

DISTRICT OF SICAMOUS EOI

Shuswap Healing Centre



SCOTT



BUILDERS INC

Scott Builders Inc.

LETTER OF INTRODUCTION

Letter of Introduction

May 31, 2021

District of Sicamous
Box 219, 446 Main Street
Sicamous British Columbia
VOE2V0

ATTN: Mr. Evan D. Parliament, Town Manager

RE: DISTRICT OF SICAMOUS EOI FOR THE SHUSWAP HEALING CENTRE

Scott Builders Inc. together with Douglas Cardinal Architect, AST Consulting LLC., and Christine Lintott Architects is pleased to submit our Proposal to provide integrated design build and programming services for the new Shuswap Healing Centre.

We are grateful for the opportunity to be able to participate in the District of Sicamous (DOS) procurement process including engaging in the introduction and collaborative meetings. Through our interaction with the DOS and Splat sin our team recognizes the significance of this new healing centre to the community. We feel this Project near and dear to our hearts and are excited for the opportunity to work closely with the DOS, Splat sin, and project stakeholders to help realize the call to action in truth and reconciliation and help pave a way for a healthier future for all peoples in the community.

The following proposal outlines our team's approach, methodology, and commitment to the success of this project. Each member of the team is committed to approaching this Project from a neutral perspective, fully engaging with the community to understand their needs and wants for the healing centre and then leveraging their collective experience to offer solutions tailored to meet the DOS and Secwepemc Nation's needs.

Please don't hesitate to contact me at for any clarifications on the information provided in this package.

Thank you for your consideration of our Team.

Respectfully,
SCOTT BUILDERS INC.



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Executive Summary

We have assembled a team of experts in design, community healthcare programming, and construction management to provide a fully integrated project team dedicated to meeting the District of Sicamous and Splat's needs for the Shuswap Healing Centre. Over the course of the last 7 weeks, our team has taken the time to learn, understand, and resonate with the purpose behind the Project. Based on our understanding so far, the new Shuswap Healing Centre represents much more than a new service offering within the community. The Healing Centre is the embodiment of Truth and Reconciliation in action. A place where individual needs are validated and accommodated to the best of their ability, and whereby the First Nations Communities feel invited, respected, and included.

The proponent's team is comprised of Scott Builders Inc., Douglas Cardinal Architect, AST Consulting LLC, and Christine Lintott Architects. Each team member was strategically chosen based on their expertise, knowledge, and ability to positively impact the Project. Each member will leverage the lessons learned on past projects to propose solutions to meet the unique needs of DOS and Splat's. The proposed team brings a blend of First Nations representation, community healthcare/healing background, local knowledge, and sustainable design and construction practices. As the Project progresses, additional team members will be added based on specific needs.

Our approach to meeting the needs of the DOS and Splat's involves an in-depth needs assessment led by Dr. Avein Tafoya to establish the true needs of the community and visioning sessions led by Douglas Cardinal Architects to determine the collective vision for the new healing centre. These first two steps will be critical in forming the foundation from where the project direction will take off, and all decisions will be rooted. We firmly believe that to shape the direction for this future development effectively, we have to understand the DOS and Splat's history and current situation. With this understanding, we will come together to propose solutions that will impact all aspects of the Project, from the overall feel of the design, building materials, sustainability options, our construction methodology, and healthcare/healing program recommendations.

Additionally, our team is committed to going above and beyond to ensure the DOS and Splat's have the resources necessary to make their vision a reality. We will work with project stakeholders to source additional funding where possible, provide training to First Nations professionals to ensure proper representation within the facility, provide Cultural competency training for all staff, and work with the stakeholders to provide recommendations on fitting out the facility.

We hope our passion and enthusiasm for this Project comes through in our proposal submission. We look forward to the opportunity to partner with you on this journey where we can work together holistically to reach the end goal of a fully sustainably designed and constructed healing center that has the tools and programs to facilitate the community's needs for years to come.



EXECUTIVE SUMMARY

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Project Methodologies, Work Tasks and Work Schedule

Our design-build team has been strategically chosen to provide the District of Sicamous and Splat sin with a comprehensive suite of services that will not only result in a fully operational healing centre but go above and beyond to ensure that the new healing centre is able to serve all community members inclusively and is set up for success through the development of a customized medical program, trained staff, and alternative support services to positively effect community health outcomes. Our team views this project as an important thread that will be woven into the fabric of the DOS and Splat sin community helping to anchor all peoples across the area through the provision of integrated services that will ultimately help increase quality of life, enhance the overall well being of individuals, and bring together community members in truth and reconciliation.

The proposed team is excited for the opportunity to develop a partnership with the DOS and Splat sin, and fully engage the community to provide solutions that not only meet the populations' needs today, but for years to come. Our team approaches this project with no preconceived notions or blanket solutions. Rather, we will draw from our collective expertise and unique experiences in the field to deliver a healing centre environment of care as unique as the communities it serves. We understand the importance of this project for the future health and wellness of the region and the individuals who reside there. The healing centre represents so much more than a new building with healthcare services in the area. This is an opportunity to strengthen and fortify members of the community, help mend the past and pave the way for a healthier and brighter future.

Our project scope of services, project methodology, work tasks, and schedule are rooted in this belief and understanding. We've brought together a Community Minded General Contractor in Scott Builders Inc. (SBI), Canada's Foremost Expert on First Nations Architecture in Douglas Cardinal Architecture (DCA), and a Nationally recognized Changemaker in Community/Organic Healthcare in AST Consulting LLC (AST). Together, this team will provide the array of services needed to design, construct, and operate this new cornerstone for the community.

.1 Scope of Services

Our team will come together to provide the full scope of services needed to not only design and construct a new healing centre but ensure the health centre is set up to meet the needs of the community for years to come. We will partner with DOS and Splat sin to fully engage and participate in the Truth and Reconciliation calls to action to help envision, develop, and create a space truly dedicated to serving their people and addressing the unmet needs of the community. This process will broaden the scope of services traditionally seen in a design build project. Our team is committed to listening to and connecting with the community, the Secwepemc peoples and elders, healers, the land dedicated for the space, and engaging local trades and suppliers to further promote community health.

Based on our current understanding of the communities needs so far we have detailed the key work activities along with their deliverables and estimated timelines to see this project through to completion in Section 9. Schedule of this submission.

EXHIBIT H

.2 Methodology

Our team's methodology is rooted in collaboration, communication, and connectivity. Our team will strive to connect with the DOS and Splantsin peoples to understand the true needs of the communities (both met and unmet) and how they can be supported through the healing centre. We will collaborate with all stakeholders to ensure each party has a voice within the process, working together to reach collective agreements and decisions before moving forward with the project objectives. Finally our team will foster and maintain open and transparent communication throughout the duration of the project. In our experience, open communication is the foundation for successful project delivery, and as such we will ensure all key stakeholders and their designers are invited, able to provide input and feedback, and kept up to date on all aspects of the projects' progress. It is imperative to create a safe place and an open dialogue to change the perception of inclusivity and practice of diversity in order to increase equitable access and treatment.

Going beyond the traditional design-build methodology and taking a vested interest in the unique cultures, sacred practices, and overall health of the community, our team will bridge the gaps between service providers and the underserved, and deliver solutions that will meet the Live More Strategy Project Goals in order to foster a path forward for the DOS and Secwepemc Nations rooted in healing, reconciliation, and understanding.

Our methodology leverages the following strength and experience of our team members:

Working with Indigenous Communities

Drawing on each team members past experience working with Indigenous Communities our team understands that no two communities are the same. Each Nation has their own set of values, beliefs, and practices. Our approach to working with the Secwepemc Nation is to come to the table with open hearts and minds, ready to listen, learn, and understand their needs, goals, and vision for the future. Our team will look for opportunities and provide solutions to help meet their needs in this new Health centre and in doing so help lay the foundation for their future goals. We will develop outreach strategies to work with community members and nontraditional thought leaders who are influential and can provide key insights into the priorities of the various peoples in the service area.

Understanding Indigenous Community Goals

Through the Vision Session led by Douglas Cardinal and the Needs Assessment lead by Dr. Tafoya, our team will come together to meet with Elders and representatives from Splantsin to understand the goals of the community and through this understanding, provide attainable solutions to meet these goals. Based on current conditions, we understand there is a need for addressing mental and behavioral health within the community, providing accessible healthcare, crisis prevention, and provision of transportation to the new health clinic. Our team will develop a comprehensive plan to break through the barriers to care in this community and provide progressive and innovative solutions to foster a welcoming and accessible healing/ healthcare solutions to the community. The resulting centre will be a gathering place where everyone is welcome, individual needs are validated and accommodated to the best of their ability, and whereby, the First Nations Communities feel invited, respected, and included.

Sustainable Design and Green Development and Construction Practices

Our team will approach all aspects of this project from a sustainable perspective. We understand the importance of respecting mother earth. True sustainability starts by addressing the land, passive energy, and using techniques that are shaped by the first nations culture itself. As the project progresses, our team will work with project Stakeholders to develop and recommend sustainable design and construction practices that will meet the needs of the facility while respecting the budget. We will address options including LEED, Passive house, and STEP Code, and based on our understanding of the Project we will provide solutions that are tailored to this Project. We can use follow the guidelines of these programs ensuring we meet the sustainability goals of the DOS without adoption of the program itself. Our team has the ability to pivot and fully adopt a specific sustainability program based on the needs of the project.

.3 Project Deliverables

Based on our current understanding of the Project through the EOI documents, introductory meeting, and from the information learned in our collaborative meeting with DOS and Splantsin, we propose the following deliverables necessary to achieving the desired outcome for the new Healing Centre.

Vision Session Lead by Douglas Cardinal

The Vision Session is a personal consultation process created by Douglas Cardinal based on his own architectural training and special teachings by Native American Elders in order to engender the seeds of his organic approach to architecture.

The Vision Session carried at DCA is the unique pre-design concept stage that will allow our team to understand the deep needs, hopes, and concerns of the DOS and Secwepemc Nations. The purpose is to gather information in a Circle beyond the critical data that will inform Mr. Cardinal how to develop a unique architectural expression to the site and the community itself.

Why is the Vision Session important? Contemporary architecture is said to be systematized and 'soulless. Based on modern trends, currently, architecture does not focus on spiritual concerns, or emotional and moral repercussions to the community it serves and the planet itself. The practice of building is isolated and disconnected instead of being a holistic process that affects us all. According to Indigenous wisdom, this is the reason why the contemporary built environment has become so dysfunctional.

When Douglas Cardinal designs his buildings organically, from the inside-out and outside-in, the information gathered in the Vision Session helps him assess the needs, thoughts, and desires of the DOS and Secwepemc Nations beyond analytical administrative programming. It is one of the key elements by which the Spirit of the intention is carried through the buildings thus allowing a power, a feeling and a presence that is hard to articulate, yet it is very present and palpable to all those who enter Douglas Cardinal's buildings. Thus, the objective of the Vision Session is not merely to provide answers regarding concepts or design suggestions. The purpose is to allow organically evolved thoughts about the INTENT of the design to come forward.

The Vision Session Process

The ultimate goal of the Vision Session is to co-create a vision for designing a building or planning a built environment. For Douglas Cardinal, the gathering of the Vision Session allows for a common vision by bringing life organically to the embryo that will grow to be a physical building or built environment. It is a process by which sequentially in a circle, all individuals (DOS, Splantsin Elders, users, community members, stakeholders) participate by expressing freely their thoughts, dreams, ideas, fears and questions in an open and intimate manner to create an organically evolved consensus.



— DOUGLAS CARDINAL —

Four Step Process

one

In order to encourage that the session will be carried in an honorable way, the Vision Session begins with a prayer by an Elder to call Spirit. This calling is not only to welcome the source of all Creation and creativity, but also the Spirit of the place and the project itself, the Spirit of the ancestors, and lastly the Spirit within, our true selves beyond our ego.

two

Once the right state of being is set, all in the Circle are addressed by Douglas Cardinal who explains the manner in which the sharing will take place. Mr. Cardinal will be holding a Talking Token; this could be an Eagle Feather, Talking Stick or any other Token-symbol that the community holds important, which by holding it, the speaker is reminded to talk in all truthfulness and from the heart.

“ When one participates by listening, one learns to see and appreciate the other’s point of view in a nonjudgmental way. In this process there is no place for arguments and counterarguments, summaries or interpretations. When one delivers one’s perspective, the very words and thoughts are given away, surrendered to the center of the Circle. It is the symbol by which one relinquishes further ownership to that perspective or idea. One renounces the need to defend it or push it, and thus discourages the assertion of individualism and ego. The process becomes intangible and almost impossible for the western academic mind to understand. The Vision is an organic process of fusing all thoughts and ideas shared, in an expression of common understanding. This is the true consensus; when everyone’s perspective is present in the formalization of the Vision itself. ”
-Douglas Cardinal

three

Once the Circle sharing is completed, Douglas Cardinal holds the Talking Token once again, and expresses to everyone what he heard, sharing, manifested, the imagery that was conveyed to him by Spirit itself. Based on this new information he will then forward another question and/or aspect for further clarification. In general, the sharing follows two rounds, a break, and two more rounds. The process can take 2-3 days.

four

At the end of the sharing, when the Talking Token reaches Mr. Cardinal, he will again address the Circle and thank everyone for their participation and input. Then, the Elder will thank Spirit and the Ancestor (since many might have dreams allowing the connection) for being present in the session. He will then release the Circle in gratitude with a prayer.

During the Vision Session, Douglas Cardinal might express images that came to him in the process. The responses to this sharing will deepen his own vision and understanding of the unique organism being co-created by all present in the Circle. Mr. Cardinal will thus proceed to compile the notes taken and proceed to design the Vision received, which is the concept of the project or building itself. The consultation process continues in a future gathering, where representatives of the Circle are encouraged to comment and assess the manner by which Douglas Cardinal interpreted the Vision created by the sharing in the Circle. Ultimately, this is the process that will lay down the whole foundation of the design and capture the SPIRIT of this gathered community through every space and aspect of the building.

Needs Assessment Led by Dr. Avein Tafoya

In order for the team to fully understand the existing met and unmet needs of the community, a Needs Assessment will be conducted. The information gathered from this needs assessment will help form the foundation for the healthcare/healing program proposed by our team. Dr. Tafoya will lead the Needs Assessment which will include the following key steps.



— DR. AVIEN TAFOYA —

one

The healing centre must define and review the boundaries of the area to be served, including the identification of the medically underserved population or populations within the service area to ensure that the:

- Size of this area is such that the scope of services to be provided through the centre are available and accessible to the residents of the area promptly and as they deem appropriate;
- Boundaries of the area conform, to the extent practicable, to relevant boundaries of political subdivisions, school districts, and areas served by Federal and Provincial health and social service programs; and
- Boundaries of such areas eliminate, to the extent possible, barriers resulting from the geographic physical characteristics, its residential patterns, its economic and social groupings, and available transportation.

two

The healing centre must assess the unmet need for health and related services in the catchment or proposed service area based on the populations served, or proposed to be served, utilizing, but not limited to, the following factors:

- Available health resources in relation to the size of the area and its population, including appropriate ratios of primary care physicians in general or family practice, internal medicine, pediatrics, or obstetrics and gynecology to its population; as well as any additional integrated behavioral health, dental, native and first nations cultural practices and any related support services.
- Consider and prioritize health indices for the population of the area, such as infant mortality rate; substance use, and mental/behavioral health diagnoses
- Socioeconomic factors affecting the population’s access to health services, such as percentage of the population with incomes below the poverty level; educational attainment, poverty rates, and life expectancy
- Demographic factors affecting the population’s need and demand for health services, such as infants under age two, women of childbearing age, and percentage of the population age 65 and over.

Our team will position the health centre to demonstrate addressing the needs of the community by including relevant scope of services that integrates western medicine and local Indigenous practices.

The resulting needs assessment will outline relevant data for the service area and its special populations including First Nations and underserved populations and address the following:

- Factors associated with access to care and health care utilization (for example, geography, transportation, occupation, transience, unemployment, income level, educational attainment, and other social determinants of health);
- The most significant causes of morbidity and mortality (for example, diabetes, cardiovascular disease, cancer, low birth weight, behavioral health, substance use) as well as any associated health disparities; and
- Any other unique health care needs or characteristics that impact health status or access to, or utilization of, primary care (for example, social factors, the physical environment, cultural/ethnic factors, language needs, housing status).

Finally, the needs assessment process will gather stakeholders to review best practices and brainstorm, prioritize and outline a customized approach for the community around modern processes and lean workflows for implementation. These could include scope of services, hours of operation, consideration of telemedicine, desired care team members for the cross-functional staff of the centre, methods for the registration of community members as patients, sliding fee designations, processes for referrals, the desired portals and templates for access to care via same day and appointment scheduling, electronic records and health education needs, support groups for various constituencies, acute care and chronic care management, self management, collaboration with other not-for-profit social service entities, the inclusion of city resources i.e. EMTs/Fire/Law enforcement and the involvement of faith-based, spiritual and lay health workers in public health efforts, prevention and crisis intervention.

Conceptual Design and Planning

Drawing on the Vision Session and needs assessment our team will develop Conceptual Designs that are specific to the vision for the Shuswap Healing Centre. These designs will be based on the collective decisions made by all stakeholders and take into account the aesthetic and functionality identified through collaboration with DOS and Splantsin. Key elements that will be incorporated into the Conceptual Design will include the overall layout of the building, key spaces within the facility and how they will flow within the building, proposed building materials based on the vision for the building and local resources, and sustainability options based on the budget and building needs. In today's economic climate whereby commodities and pricing have been adversely affected, we will also explore and consider alternative building materials and methods that may prove more affordable and more sustainable. The team has considerable experience with these innovative approaches that set its designs and projects apart from common methods that may be prone to cost overruns or supply chain delays.

Evidence-based design will be included that takes into consideration the unique identity of this community, the identified needs, and the most effective features to support these including access to natural light, views of nature, calming acoustics, hospitality elements, desirable textures, operable windows and adjustable climate/comfort controls, safety and security features, organic architecture and natural finishes, and respecting design empathy for those with visual or mobility challenges, those with limited tolerance for stimuli and those with generational or cultural preferences or other special needs. Dr Avein Tafoya will review all conceptual plans and final construction documents and provide evidence-based feedback on clinically relevant modifications and/or adjustments. She will also provide clinically relevant and operations recommendations on sustainability, workflows, room sizes, functional spaces, amenities, adjacencies, finishes, and the landscaping and art plans for the project.

Comprehensive Healthcare Program

In order to help ensure the ongoing success of the new healing center and its ability to meet the needs of all community members in a holistic and inclusive way, our team will develop and help implement a comprehensive healthcare program. This program will bring the best of both worlds in offering traditional First Nations healing practices alongside western medicine to help bring the communities together in healing and reconciliation and the vision of a healthier future for all peoples.

Led by Dr. Tafoya and based on the Needs Assessment the proposed healthcare program may incorporate the following elements. This program will be customized as the project progresses to meet the needs of the DOS and Secwepemc Nations.

- The healing centre should strive to provide comprehensive primary care and integrative services and in addition may want to include serving individuals experiencing homelessness and provide mental/behavioral health and substance use disorder services.
- The healing center may provide additional supplemental health services as prioritized by the community needs assessment that are appropriate to meet the health needs of the population served by the health centre.
- If identified as a need, the healing centre which serves special populations that may include a proportion of individuals of First Nations origins, or limited English proficiency or other special circumstances, the Centre should strive to include one or more of the following:
- Develop a plan and make arrangements for enhanced services including community health liaisons, interpreters and/or electronic translation that are responsive to the needs of such populations for providing health centre services to the extent practicable in the cultural context and/or language most appropriate to such individuals; and
- Provide guidance to appropriate staff members with respect to cultural sensitivities and bridging linguistic and cultural differences.
- How the service will be documented in the patient's health center record; and
- How the health centre will pay for the service.
- Formal Written Referral Arrangement: If access to a required or additional service is provided and billed for by a third party with which the health center has a formal referral arrangement, this service is accurately recorded reflecting that the health centre is responsible for the act of referral for health centre patients and any follow-up care for these patients provided by the health center subsequent to the referral.
- In addition, the health center ensures that such formal referral or partnership arrangements for services, at a minimum, address:
- The manner by which referrals will be made and managed; and
- The process for tracking and referring patients back to the health centre for appropriate follow-up care (for example, exchange of patient record information, receipt of lab results, consultant reports from specialty or inpatient admissions or therapy sessions).
- Health centre patients with limited English proficiency are provided with interpretation and translation (for example, through bilingual providers, on-site interpreters, high quality video or telephone remote interpreting services) that enable them to have reasonable access to health center services.
- The health centre makes arrangements and/or provides resources (for example, training) that enable its staff to deliver services in a manner that is culturally sensitive and bridges linguistic and cultural differences in the spirit of truth & reconciliation with a goal of increasing Diversity, Equity and Inclusion.
- Led by Dr Toyfa and Douglas Cardinal integration of traditional and western medicine philosophies into the programming of the facility.

Construction Management

Lead by Scott Builders Inc. (SBI), the construction management team will ensure the constructibility of the designs and visions for the spaces. They will be involved in all phases of the project providing input on budget, schedule, and construction of the healing centre. Working together with Douglas Cardinal, CLA and Dr. Avein Tafoya, SBI will provide their input and propose solutions in the pre-design, and design phases helping to ensure the project remains within the allotted budget. Together with the project team, SBI will ensure the physical construction of the Healing Centre brings together all elements developed by the project team to create a new centre that meets and exceeds the expectations of the DOS and Splantsin.

Over this process the SBI team will leverage local trades and collaborate with Splantsin development corporations through construction. As a Community Minded Contractor SBI's roots are in the communities they serve. Working with the DOS and Splantsin allows for more opportunities for collaboration and inclusivity. SBI will work with the DOS and Splantsin to provide opportunities and engage local talent where possible. This will help our team not only deepen our partnership with stakeholders but provides opportunity to further engage the community through hiring, working with, and leveraging local knowledge.

.4 Project Management Approach

Consultant costs will be incurred on an hourly basis “not to exceed” a cap that provides enough resources to cover the scope of work and expected deliverables but manages fees within the allocated budget unless a waiver is assigned for additional scope and affiliated fees. By using this framework and assumptions, we can budget within the total project revenue and keep expenses from variances that push outside the boundaries of the contract.

As we reach the construction phase SBI will provide overall project management and construction management for the new Healing Centre. The approach to project management includes assigning a dedicated Project Manager to oversee all construction activities and act as the primary contact for the construction team. Management of project costs is critical to the success of any project. There are two primary phases or focus areas for controlling costs: Pre-Construction and Construction.

Pre-Construction Phase

Pre-construction costs will include estimates developed in consultation with the Project Team and take into consideration all proposed phasing and construction approaches.

These early estimates will be developed using current market factors and established material and equipment unit rates. In addition to using established rates, our team will consult with local trades to check the estimating approach, the initial rates and primary costing assumptions. All pre-construction estimates are presented in an open and transparent fashion.

The pre-construction estimates help in the evaluation of design and construction methodologies and establish standards for any value engineering proposals. The estimating process will also take into account tendering and its processes. Tendering is a critical process in establishing project costs and the methodology that we must use to control costs throughout the project.

Through the pre-construction phase SBI will:

- Develop a tendering protocol and methodology for the administration of the tender to ensure schedule and economic goals are met.
- Establish grading metrics for the tenders to ensure the best trade is selected for each scope of work.
- Review the advantages and disadvantages of pre-qualifying trade scopes.
- Provide you with a clear, concise breakdown and trade recommendations for each scope. Each recommendation will be accompanied by trade back-up, supplier quotes and related metrics scorecard.
- Prepare a project budget based on the jointly selected trades.

Construction Phase

The Project Budget will be established during the pre-construction phase and actively monitored, tracked and reported on throughout construction. The project budget will be controlled through:

- Budget reporting at regularly scheduled site/construction meeting. Specific reports will be developed to keep the DOS and Splantsin actively engaged in monitoring project costs.
- Cash Flow Forecasts will be closely tracked and refined in relation to the budget throughout construction. At all times, the DOS and Splantsin shall be kept aware of the project cash flow commitments.

- Cost Reporting will be done in real-time reporting; up to and including the day the reports are generated.
- All amendments will be individually identified, assessed and presented in an open book, transparent format for the DOS and Splantsin's review and approval.
- Contemplated amendments or changes to the project scope will include a review of the contract documents, a rationale for the change and any associated costs.
- Monthly progress claims submitted by trade contractors, suppliers and vendors shall be verified and a complete claim with all required certification and documentation shall be submitted to DOS.

.5 Optional Services and Deliverables

We understand there are opportunities to provide services and deliverables over and above the scope of services outlined above. Based on our understanding of the project and in conversations with the DOS and Splantsin a key optional service/deliverable is assisting the DOS with Funding. As it stands, the budget is currently \$6M, which was obtained through a federal grant. As our team gains an understanding of the project objectives through the Vision Session and needs assessment, we will assess the existing budget and look for opportunities to partner with the DOS, additional grant options, or additional supportive funding solutions including corporate sponsorships. Our goal in addressing funding for this project is to help ensure the DOS and Splantsin Nation have the budget and ability of funds needed to complete this project at a level that meets all current and future needs without restriction. Together our team will provide guidance and solutions to help find additional funding where possible to make their dreams for this new facility come to life. In addition to assisting with funding, our team can also provide the following services and deliverables if requested by the DOS and Splantsin.

Training of First Nations Professionals to work at the healing centre – Studies have shown mirroring the community helps build trust and increases the feeling of security and inclusion. We will work with the University of BC Okanogan (UBCO) to help facilitate and support the training of First Nations Professionals in Indigenous Healing Practices to support the Healing Centre.

Cultural Competency Training – There is no room for prejudice of bias on the road to healing in truth and reconciliation. We recommend all staff members of the Healing Centre participate in Cultural Competency Training in order to foster an environment of inclusion and respect in all aspects of care provided. Whether individuals are seeking traditional Indigenous healing or western medicine the messaging will be that they are welcome, their concerns are validated, and they are supported.

Additional training and support from Dr. Tafoya – Drawing on her experience working underserved populations and developing programs for community health centres, Dr. Tafoya can also provide recommendations on furniture, fixtures, equipment, art and interactive plans, post-occupancy evaluation and staff training on providing care in a patient-centered medical home and implementation of The Language of Caring, a cultural curriculum on compassionate service delivery.

.6 Pricing

Please see our full pricing in section 2.9 Rates and Charges, and Order of Magnitude Cost. All pricing is in Canadian dollars.

.7 Key Project Issues

Through review of all EOI documents, attendance of the Information Session, and participation in the collaborative meeting, we understand the following key project issues must be addressed and resolved during project delivery. Addressing these key project issues will not only lead to the successful delivery of this project but help ensure successful operations and delivery of services for years to come.

Key Project Issues	Impact to the Project/ Community	Proposed Solutions
Community Health	Mental health and addictions have significantly impacted the community	Partner via Referral or Telehealth with Local or Nearby Behavioral/ Mental Health Agency
Accessibility	Transportation has been a significant barrier to first nations access to healthcare / healing	Eagle Valley Transportation option?
Proper representation of the First Nations Peoples	First nations peoples currently feel unwelcome	Ensuring proper representation amongst the staff of the facility mirroring the community to build trust
Blend traditional healing with western medicine	Ability to meet a wider range of healing/ healthcare needs	Partner with integrative & alternative healers to deliver services via referral, special clinic days and/or Telehealth
Barriers to Access	Currently barriers to access include racism, unwelcoming spaces, prejudice	Cultural Effectiveness training and conduct Listening sessions and focus groups on community relations
Accommodating population changes between winter and summer	The seasonal population of Sicamous swells from approximately 3000 people in the off season to 15000 people in the summer season	Explore adding Locums providers who may want seasonal work
Accommodating rotating professionals who work at the centre	Some professionals who will work at the centre will be part time.	We will ensure there are one or two suites included in the facility to house and accommodate part time professionals.

.8 Approach to Project Tasks and Overall Project

Similar to the Live More strategy for the new Healing Centre, our team will take a holistic approach to the design and construction of this new healing center. We understand this new facility must be as unique as the community it serves. There is no cookie-cutter solution that will truly meet the needs of the community and the Truth and Reconciliation objectives of the DOS and Secwepemc Peoples.

Our team believes in order to help identify and establish measurable goals for this health centre to close the gaps in health outcomes between Indigenous and non-Indigenous communities, we must come together with the DOS and Splantsin as partners, taking a vested interest in the communities current and future goals.

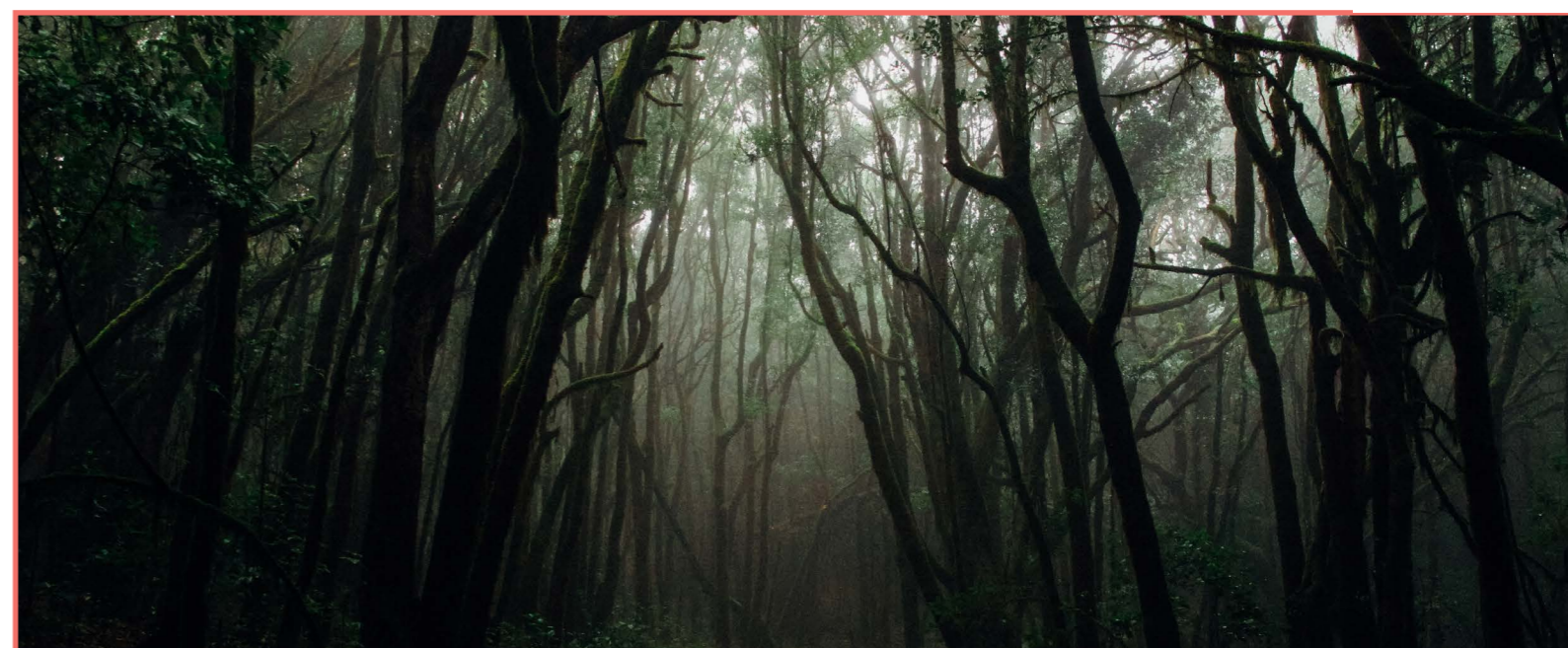
Our approach will take into consideration the interconnected role of the community's social, economic, natural and built environments. Our team will strive to create a health centre and program that will play a key role in fostering a strong and healthy community through blending First Nations healing with aspects of western medicine to develop a custom program specifically tailored to serve members of the community.

Project objectives will be achieved through completing the project deliverables outline above, including the Vision Session led by Douglas Cardinal and the Needs Assessment led by Dr. Tafoya. These two pieces will form the foundation from which this project is approached and delivered. Our team will leverage their knowledge, expertise, and past experience to provide the DOS and Splantsin with services that go above and beyond to and answer the call to action in helping the community take steps toward Truth and Reconciliation and a equitable future for all residence in the region.

.9 Project Schedule

We have included a comprehensive gantt chart based on our understanding of the project thus far. The chart takes into account all activities listed below and our proposed scope of services outlined in this submission.

A	July - Onwards	Meeting with DOS and Stakeholders.
B	Aug. - Oct. 2021	Meeting with FNHA, BCACHC & CACHA-this would commence during our needs assessment discussions and follow through to conclusion of the project with specific reporting touch points.
C	Aug. - Oct. 2021	Investigating and responding to Alternate Healing Considerations
D	Aug. - Nov. 2021	Engagement wand understanding of requirements and needs of Secwepen.
E	Nov. 2021 - Feb. 2022	Schematic Design November 2021-February 2022.
F	Multiple Reporting Dates	Cost Budget Development (on-going throughout process-Update report December 2021, Update Report January 2022, Update Report & presentation March 2022 with Final update at conclusion of Construction Drawing Scope.
G	Jan. 2022 - Mar. 2022	Design Development.
H	Mar. 2022 - June 2022	Working/Contract Document Development
I	June 2022	Building Permit Submission



District of Sicamous Community Health and Healing Centre

Proposed Design Schedule

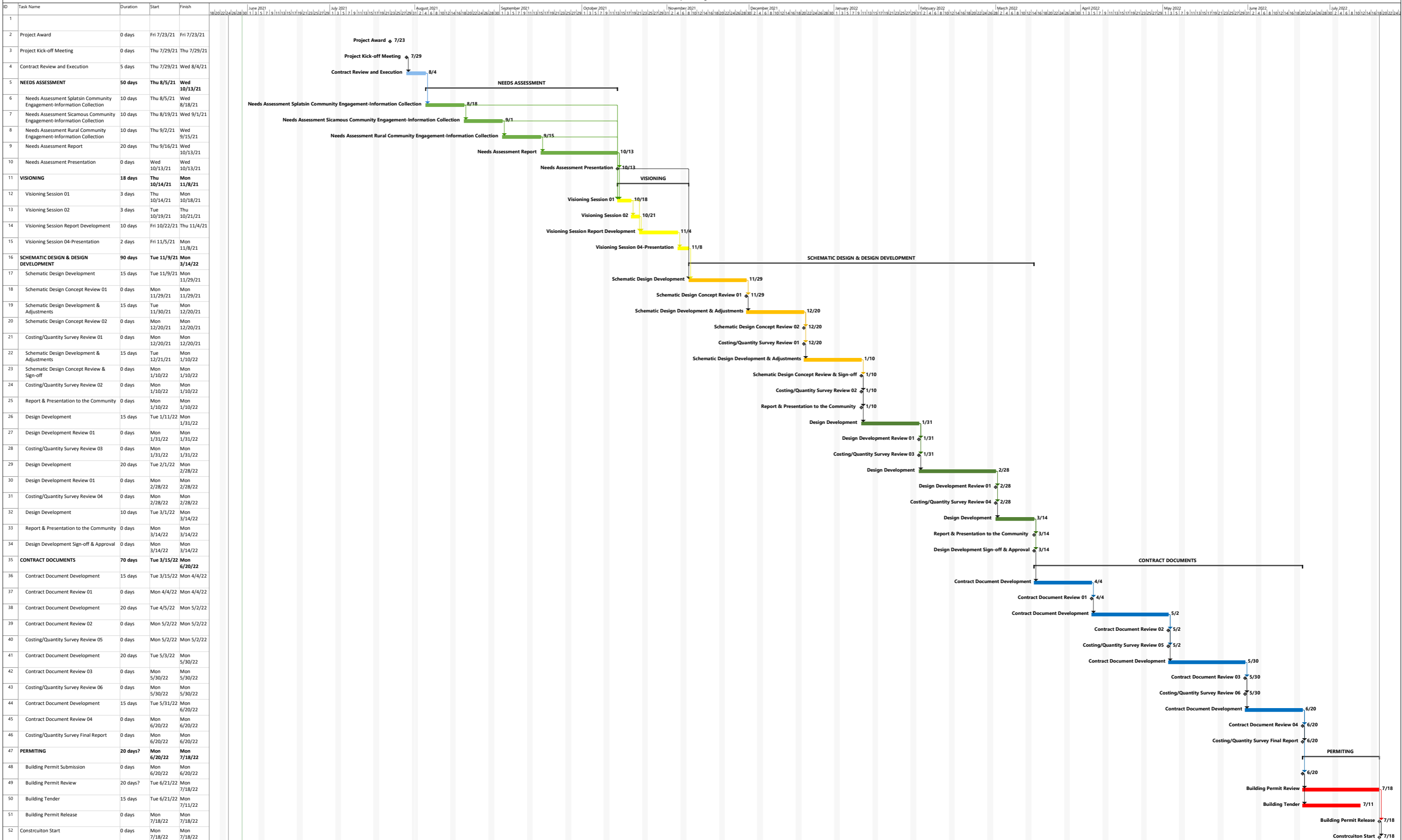


EXHIBIT H

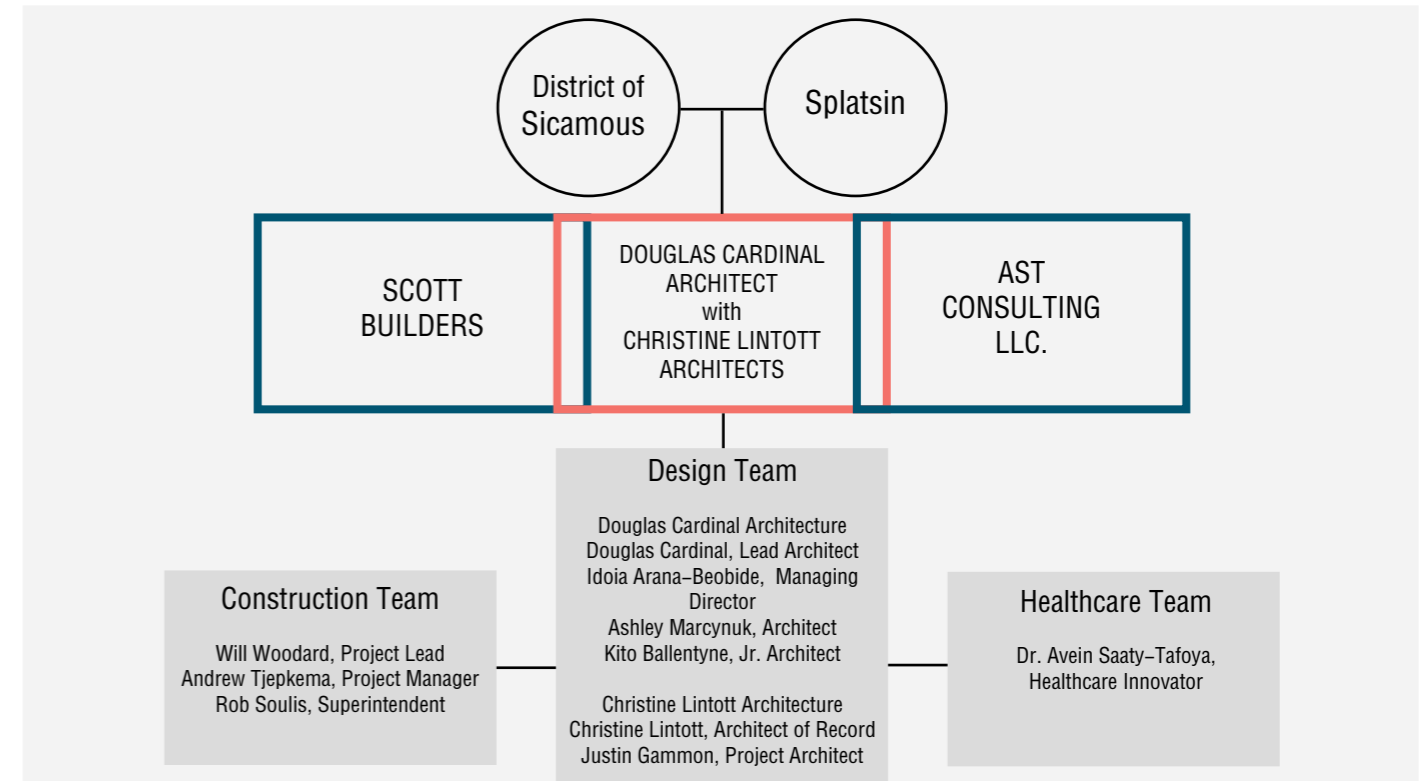


Project Staff Qualifications and Role

Project Staff Qualifications and Role

.1 Organizational Chart

We have structured this team in such a way that each team member has equal say and input throughout the duration of the project. While Scott Builders Inc. will assume ultimate responsibility for the overall project delivery, the proposed team is fully integrated and will work as one collective unit towards delivering on the DOS and Splatsin vision for this new cornerstone for their community.



.2 Key Personnel

The proposed team has assembled key personnel who not only have the ability and capacity to complete the Project, they have the passion and drive to make a difference in the communities they work in. Each team member was specifically chosen based on their ability to work in a collaborative team, their experience and knowledge, and their drive to meet project needs and deliverables. This team will work together united to help see the vision for the new Healing Centre through to fruition.

Key Personnel Resumes have been included in APPENDIX A for review.

Team Member & Title	Years Experience	Role on Project	Qualification & Experience
Will Woodard, Project Lead	21	As Project Lead, Will's responsibilities will include collaboration with the project team and guiding the construction team. Working closely with Douglas Cardinal and Dr. Tafoya he will leverage his knowledge and expertise to provide insight on critical project matters including constructability and value engineering. He will act as SBI's primary contact for DOS and Splatsin over the duration of the project.	<ul style="list-style-type: none"> Peerless Trout Head Start Building, Peerless Trout First Nations, AB Provost Community Health Centre, Provost, AB Peerless Trout First Nation Administration, Peerless Trout First Nations, AB
Andrew Tjepkema, Project Manager	19	As Project Manager, Andrew will work alongside Will Woodward in delivering construction management services for the new Healing Centre. He will actively participate in the pre-construction phase during the design review and value engineering stages. He will work with the project team to manage the safety, quality, scope, cost and schedule for the overall project in collaboration with the Superintendent.	<ul style="list-style-type: none"> Pine Valley Seniors Lodge Gary W Harris Sport & Wellness Centre

Team Member & Title	Years Experience	Role on Project	Qualification & Experience
Rob Soulis, Superintendent	30+	Rob, as Superintendent will manage all site-related activities. He will be the project team's representative on site and will ensure that all phases of the project are implemented as agreed to. Rob will be responsible for the control and implementation of the project schedule, costs, trade scopes/ responsibilities, quality management, and project safety.	<ul style="list-style-type: none"> Pine Valley Seniors Lodge Gary W Harris Sport & Wellness Centre
Douglas Cardinal, Lead Architect	65+	As Lead Architect, Douglas Cardinal will be responsible for the development and design of the new Healing Centre. Through conducting vision sessions Douglas will create the designs for the Healing Centre that capture and embody the spirit of the community.	<ul style="list-style-type: none"> Adelante Healthcare Goodyear Project Gordon Oakes Redbear Students Centre Meno-Ya-Win Health Centre Wabano Aboriginal Health Centre in Ottawa Circle of Life Thunderbird House
Idoia Arana-Beobide, Managing Director	32	As a Managing Director, Idoia will work closely with Douglas Cardinal towards the vision of creating vibrant, sustainable, and beautiful living environments by empowering architecture with the spirit of the people and the place. She will be instrumental in the visioning, planning and execution of the new Health Centre	<ul style="list-style-type: none"> Adelante Healthcare Goodyear Project Gordon Oakes Redbear Students Centre Meno-Ya-Win Health Centre Wabano Aboriginal Health Centre in Ottawa Circle of Life Thunderbird House
Ashley Marcynuk	12	As Project Architect, Ashley will be Douglas Cardinal's architectural right hand who will work directly with him to transfer his sketches and ideas into computer drawings and rendering in Rhino and Revit. She will also manage and coordinate the technical aspects of the work with the associate architects, CLA and the entire Team for smooth transferring of the design intention.	<ul style="list-style-type: none"> Adelante Healthcare Goodyear Project Fortitude Community Centre Peace Monument History Hall, Canadian Museum of History
Kito Ballentyne Jr., Architect	1	As an architectural assistant, Kito will take minutes and record carefully the ideas expressed in the Vision Session and following meetings. Kito is a young Indigenous aspiring architect, knowledgeable in Indigenous traditions and will assist Douglas and Ashley in all architectural and cultural research requirements.	<ul style="list-style-type: none"> Spiritual Smudging Spaces Odeyak EERP Cree Development
Dr Avein Saaty-Tafoya, Healthcare Innovator	25+	As Healthcare Innovator Dr. Tafoya will be responsible for leading and developing the community healthcare program for the new Healing Centre. Working closely with the project team and engaging the DOS and Splatsin Elders she will conduct the Needs Analysis of the community and develop a Comprehensive Healthcare Plan to ensure the new healing center will meet the current future needs of the community in an inclusive and equitable way. She will also advise the team on Evidence-based Healthcare Architecture and Design bridging the research results, best practices, and clinically advantageous aspects of design for the greatest impact on improvement of individual and community health outcomes.	<ul style="list-style-type: none"> Adelante Healthcare Goodyear Project Adelante Healthcare Gila Bend Frontier Health Center Olathe Health Ambulatory Community Health & Primary Care Centers
Christine Lintott, Architect of Record	30+	Working under the direction of Douglas Cardinal, Christine will act as the Principal Architect and Architect of Record registers in British Columbia. She will work collaboratively with the project team and DJC to provide input and insight based on her local knowledge and sustainable design expertise.	<ul style="list-style-type: none"> Klahoose Multi-Centre - Health and Wellness Community Centre Sium Lelum - Supportive Family Housing HCP Pavilion - Horticulture Center of the Pacific Amica at the Gorge - Full Care Seniors Housing
Justin Gammon, Project Architect	20	Justin will work closely with Christine and Douglas Cardinal to ensure the vision for the healing centre comes to life in the architectural designs for the facility.	<ul style="list-style-type: none"> Amica at The Gorge - Full Care Seniors Living Timber Point - Medical Offices Ironworks - Residential The Wade - Residential

.3 Key Personnel Availability

Each team member listed has the availability and capacity to see the new Shuswap Health Centre through from developing the vision to opening of the facility.

Team Member	Current Workload	Availability
Will Woodward, Project Lead	<ul style="list-style-type: none"> City of Red Deer -Central School Renovation-Preconstruction Phase Pine Valley Seniors-Project Lead Southport Crossing-Project Lead 	Available and will lead all preconstruction activities/phases for Scott Builders
Andrew Tjepkema, Project Manager	<ul style="list-style-type: none"> Pine Valley Seniors Lacombe City Central Mall Renovation 	Andrew will participate in preconstruction and lead all construction & post construction work
Rob Soulis, Superintendent	<ul style="list-style-type: none"> City of Red Deer-Kiwanis City of Red Deer Central School Renovation 	Rob will participate in preconstruction phases as required and will lead and coordinate all construction
Douglas Cardinal, Lead Architect	<ul style="list-style-type: none"> Spiritual Smudging Spaces UNCEDED exhibit RoadShowz Urban Revival StreetSenz Technical Showcase Leslieville Development Douglas Cardinal Housing SS Data Centre 	Douglas will prioritize his time for this project and be present throughout the project by leading the Vision Session and Conceptual Design and will share the Design Development stage with CLA architects and participating in a limited capacity in the rest of the stages of the Project.
Idoia Arana-Beobide Managing Director	<ul style="list-style-type: none"> Spiritual Smudging Spaces UNCEDED exhibit RoadShowz Urban Revival StreetSenz Technical Showcase Leslieville Development Douglas Cardinal Housing SS Data Centre 	Idoia will assist Douglas in all cultural and administrative relations throughout out the life of the Project.
Ashley Marcynuk, Architect	<ul style="list-style-type: none"> Peace Monument Fortitude Community Centre 	Ashley will assist Douglas in all architectural and administrative relations throughout out the life of the Project.
Kito Ballentyne Jr., Architect	<ul style="list-style-type: none"> Leslieville Development Spiritual Smudging Spaces SS Data Centre 	Kito will assist Douglas and Ashley in all architectural and cultural relations throughout out the life of the Project.
Dr Avein Saaty-Tafoya, Healthcare Innovator	While Dr. Tafoya is currently engaged in a few projects under AST Consulting LLC., She currently has the capacity and drive to take on this Healing Centre project.	Dr. Tafoya is available and will prioritize this project in her portfolio of work. With the one hour time difference half the year, allows her to extend the work day an hour in the morning and at the end of the day to allow for greater flexibility.
Christine Lintott, Architect of Record	<ul style="list-style-type: none"> Lake Field School Dinning Hall and Dance / Fitness Centre St. Margaret's School Master Plan Streetside Residential 	We have assessed workloads carefully as part of our review for this response. CLA has a number of projects currently under construction. These projects will close out throughout the year, and require intermittent construction support and administrative services. CLA also has a number of projects actively in the municipal/ public approvals process with various municipalities. Upon approval, these projects will require staffing up and we have capacity to do so, alongside creating and actively engaging with new project opportunities. In the context of current workloads and anticipated workloads during this year we are confident that we are able to provide sustained and focused services to the City of Sicamous for this important project.
Justin Gammon, Project Architect	<ul style="list-style-type: none"> North Park Transitional Housing Edward Street Townhouses Mt St Angela Seniors Housing 	

.4 Key Personnel Changes

The Design Build team understands and will not change key staff members or firms without written permission of the DOS.

EXHIBIT H

Project Firm Qualifications

SICAMOUS
British, Columbia

Project Firm Qualifications

.1 Firms Involved in Project Delivery

The proposed design-build team is comprised of experts who bring the required diverse skills and resources sufficient to support the design development, construction procurement, management of this new Healing Centre.

Our team is comprised of Scott Builders Inc., Douglas Cardinal Architecture, and AST Consulting LLC. Each member of this team has been specifically chosen for the Shuswap Healing Centre project. Together our team brings firsthand knowledge and experience in healthcare, first nations, and community projects. Projects that we are proud to say are cornerstones of the community, places that community members can go to have their health, mental health, and spiritual needs met, helping to support their overall wellbeing within the community.

Working together with the District of Sicamous and Splatins, this team will go beyond managing the design and construction of a new health centre. Our goal is to partner with the project stakeholders and invest our time and resources to help make their vision for a centre that not only provides needed services to community members but also embodies the Live More Strategies and acts as necessary step towards Truth and Reconciliation with the Secwepemc Peoples.

.2 Firm Profiles

Scott Builders Inc.

Founded in 1971, Scott Builders Inc. (SBI) is a community minded construction firm that is 100% employee owned. The Senior Management Group is actively engaged in all aspects of the business, and along with our committed staff, provides a diverse and talented resource of construction professionals that ensure the needs of our clients are met or exceeded.

In addition to having our Head Office centrally located in Red Deer, we operate three full-service offices in Red Deer, Edmonton and Calgary. They are of similar size and produce a combined volume in the \$200M range. We currently employ 130 people amongst our three branches - office and field combined. SBI specializes in the design and construction of institutional, commercial, industrial, and recreational projects. With few exceptions, we assume total design and construction responsibility for each project. SBI is one of the largest and most successful Design Build, Construction Management firms in Alberta. Our Team is experienced in all facets of a project - from preliminary design and pre-construction services through to construction tendering, construction and final turnover. We have a strong reputation for developing successful partnering relationships with clients, the design team, approval authorities and the construction trades.

The size of project we undertake varies widely. We utilize our Repairs & Maintenance Group to handle warranty items, complete small repairs and provide inspections for ongoing building maintenance. Our Special Projects Group handles small renovations and our Operations Group has completed very large projects such as the \$75M Gary W. Harris Canada Games Centre in Red Deer and the 403,000 sq. ft. Ford Distribution Centre in Leduc.

We use various structure systems such as tilt-up concrete, wood-frame construction, conventional steel and pre-engineered metal building systems.

Douglas Cardinal Architect

Douglas Cardinal launched his firm, Douglas Cardinal Architect (DCA), in 1964 in Red Deer (Alberta). After practicing practically for two decades in Edmonton (Alberta), he moved to Ottawa (Ontario) in 1984 to build the Canadian Museum of History. DCA is the firm that manifests Douglas Cardinal's signature style of harmonious curvilinear forms. Yet, the elegance of his designs is not limited to aesthetics, for he advocates the Art of Architecture as a tool to better the world. Indeed, DCA has led since its inception the philosophies of sustainability, and culturally lead environmental community plannings. Douglas Cardinal believes that these concepts are not contradictory with, but should in fact lead, technological advances.

As an architect, Douglas Cardinal created a firm to bring his client's visions into reality. The firm is anchored in his belief that humans have a responsibility to our gift of creativity. If we connect it with our will, we can create anything. For this, his unique architectural process starts with a Vision Session. Our practice encourages the client to question and analyze all aspects of the usage of a space by studying the empirical, emotional, and spiritual needs of a building. Thus, the structures designed and built by Douglas Cardinal have a 'soul' - the intention, the deepest hopes, and desires of all stake holders. The Vision Session is a unique and rigorous exercise inspired by Indigenous practices to reach consensus. It identifies the resources needed, be it technological, professional, or financial that will be required in manifesting of the project. Douglas Cardinal himself believes that it is not the architect that should indiscriminately shape the building, but the client itself. It is the vision, the financing, and the social commitment of the client who organically grows a building or built-environment that reflects their projected identity.

For all this, DCA embraces the latest technologies as an integral part of the architectural process that brings our client's visions into reality. As early as the 1960's Douglas Cardinal used the amazing capability of computers to calculate the organic roof of his first masterpiece, St. Mary's Church in Red Deer (Alberta). In order to further the automatic dimensioning and affordability of his organic forms, DCA commissioned its own Unix based CAD technology in the 1970's. St. Albert Place in St. Albert (Alberta), designated in 2009 as a 'Historic Resource', was the first building in the world to be designed and built with totally computerized architectural technology to dimension construction drawings.

Presently, our preferred working method is the use of 3D visualizations and the latest modeling software (Rhino, Grasshopper & Revit). This method is now universal, and assists the entire team in understanding the building form and helps identify the challenges and opportunities which may arise. As sustainability becomes increasingly important, BIM enables the embedment of energy modeling within the program for analysis. This choice of method helps the process of designing sustainable buildings run more seamlessly. Furthermore, the 3D models we produce can provide quantity surveyors, contractors, and manufacturers with sufficient data to conduct more accurate costing. In this way, not only does design input produce a working 3D model for other uses, but contract documents and 2D drawings also derive from this model.

With today's technology, distance is no longer an obstacle when selecting team members and consultants. Meetings can take place through video conference calls, and 3D models can be shared across screens. This allows us to hire the best consultants for each individual project, as opposed to the most convenient. We believe that the fluidity of a projects with a complex team relies in communication and we promote regular meetings to ensure everyone is working towards the same goal. This open communication provides risk management, and increases coordination between architects, engineers, client, and specialty consultants.

AST Consulting LLC,

Avein Saaty-Tafoya is currently the CEO of AST Consulting LLC providing strategic leadership, operations, & redesign management advisory services to a number of health care, academic, and healthcare architecture & design clients across the United States. She is also a well-respected independent board director and serves on several not-for-profit, foundation, and Corporate Boards. She has helped guide innovation and execution of technology solutions, capital projects, and resiliency plans during the COVID-19 pandemic sharing best practices among the health systems and other businesses that have engaged with her.

Previously, she served as the President & CEO of Adelante Healthcare from 2006-2019. Over her career, she has worked with Community Health Centers, Primary Care Associations, Hospitals, and Health Plans in progressive executive roles since 1996. As an artist and humanitarian, her mission has been to advocate for health care equality and access to care for all. The health center movement has allowed her an opportunity to apply her education, interests, and experiences in primary care, public health, business administration, and evidence-based healthcare architecture and design in order to transform health systems and champion an engaged employee culture in order to make a meaningful difference in the lives of the underserved. Her passion for the mission is rooted in eliminating health disparities and improving diversity, equity and inclusion in healing environments that are designed with hospitality and respect for all who receive their care within.

Christine Lintott Architects Inc.

Christine Lintott Architects Inc. (CLA) is a tightly integrated team of twelve professional who share a passion for creativity, collaboration and robust environmentally sound designs that respond to the neighborhoods and communities from which they emerge.

We are fervent advocates of architecture as an agent of community regeneration and have from our earliest days fostered relationships with community partners including governmental agencies, local non profits and enlightened builders and developers. Following this principle we have developed a portfolio of work that is broad and resilient, servicing the needs of clients in the non-profit, public and private sectors at all scales from local daycares, to seniors housing and targeted infill solutions to substantive affordable housing initiatives. The common thread is our commitment to the community and the opportunity to support change, while remaining accountable to our neighbours and friends that inhabit the places we design and deliver.

Our studio embraces techniques and technology which allow for communication at all stages of the design and delivery process. We are both innovators and enablers who provide our clients with comprehensive design services and take pride in ensuring their participation at every step of the building making journey. Our clients benefit from the nimbleness and flexibility that comes from our scale and our philosophical approach to design. We are not, however, small and have a proven track record delivering complex building programs and projects with budgets exceeding 30 million dollars.

The studio's work is steeped in place, resolving human environment challenges through the lens of site specific ecology – both natural and cultural. Each project represents a process of observation, engagement, ideation, feedback and resolution culminating in collaboration with makers for implementation. We see every project that we are involved with as an opportunity to positively impact the site and the healthful experience of the people who will use it. We are fundamentally committed to regenerative design and have extensive experience in a wide variety of sustainability protocols, including LEED®, WELL, the Step Code, and the Living Building Challenge.

.3 Corporate Qualifications

Each firm named in this submission has the qualifications, resources, and capacity to complete the scope of services outlined.

Scott Builders Inc.

An established Construction Management company celebrating 50 years of business providing Construction services across British Columbia, Alberta, and Saskatchewan. Scott Builders with over 130 staff across all offices, they carry the internal resources necessary to complete their scope of work and see this project through to successful completion.

Douglas Cardinal Architects

Founded in 1964 Douglas Cardinal Architect has the experience and knowledge to provide design services for the new Healing Centre. His past work on the Wabano Aboriginal Health Centre will benefit the Shuswap Healing Centre. The design and systems can be scaled down to benefit the new healing centre for the DOS and Splantsin. Douglas Cardinal brings a unique First Nations holistic approach to every project he touches, fully integrating with the communities they serve to understand their needs and vision and translating that into the design of the building. The design will respect mother earth, Secwepemc Nation, and honor the story of the community and First Nations Bands who will benefit from this new centre. Douglas Cardinal has a team of like minded individuals working together towards a common vision.

AST Consulting

With over 25+ years experience in community healthcare programming, Dr. Avein Tafoya is a pioneer in organic healthcare. She is an authority on evidence based design and was awarded the change maker award based on her work on community healthcare design. Dr. Tafoya develops health/healing centres that help improve social determinants and outcomes including life span potential and quality of life. Dr. Tafoya is committed and dedicated to the Project and will be responsible for delivering the healthcare program scope of services.

Christine Lintott Architects Inc.

Christine Lintott Architects will act as the Architect of Record for the Project. Located in Victoria BC, CLA are fully licensed to practice architecture in the Province of British Columbia. Working under the leadership of Douglas Cardinal, Christine and Justin will help bring Douglas' designs to life. They will also leverage their local knowledge and regenerative design practices to add value to the project design and construction. In addition to Christine and Justin, they have 10 other staff resources to lean on as needed over the duration of the project.

Douglas Cardinal's work at the Wabano Aboriginal Health Centre will be brought forward and scaled to help meet the needs of the Shuswap Healing Center. Wabano is a highly successful clinic, health and cultural center in Ottawa created to bring health services and the knowledge of First Nations, Inuit and Métis people and cultures into the urban landscape. Wabano promotes Indigenous holistic health which means that true health includes four aspects of wellbeing: physical, mental, emotional, and spiritual. Along with the clinical facilities that a standard modern facility provides, Wabano also offers Elders for counseling, Indigenous healing practices, and a myriad of cultural activities for a healthy lifestyle such as learning crafts, dances, gatherings and even knowledge of medicinal plants.



.4 Corporate Projects

Project 1

PEERLESS TROUT HEAD START BUILDING

Location: Peerless Trout First Nations, Alberta



Description:

SBI provided design build services to the Peerless Trout First Nation for this new 2,992 ft2 educational facility to support the community. The new Head Start building provides assessments for young children and supporting families to help children access Headstart and other school programming appropriate for their age. This facility also provides support for parents whose children may have behavioral and/or learning issues and assistance on how to help children regulate their emotions (to lessen frustration and tantrums) and develop social competence (friends) is an important part of this support. The SBI team worked closely with the Peerless Trout First Nations representatives to help create a space that would provide a safe, creative, and inspiring atmosphere for the children while meeting the needs of administrators. Working collaboratively SBI was able to successfully deliver this project on time and on budget.

Client

Peerless Trout First Nations

Value of Fees

\$700K

Scope of Services

Architectural Design Services

Key Personnel

Douglas Cardinal, Lead Architect

PROVOST COMMUNITY HEALTH CENTRE

Provost, Alberta

Project 2

Description:

SBI in the final stages of providing design build services for the new Provost Community Health Centre in Provost Alberta. This new facility is 16,318 ft2 over three floors, developed on one acre of land. This community health centre includes a doctor's clinic, dental clinic, office spaces, and public meeting spaces. Each medical clinic includes waiting rooms, exam rooms, offices, Lab spaces, administrative areas, and support and utility spaces.

Our team worked collaboratively with project stakeholders to ensure all aspects of the projects needs were met, including accommodating the various medical professionals within the facility. Maintaining open and transparent communication throughout the duration of the project we were able to deliver this project on time and on budget.

Client

Municipal District of Provost No. 52

Value of Fees

\$4.5M

Scope of Services

Design Build Services

Key Personnel

Will Woodward, Project Lead



Project 3

PEERLESS TROUT FIRST NATION ADMINISTRATION

Location: Peerless Trout First Nation, Alberta

Description:

SBI provided design build services to the Peerless Trout First Nation for their new 18,800 ft² Administration Building. This administration office is one of several state-of-the-art infrastructure projects at Peerless Trout First Nation funded by the 2010 Land Claim Settlement Trust Fund. The purpose of this infrastructure project is to respond to the needs of the individual communities are based upon collaboration and feedback through nation-to-nation partnership with Peerless Trout First Nation

SBI's team worked closely with Peerless Trout First Nations to design and construct an administrative space that meets the current and future needs of the community. Complete with offices, meeting spaces, administrative space, a kitchen and support areas, this facility uses the latest energy saving and heating technologies as well as the latest innovations in security and modern, open design.

Client

Peerless Trout First Nations

Scope of Services

Design Build Services

Value of Fees

\$7.2M

Key Personnel

Will Woodward, Project Lead

Project 5

GORDON OAKES REDBEAR STUDENTS CENTRE

Location: Saskatoon, Saskatchewan

Description:

The University of Saskatchewan realized that with a rapid increase of Indigenous students there was an opportunity to revitalize the campus and its communal mission. Thus, the Aboriginal Student Center was created where not only Indigenous peoples but all students in campus could be welcomed to embrace and be supported by Indigenous knowledge. The Aboriginal Student Center, the Indigenous Student Council, and the native Studies Department along with the Elders and Indigenous guests are able to host a myriad of events. Since its opening, the Red Bear Student Centre has become a real hub for students for both, quiet study as well as large celebrations.

The building is designed around a core with a skylight in the shape of an eight-sided star to symbolize the power of the circle as a symbolic base for cosmic cultural healing, knowledge, and equality. The Elders insisted a connection with Mother Earth at the center of the building for their ceremonies which had to be creatively solved when the university decided to run a tunnel underground. A large window and designated colours in the four directions, welcome visitors with a kitchen right at the entrance following appropriate Indigenous protocols. At the perimeter of the structure, a series of meeting rooms for counseling and smudging allow the students to reconnect with themselves and become healthy minds and souls to carry on with the challenges of rigorous academic life in the university

Client

University of Saskatchewan

Scope of Services

Architectural Design Services

Value of Fees

Construction Cost: \$10.8 Million (+ \$1.8 Million site servicing and underground tunnel connections)

Key Personnel

Douglas Cardinal, Lead Architect

ADELANTE HEALTHCARE GOODYEAR PROJECT

Goodyear, Arizona

Project 4

MENO-YA-WIN HEALTH CENTRE

Sioux Lookout, Ontario

Project 6

Description:

Adelante Healthcare is a non-profit organization that continually seeks to improve the health of communities by providing excellent, comprehensive primary health care within each patient's ability to pay providing a high-quality healthcare for all incomes. The building offers audiology, dental, family medicine, integrated behavioral health, internal medicine, lab, nutrition, Ob/Gyn, pediatrics, and student health.

The conceptual form of the building is an organic expression of the desert environment of Arizona. It not only represents the curves of the land, mountains, and rocks, but also the living forms of the desert. The flow of the forms also represents the flow of water, since water is an all-female nurturing and healing spirit. The building sculpture welcomes graciously the people to a sophisticated and vibrant environment that illustrate the elements of holistic healing. The masonry is creatively detailed with different coloured stone that by harmoniously layering testify to the diversity and drama of the land itself. The organic forms allow people to connect with the beauty of nature, which is critical for long lasting healing. Indeed, people who connect with the beauty of nature and who live in harmony with the earth can better heal mentally, physically, and spiritually.

Client

Adelante Healthcare

Value of Fees

Construction Budget: \$12 Million (USD)

Key Personnel

Douglas Cardinal, Lead Architect, Dr. Avein Tafoya

Scope of Services

Aveini - Family Medicine, Internal Medicine, Pediatrics, OB/Gyn and Women's Health, Dentistry & Oral Health, Behavioral Health & Psychiatry, Eligibility & Enrollment in Federal Programs, Community Center & Meeting Rooms, Teaching Kitchen & Nutrition Programs, Women, Infants & Children's Programs



Description:

The Meno-Ya-Win Health Centre's Board and its CEO and Director, Roger Walker, had a vision to combine traditional First Nation's healing practices with the most up-to-date modern medical facility when they commissioned Douglas Cardinal and Murphy Hilger to design a hospital that would deliver a new holistic healthcare concept in Canada. The hospital serves over 30,000 patients every year, providing services for 28 aboriginal communities in an area in Northern Ontario as large as Germany. DCA designed the medical complex in the shape of a medicine wheel so that patients arriving in emergency from fly-in northern communities could already see the symbols of healing.

Doctors and Elders such as Josiah Fidler, a traditional healer and shaman who was designated Chairman of the Board, contributed to the design and technical requirements of this modern state-of-the-art hospital. Along with operating rooms and MRI scan systems, the hospital is actually a healing center that resembles more a northern lodge than an institution since the idea was to create a healthcare village that relates to Mother Earth for real healing. Meno-Ya-Win Health Centre opened with great pride on October 15th, 2010, with representatives of the signatories to the Four Party Agreement for funding that included the federal and provincial governments, the City of Sioux Lookout, and the First Nations. Meno-Ya-Win Health Centre proves that when all the stakeholders are involved with this type of partnership, we can truly celebrate the healing of a community.

Client

Sioux Lookout Meno Ya Win Health Centre

Value of Fees

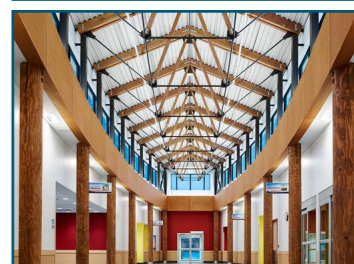
Construction Cost: \$110 Million

Scope of Services

Architectural Design Services

Key Personnel

Douglas Cardinal, Lead Architect



Project 7

SIEM LELUM (RESPECTED HOUSE)

Location: Victoria, British Columbia

Description:

The Siem Lelum project created a new critical housing and community support asset for the Victoria Native Friendship Centre, in association with BC Housing, CMHC and the City of Victoria.

The project was initiated through Linda E. Ross as a master plan for the site, including housing and community gathering space with a focus on communal preparation and sharing of meals. Phase one build out included the seismic upgrade and adaptive reuse of the former Traveler's Inn building located at 120 Gorge Road East in Victoria. The existing structure, at the end of its former useful life, was transformed into safe and adaptable apartment accommodations for urban indigenous youth and families and was designed to create a sustainable, holistic village environment that encouraged engagement and mutual support. The phase two, new family housing structure and the delivery of the communal space was completed by Merrick Architecture, and evolved consistent with the original vision and aspiration for the site.

Client

Victoria Native Friendship Centre

Scope of Services

Architectural Design Services

Value of Fees

\$1.2M

Key Personnel

Christine Lintott, Principal in Charge

References

Project 1

Scott Builders Inc.

Title:

Provost Community Health Centre

Description:

Design Build of a new community health centre that includes a doctor's clinic, dental clinic, office spaces, and public meeting spaces. Each medical clinic includes waiting rooms, exam rooms, offices, Lab spaces, administrative areas, and support and utility spaces.

Location:

Provost

Value of Services Provided:

\$4.5M

Reference:

Contact Name: Tyler Larson

Contact Title: CAO

Phone Number: 780.753.2434

Fax Number: N/A

Relevance of the Project:

Describe the relevance of the referenced projects and clients to this assignment. This project involved the design and construction of a new rural community health centre to service the Municipal District of Provost community members. SBI worked closely with the design team to help develop the spaces to accommodate the various medical professions and ensuring a functional and comfortable area for both staff and patients.

Project 2

Douglas Cardinal Architect

Title:

Ouje- Bougoumou Village and Aanischaaukamikq Cultural Institute (Ouje-Bougoumou)

Description:

Ouje-Bougoumou is the village designed by Douglas Cardinal with the full participation of the community that was dedicated by the UN (UNESCO) "Best Sustainable Community" award and was presented in Expo 2000 in Germany as the "Village of the Future". Following the success of the Ouje-Bougoumou Village, the community, and larger Cree Nation of Eeyou Istchee in northern Quebec, envisioned a centre for cultural healing and identity preservation.

Location:

Ouje- Bougoumou, Quebec (Canada)

Value of Services Provided:

\$11M

Prime consultants and design architects for the entire village. Lead Design Architect for Aanischaaukamikq, built with Rubin Rotman Architects of Montreal.

Reference:

Contact Name: Grand Chief Dr. Abel Bosum (Paul Wertman)

Contact Title: Grand Council of the Crees; Ouje-Bougoumou Cree Nation Counsel since 1981

Phone Number: 1-613-794-6153

Fax Number: N/A

Relevance of the Project:

The Village of Ouje- Bougoumou and the Aanischaaukamikq Cultural Institute are pivotal projects that, after experiencing extremely harsh conditions, achieved the recognition of the Ouje-Bougoumou Cree Nation to forge themselves a strong leadership role in the region. The devoted design of the village and cultural institute around the culture and traditions of the people created western partnerships to build an environment to thrive and heal the pain of colonization.

Project 3

AST Consulting LLC

Project Title:

Olathe Health

Description:

Several Ambulatory Community Health & Primary Care Centers

Location:

Olathe, Kansas

Value of Services Provided:

\$90,000+

Reference:

Contact Name: Stan Holm

Contact Title: CEO

Phone Number: 1-772-321-1900 (mobile – please text him to schedule) or Office – Heather os Assistant at 1-913-791-3506; email is Stan.Holm@olathehealth.org

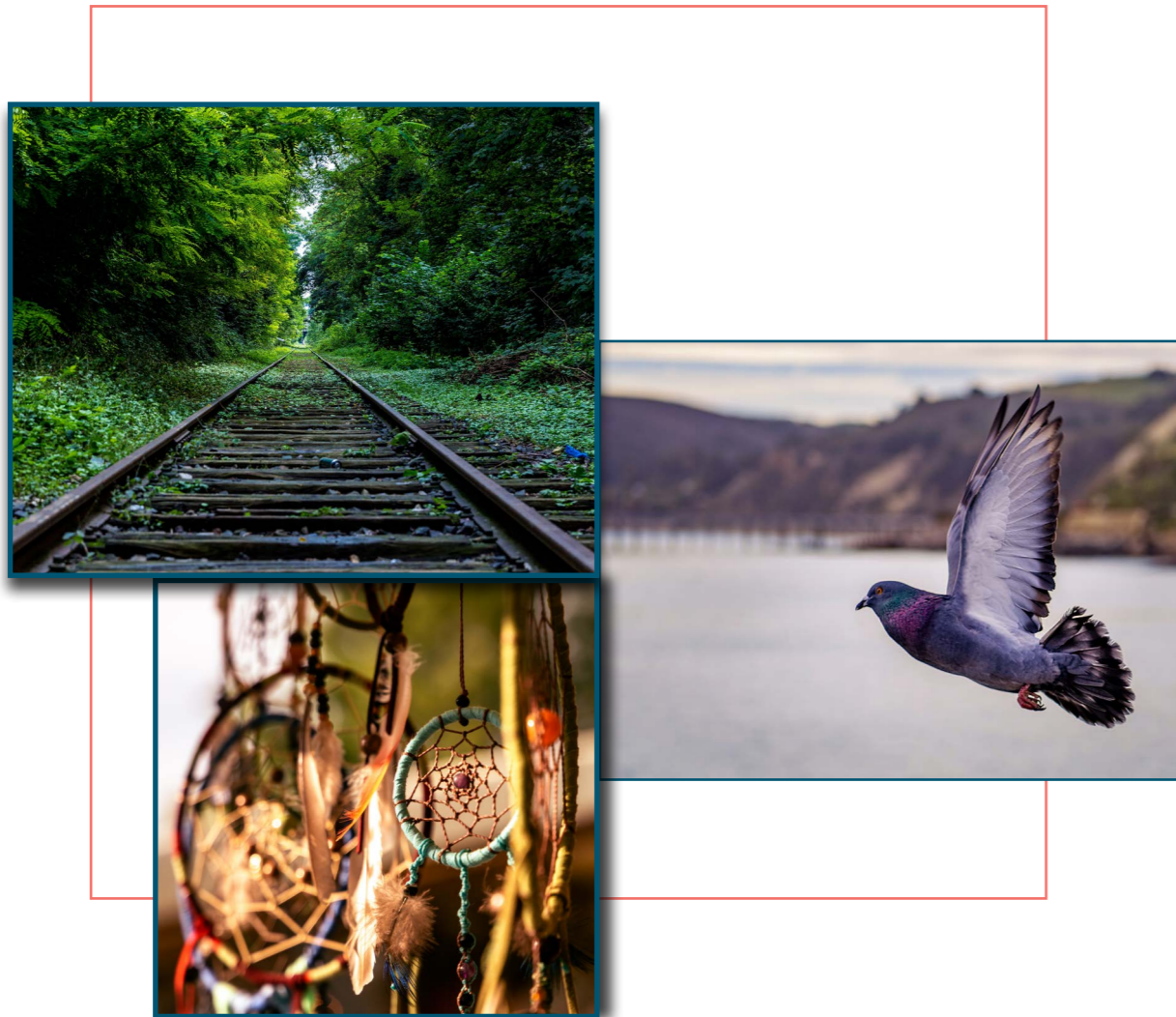
Fax Number: N/A

Relevance of the Project:

Describe the relevance of the referenced projects and clients to this assignment. Dr. Tafoya consulted on the design, planning, and construction of comprehensive Primary Care sites of varying sizes and scope in ambulatory care serving the whole continuum of patient ages and demographics in a state that has suburban and rural sites. Her evidence-based design approach was adopted as the model for ambulatory and primary care for the system for the current and future renovations and new expansion sites.

EXHIBIT H

Rates and Charges, and Order of Magnitude Cost



SICAMOUS
British, Columbia

Rates and Charges, and Order of Magnitude Cost

.1 Schedule and Rates

Please see the schedule of personnel rates below. Note all rates listed are discounted.

TITLE / PERSONNEL	HOURLY RATE	Specialist Fees	
		Douglas Cardinal Architect	
Proponent Fees			
Scott Builders Inc.			
Project Lead	\$135.00	Principal Architect	\$350
Project Manager	115.00	Senior Architect	\$175
Project Coordinator	\$74.00	Architectural Assistant	\$110
Site Superintendent	\$82.00	BIM Specialist	\$100
General Foreman	\$66.00	Architectural Administration	\$85
Journeyman Carpenter	\$55.00	AST Consulting	
Laborer	\$45	Dr. Avein Tafoya	\$300
Safety Advisor	\$75.00	Christine Lintott Architect	
		Principal	\$225
		Architect	\$175
		Technologist	\$105

Please note reimbursable architectural expenses include but are not limited to: travel, accommodations, reproduction, computer plotting, courier charges, 3D laser print models, presentation supplies, video and photography. Reimbursable expenses are not included in the base fee, and will be billed at cost plus 15% for administrative charges.

.2 Rates

All rates proposed in this submission shall remain fixed for the duration of the Project.

.3 Travel and Subsistence Cost

We propose the following travel and subsistence costs for out-of-town personnel:

Scott Builders Inc.

- KM rate of \$0.52/km travel
- Hourly rates for personnel as noted above
- Hotel-rate based on seasonal rates for Sicamous and District (typical allowance is \$150.00/night)
- LOA rate-meals allowance per person is \$55.00 per day covering breakfast, lunch and dinner.
- Day rate for staff would be \$205.00 plus hourly rate for the day

Douglas Cardinal Architect

- Travel Cost +15%
- Passenger car own use \$0.55/km
- Rental vehicles Cost + 15%
- Dally per diem food expense \$80.00 per day/per person
- Mark-up for specialty consultants* 15%
- Reproduction costs Cost +15%

* We request DOS prepay large ticket items (i.e.: airfare, hotel accommodations) where the 15% admin fee for these items will be waived. The same will be if the transportation, (to/from airport/ accommodation/meeting rooms/site visit) and meals are provided by the client.

.4 Fee Mark-Up

Scott Builders Inc mark-up fees for this project would be cost + 5%. Change orders would be 5% for overhead and 5% profit for 10% on Cost.

.5 Order of Magnitude Cost Estimate

Please find the anticipated fixed fee for construction management services broken down in the following table:

Proponent Fees		Specialty Sub Consultants				
	Scott Builders Inc.	AST Consulting LLC	Douglas Cardinal Architect with Christine Lintott Architect		Structural, Mechanical, Electrical & Cival	
			15,000 SqFt Facility	25,000 SqFt Facility	15,000 SqFt Facility	25,000 SqFt Facility
Preliminary/Schematic Services	\$7,900.00	\$45,000.00***	\$54,000.00	\$91,000.00	\$10,423.00	\$16,775.00
Design Development	\$7,900.00	\$25,000.00	\$54,000.00	\$91,000.00	\$49,313.00	\$75,725.00
Quantity Survey	\$5,500.00	\$0.00			Inc. in Schematic & DD	Inc. in Schematic & DD
Working Drawings	\$4,200.00	\$10,000.00	\$218,000.00	\$364,000.00	\$124,500.00	\$180,000.00
Building Permit / Tender*	\$2,500.00	\$0.00	\$21,840.00	\$36,400.00	\$12,445.00	\$18,000.00
	\$28,000.00**	\$80,000.00	\$347,840.00	\$582,400.00	\$196,631.00	\$290,500.00
Total Fees for 15,000SqFt Facility						\$652,471.00
Total Fees for 25,000SqFt Facility						\$980,900.00

Proponent fees

The total cost to get DOS to end of Design Development or Phase 1:

Schematic and Design Development Fees for a 15,000sqft facility : \$253,536.00+travel and disbursements

Schematic and Design Development Fees for a 25,000sqft facility : \$340,300.00+travel and disbursements

*Please note this does not include the cost of permits

** Note this fee is for pre-construction services only, cost services for construction would include our labor plus a 5% fee.

*** Dr. Tafoya will be leading the needs assessment in this phase

Specialty Sub Consultant Fees

We propose the following Specialty Sub-Consultant Fees to assist with the performance of the Consultant's services required under the EOI. All design fees are broken out based on the size of the facility and Architectural fees are based on the Royal Architectural Institute of Canada Guidelines.

Deferral by DOS

In the event there is a delay in the project the only cost to be incurred by the DOS would be in relation to potential escalation in material costs associated with the construction budget.

Fees for Additional Services

A

LEED

In the event that DOS pursues LEED certification, there would be no additional fees, however, we would anticipate a slight escalation in construction cost associated with the LEED Program.

B

STEP Code

In the event that DOS pursues STEP certification, there would be no additional fees, however, we would anticipate a slight escalation in construction cost associated with the STEP Program.

C

Hourly Rates for Additional Services

Hourly rates for additional services have been outlined in the rates section above.

D

Furniture Sourcing and Selection

Costs associated with furniture sourcing and selection would be related to the coordination, set-up, and installation. There will be no costs associated with procurement.



SICAMOUS
British, Columbia



Appendix
A

Key Personnel Resumes

PROJECT LEAD

WILL WOODWARD, BFA, LEED®AP



Years Experience: 21

Education & Certifications:

- Bachelor of Fine Arts - Master of Architecture
- LEED® AP

Community Involvement:

- Board Director, Red Deer Construction Association

Key Strengths:

✓ Collaborative Approach ✓ Health Centre Experience ✓ Local Knowledge ✓ Experience Working in an Integrated Project Team ✓ Highly Organized ✓ Value Engineering Expertise

OVERVIEW

Will's leadership is highly collaborative and respectful of our valued staff, clients and consultants. He clearly demonstrates his commitment to our core values of respect and integrity, safety, excellent client service and having a positive impact in our community. Will has worked with Scott Builders since 2005 in a variety of roles, including Project Coordinator, Estimator, Project Manager and the Manager of Pre-Construction most recently.

Will is currently serving as the General Manager of our Red Deer Branch. Having filled a variety of roles at Scott Builders, he has become well-versed in the many facets of our day-to-day operations. Additionally, Will's background in architecture and design has contributed significantly to Scott Builders' ability to provide both value and high-quality work for our clients.

ROLE & RESPONSIBILITIES

As Project Lead, Will's responsibilities will include collaboration with the project team and guiding the construction team. Working closely with Douglas Cardinal and Dr. Tafoya he will leverage his knowledge and expertise to provide insight on critical project matters including constructability and value engineering. He will act as SBI's primary contact for DOS and Splatsin over the duration of the project.

RELEVANT PROJECT EXPERIENCE

Peerless Trout Head Start Building, Peerless Trout First Nations, AB | Peerless Trout First Nations | \$700K

The new Head Start building provides assessments for young children and supporting families to help children access Headstart and other school programming appropriate for their age. This facility also provides support for parents whose children may have behavioural and/or learning issues and assistance on how to help children regulate their emotions (to lessen frustration and tantrums) and develop social competence (friends) is an important part of this support.

As Project Lead Will was involved in the preconstruction portion of this project participating in design meetings and providing input on the constructability of the proposed designs. He also supported the internal Scott Builders estimating team ensuring they fully understood the design parameters and providing advice and guidance where needed in the development of project budgets.

Provost Community Health Centre, Provost, AB | Municipal District of Provost No. 52 | \$4.5M

This new facility is 16,318 ft² over three floors, developed on one acre of land. This community health centre includes a doctor's clinic, dental clinic, office spaces, and public meeting spaces. Each medical clinic includes waiting rooms, exam rooms, offices, Lab spaces, administrative areas, and support and utility spaces.

Will worked with the project stakeholders and designer to validate the proposed design and ensured the project vision and deliverables were clearly communicated to the team. He then transitioned the project over to the Project Manager and provided support as needed throughout the construction and post-construction phases.

Peerless Trout Administration Building, Peerless Trout First Nations, AB | Peerless Trout First Nations | \$7.2M

SBI provided design build services to the Peerless Trout First Nation for their new 18,800 ft² Administration Building. This administration office is one of several state-of-the-art infrastructure projects at Peerless Trout First Nation funded by the 2010 Land Claim Settlement Trust Fund. The purpose of this infrastructure project is to respond to the needs of the individual communities are based upon collaboration and feedback through nation-to-nation partnership with Peerless Trout First Nation.

As Project Lead Will was involved in the preconstruction portion of this project participating in design meetings and providing input on the constructability of the proposed designs. He also supported the internal Scott Builders estimating team ensuring they fully understood the design parameters and providing advice and guidance where needed in the development of project budgets.

Gary W. Harris Canada Sport and Wellness Centre, Red Deer, AB | Red Deer College | Completed 2018 | \$88M

This Design-Build project involved the design and construction of a new educational and recreational facility on the Red Deer College Campus. This new LEED®Silver facility includes an NHL sized ice rink that can be converted to Olympic sized, a spectator gymnasium, fitness centre, squash courts, kinesiology department, and supporting areas.

Will was involved in the Pre-construction portion of this project providing input and insight to the project team including participating in Value Engineering and collaborative team meetings, providing input on the proposed design, and supporting the DB Team until transition into the construction phase.

SENIOR PROJECT MANAGER

ANDREW TJEPKEMA, Journeyman Carpenter



Years Experience: 19

Education & Certifications:

- Journeyman Carpenter Certificate, Red Deer College, 2002

Key Strengths:

✓ Collaborative Approach ✓ Highly Organized ✓ Value Engineering Expertise ✓ Experience with Complex Projects

OVERVIEW

Andrew is a long time Central Albertan, currently residing in Red Deer. He joined the construction industry in 2002 and gained experience as a carpenter and superintendent for a local home builder.

In 2005 Andrew made the switch to commercial construction and joined the Scott Team. Since that time, he has proven himself by turning over successful projects to our clients again and again. Andrew runs his projects in a safe, efficient manner and with his outgoing personality and positive attitude he consistently gets high quality results from his co-workers and subtrades.

ROLE & RESPONSIBILITIES

As Project Manager, Andrew will work alongside Will Woodward in delivering construction management services for the new Healing Centre. He will actively participate in the pre-construction phase during the design review and value engineering stages. He will work with the project team to manage the safety, quality, scope, cost and schedule for the overall project in collaboration with the Superintendent.

RELEVANT PROJECT EXPERIENCE

Gary W. Harris Canada Sport and Wellness Centre, Red Deer, AB | Red Deer College | \$88M

This Design-Build project involved the design and construction of a new educational and recreational facility on the Red Deer College Campus. This new LEED® Silver facility includes an NHL sized ice rink that can be converted to Olympic sized, a spectator gymnasium, fitness centre, squash courts, kinesiology department, and supporting areas.

Andrew acted as Senior Project Manager for this new facility. In his role he worked closely with the Client and Design team to the project vision and deliverables were understood and communicated to the construction team. He was also responsible for managing the project budget, schedule, and overseeing the safety on site and quality of work produced.

Pine Valley Seniors Lodge, Pine Valley, AB | Westerner Park | Completed April 2019 | \$15M

This project involved the construction of 102 suites including 20 independent living and 80 studio suites, pub, bistro, yoga studio, hair salon, workshop, arts & crafts room, chapel, indoor garden, kitchen, family dining room, 2 family meeting rooms and large administration office area.

As Project manager, Andrew was responsible for the overall delivery of the project. He oversaw all aspects of construction and managed the Scott Builders construction team. He played an integral role in the success of this project.

SUPERINTENDENT-IN-CHARGE

ROB SOULIS, P.GSC, Journeyman Carpenter



Years Experience: 30+

Education & Certifications:

- Journeyman Carpenter Certificate
- Professional Gold Seal Certification Superintendent, Canadian Construction Association

Key Strengths:

- ✓ Collaborative Approach
- ✓ Highly Organized
- ✓ Experience Managing Operational Construction Sites
- ✓ Coordination with Trades
- ✓ Schedule & Budget Management
- ✓ Asbestos Abatement Experience
- ✓ First Aid/CPR

OVERVIEW

Organized, detail-oriented, task driven and focused are some of the key attributes that Rob inherently takes to every project. Rob has a consistent record of doing what it takes to get the job done. He has mastered the art of managing a construction site that is constantly driven hard yet balanced with understanding the importance of building relationships with all trades to foster a positive work environment. He maintains the highest standards for a tidy site and provides quick attention to resolve issues.

Rob has his Journeyman Carpenter seal and brings international construction experience through his time spent building projects in the United States. Recently (2009) he received a Professional, Gold Seal Certification from the Canadian Construction Association for Superintendent. Rob has continued to advance his realm of knowledge by staying current with Safety courses and management skills refresher training.

ROLE & RESPONSIBILITIES

Rob, as Superintendent will manage all site-related activities. He will be the project team's representative on site and will ensure that all phases of the project are implemented as agreed to. Rob will be responsible for the control and implementation of the project schedule, costs, trade scopes/ responsibilities, quality management, and project safety.

RELEVANT PROJECT EXPERIENCE

Gary W. Harris Canada Sport and Wellness Centre, Red Deer, AB | Red Deer College | \$88M

This Design-Build project involved the design and construction of a new educational and recreational facility on the Red Deer College Campus. This new LEED® Silver facility includes an NHL sized ice rink that can be converted to Olympic sized, a spectator gymnasium, fitness centre, squash courts, kinesiology department, and supporting areas.

As Site Superintendent Rob was responsible for managing the construction site and phasing of project deliverables. He worked with the project team to finalize the project schedule and collaborated with trades to ensure the work would be completed on time.

Pine Valley Seniors Lodge, Pine Valley, AB | Westerner Park | Completed April 2019 | \$15M

This project involved the construction of 102 suites including 20 independent living and 80 studio suites, pub, bistro, yoga studio, hair salon, workshop, arts & crafts room, chapel, indoor garden, kitchen, family dining room, 2 family meeting rooms and large administration office area.

As Site Superintendent Rob was responsible for managing the construction site and phasing of project deliverables. He worked with the project team to finalize the project schedule and collaborated with trades to ensure the work would be completed on time. Rob worked closely with the site team to maintain accountability and quality in the work produced.

DOUGLAS CARDINAL ARCHITECT

Douglas J. Cardinal, O.C., Ph.D. (h.c.)

B.Arch., O.A.A., A.A.A., S.A.A., A.I.B.C., A.I.A., NCARB, R.C.A.A., F.R.A.I.C., F.R.I.A.S., F.R.S.C.

Douglas Cardinal's signature Organic Architecture is well known to have produced many iconic buildings creating elegant and nurturing sustainable environments. The awards of the Order of Canada, Canada's highest honor, the RAIC's Gold Medal, and the declaration of Professor and Academician as "World Master of Contemporary Architecture" by the IAA, celebrate his unwavering dedication to excellence in all his projects.

Honorary Degrees:

2020 Doctor of Laws, Honorary Degree. University of Toronto, Toronto, Ontario
2018 Doctor of Laws, Honorary Degree. Queen University, Kingston, Ontario
2017 Doctor of Science, Honorary Degree. McGill University, Montreal, Quebec
2015 Doctor of Laws Degree, Honorary Degree. Laurentian University, Sudbury, Ontario
2012 Doctor of Letters Degree, Honorary Degree University of Saskatchewan, Saskatoon, Saskatchewan
2012 Doctor of Laws, Honorary Degree. University of Manitoba, Winnipeg, Manitoba
2011 Doctor of Laws, Honorary Degree. University of Regina, Regina, Saskatchewan
2003 Doctor of the University, Honorary Degree, University of Ottawa, Ottawa, Ontario
2002 Doctor of Laws, Honorary Degree. University of Alberta, Edmonton, Alberta
2001 Doctor of Laws, Honorary Degree. University of Western Ontario, London, Ontario
2001 Doctor of Laws, Honorary Degree. St. Francis Xavier University, Antigonish, Nova Scotia
2000 Doctor of Engineering, Honorary Degree. University of Lakehead, Thunder Bay, Ontario
2000 Doctor of Letters Degree. Emily Carr Institute of Art and Design, Vancouver, British Columbia
1994 Doctor of Architecture, Honorary Degree. Carleton University, Ottawa, Ontario
1994 Doctor of Laws, Honorary Degree. Trent University, Peterborough, Ontario
1994 Doctor of Humanities, Honorary Degree, University of Lethbridge, Lethbridge, Alberta
1992 Doctor of Laws, Honorary Degree. University of Windsor, Windsor, Ontario
1990 Honorary Fellowship - Council of the Ontario College of Art, Toronto, Ontario
1990 Ryerson Fellowship, Ryerson Polytechnical Institute, Toronto, Ontario
1989 Doctor of Laws, Honorary Degree. University of Calgary, Calgary, Alberta
1983 Doctor of Fine Arts, Honorary Degree. Massachusetts School of Art, Boston, Massachusetts, USA

Honorary Designations:

2021 Guest Professor, Frank Gehry Chair, University of Toronto, Toronto, Ontario
2020 Guest Professor, Indigenous Design, Laurentian University, Sudbury, Ontario
2018 Presenter on behalf of Canada, 2018 Venice Architecture Biennale
2012 Ambassador for Peace, Universal Peace Federation, Ottawa, Ontario
2009 "Douglas Cardinal Day, June 12th", St. Albert, Alberta
2009 Juror, Edmonton Urban Design Awards

2009 Juror, Northern Ontario School of Architecture “Ideas Competition”
2006 Professor and Academician, International Association of Architects, Sofia, Bulgaria
2005 Honorary Membership, Society of American Registered Architects
2005 Fellow, Royal Society of Canada
2004 “Douglas J. Cardinal Performing Arts Centre”, Grand Prairie College, Grand Prairie, Alberta
2003 Adviser, President’s Advisory Council, Royal Society of Canada
2003 Design Studio Day, University of the Commonwealth Caribbean, Kingston, Jamaica
2001 “Celebrate Cardinal - Canadian Architecture in Chicago Week; October 3-10”, Chicago, Illinois, USA
2000 Honorary Fellowship, Royal Incorporation of Architects in Scotland, Edinburgh, Scotland
2000 Juror, AIA Summit 2000 Western International Design Awards Program
1996 Juror, Governor General Awards in Architecture, The Canada Council
1992 Guest Professor, Bruce Geoff Chair, University of Oklahoma, Norman, Oklahoma
1983 Fellow, Royal Architectural Institute of Canada
1974 Member, Royal Canadian Academy of Arts

Accomplishments and Awards:

2019 Healthcare Project of the Year, Goodyear, Arizona.
2016 Presidential Award from the Saskatchewan Masonry Institute for Gordon Oaks Red Bear Student Centre in Saskatoon, Saskatchewan.
2013 RAIC-NSAA Le Prix du XXe siècle for Grand Prairie Regional College
2012 Ontario Wood Works “Northern Ontario Excellence Award” for Meno-Ya-Win Health Centre
2011 Alberta Masonry Design “Lifetime Achievement” Award
2010 Best Public Services Development in Canada Meno-Ya-Win Health Centre, International Property Awards, Essex, United Kingdom
2009 Gold Medal of the Union of Architects of Russia, Moscow, Russia
2009 St. Albert Place and City Hall declared ‘Municipal Historic Resource’
2009 IAA Grand Prix Crystal Globe
2007 Canada Post postage stamp - Douglas Cardinal and St. Mary’s Church - commemorating RAIC’s 100th Anniversary
2006 Outstanding Professional Achievement Award, American Society of Landscape Architects
2006 “World Master of Contemporary Architecture” by the IAA, Sofia, Bulgaria
2006 Outstanding Professional Achievement Award, American Society of Landscape Architects
2005 Lieutenant Governor of Alberta Excellence in the Arts Award, Banff, Alberta
2005 Presidential Award, Masonry Design Awards, First Nations University
2004 Laureate, Canada Council of the Arts
2004 “Douglas J. Cardinal Performing Arts Centre” opens in GRPC, Grand Prairie, Alberta
2002 Golden Jubilee Medal in honor of Her Majesty The Queen’s 50th Anniversary, Ottawa, Ontario
2002 United Nations Award for Sustainable Design, Oujé-Bougoumou Village, Quebec
2002 Best Building Award, Grand Traverse Centre, United Contractor of America
2001 Governor General’s Award in Visual and Media Arts, Ottawa, Ontario
2000 Juan Torres Higuera Award, Federation of Pan American Associations of Architects
2000 Royal Architectural Institute of Canada, Millennium Celebration of Architecture, St. Mary’s Church, Alberta
1999 RAIC Gold Medal for Architectural Achievement
1995 National Aboriginal Achievement Award
1992 Canada Council Molson Prize for the Arts
1992 Great Canadian Award
1990 Officer of the Order of Canada

1990 Nominated as Canada's "Living Treasure", New Zealand Sesquicentennial Year Celebration
1990 National Arts Award, The Banff Centre, Banff, Alberta
1989 L'Ordre des Architectes du Québec, Distinction en Architecture
1987 Maclean's Honor Roll
1978 Award of Excellence in the Creative Arts, Red Deer, Alberta
1974 Achievement Award for Excellence in the field of Architecture, Province of Alberta
1972 Award of Excellence, Canadian Architect Magazine, for Grande Prairie Regional College
1969 Honor Award, Alberta Association of Architects, for St. Mary's Church, Red Deer, Alberta
1969 Honor Award, City of Red Deer, Alberta

Lectures:

2020 "The Importance of Matricultural Values in Society and Architecture", MC Motivate Canada
2020 "Designing with Soul: Douglas Cardinal", Gensler Design, Justice, Equity & Design Dialogues
2020 "How to Create with the Heart", Digital Mi'kmaq Youth Convention, Membertou, Nova Scotia
2019 "Organic Architecture" Hainan University, Haikou, Hainan, China
2019 "Douglas Cardinal Architecture" BIAD, Beijing, China
2019 "Douglas Cardinal Organic Architecture" Nechi Institute Conference Keynote, Edmonton, Alberta
2019 "Making a Difference" Governance Development Network Keynote, Orillia, Ontario
2019 "Building Legacy" Canadian Anthropology Society and American Anthropological Association Conference, Vancouver, BC
2019 "Indigenous Awareness Week" Keynote, McGill University, Montreal, Quebec
2019 TEDx Talk, Calgary, Alberta
2019 Contemporary Calgary, Calgary, Alberta
2019 Art Gallery of Alberta, Edmonton, Alberta
2019 RedBrick First Nations Housing Symposium, Edmonton, Alberta
2019 Northern Housing Summit Keynote, Inuvik, Nunavut
2018 Atlantiar Knekk Tepaw: A Basque-Mi'kmaw Cultural Exchange Symposium, Cape Breton University, Sydney, Nova Scotia
2018 Nova Scotia Association of Architects Annual Forum, Halifax, Nova Scotia
2018 Walrus Talk at the Canadian Museum of History, Ottawa, Ontario
2018 University of Notre Dame in Notre Dame, Indiana
2018 "Indigenous Design Thinking" at University of Calgary, Calgary, Alberta
2017 Harvard Club of Ottawa at Library and Archives Canada, Ottawa, Ontario
2017 World Design Summit Keynote, Montreal, Quebec
2017 Amphibious Architecture Conference, University of Waterloo, Ontario
2017 Convocation Address, McGill University, Montreal, Quebec
2017 RAIC International Indigenous Architecture and Design Symposium, Ottawa, Ontario
2017 Queens University Faculty of Law, Kingston, Ontario
2017 Algonquin College, Ottawa, Ontario
2017 Walrus Talk, Winnipeg, Manitoba
2017 UN Conference on Disaster Risk Reduction, Montreal, Quebec
2017 INAC, Ottawa, Ontario
2013 University of Saskatchewan, Saskatoon, Saskatchewan
2013 Yunnan Arts University, Kunming, China
2013 Laurentian University, Sudbury, ON
2013 Carleton University, Ottawa, ON
2012 Carleton University, Ottawa, ON

2012 Morrisville State College, Morrisville, NY
2012 University of Lethbridge, Lethbridge, AB
2012 MADE in Edmonton, Edmonton, AB
2012 CMHI Annual General Meeting, Mont Tremblant, QC
2012 Information & Communications Technology Summit, Vancouver, BC
2011 10th Anniversary New Sun Conference on Aboriginal Arts, Ottawa, ON
2011 GREAT - Construction Industry / Aboriginal Conference, Toronto, ON
2011 Colloquium of Indigenous Architecture, Buenos Aires, Argentina
2011 National Gallery of Canada Study Group Lecture Series-THE SPECTRUM OF ART, Ottawa, ON
2010 2nd Annual Retrofitting and Planning Sustainable Suburbs, Toronto, Ontario
2010 Corporate and Community Social Responsibility Conference, Nepean, Ontario
2010 Aboriginal Housing Forum, Ottawa, Ontario
2009 3i Summit – Leadership, Ottawa, Ontario
2009 Association of Professional Engineers, Geologists & Geophysicists of Alberta, Edmonton, Alberta
2009 Aboriginal Housing Forum, Kanata, Ontario
2009 Carleton University, Ottawa, Ontario
2009 University of Ottawa, Ottawa, Ontario
2009 Laurentian University, Sudbury, Ontario
2008 Health Care Design Conference, Washington, District of Columbia, USA
2008 University of Tennessee, Martin, Tennessee, USA
2006 Conference on Sustainability Circumpolar Communities, City of Alta, Sweden
2005 Aboriginal Language Conference, Quebec City, Quebec
2005 Moses Znaimer’s Idea City, Toronto, Ontario
2004 CMHC Master-planning for Sustainable Communities, Quebec City, Quebec
2003 AIA Chapter Keynote, Whitefish, Montana, USA
2003 City of Kingston, Jamaica
2002 The Nickle Arts, University of Calgary, Calgary, Alberta
2002 The Canadian Conversation Series, New York City, New York, USA
2002 University of Ottawa’s Interdisciplinary Conference, Ottawa, Ontario
2001 Museum of Contemporary Art, Chicago, Illinois, USA
2001 The Field Museum, Chicago, Illinois, USA
2001 Tavern Club, Chicago, Illinois, USA
2001 Chicago Architecture Foundation, Chicago, Illinois, USA
2001 Chicago Cultural Centre, Chicago, Illinois, USA
2001 Citadel CSC Conference, Ottawa, Ontario
2001 Nadasdy Academy Symposium, Budapest, Hungary
2000 AIA Alaska Conference, Fairbanks, Alaska, USA
2000 AIA Summit, Sun Valley, Idaho, USA
2000 Moses Znaimer’s Idea City, Toronto, Ontario
2000 Creativity 2000, National Arts Centre, Ottawa, Ontario
2000 Bahai Learning Centre, Prague, Czech Republic
1999 National Building Museum, Washington, District of Columbia, USA
1998 AIA Hawaii Conference, Honolulu, Hawaii, USA

Select Publications and Media:

“A Building Should Be Nurturing and Protect People Within”: In conversation with Douglas Cardinal , ArchDaily, Vladimir Belogolovsky, 2020

“Canadian Architect Douglas Cardinal Believes Buildings Must Grow Out of Nature” StirWorld, V. Belogolovsky, 2020

“Douglas Cardinal: Architect of the Future,” Productions Cazabon, 2019

“Q&A: Douglas Cardinal,” Canadian Architect, 2018

“What Canada’s entry at the next Venice Biennale really means,” Globe and Mail, A. Bozickovic, 2018

“The Cosmic Dance,” Livinglobe Productions, Immersive Cinema, (Germany), 2010

“Canadian Style Icons: Douglas Cardinal,” Huffington Post Canada, D. Eckler, 2013

“Time has not diminished Douglas Cardinal’s passion,” Ottawa Citizen, C. Lackner, 2014

“Canada’s Douglas Cardinal: an architect’s legacy,” Toronto Star, J. Hall, 2014

“The Capital Builders: How architect Douglas Cardinal designed a museum ‘for all cultures’,” Ottawa Citizen, E. Payne, 2017

“Indigenous monument symbol of ‘ancient and enduring’ presence: Lt.-Gov. Dowdeswell,” Niagara This Week, P. Forsyth, 2017

“St. Albert Place Receives Historical Designation”, City of St. Albert Press Release, June 12, 2009

“Radical Attitudes, the Architecture of Douglas Cardinal”, Feature Length Documentary, J. Hamm

“As The World Curves”, enRoute, Trevor Boddy

“Innovative Architect Says We Must Confront Our Fears as Enlightened Spiritual Warriors”, R. Doyle

“Organic Process Douglas Cardinal”, New Organic Architecture, The Breaking Wave, D. Pearson

“A Sense of Community”, Grand Prairie Regional College, J. Petryshyn

“Douglas J. Cardinal - A National Museum of the American Indian története”, G. János, (Hungary)

“Douglas J. Cardinal Il nuovo stile indigeno Canadese”, R. Fantone, (Italy)

“Douglas J. Cardinal, a Portfolio”, (Korea)

“ Douglas Cardinal: From the Canadian Prairies Emerges an Iconoclastic Architect Who Has Come to Define Canadian Design”, AWARD Magazine, S. Cairns, Canada

“A New Vision for a Museum on the Mall”, Smithsonian Magazine, J. Krakauer, (USA)

Boddy, Trevor, *Architecture of Douglas Cardinal*, NeWest Press, University of Calgary, Calgary, 1998

Cardinal, Douglas and Armstrong, Jeanette, *The Native Creative Process*, Penticton, BC, Theytus Books, 1991

“The Curved Exhibition: The Museum of Canadian Civilization”, R. Panei, (Italy)

“In From the Cold”, Canadian Geographic, J. Goddard

“ Douglas Cardinal: The Grand Design”, Documents in Canadian Architecture, G. Simmins

“Museum of Civilization Kurvig national symbol medistid och CAD”, B. Bruzelius, (Sweden)

“Il Canadian Museum of Civilization di Ottawa”, L’Archaedizioni Magazine, F. Bonomo, (Italy)

“Douglas J. Cardinal Architect Limited & Tetreault, Parent, Languedoc & Associates, Canadian Museum of Civilization”, Contemporary Architecture, (Switzerland)

“Canadian Museum of Civilization, Evolved from Nature, Symbolic of Nature”, Building Journal, (Hong Kong)

“Cardinal Virtues”, Building Design, D. Sharp, (England)

“Organic Agenda”, Building Design, J. Cook, (England)

“Douglas J. Cardinal Architect Limited & Tetreault, Parent, Languedoc & Associates, Canadian Museum of Civilization”, Contemporary Architecture, (Switzerland)

“Canadian Museum of Civilization, Evolved from Nature, Symbolic of Nature”, Building Journal, (Hong Kong)

“Cardinal Virtues”, Building Design, D. Sharp, (England)

“Organic Agenda”, Building Design, J. Cook, (England)

Cardinal, Douglas and Melnyk, George, *Of The Spirit*, NeWest Press, 1977

SELECTED PROJECT LIST

Educational

Current: Unamaki Center, Cape Breton University, Sydney, Nova Scotia
2017 Long Point First Nation School, Winneway, Quebec
2016 Gordon Oakes Red Bear Student Center, University of Saskatchewan, Saskatoon, Saskatchewan
2013 Ojigkwanong Carleton University Indigenous Student Center, Ottawa, Ontario
2010: Blue Quills First Nations College, Design Concept; St Paul, Alberta
2003 Saskatchewan Indian Federated College, Regina, Saskatchewan
2001 Universidad Nur, Santa Cruz de la Sierra, Bolivia
1995 Kainai Middle School, Blood Tribe Indian Reserve, Alberta
1993 Oujé-Bougoumou School, Oujé-Bougoumou, Quebec
1985 Chipewyan Lakes Elementary School, Chipewyan Lakes, Alberta
1985 Sioux Valley Elementary School, Sioux Valley Indian Reserve, Manitoba
1985 Loon Lake Elementary School, Loon Lake, Alberta
1985 Paddle Prairie Elementary School, Paddle Prairie, Alberta
1985 Garden River Elementary School, Garden River, Alberta
1985 Grouard Elementary and High School, Grouard, Alberta
1984 Kipohotakaw Education Centre Elementary and High School, Alexander Indian Reserve, Alberta
1984 Holy Trinity Catholic High School, Edmonton, Alberta
1984 Blue Quills Native Education Centre, Blue Quills Alberta
1982 Spruce Grove Composite High School, Spruce Grove, Alberta
1982 Churchill High School, Renovations and Additions, La Ronge, Saskatchewan
1981 Pelly Crossing Elementary School, Pelly Crossing, Yukon
1981 Muir Lake Elementary School, Muir Lake, Alberta
1981 St.Teresa Elementary School, Edmonton, Alberta
1979 Saddle Lake Composite High School, Saddle Lake Indian Reserve, Alberta
1976 Grande Prairie Regional College, Grande Prairie, Alberta
1976 Precam Elementary School, Lac La Ronge, Saskatchewan
1975 Kehewin Elementary School, Kehewin Indian Reserve, Alberta
1975 Ile a la Crosse Elementary School, Ile a la Crosse, Northern Saskatchewan
1973 Cold Lake School, Cold Lake, Alberta
1972 Diamond Jenness High School, Hay River, North West Territories

Health

2019 Goodyear Adelante Healthcare Center, Phoenix, Arizona
2012 Anishnawbe Health Toronto, master-concept, Toronto, Ontario
2011 Wabano Aboriginal Health Centre, Ottawa, Ontario
2010 Meno-ya-win Health Centre, Sioux Lookout, Ontario,
2004 Maynidoowahak AIDS Hospice, Minneapolis, Minnesota
2003 Ochichakosipi Healing Lodge, Crane River, Manitoba
1993 Beaver Lake Detoxification and Rehabilitation Centre, Beaver Lake Indian Reserve, Alberta
1991 Oujé-Bougoumou Health Clinic, Oujé- Bougoumou, Quebec
1975 Bonneville Indian-Metis Rehabilitation Centre, Bonneville
1974 Poundmakers Lodge, Alcoholic Rehabilitation Centre, St. Alberta, Alberta
1970 Rocky Mountain Spa, Osoyoos, British Columbia
1970 Stettler General Hospital, Stettler, Alberta

1969 Oliver Infirmary Building, Oliver, Alberta
1968 Alberta Hospital Edmonton Infirmary Building, Edmonton, Alberta

Museums

Current: Elkano Interpretive Center, Getaria, Gipuzkoa, Spain
Current: Front Plaza Redesign, The Canadian Museum of History, Gatineau, Quebec
2019 UNCEDED: Voices of the Land, The Canadian Museum of History, Gatineau, Quebec
2018 UNCEDED: Voices of the Land, Venice Architecture Biennale, Venice, Italy
2017 Laura Secord Monument, Niagara-on-the-Lake, Ontario
2017 History Hall, The Canadian Museum of History, Gatineau, Quebec
2015 Exterior Stair Renovations, The Canadian Museum of History, Gatineau, Quebec
2011 Janvier Gallery, Cold Lake, Alberta
2011 Aanischaaukamikw Cree Cultural Institute, Oujé-Bougoumou, Quebec
2010 Penowebecong Heritage Centre, Blind River, Ontario
2008 Discovery Museum, Design Concept, Tennessee, USA
2004 Canadian Museum of Human Rights, Design Competition, Winnipeg, Manitoba
2000 Ventura County Discovery Centre, Design Concept, Thousand Oaks, California, USA
1999 Austria Museum, Design Concept, Austria
1998 National Museum of the American Indian, Washington, District of Columbia, USA
1991 National Museum of New Zealand, Te Papa Tongarewa, Design Concept, Wellington, New Zealand
1989 Canadian Museum of Civilization, Gatineau, Quebec
1988 Arriyadh Science Complex, Design Concept, Riyadh, Kingdom of Saudi Arabia
1984 Edmonton Space Sciences Centre, Edmonton, Alberta

Theatres/Recreation

Current: StreetSeenz, Ventura, California
Current: Golf Clubhouse, Kettle and Stony Point First Nations, Ontario
2000 “The Showroom”, Oneida Hotel and Casino, Oneida Indian Nation, New York, USA
1998 RV Park, Oneida Indian Nation, New York, USA
1997 Kahnawake Tourist Village, Kahnawake, Montreal, Quebec
1989 Canadian Museum of Civilization, Hull, Quebec
1985 “The Arden”, St. Albert Place, St. Albert, Alberta
1984 Edmonton Space Sciences Centre, Edmonton, Alberta
1982 Spruce Grove Composite High School, Spruce Grove, Alberta
1976 “Douglas J. Cardinal Performing Arts Centre”, Grande Prairie Regional College, Grande Prairie, Alberta

Administration/Office

2004 Seneca Administration Building, Design Concept, Salamanca, New York, USA
2001 Grand Traverse Band Administration and Civic Buildings, Grand Traverse, Michigan, USA
1995 Pequot Administration Centre, Design Concept, Mashantucket, Connecticut, USA
1993 Oujé-Bougoumou Business Office, Oujé-Bougoumou, Quebec
1993 York Regional Administration Centre, Newmarket, Ontario
1991 NCRPO Office Fit-up, Ottawa, Ontario
1986 M.D. Realty Office Tower Study, Ottawa, Ontario
1983 Thunderchild Band Office, Thunderchild Indian Reserve, Saskatchewan
1968 Caster Provincial Building, Caster, Alberta
1982 Parada Office Building, Edmonton, Alberta
1971 Provost Administration Building, Provost, Alberta
1981 Spruce Grove Multi-Use Building, Spruce Grove, Alberta

1980 Dental Building, Spruce Grove, Alberta
1976 Dakota-Ojibwa Band Office, near Brandon, Manitoba

Multi-Use

Current: Roadshowz, Edmonton, Alberta
Current: Cultural Center, Kettle and Stony Point First Nation, Ontario
Current: Fortitude Recreation Facility, Orleans, Ontario
Current: Asinabka National Indigenous Center, Ottawa, Ontario
2020 Interpretive Center - Concept - Novaporte, Sydney, Nova Scotia
2009 Kitigan Zibi Cultural Centre, Maniwaki, Quebec
2003 Alberta Indigenous Centre, Design Concept, Edmonton, Alberta
2001 Circle of Life Thunderbird House, Winnipeg, Manitoba
2001 Grand Traverse Band Civic Building, Grand Traverse, Michigan, USA
1998 Oneida Children and Elders' Centre, Oneida, New York, USA
1984 Cambridge Bay Complex, Cambridge Bay, North West Territories
1983 St. Albert Place, St. Albert, Alberta
1976 Alberta Government Services Building, Ponoka, Alberta

Spiritual Centers/Churches/Monuments

Current: Indigenous Spiritual Spaces Concept, Halifax, Nova Scotia
2020 Welcoming Flame and Interpretive Center Novaporte, Sydney, Nova Scotia
2017 First Nations Peace Monument, Thorold, Ontario.
2003 Tunney's Pasture Healing Centre, Hull, Quebec
1996 Oujé-Bougoumou Church, Oujé-Bougoumou, Quebec
1991 Jehova's Witnesses Kingdom Hall, Aylmer, Quebec
1985 Dene Monument, Pope John Paul II consecration, Fort Simpson, N.W.T.
1968 St. Mary's Church, Red Deer, Alberta

Hotels/Lodging

Current: Hotel, Convention Center, and Spa, Wemindji, Quebec
1999 Oneida Hotel and Casino, Oneida Nation, New York, USA
1998 The Villages RV Park, Oneida, New York, USA
1977 Arctic Gardens Hotel Study, Grande Prairie, Alberta
1975 Oasis Inn Study, Ponoka, Alberta

Residential

Current: CREECO Development, Montreal, Quebec
Current: Cardinal House, Cardinal Kin Enterprises, Ottawa
Current: Lac St. Marie Development, Lac St. Marie, Quebec
Current: The Cardinal Condominiums, Toronto, Ontario
2019 Cardinal House, Elsipogtog First Nations, New Brunswick
2011 Dawson Creek Native Housing Project, Dawson Creek, British Columbia
2008 Miziwik Housing Complex, Design Concept, Toronto, Ontario
2003 Peter Butt-Halfe Residence, Saskatoon, Saskatchewan
1994 Oujé-Bougoumou Nurses' Residences, Oujé- Bougoumou, Quebec
1993 Oujé-Bougoumou Teachers' Residences, Oujé- Bougoumou, Quebec
1993 Oujé-Bougoumou Elders' Residences, Oujé- Bougoumou, Quebec
1986 Burk's Luxury Condominium, Study Concept, Toronto, Ontario
1986 Minto Luxury Condominium, Centrepoint Study Concept, Nepean, Ontario

1985 Composer's Studio, Leighton Artist Colony, Banff, Alberta
1983 Onion Lake Elders' Home, Onion Lake Indian Reserve, Saskatchewan
1982 Cardinal Studio, Stony Plain, Alberta
1978 Taylor Residence, Study Concept, Parkland County, Alberta
1978 Slave Lake Senior Citizens Residence, Slave Lake Indian Reserve, Alberta
1978 Grotski Residence, Edmonton, Alberta
1978 Grouard Housing Project, Grouard, Alberta
1976 Van Stolk Residence, Edmonton, Alberta
1976 Isolated Communities Home Program for Alberta Housing, Government of Alberta
1975 Gibeau Residence, Edmonton, Alberta
1970 Millwoods Public Housing Concept, Edmonton, Alberta
1978 Burnaby Art Gallery, British Columbia,
1977 Warsaw, Poland. An exhibition sponsored by the Department of External Affairs
1968 Weir Residence, Edmonton, Alberta
1967 Bailey Residence, Inuvik, North West Territories
1965 Cooper Residence, Red Deer, Alberta
1979 Museum of Modern Art, New York, Transformations in Modern Architecture (represented)
1964 Guloein Residence, Sylvan Lake, Alberta
1963 Parsons Residence, Red Deer, Alberta
1957 Cornett Residence, Sundshade Canopy Proposal, Red Deer, Alberta

Commercial/Industrial

Present - Roadshowz, Ventura, California
2010 Public Works Building, Blind River, Ontario
2008 Plasco Energy Plant, Design Concept, Bayview, Ottawa, Ontario
2008 Plasco Energy Plant, Design Concept, Montpelier, France
2008 Plasco Energy Plant, Design Concept, Port Moody, British Columbia
2008 Plasco Energy Plant, Design Concept, Los Angeles, California, USA
1986 Petro Canada Gas Station, Gatineau, Quebec
1972 Alberta Liquor Control Board Warehouse, Red Deer, Alberta
1969 Alberta Liquor Control Board Warehouse, Lethbridge, Alberta

Masterplans

2018 Kettle and Stony Point First Nations Land Use Plan, Ontario
2016 Ferme Minnes Farms Sustainable Living Plan, Wakefield, Quebec
2008 Ross River Dean Koues Sustainable Community Planning, Ross River, Yukon
2008 Yellowquill First Nation Location, Saskatoon, Saskatchewan
2006 Kamloops Band Land Use Plan, Kamloops, British Columbia
2005 Kitsisakik Community Planning, Quebec
2003 Buctouche Community Planning, Quebec
2000 Keeseekoowegin Master plan, Keeseekoowegin Reserve, Manitoba
1994 Oujé-Bougoumou Village, Quebec
1975 Cold Lake 25 - Year Development, Cold Lake Reserve, Alberta
1973 Saddle Lake 25 -Year Development, Saddle Lake Reserve, Alberta
1973 Thunderchild 15 - Year Development, Thunderchild Reserve, Alberta
1971 Onion Lake 15 -Year Development, Onion Lake Reserve, Alberta
1970 James Smith 25 - Year Development, James Smith Indian Reserve, Alberta

Idoia Arana-Beobide

Managing Director at Douglas Cardinal Architect, Inc.
Museum, Mediaeval, and Religion Studies

Idoia Arana-Beobide is a *Euskalduna* (Basque speaker) born in Zumaia (Basque Country), who in 1984 came to Canada to the unceded Algonquin territory *Ottawa*, “*The Place to Come in Peace to Trade*”.

Idoia’s grandfather was the noted Basque sculptor Julio Beobide, famous for his powerful portraits and religious imaginary. When his studio was converted into a museum, and thanks to her uncle Father Joxe Beobide, who was chaplain of the Basque fishermen in the port of St. John of Newfoundland, Idoia traveled to Canada to engage in museum studies so she may run Julio Beobide’s studio-museum with the latest technologies in museology. It was during her summer job in 1988 at the Canadian Museum of Civilization that Idoia met (and later married) its architect, Douglas Cardinal. Idoia and Douglas currently live in Ottawa (Canada) and are raising their children, Aritz and Lorea, blending Basque and Anishinabe worldviews.

Idoia was raised with both, deep Basque traditional values and a liberal worldview. Speaking *Euskera* (Basque language), she learned to play the *Txistu* (Basque traditional flute) and traditional dances. In Canada, she earned her Diploma in Applied Museum Studies followed by a Bachelor of Arts in Medieval Studies with the Directed Interdisciplinary Institute and a Master of Arts in Religion and Public Life both at Carleton University. She is presently enrolled in a PhD program in Religious Studies at the University of Ottawa.

After meeting Douglas Cardinal in 1988, Idoia deeply connected with the Indigenous North American (*Anishinabe*) reality and worldview. Partaking in rituals and traditions such as Sweat Lodge Ceremonies and Vision Quest Fasts, she learned the deeper resilience of Indigenous peoples in Canada; their spirituality and connectedness with the land. Douglas Cardinal’s own practice as an Organic Architect and his belief in environmental sustainability inspired by the wisdom of Indigenous matricultural values, blends seamlessly with Idoia’s own integrating of art, culture, and spirituality.

Intellectually this has allowed Idoia to assess her own people, the Basque, through an invigorated contemporary Indigenous lens. As a Managing Director of Douglas Cardinal Architect, Idoia keeps working with Douglas Cardinal for the vision of creating vibrant, sustainable, and beautiful living environments by empowering architecture with the spirit of the people and the place. Idoia has been instrumental in the visioning, planning and execution of many Indigenous and cultural projects. These include the Canadian Museum of History in the Nation’s’ Capital, the National Museum of the American Indian in Washington DC, the Cree-Cultural Institute and village of Ouje-Bougamou in Quebec, Menoyawin Health Centre in Sioux Lookout, Wabano Aboriginal Health Centre in Ottawa, the Oneida Casino-Hotel in New York, The Discovery Park in Tennessee, The National Museum of Minorities in Beijing, and the Victoria Island Cultural Center.

Alongside her duties at Douglas Cardinal Architect Inc., Idoia is also the Technical Director and co-owner of Beobide Lantoki Museoa in Zumaia, President of Fundación Julio Beobide Fundazioa, Vice-President and Co-owner of Douglas Cardinal Housing Corporation. She is a Founding Director for the International Network for Training, Education, and Research on Culture (Network on Culture/INTERC) and the Global Matricultures Research Network (MATNET), as well as a Director for the Douglas Cardinal Foundation for Indigenous Waldorf Education. She is also an active member of JAUZARREA - Fund for The Study and Dissemination of Basque Culture, Eusko Ikaskuntza, the Association of Studies of Women and Mythology, and CASCA – Canadian Anthropology Society/La Société Canadienne d'Anthropologie.

EDUCATION

Post-Graduate

Religious Studies, *University of Ottawa*, Ottawa ON, PhD Student, Presently

Religion and Public Life, *Carleton University*, Ottawa, ON., Master of Arts, 2020.

Post-Secondary

Directed Interdisciplinary Institute in Medieval Studies, *Carleton University*, Ottawa, ON. - B. Arts, 1996.

Applied Museum Studies, *Algonquin College*, Ottawa, ON. - Diploma, 1989.

INSTITUTIONAL EXPERIENCE

DOUGLAS CARDINAL ARCHITECT, INC. Ottawa, Ontario, Canada

Managing Director

Lead and promote practices of Organic Architecture, and supervise ongoing projects at DCA, Inc.

DOUGLAS CARDINAL ARCHITECT, INC. Ottawa, Ontario, Canada

Public Relations Officer

Lead and promote practices of Organic Architecture, and supervise ongoing projects at DCA, Inc.

DOUGLAS CARDINAL HOUSING CORPORATION, Winnipeg, Manitoba, Canada

Vice-President and Co-owner

Materialize a manufactured beautiful, healthy, and lasting home.

BEOBIDE LANTOKI MUSEOA, Zumaia, Gipuzkoa, Euskadi

Technical Director and Co-owner

Maintain and promote Julio Beobides' artistic and spiritual legacy.

GIPUZKOA ALDUNDIA –GOVERNMENT OF GIPUZKOA, Donostia, Gipuzkoa, Euskadi

Conceptual and Design Contractor

Design exhibit areas educational programs in the art of sculpture and self-portraiture drawing.

CANADIAN MUSEUM OF CIVILIZATION, Gatineau, Quebec, Canada

Contractor and Intern

Explore several departments in research and design concepts of public programs and exhibits.

CANADIAN MUSEUM OF CIVILIZATION, Gatineau, Quebec, Canada

Tour Guide

Conduct VIP tours at the Canadian Museum of Civilization under construction.

EUSKO UDALKIA - GOVERNMENT OF THE BASQUE COUNTRY, Gasteiz, Araba, Spain

Guide

Co-creating and deliver various programs for children ages 7-9.

EAJ-PNV - EGI - GASTETXO DIVISION, Zumaia, Gipuzkoa, Euskadi

Leader

Create and deliver a series of educational and recreational programs for children ages 6-14. EUSKO UDALKIA –

GOVERNMENT OF THE BASQUE COUNTRY, Gasteiz, Araba, Spain
Guide
Co-creating and deliver various programs for children ages 7-9.

EAJ-PNV - EGI - GASTETXO DIVISION, Zumaia, Gipuzkoa, Euskadi
Leader
Create and deliver a series of educational and recreational programs for children ages 6-14.

ASSOCIATIONS

DOUGLAS CARDINAL FOUNDATION FOR INDIGENOUS WALDORF EDUCATION
Director
Promote and support wisdom of the Indigenous Elders through Waldorf education.

INTERNATIONAL NETWORK FOR TRAINING, EDUCATION, AND RESEARCH ON CULTURE,
Founding Director
Recognize, protect, and support intangible and material cultures, especially those cultures under threat.

GLOBAL MATRICULTURES RESEARCH NETWORK (MATNET)
Founding Director
Supports independent research which explores, (re)-evaluates, and interprets global matricultures.

JAUZARREA - FUND FOR THE STUDY AND DISSEMINATION OF BASQUE CULTURE, Oroiz, Navarra, Spain
Member
Promote and share internationally knowledge for the study and dissemination of Basque culture.

EUSKO IKASKUNTZA
Member
Society of Basque Studies to research response to Basque society both internally and internationally.

ASSOCIATION OF STUDIES OF WOMEN AND MYTHOLOGY.
Member
Active participant to research and disseminate women-centered spirituality across the globe.

CASCA – CANADIAN ANTHROPOLOGY SOCIETY/LA SOCIÉTÉ CANADIENNE D'ANTHROPOLOGIE
Member
Support and participate anthropological research in the academic milieu and to the wider public.

OTTAWA WALDORF SCHOOL, Ottawa, ON.
Parent and Supporter
Independent Private School based on the pedagogy by Rudolph Steiner and Anthroposophy.

MARYVALE ACADEMY, Ottawa, ON.
Parent and Supporter; Founder of “Julio Beobide Sacra Awards”
Independent Private Catholic School dedicate to provide enriched academic and spiritual foundation.

LECTURES AND PRESENTATIONS

“EMAZTEGIA Euskaldunen Emakizkuntza - Expressions of Matriarchy among the Basque.” International Conference of Matriarchal Studies in Chengdu, China, 2016.

“Emakumeen Indarra: Sustaining the Feminine Essence to Form.” Na Te Kore Design Forum, Christchurch, New Zealand, 2018.

“Mari – the power of feminine immanence in the Basque and Anishnabe belief systems.” Association for the Studies of Women and Mythology (ASWM), Las Vegas, Nevada, USA, 2018.

“A New Dawn: The Re-Emergence of Izakiak – Basque Ancient Mythology and the Assertion of Indigenous Distinctiveness in Contemporary Culture.” – Poster, annual CASCA (Canadian Association of Anthropology) Conference in Santiago, Cuba, 2018.

“Taming the Flame: Matriarchy, and the Power of the Hearth in Traditional Basque Culture.” Panel Presentation CASCA, Cuba, 2018.

“Zertan sinisten degu? Mari eta Atsi'tisakaion bitartez euskaldun eta haudenousanne ikusmenean eme adiera - Exploring the indigenous concepts of emanation and the divine feminine in Euskaldun (Basque) and Haudenosaunee (Iroquois) belief systems.” ATLANTIAN GNEG TEPAW Conference, Nova Scotia, Canada, 2018.

“Olentzero - A Case Study of Value Transformation in Basque Mythology.” Panel Presentation CASCA-AAIA, Vancouver, Canada, 2019.

“The Basque at the World Matricultural Exhibit at the Yunnan Nationalities Museum.” Jauzarrea Conference, Hernani, Basque Country, Spain, 2019.

”Lamiak: the Matriarchal Meaning of Water in Basque Cosmology and Mythology.” Association for the Studies of Women and Mythology (ASWM), Albuquerque, New Mexico, USA, 2020.

“The Anishinaabe culture in Canada. Examples of Matricultural values and leadership for global indigenous awareness. - La Cultura Anishinaabe en Canada. Principios de Valores y Liderazgo Matriculturales para la Reivindicación Indígena Global.” Indigenous Encounters in Art, Culture and Design of the Americas, Buenos Aires, Argentina (virtual), 2020.

PUBLICATIONS

“Mari – The Power of Feminine Immanence in the Basque Belief System” in *The Land Remembers Us. Women, Myth and Nature*. edited by Mary Jo Neitz and Sid Reger. Brooklyn, NY, Women and Myths Press, 2020.

AWARDS

“A New Dawn: The Re-Emergence of Izakiak” - Jury Award Best Student Poster. CASCA Cuba, May 2018

Ashley Marcynuk

M.Arch, B.Arch, Architect, OAA

UNIVERSITY EDUCATION

Masters of Architecture, Carleton University, Ottawa, Ontario

Bachelor of Architectural Studies, Carleton University, Ottawa, Ontario

PROFESSIONAL WORK EXPERIENCE

Architect & Project Manager 2011 - Present
Douglas Cardinal Architect

- Contract Administrator and Building Control
- Specialization in Project Deliverability and Quality Control

Chief Designer 2013 - Present
Black Rabbit Studios

- Drawing, computer modeling, video, design, project management, client communications.

Program & Graphic Designer 2010 - 2011
Canadian Border Service Agency

- Aided in creation of financial program, COMPAS
- Design and development of program interface, user manual, interactive video, and basic HTML and DHITML coding.

Kitchen Designer 2009 - 2010
IKEA

- Client meetings, developing unique kitchen designs per wants, needs, and budget.

Kito Ballentyne

239 Huntersfield Drive, Ottawa, ON K1T 3M5

Cell Phone: 613-857-2935

kito.ballentyne1@gmail.com

SUMMARY

Completed 4th year Bachelor of Architectural Studies in Design at Carleton University

Mentored by Douglas Cardinal as

Experienced with key aspects of architectural design projects including project conceptualization, use of computer design softwares, physical and computer 3D modelling, and public presentation

Hard worker both independently and as a team member

Highly skilled visual artist

EDUCATION

Bachelor of Architectural Studies in Design, Carleton University, Ottawa, ON

Fourth Year Undergraduate

Expected Graduation April 2020

Visual Arts Program, Canterbury Highschool, Ottawa, ON

Created art in a wide variety of media including drawing, painting, sculpting, model making, photography, installation art and printmaking

PROFESSIONAL WORK EXPERIENCE

Research and Architectural Assistant

December 2020 - Present

Douglas Cardinal Architect

Collected extensive qualitative data from a three-day vision session with Indigenous Elders and applied qualitative data analysis techniques to identify key themes of the discussion. This exercise supports an Indigenous-led initiative to develop appropriate cultural spaces for Indigenous peoples to conduct ceremony within government buildings.

Assistant Project Manager, Parliamentary Precinct Branch

May 2019 - August 2019

Public Services and Procurement Canada

- + Created a 3D Sketchup model of the entire Parliamentary Precinct of downtown Ottawa,
- + Designed a 3D concept model of exterior wall to the Multi-Purpose and Material Handling Facility (MPMHF) using AutoCAD, Sketchup, Revit and Photoshop. This model then presented to the Treasury Board of Canada Secretariat in support of funding.
- + Produced numerous visual graphics for managers' PowerPoint presentations.
- + Developed project management skills and procedures including scheduling meetings, giving presentations, planning projects (long term and short term), and time management.
- + Assisted in the interview process and hiring of future Government of Canada employees.

SKILLS AND EXPERIENCE

Computer Software:

Experienced in several computer softwares including:

Microsoft Office
AutoCAD
Revit
Rhino
Sketchup
Adobe Photoshop
Adobe Illustrator
InDesign.

Utilized these softwares to create 3D models, virtual objects, and renderings to aid in the presentation of my architectural ideas and designs

Arts & Design:

+ Completed several individual and team-based architectural design projects over the past four years in Architectural studio classes as well as drawing and multimedia classes at Carleton University including:

*Indigenous cultural centre intended for LeBreton Flats, Ottawa, ON

*Welcome Centre for Ottawa Hospital, Civic Campus, Carling Avenue, Ottawa ON

+ Created innovative designs and presented them using precise hand-crafted 3D models, sophisticated computer renderings and detailed architectural drawings –projects were positively critiqued by Carleton Architectural professors and students on numerous occasions

+ Collaborated with team of peers to design installation piece for Kosmic Ultraviolet event, March 2019

+ Excelled in a wide variety of visual arts media throughout four years studying in Canterbury High School's Visual Arts Program.

Communications:

+ Highly experienced in public presentations of artwork and architectural designs for both peer and professor criticism, obtained through a total of 7+ years of combined high school and university critique sessions

+ Valuable team player in any group-based work environment. Skilled at negotiating varying ideas to arrive at team consensus for project development and completion in a timely manner.

+ Expert level English skills, intermediate level French skills

OTHER WORK EXPERIENCE

CRAFT Beer Market Ottawa Dishwasher, Location Bank Street, Ottawa, ON

McDonalds Kitchen, Location Walkley Road, Ottawa, ON

Laborer, Natures Right Hand Landscaping and Cast-Iron Fencing, Ottawa, ON

Karate Instructor, Douvris Martial Arts, Location Bank Street, Ottawa, ON

Dr. Avein Saaty-Tafoya MD MBA HCM EDAC

Avein Saaty-Tafoya is currently the CEO of AST Consulting LLC providing strategic leadership, operations, & redesign management advisory services to a number of health care, academic, and healthcare architecture & design clients across the country and in Canada. She is also a well-respected independent board director and serves on several not-for-profit, foundation, and Corporate Boards. She has helped guide innovation and execution of technology solutions, capital projects, and resiliency plans during the COVID-19 pandemic sharing best practices among the health systems and other businesses that have engaged with her.

Previously, she served as the President & CEO of Adelante Healthcare from 2006-2019. Over her career, she has worked with Community Health Centers, Primary Care Associations, Hospitals, and Health Plans in progressive executive roles since 1996. As an artist and humanitarian, her mission has been to advocate for health care equality and access to care for all. The health center movement has allowed her an opportunity to apply her education, interests, and experiences in primary care, public health, business administration, and evidence-based healthcare architecture and design in order to transform health systems and champion an engaged employee culture in order to make a meaningful difference in the lives of the underserved.

She was a Director for Clinical Programs at both the Ohio and Arizona Primary Care Associations and served as past President of the Arizona Association of Community Health Centers Board of Directors. She was also elected as the Region IX representative to the National Association of Community Health Centers Board of Directors and served as co-Chair of the Farmworker Health Committee, and as a member of the Health Policy, and Clinical Practice Committees.

She has served on the Steering Committee for the AT Still University Southwest College of Osteopathic Medicine in Arizona establishing a Community Campus at Adelante Healthcare for medical students since 2008. She was a Trustee on the Board of Directors for the Southwest College of Naturopathic Medicine advancing integrative care. Additionally, she served on the Region IX Western Clinicians Network Board of Directors.

In the Valley, she has served on the Board of Directors of the Greater Phoenix Chamber of Commerce and on the Executive Committee of the Valley of the Sun United Way Board of Directors and Tocqueville Society. She currently serves on the Flinn Foundation Board of Directors and is a co-founder and member of the Wellspring Park Conservancy Board of Directors developing a Health and Well-being Park in Goodyear, AZ. She also serves on the Board of Directors of the Center for Health Care Design, having been awarded the Health Care Design National Changemaker Award in 2014.

Additionally, she was in Valley Leadership Class 30, in the Phoenix Business Journal 2011 Forty under 40, a Virginia Piper Charitable Trust 2010 Fellow, and a 2012 Athena Award Public Sector Finalist. Her daily practices include yoga, meditation, painting, and hiking and most enjoyably, being a soccer mom to her sons Maxwell (15) and Tyson (10).





CHRISTINE LINTOTT ARCHITECT AIBC, OAA, FRAIC, LEED® AP

Principal in Charge | CLA

Christine Lintott is a Registered Professional Architect in the Provinces of British Columbia and Ontario. She is a Fellow of the Royal Architectural Institute of Canada and a Certified Biomimicry Professional. Her built environment design expertise spans sustainability protocols from LEED, Step Code and Built Green to pursuit of the Living Building Challenge.

As a certified Biomimicry Professional, Christine is an international leader in the development of Ecological Performance Standards and has consistently advocated for the most progressive, low emission, strategies in a variety of project typologies, from schools to seniors housing residences to single family homes. Her strategy is to demonstrate built solutions and to catalyze change through the dissemination of case studies and experience across the building industry, from new builds to extensive retrofits, including heritage alterations and adaptive reuse projects.

She is transformative in the local development community, progressing efforts in optimizing construction processes through the use of technology and enabling labour efficiencies, streamlining manufacturing and promoting waste reduction. Christine's current project portfolio includes an affordable housing initiative with Pacifica Housing, Townline Housing Solutions, the City of Victoria, BC Housing and School District 61, which is renewable initiatives and Step Three Energy Code compliance. Active design and delivery of projects for a national seniors housing provider, as well as a number of campus master plan initiatives and building projects for several Canadian Association of Independent School clients. Christine is also actively innovating in the application of Biomimicry to built environment design challenges, including the development of a nature-inspired acoustic panel for learning environments that host learners with unique challenges and a air flow management solution for improving energy performance in existing building stock.

She is a champion for elevating nature's genius at the design table, at all scales and through form, process and system, leveraging her expertise in Biomimicry from understanding the operating conditions of place to the strategies and mechanisms that organisms employ to adapt to their unique environments.

Education

MSc Biomimicry, Arizona State University

M.Arch., University of British Columbia

Architectural Design and Graphic Communications Certificate, British Columbia Institute of Technology

B.A., Architectural History and Urban Geography, University of British Columbia

Registrations & Certifications

Architect, Architectural Institute of British Columbia

Alberta Association of Architects

Saskatchewan Association of Architects

Ontario Association of Architects

Fellow Royal Architectural Institute of Canada

Biomimicry Professional

Associations

Advisory Council, University Victoria

Construction Specifications Canada

Cascadia Green Building Council

International Living Future Institute

Royal Architectural Institute of Canada

Sample Project Experience

Klahoose Multi-Centre - Health and Wellness Community Centre
Cortes Island BC

Sium Lelum - Supportive Family Housing
Victoria BC

HCP Pavilion - Horticulture Center of the Pacific
Victoria, BC

Amica at the Gorge - Full Care Seniors Housing
Victoria, BC



JUSTIN GAMMON ARCHITECT AIBC, MRAIC
Project Architect | CLA

Justin is a registered architect in BC. As a leader, designer and storyteller with degrees in both architecture and engineering he has followed a rich professional path through fields as diverse as aerospace to photography and ironwork to museum exhibit design. He draws on this background to bring a solid understanding of place, program, structure, aesthetics and functionality to every project that he is involved with. He believes that our built environment is a repository for our collective stories and uses narrative as a tool for design exploration.

Education

RAIC Syllabus, Professional Diploma in Architecture, June 2018

Pacific Design Academy – Victoria
BCDiploma Architectural Technology,
June 2007

Institute Cultural Affairs (ICA)
Facilitative Leadership, Toronto 2002

University of Massachusetts - Amherst MA.,
Bachelor of Science in Mechanical Engineering,
May 1991

Registrations and Certifications

Architect, Architectural Institute of
British Columbia

Royal Architectural Institute
of Canada

Justin has more than 20 years experience leading creative projects in locations around the world, from London England to Hilo Hawaii, and uses his background in facilitated communication to bring all voices to the table in a safe and respectful forum.

He has contributed to significant international projects included the interpretive program at the Imiloa Astronomy Center in Hilo, Hawaii, where he facilitated discussions with Indigenous Polynesian Elders and international scientists to find a common narrative around which a unified project could be established.

He is an active participant in his local and regional communities and has held seats on a number of boards and panels including the City of Victoria Advisory Planning Commission, Advisory Design Panel and Downtown Steering Committee. He currently sits on the Oak Bay Advisory Design Panel.

Sample Project Experience

Amica at The Gorge - Full Care Seniors Living
Victoria, BC

Timber Point - Medical Offices
Saskatoon, SK I

Ironworks - Residential
Victoria, BC

The Wade - Residential
Victoria, BC