter provides clearance information for the purposes of Section 51 of the *Workers Compensation Act*.

We confirm that the above-referenced firm is active, in good standing, and has met WorkSafeBC's criteria for advance clearance. Accordingly, if the addressee on this letter is the prime contractor, the addressee will not be held liable for the amount of any assessment payable for work undertaken by the above-referenced firm to **April 01, 2016**.

This firm has had continuous coverage with us since May 04, 2011.

Employer Service Centre
Assessment Department

Clearance Reference # : C128727693
CLRAAA

For more information about Section 51 and clearance letters visit WorkSafeBC.com

Please refer to your account number in your correspondence or when contacting the Assessment Department.
To alter this document constitutes fraud.

- 1 -

Declaration of Supplier Code of Conduct Compliance

As an authorized signatory of Westcoast Outbuildings Inc., I declare that I have reviewed the SCC and to the best of my knowledge, Westcoast Outbuildings Inc. and its proposed subcontractors have not been and are not currently in violation of the SCC or convicted of an offence under national and other applicable laws referred to in the SCC

I understand that a false declaration and/or lack of a corrective action plan may result in no further consideration being given to the submission of Westcoast Outbuildings Inc.

Signature:

A handwritten signature in black ink, appearing to read 'Geoff Baker', with a stylized, flowing script.

Geoff Baker
President

Vancouver Affordable Housing

RFQ # PSVAHA2016-01



VANCOUVER
AFFORDABLE
HOUSING
AGENCY



ATCO Structures
& Logistics

Submission To:

Jim Lowood, SCMP
Email: jim.lowood@vancouver.ca
Fax: 604-873-7057

RFQ No. PSVAHA2016-01
SELECTING PARTNERS FOR A PRE-QUALIFICATION SHORTLIST TO SUPPLY PREFABRICATED MODULAR HOUSING

Address: Vancouver Affordable Housing Agency (the "Housing Agency"),
C/O: City of Vancouver,
453 West 12th Avenue,
Vancouver, British Columbia, Canada,
V5Y 1V4

Courier Delivery and Drop Off
Information Desk,
Main Floor Rotunda,
453 West 12th Avenue, Vancouver.

Note: Vancouver City Hall is open on business days from 8:30 a.m. to 4:30 p.m., Vancouver Time, and is closed Saturdays, Sundays, and holidays.

Proposal Due:
Prior to 3:00 p.m.,
February 19, 2016 (Vancouver Time)

Submitted By:

Submission for Project Type 1 and Project Type 2

ATCO Structures & Logistics Ltd.
#300, 4838 Richmond Road S.W.
Calgary Alberta
T3E 6L1

Pierre Landry, Sales Manager, Major Projects – Mining & Infrastructure
P: 403-292-7750 | C: 403-370-4521 | F: 403-292-7575
Email: pierre.landry@atcosl.com
www.atcosl.com



Safety Moment

Safety Moment

FaLL ProTeCTion



SAFETY MOMENT

Fall Arrest or Fall Restraint?

In choosing a fall protection system, you should first consider installing guard rails or barriers. They provide a high degree of protection if installed properly.

However, installing guard rails or barriers at a work site is not always practical. When at a work site, it is more practical to use fall protection equipment.

Use Fall Protection if a worker has the possibility of falling 3 meters or more.

Fall restraint systems prevent you from falling

Examples include:

- Work positioning systems - using either safety belts or full body harnesses that attached you to an anchor and leave both your hands free
- Travel restricted system- personal fall protection equipment used to prevent you from travelling to an edge from which you may fall

NOTE: In a fall restraint system, a line is attached to an anchor and to your harness or safety belt in such a way that you cannot fall. The anchor must be able to withstand 88 lbs.

Fall arrest systems protect a person who is already falling by stopping the fall before the worker hits the surface below

Examples include:

- Full body harnesses connected by lanyards or lifelines to secure anchors. The harness must be attached to an anchor that is able to withstand 5000 lbs. or two times the maximum arrest force
- Safety nets



*The most common fall arrest is the **Personal Fall Arrest System**. Such a system must include the "ABCDs" of Fall Arrest:*

A - Anchorage - which components are connected to

B - Body Wear - Full body harness

C - Connector - From the harness to the anchorage

D - Deceleration Device - to dissipate forces associated with the fall



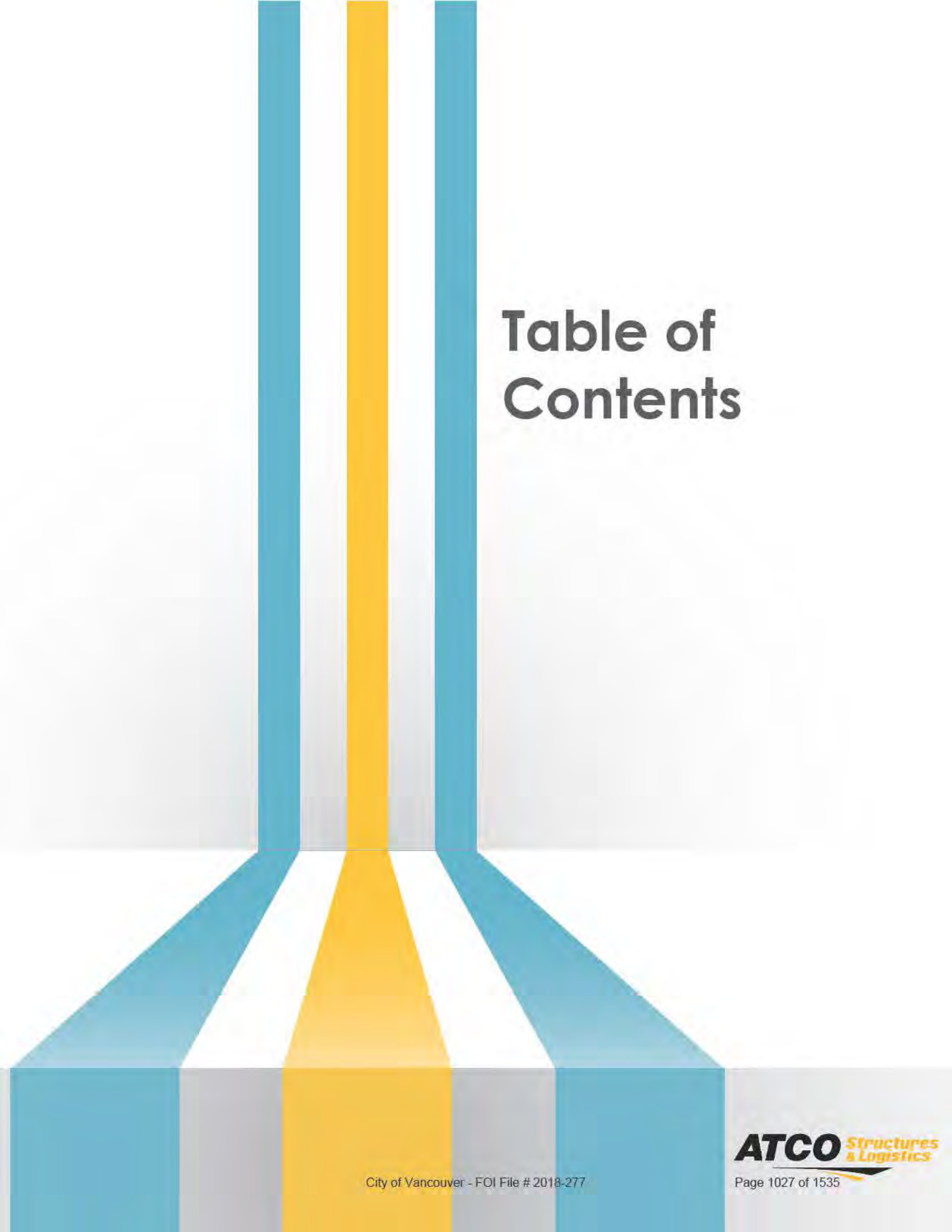


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Executive Summary

Executive Summary

Introduction

In 2014, Vancouver City Council, acting on recommendations from the Mayor's Task Force on Housing Affordability, approved the creation of the Housing Agency (the Agency). The Housing Agency's mandate is to expedite the delivery of affordable housing options to achieve the objectives set out in the City's Housing and Homelessness Strategy. The Agency is seeking Respondents with expertise in the construction and installation of prefabricated modular housing to reply to site-specific RFP's to be released at a later date. These suppliers will demonstrate that they can meet the requirements essential to the Agency's projects. By selecting ATCO Structures & Logistics Ltd (ASL), the Agency receives over 65 years of experience executing modular construction projects across Canada. ASL has the ability to meet and exceed the all requirements, standards, and building codes essential to the Agency. The project will be executed under ASL's ISO 9001 Quality Management System to ensure complete satisfaction with the product and service that is being delivered.

EXPERIENCE

Residential Experience

Under various previous contracts, ASL supplied numerous modular residential projects in Western and Northern Canada. Our residential units were built to provide safe, affordable and comfortable accommodations for their residents. A few key features helped transform ASL's modular workforce accommodations into welcoming homes. Architectural styling to fit in with housing styles prevalent in the area, landscaping and leisure areas, and noise-eliminating construction techniques helped create and maintain a sense of home in these developments. Today, ASL is re-entering the residential housing market as a quality supplier of cost effective modular housing and if selected, will provide the Agency with cost effective, modern residential modular units.

Experience in British Columbia

ASL has extensive experience executing projects in British Columbia (BC) and is familiar with all of BC's building codes and building requirements to withstand the local and sometimes harsh climate. In 2010, ASL was commissioned to supply and install a 1,760 person camp for Rio Tinto Alcan (RTA) for the Kitimat Modernization Program in Kitimat, BC. In conjunction



Canada Winter Games Athletes Accommodations, Whitehorse, Yukon Territory.

Executive Summary

with that, we were subsequently awarded the supply and installation of a 150 person camp in Kemano to support the same project. In 2012, ASL was awarded the supply and install of a 650 person camp by Chevron Corporation in support of the Kitimat LNG project. Most recently, we were awarded a 1,600 person camp facility for the BC Hydro - Site C Clean Energy Project. Each of these projects and specific sites had their own set of intricacies and challenges that we need to address and overcome. Given our vertical integration with our in-house design and engineering teams, control of our manufacturing facilities and experienced construction and project management, we were able to address each site individually to successfully deliver these projects to our clients. Similarly, if selected, we will use this experience to expertise for the Agency and effectively manage the uniqueness of each location and project.



Banff Springs Custom Designed Staff Housing Complex, Banff, Alberta.

MANUFACTURING PROCESS

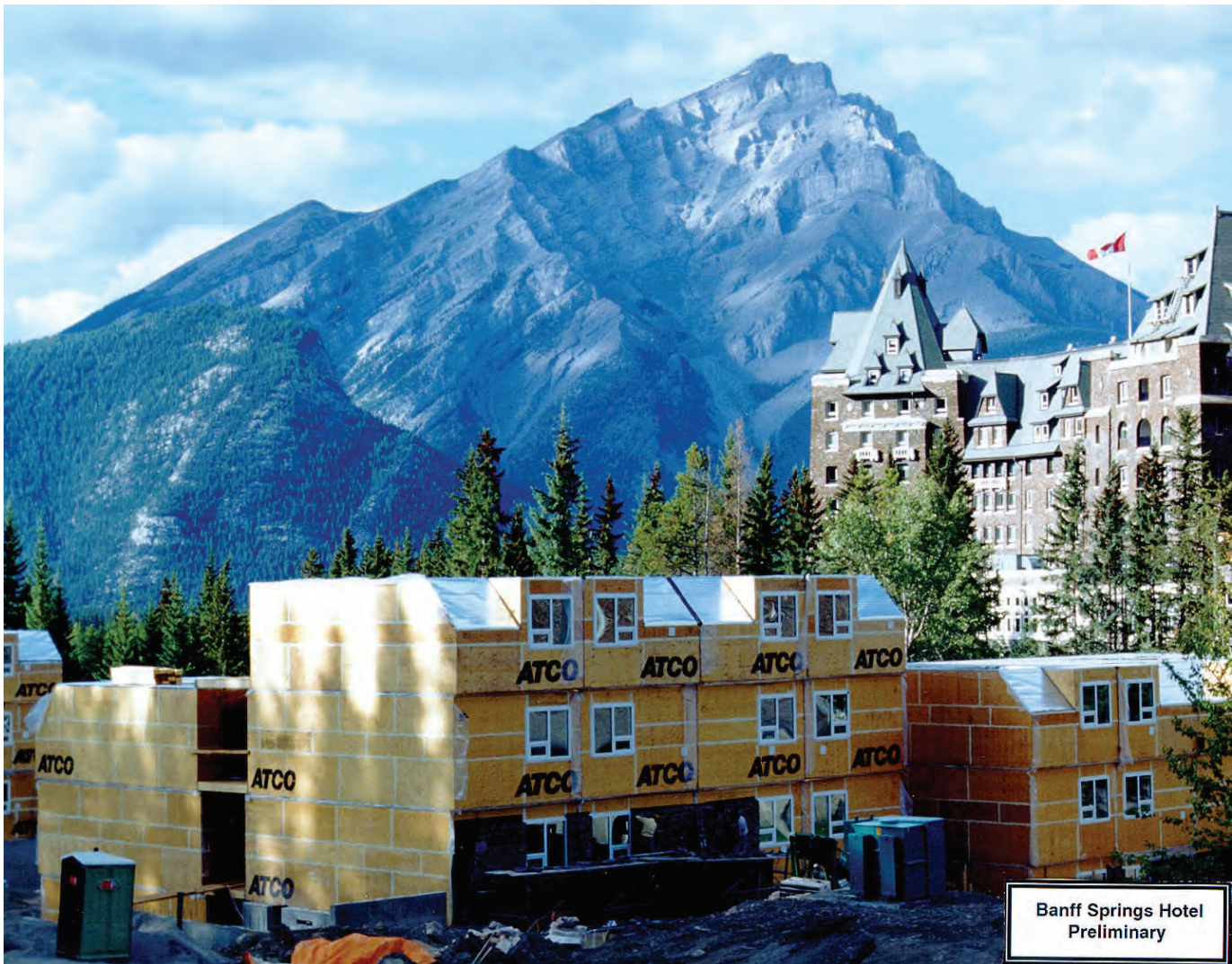
With manufacturing facilities in Calgary and Edmonton, ASL can easily manufacture and ship units expediently within Western and Central Canada, including British Columbia. Our manufacturing process is an integral part of our ISO 9001 Quality Management System, and all applicable ISO standards are applied to our manufacturing process. The process is broken down into 9 different stages that conclude with an inspection prior to the commencement of the next stage. Each product is accompanied by an Inspection and Test checklist identifying critical elements in each stage, which must be signed off once completed and inspected. This helps to ensure all quality requirements are fulfilled, rework is eliminated, and nonconformities are documented, processed, and rectified prior to shipment. Following this process enables ASL to manufacture a variety of units with unique specifications and maintain the quality of each

Executive Summary

different unit. This benefits the Agency because it allows us to easily manufacture residential housing units that meet all required specifications.

The breadth of in-house design experience and ASL's ability to showcase architectural excellence, technical innovation, and energy efficiency has helped us win a number of awards for our designs, including, but not limited to:

- The Alberta Chamber of Resources 2008 Rewarding Partnerships Award for ASL's and the Fort McKay First Nation's work on Creeburn Lake Lodge. This award celebrates and recognizes companies and their Aboriginal business partners for their efforts in building relationships and enhancing the capacity of Aboriginal businesses and communities.
- The Award of Distinction from the Modular Building Institute (MBI) in 2012 for the Home Federal Bank in Bossier City, LA. The project, completed for National Modular Bank Buildings, included the manufacturing, transportation and installation of ATCO's modular units in just 21 days.
- Alberta Construction Magazine honored ATCO with the 2008 Top Projects Industrial Runner-up for ASL's Creeburn Lake Lodge.



Construction of Banff Springs Custom Designed Staff Housing Complex, Banff, Alberta.

Executive Summary



Canada Winter Games Athletes Accommodations, Whitehorse, Yukon Territory.

HEALTH SAFETY & ENVIRONMENT

Health, Safety and Environmental excellence is achieved through careful planning, support and active participation by all ASL employees, representatives and subcontractors. Safety is culturally ingrained into all ASL Personnel, and our commitment starts with the Safety Moment at the front of this submittal. Our comprehensive HSE Management Guide has been compiled to achieve a Safe & Sound workplace.

Recently, ASL was selected by Shell Canada's Carmon Creek Project Contract Award selection panel as the Best Implementation of Project HSSE Program winner for Q1 and Q2, 2015. This award goes to the contractor having the most effective implementation of the Carmon Creek Construction HSSE Program during construction of the project, and demonstrates consistent, significant levels of HSE excellence. If selected, the Agency can be guaranteed the standard of HSE excellence.

ASL is continuously innovating and striving to implement new processes or standards to help improve environmental sustainability. Plywood used as covering board for modules during transportation is now also used as part of the building materials, reducing material costs and waste for all projects. ASL was recently awarded the MEG Energy Site Safety award on its Modular Building Institute award winning Christina Lake Project.

Executive Summary

QUALITY

Typically, ASL will develop a project-specific Quality Plan in accordance with ISO 10005:2005, which specifically aims to enhance customer satisfaction through the application of continual improvement processes and assurance of conformity to customer requirements. This plan will mirror ASL's Quality Management System which is ISO 9001:2008 certified. ASL's continuous improvement program will be layered to catch problems and useful suggestions at the point of service delivery with the end user, confirmation of satisfaction with the client's project team during meetings, and can be verified by conducting customer satisfaction surveys upon request.

CONCLUSION.

ASL has the ability to meet and exceed all requirements, standards, and building codes essential to the Agency. With our history of residential building experience and our knowledge of building in BC, the Agency is guaranteed a product that fulfills building requirements and satisfies all required specifications. ASL's award-winning design team will ensure that the Agency receives a product with architectural excellence, technical innovations, and energy efficiencies wherever possible. Our exceptional HSE and ISO Rated Quality Management Programs will be applied to all work done for the Agency, providing a quality, cost effective product and service.

We look forward to the opportunity of working with the Agency to provide affordable housing to those in the city of Vancouver. We are confident that our project experience, HSE standards, and ISO rated quality plans can meet and exceed all of your requirements. Should you have any questions or require any clarification, we would be happy to discuss our capabilities in greater detail at your convenience.





Schedule 2

Letter of Qualification

RFQ No. PSVAHA2016-01
SELECTING PARTNERS FOR A PRE-QUALIFICATION SHORTLIST TO SUPPLY PREFABRICATED MODULAR
HOUSING

SCHEDULE 2 – LETTER OF QUALIFICATION

Date: *February 19, 2016*

TO: The Vancouver Affordable Housing Agency (the "Housing Agency")

RE: REQUEST FOR QUALIFICATIONS - NO. PSVAHA2016-01 (the "RFQ") IN RESPECT
OF SELECTING PARTNERS TO SUPPLY PREFABRICATED MODULAR HOUSING

1. Being duly authorized to represent and act on behalf of [Insert full corporate name and if a joint venture, then state "on behalf of..." and list the full corporate names of the companies forming the joint venture], the undersigned hereby submits the attached Response and supporting materials on behalf thereof.
2. Herein, the term "Respondent" refers to *ATCO Structures & Logistics Ltd. "...refers to each of" and list the full corporate names of the companies forming the joint venture]. n/a*
3. The Housing Agency and its representatives are hereby authorized to conduct any inquiries or investigations to verify the statements, documents, and information submitted in connection with this Response, and to seek clarification from the Respondent's bankers and clients regarding any financial and experience issues, and to do all other things stated in the RFQ.
4. Capitalized terms used herein have the definitions ascribed thereto in the RFQ.
5. The Housing Agency and its representatives may contact the following persons for further information:

Pierre Landry, Sales Manager, Major Projects – Mining & Infrastructure
ATCO Structures & Logistics Ltd.
Suite 300, 4838 Richard Road SW, Calgary, AB
P: 403-292-7750 | C: 403-370-4521 | F: 403-292-7575
Email: pierre.landry@atcosl.com
www.atcosl.com
6. This Response is made with the full understanding and agreement that:
 - (a) any information submitted during qualification may be subject to verification by the
Housing Agency, including during evaluation of any subsequent proposal or tender;
 - (b) the Respondent will (and does hereby undertake to) submit a bona fide proposal or tender in relation to the subject matter of the RFQ (and consistent with this Response) if the Housing Agency invites the Respondent to participate in a request for proposals or invitation to tender;
 - (c) the Housing Agency may:
 - (i) amend the scope and description of the goods and services to be procured under the RFQ or any subsequent request for proposals process,

including the Site-Specific RFPs, varying them from those described herein, or amend the qualifications that may be required to meet those requirements;

- (ii) open this process to potential proponents other than the grouping of Pre- Qualified Respondents contemplated by the RFQ;
- (iii) determine which City-owned sites targeted for the installation of prefabricated modular housing will be subject to Site-Specific RFPs as contemplated by this RFQ and which may be subject to a separate procurement process;
- (iv) reject or accept any or all Responses;
- (v) cancel the RFQ process and reject all Responses;
- (vi) cancel the RFQ process and commence a new process in respect of the same request for proposals with the same or an amended set of documents, information or requirements;
- (vii) request that any Respondent to provide additional information, clarifications or goods samples or demonstrations, without requesting the same from all Respondents;
- (viii) terminate the RFQ process and enter into direct negotiations with any party whether or not a Respondent; or
- (ix) at any time during the RFQ Term and for any reason whatsoever, including as a result of any review of the Housing Agency's Board, terminate the RFQ and cease restricting eligibility for Site-Specific RFPs to Pre-Qualified Respondents.

(d) neither the Housing Agency nor the City of Vancouver will not be liable in any way whatsoever for any actions described under 4(c) of this letter.

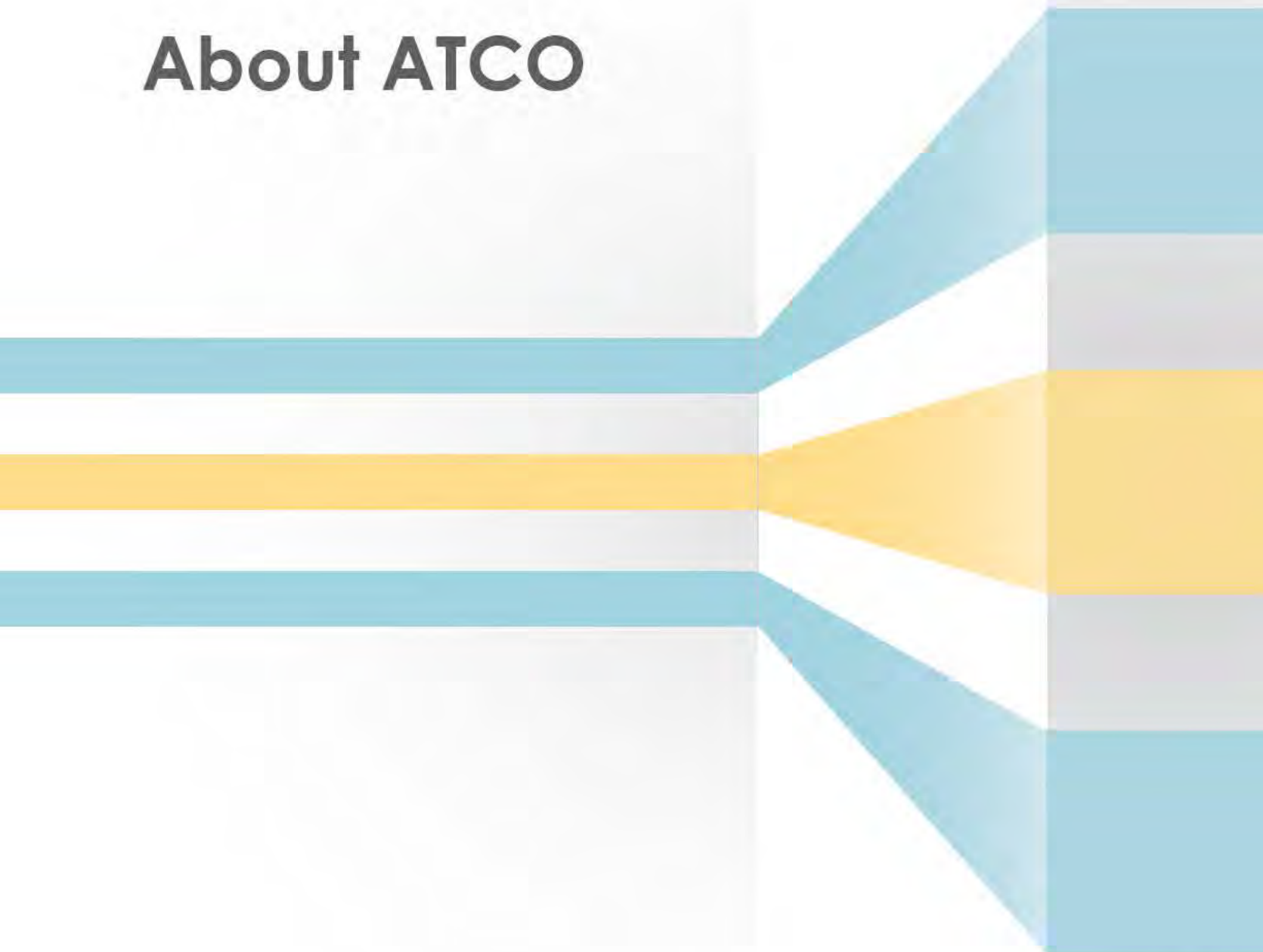
7. The Respondent confirms and warrants that the information disclosed in the section of its Response titled "Conflicts; Collusion; Lobbying" is a complete and accurate response to Section 7.0 of the RFQ.
8. The Respondent acknowledges and agrees that the RFQ Documents are, in no way whatsoever, an offer to enter into an agreement except on the limited terms and conditions expressly stated in this letter, and submission of this Response by the Respondent does not in any way whatsoever create any obligation on the part of the Housing Agency to treat the Respondent's or any other respondent's Response in any particular manner or undertake the Housing Agency's RFQ process in any particular manner (except as expressly stated below in this letter with respect to confidentiality).
9. The Respondent acknowledges and agrees to the information disclaimers and other terms and conditions set forth in the RFQ.
10. Except only and to the extent that the Housing Agency is in breach of Section 11 of this letter, the Respondent now releases the Housing Agency, the City of Vancouver and their respective directors, officials, agents and employees from all liability for any costs, damages or losses incurred in connection with the RFQ, including any cost, damages or losses in connection with:

Telephone No.:	<u>403-292-7750</u>	Fax No.:	<u>403-292-7575</u>
Key Contact Person:	<u>Pierre Landry</u>	E-mail:	<u>pierre.landry@atcosl.com</u>
GST Registration No.	<u>1017700851</u>	Date and Jurisdiction of Incorporation:	<u>Amalgamation of corporate entities Incorporated in the Province of Alberta in 2010. See attached Certificate of Incorporation.</u>
City of Vancouver Business License No. (or, if available, Metro West Inter-Municipal Business License No.):	<u>Langley Business Number 43143</u>	WorkSafe BC Registration No.:	<u>832671</u>



Corporate Experience

About ATCO



About ATCO



ABOUT ATCO GROUP

Founded in true entrepreneurial spirit in 1947, ATCO has grown from its Alberta roots into a worldwide group of companies with more than 9,400 employees and assets of approximately \$15 billion.

ATCO's strength is in its diversity. Our companies are engaged in Structures & Logistics (manufacturing, logistics and noise abatement), Utilities (pipelines, natural gas and electricity transmission and distribution), Energy (power generation, natural gas gathering, processing, storage and liquids extraction), and Technologies (business systems solutions).

ATCO STRUCTURES & LOGISTICS

With over 65 years experience and with manufacturing facilities on five continents, ASL is providing award-winning complete infrastructure solutions worldwide. ASL is a premier source for innovative modular

building solutions, remote workforce accommodations, lodging and site-wide services, turnkey facilities, noise abatement and air emissions control technologies.

<http://www.atcosl.com/en-ca/>

Lodging | Camp Services

ASL knows that feeding a hungry workforce is a challenge facing operators in remote camp locations. It's also a key ingredient for keeping workers committed to your company. ASL provides complete catering services customized to meet your tastes. Our Red Seal chefs use professionally tested recipes and only the finest ingredients. We cater to changing tastes and trends that will keep your workforce satisfied. In even the most remote locations and extreme climates, we will provide your workforce camp with a wide range of flavors for hearty, nutritious meals, 24 hours a day.

<http://www.atcosl.com/en-ca/Products-and-Services/Lodging-Camp-Services/>

About ATCO

Workforce Housing | Construction Camp Accommodations

ASL has extensive experience delivering modular workforce housing (“turnkey man camp” accommodation) worldwide. For short-term or permanent modular camps, our rugged pre-fabricated, relocatable modular buildings will solve your shelter challenges, even in the most remote locations and extreme climates.

<http://www.atcosl.com/en-ca/Products-and-Services/Workforce-Housing/>

Custom Design Your Workforce Housing

Need something more permanent or unique to your project? We can create a custom construction village or man camp. ASL’s talented engineering team will work with you to develop and manufacture the perfect custom workforce housing solution. ASL has extensive experience in designing, engineering and manufacturing remote camps around the world.

Mobile Office Trailers | Modular Buildings

When quick and convenient shelter is needed, ASL Space Rentals provides modular building solutions. From construction projects to real estate developments, ASL’s mobile office trailers and buildings provide reliable, controlled space that is highly functional. These buildings can be easily moved from one job site to the next or expanded to fit growing needs, saving you time and money.

<http://www.atcosl.com/en-ca/Products-and-Services/Mobile-Offices/>

Specialty Buildings | Services

We also offer blast resistant modular, fold-a-ways, mine dries, pre-engineered buildings, catering, operations and maintenance services for camps, open lodges, airfield services, communication radar operations, disaster relief, site services (fire protection and first response, gravel pit management and supply, water and wastewater management, and medical services), as well as gas turbine systems and industrial noise control.

<http://www.atcosl.com/en-ca/Products-and-Services/Specialty-Buildings/>

“

Going far beyond the call of duty. Doing more than others expect. That is what excellence is all about. It comes from striving, maintaining the highest standards, looking after the smallest detail, and going the extra mile. Excellence means caring. It means making a special effort to do more.”

”

- R.D. Southern - Founder, ATCO Group

Site Services | Operational Support

The world’s leading resource and energy companies, government and military organizations benefit from the expertise of ASL and our ability to deliver integrated management services, logistics, site services and support solutions, including catering, anywhere in the world. Our team of experienced operations personnel has the expertise to work in the most difficult and remote environments. More importantly, they understand the unique challenges facing each industry and will meet them head on.

<http://www.atcosl.com/en-ca/Products-and-Services/Site-Services/>

Typical Execution Plan



Typical Execution Plan

Execution Plan Introduction

ATCO is a Canadian owned business that has been operating in Canada for over 60 years. Formed in 1947 as Alberta Trailer Hire by S.D. and his son R.D. Southern, we provided workforce housing since the first oil boom. Our past is about our proven track record of continuous success and the experience and expertise we bring to your future.

What we did back then is still part of what we do now, known as ATCO Structures & Logistics since 2009, we have worked with companies and governments around the world. ASL continues to provide industry leading knowledge, skills and experience – all in one place. With unparalleled attention to detail from the very beginning, our design, engineering and management services have been seamlessly integrated into a comprehensive project implementation infrastructure. For your reference below we have provided an overview of this execution framework that guides every project we undertake.

Execution Roadmap

Since our inception, one of ASL's competencies has been workflow and project management. From the time we receive a request to quote a project; we follow a standard process to execute ASL's proposal and project to you. The information obtained in the creation of the proposal is integrated into the Execution Plan upon award.

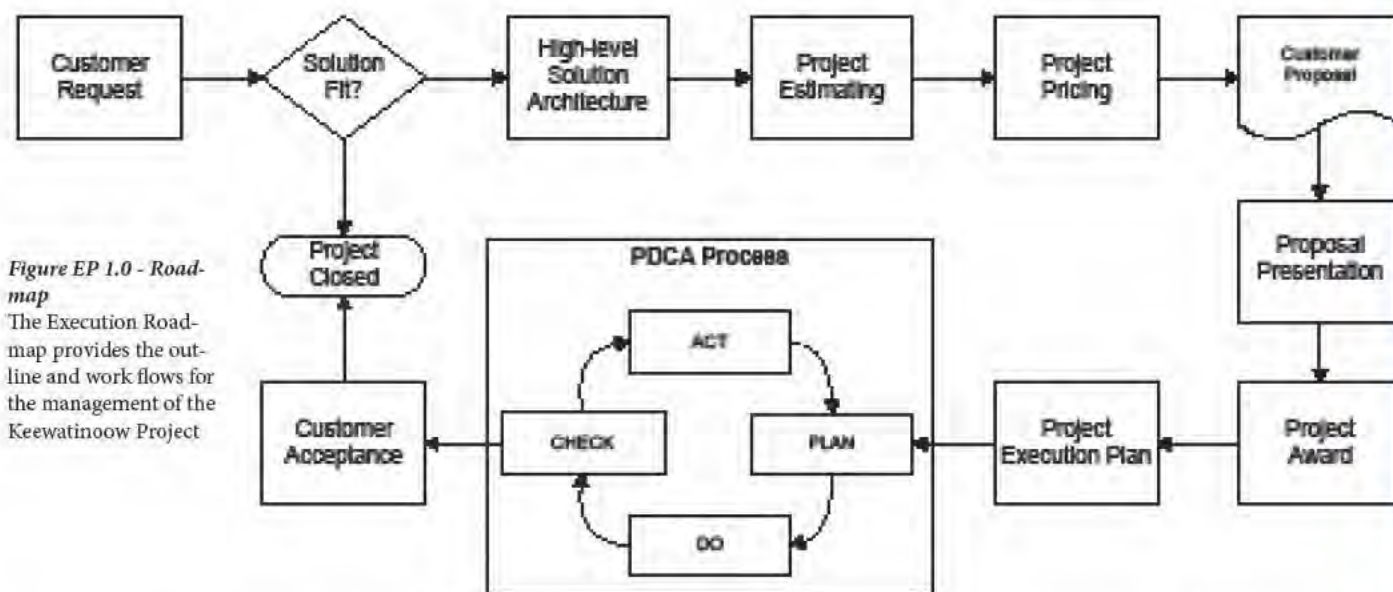


Figure EP 1.0 - Roadmap
The Execution Roadmap provides the outline and work flows for the management of the Keewatinow Project

It is used as a guideline to develop a detailed plan that will be utilized post contract award. ASL uses industry best practice, and lessons learned to ensure that our construction techniques continue to develop and improve.

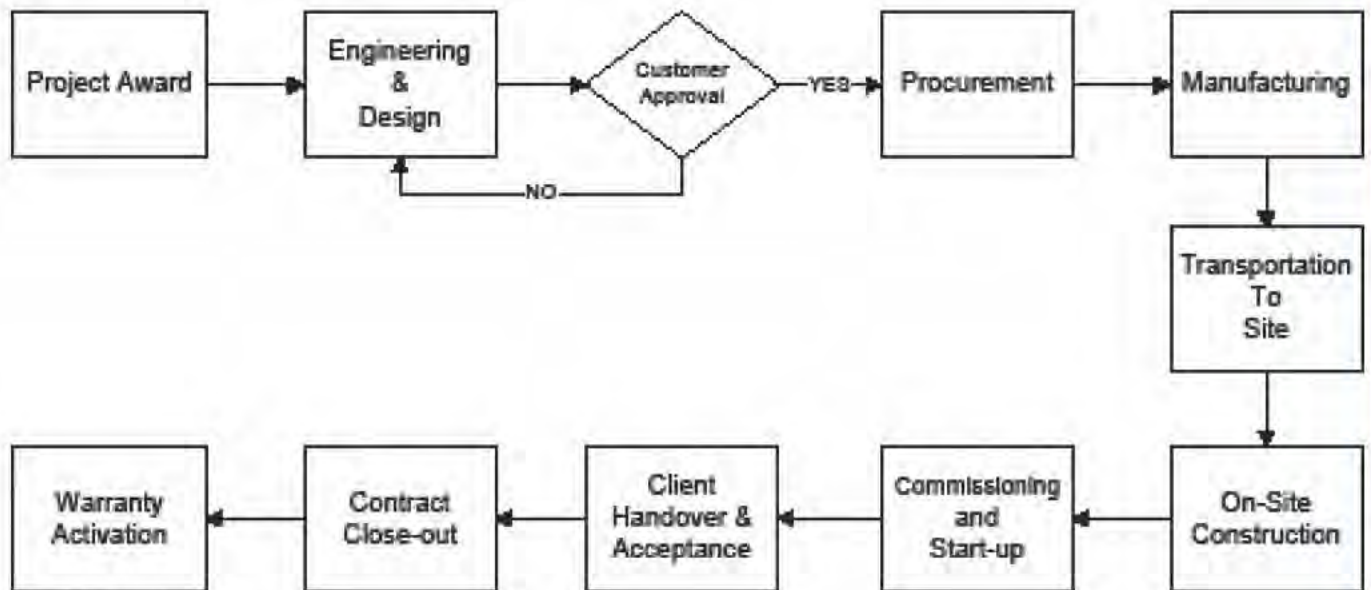


Figure EP 2.0 Execution Plan.

Every project we undertake, whether it is a camp of 70 beds or 4000, is executed according to this general guideline. It provides relevant, logical framework for analyzing the problems that may arise throughout the completion process.

Implementing the Plan

Project Stages:

ASL's primary objective is always the successful completion of all our projects in a safe and timely manner. Meeting our ISO 9001 quality objectives dovetails directly into our goal of maintaining a safe and hazard-free construction site environment for our employees, subcontractors and customer personnel. Our focus is to minimize risks to employees, property, the community and the environment, from materials or processes associated with our construction operations and this achieved using the controls process detailed below.

The Keewatinooow project will be controlled by a combination of project stage milestones with regular and ad hoc reporting as required. The exact milestones will be articulated upon award and will mirror key dates identified by ASL and in agreement with Manitoba Hydro. Each project is planned following the subsequent benchmarks.

- Award of Contract
- Engineering and Design
- Procurement
- Manufacturing
- Transportation
- Construction
- Commissioning and Start Up
- Client Handover and Acceptance
- Contract Close Out
- Warranty Activation

Each Stage is managed by the Project Manager (PM) with key team members responsible for the various stages in manufacturing and construction in order to gauge progress. At the end of each milestone, an End of Stage Report will be generated and distributed to the Director of Projects. Progress during the construction phase, described in greater detail below, will be monitored using Primavera as a progress measurement tool.

Through all of the stages a number of reports and metrics are tracked. As well, processes that are managed include but are not limited to:

- Change Order Management (requests, proposals, approval, execution)
- Overall Project Progress (actual vs. planned)
- HSE Statistics
- Customer Weekly Status Report
- Variance Reporting (costs and timelines)



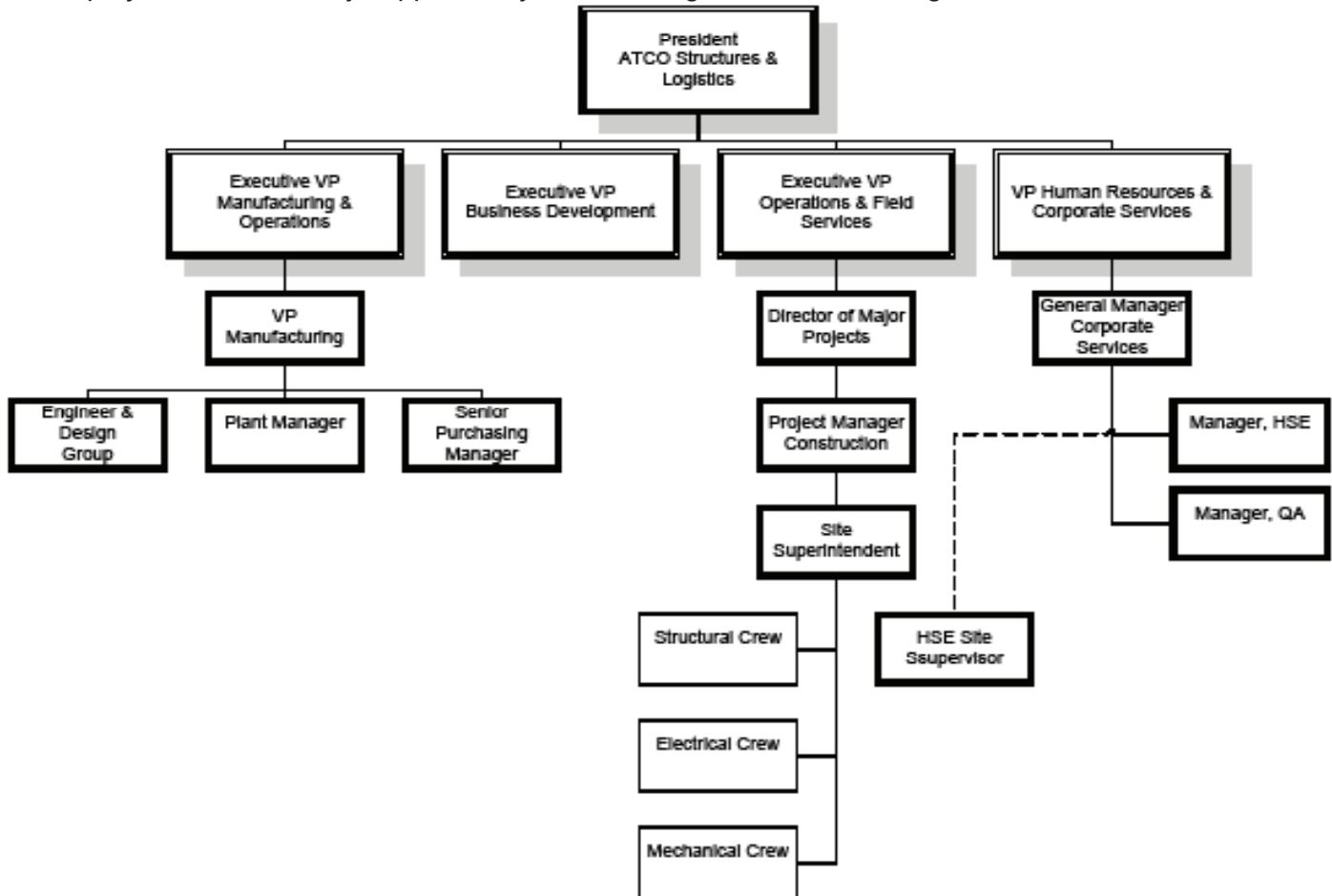
Project Organization

ATCO Structures & Logistics assigns a project management group along with other internal resources. These competent and experience resources form the core management team to see this project through inception to construction completion

Our overall team will generally consist of the following key personnel:

- Project Manager
- Contractors Administrator
- Engineering Manager
- Manufacturing Manager
- Materials & Logistics Manager
- QA/QC Manager
- HSE Manager
- Transportation Manager
- Construction Manager / Site Superintendent
- Maintenance & Warranty Manager

This project will be directly supported by the following office and field organization



Plan Overview

ATCO Structures & Logistics' primary objective is the successful completion of all projects in a safe and timely manner within the framework of our certified ISO 9001 Quality Management System.

The Project will be controlled by a combination of project stage milestones with regular and ad hoc reporting as required. The milestones will be articulated upon award and will mirror key dates identified by ASL and in agreement with the contracting Customer. Each project is managed through ten stages:



Award of Contract – upon contract award, project team members are assigned, resources are dedicated, and subcontractors are identified



Engineering and Design – our in-house team of engineers will work to finalize the product design.



Procurement – using a list of pre-approved vendors and subcontractors, supplies are ordered in alignment with the project schedule



Manufacturing – ATCO has over 500,000 sq. ft. of modular building space in North America. Our Inspection & Test Check list (ITC) provides a detailed sign off procedure ensuring all aspects of the manufacturing process have been upheld to our Quality standards and inspected from structural, plumbing, gas and electrical.



Transportation – fully certified and competent trucking companies with experience and personal knowledge of the trucking requirements are contracted for this stage.



Construction - ATCO field construction department is lead by a construction manager who oversees an experienced team of project managers, site superintendents and craft workers. ATCO strongly believes in maximizing the utilization of local labor, subcontractors, and vendors on every project we undertake.



Commissioning and Start Up – commissioning is overseen by the project experts as ATCO prepares to handover the facilities to our client.



Client Handover and Acceptance – after inspection and testing, our series of handover procedures are followed through to final client acceptance



Contract Close Out – contract administrative actions are completed and final payments are received.



Warranty Activation - Warranty activation commences with the date of client acceptance. ATCO's dedicated Maintenance and Warranty Department that will provide ongoing warranty services upon client handover and acceptance.

Health, Safety and Environment

COR Certificate

Partnerships

IN INJURY REDUCTION

Certificate of Recognition

This certificate recognizes that

ATCO STRUCTURES & LOGISTICS LTD.

In keeping with the principles of *Partnerships* has:

- developed and implemented an occupational health and safety program and,
- met the standard for *Partnerships* through an independent evaluation of their health and safety program.

Alberta Construction Safety Association
Certifying Partner

Certificate # 20130722-0843

WCB Industry Code(s): 25401 40400 86921 87505
89922

Government of Alberta

Expiry Date: July 22, 2016

Government
of Alberta ■

HSE Policy Posters

HSE Policy Posters

ATCO Structures & Logistics
Health, Safety & Environment

Safety Absolutes

All employees and contractors working for ASL must:



**Always wear
job specific PPE**



Never work impaired



**Always follow
lockout/tagout
procedures**



**Always follow working
at heights procedures**



**Always follow load
lifting procedures**



**Always follow vehicle
handling rules**



**Never disable or
by-pass safety
devices, guards or
barriers**



**Never participate in
work place violence or
harassment of others**



**Never instigate
or engage in
horseplay activity**



**Always follow
digging and
excavation procedures**



**Always follow
permit procedures**



ATCO Structures
& Logistics

HSE Policy Posters



POLICY STATEMENT HEALTH & SAFETY

ATCO Structures & Logistics (ASL) recognizes that protecting the health and safety of our employees, subcontractors and the public, is fundamental to our business success. We expect excellence in health and safety performance to be achieved through careful planning, support and active participation by all ASL employees, representatives, and sub-contractors. Through this expectation, an injury- and incident-free workplace is an achievable goal.

Commitment

The ultimate goal is to protect our employees, contractors, clients, visitors, property and the general public from injury or illness. To this end, ASL is committed to promoting and continually improving its Health and Safety performance through:

- Establishing achievable objectives to guide our efforts and monitor our performance.
- Setting in place the necessary human and financial resources to realize our objectives.
- Providing training to all employees to ensure they are competent and able to carry out their duties safely.
- Complying with applicable health and safety regulations and maintaining the same high standard when operating in regions where regulations are absent or less stringent.

Accountability

All levels of management are responsible for providing and maintaining a safe work environment with proper procedures, training, equipment and programs to ensure that work is performed to the highest standards, and in compliance with government regulations and corporate requirements.

Employees and contractors are responsible for following ASL standards, policies and principles, working safely and providing feedback to continuously improve its health and safety performance.

All personnel share the responsibility to work in a manner that safeguards themselves, with equal concern for co-workers, the public and the environment.

Communication

ASL is committed to ensuring open communication and consultation through well-functioning Health and Safety committees at all company levels.



George Lidgett
President
ATCO Structures & Logistics

ATCO Structures
& Logistics

HSE Policy Posters



POLICY STATEMENT ENVIRONMENTAL

ATCO Structures & Logistics (ASL) recognizes that protecting the environment is an integral part of our business, our success and our future. We expect excellence in environmental performance to be achieved through careful planning, and the support and active participation of ASL personnel and all its representatives, including sub-contractors. Our goal is to continually improve our operations by setting, reviewing and updating environmental performance.

Execution

We execute our Environmental Policy by:

- Operating in compliance with all applicable laws and regulations and other requirements to which we dictate, with emphasis on pollution prevention and minimizing adverse environmental impacts.
- Developing and implementing measures to ensure sustainable use of materials, resources and energy.
- Providing support programs aimed at promoting efficient use of materials and resources throughout our operations, including water, electricity, raw materials and other resources, particularly those that are non-renewable.
- Reducing waste through re-use and recycling and by purchasing recycled, recyclable or re-furnished products and materials where these alternatives are available, economical and suitable.

Accountability

All levels of management have the authority to curtail operations as necessary to prevent serious environmental impacts. All personnel share in this responsibility and are accountable for the successful implementation of this policy.

Communication

ASL is committed to communicating environmental awareness among our employees and encouraging them to work in an environmentally responsible manner.



George Lidgett
President
ATCO Structures & Logistics

ATCO Structures
& Logistics

HSE Policy Posters



POLICY STATEMENT DRUGS, ALCOHOL & PROHIBITED SUBSTANCES

ATCO Structures and Logistics (ASL) recognizes that the use of illicit drugs and other prohibited substances places at risk the health and safety of its employees, subcontractors and the public is contrary to federal law, and impairs the success of our business.

Commitment

ASL is committed to maintaining the highest standards of the health, safety and wellness of its employees, contractors and the public. The use of illicit substances is contrary to these high standards. ASL maintains a zero tolerance policy on the use of illicit substances at the workplace and/or performing work while impaired.

Accountability

All employees, including management, supervisors and any other third parties, such as contractors and visitors, are prohibited from:

1. Performing company business, working on company or client premises, or operating any motor vehicle for the purpose of employment while impaired from alcohol, drugs or prohibited substances that exceed limits set out by ASL, client policies or legislation.
2. Using, possessing or unlawful distribution of alcoholic beverages, illicit drugs, drug paraphernalia, or other prohibited substances on ASL property, while operating company equipment, working on behalf of ASL, or while otherwise on company business and;
3. Violating any applicable ASL or client policy; provincial/state, federal law or regulation that relates to alcoholic beverages, drugs or controlled substances while engaged in any activity while on company business.

Execution

All employees, contractors, visitors and suppliers are expected to perform their job in a safe manner and consistent with the established practices. In addition, it is expected that everyone will:

- Read and understand the policy and their responsibilities under it;
- Report fit for duty for any and all scheduled work activities and remain fit for duty while performing those duties on any ASL or client property.
- Seek advice and follow appropriate treatment if a current or

emerging problem exists and follow recommended monitoring programs after attending treatment.

- Co-operate with any work modification related to safety concerns.
- Intervene as appropriate to encourage a co-worker to access assistance before an alcohol or drug problem impacts performance or safety.
- Co-operate with an investigation into a violation of this policy, including any request to participate in the testing program as and when required to do so under this policy.

Supervisors and management will be responsible for:

- On-going performance management to ensure a safe and healthy work site and effectiveness of this program.
- Guiding employees who seek assistance to appropriate resources (e.g. the Employee Assistance Program or other community services);
- Taking steps to investigate any violation of the standards set out under this policy.
- Referrals for alcohol and drug testing as and when required under this program.

Communication

ASL is committed to communicating drug and alcohol awareness among our employees and encouraging them to work in a responsible manner.

George Lidgett
President
ATCO Structures & Logistics

ATCO Structures
& Logistics

HSE Manual

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HEALTH, SAFETY AND ENVIRONMENT MANAGEMENT SYSTEM

CONTROL MANUAL #: MASTER

APPROVED BY

TOM COX
DIRECTOR CORPORATE SERVICES
FEBRUARY 20, 2013

This Manual is a Controlled Document and is not to be used by any person(s) who is not currently involved within the business of ATCO Structures & Logistics Ltd.

HSE Manual Table of Contents

	MANUAL RESOURCES Table of Contents	HSE 0.1 Issue Date: Nov 1, 2010 Version: 2.0 Revision Date: Feb 20, 2013
---	---	--

1. Purpose

The purpose of this document is to allow individuals an immediate overview and direct access to the components and documents available under the ASL HSE Management System without having to scroll through each Element accordingly.

0 Element 0 – Manual Resources

- 0.1 Table of Contents
- 0.2 Record of Revision
- 0.3 ASL HSE Definitions
- 0.4 ASL HSE Acronyms

1 Element 1- Organizational Commitment

- 1.1 Organizational Commitment Management Guide
 - 1.1.1 ASL 2013 Health and Safety Policy Poster
 - 1.1.2 ASL 2013 Environmental Policy Poster
 - 1.1.3 ASL 2013 Drug & Alcohol Policy Poster
 - 1.1.4 ASL 2013 HSE Targets, Goals and Objectives
- 1.2 Document and Data Control Management Guide

2 Element 2- Management Structure & Involvement

- 2.1 Organizational Structure Chart
- 2.2 Roles, Responsibilities & Accountabilities Management Guide

3 Element 3 Global Standards

- 3.1 Fall Protection Global Standard
 - 3.1.1 Fall Protection Plan
 - 3.1.2 Fall Protection Equipment Monthly Inspection Checklist
 - 3.1.3 Fall Protection Flowchart
 - 3.1.4 Fall Protection Equipment Daily (Pre-use) Inspection Checklist
 - 3.1.5 MSA Fall Protection Sizing Chart

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- 3.2 Control of Hazardous Energy (LOTO) Global Standard
 - 3.2.1 Abandoned Lock Removal Form
 - 3.2.2 Lock Out Tag Out Permit
- 3.3 Respiratory Protection Program Global Standard
 - 3.3.1 Respiratory Protection Breathing Hazard Assessment
 - 3.3.2 Respiratory Protection List of Breathing Hazards
 - 3.3.3 Airborne Contaminants
 - 3.3.4 Acceptable Respirators and Selection
 - 3.3.5 Respirator Selection Form
 - 3.3.6 Assigned Protection Factor
 - 3.3.7 Respiratory Fit Test Procedure
 - 3.3.8 Respirator Fit Test and Training Record
 - 3.3.9 Respirator Seal Check
 - 3.3.10 Respirator Inspection Checklist
 - 3.3.11 Respirator Screening Questionnaire
 - 3.3.12 Medical Health Questionnaire
 - 3.3.13 Respiratory Protective Equipment General Rules
 - 3.3.14 Authorized Respiratory User Card
 - 3.3.15 Respiratory Selection Flowchart
 - 3.3.16 Respirator Code of Practice Template
- 3.4 Hearing Conservation Program Global Standard
- 3.5 Confined/Restricted Spaces Global Standard
 - 3.5.1 Confined Space Entry Permit
 - 3.5.2 Confined Space Entry Issuance Form
 - 3.5.3 Confined/Restricted Space Assessment Worksheet
- 3.6 Hot Work Permitting Global Standard
 - 3.6.1 Hot Work Permit
 - 3.6.2 Hot Work Issuance Form
- 3.7 Personal Protective Equipment Standards Global Standard
- 3.8 Rigging Hoisting & Overhead Cranes Global Standard
- 3.9 Ground Disturbance & Penetration Global Standard
 - 3.9.1 Ground Disturbance & Penetration Permit
 - 3.9.2 Ground Disturbance & Penetration Issuance Form

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- 3.10 Hazardous Materials & Chemical Safety Global Standard
 - 3.10.1 Work Site Label Template
 - 3.10.2 Sample Supplier Label
 - 3.10.3 Alternate Chemical Hazard Symbol
 - 3.10.4 Sample of NFPA Fire Diamond
 - 3.10.5 Hazardous Substance Spill Response Plan Template
 - 3.10.6 Personal Gas Monitors
 - 3.10.7 Metal Exposures Protection
- 3.11 Environmental Management & Protection Global Standard
 - 3.11.1 Information Required for Reporting Wildfires Report
 - 3.11.2 Blank Manifest Form
 - 3.11.3 Remediation Certificate Application Form
 - 3.11.4 Wildfire Emergency Response Procedure
- 3.12 Working Alone Global Standard
- 3.13 First Aid Provisions Global Standard
- 3.14 Fire & Life Safety Global Standard
- 3.15 Vehicle & Traffic Safety Global Standard
- 3.16 Intentionally Left Blank
- 3.17 Mobile Equipment Global Standard
- 3.18 Journey Management Global Standard
- 3.19 Fatigue Management
- 3.20 Intentionally Left Blank
- 3.21 Electrical Safety Global Standard
- 3.22 Contractor Management Global Standard
 - 3.22.1 Contractor Daily Work Sheet
 - 3.22.2 Contractor Weekly HSE Report
 - 3.22.3 Contractor HSE Performance Report
- 3.23 Ergonomics Global Standard
- 3.24 Left Intentionally Blank
- 3.25 Compressed Gas Cylinder Safety Global Standard
- 3.26 Transportation of Dangerous Goods Global Standard
- 3.27 Intentionally Left Blank
- 3.28 Drug, Alcohol & Prohibited Substances Global Standard
- 3.29 Fit for Duty Global Standard

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4 Element 4- Planning & Procurement

- 4.1 Hazard Assessment Management Guide
 - 4.1.1 Job Inventory Worksheet
 - 4.1.2 Job Hazard Analysis Template
 - 4.1.3 Field Level Hazard Identification
 - 4.1.4 Hazard/Near Miss Report
 - 4.1.5 Hazard Assessment and Control Flowchart
 - 4.1.6 Job Hazard Assessment Flowchart
- 4.2 Legal and Other Legislative Requirements
 - 4.2.1 Legislative Compliance Form
 - 4.2.1.1 Legislative Compliance Form- Alberta

5 Element 5- Operational Controls

- 5.1 Operational Control Measures Management Guide
 - 5.1.1 Project Execution Plan
 - 5.1.2 Project Specific HSE Plan Template
 - 5.1.3 Site Safety Emergency Contact Information
 - 5.1.4 Pre-Project Planning Checklist
 - 5.1.5 Safe Work Practice Template
 - 5.1.6 Safe Job Procedure Template
- 5.2 Preventive & Predictive Maintenance Management Guide
- 5.3 Emergency Management Management Guide
 - 5.3.1 Emergency Vulnerability Assessment
 - 5.3.1.1 Emergency Vulnerability Matrix
 - 5.3.2 Emergency Management Drill Report
 - 5.3.3 Emergency Response Plan Review Log
- 5.4 Management of Change Management Guide

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Version: 2.0

Revision Date: Feb 20, 2013

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- 6.1 Orientation, Training & Competency Management Guide
 - 6.1.1 General Employee Orientation Checklist
 - 6.1.2 Department Specific Orientation Checklist
 - 6.1.3 Project Specific Orientation Checklist
 - 6.1.4 Contractor Orientation Checklist
 - 6.1.5 Employee Participation Training Record
 - 6.1.6 Training Evaluation Form
 - 6.1.7 Forklift Operator Competency Checklist

7 Element 7- Participation, Communication & Awareness

- 7.1 Joint Health & Safety Committee Management Guide
 - 7.1.1 Sample Joint Health and Safety Committee Meeting Agenda
 - 7.1.2 Sample Joint Health and Safety Committee Meeting Minutes
 - 7.1.3 Joint Health & Safety Committee Terms of Reference
- 7.2 Communication & Awareness Management Guide
 - 7.2.1 General HSE Meeting Form
 - 7.2.2 Post-Project HSE Debrief Form
 - 7.2.3 Project Kick-Off Meeting Form
 - 7.2.4 Safety Toolbox Meeting Template
 - 7.2.5 Safety Alert Template Sample #1
 - 7.2.6 Safety Alert Template Sample #2

8 Element 8 - Measuring, Monitoring & Corrective Action

- 8.1 Inspections & Observations Management Guide
 - 8.1.1 Worker Observation (Behaviour Based Safety) Form
 - 8.1.2 ATCO Group Fire Protection Standard
 - 8.1.3 Facility Inspection Checklist
 - 8.1.4 Project Inspection Checklist
 - 8.1.5 Equipment Inspection Checklist
 - 8.1.6 Contractor Observation Checklist
 - 8.1.7 Passenger Vehicle Inspection Checklist
 - 8.1.8 Forklift Inspection Checklist

5 of 6 At ATCO Structures & Logistics, we strive for excellence and continuously improve our products and services based on customer requirements and recommendations.

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- 8.2 Management System Evaluation (Audits) Management Guide
 - 8.2.1 Annual HSE Audit Schedule (2013)
 - 8.2.2 HSE Audit Protocol Template
 - 8.2.3 Corporate Inspection & Mini Audit Template
 - 8.2.4 HSE Audit Corrective Action Plan
- 8.3 Incident Management Management Guide
 - 8.3.1 Incident Report
 - 8.3.2 Incident Calculator
 - 8.3.3 Witness Statement
 - 8.3.4 Motor Vehicle Collision Report
 - 8.3.5 Utility Strike Report
 - 8.3.6 Incident Investigation Flowchart
 - 8.3.7 Work Refusal Form
 - 8.3.8 Significant Incident Report
- 8.4 Rehabilitative Employment (Modified Work) Management Guide
 - 8.4.1 Injured Worker Package
 - 8.4.2 Medical Consent Form
 - 8.4.3 Physical Demands Analysis Form
 - 8.4.4 Letter to Physician
 - 8.4.5 Modified Work Agreement
 - 8.4.6 Medical Release to Physician Form
 - 8.4.7 Non-Occupational Medical Information Release Form
- 8.5 Corrective & Preventive Action
 - 8.5.1 Corrective & Preventive Action Plan

9 Element 9 - Management Review & Continuous Improvement

- 9.1 Management Review & Continuous Improvement Management Guide
 - 9.1.1 HSE Monthly Stewardship Report

Quality Assurance



ISO Certification



ISO Certification



CERTIFICATE OF REGISTRATION

This is to certify that

ATCO Structures and Logistics Ltd.

Centrally Managed Activities/Operations

115 Peacekeepers Drive SW, Calgary, Alberta T3E 7X4 Canada

Refer to Attachment to Certificate of Registration dated July 5, 2013 for additional certified sites

operates a

Quality Management System

which complies with the requirements of

ISO 9001:2008

for the following scope of registration

The registration covers the Quality Management System for a full range of services in a global environment for Relocatable Buildings and Associate support services including:

- Marketing
- Manufacture
- Operation and Maintenance
- Project Management
- Design Engineering
- Construction and Installation
- Housekeeping and Food Services

Certificate No.: CERT-0068504

File No.: 015876

Issue Date: July 5, 2013

Original Certification Date: July 5, 2013

Current Certification Date: July 5, 2013

Certificate Expiry Date: July 4, 2016

Chris Jouppi
President,
QMI-SAI Canada Limited

Guillaume Gignac, ing.f
Vice President, Corporate Operations, Accreditation & Quality
QMI-SAI Canada Limited



ISO 9001



Registered by:
SAI Global Certification Services Pty Ltd, 286 Sussex Street, Sydney NSW 2000 Australia with QMI SAI Canada Limited, 20 Carlson Court, Suite 200,
Toronto, Ontario M9W 7K6 Canada (SAI GLOBAL). This registration is subject to the SAI Global Terms and Conditions for Certification. While all due care
and skill was exercised in carrying out this assessment, SAI Global accepts responsibility only for proven negligence. This certificate remains the property
of SAI Global and must be returned to them upon request.
To verify that this certificate is current, please refer to the SAI Global On-Line Certification Register www.qmi-saiglobal.com/qmi_companies/



ISO Certification

ATTACHMENT TO CERTIFICATE OF REGISTRATION

These sites are registered under Certificate No: CERT-0068504 issued on July 5, 2013

File No.		Effective Date
1048058	ATCO Structures and Logistics Ltd. Overflow Manufacturing Facility 30 Alberta Avenue, Spruce Grove, Alberta T7X 3A9 Canada	July 5, 2013
1048059	ATCO Structures and Logistics Ltd. Prince George Sales 982 Boundary Road, Prince George, British Columbia V2N 5T2 Canada	July 5, 2013
1627884	ATCO Structures and Logistics Ltd. Space Rentals 285044 Bluegrass Drive, Rockyview County, Alberta T1X 0P5 Canada	July 5, 2013
800208	ATCO Structures and Logistics Ltd. Suite 600, 4838 Richard Rd SW, Calgary, Alberta T3E 6L1 Canada	July 5, 2013

These registrations are dependent on ATCO Structures and Logistics Ltd.
Centrally Managed Activities/Operations (File No. 015876) maintaining their
scope of registration to ISO 9001:2008



Quality Policy Poster



Quality Policy Poster



POLICY STATEMENT QUALITY

ATCO Structures & Logistics (ASL) continually strives to achieve the highest level of quality. We recognize that true customer satisfaction and corporate success is based on our ability to provide exemplary products and services in a timely manner.

Commitment

ASL is committed to ensuring total customer satisfaction by providing customers with innovative, cost-effective products and services that fully satisfy their requirements, by meeting or exceeding all regulatory requirements, and by establishing and reviewing quality objectives that challenge our employees to excel in all facets of our operations.

Execution

We execute our Quality Policy by:

- Implementing and continually improving an ISO 9001:2008 Quality Management System.
- Ensuring customer needs are understood and fulfilled through customer satisfaction programs.
- Acquiring, mentoring, training, coaching and retaining highly skilled, innovative and competent personnel.
- Assuring detailed and comprehensive statistical techniques on all our products and services.
- Providing wide-ranging and efficient customer support, regardless of the mission.

Communication

ASL is committed to communicating its quality standards to clients and continuously improves products and services based on customer requirements and recommendations.



George Lidgett
President
ATCO Structures & Logistics

ATCO Structures
& Logistics

QMS Table of Contents

QMS Table of Contents



Quality Management System Manual ISO 9001:2008

Head Offices

**115 Peacekeepers Drive SW,
Calgary, AB**

**1243 McKnight Blvd. NE
Calgary, AB**

With ISO 9001-2008 registered offices in:

**189 Boundary Road
Prince George, BC**

**Esztergály u. 28
Csomád, Hungary**

**30 Alberta Avenue
Spruce Grove, AB**

**Creeburn Lake Lodge
Fort McKay, Alberta**

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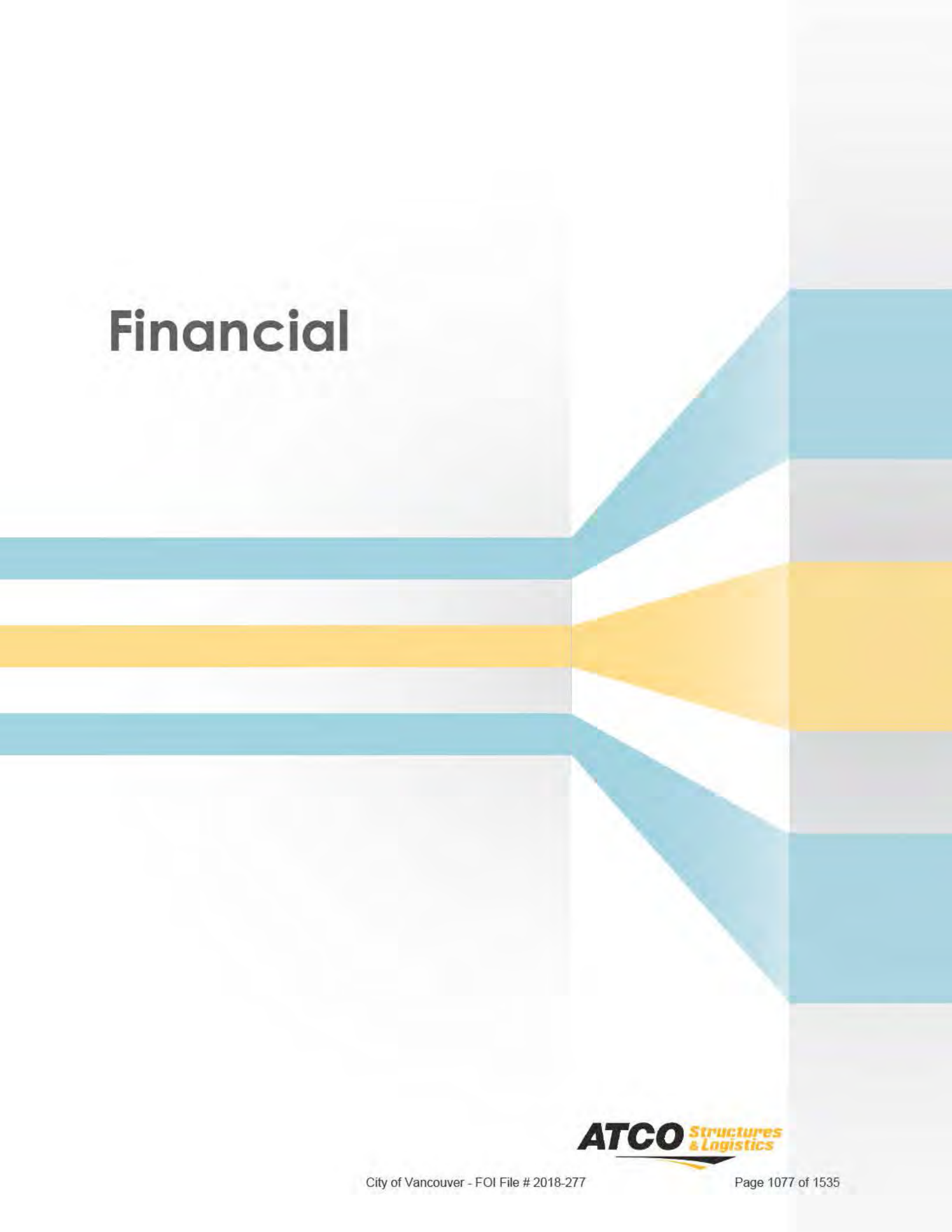
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QP 01 Issue Date: Nov. 1, 2009 Issue 1, Revision: 3 Revision Date: Mar. 09, 2012			
	Gary Spicer – MOA	Dave Read –VP Corporate Services & HSE	Harry Wilmot – President & C.O.O



Corporate Capability

Financial



ATCO

G R O U P

ATCO LTD.

CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED DECEMBER 31, 2014

ATCO LTD.

2014 CONSOLIDATED FINANCIAL STATEMENTS



February 19, 2015

Independent Auditor's Report

To the Share Owners of ATCO Ltd.

We have audited the accompanying consolidated financial statements of ATCO Ltd., which comprise the consolidated balance sheets as at December 31, 2014 and December 31, 2013 and the consolidated statements of earnings, comprehensive income, changes in equity and cash flows for the years then ended, and the related notes, which comprise a summary of significant accounting policies and other explanatory information.

Management's responsibility for the consolidated financial statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with International Financial Reporting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audits. We conducted our audits in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained in our audits is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of ATCO Ltd. as at December 31, 2014 and December 31, 2013 and its financial performance and its cash flows for the years then ended in accordance with International Financial Reporting Standards.

PricewaterhouseCoopers LLP

Chartered Accountants
Calgary, Alberta

PricewaterhouseCoopers LLP
111 5th Avenue SW, Suite 3100, Calgary, Alberta, Canada T2P 5L3
T: +1 403 509 7500, F: +1 403 781 1825, www.pwc.com/ca

"PwC" refers to PricewaterhouseCoopers LLP, an Ontario limited liability partnership.

ATCO LTD.

CONSOLIDATED STATEMENT OF EARNINGS

Year Ended
December 31

<i>(millions of Canadian Dollars except per share data)</i>	Note	2014	2013
Revenues	s.21(1)		
Costs and expenses			
Salaries, wages and benefits			
Energy transmission and transportation			
Plant and equipment maintenance			
Fuel costs			
Purchased power			
Materials and consumables			
Depreciation, amortization and impairment			
Franchise fees			
Property and other taxes			
Other			
Gain on sales of operations			
Earnings from investment in joint ventures			
Operating profit			
Interest income			
Interest expense			
Net finance costs			
Earnings before income taxes			
Income taxes			
Earnings for the year			
Earnings attributable to:			
Class I and Class II Shares			
Non-controlling interests			
Earnings per Class I and Class II Share			
Diluted earnings per Class I and Class II Share			

See accompanying Notes to Consolidated Financial Statements.

ATCO LTD. CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

	Year Ended December 31	
(millions of Canadian Dollars)	Note	2014 2013
Earnings for the year	S.21(1)	
Other comprehensive income (loss), net of income taxes:		
Items that will not be reclassified to earnings:		
Re-measurement of retirement benefits ⁽¹⁾		
Share of other comprehensive income of joint ventures ⁽²⁾		
Items that are or may be reclassified subsequently to earnings:		
Cash flow hedges ⁽³⁾		
Cash flow hedges reclassified to earnings ⁽⁴⁾		
Foreign currency translation adjustment ⁽⁵⁾		
Share of other comprehensive income of joint ventures ⁽²⁾		
Comprehensive income for the year		
Comprehensive income attributable to:		
Class I and Class II Shares		
Non-controlling interests		

(1) Net of income taxes of \$39 million for the year ended December 31, 2014 (2013 – \$(77) million).

(2) Net of income taxes of \$3 million for the year ended December 31, 2014 (2013 – \$1 million).

(3) Net of income taxes of nil for the year ended December 31, 2014 (2013 – \$(5) million).

(4) Net of income taxes of \$(1) million for the year ended December 31, 2014 (2013 – nil).

(5) Net of income taxes of nil.

See accompanying Notes to Consolidated Financial Statements.

ATCO LTD.

CONSOLIDATED BALANCE SHEET

December 31

(millions of Canadian Dollars)

Note

2014

2013

s.21(1)

ASSETS

Current assets

Cash and cash equivalents

Accounts receivable

Finance lease receivables

Inventories

Prepaid expenses and other current assets

Non-current assets

Property, plant and equipment

Intangibles

Goodwill

Investment in joint ventures

Finance lease receivables

Other assets

Total assets

LIABILITIES

Current liabilities

Bank indebtedness

Accounts payable and accrued liabilities

Asset retirement obligations and other provisions

Other current liabilities

Long-term debt

Non-recourse long-term debt

Non-current liabilities

Deferred income tax liabilities

Asset retirement obligations and other provisions

Retirement benefit obligations

Deferred revenues

Other liabilities

Long-term debt

Non-recourse long-term debt

Total liabilities

EQUITY

Class I and Class II Share owners' equity

Class I and Class II Shares

Contributed surplus

Retained earnings

Accumulated other comprehensive income

Non-controlling interests

Total equity

Total liabilities and equity

See accompanying Notes to Consolidated Financial Statements.

[Original signed by N.C. Southern]

[Original signed by C.W. Wilson]

DIRECTOR

DIRECTOR

ATCO LTD. CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

	Note	Attributable to Equity Owners of the Company					Non-Controlling Interests	Total Equity
		Class I and Class II Shares	Contributed Surplus	Retained Earnings	Accumulated Other Comprehensive Income	Total		
(millions of Canadian Dollars)								
December 31, 2012	s.21(1)							
Earnings for the year								
Equity preferred shares issued by subsidiary company, net of issue costs								
Shares issued, purchased and cancelled								
Dividends								
Share-based compensation								
Other comprehensive income								
Gains on retirement benefits transferred to retained earnings								
Changes in ownership interest in subsidiary company ⁽¹⁾								
Other								
December 31, 2013								
Earnings for the year								
Equity preferred shares redeemed by subsidiary company								
Shares issued, purchased and cancelled								
Dividends								
Share-based compensation								
Other comprehensive loss								
Losses on retirement benefits transferred to retained earnings								
Changes in ownership interest in subsidiary company ⁽¹⁾								
December 31, 2014								

(1) The changes in ownership interest in subsidiary company are due to Canadian Utilities Limited's dividend reinvestment plan and share-based compensation plans.

See accompanying Notes to Consolidated Financial Statements.

ATCO LTD.

CONSOLIDATED STATEMENT OF CASH FLOWS

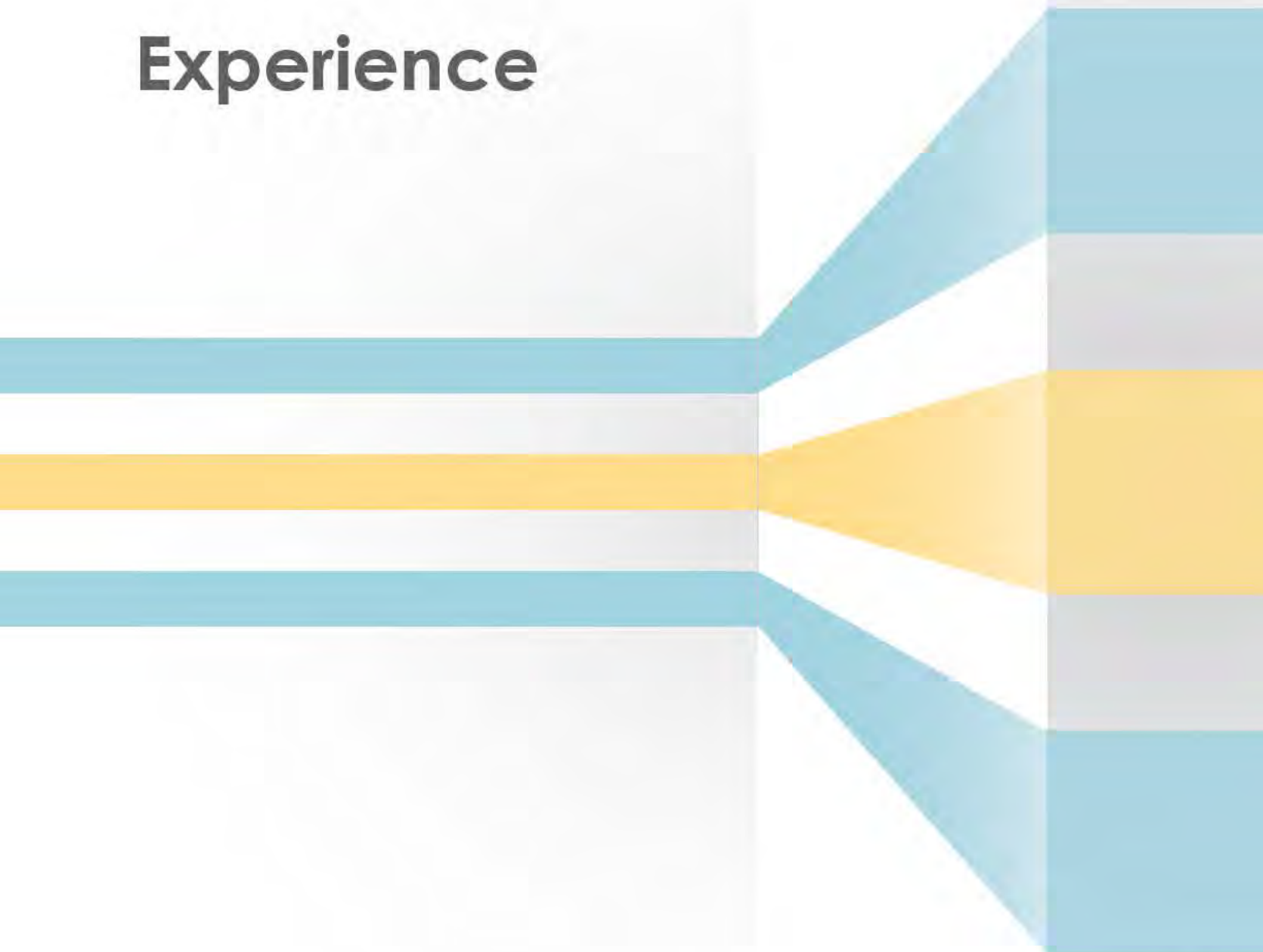
Year Ended
December 31

(millions of Canadian Dollars)	Note	2014	2013
Operating activities	s.21(1)		
Earnings for the year			
Adjustments for:			
Depreciation, amortization and impairment			
Gain on sales of operations			
Earnings from investment in joint ventures, net of dividends and distributions received			
Income taxes			
Unearned availability incentives			
Contributions by customers for extensions to plant			
Amortization of customer contributions			
Net finance costs			
Income taxes paid			
Other			
Changes in non-cash working capital			
Cash flow from operations			
Investing activities			
Additions to property, plant and equipment			
Proceeds on disposal of property, plant and equipment			
Additions to intangibles			
Proceeds on sale of information technology services			
Proceeds on sale of Tecno Fast ATCO S.A.			
Investment in joint venture			
Changes in non-cash working capital			
Other			
Financing activities			
Issue of long-term debt			
Repayment of long-term debt			
Repayment of non-recourse long-term debt			
Issue of equity preferred shares by subsidiary company			
Redemption of equity preferred shares by subsidiary company			
Issue of Class A shares by subsidiary company			
Purchase of Class I Shares			
Dividends paid to Class I and Class II Share owners			
Dividends paid to non-controlling interests in subsidiary company			
Interest paid			
Other			
Foreign currency translation			
Cash position ⁽¹⁾			
(Decrease) increase			
Beginning of year			
End of year			

(1) Cash position consists of cash and cash equivalents less current bank indebtedness and includes \$43 million (2013 - \$53 million) which is not available for general use by the Company.

See accompanying Notes to Consolidated Financial Statements.

Experience



ATCO Experience

To illustrate that ATCO has been in the business of providing excellent, affordable homes we have included here a list of some of the early projects along with some of the marketing and sales materials.

Relocatable, Permanent, Local and Exported Project List.

1. Sohio Petroleum Endico Base Operatio Center, Prudhoe Bay, North Slope Alaska
2. Falconbridge Raglan Project, Kattini Quebec
3. Expo86 Panelized Pavilions & Utilit Units, Vancouver, BC
4. 1988 Winter Olympic Media Housing, Calgary, Alberta
5. Ban Spring Hotel Sta Housing, Ban , Alberta
6. US Military Housing/JA Jones, Adak, Alaska,
7. DEW Line NWS Modular Units, WT-Alaska
8. Mount Royal University Student Housing, Calgary, Alberta
9. University of Nebraska Greenland summit Winter Camp, Greenland [Herc Units]
10. Cranbrook Regional Hospital Addition Cranbrook, BC
11. University Of Alaska Toolik Field Winter Station Toolik, Alaska
12. Sudan Rail Housing Project, Sudan
13. North American Homes Panelized House, Japan
14. Sitco Panelized Housing Project, China
15. Atco Homes State Homes, Calgary, Alberta
16. Doyon Mobile Camp, Alaska
17. South Highway School, Yukon
18. Canada Games Athlete Village, Whitehorse, Yukon
19. MEG Energy Lodge, Fort MC Murray, Alberta
20. Creeburn Lodge, Fort Mc Murray, Alberta
21. Husky Energy Lodge, Fort Mc Murray, Alberta
22. Tec Pogo, Alaska

Experience Historical



he elegant
touch of
craftsmanship lives in the
"Limited Edition"

Estate Home
series by
ATCO





ATCO introduces an exciting new series of executive homes -

the Limited Edition Estate Series.

These fine homes are designed for the discriminating home-buyer who demands the ultimate in superb craftsmanship and superior materials. There is a wide variety of distinct and individual models in the Estate Series. Choose your home... then choose your new address from 29 prestigious ATCO locations - 14 in Oakridge Estates, 15 in Woodlands Estates.

ATCO is known internationally in many industries for their superior product. When you see the Estate Series homes, you'll agree that in luxury home design and construction,

ATCO has excelled once again.



ATCO Residential
Housing
ATCO Housing Corp. 248-3636



**xperience
the excellence of an ATCO Estate Home,
each one a harmonious blend of beauty and
practicality.**

**The following outstanding features are standard
in the "limited edition" Estate Series of homes by
ATCO.**

- ☐ energy efficient insulation package in exterior walls and roof
- ☐ new generation of energy efficient furnaces and power humidifier
- ☐ masonry fireplace with gas log lighter
- ☐ premium quality wood windows, carved cedar front door
- ☐ mahogany doors, baseboards and trim, all wood stained on the site to match
- ☐ self cleaning range, DACOR counter top stove with barbecue module, ducted hood fan, Amana RR-10 microwave oven, garbage disposal and dishwasher
- ☐ post formed kitchen counter tops with 4" back splash and ceramic tile
- ☐ premium oak kitchen cabinets and vanities
- ☐ quality carpeting and linoleum.
- ☐ roughed in vacuum
- ☐ Jacuzzi bath tub in master bath.
- ☐ ground fault circuits in bathrooms.
- ☐ AM/FM intercom system
- ☐ two forty gallon (U.S.) hot water tanks
- ☐ cedar siding and shakes on exterior
- ☐ roughed in plumbing in the basement
- ☐ heated, insulated garages with automatic door openers
- ☐ all appropriate mortgage and legal fees, plus the first years home owner insurance

In the midst of the city ... an island of country ...

There's space to breathe, space to live, in Woodlands Estates and Oakridge Estates, the two exclusive areas of southwest Calgary that ATCO has selected for its "limited edition" series of estate homes.

Oakridge Estates offers a breathtaking view of the Glenmore Reservoir and Glenmore Park, and beyond that ... downtown Calgary.

Woodlands Estates backs onto Canyon Meadows Golf Course and lies adjacent to the Fish Creek provincial Park, the largest urban provincial park in Alberta, with a total of 2800 acres.

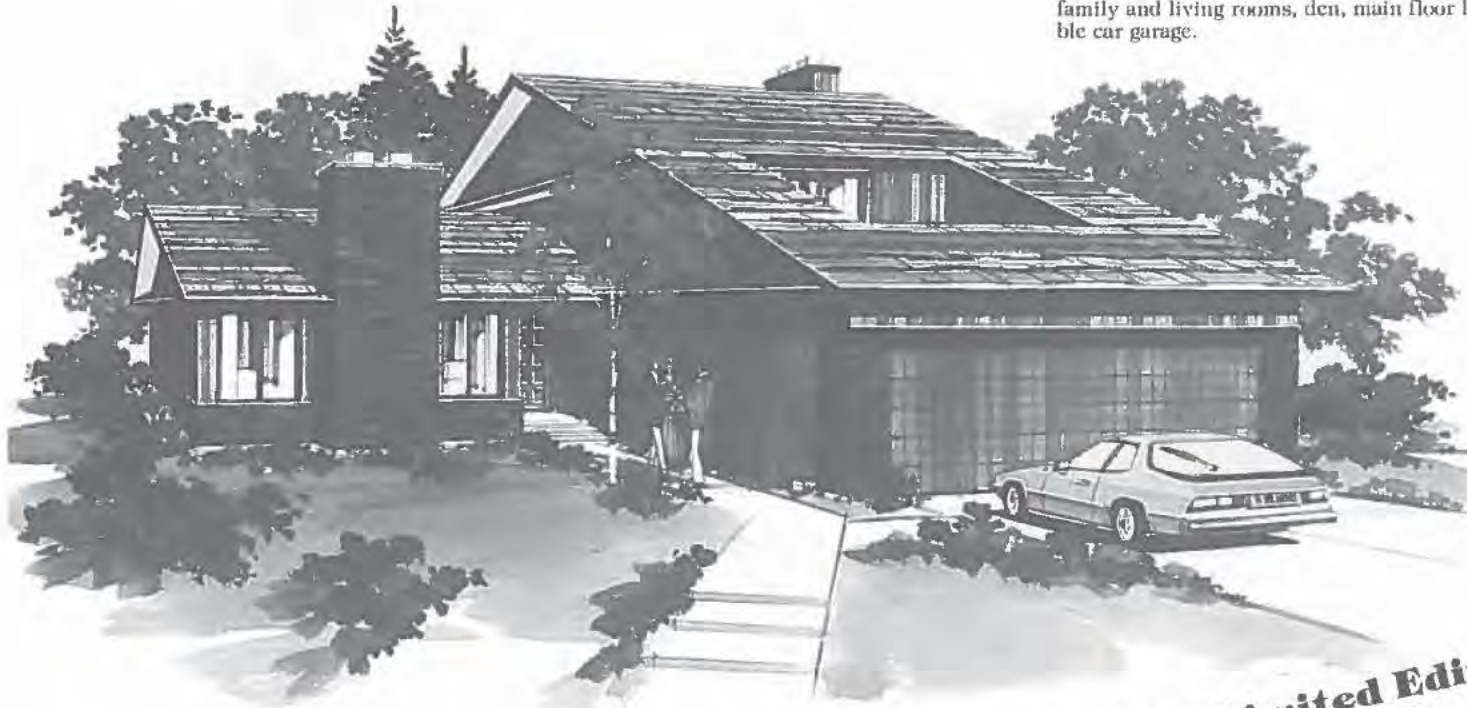
The outdoors in both areas ... brought closer to home!

While both areas provide a piece of country, they also provide the best of the city ... good access roads, only minutes to major shopping centres, a variety of recreational opportunities and cultural activities of all kinds.

ATCO

THE WHITMORE . . .

A spacious storey and a half home, the Whitmore (2,198 square feet) has three bedrooms - the master bedroom complete with wooden deck. Also, sunken family and living rooms, den, main floor laundry, double car garage.



**"The Limited Edition"
Estate Home
Series**

ATCO



Due to ATCO Housing Corp's continuing program of research into new materials and construction methods and if certain materials are unavailable or discontinued; prices, plans and specifications are subject to change without notice. Please consult your Sales Representative for current information.



THE WHITMORE . . .

ATCO

THE WHITFORD . . .

An elegant, warm inviting home . . . the Whitford includes three bedrooms, 2½ baths, a sunken family room with wet bar, double car garage. A total of 2,068 square feet in this storey and a half.



**"The Limited Edition"
Estate Home
Series**



THE WHITFORD ...



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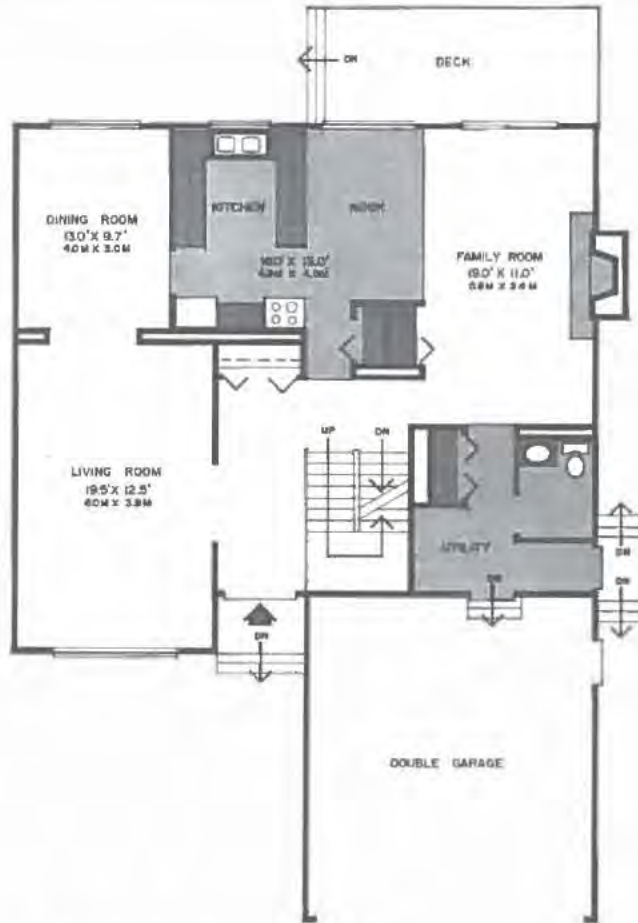


ATCO

THE WARWICK...

2,568 square feet of regal luxury . . . the well-appointed two storey WARWICK has cathedral ceiling and wooden deck off the family room. Also, three bedrooms with sitting room and second deck off the master bedroom, 2½ baths, jacuzzi and double car garage.





THE WARWICK ...

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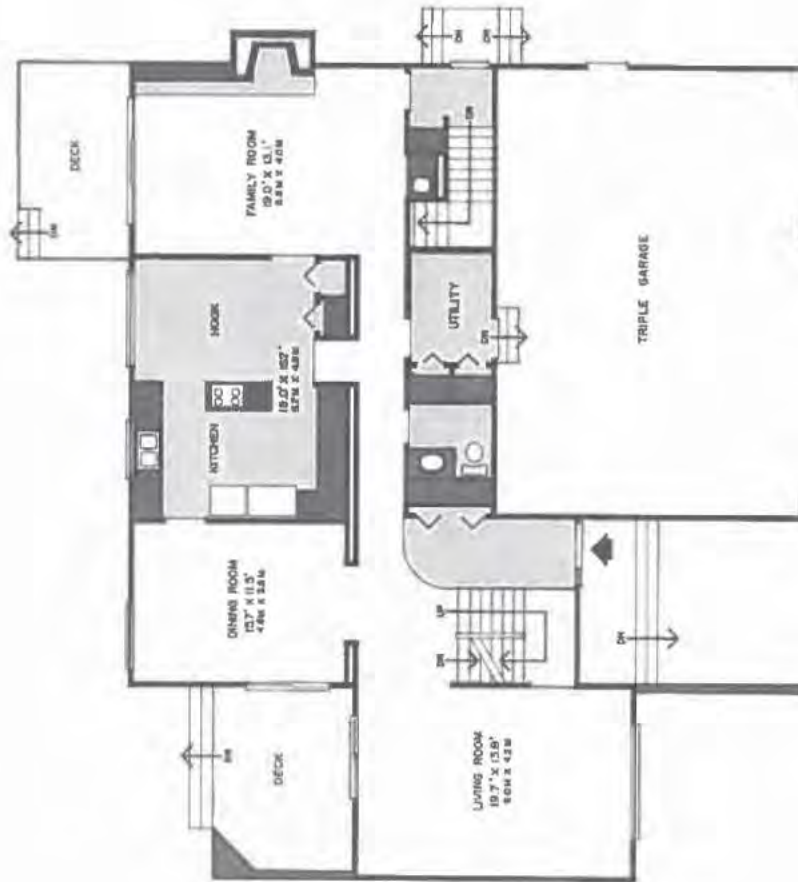
ATCO

THE WYNFIELD . . .

The space in this two storey, 2,583 square foot house, just never quits . . . generous sized rooms, soaring cathedral ceiling, covered patio. Also, three bedrooms, a loft den, built in gas barbecue on patio, three car garage.



"The Limited Edition"
Estate Home
Series



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THE WYNFIELD . . .

ATCO

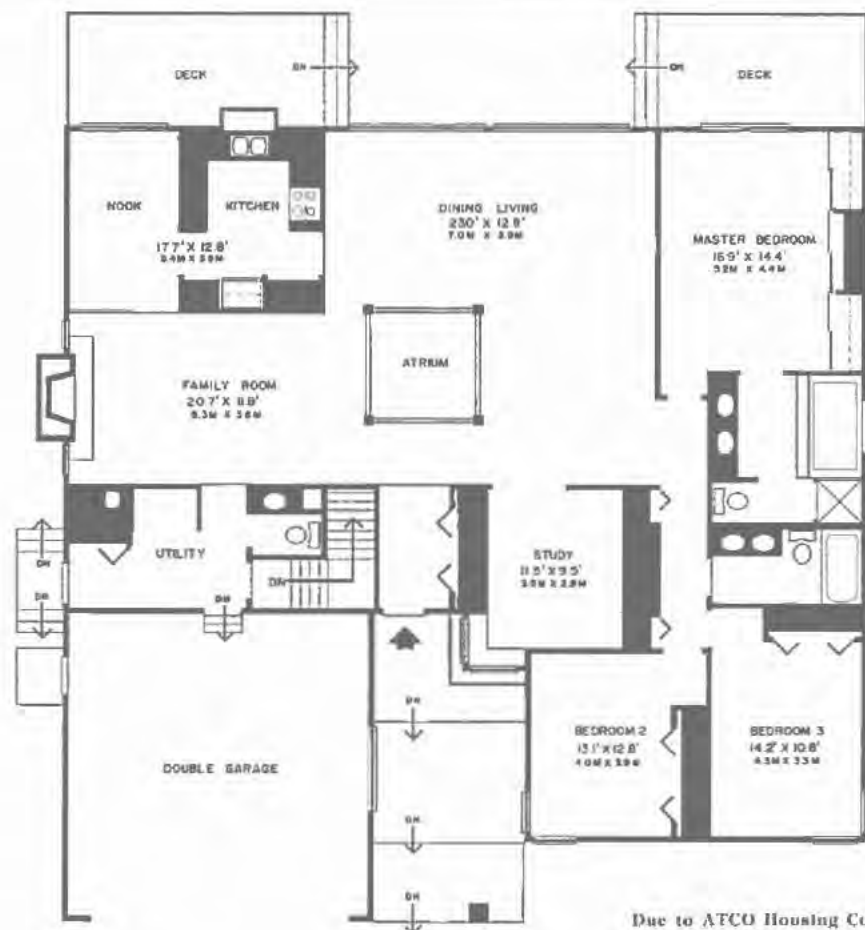
THE WINDSOR . . .

Living and dining room areas in this innovative house are enhanced by a central indoor atrium and skylight. A bungalow with 2,170 square feet, the Windsor has three bedrooms, a study, 2½ baths, main floor laundry, double car garage.



"The Limited Edition"
Estate Home
Series

ATCO



THE WINDSOR . . .

Due to ATCO Housing Corp's continuing program of research into new materials and construction methods and if certain materials are unavailable or discontinued; prices, plans and specifications are subject to change without notice. Please consult your Sales Representative for current information.



ATCO

THE WINCHESTER . . .

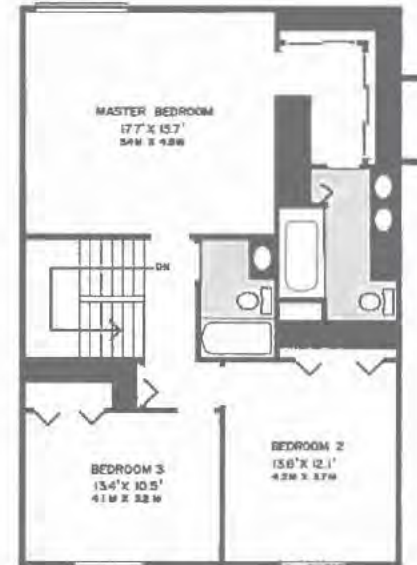
Ample luxury and space, the two storey 2,184 square foot WINCHESTER meets today's living demands. Sunken living and family rooms, complete with rear deck, 2½ baths, three bedrooms with a jacuzzi off the master bedroom, main floor laundry and double car garage.



"The Limited Edition"
Estate Home
Series



THE WINCHESTER . . .



Due to ATCO Housing Corp's continuing program of research into new materials and construction methods and if certain materials are unavailable or discontinued; prices, plans and specifications are subject to change without notice. Please consult your Sales Representative for current information.



Welcome Homeon Site!



ATCO

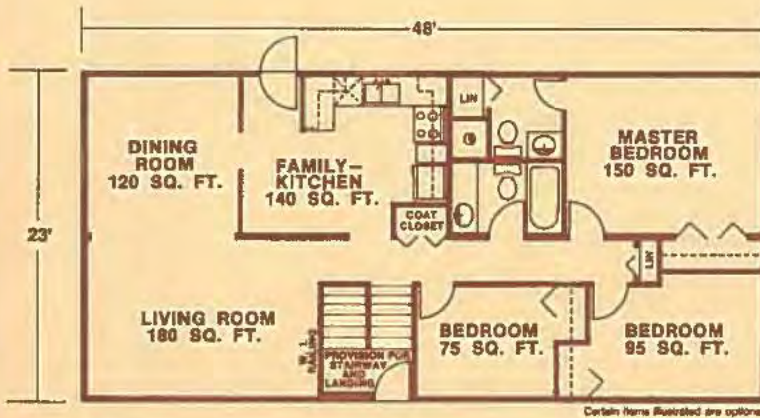
CEDARWOOD SERIES

CW-110421

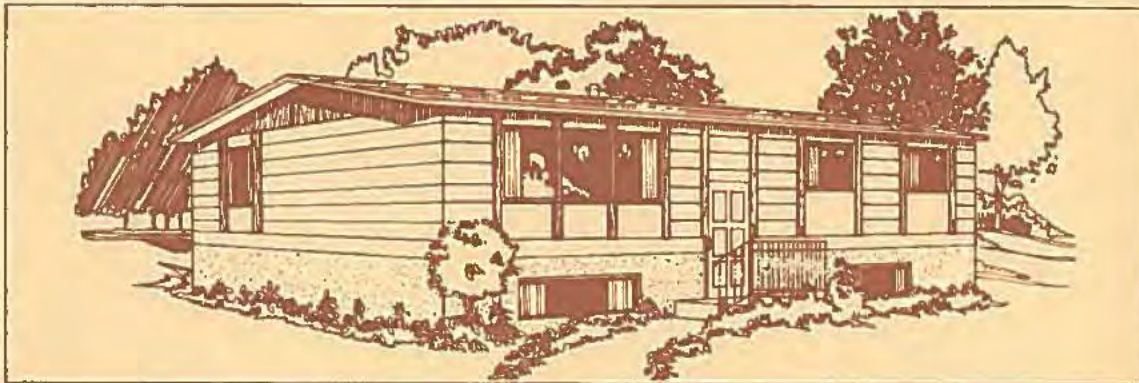
- 1,104 square feet • 3 bedrooms • 1½ baths (shower optional)
- Spacious work-saving kitchen • Provision for basement stairwell

Special Features:

- Built to the National Building Code
- Attractive horizontal exterior siding
- Asphalt shingled roof
- Decorative feature walls
- Moulded counter tops in the kitchen and bathrooms
- Hand crafted cabinets with solid oak door frames and stiles
- Smoke detector
- Glass-lined, 33.6 Imperial gallon water heater
- C.M.H.C. approved doors and aluminum windows



'Better than it has to be'



Prices and specifications may be changed without prior notice.

ATCO HOMES

3344 - 54th AVENUE S.E.
CALGARY T2C 0A8

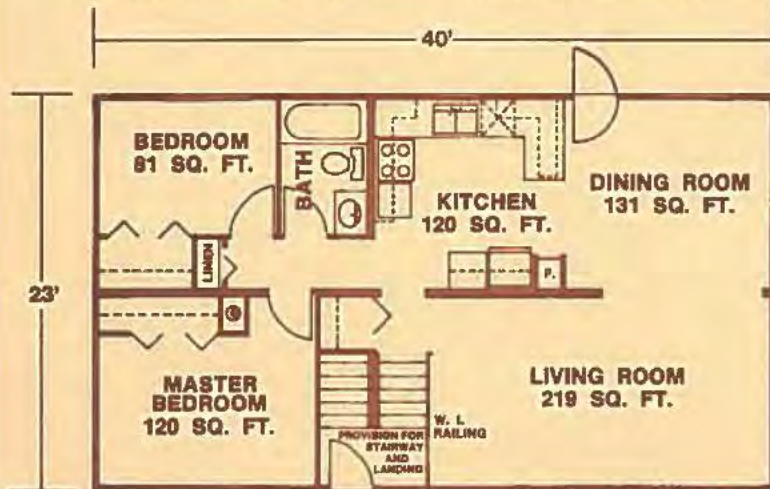
CEDARWOOD SERIES

CW-92021

- 920 square feet • 2 bedrooms • 1 bath
- Spacious work-saving kitchen • Provision for basement stairwell

Special Features

- Built to the National Building Code
- Attractive horizontal exterior siding
- Asphalt shingled roof
- Decorative feature walls
- Moulded counter tops in the kitchen and bathroom
- Hand crafted cabinets with solid oak door frames and stiles
- Smoke detector
- Glass-lined, 33.6 Imperial gallon water heater
- C.M.H.C. approved doors and aluminum windows



Certain items illustrated are optional.

'Better than it has to be'



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ATCO HOMES

3344 - 54th AVENUE S.E.
CALGARY T2C 0A8

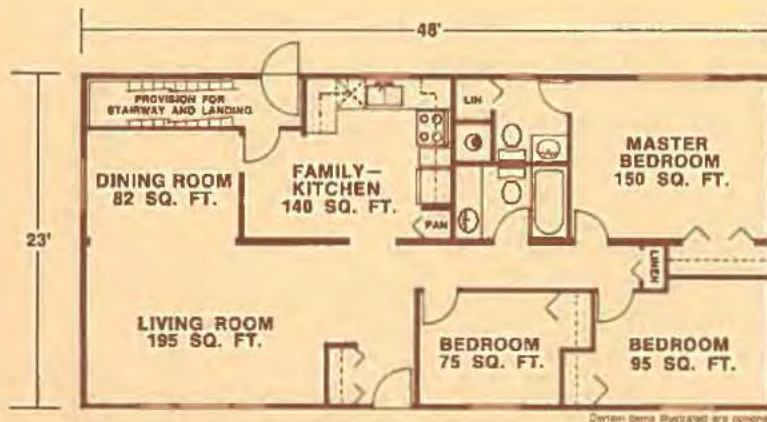
CEDARWOOD SERIES

CW-110411

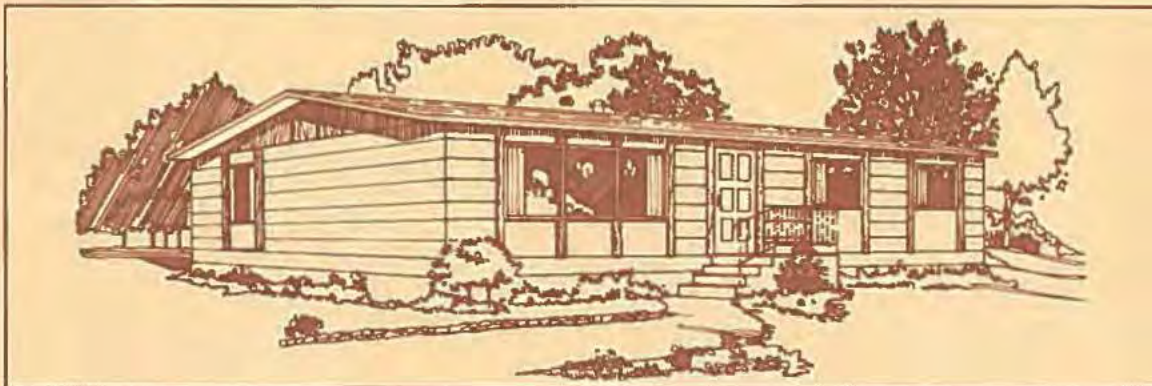
- 1,104 square feet • 3 bedrooms • 1½ baths (shower optional)
- Spacious work-saving kitchen • Provision for basement stairwell

Special Features:

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Better than it has to be



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ATCO HOMES

3344 - 54th AVENUE S.E.
CALGARY T2C 0A8



"locate anywhere" living...
with pre-crafted permanence!



NATIONAL BUILDING CODE STANDARDS / CMHC ACCEPTED / MEMBER: NATIONAL HOUSEBUILDERS ASSOCIATION

ATCO HOMES

THE
OAKWOOD HOME



THE OAKWOOD GIVES YOU THE OPPORTUNITY OF OWNING YOUR OWN PERMANENT HOME RIGHT NOW.

BECAUSE IT'S BUILT TO C.M.H.C. SPECIFICATIONS YOU CAN NOW OBTAIN LONG-TERM MORTGAGE FINANCING AND HAVE A HOME OF BASEMENT OR NON-BASEMENT MODEL.

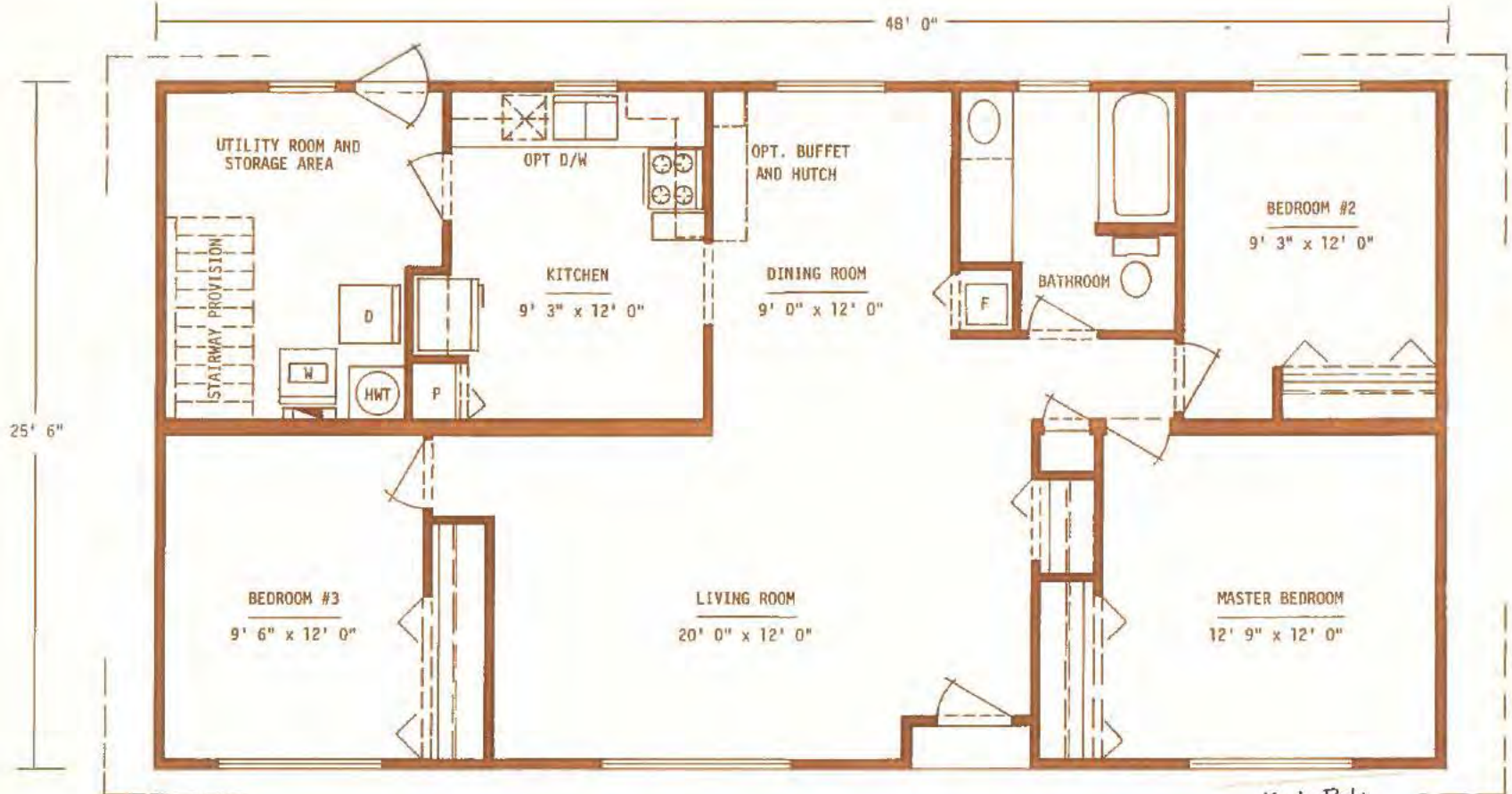
ALL MODELS HAVE SHINGLED ROOFS AND MAINTENANCE FREE HORIZONTAL ALUMINUM SIDING.

SOME MODELS FEATURE A ONE-HALF OR THREE-QUARTER ENSUITE BATH. ALL MODELS OFFER SPACIOUS UTILITY AND STORAGE ROOMS. OPTIONAL CARPETING, DISHWASHERS, RANGES, REFRIGERATORS, WASHERS AND DRYERS ARE AVAILABLE.

CONSIDER THE OAKWOOD HOME AS A PERFECT SOLUTION TO AFFORDABLE, IMMEDIATE COMFORTABLE LIVING.

AN ATCO HOME





FULL BASEMENT

\$35,049.

NO BASEMENT

\$32,814.

ERECTED ON YOUR LOT

Oakwood Modular Home

CMHC Approved

4826 - 3BR (1224 sq. ft.)

Basement / Non-Basement Model



THE INVESTMENT ADVANTAGE

ATCO HOMES

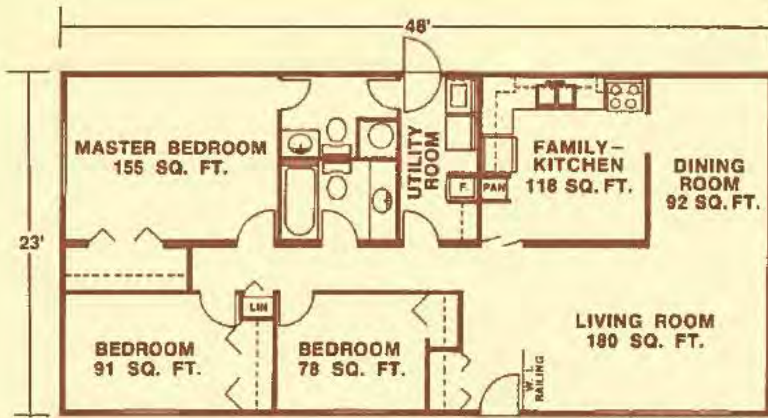
CEDARWOOD SERIES

CW-110401

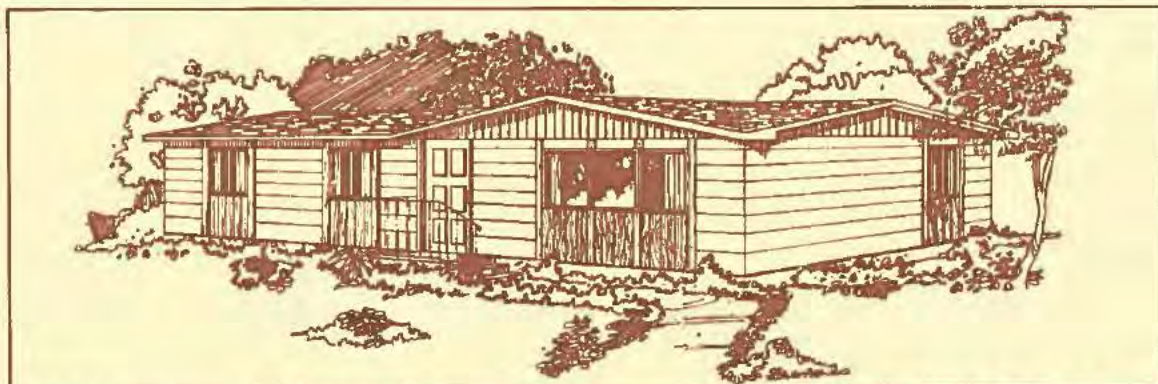
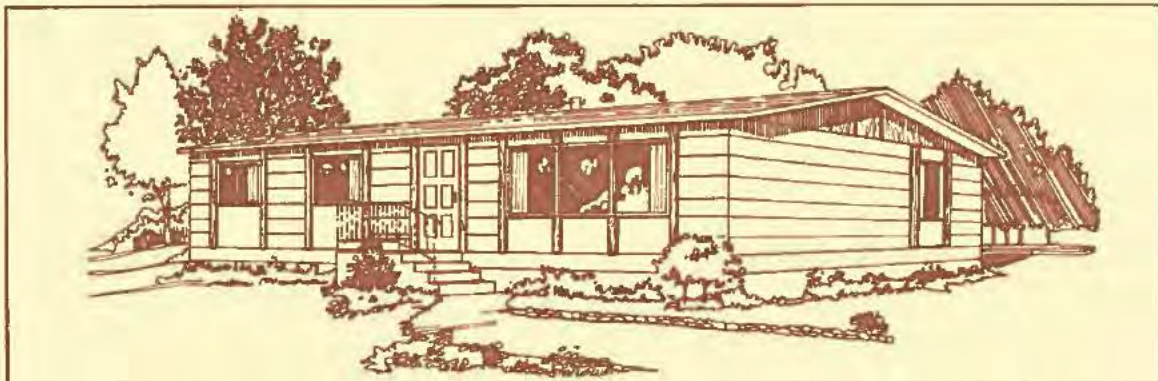
- 1,104 square feet • 3 bedrooms • 1½ baths (shower optional)
- Spacious work-saving kitchen

Special Features:

- Built to the National Building Code
- Attractive horizontal exterior siding
- Asphalt shingled roof
- Decorative feature walls
- Moulded counter tops in the kitchen and bathrooms
- Hand crafted cabinets with solid oak door frames and stiles
- Smoke detector
- Glass-lined, 33.6 Imperial gallon water heater
- C.M.H.C. approved doors and aluminum windows



'Better than it has to be'



Prices and specifications may be changed without prior notice.

ATCO HOMES

3344 - 54th AVENUE S.E.
CALGARY T2C 0A8

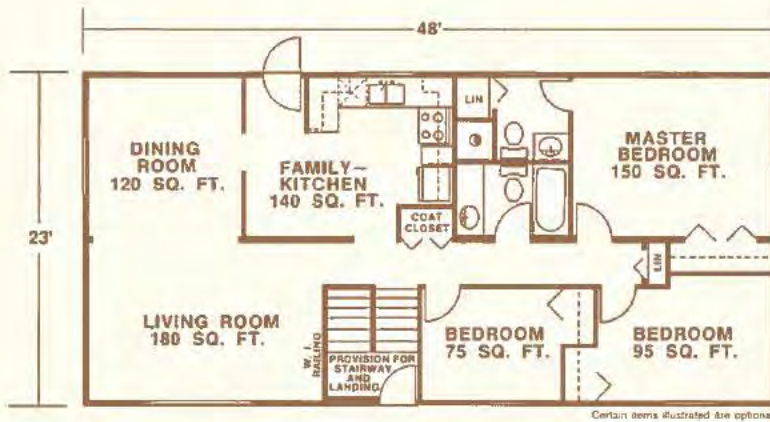
OAKWOOD SERIES

OW-110421

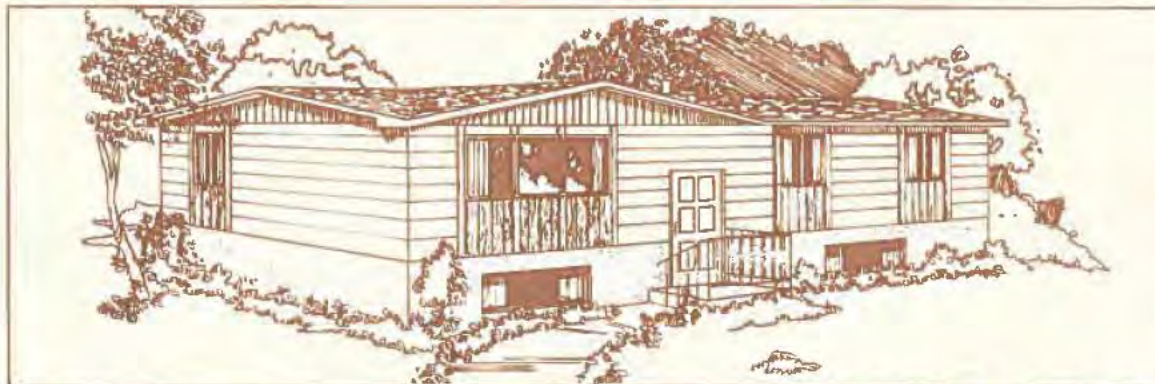
- 1,104 square feet • 3 bedrooms • 1½ baths (shower optional)
- Spacious work-saving kitchen • Provision for basement stairwell

Special Features:

- Built to satisfy C.M.H.C. requirements
- Attractive horizontal exterior siding
- Asphalt shingled roof
- Decorative feature walls
- Moulded counter tops in the kitchen and bathrooms
- Hand crafted cabinets with solid oak door frames and stiles
- Smoke detector
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Better than it has to be



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ATCO HOMES

3344 - 54th AVENUE S.E.
CALGARY T2C 0A8

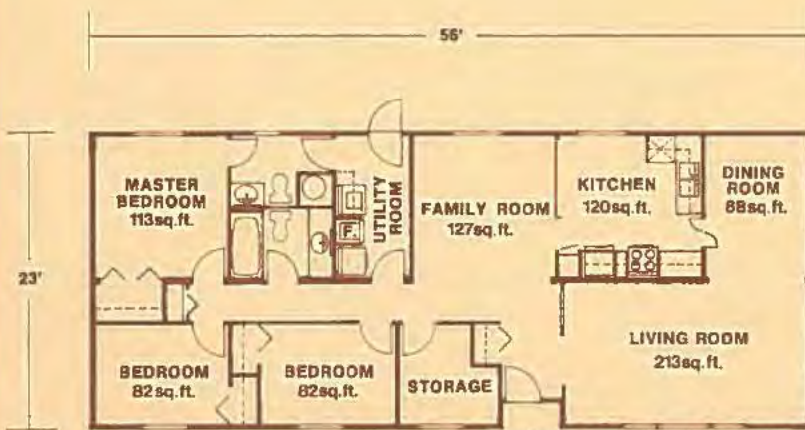
CEDARWOOD SERIES

CW-128801

- 1,288 square feet • 3 bedrooms • 1½ baths (shower optional)
- Spacious work-saving kitchen

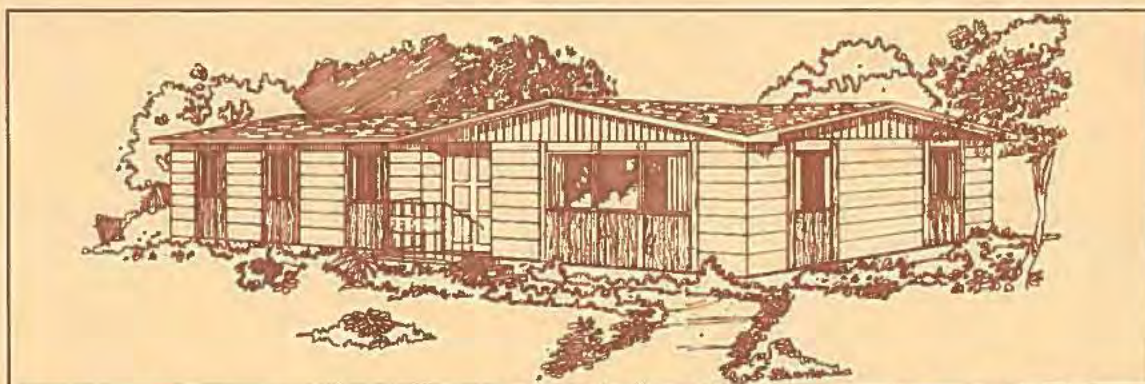
Special Features:

- Built to the National Building Code
- Attractive horizontal exterior siding
- Asphalt shingled roof
- Decorative feature walls
- Moulded counter tops in the kitchen and bathrooms
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- Smoke detector
- Glass-lined, 33.6 Imperial gallon water heater
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Certain items illustrated are optional.

'Better than it has to be'



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ATCO HOMES

3344 - 54th AVENUE S.E.
CALGARY T2C 0A8

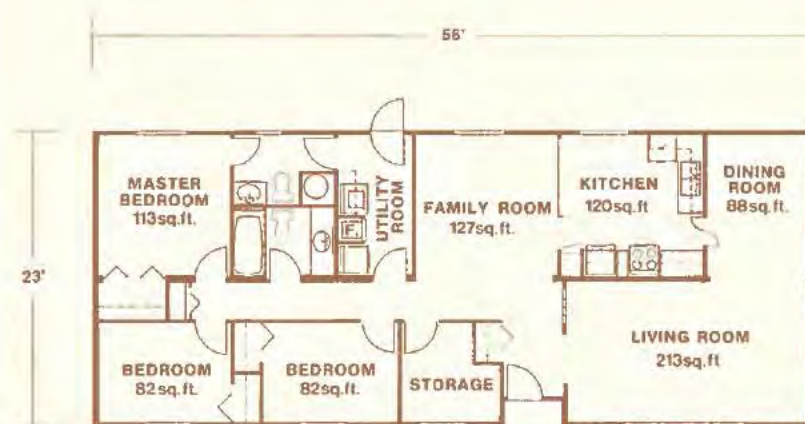
OAKWOOD SERIES

OW-128801

- 1,288 square feet • 3 bedrooms • 1½ baths (shower optional)
- Spacious work-saving kitchen

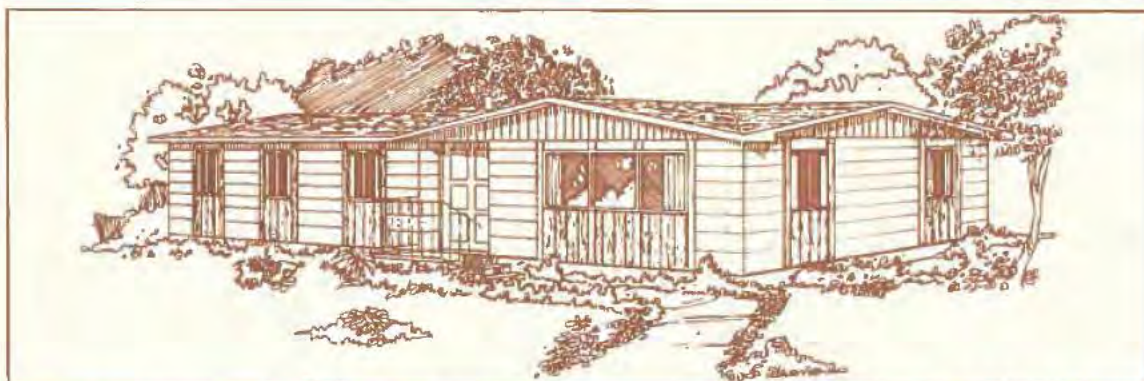
Special Features:

- Built to satisfy C.M.H.C. requirements
- Attractive horizontal exterior siding
- Asphalt shingled roof
- Decorative feature walls
- Moulded counter tops in the kitchen and bathrooms
- Hand crafted cabinets with solid oak door frames and stiles
- Smoke detector
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Better than it has to be



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CALGARY T2C 0A8

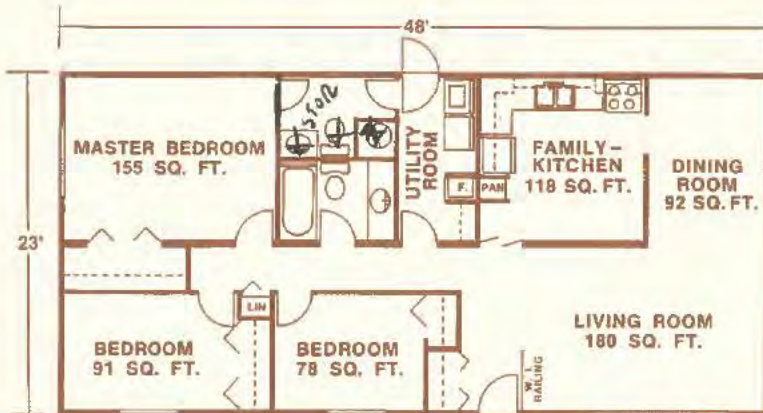
OAKWOOD SERIES

OW-110401

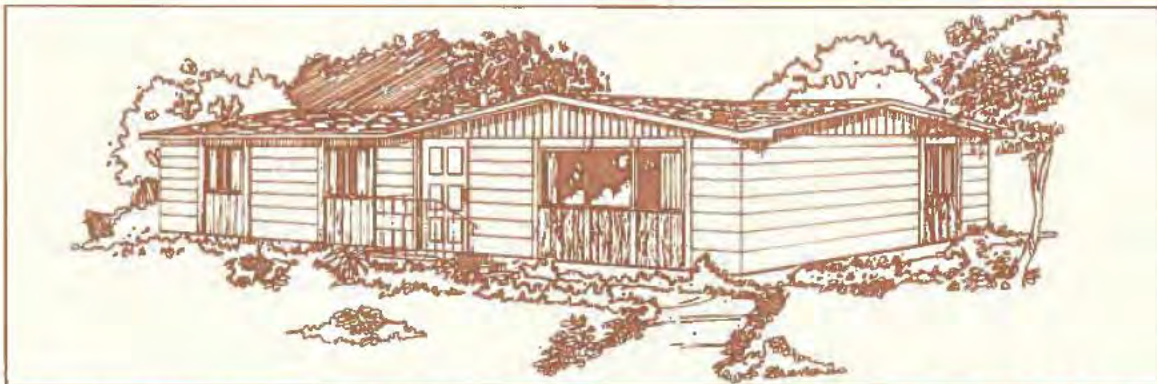
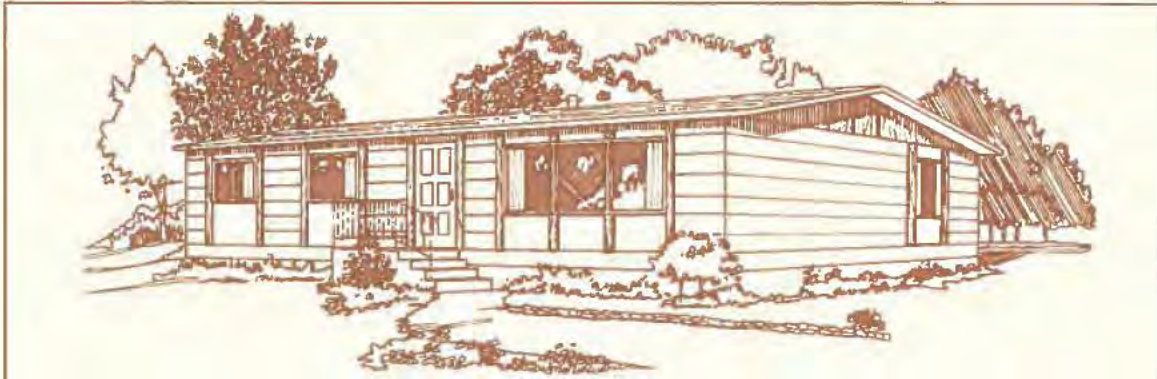
- 1,104 square feet • 3 bedrooms • 1½ baths (shower optional)
- Spacious work-saving kitchen

Special Features:

- Built to satisfy C.M.H.C. requirements
- Attractive horizontal exterior siding
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'Better than it has to be'



Prices and specifications may be changed without prior notice.

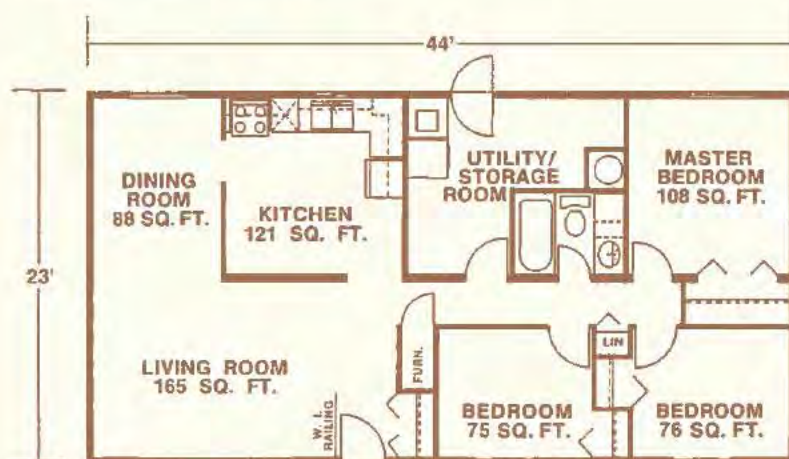
ATCO HOMES

3344 - 54th AVENUE S.E.
CALGARY T2C 0A8

OAKWOOD SERIES

OW-101201

- 1,012 square feet • 3 bedrooms • 1 bath
- Spacious work-saving kitchen

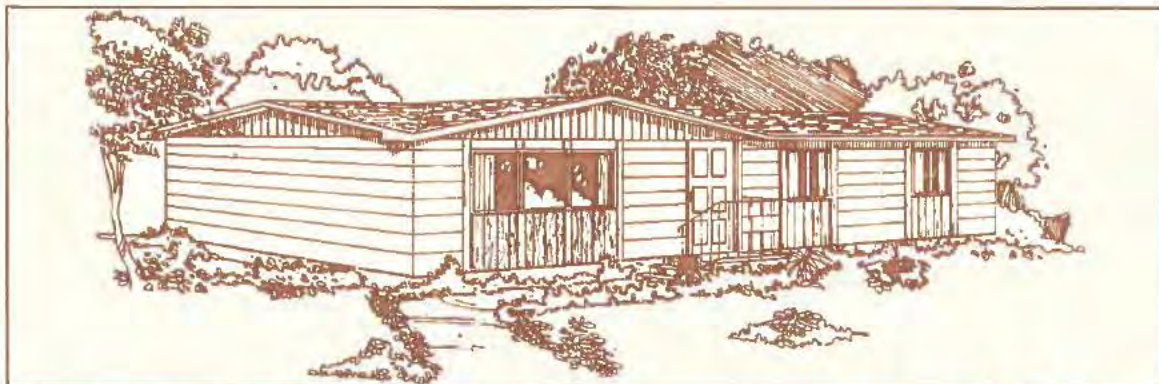
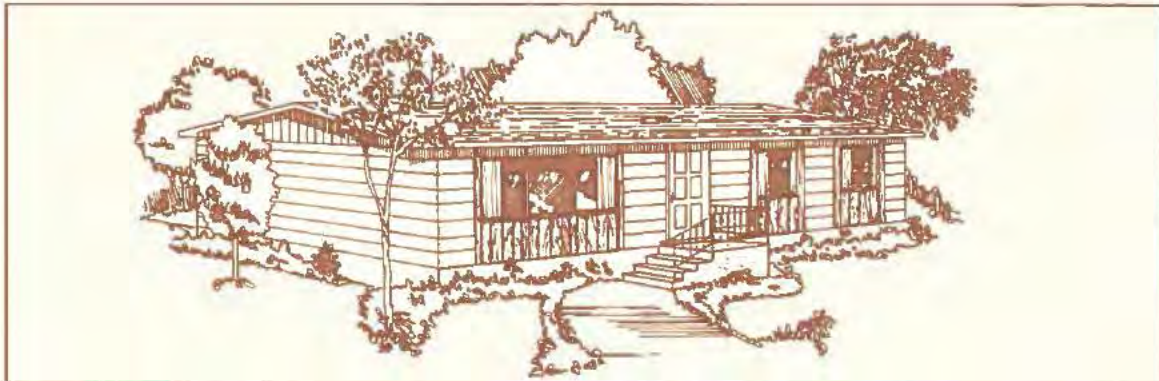


Certain items illustrated are optional

Special Features:

- Built to satisfy C.M.H.C. requirements
- Attractive horizontal exterior siding
- Asphalt shingled roof
- Decorative feature walls
- Moulded counter tops in the kitchen and bathroom
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'Better than it has to be'



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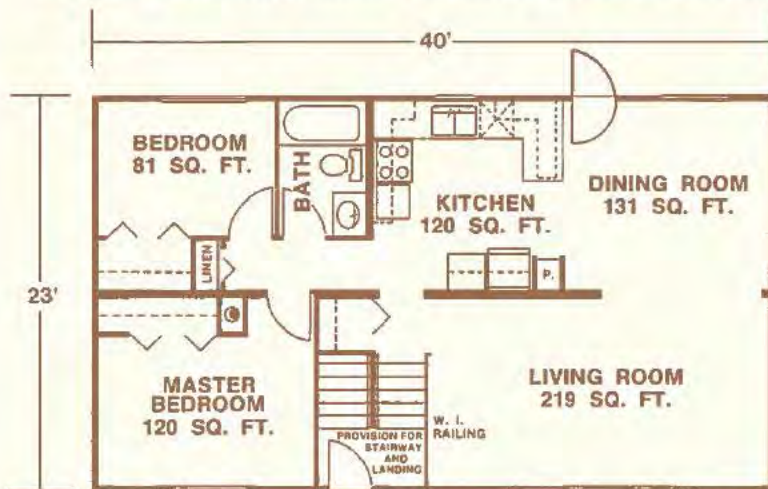
ATCO HOMES

3344 - 54th AVENUE S.E.
CALGARY T2C 0A8

OAKWOOD SERIES

OW-92021

- 920 square feet • 2 bedrooms • 1 bath
- Spacious work-saving kitchen • Provision for basement stairwell

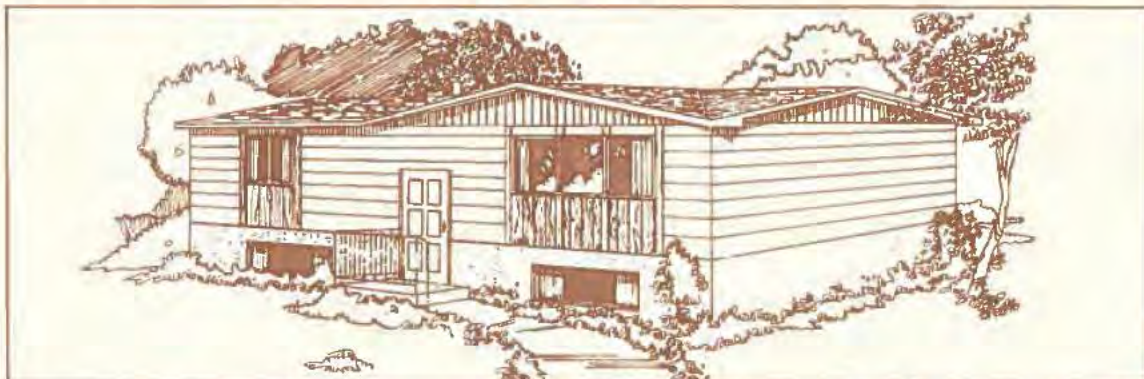


Certain items illustrated are optional

Special Features:

- Built to satisfy C.M.H.C. requirements
- Attractive horizontal exterior siding
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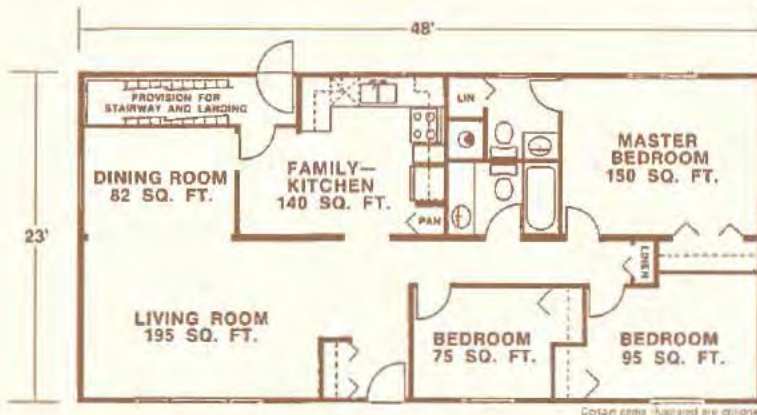
OAKWOOD SERIES

OW-110411

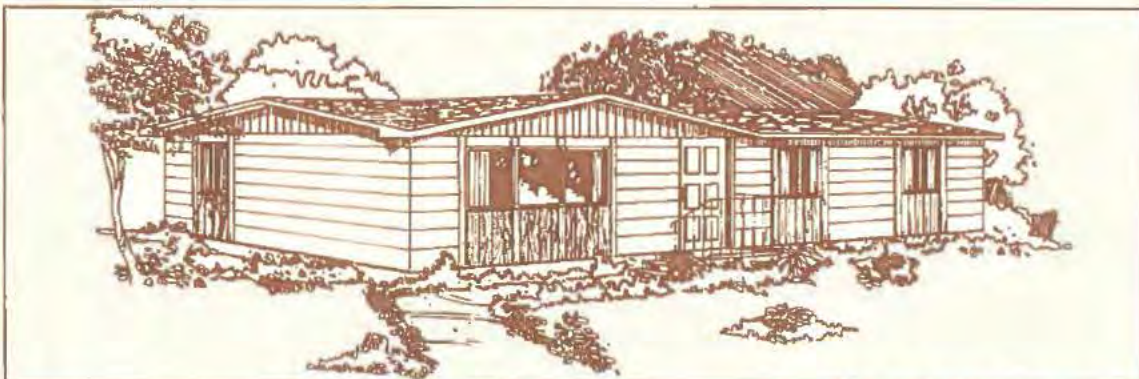
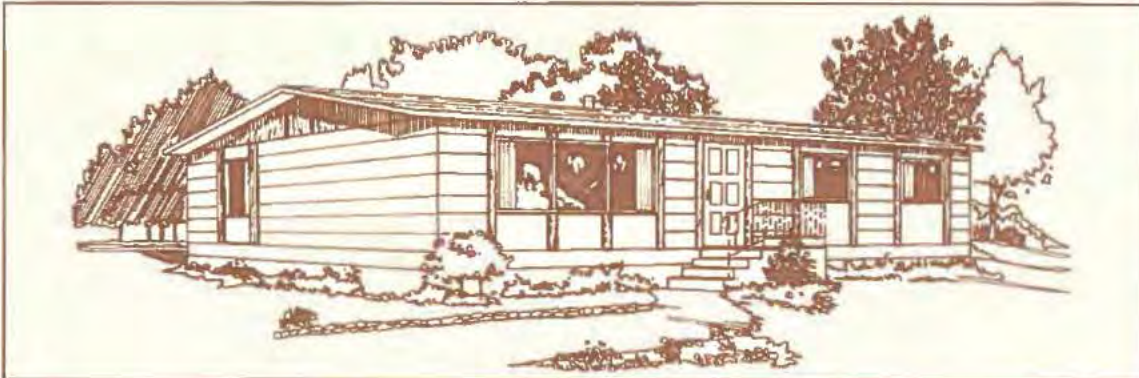
- 1,104 square feet • 3 bedrooms • 1½ baths (shower optional)
- Spacious work-saving kitchen • Provision for basement stairwell

Special Features:

- Built to satisfy C.M.H.C. requirements
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- Asphalt shingled roof
- Decorative feature walls
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Better than it has to be



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ATCO HOMES

3344 - 54th AVENUE S.E.
CALGARY T2C 0A8



CHERRYWOOD

The Cherrywood—an intelligent answer to immediate, affordable home buying.

For added weather protection, the front entry is recessed with a large foyer featuring roomy coat closet.

A special window treatment in the ample sized living room offers an exceptional view of the front yard.

The step-saving kitchen features the added convenience of a large combined pantry and broom closet, easy serving to the dining room with garden view window.

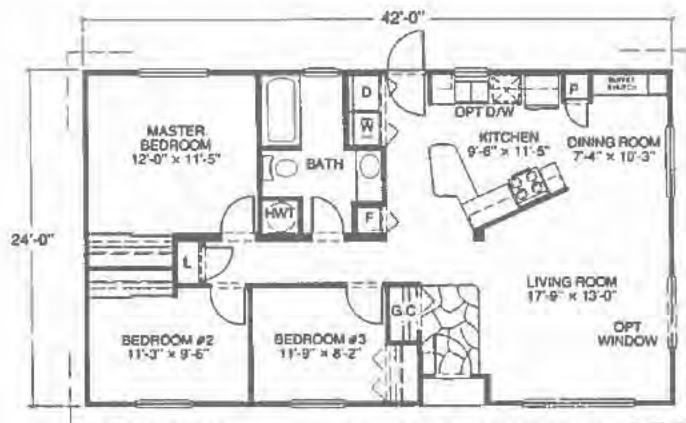
The three bedrooms are located close to the family bath—yet are located away from main living areas for excellent sound separation.

Own your own home now with the Cherrywood—always nice to come home to.

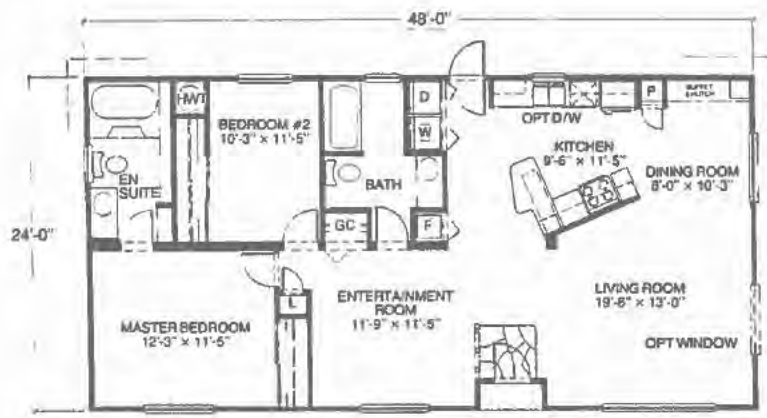
Better
than it has to be



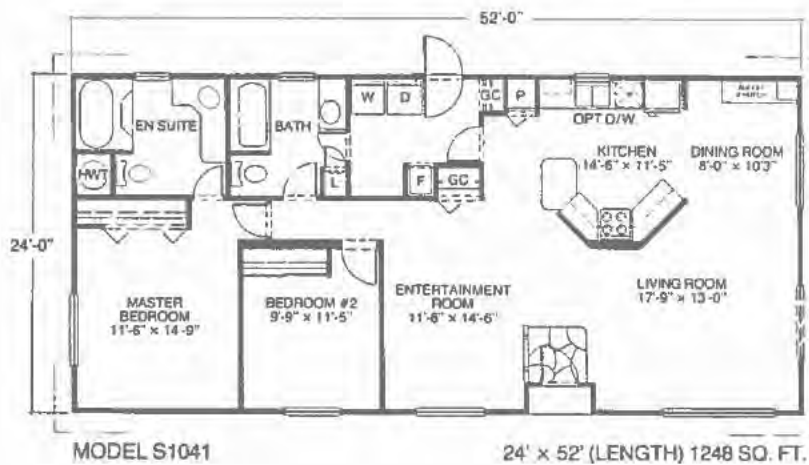
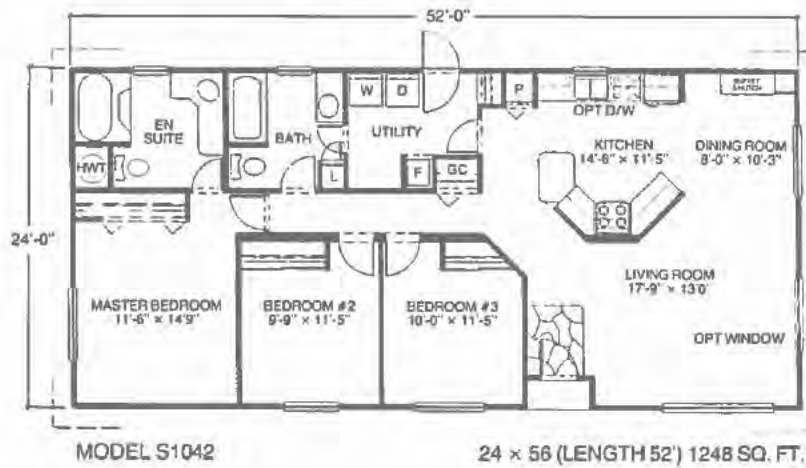
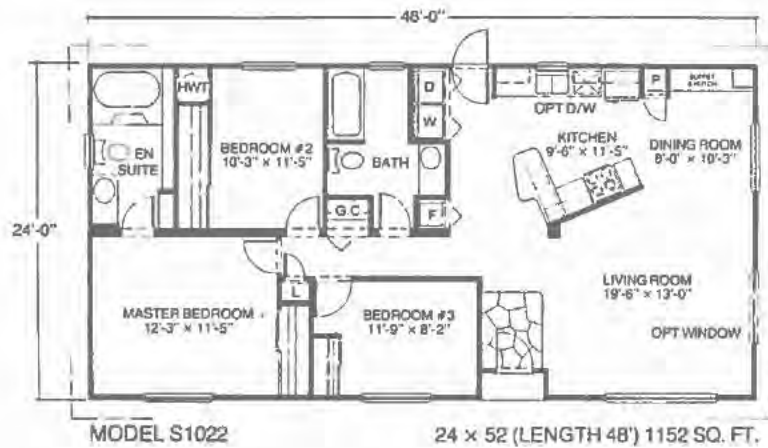
MODEL S1001 24' x 46' (LENGTH 42') 1008 SQ. FT.



MODEL S1002 24' x 46' (LENGTH 42') 1008 SQ. FT.



MODEL S1021 24' x 52' (LENGTH 48') 1152 SQ. FT.



Recent Projects

Custom Designed Complex

PROJECT SNAPSHOT

DATE: 1988

LOCATION: Banff, Alberta

CLIENT: Fairmont Hotels & Resorts

END USER: Fairmont Banff Springs Hotel

SQUARE FOOTAGE: 141,120

FEATURES: Pitched roofs, custom designed exterior to complement local scenery

CATEGORY: Permanent operating facility - custom designed complex

MARKET SEGMENT: Hotel industry

Fairmont Banff Springs Hotel

In 1988 ATCO Structures & Logistics built permanent staff housing for the Fairmont Banff Springs Hotel. The facility, which accommodates 600 people and is situated next to the hotel, was constructed to complement the historic hotel and its distinct architecture.

ATCO's design team worked to incorporate various elements reflecting architectural styles prevalent in Banff National Park and provided comfortable staff accommodations. The units were manufactured in ATCO's Calgary facility and shipped to site for final assembly and exterior finish.

The slope in the roofs was designed to prevent snow buildup in winter. The exterior also featured local river rock and log trim. Each unit was built with its own self-contained kitchen.

The facility continues to provide comfortable and functional accommodation at this historic hotel.



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PROJECT SNAPSHOT**DATE:** 2008**LOCATION:** Thompson, MB**CLIENT:** Manitoba Hydro
Wuskwatim Power Limited
Partnership**END USER:** Hydro electric dam
construction workers**SQUARE FOOTAGE:** 124,000**FEATURES:** Dormitories,
chapel, kitchen, beverage room,
engineering office, security office,
laboratory and council office**CATEGORY:** Temporary
construction camp
accommodations**MARKET SEGMENT:** Hydro
electricity**Manitoba Hydro**

ATCO Structures & Logistics was commissioned to build 124,000-square-foot construction camp at the 200-megawatt Wuskwatim hydro electric dam near Thompson, Manitoba. The site required temporary accommodations for construction workers and was designed to withstand temperatures as low as minus 57 degrees Celsius.

ATCO designed, manufactured and installed 162 units to accommodate 624 people. Units included 12, 49-person dormitories, two 18-person management dormitories, a kitchen, beverage room, a chapel, engineering office, security office, laboratory and council office.

All units were manufactured in Calgary between October 2007 and March 2008 and then transported to site.

Photos courtesy of Wuskwatim Power Limited Partnership composed of Nisichawayasihk Cree Nation and Manitoba Hydro.



Camp comprises 162 units



Aerial view of camp



Interior dining facility

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Workforce Accommodation & Operations Facility

PROJECT SNAPSHOT

DATE: 2012

LOCATION: Conklin, Alberta

CLIENT: MEG Energy

SQUARE FOOTAGE: 75,000

FEATURES: 2-storey dorms, private bathrooms, kitchen/diner/recreation complex, gymnasium, utilities building

CATEGORY: Workforce Housing

MARKET SEGMENT: Oil & Gas

MEG Energy Permanent Workforce Accommodations

ATCO Structures & Logistics demonstrates its expertise in providing workforce accommodations in challenging remote areas with a 150-person, two-tiered permanent operating camp for MEG Energy, located in Conklin, Alberta. One of the unique features of this facility is that it is built into the side of a hill.

The complex consists of 137 modules and two pre-engineered metal buildings, all manufactured by ATCO and transported by truck to the site. The complex is designed with many environmental considerations, including architecture to blend in with the environment, high-end environmental controls and rain catching system.

The top tier features a large 52-unit kitchen/diner/recreation complex, and a pre-engineered steel building that houses the gymnasium. The second pre-engineered steel building houses the utilities, including back-up generator, fire pumps/tanks, potable water pumps and tanks, and a recycled water system.

The lower tier consists of two, two-storey 60-person dorms tied into the top via arctic corridors (covered walkways). Each hotel-style room has comfortable amenities and features a private bathroom.



Unique 2-tier design



Comfortable Lounge



Natural light enhances dining hall

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Custom Designed Complex

PROJECT SNAPSHOT

DATE: 2007

LOCATION: Whitehorse, Yukon Territory

CLIENT: Government of Yukon

END USER: Accommodations for athletes, university students and seniors

SQUARE FOOTAGE: 146,000

FEATURES: Accommodations, kitchen/dining area, gym

CATEGORY: Custom Designed Complex

MARKET SEGMENT: Government

Canada Winter Games

ATCO Structures & Logistics' excellence in combining stick-built construction with factory-built modular units was one of the key attributes that won the company the contract to build a three story, 141 module complex for the Canada Winter Games.

This complex was designed to serve two purposes –to provide temporary, safe, comfortable housing for 3,500 athletes participating in the 2007 Canada Winter Games, and to provide permanent housing to address a shortage of accommodations for students at Yukon College and seniors in the area.

Key features of the facility included construction techniques to eliminate noise between suites, triple pane windows to reduce heat loss and manage energy costs and a unique exterior finish that reflected the client's architectural vision.

The complex was designed and produced to address tight production timelines and local labour shortages. The modules were manufactured off-site at ATCO's Calgary manufacturing plant and shipped to Whitehorse for final assembly.



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Workload Capacity



Manufacturing Facilities

Manufacturing Locations (North America)					
Sr. No.	Country	City Location	Manufacturing Square Footage	Current Annual Manufacturing Capacity	Years in Operation
1	Canada	Calgary, AB	300,000sqft	1500 modules	Fully tooled factory in operation for 45+ years
2	Canada	Spruce Grove, AB	70,000sqft	400 modules	Fully tooled factory in operation for 30+ years
3	USA	Diboll, TX	90,000sqft	600 modules	Fully tooled factory in operation for 15+ years
4	USA	Wichita, KS	110,000sqft	450 modules	Fully tooled factory in operation for 7 years
5	USA	Pocatello, ID	200,000sqft	700 modules	Fully tooled factory in operation for 3 years

ASL has dedicated Line 1A in our Calgary, AB manufacturing facilities to this project.

ASL's manufacturing facility building 12, has been identified as a dedicated backup in the event the 1A line in Calgary, AB is no longer available for any reason. Building 12 is currently not operating but with limited personnel it could be restarted at a weeks notice to meet the School Boards requirements should it be necessary.

ASL's newest manufacturing plant (opened 3 years ago) also has capacity and will be utilized to complete other projects in order to ensure the capacity to successfully deliver units in time.

ASL currently has no back log of work that will interfere with the delivery of the classrooms.

Lead times for ordering Long Lead items are 12 weeks from the placement of the order.

Manufacturing Capacity

ASL MANUFACTURING CAPACITY MODULAR 24' X 60' BUILDINGS PER MONTH REGULAR & MAX CAPACITY

	Regular	Max
June 2016	7	14
July 2016	1	14

Building Unit Completion

The above table represents the capacity for Line 1A in ASL's Calgary manufacturing facility only.

Further production volume could also be gained by utilizing additional ASL facilities in Building 12.

Resumes of Key Personnel

MR. BILL HALIBURTON

VICE PRESIDENT, MANUFACTURING

Summary of Recent Relevant Professional Experience

1996 – 1999	1999 – 2003	2003 – 2006	2006 – 2009	2009 – Present
General Manager ATCO Structures Limitada • Santiago, Chile	Vice President & General Manager ATCO Structures USA • Daboll, Texas	Vice President & General Manager ATCO Structures • Canada / Alaska	Vice President Operations Arcticor Structures • Calgary, AB • Anchorage, Alaska	Vice President Manufacturing ATCO Structures & Logistics Ltd • ATCO Structures & Logistics Ltd • Calgary, AB

Industry

Associations:

Mr. Haliburton has served on industry associations over his career including, most recently, the

Board of Directors of the MBI
(Modular Building Institute)

Mr. Haliburton has worked in the Modular Building Industry since 1978 in progressively increasing positions of responsibility. During his (35) thirty-five years in the industry he has been involved in acquisitions, green fields operations start-ups, and formulation of International Joint Ventures that have a proven track record of successful ventures.

Most Recent Employment Experience:

Vice President Manufacturing ATCO Structures & Logistics Ltd

Period: 2009 – Present

Primary Activities :

- » Responsible to all facets of Manufacturing for North American Operations including Estimating, Engineering, and Production.

Vice President Operations Arcticor Structures

Period: 2006 – 2009

Primary Activities:

- » Bottom line responsibility including all facets of operation of a Green Fields manufacturing operations located in Calgary and Nisku Alberta and Anchorage Alaska.

Vice President & General Manager ATCO Structures Canada / Alaska

Period: 2003 – 2006

Primary Activities:

- » Bottom line responsibility for Canadian Operating unit inclusive of Estimating / Engineering, Sales & Leasing, Purchasing, Manufacturing, Transportation, Field Operations, & Project Management.

Vice President & General Manager ATCO Structures USA (Diboll, Texas)

Period: 1999 – 2003

Primary Activities :

- » Bottom line responsibility including all facets of operation of a Green Fields manufacturing facility in Diboll Texas.

General Manager ATCO Structures Limitada (Santiago, Chile)

Period: 1996 – 1999

Primary Activities:

- » Based in Santiago Chile, ATCO Structures General Manager in Joint Venture with Tecno Fast S.A. The Joint Venture successfully secured and executed several large projects to house workers in remote locations for mining projects.

Manager – International Contracts & Operations – ATCO International (Calgary, Alberta / Seattle, Washington)

Period: 1993 – 1996

Primary Activities:

- » Responsible to oversee successful supply and execution of export contracts.

Manager –Contract Administration – Travco Industrial Housing (Edmonton, Alberta)

Period: 1990 – 1993

Primary Activities:

- » Responsible to oversee successful supply and execution of domestic and export contracts.

ATCO Structures (Edmonton, Alberta)

Period: 1978 – 1990

Primary Activities:

- » Variety of positions held including Production Foreman, Filed Service Representative, Service Manager, & Manager – Contract Administration

MR. GREGOR NEILSON

SENIOR DIRECTOR, PROJECTS

Summary of Recent Relevant Professional Experience

2000 - 2007	2007 - 2010	2010 - 2012	2012 - 2014	2014 - 2015	2015 - Present
Civil Engineer and Project Manager <ul style="list-style-type: none"> Atkins Ltd. Bristol, UK 	Senior Associate <ul style="list-style-type: none"> Stantec Consulting Inc. Edmonton, AB 	Project Delivery Leader, Western Canada <ul style="list-style-type: none"> AECOM Canada Ltd. Edmonton, AB 	Deputy Director, Canadian Operations <ul style="list-style-type: none"> ATCO Structures & Logistics Ltd Calgary, AB 	Deputy Director, Canadian Operations <ul style="list-style-type: none"> ATCO Structures & Logistics Ltd Calgary, AB 	Senior Director, Projects <ul style="list-style-type: none"> ATCO Structures & Logistics Ltd Calgary, AB

Key Education:

University of Dundee, Dundee, Scotland - Upper 2nd Class BEng (Hons) Civil Engineering, July 2000

Institution of Civil Engineers - Member, December 1997 - Present
Chartered Engineer (CEng), December 2005 - Present

Project Management Institute - Member, June 2007 - Present
Project Management Professional (PMP), January 2008 - Present

Association of Professional Engineers Member, June 2007
Present and Geoscientists of Alberta - Professional Engineer, January 2009 - Present

Selected Accomplishments:

- » Member of the Canadian Operations leadership team for ATCO Structures and Logistics, with day-to-day responsibility for 11 operations across Canada consisting of approximately 300 staff
- » Development of annual budgets and strategic business plans
- » Responsible for P&L account worth over \$130M p.a. and managing partner for three joint ventures with Aboriginal partners in Whitehorse, Iqaluit and Goose Bay. Operational responsibility for a total of five contracts located across the Yukon, NWT and Nunavut.
- » Over 16 years working for large, multinational engineering firms, with experience in the power generation, oil pipeline, transportation and commercial construction industries. My professional experience has been directly related to engineering and construction projects, with over 10 years focused on project management and operational functions.
- » Over 9 years of senior leadership experience, which includes staff development, resourcing and recruitment, business development, project performance, client management, quality, safety, environmental and financial accountability
- » Senior manager for the delivery of a \$1.3B Major Capital Program at the University of Alberta
- » Owner's representative responsible for the development and delivery of a \$475 million, 67,500m² health research facility
- » Excellent communicator with experience working with company executives, government officials, senior academics, professional teams, consultants, construction workers, regulators and members of the public
- » Business development activities including leading proposal teams, chairing marketing meetings, negotiating contractual terms, validating commercial strategies, networking and developing proposal partnerships
- » Experience working at all levels of engineering responsibility, including leading multi-discipline design teams and managing construction activities on-site
- » Recipient of the 2010 Showcase Award of Excellence in Project Management from the Consulting Engineers of Albert

Project Assignments:

Atomic Weapons Establishment
Plc., Deputy Contract Manager

British Energy, Civil Programme
Manager, Technical Support
Alliance

British Nuclear Group, Task
Leader, Detailed Design of
Modification to a Nuclear Fuel
Handling Facility

British Nuclear Group, Task
Leader, Resolution of Structure
Shortfalls to a Nuclear Fuel
Handling Facility

BNFL Sellafield, Project Engineer,
Civil & Structural Assessment of a
Nuclear Ponds Facility

Brckett Green, Assistant
Engineer, Seismic Qualification
of Water Filtration Equipment
(Lungmen Power Station)

Integrated Accommodation
Services, Section Engineer,
Construction of GCHQ facility

Wylfa Power Station, Project
Engineer, Seismic Wall
Modifications

Wylfa Power Station, Project
Engineer, Gas Safety Release
Valve Project

Wylfa Power Station, Project
Engineer, Hot Gas & Steam
Release Project

Most Recent Employment Experience:

Senior Director, Projects, ATCO Structures & Logistics Ltd.

Period: 2015 – Present

Responsibilities and Assignments:

- » As part of the Senior Leadership Team, I am accountable for all Engineering, Project Management and Construction activity for the modular business line and infrastructure projects within Canada. This position includes specific focus on operational and execution excellence, with the objective to consistently deliver all project commitments.

Director, Canadian Operations - Western, ATCO Structures & Logistics Ltd.

Period: 2014 – 2015

Responsibilities and Assignments:

- » I am responsible for the performance and growth of Canadian Operations within Western and Northern Canada. This involves providing leadership and strategic support to the General Manager, Northern Operations and Operations Manager, Western Canada. I am the primary corporate contact for all clients and bid opportunities. I hold accountability for the performance of the department and work with the Senior Director North American Operations to develop the strategic vision and long term plan for the business unit.

Deputy Director, Canadian Operations, ATCO Structures & Logistics Ltd.

Period: 2012 – 2014

Responsibilities and Assignments:

- » As Deputy Director, Canadian Operations I am responsible for providing corporate support to Canadian projects under the management of ATCO Structure & Logistics. I provide assistance, guidance, and coordination of the operational management and administration of Canadian projects. Specifically, in this position I act as a coordinator and facilitator providing assistance, guidance, support and oversight in the areas of health and safety, project / operations management, human resources, financial management, contract management, quality control, customer liaison, administration. I interface with Business Development staff representing the interests of the Canadian Operations projects and management and coordinate, and provide operational input to all Canadian bids.

Project Delivery Leader, Western Canada, AECOM Canada Ltd.

Period: 2010 – 2012

Responsibilities and Assignments:

- » I held a range of senior appointments while working with AECOM. I was the regional lead for project delivery across Western Canada reporting to the Executive Vice President. I also held operational responsibility for the transportation department in Northern Alberta and was the lead for P3 projects pursuits within the Western Canada transportation business. During my time, I was also accountable for the performance of all projects involving the structures group in Northern Alberta. A major success was my role as a key member of the pursuit team for the SE to W LRT conceptual design project tendered by the City of Edmonton.

Senior Associate, Stantec Consulting Inc.

Period: 2007 – 2010

Responsibilities and Assignments:

- » During my time with Stantec, I worked within the Program and Project Management department delivering major capital projects on behalf of clients. I was also responsible for the development of junior staff and the growth of the business. The highlight of my assignments was my role as Senior Manager for Stantec's Project Management Office and a primary contact for the University of Alberta. I provided project oversight and support to Stantec's team of 21 project managers, co-ordinators and administrators. The team managed four major capital projects on behalf of the University with a combined value in excess of \$1.3 Billion.

Civil Engineer and Project Manager, Atkins Ltd.

Period: 2000 – 2007

Responsibilities and Assignments:

- » As a Civil Engineer and Project Manager, I worked on a range of structural and commercial assignments in the nuclear power and weapons industry. As well as project assignments, I held a number of operational responsibilities including management of staff and proposals for clients. My development and progression enabled me to take on progressively more senior roles on projects to the point where I was leading design teams and liaising directly with clients.

MR. L. SHANE BRUTON

SENIOR MANAGER, ENGINEERING

Summary of Recent Relevant Professional Experience

2002 – 2005	2005 – 2006	2007 – 2011	2011 – 2012	2012 – Present
Account Representative <ul style="list-style-type: none">• 3M Canada Company• Calgary, AB	Project Manager <ul style="list-style-type: none">• PHOTON Control Inc.• Calgary, AB	Project Manager <ul style="list-style-type: none">• ATCO Structures & Logistics Ltd• Calgary, AB	Senior Manager, Projects <ul style="list-style-type: none">• ATCO Structures & Logistics Ltd• Calgary, AB	Senior Manager, Engineering <ul style="list-style-type: none">• ATCO Structures & Logistics Ltd• Calgary, AB

Key Education:

Project Management Program,
Mount Royal, Calgary, AB

Bachelor of Engineering Science,
Chemical/ Bio-Chemical Engineer-
ing, University of Western Ontario,
London, ON

Additional Courses:

Primavera P6, Leadership Skills,
H2S Alive, Standard First Aid &
Level C CPR, WHMIS Transportation
of Dangerous Goods, Thinking on
your Feet, Conflict to Collabora-
tion, Territory and Time Manage-
ment, Professional Selling Skills,
Prospecting for Business, Six Sigma
(Green Belt)

Most Recent Employment Experience:

Senior Manager, Engineering, ATCO Structures & Logistics Ltd

Period: 2012 – Present

Responsibilities and Assignments:

Responsible for managing the engineering group aligned with the industrial and commercial modular construction product lines of ASL. This position is responsible for providing technical support to meet ASL's project requirements; both internally and externally through sub-consultants as required. Also responsible for maintaining the corporate Professional Practice Management Plan and ensuring all Professional Engineers operate within the corporate policies/ guidelines as well as in accordance with APEGA guidelines.

Primary Activities:

- » Provide leadership, direction and support within the engineering group including recruitment, training and development, coaching, succession planning and annual performance evaluations.
- » Ensures all engineering tasks are completed in accordance with project timelines, applicable standards, codes and regulations, including the APEGA Code of Ethics.
- » Ensures compliance of all engineering work with departmental QMS procedures.
- » Provides technical engineering support to others within the organization, including sales and business development, estimating and proposals, project management and manufacturing. Also provides technical engineering support to external groups as required.
- » Monitors resource loading within the engineering group and engineering project complexity, and engages sub-consultants as required to ensure project schedules, project budgets and project quality objectives are achieved.
- » Facilitates discussion between departments as required to develop new engineered products, processes and procedures.
- » Ensures all engineering work, including site inspections, is completed in accordance with ASL safe work procedures.

Senior Manager, Projects, ATCO Structures & Logistics Ltd

Period: 2011 – 2012

Responsibilities and Assignments:

Plan, direct, organizes coordinate, and lead the full range of construction project management staff, resources and activities within ASL under the direction of the Director of Engineering & Construction for the purpose of achieving the construction, administrative, and financial objectives through the application of well-developed skills in project management, construction management and planning, assignment allocation, financial/resource stewardship and management, partnership building, and leadership in the execution of work.

Primary Activities :

- » Plans, coordinates and directs the project management staff and activities to implement the most beneficial project management activities.
- » Oversees PM staff and participates in the estimates, plans, design reviews, monitoring of manufacturing or servicing structures, schedules, coordination of construction processes, including the selection, hiring, and oversight of specialty trade contractors; site preparation, including land clearing and earth moving; sewage systems; landscaping and road construction; building construction, including excavation and laying of foundations and erection of the structural framework, floors, walls, and roofs; and building systems, including fire-protection, electrical, plumbing, air-conditioning, and heating.
- » Evaluates execution strategies to ensure the implementation of best combined utilization of materials, equipment, labour and sub-contractors.
- » Oversees the planning and manages the proper resourcing of staff, sub-contractors, equipment, vehicles, and materials.
- » Ensures that project managers and coordinators maintain health, safety, security, environmental and quality standards in all aspects of the project
- » Establishes and maintains positive working relationships with internal and external partners, clients, vendors, and sub-contractors to ensure attainment of assigned objectives.
- » Supervises, develops and assesses project management, project coordination staff under his control, ensuring their training and development to meet personal and ASL needs.
- » Advises and participates in the construction pre-planning and bid process, providing technical expertise on construction techniques and methods to establish the most beneficial project execution strategies

Project Manager, ATCO Structures & Logistics Ltd

Period: 2007 – 2011

Responsibilities and Assignments:

The Key contact responsible for “cradle-to-grave” implementation of new manufacture, large scale workforce housing projects across Canada and the NWT. Responsible for maintaining accurate communications between the client, engineering, manufacturing, procurement, logistics and construction. Initially tasked with the timely review and client approval of product specifications and acceptance drawings. Followed by the coordination of production of new modules and finally the safe installation and construction of the modular complex.

Primary Activities:

- » Assure overall contractual compliance and client satisfaction from project inception through to completion
- » Liaise with project stakeholders both in house and external
- » Full review and understanding of project budget, drawings and detailed scope of work for completeness and accuracy and code compliance
- » Monthly internal project review with upper management detailing costs incurred to date, project status, health and safety status and schedule update
- » Prequalification and selection of sub-contractors and vendors (RFP Process)

- » Negotiation of sub-contracts with qualified contractors
- » Preparation of a pre mobilization execution plan, detailing an overall construction schedule, assuring realistic target dates and benchmarks are proposed
- » Facilitate all required field labour resources, product deliveries, scheduled subcontractors, materials and overall equipment needs on a project site
- » Appointed Project Manager for the manufacture and installation of the CNRL Kirby Project - 744 Beds, 2 x Kitchen, Dining Recreation complexes - \$35M Budget
- » Successful installation and demobilization of 4500 beds in Huntsville, ON for RCMP Accommodations to support the G8 Summit in June 2010 - \$25M Budget
- » Appointed "Construction Manager, PCOSI Project" for the installation of 2000 Bed permanent facility for Petro Canada Fort Hills Project - \$30M Budget

Project Manager, PHOTON Control Inc.

Period: 2005 – 2006

Responsibilities and Assignments:

Responsible for sales, product support, field service and installation of Optical Flow Meters (OFM). Primary duties include: coordinating equipment requirements with customers and Photon manufacturing; working with the customer to verify their requirements; installation, commissioning, and trouble shooting optical flow meters; ensure that time lines and action items to configure, manufacture and implement the project are executed; manage all activities involved in a new flow meter installation; responsibility for scheduling, resource allocation (Field Technicians), logistics. Other duties include training, supporting and working with Distributor Sales reps; training field operators on maintenance, trouble shooting and installation of optical flow meters.

Achievements:

- » Successfully transitioned OFM technology from field trial to commercially available
- » \$110, 000 Sales of new OFM in less than 1 year
- » Successfully closed 10 field trial sites

Account Representative, 3M Canada Company

Period: 2002 – 2005

Responsibilities and Assignments:

Sales Representative responsible for sales and technical field support of 3M Industrial Products via a large network of Industrial Distributors in Alberta. Establish and maintain relationships with distributor Sales Representatives. Provide product knowledge, field training as well as developed marketing and sales incentive programs for distributor Sales Representatives. Establish relationships at the end-user customer to ensure brand loyalty. Use value-added selling practices to document and prove cost savings to the end-user in order to gain new business.

Achievements:

- » Top Abrasive Sales Rep in Canada - 2003 (109% of forecast)
- » Vendor Rep of the Year 2004 - Century Vallen (Largest ASD Western Distributor)
- » \$500, 000 in new business

MR. MIKE O'MEARA, CRSP, CHSC, CHRP

SENIOR MANAGER - HEALTH, SAFETY & ENVIRONMENT

Summary of Recent Relevant Professional Experience

1997 - 2000	2000 - 2003	2005 - 2006	2007 - 2008	2008 - 2011	2011 - 2014	2014 - Present
Process Technologist/ Safety Auditor • Alberta Newsprint • Whitecourt, AB	Shift Supervisor • Domtar Papers • Cornwall, ON	Health and Safety Supervisor • Abitibi Consolidated • Mackenzie, BC	Safety Specialist/Trainer • TransAlta • Fort McMurray, AB	Environmental Health and Safety Manager • TransAlta • Fort McMurray, AB	Health and Safety Manager • Suncor Energy • Fort McMurray, AB	Senior Manager - Health, Safety & Environment • ATCO Structures & Logistics • Calgary, AB

Key Education and Certification:

- 2 Yr - Post Graduate Health & Safety Certificate - Ryerson University, Ontario, Canada May 2007 - May 2009
- 1 Yr - Post Graduate HR Management Certificate - Niagara College, Ontario, Canada Sept 2003 - May 2004
- 2 Yr - Environmental Engineering Technician Diploma - Sault College, Ontario, Canada Sept 1993 - May 1995
- 3 Yr - Pulp & Paper Engineering Technology Diploma - Sault College, Ontario, Canada Sept 1993 - Aug 1996
- 2 Yr - Hotel Restaurant Management - Canadore College, Ontario, Canada Sept 1983 - May 1985
- Canadian Registered Safety Professional (CRSP) #10-4001 June 2010
- Certified Health Safety Consultant (CHSC) #928-13 March 2011
- Certified Human Resource Professional (CHRP) June 2014

Professional Development:

Leadership:

- Keyano College Instructor (Managing Contractor Safety) - In partnership with University of Alberta, Canada
- Keyano College Instructor (Introduction Health & Safety) - In partnership with University of Alberta, Canada
- Niagara College Instructor (Organizational Behaviour) - 1st year Business Students

Most Recent Employment Experience:

Senior Manager - Health, Safety & Environment, ATCO Structures & Logistics

Period: 2014 - Present

Responsibilities and Assignments:

- Responsible for leading and overseeing global Health, Safety & Environment systems and programs for all ATCO Structures & Logistics locations and operations. Implementation of effective Health, Safety & Environmental strategies, policies and services in line with corporate strategies, goals and objectives. Provide effective problem solving, decision making and advisory services to Executive, Senior Management and Employees concerning HSE issues.
- Establish strategic HSE objectives in concert with Senior Management
- Identify key performance indicators related to area of responsibility
- Monitor progress, highlight deficiencies and implement corrective actions
- Develop and promote a strong Global HSE Program with Health & Safety policies, procedures and processes for all locations
- Partner with Management and Employees to continuously improve HSE culture, awareness and accountability
- Inspect and evaluate workplace environments, equipment and practices in order to ensure compliance to standards and government regulations
- Act as company representative on issues related to environmental protection concerns
- Interface as necessary with environmental regulatory agencies to ensure that ATCO is in compliance with environmental protection requirements
- Ensure compliance with HSE legislation within all operating jurisdictions
- Identify HSE training requirements and oversee the development of training programs
- Serve as a key liaison with third party representative concerning HSE issues
- Manage HSE budget and personnel

- » MLE (Management Leadership Experience
 - situational leadership/influencing behaviour)
- » FLE (Front Line Leadership Experience
 - strategies, team building, change management)
- » Train the Trainer – supervisory / communication / presentation skills
- » Leading People & Managing Performance
- » CSSE Applied Risk Communications
- » 7 Habits of Highly Effective People
- » Leading People through Change
- » Turnaround Safety Leadership
- » Health & Safety Leadership
- » Conflict Resolution
- » Leading for Success
- » Learning 4 Leaders
- » Journey 2 Zero

Technical:

- » Tap Root Incident Investigation & Root Cause Analysis – Systems Improvement
- » Systems Health and Safety Auditor Certification – Price Waterhouse
- » Kaizen – Problem Solving and Process Improvement Skills
- » Alberta OH&S Regulations and Code – Hatscan
- » Wastewater Collection Systems & Treatment Operation – OIT Certification
- » Water Treatment Operation & Distribution System – OIT Certification
- » Safe Start Train the Trainer Certification
- » OSSA Confined Space Entry/Monitor
- » Gas Detection – Industrial Scientific
- » Alberta Peer Auditor Certification
- » CSSE Obligations & Liabilities
- » CSSE Consulting Skills
- » H2S Alive – ENFORM
- » WHMIS – Canwit
- » First Aid / CPR – AED
- » Trenching/Excavations
- » Scaffolding

- » Build competency of key direct reports, and establish a succession plan for EHS group

Health and Safety Manager, Suncor Energy

Period: 2011 - 2014

Responsibilities and Assignments:

- » Provide Health & Safety leadership/direction to employees, contractors, and management in the daily production of Bitumen and operation of facilities in a safe and reliable manner. Approximately 9.5 million exposure hours worked or up to 4500 people.
- » Review, update and communicate changes to EH&S Legislation and Corporate policies/standards
- » Provide guidance, coaching and support in injury management and return to work to leadership team
- » Provide guidance and direction to the Joint Health and Safety Committee
- » Interview, coach and develop Health & Safety resources capable of supporting all business units across site within budget
- » Produce monthly safety reports/trends - First Aids, Medical Treatments, Lost Times, Restricted Work and Near Miss
- » Conduct safety tours, review incident investigations and audit corrective actions
- » Actively participate with senior management, contractors and corporate resources to identify, develop, communicate and audit processes designed to improve health and safety performance. (FLHA, Risk Assessments, Workplace Inspections, Crew Talks, Safety Alerts, Risk Registry, Workplace Observations, PHA, Permits, Fall Protection, Confined Space)

Environmental Health and Safety Manager, TransAlta

Period: 2008 - 2011

Responsibilities and Assignments:

- » Provide leadership/direction to EHS specialists, workers, contractors and management; in the daily production of steam, process water, and electricity, to support Suncor Energy facilities in a safe and reliable manner
- » Role and responsibilities were very similar to above however, my position and scope of work was smaller in size with approximately 600 workers or 1.2 million + exposure hours
- » Both TransAlta and Suncor utilized a safety management system that reflected front line leadership responsibility coupled with senior leadership accountability and functional Health & Safety support through coaching, reporting and auditing

Key Achievements:

2011 - 2014:

- » Combined Injury Frequency Rate (IFR) of 0.53 in 2012 for a total support area of 9.5 million exposure hours
- » Implemented Proactive Workplace Observation Program designed to improve Health & Safety performance through consistent in the field leadership/worker engagement
- » Actively participated in site wide Slip/Trip/Fall campaign; reducing these injuries by over 40% in two years

2008 - 2011:

- » Reduced site Injury Frequency Rate (IFR) from 3.02 in 2007 to 0.83 in 2010
- » Implemented an Enhanced Eye Protection program; reducing eye related incidents from 49 in 2008 to 1 in 2010
- » Developed and facilitated Health & Safety process skills sessions designed to support safety leadership initiatives and drive improvements in outage performance. 2009 Outage Injury Frequency Rate (IFR) was Zero

2007-2008:

- » Improved health and safety training compliance from 53% in 2007 to 98% in May 2008

2005-2006:

- » Improved safety awareness, reduced injuries, and achieved safety targets for 2005
- » Developed an Accident/Incident Investigation program, trained JOHSC and Supervisors in root cause analysis, and corrective action follow up; improving awareness and control of hazards

Safety Specialist/Trainer, TransAlta

Period: 2007 - 2008

Responsibilities and Assignments:

- » Coordinated and facilitated compliance and task orientated health & safety training for new hire and existing work force
- » Consult with all stakeholders to identify and deliver required policy/procedure training

Health & Safety Supervisor, Abitibi Consolidated

Period: 2005 - 2006

Responsibilities and Assignments:

- » Provide leadership and coaching in Occupational Health and Safety for 250 unionized workers, utilizing safety loss control technicians, and front line leadership
- » Review and revise safety policies ensuring compliance with governmental legislation, corporate policies, procedures, and the Safety Management System
- » Conduct regular workplace inspections, coaching and monitoring of hazards in the workplace, and develop safety material for crew talks, safety meetings, and alerts
- » Enthusiastically participated on the JOHSC, providing Health & Safety information and coaching towards the development of a behaviour based safety system
- » Monitor all safety incidents, management of disability claims, and production of monthly safety reports

Shift Supervisor, Domtar Papers

Period: 2000 - 2003

Responsibilities and Assignments:

- » Supervise 150 + workers, conduct tool box talks, production & safety meetings, reviewing policies/procedures
- » Conducted two Kaizen workshops; reducing number of sheet breaks and downtime

Process Technologist/ Safety Auditor, Alberta Newsprint

Period: 1997 - 2000

Responsibilities and Assignments:

- » Collection/analysis of paper and environmental samples, to ensure quality and regulatory compliance
- » Departmental safety representative, conduct both internal and external safety audits as a certified safety auditor, identifying areas of opportunity; resulting in a provincial safety award.

MR. OWAIS AHMED KHAN

PROJECT QUALITY SUPERVISOR

Summary of Recent Relevant Professional Experience

2001 – 2003	2003 – 2005	2005 – 2007	2007 – 2012	2012 – 2014	2014 - Present
QA/ QC Engineer <ul style="list-style-type: none">Al Mazroul & Partners CoAbu Dhabi, UAE	QA/ QC Engineer <ul style="list-style-type: none">Ranya General ConstructionAbu Dhabi, UAE	Quality & Safety Manager <ul style="list-style-type: none">Ranya General ConstructionAbu Dhabi, UAE	Senior Quality Advisor <ul style="list-style-type: none">Pivot Engineering & General Contracting CoAbu Dhabi, UAE	Project Quality Manager <ul style="list-style-type: none">SNC Lavalin Transmission & DistributionCalgary, AB	Project Quality Supervisor <ul style="list-style-type: none">ATCO Structures & Logistics LtdCalgary, AB

Key Education:

1996 - Bachelor of Engineering in Civil - N.E.D University of Engineering & Technology

Most Recent Employment Experience:

Project Quality Supervisor, ATCO Structures & Logistics Ltd

Period: 2014 – Present

Responsibilities and Assignments:

- » Responsible to lead and resolve any project quality issues that may arise in the workplace.
- » Develop, implement and maintain project specific quality plans and Inspection and Test Plans (ITP'S) in collaboration with the Project Management, Construction Manager, Project Engineering in accordance with Client based on Scope of Work, Standards, and Technical specifications.
- » Develop and Monitor existing work on site in reference to ITP's drafted in the Quality Plan for the project, ensure compliance with applicable standards and codes.
- » Provide QA oversight on site works on a weekly/monthly/yearly basis using standard define quality processes.
- » Provide technical information to managers, engineers, estimators and designers on matters related to construction works, Civil, electrical, mechanical etc.
- » Understands all parts of the Canadian Building Code, applicable areas of the Alberta Building Code, and any other applicable codes and regulations.
- » Monitor existing residential, industrial and commercial plans to ensure compliance with applicable standards and codes.
- » Provide general inspection reports, related correspondence and/or other relevant information to determine if the scope of work complies with the relevant codes and standards

Project Quality Manager, SNC Lavalin Transmission & Distribution

Period: 2012 – 2014

Responsibilities and Assignments:

- » Prepare, implement and maintain project quality plan in collaboration with the Project Manager, Construction Manager, Project Engineering Lead and the Client

- » lead and assist the project team members to ensure compliance with the client, industry and internal quality requirements
- » Development and implementation of work instructions for projects
- » Coach and mentor the field quality coordinators and all project team members on Quality Management System
- » Ensure that all project quality documents such as project manuals (project plans), project quality plans (PQP), inspection and test plans (ITP), construction and commissioning binders are in place, implemented, monitored and results are recorded in a timely and organized fashion
- » Prepare and coordinate audits, monitoring activities and project reviews as established in the Project Quality Plan
- » Manage and ensure all NCRs and PARs issued to projects are addressed on time and effectively
- » Contribute to project monthly reports and project closures
- » Coordinate training of project staff to Quality Management System and rolling out the updates
- » Maintain a complete file of records of QA/QC for all phases of the project
- » Ensure implementation of lessons learned and measures of customer satisfaction

Senior Quality Advisor, Pivot Engineering & General Contracting Co.

Period: 2007 – 2012

Responsibilities and Assignments:

- » Led all on-site Project Quality Control teams. Identified weaknesses in the execution processes, set up and carried out on site trainings to reduce rework, Assisted in introducing an Integrated Management System which incorporated ISO 9001, ISO14000 and OSHAS 18000 that included: gap analysis, process mapping, writing, presenting, distribution and auditing the implementation of the procedures, Scheduling, directing and performing internal quality audits. Auditing project suppliers and subcontractors, Assisting Project Managers at project start up to draw up the project quality plan, listing out required Method Statements and writing Inspection Test Plans and Check Lists, Advising the Company's Project Managers on technical problems, work execution methodology, material selection, etc.

Quality & Safety Manager, Ranya General Construction

Period: 2005 – 2007

Responsibilities and Assignments:

- » Designated the company's Quality Management Representative, reporting directly to the CEO on all Quality related matters, Ensure customer requirements are communicated to operations and achieved via Inspection & Test Plans, Planning, Procedures and Quality Records, Ensure all quality records are collected and maintained per Quality System, Initiate and facilitates Root Cause Analysis Investigations, Interface with Customers to ensure Quality Requirements are understood at all phases of the project, etc.

QA/ QC Engineer, Ranya General Construction

Period: 2003 – 2005

Responsibilities and Assignments:

- » Provide technical direction for product acceptance, Prepared Inspection and Test Plan. Writing technical submittals, method statements, etc., Responsible for safety related issues on all the company's construction sites, Scheduling and performing Internal Quality Audits

QA/ QC Engineer, Al Mazroui & Partners Co.

Period: 2001 – 2003

Responsibilities and Assignments:

- » Inspecting to ensure that HVAC and Mechanical systems are installed as per the approved drawings, Conducting Material Receiving Inspections, Coordinate between the subcontractors and the main contractors during construction, coordinating commissioning activities, closeout documentation, etc.

Quality Assurance Engineer, Campenon Bernard SGE (Sainrapt)

Period: 1999 – 2001

Responsibilities and Assignments:

- » Internal and Vendor Quality Auditing, perform independent inspections of the subcontractor's works on site, Project turn over documentation, etc.

Site Engineer, Dubai Contracting Company

Period: 1997 – 1998

Responsibilities and Assignments:

- » Submitting Monthly valuations to the Consultant for the Client's approval, issuing Payment Certificates to Subcontractors and Suppliers, ordering/requisitioning materials and equipment, etc.

Site Engineer, Adnan Asdar & Associates

Period: 1995 – 1997

Responsibilities and Assignments:

- » Project Planning & Scheduling, Co-ordination among Architect, Structure and MEP Consultants, writing & submitting Month End reports, daily and monthly progress reports, checking of Bills, verification of the measurements and issuing payment certificates, etc.

MR. PETER SCHOLZ

MANUFACTURING PLANT MANAGER

Summary of Recent Relevant Professional Experience

1995 – 1999	1999 – 2003	2003 – 2004	2004 – 2009	2009 – Present
Journeyman Cabinet Maker <ul style="list-style-type: none">• ATCO Structures Inc.• Calgary, AB	Lead Hand (All disciplines) <ul style="list-style-type: none">• ATCO Structures Inc.• Calgary, AB	Plant Trainer <ul style="list-style-type: none">• ATCO Structures Inc.• Calgary, AB	General Foreperson <ul style="list-style-type: none">• ATCO Structures Inc.• Calgary, AB	Manufacturing Plant Manager <ul style="list-style-type: none">• ATCO Structures & Logistics• Calgary, AB

Key Education:

Project Management Program,
Mount Royal, Calgary, AB

Bachelor of Engineering Science;
Chemical/Bio Chemical Engineer-
ing, University of Western Ontario

Most Recent Employment Experience:

Manufacturing Plant Manager, ATCO Structures & Logistics Ltd

Period: 2009 – Present

Responsibilities and Assignments:

- Responsible for the efficient, safe and timely manufacture and servicing of ATCO modular structures through the direct operation of the Calgary manufacturing plant
- Provides leadership, direction and support to the manufacturing plant General Forepersons including recruitment, training, succession planning, coaching and annual performance evaluations
- Works closely with Engineering, Procurement, Sales, Quality Control and Project Management to ensure manufactured products are produced in accordance with the contract.
- Executes the ATCO Structures & Logistics Health and Safety plan to ensure the achievement of HS&E goals
- Ensures manufactured products and servicing of the units are in compliance with Quality Management System Objectives
- Ensures the execution of work lead to a +/- 5% targeting of hours on projects
- Directs a recruiting initiative to grow the ATCO Structures & Logistics workforce to keep up with increased demand on manufactured modular units
- Directs and manages a unionized workforce to ensure the timely and cost effective production of manufactured modular units

General Foreperson, ATCO Structures Inc

Period: 2004 – 2009

Responsibilities and Assignments:

- Planned and organized the day to day operations and monitor work assigned to employees in each specific plant function to ensure the timely and cost efficient completion of manufactured modular structures
- Coordinated and delegated responsibilities to lead hands in each of the functional areas
- Estimated personnel needs and schedules to ensure assigned work meets completion needs
- Prepared reports concerning department activities

- Ensured personnel abided by HS&E regulations, job requirements and proper procedures
- Acted as a liaison between other functional groups to ensure manufactured products were produced in accordance with the contract

Plant Trainer, ATCO Structures Inc

Period: 2003 – 2004

Responsibilities and Assignments:

- Responsible for supervising, coordinating, and reporting on any special projects, tool requirements or new material installations.

Lead Hand (All disciplines), ATCO Structures Inc

Period: 1999 – 2003

Responsibilities and Assignments:

- Directed staff with daily tasks to ensure schedule requirements were met while maintaining ATCO quality standards
- Responsible for supervising, coordinating, directing and reviewing the work of plant personnel in order to achieve the timely and cost effective manufacturing of modular units
- Interpreted blue prints and coordinated project personnel according to various project needs
- Promoted and ensured adherence to ATCO's safety policies
- Ensured that manufacturing work adheres to and is in compliance with all applicable procedures regulations and codes
- Completed daily timesheets
- Ensured employees were aware of safety rule and regulations, job requirements, proper procedures and handling methods.
- Installed cabinets and countertops as well as framing and dry walling while safely various power tools

Journeyman Cabinet Maker, ATCO Structures Inc

Period: 1995 – 1999

Responsibilities and Assignments:

- Assembled cabinets and countertops in modular units
- Used various hand and power tools including: hammers, squares, tape measures, utility knives, routers, pneumatic nail guns, staplers and screw guns to perform tasks
- Follow safety standards and company regulations
- Follow direction from the lead hand as well as blueprints to assemble modular units

MS. ANDREA HAAKE

INTERN ARCHITECT

Summary of Recent Relevant Professional Experience

2007 – 2011

Chair of Planning

- Westsprings Cougar Ridge Community Association

2007 – 2013

Chief Architectural Designer

- ATCO Structures & Logistics
- Calgary, AB

2013 – Present

Intern Architect

- ATCO Structures & Logistics
- Calgary, AB

Key Education:

Intern Architect, Alberta
Association of Architects (since
2012)

LEED AP (June 2013), LEED Green
Associate (December 2010)

Graduation, Dipl. Ing. for
Architecture, Faculty of
Architecture, TU Berlin, (February
1999)

Continuing Education:

3M fire stopping seminar, Minne-
sota, October 2013

Alberta building code Part 3, Safety
Code Council Exam, October 2012

Most Recent Employment Experience:

Intern Architect, ATCO Structures & Logistics

Period: 2013 – Present

- mentor and support architectural designers,
- review and mark up architectural design packages for correctness and building code compliance,
- provide building code review to various internal stakeholders,
- assist architectural designers as required on detailing questions,
- liaise with and coordinate architectural consultant correspondence and input,
- provide solutions for plant and site construction issues, technical coordination of shop drawings
- prepare meeting minutes on internal communications and meetings

Chief Architectural Designer, ATCO Structures & Logistics

Period: 2007 – 2013

- provided full scale of architectural design packages (including construction and permit drawings) for modular workforce camps using AutoCAD Architecture 2008-2013. Packages include not only layouts, sections and elevations but also equipment, finishes, door schedules and architectural and structural details as required within scheduled time frames
- requisitioned materials and services using Oracle.
- internal coordination with electrical and mechanical designers and squad checks,
- site and plant visits, site reports
- drafting and detail standardization
- led project teams of up to 4-5 people within the engineering department

Chair of Planning, Westsprings Cougar Ridge Community Association

Period: 2007 – 2011

- review of land use amendments and liaise with the City of Calgary and Developers to discuss solutions and concerns
- provided community comments and written responses back to council (Projects: Attainable Housing on 89th Street, commercial development along 85th Street with Brown & Associates and Bri-Mor Developments, West District with Truman Developments)
- initiated and engaged in community led planning project: "Cowntown Suburbia", urban planning and development studies provided for the community of Westsprings by urban planning students. Assistant professor: Francisco Allanize-Urbe
- Paskapoo Slopes Advisory Committee



Completed and Current Major Projects

Project References

Project References

Below is a brief list of important contracts (including largest contract) completed by the ASL in the past three (3) years. We include these to assure Alberta Infrastructure that we have the strength and depth to more than meet the requirements of these projects.

Customer Name: BHP Billiton Jansen Discovery Lodge

Contact: Brad Straub, Phone No. 306-385-8412

Description: ASL provided a permanent accommodation facility for 2,586 workers at BHP Billiton's Jansen Potash Project. ASL provided engineering design, manufacturing, assembly, site-related construction services, and the ongoing operation of the lodge including food services, housekeeping, lodge management, and maintenance. This complete offering fully demonstrates the extent of our capabilities as a turn-key workforce accommodation provider. ATCO, the George Gordon, Daystar, and the Kawacatoose First Nation have entered a joint-venture agreement to deliver and operate the facility, enabling capacity building initiatives aimed at providing sustainable working opportunities to the members of the local aboriginal community.

Please see attached Project Profile for details.

Total Contract Value: \$350 Million

Year Completed: 2014

Location: 130 Km East of Saskatoon, Saskatchewan

Customer Name: BC Hydro Site C Clean Energy Project

Contact: Michael Savidant, Phone No. 604-695-5271

Description: The BC Hydro project is an eight year contract to design, manufacture, install and operate a workforce housing facility for the Site C Clean Energy Project on the Peace River in northeast British Columbia. The 630,000 sq. ft lodge will provide accommodation for more than 1,600 construction workers. It will feature an open concept central lobby and modern amenities such as a multi faith centre, a 100-person movie theatre, a licensed lounge, and a gymnasium with a running track and weight training area. To further enhance the experience for lodge residents, services such as physiotherapy, massage and hairdressing will also be provided.

Total Contract Value: \$470 Million

Year Completed: Construction to be completed in mid-2016, operation will be ongoing

Location: near Fort St. John, BC

Customer Name: Pengrowth Energy Lindbergh SAGD

Contact: Leanne Ilchuck, Phone No. 780-573-9597

Description: Lindberg SAGD Camp is a 330-person construction camp for which ATCO provided camp amenities, leisure, and operation and maintenance services. This is a rental facility on a 60-month term. ATCO was required to rent the buildings, manufacture, transport, install, and provide all self-contained utilities. ATCO provided catering, camp services, housekeeping, and janitorial. All private bedrooms were 150+ sq ft bedrooms with private ensuite bath. All facilities are connected via arctic corridor.

Total Contract Value: \$50 Million

Year Completed: 2012-2013 Construction Operation ongoing

Location: 30 km southeast of Bonnyville, Alberta

Major Projects



Workforce Accommodation

PROJECT SNAPSHOT

DATE: 2014-2015

LOCATION: Near Peace River, AB

CLIENT: Shell Canada

END USER: Employees of Shell

FEATURES: Dormitories, recreation facilities, catering, housekeeping, janitorial, maintenance services, wastewater treatment, offices

CATEGORY: Workforce Housing

MARKET SEGMENT: Oil & Gas

Shell Carmon Creek

ATCO Structures & Logistics was awarded the contract to manufacture, install and operate a 1,200 person workforce housing facility near the town of Peace River in Northern Alberta.

The modular units for this project were manufactured at ATCO's facilities in Calgary, Alberta and in Pocatello, Idaho. The core building within the lodge consists of 94 modular units in combination with a panelized system in the lobby to create an open hotel-like feel. The dormitories feature single occupancy bedrooms with ensuite bathrooms. In addition to relaxation and recreation rooms, a stand-alone gymnasium will include racquetball and squash courts, a running track and separate weight training areas.

ATCO also constructed a 200 person open-plan office complex as part of the bundled solution. To service the site, ATCO built and maintains a 1,500 person wastewater treatment plant.

In partnership with the Woodland Cree First Nation, the joint venture will be supporting camp services for this project including camp management, catering, housekeeping and janitorial. This partnership has been structured in a way that will allow the WCFN to participate in all facets of the construction and operations of the facility.



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Canada Emergency Relief Accommodations

PROJECT SNAPSHOT

DATE: 2013

LOCATION: Siksika First Nation,
Alberta

CLIENT: Alberta Government

END USER: Siksika First Nation

SQUARE FOOTAGE: 38,000

FEATURES: Dormitories,
kitchen/diner, recreation facilities,
catering and camp services

CATEGORY: Workforce Housing

MARKET SEGMENT: Disaster
Relief, Rapid Response
Deployment

Siksika Flood Relief Lodges

In June of 2013, the Siksika First Nation experienced massive flooding. Over 1,000 residents were evacuated, and many of their homes were completely destroyed. ATCO was engaged by the Alberta Government to provide disaster relief housing for the displaced residents.

Three temporary lodges were set up on the Siksika First Nation Reserve, providing 332 beds to the community. Each lodge includes a commercial kitchen, dining hall, recreation facility and a guard house. A variety of dormitory types were used to accommodate the different shelter needs for staff and residents with different sized families.

Unlike most modular construction where the residents are adults, these three lodges needed to be made safe for families. All utilities and controls (electrical, propane, water, waste water, and even the crawl spaces under skidded modules) were enclosed to prevent access and the consequent danger to children, while being accessible for maintenance, servicing and delivery staff. This was accomplished by integrating a combination of lattice and construction fencing to provide the separation and safety for residents.

In addition to providing the buildings, ATCO also operates the facilities, which includes catering service, housekeeping and maintenance.



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CANADA Permanent Workforce Housing

PROJECT SNAPSHOT

DATE: 2012-2014

LOCATION: 130 km east of Saskatoon, Saskatchewan

CLIENT: BHP Billiton Canada Inc.

SQUARE FOOTAGE: 85,000 sq. ft. core; 30,000 sq. ft. pre-eng buildings; approx total 930,000 sq. ft.

FEATURES: 59 two storey dormitories, arctic corridors, hockey rink, extensive high-end amenities

CATEGORY: Workforce Housing
Permanent Operating Facility

MARKET SEGMENT: Mining

Jansen Discovery Lodge

The Jansen Discovery Lodge is the largest Canadian contract in ATCO Structures & Logistics' history, featuring a permanent accommodations facility for 2,586 workers at BHP Billiton's Jansen Potash Project.

ATCO provided engineering design, manufacturing, assembly on site, as well as all site related construction services including foundations, utility distribution, roads, etc. ATCO is also responsible for the ongoing lodge operations including food services, housekeeping services, lodge management, and maintenance. This complete offering fully demonstrates the extent of our capabilities as a turn-key workforce accommodations provider.

Features include:

Core building	Guest services Lounge Convenience store Library Medical centre Laundry facility	Dormitories	2-storey design 160 sq.ft. rooms Private bathrooms Flat screen TV Telephone Internet
Sports Complex	Pre-engineered building Full size gymnasium Raised running track Squash courts Multi-purpose room Weight and aerobic equipment Steam rooms	Theatre	Pre-engineered building 200 theatre style seats
		Outdoor	Full size hockey rink

Local Involvement:

Critical to the success of this program are the sustainable work opportunities offered to the residents of the area. ATCO, the George Gordon, Daystar, and the Kawacatoose First Nations have entered a joint-venture agreement to deliver and operate the facility, enabling capacity building initiatives aimed at providing sustainable working opportunities to the members of the local aboriginal community.



Core building entrance



Pre-engineered Gym



Aerial view of camp

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PROJECT SNAPSHOT**DATE:** 2008**LOCATION:** Fort McKay, North of Fort McMurray, Alberta**CLIENT:** ATCO Frontec**SQUARE FOOTAGE:** 130,000**FEATURES:** Dormitories, licensed lounge, deck, kitchen/diner, full fitness centre, on-site parking with plug-ins, business centre and conference room, driving range**CATEGORY:** Workforce Housing
Open Camp**MARKET SEGMENT:** Oil & Gas**Creeburn Lake Lodge**

This multi-faceted complex lodges 519 people and can be expanded to 1000. This joint venture between ATCO Structures & Logistics and the Fort McKay First Nation was constructed to house workers in the oil sands region of Fort McMurray, north of Fort McKay, and to withstand the area's minus 30 degree Celsius weather.

This hotel-like lodge features kitchen and dining areas, a recreation centre, six comfortable and well-equipped dormitories, lounge area, full fitness room, a business centre and conference room. A total of 210 modules were used to construct this project.

Features include a licensed lounge with a beautifully crafted site-built bar and an 800 square foot deck, as well as 26 foot vaulted ceilings with exposed timber trusses in the lobby. Each dormitory is also equipped with a 26 inch LCD TV/DVD system, high speed internet and individual environmental controls. For entertainment of our guests, we have a 325 yard real grass outdoor driving range and putting green, as well as an outdoor skating rink in the winter.

Exterior front entrance



Dormitory



Lobby

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PROJECT SNAPSHOT

DATE: 2008

LOCATION: Fort McKay, North of Fort McMurray, Alberta

END USER: Oil sands workers

SQUARE FOOTAGE: 308,160

FEATURES: Dormitories, kitchen/dining facility, recreational centre, offices, security centre, commissary, exercise rooms, lounge area, games, dry food storage and internet room

CATEGORY: Workforce Housing Open Camp

MARKET SEGMENT: Oil & Gas

Barge Landing Lodge

This 308,160 square foot construction camp accommodates 1,490 workers in the oil sands region of Fort McMurray and features a fully equipped gym, TV and games rooms with wireless internet access, daily custom sandwich service, business centre with computers, personal laundry facilities and 24-hour security.

Renovated in 2013, Barge Landing Lodge offers new Jack and Jill and Management dorms. All rooms have LCD TVs with integrated DVD players, satellite TV and high speed wireless internet. Management rooms have an ensuite and Jack and Jill rooms have a sink in the room and a semi-private washroom. Arctic corridors connect all of the guest rooms with the center core buildings, and recently refurbished kitchen & dining room.

The kitchen and dining facility includes walk in coolers and freezers, seating for up to 500 people, dry food storage area, dishwashing and pot wash areas, as well as top-of-the-line kitchen equipment.

Not short of entertaining, the facility also has a new 12,000 square foot recreation centre that is equipped with a reception desk, private offices, convenience store, security centre, TV room, fully equipped gym, internet room, games room with pool table, ping-pong, video games, foosball and vending machines.



Main building



Dormitory



Lounge

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Schedule 4 Insurance

Ref. No. 320007068476

CERTIFICATE OF INSURANCE

Aon Reed Stenhouse Inc.

1100 - 1st Street SE

4th Floor

Calgary AB T2G 1B1

tel 403-267-7010 fax 403-261-0897

Re: Evidence of Insurance

To Whom It May Concern

Insurance as described herein has been arranged on behalf of the Insured named herein under the following policy(ies) and as more fully described by the terms, conditions, exclusions and provisions contained in the said policy(ies) and any endorsements attached thereto.

Insured

ATCO Structures & Logistics Ltd.; and any subsidiary, associated or allied company, corporation, firm, organization; ATCO Structures & Logistics Ltd's interest in any partnership or joint venture in which ATCO Structures & Logistics Ltd., has management control or ownership
115 Peacekeepers Drive SW
Calgary, AB T3E 7X4

Coverage

Commercial General Liability	Insurer	Zurich Insurance Company Ltd	
Policy #	S.21(1)		
Effective	01-Jul-2015	Expiry	01-Jul-2016
Limits of Liability	Bodily Injury & Property Damage, Each Occurrence \$5,000,000 Products and Completed Operations, Aggregate \$5,000,000 Personal Injury & Advertising Liability \$5,000,000 Employers Liability \$5,000,000 Tenant's Legal Liability - All Risks \$5,000,000 Pollution - IBC 2313 \$5,000,000 Non-Owned Automobile Liability \$5,000,000 Legal Liability for Damage to Hired Automobiles \$100,000 includes Broad Form Property Damage, Contractual Liability Policy may be subject to a general aggregate and other aggregates where applicable		
Automobile Owners Form	Insurer	Zurich Insurance Company Ltd	
Policy #	S.21(1)		
Effective	01-Jul-2015	Expiry	01-Jul-2016
Limits of Liability	Third Party Liability \$3,000,000 All Vehicles owned by or Leased by and Licensed in the Name of the Insured Bodily injury, Death and Property Damage per occurrence SEF 5 - Permission to Rent or Lease (Specified Lessee) SEF 21b - Blanket Basis Fleet SEF 6c - Public Passenger Vehicles		

**THE POLICY CONTAINS A CLAUSE THAT MAY LIMIT THE AMOUNT PAYABLE
OR, IN THE CASE OF AUTOMOBILE INSURANCE,**

THE POLICY CONTAINS A PARTIAL PAYMENT OF LOSS CLAUSE

Ref. No. 320007068476

CERTIFICATE OF INSURANCE

Professional Liability	Insurer	Zurich Insurance Company Ltd	
Policy #	s.21(1)		
Effective	01-Jul-2015	Expiry	01-Jul-2016
Limits of Liability	Per Claim \$5,000,000 Policy Term Aggregate \$5,000,000 Subject to aggregate where applicable		
Property	Insurer	Factory Mutual Insurance Co.	
Policy #	s.21(1)		
Effective	01-Jul-2015	Expiry	01-Jul-2016
Perils Insured	All Risks of Direct Physical Loss or Damage (except as excluded) Not exceeding Replacement Cost Value, Blanket Basis Coverage Including: Tools & Contractors Equipment including Property in the Course of Construction		

THIS CERTIFICATE CONSTITUTES A STATEMENT OF THE FACTS AS OF THE DATE OF ISSUANCE AND ARE SO REPRESENTED AND WARRANTED ONLY TO THE INSURED. OTHER PERSONS RELYING ON THIS CERTIFICATE DO SO AT THEIR OWN RISK.

Aon Reed Stenhouse Inc.



Dated : 11-September-2015
Issued By : Lam, Steven
Tel : 14032677734

THE POLICY CONTAINS A CLAUSE THAT MAY LIMIT THE AMOUNT PAYABLE
OR, IN THE CASE OF AUTOMOBILE INSURANCE,

THE POLICY CONTAINS A PARTIAL PAYMENT OF LOSS CLAUSE



Schedule 5

Supplier Code of Conduct Compliance

SCHEDULE 5 - DECLARATION OF SUPPLIER CODE OF CONDUCT COMPLIANCE

DECLARATION OF SUPPLIER CODE OF CONDUCT
COMPLIANCE

Purpose: All proposed suppliers are to complete and submit this form to certify compliance with the supplier performance standards set out in the Supplier Code of Conduct.

The Housing Agency and The City of Vancouver expects each supplier of goods and services to the City to comply with the supplier performance standards set out in the City's Supplier Code of Conduct (SCC) <http://vancouver.ca/policy_pdf/AF01401P1.pdf>. The SCC defines minimum labour and environmental standards for City suppliers and their subcontractors.

Suppliers are expected to comply with the aforementioned standards upon submitting a tender, proposal, application, qualification, expression of interest or quotation to the Housing Agency, or have a plan in place to comply within a specific period of time. The Housing Agency reserves the right to determine an appropriate timeframe in which suppliers must come into compliance with these standards. To give effect to these requirements, an authorized signatory of each proposed vendor must complete the following declaration and include this declaration with its submission:

As an authorized signatory of [ATCO Structures & Logistics Ltd.](#) (*vendor name*), I declare that I have reviewed the SCC and to the best of my knowledge, [ATCO Structures & Logistics Ltd.](#) and its proposed subcontractors have not been and are not currently in violation of the SCC or convicted of an offence under national and other applicable laws referred to in the SCC, other than as noted in the table below (*include all violations/convictions that have occurred in the past three years as well as plans for corrective action*).

Section of SCC / title of law	Date of violation / conviction	Description of violation / conviction	Regulatory / adjudication body and document file number	Corrective action plan

I understand that a false declaration and/or lack of a corrective action plan may result in no further consideration being given to the submission [ATCO Structures & Logistics Ltd.](#)

Signature: _____

Name and Title: [Pierre Landry, Sales Manager, Major Projects - Mining & Infrastructure](#)



Conflicts, Collusion and Lobbying

Conflicts, Collusion and Lobbying

All ASL staff are required to read and sign on our Code of Conduct annually, review our Anti Bribery & Anti Corruption policies annually. ATCO also produced a handbook "How We Do Business" for each employee's personal reference as required.

These documents can be provided on request.

The Anti-Bribery and Anti-Corruption Policy

Why ATCO has an Anti-Bribery and Anti-Corruption Policy

In May 2013, the ATCO Group Board of Directors formally endorsed Policy A-18; Anti-Bribery and Anti-Corruption. ATCO and its Principal Operating Subsidiaries (POS's) are committed to maintaining the highest ethical standards and enforcing the integrity of our business practices applicable to ATCO operations worldwide. Adherence to the guidelines set out in Policy A-18 will provide guidance to the company and all ATCO personnel to comply with the requirements of the Canadian Corruption of Foreign Public Officials Act (CFPOA) and similar anti-bribery and anti-corruption laws of other countries, as well as local laws prohibiting bribery of government officials. All ATCO personnel are expected to use their judgment not just to avoid bribery and corruption, but to promote good practice. ATCO and its POS's will not engage in bribery or corruption.

Who does Policy A-18 apply to?

The Anti-Bribery and Anti-Corruption Policy applies to every ATCO global employee, including senior executives and financial officers, and to members of our Board of Directors. It is the responsibility of each employee to be familiar with and understand the Policy and laws under which we operate.

What is Corruption?

Corruption is the misuse of public power for private profit, or the misuse of entrusted power for private gain.

What is Bribery?

Bribery is a specific type of corruption and involves the offer, promise, or payment of anything of value, including cash, gifts, entertainment, personal favors, or anything else as an inducement offered or given to a person in a position of trust to influence that person's views or conduct, or to obtain an improper advantage. Bribery can take many forms, including the provision or acceptance of:

- Cash payments;
- Phony jobs or "consulting" relationships;
- Political contributions;
- Charitable contributions;
- Undefined commissions or fees;
- Kickbacks;
- Social benefits;
- Gifts and hospitality;
- Reimbursement of expenses; or
- Anything else of value.

Training and Communication of Policy A-18

Each POS will be responsible to communicate Policy A-18 to its personnel, partners, and third parties and provide appropriate mandatory anti-corruption education and training to appropriate personnel involved in conducting or supervising business operations, and to any person whose work brings him or her into contact with a public official.

How does it affect me?

ASL personnel shall not, directly or indirectly, pay or offer to pay a bribe to any public official or any third parties such as contractors, suppliers, and employees or agents of such other persons. ATCO personnel or agents who contravene this policy are subject to disciplinary action that may include, but is not limited to, verbal or written warnings, suspension from work, or other disciplinary action up to and including employment termination.

Reporting and Violations

All company personnel are required to report any information that comes to their attention in relation to any actual, or suspected improper payments made, offered, or promised by anyone on behalf of ATCO and/or its POS's to your supervisor, the Compliance Officer, or the Director Corporate Security, ATCO Group, or the **ConfidenceLine** at 1-800-661-9675 (Canada & U.S.). In other countries, please call collect to country code 1, area code 403, telephone number 250-0741.

The Anti-Bribery and Anti-Corruption Policy

FREQUENTLY ASKED QUESTIONS (FAQs)

This document is intended to address frequently asked questions related to ATCO Group's Policy A-18; Anti-Bribery and Anti-Corruption Policy. The following questions and answers are intended for general information purposes only. Please contact John Bodnar, Sr. Manager, Business Processes & Corporate Compliance at John.Bodnar@atcosl.com, or by phone at 403-662-8496 if you have any questions concerning Policy A-18 or any other related matters.

To whom does the Anti-Bribery and Anti-Corruption Policy (A-18) apply?

The Anti-Bribery and Anti-Corruption Policy (A-18) applies to every ATCO global employee, including senior executives and financial officers, and to members of our Board of Directors and reflects the standards to which ATCO expects its business associates, partners, agents, and consultants to adhere when acting on ATCO's behalf.

It is the responsibility of each employee to be familiar with and understand the Policy and laws under which we operate.

What is the Corruption of Foreign Public Officials Act ("CFPOA")?

The Corruption of Foreign Public Officials Act ("CFPOA") is a Canadian anti-corruption law that prohibits the direct or indirect payment or offering to pay a bribe to any public official or any third parties such as contractors, suppliers, and employees or agents of such other persons. In particular, it is prohibited to give or offer to give anything of value to a public official, or to any person on behalf of a public official, in order to influence any act or decision of that official in relation to the Company's business, or to obtain the official's assistance or influence with respect to any act or decision of the official's government or any ministry, department or agency of that government.

Canadian companies and individuals who are involved in the bribery of foreign public officials will be subject to Canadian law regardless of where the acts constituting the offence took place. The maximum sentence for bribing a foreign public official is 14 years. The maximum sentence for the books and records offence is also 14 years.

What is the meaning of "Public Official"?

An individual having public official functions or acting in a public official capacity, and includes any of the following:

- an officer or employee of any national, state, provincial, municipal, or other government, department, agency, or instrumentality;
- a member, representative, employee or official of Aboriginal peoples, communities and organizations;
- an officer or employee of a government-owned or controlled entity
 - e.g. A Crown corporation or state-owned enterprise, hospital, bank, utility, etc.;
- a candidate for a political office;
- an employee or official of a political party; an officer or employee of:
 - a public international organization or any department or agency thereof, i.e. – United Nations, World Bank, or International Monetary Fund,
 - an organization that is affiliated with one or more foreign governments,
 - a commercial business, enterprise or other organization that is owned or controlled by a foreign national, regional, or local government,
- a consultant, advisor, contractor, or agent of any of the above that represents or acts on behalf of or in an official capacity for such entity or person;
- members of foreign royal families that have government duties; and
- spouses, parents, mothers and fathers-in-law, grandparents, children, siblings, spouses' siblings, first cousins or other relatives of a public official who are financially dependent on a public official.

The Anti-Bribery and Anti-Corruption Policy

What are the red flags I need to be aware of to avoid violating anti-corruption laws?

There may be circumstances in which Company personnel become aware of facts that do not in themselves disclose a potential improper payment, but that may nevertheless raise a concern or suspicion regarding the propriety of a payment or the actions of any person in relation to the Company's business (referred to as "red flags"). A list of potential warning signs or red flags can be located at Appendix "C" – Red Flags of the Anti-Bribery and Anti-Corruption Policy (A-18).

What are facilitation payments?

Facilitation payments are small payments generally made to lower-level officials to secure performance of "routine administrative acts". Facilitation payments generally violate the laws of the countries where they are paid, and may violate the international laws of other countries as well.

Company personnel must not offer or give facilitation payments to any person including third parties. All requests for facilitation payments should be treated as instances of solicitation or extortion and must be promptly reported to your supervisor, the Director Corporate Security, ATCO Group, or the ConfidenceLine at 1-800-661-9675 (Canada & U.S.). Alternatively, please contact John Bodnar, ASL Sr. Manager, Business Processes & Corporate Compliance for further information.

Could I violate the law when I conduct business in a country where paying officials is customary and expected?

Yes, although it may be a local practice or custom, it is still a violation of the CFPOA, and ATCO's Anti-Bribery and Anti-Corruption Policy (A-18) to engage in any form of bribery. Practice or custom is NOT a defense.

May I ignore illegal actions by my joint venture partner under the Anti-Bribery Laws?

If the Company deliberately ignores the behavior of our joint venture partner and fails to investigate the possibility that a bribe has occurred or will occur, we could be said to have had knowledge of any improper payment our joint venture makes. Under this situation, the Company could be liable under the Anti-Bribery laws.

Is the value of whatever is given to a public official important under the CFPOA? For example, is a gift of \$10 exempt because it is of a low value?

There is no minimum amounts recorded as a provision under the CFPOA— it includes "anything of value" (whether money or something else), if it is given to sway a public official's judgment to obtain or retain business.

What about social gifts, such as breakfast, lunch, dinner, tickets to sporting events being provided to government officials or relatives of public officials — are these legitimate under the CFPOA?

It is possible that such gifts would not violate the CFPOA. The threshold determination is whether the gifts are being given to corruptly influence the public official in order to gain or maintain business. You should ask yourself, "What is the intent of the gift"?

The larger or more frequent the gifts, the more likely they are no longer mere social gifts, but rise to the level of prohibited payments under the CFPOA. Under no circumstances should a social gift be provided to a public official in order to cause or prevent the official from taking any action. Please contact John Bodnar, ASL Sr. Manager, Business Processes & Corporate Compliance for further information.

I know I cannot give cash to a "Public Official," but what other types of payments are prohibited?

You may not give anything of value to a public official for the purpose of obtaining or retaining business.

The Anti-Bribery and Anti-Corruption Policy

Can we hire a third party to undertake a facilitation payment or make a payment to a public official in order to gain or maintain business?

A third party means any individuals who are not ATCO personnel and any companies or entities that are not part of the ATCO Group, and includes any of the following:

- Agents, brokers, representatives, or finders;
- Contractors, suppliers, or employees of any contractors or suppliers;
- A member, representative, employee or official of Aboriginal peoples, communities and organizations;
- Public Officials or their relatives or associates; and
- Consultants and lawyers.

It is prohibited to use the services of a third party to bribe a public official indirectly, or to pay, offer or promise to pay anything of value to a third party to accomplish the same purpose.

Company personnel will engage a third party only when there is a clear business rationale for doing so and with an appropriate contract, outlining the expectation of compliance within this policy and acknowledgement of compliance. We will ensure all payments to third parties are properly authorized and recorded.

We do business in a variety of geographical locations and have little, if any, control over some parties ATCO does business with - such as non-Canadian brokers and distributors. How can ATCO be responsible for the dealings of these independent businesses under the CFPOA?

The CFPOA prohibits not only direct bribery, but it also prohibits willful blindness and conscious disregard of facts and circumstances indicating a violation. The issue is not control over the party ATCO does business with, but whether ATCO knows what that party is doing in order to sell the company's products or service. If ATCO employees know or even suspect that a distributor is bribing public officials, and ATCO continues to conduct business with the distributor, ATCO is at an extremely high risk of violating the CFPOA. This can be a complex area, so please contact John Bodnar, ASL Sr. Manager, Business Processes & Corporate Compliance if a question, or a concern arises.

What recordkeeping requirements does the CFPOA have?

Since ATCO is publicly traded, it must keep books, records, and accounts which, in reasonable detail, accurately and fairly reflect transactions and dispositions of its assets. We must also maintain a system of internal accounting controls sufficient to provide reasonable assurances that:

- (1) All transactions are executed in accordance with management's authorization,
- (2) Transactions are recorded as necessary to permit preparation of financial statements in accordance with international financial reporting standards (IFRS) and to maintain accountability for assets,
- (3) Access to assets is permitted only in accordance with management's authorization, and
- (4) The recorded accountability for assets is compared with the existing assets at reasonable intervals, and appropriate action is taken with respect to any differences.

Do the recordkeeping provisions apply to subsidiaries of ATCO?

ATCO policy requires all subsidiaries to comply with the recordkeeping and internal controls provisions of the CFPOA.

The Anti-Bribery and Anti-Corruption Policy

What are the steps ASL/ATCO will be taking to implement our Anti-Bribery – Anti-Corruption program?

ASL/ATCO will be taking the following steps:

- (1) Risk Assessment – Knowing and keeping up-to-date with the bribery risks we face in our sectors and markets.
- (2) Top-level Commitment – Establishing an enterprise-wide culture in which bribery is unacceptable, and sending clear, unambiguous and regular messages to all staff and business partners.
- (3) Due diligence – Knowing who we do business with; why, when, and to whom we are releasing funds; seeking reciprocal anti-bribery agreements; and being in a position to feel confident that our business relationships are transparent and ethical.
- (4) Clear, practical and accessible policies and procedures – Applying policies and procedures to everyone we employ and business partners under our effective control to cover all relevant areas of risk, including political and charitable contributions, gifts and hospitality, promotional expenses, and responding to demands for facilitating payments or in situations where allegations of bribery are brought forth.
- (5) Effective implementation – Going beyond “paper compliance” to embedding anti-bribery in our internal controls, recruitment and remuneration processes, operations, communications and training on practical business issues.
- (6) Monitoring and review – Maintaining auditing and financial controls that are sensitive to bribery and are transparent, considering how regularly policies and procedures will be reviewed, and whether external verification would assist.

How does ATCO protect whistleblowers and preserve confidentiality?

A person reporting allegations of fraud and corruption or misconduct is often referred to as a whistleblower. ATCO's position is that the source of any allegation or evidence shall be treated with extreme confidentiality. ATCO will use its best efforts to encourage and protect whistleblowers and witnesses, and will protect their identities from unauthorized disclosure.

How should I report suspected violations?

Any violation may be reported to your supervisor, the Director Corporate Security, ATCO Group, or the ConfidenceLine at 1-800-661-9675 (Canada & U.S.). In other countries, please call collect to country code 1, area code 403, telephone number 250-0741. When the telephone operator asks for your name, simply state that this is a call to ConfidenceLine and you will be connected to the ConfidenceLine operator. Alternatively, please contact John Bodnar, ASL Sr. Manager, Business Processes & Corporate Compliance for further information.



Schedule 6

Pricing Proforma

RFQ No. PSVAHA2016-01
SELECTING PARTNERS FOR A PRE-QUALIFICATION SHORTLIST TO SUPPLY PREFABRICATED MODULAR
HOUSING
SCHEDULE 6 - PRICING PROFORMA

SCHEDULE 6 - PRICING PROFORMA

PRICING EXERCISE

Respondents should submit a detailed response to the proforma exercises below:

These proforma exercises will assist the Housing Agency in determining each Respondent's knowledge of the costs that are involved in the construction, delivery and installation of modular housing units and can be used to highlight any innovation/creativity to help reduce costs and expedite delivery. Using the following hypothetical information, please complete the following tables for both Project Type 1 and Project Type 2.

1. PRICING FOR PROJECT TYPE 1

At this time no sites have been selected, but for the purposes of this exercise the Respondent is to make the following assumptions:

- Site area - 10,000 square feet, level, gravel, rectangular shaped site;
- 35 self-contained units with washroom and shower facilities in each unit;
- Average size of units is 150 square feet;
- Unit Mix - 75% single bed, 25% double occupancy; and
- Communal Amenity Area of 1250 Square Feet, with office, laundry facilities, and small kitchenette, either repurposed from previous sites or specialty built for this project, providing a link to the modular housing units.

Table 1: Sample Pricing for Modular Housing

Type of Product or Description of Product	Unit of Measurement	Price
Cost for Prefabricated Modular Housing Units	Total Price	s.21(1)
Delivery of Prefabricated Modular Housing Units	Total Price	
Installation of Prefabricated Modular Housing Units including foundations	Total Price	
Installation of sprinklers and sprinkler connections to outside services	Total Price	
Plumbing works including water, waste and sprinkler connection to outside services	Total Price	
Electrical work including connection to outside service, the supply and installation of hard wired smoke and CO2 sensors	Total Price	

RFQ No. PSVAHA2016-01
 SELECTING PARTNERS FOR A PRE-QUALIFICATION SHORTLIST TO SUPPLY PREFABRICATED MODULAR
 HOUSING
 SCHEDULE 6 - PRICING PROFORMA

Supply and installation of 5lb wall hung Fire extinguishers as required	Each	s.21(1)
Exterior skirting	Total Price	
Demobilization	Total Price	
Price before GST or other applicable taxes		

Table 2: Sample Pricing for Communal Amenity Area

Type of Product or Description of Product	Unit of Measurement	Price
Cost for Communal Amenity Area, including foundations	Total Price	s.21(1)
Delivery of Communal Amenity Area	Total Price	
Installation of Communal Amenity Area including foundations (if not included above)	Total Price	
Plumbing works including connection of small kitchenette to outside services	Total Price	
Installation of sprinklers and sprinkler connections to outside services	Total Price	
Electrical work including connection to outside services, the supply and installation of interior and exterior lighting, hard wired smoke and CO2 sensors	Total Price	
Supply and installation of 5lb wall hung Fire extinguishers as required	Each	
Exterior skirting	Total Price	
Demobilization	Total Price	
Price before GST or other applicable taxes		

RFQ No. PSVAHA2016-01
SELECTING PARTNERS FOR A PRE-QUALIFICATION SHORTLIST TO SUPPLY PREFABRICATED MODULAR
HOUSING
SCHEDULE 6 - PRICING PROFORMA

2. FINANCING FOR PROJECT TYPE 1

FINANCING

The Housing Agency is looking at the possibility of a lease to own arrangement with multiple buyout options. For the lease to own arrangement the Housing Agency requests that the respondents submit what the monthly rate is for the lease as well as the yearly buyout costs on the annual anniversary of the agreement. For the purpose of this proforma for the RFQ the Housing Agency is assuming that the total cost of the modular housing and the community amenity area is \$800,000.00. Please enter the information requested in Table 3.

Table 3: Sample Financing

Total Purchase Price	s.21(1)	
Monthly Lease Payment		s.21(1)
Year One Buyout Price		
Year Two Buyout Price		
Year Three Buyout Price		
Year Four Buyout Price		
Year Five Buyout Price		

3. PRICING FOR PROJECT TYPE 2

As explained under Section 1.3 Scope of Work the Housing Agency is looking for the supply of prefabricated modular units with a mix of studios, two and three bedroom units (exact mix and number of units in each development to be confirmed). These developments will need to be built in accordance with zoning, by-law and code requirements and may be multi-level (in accordance with zoning for each site). These units are anticipated to be required in eight months to one year.

At this time no sites have been selected, but for the purposes of this exercise the Respondent is to make the following assumptions:

- Level, rectangular shaped site;

RFQ No. PSVAHA2016-01
 SELECTING PARTNERS FOR A PRE-QUALIFICATION SHORTLIST TO SUPPLY PREFABRICATED MODULAR
 HOUSING
 SCHEDULE 6 - PRICING PROFORMA

- 100 Units with the unit mix and unit size (Table 4) as set out below;
- Unit Mix - 15% studio, 10% one beds, 25% two beds, 50% three beds;
- Allowance for 300 sq.ft common amenity space; and
- Built to City of Vancouver Building Bylaws.

Table 4: Unit Size

For the purpose of this proforma, the Respondent is to assume the Unit sizes are as per the table below:

Unit Type	Approximate Size in Square Feet
Studio	320
One bed	450
Two bed	650
Three bed	800

Table 5: Sample Pricing for Prefabricated Modular Housing

Based on the information above, and assuming for the purposes of this proforma that the initial build is 100 Units, please complete this table 5 with the options to increase the amounts of units:

Table 5: Sample Pricing for Project Type 2

Type of Product or Description of Product	Unit of Measurement	Sample Price for 100 Units	Sample Price for 250 Units	Sample Price for 500 Units	Sample Price for 1000 Units
Construction of Prefabricated Modular Housing Units	Per Square Foot	s.21(1)			
Delivery of Prefabricated Modular Housing Units	Total Price				
Installation of Prefabricated Modular Housing Units including foundations	Total Price				
Plumbing works including any necessary connection to outside services	Total Price				
Electrical work including the	Total Price				

RFQ No. PSVAHA2016-01
 SELECTING PARTNERS FOR A PRE-QUALIFICATION SHORTLIST TO SUPPLY PREFABRICATED MODULAR
 HOUSING
 SCHEDULE 6 - PRICING PROFORMA

connection to outside services, supply and installation of interior and exterior lighting, hard wired smoke and CO2 sensors					
Construction of a communal amenity area	Total Price	s.21(1)			
Demobilization	Total Price				
Price before GST or other applicable taxes					

MEMORANDUM

September 29, 2017

TO: Sadhu Johnston
Kathleen Llewellyn-Thomas
Patrice Impey
Julia Morrison

CC: Andrew Matterson
Brad Woods

FROM: Nick Kassam, Chief Purchasing Official

SUBJECT: Bid Committee Report - RFP PSVAHA2017-06 Supplier for Housing First
Temporary Modular Housing Strategy

Bid Committee,

Attached is the Bid Committee report outlining the recommendation to negotiate and award (subject to Council approval) agreements resulting from the recent RFP for modular housing.

This report is being circulated for approval in lieu of a formal Bid Committee session as all Committee members have been fully informed of the procurement and have concurred on the public Council report (RTS12232). As Bid Committee members, your approval on this report is required to align with Procurement Policy (AF-015-01).

If you have any questions, please do not hesitate to contact me.

Thank you,



Nick Kassam
Chief Purchasing Official

tel: 604.829.2097
nick.kassam@vancouver.ca

NK/

Attachment

URGENT 1

MOTION

1. Temporary Modular Housing Design Guidelines

THAT the attached document approved by Council on September 19, 2017, entitled "Temporary Modular Housing Design Guidelines" be adopted by Council for use by applicants and staff in the relevant districts.

* * * * *

TEMPORARY MODULAR HOUSING DESIGN GUIDELINES

Adopted by Council on September 20, 2017

Application and Intent

These design guidelines establish urban design principles for temporary modular housing, which may be located on sites in many different zones throughout the city. Temporary modular housing developments are demountable structures that are located on a site for a limited time period, and used as social housing. As these buildings may, in some cases, be relocated to multiple sites over time, they should be sufficiently durable for re-use.

The Director Planning has the authority to approve temporary modular housing development in accordance with the Zoning and Development By-law. These developments should take into consideration the regulations and applicable policies of the zoning, as well as the surrounding pattern of development, to ensure an appropriate neighbourhood fit. In mixed use zones, the provision of commercial/retail uses will be determined according to the context, site and suitability of each proposal. Developments must also be of a high-calibre, innovative design to contribute to the local context and public realm.

1 Conditional Approval Use

Temporary modular housing is a conditional approval use, defined as: "demountable structures, not permanently affixed to land, containing three or more residential units and accessory uses, but does not include a multiple conversion dwelling, community care facility or group residence" (per Section 2). Additionally, temporary modular housing must be used as Social Housing (per Section 11.3.1).

A temporary modular housing development may contain different types of residential units: sleeping units, housekeeping units or dwelling units. These residential units are described in Section 10.21.

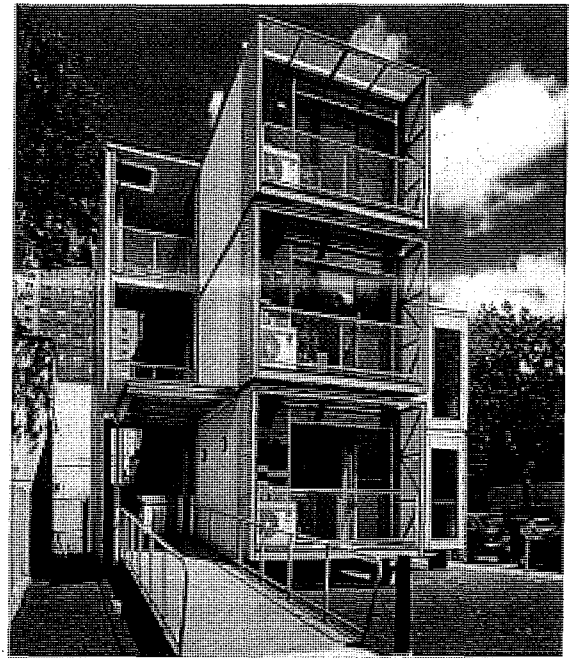
2 Site Planning

- a) **Building Siting:** Developments should typically respect the predominant front yard and streetscape pattern, where one exists. Building massing and location should be carefully considered to mitigate overlook and shadowing for neighbouring properties.



TMH development should respect predominant street patterns (Y-Cube Temporary Housing, UK) Photo: TBD

- b) **Common outdoor space:** Building massing and location should provide for adequate common outdoor space for the residents. Where possible, outdoor amenity space should be located away from major streets, be screened by landscaping and/or well-designed fencing, and have optimal solar exposure. Refer to Section 8 for further requirements.
- c) **Tree Retention:** Buildings should be carefully sited to maximize retention of mature trees. Where there are significant trees on site, an arborist report may be required.
- d) **Grade Alteration:** In general, temporary modular housing should involve minimal alteration of existing grades. Some types of "low-impact" foundations can result in an elevated main floor. Nonetheless, the main floor elevation should be set as close to grade as possible, in order to minimize exterior ramps and railings. To achieve this, shallow excavation and/or re-grading should be considered.



Buildings should be sited close to grade to minimize ramps and railings (Urban Post-disaster Housing, US) Photo: TBD

3 External Design

- a) **Innovation:** Temporary modular housing developments should be model projects that demonstrate that cost and construction efficiencies can be achieved without compromising architectural and urban design. Innovative design solutions should prioritize high-quality, livable buildings and a strong interface with the public realm, without adding undue costs to the project. Successful projects may take advantage of the inherent aspects of modular construction to achieve not only construction efficiencies, but a unique visual expression.
- b) **Architectural expression and detailing:**
 - i. Building elevations should be designed to have a strong visual impact and a clear, consistent design language. Monotonous or overly "flat" street frontages should be avoided. Variation in the size or placement of window openings, the use of projecting balconies or Juliet guardrails, and changes in material, colour and/or plane, should be explored.

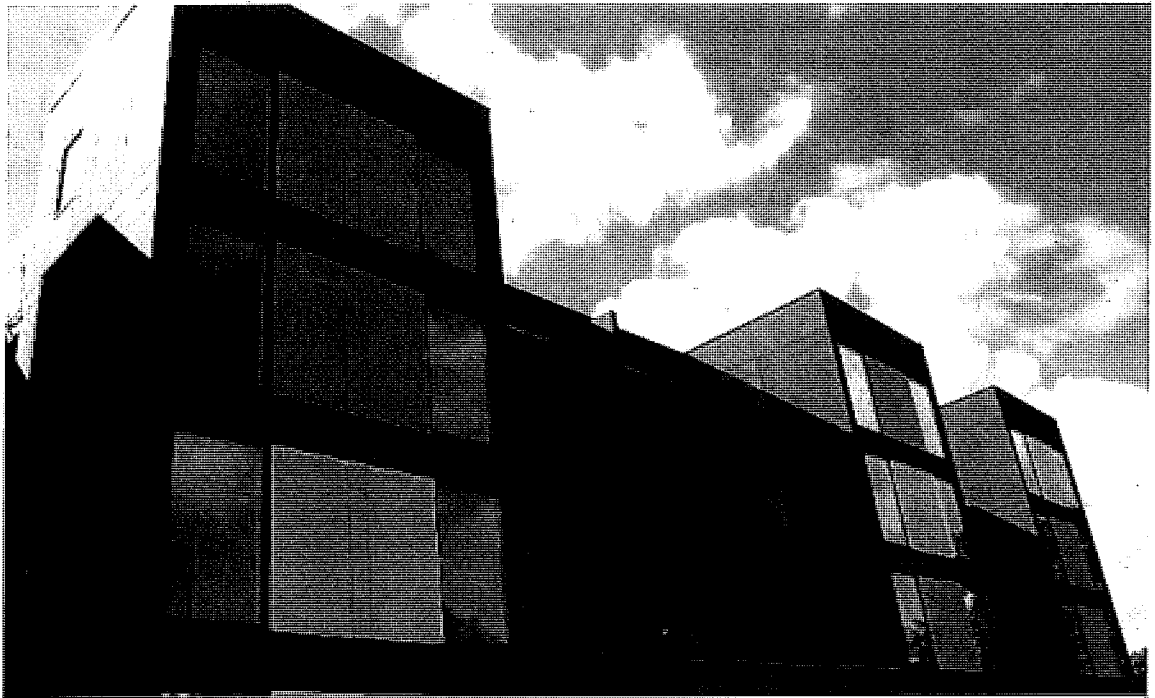


Balconies add depth and visual interest to a modular façade (Zuidezeeweg Modular Student Housing, SZ) Photo: TBD

- ii. Substantial roof overhangs are strongly recommended, to respond to our unique climatic region.
- iii. Window and door trims should be provided, where the exterior cladding system allows. Alternatively, trimless "punched" windows, if they are carefully detailed to provide depth and visual interest, and may be appropriate in a modernist architectural expression.
- iv. Exterior colours should be used strategically to animate the building elevations, as well as to provide visual "coding" and wayfinding.



Roof overhangs, window patterns and bold colour accents animate façade (Nizozemsko Student Housing, NL) Photo:TBD



Bold colours, window detail and balconies animate façade (Lewisham Family Housing, London) Photo:TBD

- c) **Front Entry:** The front entry should face the street and have a prominent architectural expression. It should include a large area of transparent glazing and appropriate exterior lighting. A weather protection canopy should be provided, minimum 2.4m (8ft) deep. Fabric awnings are not recommended.

d) **Building Separation:** Separation between buildings, whether on a single frontage or at a corner, should be at least 3.7m (12.1ft). For courtyard schemes, one primary access of at least 3.7m (12.1ft) should be provided from the street.

e) **Courtyard:** If a courtyard is provided, it should:

- i: be free of major obstructions, such as exit stairs. Externalized stairs should not climb more than 1.5m (5ft), so that they do not unduly obstruct the common space.
- ii. be a minimum of 7.3m (24ft) clear width, measured from the building face, for the first two storeys; and
- iii. increase to a minimum of 9.8m (32ft) clear width above the third storey.

f) **Exterior Cladding Materials:** Exterior materials should be durable and high-quality. Approvable materials include: wood horizontal siding or shingle; Hardie panel, shingle, or horizontal siding (smooth finish); brick veneer; metal panel. Corrugated or pressed metal should be restricted to limited areas. Vinyl, and "faux" finishes that imitate natural materials, are not approvable.



*Courtyard provides common outdoor space, bike parking (Spacebox Student Housing, NL)
Photo: TBD*

4 Engineering Considerations

- a) **Parking and Loading:** The standard parking and loading requirements for multiple dwellings do not apply to temporary modular housing; instead, the needs of a proposed development will be evaluated on a case-by-case basis. At minimum, one standard space and one accessible space should be provided. Loading requirements will be assessed on a case-by-case basis, with Engineering Services and Planning staff.
- b) **Bikes:** While standard bike parking requirements may be relaxed for temporary modular housing, it is anticipated that, for some residents, bicycles may be a primary mode of transit. Ample, secure bike parking for staff and residents should be anticipated in the site planning process, and discussed with Planning and Engineering Services staff in early design stages.
- c) **Garbage and Recycling:** Garbage and recycling should be stowed either in a secured enclosure at the lane, or in a room/enclosure in the principle building. The garbage enclosure should be well-secured; have a neat and orderly appearance; have good lighting and sightlines; and be easily accessed by staff from within the property.
- d) **PMT:** Requirements for an on-site pad-mounted transformer should be established early in the site planning process, in discussion with Engineering Services staff and BC Hydro.

5 Internal Design

- a) **Lobby and circulation:** In general, primary building circulation should be internalized in the building. An interior reception lobby must be provided. Exit stairs may be unheated, but should be, at minimum, screened and weather protected. Open air corridors may be considered, providing that they are not located on an exterior building elevation (ie. street or lane), and are included in floor space calculations.
- b) **Common Amenity Room:** For projects containing small individual units, a high-quality common space is crucial to livability.
 - i. For developments with less than 25 units, the amenity space should be minimum 37sm (398 sf);
 - ii. For larger developments, the amenity space should be minimum 1.4sm (15 sf) per unit;
 - iii. For developments with more than 90 units, consider providing two amenity spaces, to accommodate a wider range of activities;
 - iv. Additionally, the common amenity space should have:
 - a. Access from a common corridor or main lobby;
 - b. Substantial windows and good access to natural light and ventilation;
 - c. A kitchenette for basic food preparation (large counter, upper and lower cabinets, shared fridge(s), microwave, sink);
 - d. A lounge area;
 - v. A common meeting room (in larger developments);
 - vi. Contiguous outdoor space (See '8. Common Outdoor Space');
- c) **Laundry:** Laundry facilities should be provided per the Housing Design and Technical Guidelines (<http://vancouver.ca/files/cov/housing-design-and-technical-guidelines.pdf>)
- d) **Accessibility:** A minimum of 10% of temporary modular units should be designed to be fully accessible. It is encouraged to make all at-grade units accessible, where feasible.

6 Unit Design

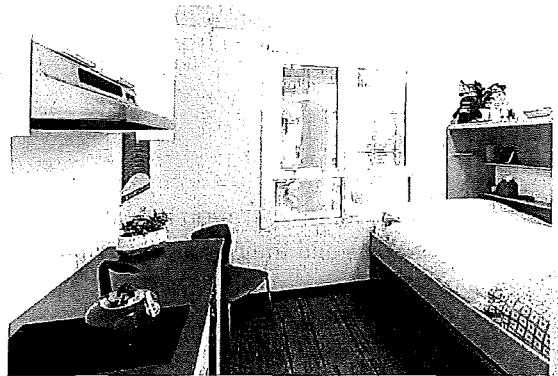
- a) **Unit Size:** Minimum unit size depends on the type of "residential unit" and unit layout:
 - i. Sleeping Units and Housekeeping Units are regulated under Section 1.19 and 10.20, respectively.
 - ii. Dwelling units: The standard minimum size of a dwelling unit is 37m² (398sf). For temporary modular housing, the Director of Planning may relax dwelling unit size to not less than 23.2m² (250sf), if a high standard of livability of the unit is demonstrated.
 - iii. One- and 2-bedroom units should be a minimum 32.5m² (350sf) and 46.5m² (500sf), respectively. Internalized bedrooms (ie. without an exterior window) will not be approved.
 - iv. Unit plans with furniture layouts should be provided, to demonstrate functional living spaces.

b) **Livability:** A high standard of livability should be achieved for all temporary modular units. Each unit should:

- i. Be no more than 2ft below grade;
- ii. Have at least one exterior window in the principle living space of a minimum 1.7m² (18sf), with an unobstructed view for a minimum 7.3m (24ft), and at least one exterior window in any bedroom, with an unobstructed view for a minimum 3.7m (12ft). Lesser distances may be considered in cases where a particular site hardship is demonstrated, and a reasonable standard of livability in the impacted unit is maintained.
- iii. Have a strong relationship to the outdoors, in the form of a balcony, patio, Juliet balcony, and/or large operable windows (large enough to accommodate two adults side-by-side). Private outdoor spaces are not required for studios, but are encouraged where feasible. Private outdoor spaces must be provided for one and two bedroom units.

c) **Living/Sleeping Space:** As units will be constrained in size, thoughtful design is required to ensure that the main living space effectively accommodates multiple functions (cooking, eating, socializing, work/study and sleeping):

- i. The main living space may use fold-down kitchen tables and other space-efficient, built-in furniture to assist in day and night uses of the space;
- ii. In studios, the sleeping area may be located in a recess, but must remain contiguous to the main living area and not be enclosed by partitions.



Built-in and fold-down furniture assist in flexible day/night use of spaces (UBC Nano Suite, CA) Photo: TBD

- d) **Bathroom:** A complete bathroom must be provided which is equipped with a wash-basin, toilet, and a shower and/or bath. Additionally:
- i. Consideration should be given to the overall unit layout, with regard to privacy, sight lines and the direction of the door swing.
 - ii. Bathrooms must be physically separated from the remainder of the room by walls and a door to ensure privacy.
- e) **Storage:** The standard bulk storage requirements for multiple dwellings do not apply to temporary modular housing; instead, the needs of a proposed development will be assessed on a case-by-case basis. Each unit, however, should be provided with at least one built-in coat closet. Each bedroom should have an additional built-in closet. Open and closed shelving units in the main living space are strongly encouraged. Bi-fold doors on closets should be avoided, due to maintenance issues.

f) Food Storage and Preparation:

- i. For sleeping units, cooking facilities are not permitted. However, some limited food storage and preparation facilities should be provided, including: a counter (max. 1.8m, 6ft long) with lower and upper cabinets, a sink, and an under-counter fridge.
- ii. Dwelling units should include a kitchen that is properly ventilated and includes a sink, ample counter space for food preparation, upper and lower cabinets, a stove and oven, and a modestly-sized refrigerator with freezer. (Housekeeping units may have a stovetop with no oven.) The kitchen and dining areas should be large enough for two adults to stand and sit side-by-side.
- iii. For one and two-bedroom units, the kitchen and dining area may be increased to accommodate the anticipated number of residents.

g) Mechanical equipment: In-suite mechanical equipment should not obstruct the required living and amenity spaces within the unit. For example, if a hot water heater occupies the coat closet, a second closet must be provided. Space occupied by mechanical equipment will be excluded from the calculation of unit size.

7 Noise

Good sound separation between units is a key aspect of livability. The placement of balconies, windows and their operable vents should be considered to minimize noise. Where casement windows are used, vents should open in opposite direction to each other to lessen sound transfer between units.

8 Common Outdoor Space

Access to outdoor space and fresh air are important to health and well-being. Usable shared outdoor space should be provided, in the form of courtyards or roof decks. Size will vary according to the number of units, but generally ranges from 130m² (1400sf) to 280m² (3000sf).

The common outdoor space should accommodate a variety of outdoor activities. Consider opportunities for socializing (smoking shelter, picnic tables), relaxing (benches), recreation (basketball hoop, urban agriculture) and children's play (if family housing is provided). It should have good solar exposure, reasonable sound protection from major streets, clear sightlines for staff, and appropriate lighting.

9 Landscape

- a) Public realm/Front yard:** Front yards should present substantial landscaping as a streetscape amenity. The landscape should complement the architecture and consist of colorful, friendly, layered plant material, oriented to the street, and selected for year-round structure and interest. Plant material should be fast-growing and hardy, and appropriate for the temporary nature of the development.

- b) **Common Outdoor Space:** Common outdoor spaces should provide landscape buffering from and to adjacent properties, within CEPTED guidelines. The landscape should be chosen to prevent overlook onto private adjacent spaces, while enhancing the quality of space for the development.
- c) **Lane:** Lane interface should provide a green edge where possible, and effective lighting for safety.
- d) **Side yard:** Side yards should consist of planting beds whenever possible, to provide buffering to adjacent properties. If pedestrian access is required, a "green" stepping stone path with ground cover in between is encouraged. Solid paving is discouraged, except where needed for fire access.



VANCOUVER AFFORDABLE HOUSING AGENCY

Request for Proposals PSVAHA2017-06
Supplier of Housing First Temporary Modular
Housing Strategy

britco
 BUILDING INNOVATION

City of Vancouver - FOI File # 2018-277

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July 21, 2017

Jim Lowood
Vancouver Affordable Housing Agency Ltd.
C/O City of Vancouver Supply Chain Management
4th Floor - 453 West 12th Avenue
Vancouver, BC V5Y 1V4

Re: Request for Proposals No. PSVAHA2017-06 Supplier For Housing First Temporary Housing

Dear Mr.Lowood:

Britco LP is pleased to supply the following proposal in response to the Request for Proposals for the design, supply, transport, and installation of 600 temporary high-quality modular affordable housing developments at various locations in Vancouver.

The attached response details the supply and installation of residential facilities that incorporate micro-dwelling units and common amenity areas in buildings that will be completely pre-fabricated and designed to be disassembled and reused several times in various locations around the City.

Britco is proposing a highly qualified, experienced architectural and engineering team, including a Certified Professional and code consultant, to design and build innovative temporary modular developments that will be practical, easily assembled and disassembled, well-built and economical. Britco is proposing to utilize such things as re-useable foundation systems, re-usable steel stair towers, high quality finishes with natural wood accents and exposed structural elements that will create a unique architectural language and visually interesting buildings.

On behalf of Britco, I wish to thank you for the opportunity to provide this proposal. It would be our pleasure to meet with you at your earliest convenience to review the entire package. Please do not hesitate to contact me for further information or clarification.

Regards,



Thomas Faliszewski, BA BArch CPHD

Senior Manager, Innovative Solutions
Direct line 604-455-8059 Cell 604-612-5603

PROJECT APPROACH AND PLANNING



britco

BUILDING INNOVATION

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PROJECT APPROACH AND PLANNING

Britco's Proposal

Vancouver Affordable Housing Agency, VAHA, is seeking a proponent with expertise in the supply, delivery and installation of prefabricated modular housing as well the design/build experience for the construction of up to 600 housing units and the associated amenity spaces on ten sites in the City of Vancouver. The developments will be installed temporarily with the intention of dismantling them for reassembly at other sites numerous times.

Triple M Modular DBA Britco Commercial is proposing to design, supply and deliver up to 600 temporary modular housing units for this "Housing First" housing strategy. Based on current available manufacturing space, Britco would be able to supply, deliver and install approximately 180 to 200 micro-dwelling apartment units by December 15, 2017 and have them ready for occupancy by the end of the year. This is based on receiving a quick go-ahead for design and engineering work and based on the assumption that the permitting and approval process is done over no more than a 60 day timeline. This also assumes that materials procurement and preparation for production could occur simultaneously with the permitting process.

Based in Langley, Britco has two modular manufacturing facilities in British Columbia, a third manufacturing facility in Alberta, and is one of North America's most established, experienced and largest manufacturers of

modular buildings. Many Britco buildings have received recognition for their innovative solutions and high standards of design. Britco has supplied and installed prefabricated residential modules for approximately 21 social and seniors' housing developments throughout British Columbia.

Proposed Britco Modular Solution

Britco's proposes to develop buildings that could be stacked as high as 6 storeys. Various foundation re-usable or recyclable foundation systems would be employed, depending on soils conditions and design height of the buildings.

Britco has extensive experience working with a variety of foundation systems and would propose different responses depending on site condition situations. A re-usable Triodetic foundation system could be utilized in certain conditions while steel screw piles may be more effective in areas of particularly difficult geotechnical conditions or in a situation where a higher stacking of modules could preclude a surface-mounted foundation system.

Proposed Micro Dwelling Design

The micro-dwelling residential units will have a minimum of 250 to 350 ft² of clear usable area (as defined in the guidelines) including the clear width space

minimum defined in the Vancouver micro dwelling guidelines. Each suite will have openable glazing to allow for natural ventilation.

Although the units are not large in plan, Britco proposes that the ceilings in the suites will be 8'-6" to 9'-0" high (except in the bathrooms which have dropped ceilings for mechanical ventilation ducts), giving the

units a feeling of volume and spaciousness. The kitchens will include ranges with ovens, fridges, and counter space and cupboards to meet Micro-Dwelling guidelines. Each suite will have large exterior wall windows. Britco also proposes to include simple sun-shading devices to reduce overheating on South and West facing units

Each residential unit will include bed, couch and table with chairs as noted in the RFP documents. The entry locks to the suites will be programmable VingCard systems as requested.

The proposed developments will include common laundry and amenity spaces that would include TV's and seating.

Entrances to the residential units will be from covered interior hallways. Access to this interior circulation system would be through a controlled entrances.

Depending on design and site situations, exit and circulation access stair towers could be constructed as enclosed modules or as pre-fabricated steel and enclosed with perforated steel panels for through-wall visibility and a possible greater sense of personal security to those using them. The steel panels could include strategically places holes of various diameter cut into them to add an element of interest.

Entire Development Reusable

The entire developments, being assembled out of pre-fabricated and re-usable components, including the foundation systems, the suites, the common amenity spaces, the stair systems, the circulation halls and other spaces will be easily disassembled, moved and re-installed at subsequent sites numerous times.

Building Envelope Warranty

Britco Commercial's proposal to supply up to 600 micro-dwelling apartment units on up to ten different sites in the City of Vancouver includes the provision of a Building Envelope Warranty as noted in the RFP Documents.

Each building will have separate, individual building envelope Warranty. The Warranty will be for Ten Years or up to the time of the demobilization of the individual development.

Delivery and Installation

Britco proposes to pre-manufacture the modules for the VAHA projects in its Agassiz (Fraser Valley) facility, its Penticton manufacturing plant as well as in its Triple M Modular manufacturing facility in Lethbridge.

The Agassiz plant recently completed the construction of modules for a hotel development in Burns Lake, BC as well as several other buildings including three modular multi-family developments built to Passive House standards. The Penticton and Lethbridge facilities have all constructed numerous housing developments.

While the building modules are being completed in the plant, Britco's team and sub-contractors would be preparing the sites. The work would be timed so that the modules and the site works are completed at the same time.

As soon as sites are prepared and foundations installed, the modules would be transported to the site and crane set. Britco's team reviews the sites and agree on the most efficient and safest method of installing the building modules and to reduce neighbourhood noise and congestion impacts as much as possible.

The design of the building will be such that most of the work to the module areas will be completed in the factory prior to delivery to minimize completion time on site.

Each micro-dwelling unit will be an individual module completely pre-constructed with all systems and finishes prior to shipping to the sites.

Innovations to Increase Project Efficiencies

1) Building up to three suites as single 'saw-box' modules to reduce plant and transport costs

Britco is proposing to build up to three entire suites, as single modules. This will allow modules to flow faster through the factory because it will mean that up to three full suites are assembled on line in the same factory line slot that normally a single module would take. Building up to three suites as a single module will also slightly reduce production costs. Delivering up to three suites as a single module to site means that shipping costs will be reduced.

Once on site, the modules will be separated as required and individual suites, or sets of two, will be crane set into place.

2) Utilizing up to three manufacturing plants simultaneously to reduce delivery times and flexibility

Because Britco can utilize up to three factories simultaneously for the production of modules, it means faster delivery. It also gives the ability to build the micro-dwelling suites in one location while the common amenity spaces are produced in a second location, adding some plant efficiency.

Britco Commercial has experience in the use of a variety of foundation systems.

3) Various Foundation Systems Based on Site and Soils Conditions

Britco Commercial is experienced working with a variety of foundation systems and would propose different responses depending on site condition situations.

Re-usable Triodetic foundation system could be utilized in certain conditions and for certain heights of buildings, with the added benefit of being reusable in subsequent installations.

Steel screw piles may be more effective in areas of particularly difficult geotechnical conditions or in a situation where a higher stacking of modules could preclude a surface-mounted foundation system.

4) s.21(1) Structural Connection Systems for Faster Installation and Disassembly

Britco's proposed connection screw-rod and tie-rod structural details and other components will allow for fast assembly on site. s.21(1)

s.21(1)

. The pre-constructed modular nature of the building, its installation techniques and way that it is held together, expressed as practical structural elements, could become part of the architecture of the developments and the story of their assembly.

5) Quick-connect water service couplings and electrical cross-over feeds.

Britco Commercial proposes to utilize quick-connect fittings, couplings and services connection techniques which will greatly speed up installation on site.

Because of the nature of the quick-connection devices, including for water lines and electrical connections, less-skilled personnel can perform much of the work under the

supervision of trades professionals, reducing installation costs and timelines.

Quick-connection devices will allow for faster disassembly and reconnection at subsequent building locations.

6) White PVC Roofing to Reduce Overheating of Upper floor units

Britco is proposing to use White PVC roofing on the upper floor modules. The White PVC roofing will allow for a rated assembly to meet Vancouver building bylaw requirements while, at the same time, provide a white reflective surface to reduce overheating in the upper floor suites.

The PVC roofing system will also provide a robust roofing system with the flexibility to withstand multiple dis-assemblies, moves and re-assemblies.

Proposed Project Schedule

Attached you will find a proposed project development schedule. Key dates include the following:

1. Our schedule assumes design and engineering completion by the end of September, 2017
2. Our Schedule has not determined the exact length of Development Permit and Building Permit submission approval time that will be required, as requested in the RFP, but assumes that the process will be fast-tracked and complete by around the end of October, 2017
3. Assumed DP and concurrent BP
Britco is proposing to have a
4. CP as part of the design team to assist in the process of regulatory permit issuance.
4. Production start in the factory and site preparation works start concurrently near the end of October and assumes some work starting before the final issuance of the building permits.
5. Delivery of first group of modules to site starting around November 20, 2017 with the completion of assembly on site by December 15, 2017 and ready for occupancy for approximately 180 units by December 26, 2017.
6. Britco Commercial has also shown on the schedule progressive completions of groupings of units up until the end of February, 2018, with the delivery, installation and completion for occupancy of 600 dwelling units.
7. The Schedule assumes that Britco Commercial would be utilizing three manufacturing facilities to achieve the schedule.

CP Certified Professional Program and Code Review

To speed up the process through the building permit part of the overall schedule, Britco is proposing to use a Certified Professional, Camphora Engineering, for this service.

Camphora Engineering will conduct code review for these developments and provide professional code advice on building layouts, circulation, accessibility, exiting and other features in conformance with the Vancouver Building Bylaw.

Proposed Design-Build Team

Britco's proposed design team for this development is as follows:

1. Project Architect: Cornerstone Architecture
2. Structural: Canstruct Engineering
3. Mechanical and Civil: iTech Systems Consultants
4. Electrical: Opal Engineering
5. Building Envelope: Aquacoast Engineering
6. Code Consultant: Camphora Engineering
7. Certified Professional: Camphora Engineering
8. Modular Systems Design: Britco Commercial in- house design group

All members of the design team are experienced in the construction of buildings using Britco

pre-fabricated modules and have experience working in the City of Vancouver.

Britco Modular Building with 40 Year Lifespan

Britco permanent modular buildings are designed and constructed under weather protected, high quality controlled and inspected conditions. As such, Britco buildings are expected to last at least 40 years under normal use. Britco modules incorporate details and assembly methodologies intended to make them strong enough to withstand long transport distances and crane-setting stresses. These details will allow the modules to be assembled, disassembled and then reused again several times over their lifespan and many Britco buildings are, in fact, used, moved and repurposed many times over.

Britco believes that modules assembled for VAHA will easily withstand numerous installations, moves, reuses and reconfigurations during their life periods.

Disassembly and Moving of the Buildings

s.21(1)



The prefabricated steel systems, or stair modules, will also be disassembled and made available for reuse at subsequent sites.

Project Methodology

As a finalized design and budget is decided and agreed to by

Vancouver Affordable

Housing Agency a kickoff meeting at the project outset will determine key performance indicators, measures and reports required by all parties through the project's life-cycle. From that time onwards regular meetings will be held between the Project Team, the Owner's representative and relevant subcontractors to maintain a high level of stakeholder awareness.

Timelines for this project will be very tight but we believe that the manufacturing expertise of Britco, the design team's experience with the Vancouver Building Bylaw, previous BC Housing projects, and the use of Camphora Engineering, will make the project come together on budget and on schedule.

Britco employs an Integrated Design Process (IDP) for all major projects, a method of construction emphasizing a holistic approach. In contrast to conventional design, IDP requires multidisciplinary collaboration from conception to completion. All stakeholders are involved in an early and intensive analysis of the project objectives with subsequent monitoring through each phase of execution to ensure adherence to project standards. VAHA's representative would be asked to review and sign off on construction drawings, project memos and any major change orders to ensure client input is integrated as the project progresses. Britco's Quality Management System also requires regular internal and external update meetings throughout the lifecycle of the project to ensure the expectations of all parties are being met.

Procurement

Britco adheres to stringent Quality Assurance standards to ensure that we procure only the highest quality material inputs. Our in-house procurement team is well established in the local market, and has gained the respect of many suppliers as an important partner.

Our market position as a recurring customer and large volume product and service procurer gives us the opportunity to provide our clients with significant savings. Britco's procurement department works with our clients and our approved vendors and subcontractors to execute agreements that ensure mutually agreeable cost and delivery dates throughout the life of the project.

Fabrication

Once the final design is approved, drawings and specifications are stamped "Issued for Production" and given to the purchasing and manufacturing teams. The project is added to the manufacturing schedule by module, date required on site and duration of assembly in the factory. Once on the line all modules are tracked during production using a serial number that is directly tied to the overall job number. This number is assigned back in the RFP stage for tracking throughout the entire life-cycle of the project from the original estimate. The production schedule is updated regularly by the production planner to ensure that any delays are mitigated as soon as possible.

Production stations are under the constant scrutiny of the Plant Manager, Plant Superintendent and Production Supervisors. Every unit is monitored using our rigorous inspection and testing program, which has 94 hold points for inspection down the line. Any non-conformances are recorded, resolved and filed in the project record. More information on our manufacturing process or a plant tour can be provided upon request.

Installation

Britco' Site Superintendent will play a key role in field operations as the person responsible for monitoring daily progress, adherence to project milestones and client reporting. Daily meetings are conducted on site and in the plant that include sub trades to review schedule, cost control, quality assurance and resolve any issues involving constructability.

Project Development Process

Upon project award, Britco will engage with key team members to ensure all contributors are ready to move at once. Using a collaborative approach, the project team will assess each detail of the project and further develop the design, execution plan, procurement plan and strategy that will meet the needs of all parties. Britco will also develop a site-specific Quality Plan that will utilize a progressive turnover strategy to ensure all parties are involved throughout the project lifecycle. As with all projects, Britco will create a project- specific Health, Safety, and Environmental Plan and assign key members to this team.

Construction Process

Upon project award, Britco will finalize contracts with key team members such as the architect, project consultants, Certified Professional, as well as subcontractors and suppliers, to ensure all contributors are engaged early on. Using a collaborative approach, the project team will assess each detail of the project and further develop the design, execution plan, and procurement plan. Britco will also develop a site-specific Quality Plan that utilizes a progressive turnover strategy.

With a substantially completed and approved set of drawings, and indications that permits will be issued, Britco will begin to procure long-lead items critical to maintaining the schedule and finalize the production schedule. In November 2017, we expect that two major activities will begin; the module fabrication and site works.

The module fabrication will take place in our manufacturing facility. The modules themselves are assigned a tracking number, which assists in tracking the quality assurance and completion progress in real time. Module fabrication is projected to be 36 days in our factory with completion to coincide with completion of site preparation and civil works.

The site works will begin with mobilization of Britco along with our earthworks contractor. At this time, site offices, temporary construction services, and safety fencing will be established. Then, the earthworks contractor will begin to clear and grub the site before installing services for water, sewer, storm, and electricity on site, and connect to city services. Concurrently, the foundation contractor will install the foundation system.

Around this time, in the factory, the modules will be wrapped for protection and prepared for transportation to site. Once the site is ready to receive the modules, specialized transporters will utilize "float trucks" to deliver the modules to site. Prior to craning, the module installation crew will review site safety procedures. A lift strategy will be developed and the crane will be set up on site. After unwrapping the modules, the installation crew will utilize spreader bars and lifting straps to crane the modules into their final location, forming the majority of the structure.

After the modules have been set, an insulating specialist will install spray foam into the module junctions so the structural connections may be placed over the junctions. The installation contractor will then install s.21(1)

s.21(1) including lag bolts, Simpson connectors and tie rods and complete the final wall air barrier details. Once these connections are complete, the exterior stair cases as well as bridges can be installed.

After inspecting these components, the remainder of exterior work can then begin, and will include; finishing the walkways, completing the building skirting, installing the sun shading devices, and touching up any imperfections to the paint and other finishes.

Inside the building, the mechanical and electrical contractors will complete the final interconnections so framing, gypsum board, and trims can be installed around the service shafts. Next, final detail painting will be completed and the mechanical and electrical contractors will complete their finishing work, while the installers will install window coverings and other equipment. Outside, as the building itself nears completion, our earthworks contractor will complete the landscaping.

At the exterior of the building, various components such as railing guards, water collection systems and exterior devices will be attached.

Finally, the building will be commissioned. The electrical, plumbing, data, and other systems will all be tested to ensure they meet their requirements. Once this is completed, the building will be inspected and turned over for occupancy.

Disassembly and Reuse at Secondary Sites

Disassembly and reinstallation will be done following the same methodologies employed during building installation.

The Quick-connect water and electrical lines, and s.21(1) connection details will reduce greatly demobilization costs and time and allow for quick re-installation at secondary sites

The reusable Triodetic or steel screw pile foundation systems will be re-installed in subsequent building installations where possible, ensuring that all building components are re-used.

Britco Commercial has extensive experience in the reuse of buildings. The VAHA building modules, including all interior and exterior finishes, are designed for reuse in multiple installations.