COMMERCIAL & QUICK SERVICE RETAIL

PLUS
- INDUSTRY NEWS
- MBI & COMPANY UPDATES
- MBI MEMBER CASE STUDIES: COMMERCIAL & QSR RETAIL MARKET
- YEAR IN REVIEW
MESSAGE FROM MBI’S EXECUTIVE DIRECTOR

With our last Modular Advantage issue of the year, we decided to take a look back at 2016, while also providing case studies and resources on the commercial and quick service retail (QSR) market.

Commercial and QSR

As noted in our third quarter issue, the commercial and retail market is steadily gaining ground with modular construction. Simply put, quicker occupancy equals quicker return on investment. Typical retail applications include restaurants and diners, banks, golf pro shops, convenience stores, gas stations, car washes, and concession stands to name a few. This market represents one of the oldest markets for modular construction in the United States. Be sure to read our article on the history of invention and innovation in this market.

In this issue, you will find case studies from MBI members that provide a snapshot of recently completed projects. Our members have recently worked closely with well-known brands such as Domino’s Pizza and A&W, just to name a few mentioned in this issue. However, there are many other franchisees ranging from coffee shops, doughnut shops, and Mexican restaurants that have successfully implemented modular construction processes to shorten construction schedules, improve quality and safety, and improve predictability to get a quicker return on their investment.

Looking Back

While the commercial and QSR market is a growing segment within our industry, we didn’t want to end the year without taking a look back over the prior twelve months. Our industry has shown an incredible amount of resiliency and adaptability in a very uncertain construction market.

When oil prices dropped below $50/barrel, many oil companies halted production, including construction projects for workforce housing that were in the works. This segment represented a significant amount of production in our industry, particularly in regions like Alberta, North Dakota, and Texas. Despite this set back, we’ve shown our perseverance with many companies bouncing back and diversifying into new markets.

Looking Forward

Plans are underway for the largest modular construction show on the planet — our annual World of Modular Conference on March 17-20 at the JW Marriott Tucson Starr Pass Resort in Arizona. This is a must attend event for anyone interested in a crash course on all things modular, as the show’s attendees represent a who’s who of modular CEOs, presidents, VPs, owners, and key decision makers. There is no better opportunity to meet with the entire industry in one location over the course of four days.

MBI will continue its outreach and education efforts to lead the industry towards its goal of 5% of all new commercial construction starts over the next five years with its “Five in Five” initiative. We want to thank you for taking time to read this publication dedicated to the modular construction industry and want to encourage you to share your case studies and best practices with the industry!

Sincerely,

Tom Hardiman, CAE

(Photo Credit NRB, Inc.)
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ABOUT THE MODULAR BUILDING INSTITUTE

Founded in 1983, the Modular Building Institute (MBI) is the only international non-profit trade association serving the commercial modular construction industry. Members are manufacturers, lease fleet owners, contractors, owners, and developers of commercial building projects, as well as associates supplying building components, services, and financing. MBI members are located in over a dozen countries around the globe and provide all types of building space, from temporary relocatable industrialized buildings to complex multi-story permanent construction projects.

As the Voice of Commercial Modular Construction™, MBI’s mission is to grow the industry and its capabilities by encouraging innovation, quality, and professionalism through communication, education, and recognition.

Each year, MBI hosts World of Modular, the largest gathering of professionals in the modular construction industry. For more information about industry events, visit modular.org/events_calendar.aspx.
INDUSTRY NEWS

MODULAR DINERS AMONG EARLIEST INNOVATIONS IN RESTAURANT BUSINESS

Written by Modular Building Institute

DURING THE 50’S, DINERS BEGAN TO GIVE WAY TO FAST FOOD FRANCHISES, MARKING THE BEGINNING OF THE END FOR SOME OF THESE ICONIC ROADSIDE LANDMARKS.

Many people today still refer to modular construction as “the future of construction.” But what if we told you that modular diners were actually quite popular and common – nearly one hundred years ago!

It’s true; some of the earliest examples of modular construction grew out of the diners that populated roadsides in the North East United States. Here’s a quick history.

Some credit Walter Scott of Providence Rhode Island for holding the patent on the lunch wagon (1872).

Others point to the 1884 patent of the “display wagon” by Irenias M. Hoffman of Indiana. Quoting from the U.S. Patent Office records: “my invention is a vehicle constructed, as fully described hereinafter, so as to facilitate the exhibition and properly preserve articles of food and other merchandise which is desirable to vend in the streets or public roads.” America’s first food truck!

But it is widely accepted that Patrick J. (Pop) Tierney, of New Rochelle, New York, is considered to be the father of the mass-produced steel diner. “Pop Tierney was to the diner, what Henry Ford was to the automobile.” says Randy Garbin, publisher of Roadside, a newspaper devoted exclusively to preservation of diners and other historic roadside treasures. Tierney’s factory built them at the rate of one a day, sold them on credit, and financed the buyer. He changed the name from lunch wagons to “dining cars”, as wheels were taken off the roadside restaurants and the
structures became the first modular buildings. Sam Kullman was the leader that built and grew the Tierney company.

In 1928, a quiet but determined Sam Kullman, Tierney’s Vice President and CFO, quit and started his own company, Kullman Dining Cars, building diners. Sam struck out on his own, leaving behind a good job with an industry leader and now a major competitor. In that year, Sam and his employees not only faced the challenges of their competition, their drive for quality helped to fuel the expansion of an entire market, broadening acceptance of diners as the ideal restaurant for the entire family. With the Great Depression looming, perhaps it wasn’t the best time for start-ups, yet Sam’s business acumen and attention to quality and customer loyalty allowed him to thrive. Six years later, his former employer faced bankruptcy while Sam’s new company began a legacy of quality and innovation that now stretches over 80 years. Sam’s direction would see Kullman build some of the roadside’s most streamlined and soaring restaurant designs.

During the Depression, when many restaurants and other businesses closed, diners survived mainly due to their ability to offer good quality food and low prices. When Harold Kullman entered his father’s business in 1947, there were about 20 New Jersey companies that built diners. Kullman’s competition included Silk City Diners of Paterson, Mountain View Diners of Little Falls and Jerry O’Mahony of Elizabeth.

During the 50’s, diners began to give way to fast food franchises, marking the beginning of the end for some of these iconic roadside landmarks. Many modular companies, including Kullman, began expanding into other markets as the demand for modular diners dwindled. Today, some of the older diners still exist while new companies have found a niche in recreating the past by constructing new retro diners.

But they all owe a tip of the cap to men like Kullman, Tierney, Hoffman, and Scott – American visionaries and pioneers in the restaurant industry!
OPERATING VERSES FINANCE LEASES:
HOW THE NEW FASB RULES COULD IMPACT YOUR ACQUISITION STRATEGY

Written by Modular Building Institute

You may not know it yet, but there are changes coming that could significantly impact how and what you lease. Unless you are a serious regulatory expert, you are probably not familiar with the new Financial Accounting Standards Board (FASB) rules pertaining to leases. FASB is the independent organization that establishes the financial accounting and reporting standards for public and private companies and not-for-profit organizations. FASB standards are recognized as authoritative by many other organizations, including State Boards of Accountancy and the American Institute of CPAs (AICPA).

So when FASB talks, accountants listen. And according to FASB, this new update will affect nearly any entity that enters into a lease agreement. At the heart of the update is this concept: A lessee should recognize in the statement of financial position a liability to make lease payments (the lease liability) and a right-of-use asset representing its right to use the underlying asset for the lease term. So that copier you were leasing for 36 months, you’ll need to add it to your balance sheet. One exception to this update is for leases with a term of less than 12 months.

The accounting applied by a lessor is largely unchanged from that applied under previous GAAP. For example, the vast majority of operating leases should remain classified as operating leases, and lessors should continue to recognize lease income for those leases on a generally straight-line basis over the lease term.

While these changes won’t take effect for a few years (Jan 2019 for public entities), it’s never too early to contact your CPA to see how these changes might impact you.

For more information about FASB’s accounting standards update, go here: bit.ly/FASB_MA_4Q
This unique outlet combines a retail gas convenience store with a quick service restaurant, both working together for optimal sales performance. Co-branding Suncor Energy’s “Neighbours” Convenience Store with restaurant partner A&W was an ideal solution for this busy Vaughan, Ontario location. The design brings two distinctive, major retailers together, blending their product and food service offerings with impressive results.

Architectural design considerations for this 3,100 square foot store divided the two retailers by a large vertical tower of stone both inside and out allowing the features and finishes to reflect each individual brand image on either side. The exterior finish for the Suncor area is stucco with ledge stone wall panels, while the A&W takes on its bright Mandarin red color in metal and tile with the iconic “boomerang” feature on the drive thru wall. Architectural block surrounds the base of the entire building for it’s look and also to help protect the building from traffic and snow clearing equipment. Inside each retail area had its own branding clearly shown and the store has ceramic tile floors, acoustical ceilings and drywall finishes.
throughout. All millwork was customized to each retailer and preinstalled at the plant.

The non-combustible building was designed with structural steel post and beam type construction and pre-poured concrete floors that replace the typical slab on grade. Modular buildings can be placed on a perimeter foundation wall and interior piers, or just a pier foundation with an excavated area below for service connections.

NRB uses a “build together” process that allows all the features and finishes, mechanical and electrical fixtures, devices and systems to be preinstalled and pre-tested at the plant before shipping to the site. This ensures precision fit and finish with the building completion level reaching about 90%, significantly reducing on site time. In this case the freezers, coolers, millwork, range hoods and point of sale areas were all pre-installed in the building prior to it leaving the plant – even the ledge stone tower was pre-built in two pieces and then reinstalled at the site. The building is well insulated with a combination of rigid and batt insulation and features LED lighting and high efficiency gas fired Roof top staged unit for energy conservation.

Building the store indoors at the NRB plant during the winter months allowed the owner to put off the foundation and site work until the spring when the frost was out of the ground and costs would be lower. Once the site development was completed, the store was ready to go and the facility was up and running much sooner than it would have been with a conventional process.
DEPRECIATION OF MODULAR BUILDINGS:  
IS MY MODULAR BUILDING REAL OR PERSONAL PROPERTY?

Written by Modular Building Institute

While there is no specific IRS ruling pertaining to depreciation of modular buildings, there are guidelines you can follow to help determine the status of your building. First and foremost, you should always consult a professional tax advisor.

Years ago the IRS did rule in favor of a modular restaurant owner who depreciated his building over a 7-year recovery period (versus a 39.5 year period for real estate). You can find additional resources by visiting the publications section of the IRS page.

The determination as to which depreciation recovery period to apply to the building is based upon whether the property is considered real or personal. Generally speaking, the buildings (modular units) alone do qualify for a faster depreciation than real property. However, once affixed to a foundation, the decision as to whether the property is real or personal (temporary or permanent) falls within the jurisdiction of the local code official.

To help determine if a property is considered real (permanent, not intended to be moved), consider the following:

The question of real versus personal can be answered by both investigating the original building design and a term called inherent permanency. Inherent permanency is a definition that addresses the question of “Is this structure designed and intended for permanent use?” This issue is relevant, as nearly any structure can be moved. To the extreme end of that scale, the London Bridge could be moved to Arizona - but certainly no one will say that this represents relocatability. The question of inherent permanency asks - at what point can you consider a structure easily movable and when is it not easily relocatable or reasonably achievable.

1. Is the property capable of being moved and has it in fact been moved?

To facilitate off-site construction, modular construction requires the manufacture and transport of sectional units from the factory to another site where they will be connected together. The practice of assembly and disassembly of modular units is an everyday industry occurrence. The modular units are designed to be legally transported from the factory over the public highway before use, therefore, reuse after disassembly is commonplace in practice and intended. Further, under contractual obligation, typically the structure must be removed at the termination of the contract at when needed. This most likely will not be the case for on-site constructed facilities.

2. Is the property designed or constructed to remain permanently in place?

Non-residential modular construction typically is designed and manufactured to be readily relocatable. Foundation systems that are used by modular structures are a function of compliance with locally prescribed model construction codes to support the structure. Depending on the prevailing local construction codes, foundation systems, not the structure, may or may not be sedentary or appear to be permanent.

For buildings leased, the term of the average
original operating lease contract is, typically less than five years. At the termination of the lease, the structure must be removed from the site, relocated, and then would be utilized at another site. Since the structure’s modular units are initially intrinsically designed to be transported for highway movement from the factory to the first site, these structural units maintain their transportability for secondary, and subsequent moves. For these secondary moves, the act of disassembly typically does not substantially damage these sectional modular units. Additionally, it is common that once the modular units are removed, many of these units may be inventoried, re-configured, and reused at other sites.

3. Are there circumstances that show that the property may or will be moved?

The term of the lease or the use of the structure dictates the removal of the modular sections. At the termination of the lease or use, lessor or user is required to disassemble and transport each of the modular section to another site or return to inventory for re-use at a later time. Since these structures are initially constructed in a remote factory, this design allows an industry-wide marketing application of short use of the structure in one location and the ready relocation to another site. This practice is prevalent in the educational, office, airport, institutional, restaurant, correctional, and medical facilities’ markets to name but a few. Since these structures have been transported over public highways at least once, the ability exists universally to disassemble and re-transport sectional units with minimal costs for permits and transit. The fees to obtain local disassembly permits are nominal in cost as well.

4. How substantial a job is removal of the property, and how time consuming?

The job of removing the modular sections of the structures is facilitated by the very initial design and manufacture of the sectional units. Because of the inherent sectional design, disassembly time is minimal. Typical of costs, including time consumed and materials for disassembly and removal, are less the 20% of the replacement costs of the total structure. Typical disassembly time is less than the time spent in the initial assembly.

Typical removal includes disassembly and transportation to another site or to storage. Once in storage, the sectional units may again be transported and reassembled or reconfigured to suit the needs of the next lessee or owner. It is common industry practice to inventory sectional units, and re-configure on a site, as directed by the lessee of owner. The question of cost, time and intrinsic design provide the contrast between readily relocatable and improbability and costly relocation of a structure.

5. How much damage will the property sustain upon removal?

Since these sectional units are inherently designed, manufactured, and transported in sectional format for site coupling, these units suffer minimal damage during disassembly. Typically, disassembly and removal damage is less than 10% percent of replacement costs to the property. Once disassembled and transported, each sectional unit is capable of being readily re-used in another application or site. Site restoration costs are minimal after removal, and is usually addressed in contract language, therefore the intent to remove the structure is an integral part of the design and application. Contract leases typically specify that the structure is personal property in finite land and structure leases.

6. What is the manner of affixation to the property to the land?

For the non-residential modular industry, the manner of affixation to the property is typically determined by local prevailing model construction codes. The manner of affixation to the site is not an indication of intent of permanence, rather it is a commonplace, as most states have a preemptive state-wide construction code for the structure, and local agencies determine appropriate foundation, utility, and land use issues. The affixation between the structure and the
foundation system can be varied. With pier and pad systems, it is gravity or bolted systems or tack-welded systems. The attachment to the foundation is determined by structural requirements and not by intention of permanence.

Typical foundation systems used in conjunction with modular units allow for ready return to pre-installation status with little or minor site reconstruction costs. Foundation selection factors include wind, seismic, support, use, and access requirements in determination of appropriate systems. Typically, the termination of real or personal property is not one of the factors in the selection of foundation systems.

Conclusion:

Any structure can be relocated with enough time and money. The factors of intrinsic design and the reality that every modular section has already moved over public highways proves their relocatability. Designs that are constructed on site, which might be relocated, rarely take into consideration these costly relocation factors.

Is the site constructed building specifically designed for the stress of movement and does it have the means to be lifted and transported by truck? Does it have the ability to move over public highways without significant permit costs and effort? Will movement cause the destruction of the structural integrity of the building, or result in the high cost of material loss due to disassembly, or the high costs of re-assembly?

While these questions serve as a general guideline for determining “permanency” of a modular building, you should consult a professional tax advisor for specific tax advice.

CONGRATULATIONS TO MBI’S SCHOLARSHIP WINNERS!

The MBI US and Canadian Foundations are pleased to announce two recipients of educational scholarships in 2016. Annually, the Foundations provide $5000 in scholarships to employees of MBI member companies or employee spouses, children, or grandchildren. The US Foundation provides one $2500 scholarship and the Canadian Foundation provides one $2500 scholarship. Applicants apply directly to the Foundations and must be enrolled or enrolling in two- or four-year schools. Any course of study is eligible—it must not be related to modular construction—though applicants with majors applicable to our industry are ranked higher in the selection process.

The US Foundation is awarding its scholarship to Randy Flowers. Randy is a sophomore at Southwestern University in Georgetown, Texas where he is majoring in accounting. With a grade point average of 3.89, Randy was named to Southwestern’s Dean’s List for both semesters of his first year. Randy is also a successful athlete, having served as captain of his high school’s basketball and golf teams and now playing basketball for the Southwestern Pirates. Randy also serves in the community as a volunteer coach and referee of recreational sports. His mother is employed by Champion Homes, a manufacturer of commercial and residential modular buildings, in the accounts payable department.

The Canadian Foundation is awarding its scholarship to Maher Alazzam. Maher is a third year undergraduate student at the University of Western Ontario. His is working towards a bachelors in medical science with plans to become a dentist. Having maintained a grade point average of 3.96, Maher has been on the University’s Dean’s Honour Roll for each year of college. Maher regularly volunteers in the community, like being a server for the St. Alfred’s Catholic Church “Out of the Cold” program that provides meals and overnight shelter to the homeless. Maher’s father is a senior mechanical engineer at NRB, Inc. in Grimsby, Ontario.

These are the 23rd and 24th scholarships given by the Foundations totaling more than $50,000 awarded since their inception. Please consider a generous donation to the Foundations to support this worthy cause by using the contribution form or calling 888-811-3288.
NEW MBI MEMBER WELCOME
PLEASE JOIN US IN WELCOMING ALL OF THE NEW 2016 MBI MEMBERS!

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<td>Primary Contact: Shane Lothrop</td>
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**INDUSTRY NEWS**

**MBI & COMPANY UPDATES**

**WELCOME NEW MBI MEMBERS (CONTINUED)**

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**RENEW YOUR MBI MEMBERSHIP TODAY!**

MBI has opened up 2017 membership renewals. The main contact for your company may renew online by logging in at [modular.org](http://modular.org). A membership renewal link should appear at the top of the page in red after you enter your username and password. Click on “Renew” and follow the instructions. By renewing your membership, you will:

- Obtain leads and referrals through the MBI website
- Keep informed of issues and trends in the industry
- Network and build professional relationships with other members
- Help MBI represent your modular interests at the state and provincial levels
- Gain access to training opportunities and events at highly discounted rates
- Gain industry-wide recognition
- Receive valuable company discounts
- Help MBI raise positive awareness of the industry and increase market share

If you have questions about membership benefits or assistance with renewals, please contact MBI via email [memberapp@modular.org](mailto:memberapp@modular.org) or by calling 888-811-3288.

Renew now: [www.modular.org/login.aspx](http://www.modular.org/login.aspx)
MBI and Clemson University collaborated on a book for modular building professionals:

**Learn More About Modular Construction! Order Today!**

The Modular Building Institute (MBI) along with Clemson University developed Introduction to Commercial Modular Construction over two years with the goal of introducing the reader to an innovative and exciting construction method. This book discusses the modular building process compared to traditional site-built construction and is designed to help the reader understand terminology and concepts of modular building including client needs, design, fabrication, transportation, and installation.

**ORDER YOUR COPY THROUGH MODULAR.ORG TODAY!**

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- Types of Construction
- Project Delivery Methods
- The Modular Building Process
- Pros & Cons of Modular Construction
- Review Questions

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- Professional Sales
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- Personal & Fall Protection
- Tools, Machinery, & Heavy Equipment
- Review Questions
WE WANT TO HEAR FROM OUR MEMBERS!

Does your company have a new product, innovative project, recent hire, a change in your office location, or a revamped website? Please share it with us so we can let others in the industry know your latest news.

Please send your stories and high resolution photos to the MBI’s communications department via email: communications@modular.org. Don’t miss the opportunity to let others in the industry hear about the exciting developments in your company!

UPCOMING EVENTS

2017 World of Modular
March 17 - 20, 2017
JW Marriott Tucson Starr Pass Resort & Spa
Tucson, Arizona

Visit the events calendar throughout the year to stay informed of upcoming MBI events and also industry events that we have partnered in.

www.modular.org/events_calendar.aspx

REMINDEERS:

WANT TO ADVERTISE IN THE NEXT MODULAR ADVANTAGE?

With an ad in the Modular Advantage you will reach all MBI members across the globe, plus the 40,000+ subscribers of Building Design & Construction Magazine, in the digital version of the Modular Advantage.

Upcoming Deadlines:

1st Quarter (2017) | December 9, 2016:
(Ad artwork & article content due)
Magazine focus: Offsite Construction

If interested in sponsorship/advertising opportunities in the next Modular Advantage, please contact Dave Sikora: dave@modular.org.

Send article content to: communications@modular.org
Send ad content to: dave@modular.org

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Additional Sponsorships:

There are also many other sponsorship opportunities with MBI throughout the year. Contact Dave Sikora: dave@modular.org for details!
COMMERCIAL MODULAR CONSTRUCTION IS THE PAST, PRESENT, AND FUTURE.

CHANGING THE WAY THE WORLD BUILDS. GREENER. FASTER. SMARTER.

The Modular Building Institute works to expand the demand for commercial modular buildings, provide the industry with a single voice, and altogether make things happen for our members. MBI manufacturers, dealers, and associates are professional, experienced, subscribe to a code of ethics, employ established practices, and study new methods. Contact us today to find out how you can become a member and take advantage of an industry united. It’s all about how things come together.

To locate a member in your area, call us toll-free at 888-811-3288, visit us online at www.modular.org or email us at info@modular.org.
COMMERCIAL & QUICK SERVE RETAIL MARKET

Modular buildings can serve as retail applications such as, hotels and motels, restaurants and diners, banks, golf pro shops, convenience stores, gas stations, car washes, college bookstores, and concession stands. Unique to modular construction is the fact that while buildings are being built in a quality-controlled factory, site work is occurring at the same time. This means a much shorter overall construction period. In fact, it’s not uncommon for many modular buildings to be up and running in as little as 24 hours—an important consideration for retailers of all types.

MBI MEMBER CASE STUDIES

Domino’s Pizza Theater

Salt River First Nation Gas Station & Convenience Store

Proyecto Electrolux

Bank of Montreal – High River Branch
DOMINO’S PIZZA THEATER

The Need

Requiring a rapid way to grow their franchise development program, Domino’s turned to Innovative Modular Solutions (IMS) for answers. The goal: implement their new Pizza Theater design for its emerging restaurants and have them operational faster than a conventional build. Partnering with Whitley Manufacturing was the obvious choice for IMS. They could count on Whitley’s accelerated manufacturing process as well as their ability to engineer and build a well thought-out structure with visual appeal.

The Solution

Through a cooperative team effort, Whitley Manufacturing, IMS, and Dominos worked together to design a structure that would be flexible, functional and efficient. Their design would work in both new markets and existing market rebuilds.

While Whitley Manufacturing constructed 85% of the building, IMS was preparing the site and foundation. To further help save time, most of the mechanical, electrical and plumbing fixtures were pre-installed at the Whitley plant. Approximately 10 weeks later, the modules were delivered. This left setting and finishing-out the modules and installing the equipment. In a matter of a couple more weeks, Dominos was preparing their store and employees for its grand opening.
PROYECTO ELECTROLUX

Architectural Excellence

The building is located in the East part of Santiago. This modular building is organized in two floors. The first floor houses Electrolux’s products showroom, offices and warehouses. On the second floor, the meeting room, showcase and services are located. The first floor is considered a double-height space, which gives a greater feeling of spaciousness to this sector. This sector is considered a great project for artificial lighting. The shape of the building creates a central space, like a square, that shares with its neighbors “Kitchen Club.”

Technical Innovation and Sustainability

The modules were built in the Tecnofast plant in Lampa. They are structured first in steel with a concrete slab. The building was created from 14 modules with a total of 156 square meters on the first floor and 217 square meters on the second floor. The delivery of the modules was done according to the work program. The building considered a project based HVAC air conditioning in all areas. All outdoor units were located on the roof and on the second floor sector specially designed for this purpose.
Cost Effectiveness

It was a great challenge to know the time considered for the construction of the “Electrolux House.” The aim was to create a modern building with character and a high standard of construction. The modular system allowed the meeting of deadlines initially considered for the international inauguration of the building.
SALT RIVER FIRST NATION GAS STATION & CONVENIENCE STORE

Architectural Excellence

The objective of the Salt River First Nation was to create a premiere market quality branded gas station and convenience store servicing the local community of Fort Smith and highway travelers, positioning them as a local market leader. A beautiful convenience store with three gas pumps will become an attractive architectural landmark and proud legacy for the Nation. Due to its remoteness, the facility also accommodates the operator’s private quarters in the back. Two additional leasable offices will provide additional revenues to the station’s owners. The interior features a variety of finishes, combining vinyl-covered drywall with custom painted wall areas and bulkheads to provide strong branding of the facility. Ceramic tiles, extra-large restrooms and a generous entry space complete the upscale image of the store. The roof of the building is metal clad and very steep to prevent snow build-up, sloping towards the back to prevent snow from sliding onto the front access area.

Technical Innovation and Sustainability

The design of the courtyard, canopy and the extended roof covering the walking areas surrounding the store provide shelter to the commercial tenants and accommodation suite occupants in this demanding Northern environment. Energy efficient features include R28 building envelope walls, R40 roof, triple glazed windows, and oil fired glycol heating system complete with air conditioning.

Company: ATCO Sustainable Communities Inc. (ASCI) | Affiliate: Champion Canada International
Location: Fort Smith, NW Territories, Canada | Project Size: 3,243 Square Feet | Days to Complete: 112
Cost Effectiveness

The offsite construction allowed for the site services and foundations to be completed during the manufacturing of the units for an accelerated construction process. Utilizing modular construction allowed Salt River First Nation to meet the needs of its community on time and on budget. Due to the remoteness of this Northern community and resulting scarcity of cost-effective materials and labor, most parts of the project were modularized, including the building, the pump island canopy and the utility systems.
BANK OF MONTREAL – HIGH RIVER BRANCH

Architectural Excellence

This full-service Bank of Montreal branch includes a large banking hall with private offices, a file storage room, an ATM, a staff lunchroom, washrooms and a vault with safety deposit boxes. The building also features a drive-thru ATM. The bank is the first building in a new retail mall location and is the replacement for the High River BMO Branch that was destroyed in the floods of 2013. The finish details inside and outside were designed to provide a strong anchor for the community while blending in with the existing surrounding commercial development.

Technical Innovation and Sustainability

All major components for the bank branch were pre-fabricated off-site by one of three contractors. The vault was built in panels that finished being installed on the foundation one day prior to the Britco modules arriving. The modules designed to surround the vault had a temporary floor that was removed prior to installation. The unit was then carefully lowered onto the foundation, enclosing the vault. The steel frame ‘blade’ and drive-thru canopy arrived the day after the modules and were craned into place to complete the structure. The parapet back framing sections were installed on the roof to hide the mechanical equipment. Once everything was in place, the building was hoarded and the exterior brick finish was applied while the interior modular connections were made.
Cost Effectiveness

The collaboration between Britco and PCL meant that both partners were able to focus on their key construction strengths resulting in maximum efficiency and cost savings for the client. Efforts were made to maximize the amount of finishing done in the facility prior to shipping to increase construction efficiencies and reduce timelines on site. In addition to constructing the pile and concrete grade beam foundation at site, PCL pre-fabricated the ‘blade’ and drive-thru canopies in their steel fabrication yard. They were delivered and installed as the final modular pieces.
YEAR IN REVIEW
2017 FORECAST

As we wind down 2016, I find myself having a hard time writing this “year in review” article, mainly because so many activities and events affecting the industry are still pending. As in years past, the modular industry is not one that is easily measured in clean 12-month blocks of time. Rather, this industry seems to be continually evolving, pushing the envelope, and challenging the status quo.

This past year was no exception.

In response to the economic conditions at play, this industry seems to be able to expand and contract quickly — that is, we are able to adjust to the market. It isn’t always pretty, especially when economic activity drops in key markets as it did in 2016.

Beginning in late 2015 and continuing throughout 2016, average oil prices dropped below $50/barrel. Many large energy companies halted further developments, including expansion of workforce housing accommodations — a staple of the Canadian modular market. Dozens of companies were heavily concentrated in building housing for energy company employees, mainly in areas like Northern Alberta, North Dakota and parts of Texas. Modular companies that focused primarily on this singular market are now scrambling to find new markets. Some scaled back and closed plants, others went out of business altogether.

But as we head into the new year, there is reason for optimism in Canada. Most long-term forecasts show oil prices rising above $50/barrel towards the end of 2017. If these forecasts bear out, expect oil companies to resume developments and investments in more housing. But rather than waiting for oil to bounce back, many Canadian modular companies are diversifying into new markets projected for growth in 2017. Multi-family housing has become a solid market for the modular industry over the past two years. We expect to see more modular multi-family projects, particularly six stories and under (Canadian codes allow for wood frame structures up to six stories).

AND ACCORDING TO CONSTRUCT CONNECT (FORMERLY REED CONSTRUCTION) EDUCATIONAL FACILITIES AND PRIVATE OFFICES ARE THE TOP TWO NON-RESIDENTIAL MARKETS FOR 2017 IN CANADA. THESE ARE CORE MARKETS FOR THE MODULAR INDUSTRY.
In the States, the future looks bright for the industry. We think 2017 will be a breakout year for modular construction as it will be impossible for developers and traditional contractors to ignore the advantages of prefabrication. The market will demand these efficiencies and modular will deliver. Commercial, institutional, and multi-family markets are all forecast for growth in 2017.

Our outreach efforts, primarily aimed at architects in the past, have expanded to include many more developers and traditional contractors. The tipping point is clearly upon us, as many early modular adopters like Marriott and Starbucks continue to develop successful projects in less time.

Another telling sign is higher level of interest in modular and offsite construction by the largest traditional contractors in North America. Companies like Gilbane, Turner, PCL, Whiting-Turner, Mortenson, Balfour Beatty, Lendlease, and Clark Construction are becoming regulars at modular-related events. They see the writing on the wall and don’t want to be late to the game!

To help prepare the industry to take advantage of these opportunities, MBI launched several new resources over the past few years. We have sold hundreds of copies of our “Introduction to Commercial Modular Construction” book, published in conjunction with Clemson University. This resource is aimed at helping architects, engineers, owners, and contractors better understand the modular industry and how they can integrate modular into their future projects.

MBI’s annual World of Modular conference continues to draw record crowds. This past March, more than 700 people attended this four-day event featuring break-out sessions, exhibitors, and over one hundred modular building case studies on display as part of our “Awards of Distinction” contest. The 2017 conference will be held on March 17-20 at the JW Marriott Tucson Starr Pass Resort in Tucson, Arizona.

So despite some “tough sledding” in 2016, the modular industry has once again proven its resiliency and adaptability, and is poised for a phenomenal, break-out year in 2017.
In the next issue of Modular Advantage:

The first quarterly issue of the Modular Advantage in 2017 will feature Offsite Construction. This issue will also feature industry news, MBI and member company updates, and member case studies. Additionally, it will have a second distribution at the 2017 World of Modular. This is an issue you don’t want to miss!
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