



**Weatherhaven**





## It all started on Mt. Logan, in British Columbia.

I.

In May, 1979 a free-spirited adventurer named Jim Allan was on a climbing expedition to Canada's highest peak when he found himself caught in a snowstorm that trapped him and his climbing partner in the massif's upper reaches. For 10 days they were alone on Logan, besides a small cadre of researchers studying high-altitude physiology, pinned down by the maelstrom at 17,200 feet.

As the wind howled and the downtime stretched into days, then a week, Jim eventually made his way to the structure that housed the research lab. Once there he was struck by its unique design, as it incorporated ideas that had been percolating in his mind for several months about his latest business venture.

Inspired by the age-old tradition of hut-to-hut ski touring in the European Alps, and relying on his already vast expeditionary experience, Allan planned to create a similar network of huts in the mountains of interior British Columbia. After being told by the authorities that his huts could not be permanent structures in the protected land of National Parks, meaning they would have to be put in after the snow came and be gone before it melted, it became clear to Jim that a solution would require clever thinking.

A rough sketch of a portable, insulated and quickly deployable shelter had been coalescing in his mind when, out of the swirling snow, the high-altitude lab emerged like a mirage. Upon closer inspection, the structure had a lot of shortcomings in its design, lacking a lot of the amenities and details that Jim planned to include in his own shelter. But it helped him see more clearly what might perform in terrain that remote and such extreme weather patterns.

Buoyed by his find, and the news that a business partner had already drummed up a long list of clients for their yet-to-be-created ski touring venture, Jim set his sights on finding the suppliers of the shelter he saw on Mt. Logan.

After some digging he discovered a company in Colorado that made similar tension structures, albeit marketed as collapsible parking garages. Reaching out to the company, Jim eventually talked his way into becoming a sales

representative of sorts, while hoping to modify and detail their product into something more akin to what he'd need for his new backcountry endeavour.

Meanwhile, Jim was hired in the summer of '79 to guide and look after a group of Greenpeace activists who were campaigning against big game hunters in an area of northwestern B.C. called Spatsizi.

Having been set aside specifically for its wildlife values, nonetheless the government allowed an outfit to run a hunting operation in Spatsizi, so Greenpeace decided to act. The campaign required the activists to build a camp of their own so as to confront the hunters in their element, which was where Jim's backcountry experience came into play, keeping the Greenpeace protestors alive and out of harm's way that far off the beaten track.

One of the leaders of the activists was a man named Jim Taylor, owner of Seagull Enterprises, a woodworking shop based in Vancouver. Facing off against the hunters, both Jim's developed a strong rapport in the shared experience, a friendship that would play a key role in the foundation of Weatherhaven a couple of years down the road.

By the fall Jim Allan was back in Vancouver, and as the days got shorter the time to put in the network of mountain huts drew nearer. However Mother Nature had other plans and was about to teach him a hard lesson in running a seasonal business.

The winter of 1979-80 started out with a whimper, and the lack of early snow meant it was no longer viable to install the huts in time for Jim's first clients' arrival. This rather unfortunate meteorological circumstance would later prove crucial, however.

Deciding to cut his losses and make a shift in the business, the young entrepreneur refunded everyone's money and hit the road with his newly acquired tension structures, hoping to sell them to mining companies instead. Jim knew these companies were still housing their mineral exploration camps in World War II-vintage canvas tents, and his shelters worked a lot better than those.

Using the Colorado company's name to pitch his wares, Jim scored his first-ever contract with the Turnagain Mining Corporation in March, 1980. That first camp proved a resounding success and other mining exploration deals soon followed, as Allan criss-crossed Canada in search of new clients. On one of those sales trips, soon after putting in the camp for Turnagain, Jim would cross paths in Ottawa with another essential player in this serendipitous tale.

Norm Halden worked for Canada's Department of National Defence as head of tentage, and the two men immediately got along. As their friendship developed and Halden explained the finer points of MIL-SPEC shelters, Jim soon realised the enormous potential of supplying the armed forces, his mind racing to find a way into this new market.

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Norm discouraged him at first, explaining it was nigh on impossible to convince the military bureaucracy to shift gears and invest in an entirely new line of shelters. Never one to back down from a challenge, Jim decided winning a government contract would be his next goal, and it helped that he was gathering a lot of information about what did and didn't work for military shelters along the way.

Fast forward to the spring of '81. While obsessing about landing a contract with the armed forces, Jim had secured the sale of shelters, systems and install logistics to house Western Geophysical seismic crews and Danish Arctic contractors for ARCO Oil in east Greenland. It was another pivotal moment for the yet to be founded Weatherhaven.

Not only was it Allan's first international contract, it also reconnected him with Jim Taylor from Seagull Enterprises, and together the two men designed and built an entirely new floor system for the project in Taylor's woodworking shop.

Once the ARCO camp had been successfully put in Greenland, Jim had a second notch on his exploration project belt and reached a point in his vision that went beyond mere shelters. He wanted to create structures that had all their floors, HVAC, full ablutions and furniture, essentially a turn-key, whole plug-and-play kind of thing that could be carried as a kit. The stage was set for a revolutionary new company to emerge.

## II.

Eventually Norm Halden reached out to Jim with some news. The Canadian military was upgrading their fleet of trucks and armoured vehicles, and these new machines were significantly larger than their predecessors, which in turn required a new field maintenance structure sized to fit them.

Norm told Jim about the government's requirement, asking if there was anything he could come up with that might fit the bill. Within a few days Jim had drawn up a solution and contacted the company in Colorado who built the shelters, explaining he was on the verge of signing a major deal with the Canadian military.

Their response was not what he expected, and Jim was told he couldn't use the company's name to secure a contract with the Canadians. Disheartened but still eager to tap into a lucrative new opportunity, Jim regrouped once again and decided to create his own shelter company in order to close the deal.

At this point, he needed a practical, handy partner so he called Jim Taylor, his friend from the Greenpeace campaign who owned Seagull Enterprises. Taylor listened to his pitch and when Jim was done talking, Taylor said he knew just the guy to go in on the venture. As it turns out, this would be a most fortuitous pairing, as Brian "Bugs" Johnson was indeed just the guy for the job.

Gifted with a brilliantly analytical mind, Bugs was a professional fisherman and tradesman, but an engineer by nature. After working in the commercial fishing industry, Bugs eventually ended up as a contractor, renowned for his building prowess and being able to materialise whatever the architects had conjured up, no matter how challenging.

The pair hit the ground running. Jim realised Bugs had the technical chops to not only help secure the Canadian military contract but also allow them to achieve his vision of creating a truly portable, turn-key camp that would open doors to all sorts of other lucrative markets.

Unable to use the Colorado company's name, Jim chose a new one that was in the same vein but different enough to avoid any legal action against their newly-founded enterprise, and so it came to be that in the fall of 1981, Weatherhaven was born.

Bugs and Jim had what the Canadian military needed, but they also had a problem. Namely, they needed to convince the Department of National Defence that Weatherhaven had the manufacturing capability to fulfil the contract they were competing for. At that point the fledgling company still had no headquarters per se, much less a factory to manufacture their new structure in.

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So, in true can-do spirit, Jim and Bugs engineered a solution that was quick, effective and cost-efficient. It would prove to be a constant in the way Weatherhaven would run their business over the next forty years.

Jim always aimed for maximum thriftiness when starting up a new venture, so he scouted an unused Westinghouse building with vast parking bays in False Creek that they rented for next to nothing. After cordoning off a large area in one of the parking bays with chain-link fencing wrapped around the pillars, Jim and Bugs set up everything they'd need to weld and sew the shelter they intended to show Norm Halden and his colleagues at the DND as proof of concept.

Jim enlisted the aid of a friend who worked in lofting sails for boats named Ray McNeil, who had been a bit disgruntled at his previous gig and decided to give Weatherhaven a shot. Together with Jim Taylor at Seagull woodworking, the four men built the prototype of what was to become officially known as "Maintenance Extended Height 26' wide", aka the MEX-26.

When DND rolled into town, Weatherhaven was ready, having milled and installed brand-new signage to temporarily replace the original Seagull Enterprises logo at the woodworking shop. After all, first impressions count and it wouldn't do to have the government see their improvised digs at the parking garage.

But all's well that ended well, the DND was suitably impressed with the tension structure and its manufacturing process, and once their visit was concluded the Seagull sign went right back up. A few months later the MEX-26 was confirmed as the winner of the government's requirement.

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### III.

With a proper manufacturing facility acquired, Weatherhaven began producing MEX-26's in large quantities for the military, but Bugs and Jim refused to rest on their laurels. As they saw things, the best way to go about it was a two-pronged approach, aiming at both commercial as well as military applications for their products.

They would spend the next couple of years focused on the exploration side of things, to the point Jim always said Weatherhaven was "the Kleenex of mining expeditions", their shelters had become so ubiquitous in every camp. "Weatherhavens", as they became colloquially known, were what anybody who was anybody used to find the minerals. They weren't, however, what was used when taking out the rock.

This felt like a missed opportunity for Jim and Bugs. To make matters worse, mining was a very seasonal business. Eventually the partners decided to stretch their seasons by getting into construction, seeking new opportunities in what they called "infrastructure world".

Construction companies were hired to build infrastructure or mines or dams to harness hydroelectric power and needed sites to house their crews while undertaking such endeavours. Weatherhaven saw such camps as their chance to grow their business, and it wouldn't take long for them to make inroads into infrastructure world.

In 1983, Weatherhaven won a contract to build a camp for Cominco's new zinc-lead mine dig, located in an exceptionally remote area of northwest Alaska, 140 km above the Arctic Circle.

Red Dog, as the mine was to be called, proved to be a monumental undertaking for Weatherhaven as it required a sizeable technical leap in order for them to pull it off. The sheer remoteness and difficulty to access the area made for only part of the problem. For starters, they were on a very tight schedule, with delivery due in a mere six weeks.

Secondly, there are fundamental differences between a mineral exploration camp and one made for construction crews, which are unionised. These entailed a number of requirements and amenities that would be unheard of in an exploration camp manned by geologists and seismologists, people accustomed to considerably less creature comforts in their work accommodations.

That meant Weatherhaven would have to design a completely bespoke camp with flooring and individual rooms, including a full kitchen, ablutions and heating for the construction of what would eventually become one of the biggest producing mines of zinc concentrate in the world today.

The mining, and now the construction, worlds were watching, and despite the incredible challenge it presented, Weatherhaven managed to put a fully functioning, union-approved camp in to one of the most inaccessible areas in all of Alaska. Red Dog was a huge step up for the company in every sense, giving them a boost of confidence that they were capable of pulling off such feats on time and on budget.

While their reputation grew, so did the need for Bugs and Jim to hire a team of independent and capable professionals to help them turn Weatherhaven into a powerhouse softwall shelter company. The first to join as partner was Ray McNeil, the lofter who had sewn together the fabric for the original MEX-26 prototypes in the chain-linked parking garage back in '81. Installed as head of production in 1984, Ray was a very smart and resourceful man who would prove to be an invaluable asset to the company over the years.

Not long after it was Brian Hanna's turn to be made partner, with an initial focus on sales but soon becoming a manager for some of Weatherhaven's smaller projects, and even running production at times, a true jack-of-all-trades within the company. Brian had actually approached Weatherhaven himself, cold calling his way into a job, much to Weatherhaven's success. Sharp as a tack and straight as an arrow, Brian's first office was a tent set up in the company's warehouse in Vancouver.

Much like Jim and Bugs, Ray and Brian shared a sense of adventure and many were had in those freewheeling early years. A lot can go wrong in the backcountry, and oftentimes it did, but overall Weatherhaven managed to develop a stellar track record of satisfied customers.

Brian “Bugs” Johnson had assumed the roles of General Manager as well as Product Design Authority almost by default from the company’s outset. Bugs’ steady hand, innate common sense, natural people skills and “live by your word” ethical approach soon earned him respect from all that made his acquaintance.

Although being GM took a good portion of his time, his ability to analyse complex technical problems and offer simple, elegant solutions became known as the “Bugs Genius”. Over the years, Bugs led technical teams through much product development and improvement, so it’s no wonder his name would be on every patent Weatherhaven eventually held.

The company took on a rather freewheeling personality itself, growing in a very organic and circumstantial manner. Their mantra was: “If you’re beyond the end of the road, you’re in Weatherhaven country”.

Around the mid- to late-80’s, driven by Jim’s background in mountaineering and polar exploration, especially his connection with the late Giles Kershaw of British Antarctic Survey fame and who’d taken Jim on his first visit to Antarctica, Weatherhaven would come to develop a new product called the “Polarhaven”.

In 1987, Kershaw inexplicably managed to secure permission to begin an Antarctic tourism enterprise, which he would run from Patriot Hills, in the Heritage Range. Giles, the world’s most accomplished polar pilot at the time, and Jim successfully flew a conventional DC-3 on wheels instead of skis directly from Punta Arenas, Chile to Patriot Hills in order to prove a point, namely that it could be done.

The 3,000 km flight and subsequent landing on a katabatic wind-scoured patch of blue ice in a prop-driven taildragger were as hectic as they sound, but it also meant Kershaw now operated the first private airline in Antarctica. His company, Adventure Network, would soon start ferrying in

the continent’s first tourists, who naturally needed a place to stay in such an inhospitable environment.

Enter Weatherhaven, who supplied the newly-created Polarhavens for Adventure Network’s clients to bunk in. Heavily insulated and ideally built for the extreme conditions found in subzero climes, it was by far the best polar shelter ever developed up to that point. Thus began Weatherhaven’s long-term relationship with “The Ice”, as Jim’s early bet on the polar market began to pay dividends.

After the success of the camp in Patriot Hills, Giles convinced Jim he needed to sell Polarhaven shelters to the National Science Foundation, the agency in charge of scientific research for the United States. So Jim flew to Washington, D.C. to meet with Giles’ contact and, Jim being Jim, soon enough Weatherhaven was the purveyor of the National Science Foundation’s favourite polar shelter. In fact, the very first Polarhaven delivered to the NSF was there until very recently, having given shelter to researchers and scientists visiting Antarctica for over 25 years.

Also in the late 80’s, the British Antarctic Survey began building the fifth iteration of their Halley Research Station, mainly due to previous versions’ obsolescence and calving events that put Halley IV at risk. Halley V’s construction began in 1989 and ended in 1992, the crews that built the station being housed in Polarhavens for the duration, again due to Jim’s reputation in the Antarctic community. By the time the build was through, Weatherhaven wasn’t just the NSF’s favourite shelter provider, but the BAS’s too.

As the ’80’s drew to a close, the four partners were enjoying their well-earned success in the mineral exploration and infrastructure industries, along with their brand-new polar business and the “bread-and-butter” MEX-26 contract, which chugged along happily and guaranteed they kept the lights on regardless of how well (or poorly) they did in any particular year.

But Weatherhaven was about to embark on a new kind of mission come the new decade, one that would take the company literally to the far reaches of the Earth.

## IV.

The end of the Cold War and collapse of the Soviet Union tossed an enormous spanner into the world’s stage, resulting in a fractured geopolitical landscape and a marked increase of United Nations peacekeeping missions across the globe by the early 1990’s.

It was at this point that Weatherhaven’s path would cross with two men who became integral to their success over the next decade and well beyond.

Glen Thorne and Jack Gin ran a division at a company called Britco Building Systems in Vancouver, where they had gained some insight into peacekeeping on a UN-led mission to Namibia in 1988. The mission ultimately wasn’t able to use the equipment Britco proposed, as the transportation costs to move modular buildings from B.C. to Africa proved prohibitive, but Thorne and Gin learned valuable lessons about shipping equipment and shelters halfway across the world.

Gin and Thorne suffered from itchy feet, however, and within the space of a year both had moved on from Britco, Gin leaving first and quickly finding himself on Weatherhaven’s radar. At the time Weatherhaven was still primarily known as a remote site contractor, mainly for mining and construction companies, complemented by the MEX-26 deal, of course. But things were soon to change.

When Jack joined Weatherhaven in 1990, his first mission was to fly to New York City with Jim Allan and reconnect with his contacts in the Field Administration and Logistics Division (FALD) at the United Nations. Together, they presented the concept of relocateability and affordable transportation economies to the FALD. At that point, Bugs had refined the product to the point where Weatherhaven’s shelters would pack down to 1/7th of their deployed volume, thus becoming viable for air transportation.

It was groundbreaking technology that redefined the very idea of what a military/peacekeeping camp could or should be. The UN really liked their pitch, and Weatherhaven would eventually be contracted to provide shelter solutions for a

number of peacekeeping missions in the years to come. Call it being at the right place, at the right time.

The first UN mission would lead them back to east Greenland and the camp that Jim had built for ARCO a decade prior.

After Iraq invaded Kuwait in ’91, a long stand-off between Iraqi dictator Saddam Hussein and Coalition forces began, meaning the UN would be required to provide housing for troops massing on the border in anticipation of Operation Desert Storm. As in all wartime actions, time was of the essence and the UN needed their camp in the demilitarised zone to be fully set up in a matter of weeks, so building one from scratch wasn’t an option.

The situation seemed dire until Jim remembered the ARCO site in Greenland, so Weatherhaven made a phone call and purchased the entire camp back from the oil company. It was broken down and packed up, hastily placed on military cargo planes and airlifted directly to Kuwait. Once there, the camp was rapidly rebuilt with new floors and A/C units to deal with the desert heat.

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This was significant because it proved to the United Nations that a Weatherhaven camp could be used for a number of years in a remote site, then a team sent in to recapture and ship it wherever it was needed at the drop of a hat. The UN saw Weatherhaven responded quickly in an emergency and that their equipment was not only well-designed, it was also reusable for a considerable period of time, even in diametrically opposed environments.

This was quite the feather in Weatherhaven’s cap and generated a considerable amount of credibility for the

company within the ranks of the UN and militaries around the world, in particular Canada's. It also generated quite a bit of business, as the seemingly non-stop succession of peacekeeping missions kept lining up and Weatherhaven's revenue ballooned from \$2 million a year to over \$10 million in the 12 months after Desert Storm.

It also became clear that dealing with governments required a very different mindset from a commercial setting. A mining or construction company usually needed their sites to be up and running as quickly as possible, and as such were willing to pay a premium for Weatherhaven's determination to see through projects that other companies balked at.

Whereas in dealing with governments and military organisations it was important to focus on the long view, on developing relationships and being patient, because once they were secured those government contracts could go on indefinitely.

Around this time Glen Thorne also decided to move on from Britco to start his own project management firm. One day his phone rang and it was Jack Gin, his old colleague reaching out. Weatherhaven needed help to deploy ten UN camps that were going into Angola, inviting Glen to look after the project for them as an independent contractor since the incumbent project manager had been underperforming on other contracts.

Thorne took over the UNAVEM mission and delivered the initial ten remote site camps, which quickly grew to a total of 45 camps, an absolute logistical nightmare that Glen proved quite adept at wrangling. This included being the first UN project ever to utilize an Antonov An-124, the world's largest military transport plane, to ship cargo to Angola. Air travel was indispensable during the mission due to the 3 million-plus landmines spread across the country during the bloody civil war it had just endured.

Having had his mettle thoroughly tested on his first Weatherhaven project, Glen passed with flying colours. He did so well that immediately after Angola he embarked on a major mission to Western Sahara in 1992, where he managed 18 camps for MINURSO, a UN-led task force to

monitor the cease-fire and independence referendum in the contested region.

MINURSO also proved a success, again quickly followed by yet another operation. This time it was UNTAC in Cambodia, whose objective was to implement the Paris Peace Accords struck between the Khmer Rouge and the Cambodian People's Party, where Glen managed the supply and logistics for 57 camps during the entirety of the UN's deployment.

This string of successful projects was all the proof Weatherhaven needed of Glen's extraordinarily broad skill set and professionalism, and by 1993 he was brought in as a shareholder, becoming the fifth partner. Having him in the fold was important because it brought a whole new capability —logistical expertise— to Weatherhaven's quiver.

The following year would also prove to be significant for the company's commercial sales, with Jack Gin leading the sales effort to win the BHP contract to build a campsite for the construction of Koala, Canada's first-ever diamond mine. The massive compound was put in by Weatherhaven over the course of twenty of the darkest, shortest days in the Arctic, being completed on the winter solstice, December 22, 1994. Koala paved the way and brought in appreciably bigger contracts within "infrastructure world" for Weatherhaven, but they would soon set their sights on the military front once again.

It had been a positive start to the decade even if they had lost Jack Gin to his perennially itchy feet by early 1994, the former head of marketing choosing to move onto a new venture despite his early success at Weatherhaven.

With Jack leaving, Bugs appointed Thorne as Sales & Marketing manager, leaving Glen to continue developing his deepening contacts in the defence industry while Jim focused on drumming up mining and construction business.

Ray McNeil manned the helm on the production side of things while Brian Hanna handled management of non-major projects and was an essential link in the manufacturing process. Hanna also played a critical role as the company estimator, touching basically every sales file and contract, keeping Weatherhaven's many moving parts in working order.

## V.

Much like Jim Allan had a vision about creating a better mousetrap, or more specifically a better shelter, back in the late '70's, Glen Thorne was ironing out the kinks of his own vision of an ideal deployable structure after his experiences with UN peacekeeping missions in the early 90's.

Once Glen became a partner at Weatherhaven he joined forces with Bugs, who brought his prodigious technical expertise to bear and together they developed a hybrid concept that would come to revolutionise shelter technology once again. It all began in 1993, when Weatherhaven was approached by the B.C. Ministry of Forests to design and develop a new concept of firefighting camps.

It was just the push Glen and Bugs needed.

Inspired by the incongruous sight of a shipping container sitting in the middle of the jungle in Angola during the UNAVEM mission, Bugs had experienced a Eureka moment, realising if they could figure out how to expand the structure's footprint once deployed, the ideal solution would be to containerise literally everything. By a stroke of sheer coincidence, Glen had been engendering much the same ideas regarding the future of deployable structures.

Once they got their heads together the combined solution was ingenious, astounding in its simplicity and awesome in its capabilities. It consisted of a standard ISO container with hinged sides that folded outwards, expanding the softshell walls and ceilings on either side into a 20' x 8' module.

Visionary design gave it the same extreme portability and ruggedness of a typical shipping container but a footprint three times as large once deployed. It also required no special skills to set up, could be transported by land, sea or air, and was virtually maintenance-free forever, insofar as the structure itself was concerned.

After a few unsuccessful iterations, they finally sorted out the engineering and gave it the moniker "Mobile Expandable Container Configuration". It was Weatherhaven's most

game-changing and prototyped product to date. The official name was as unwieldy as it was descriptive, so they called it MECC for short. A fitting name for something designed to be used mainly by armed forces, seeing how the military can't resist a catchy acronym.

The B.C. firefighting proposal never gelled into a full-blown Weatherhaven product-based project, but it served to bring the MECC to life and within months Glen and Bugs had won a patent in the United States, eventually securing a global patent as well. But it also had another, most proficuous, aftereffect in the hiring of Mike Ball.

As the lead salesperson for ATCO, a modular structure firm that participated in the firefighting project alongside Weatherhaven, Ball had worked closely with Glen, the two getting along famously. A husky, adventurous fellow with a hankering for travel, Mike yearned for a more internationally-focused career, and soon found himself on the Weatherhaven staff, where from May, 1994 onwards he would play a pivotal role as commercial camp lead for mining exploration as well as their polar business.

However, the MECC's potential was immediately apparent, and not only to Weatherhaven.

Just prior to leaving the company, Jack Gin traveled to the Pentagon to brief them on Weatherhaven's revolutionary new product. As luck would have it, the colonel Jack met with was in charge of a failed development project to provide the US Army with a new, containerised field kitchen capability. The canceled project wanted to incorporate the Army's own hard-walled expandable container design, which was very expensive.

Once the colonel saw the MECC and learned of its cost-effective price, he immediately reactivated the Containerised Kitchen project and purchased MECCs number 2, 3, and 4, which were in essence still only prototypes.

By far the biggest fish in the global defence pond, the United States Department of Defense offered up a veritable smorgasbord of the juiciest contracts of any military in the world, with one small caveat: the Berry Amendment. This piece of legislation was first introduced in 1949 by

Congressman Ellis Berry, in an effort to protect the US Cotton Belt.

The Berry Amendment requires that the DoD give preference in procurement to domestically produced goods that contained a fabric component greater than 15% of the value of the finished good, which meant that as a Canadian company Weatherhaven would always have a hard time winning any softwall shelter requirements put to tender by the US military.

*The MECC had raised the bar for Weatherhaven, as well as their customers' expectations, ushering in a new era in growth and capabilities.*

For years Jim Allan and Bugs had fruitlessly traveled down to Natick, Massachusetts, to visit Combat Capabilities Development Command, the center responsible for research and development of shelters, food, clothing, and other servicemember life support items. It was a nut they had never managed to crack. Fortunately, the MECC did not fall under the Berry Amendment as the value of the fabric component was less than the required percentage.

However, like all things federal, the DoD plods along at a pachydermic pace that leaves contractors no options but to cool their jets while the bureaucracy chews through the miles of red tape necessary to process military procurements. In this case specifically, the Army Quartermaster was taking the Natick-integrated kitchen MECCs on a US military world tour to validate the concept.

But, as fate would have it, disaster struck before the DoD deal was signed — a natural disaster, that is. On January 17, 1995 the Great Hanshin earthquake, also known as the Kobe earthquake, hit with a magnitude of 7, the highest level on the scale of the Japan Meteorological Agency. It was Japan's second-deadliest earthquake of the 20th century, claiming almost 6,500 lives.

It was also deeply traumatic to the Japanese people, who vowed to never be caught unprepared again. This led their government to create an agency, led by a Colonel Narita, whose sole purpose was to find and procure the world's best gear to equip the Japanese Self-Defence Forces (JSDF) for emergency response situations, regardless of the cost.

After being briefed by Weatherhaven, thanks largely to the Canadian Trade Commissioner's Office at the Embassy in Tokyo, the MECC's state-of-the-art versatility, durability, and portability convinced the Japanese they had found an integral part of their emergency response plan, placing an order for 100 highly customised MECCs just a few short months after the final tremors died out in Kobe. Colonel Narita and his team flew to Canada and together with Glen and the Weatherhaven technical team designed a container precisely according to their specifications.

Each JSDF MECC held enough equipment for 100 soldiers to perform rescue & recovery and was powered by two turbine generators from Nissan. There was a shower and a wash room supplied by a 200-gallon water tank attached to the roof, so each container could be fully independent. Crucially, it also served as a command & control module or a first-aid station. The Japanese intended to assign one MECC to each prefecture permanently and keep the remaining in reserve, which would be shipped wherever they were needed by CH-47 Chinook helicopters or semi-trailers, if and when the need arose.

They are still there today, having been used in every emergency and natural disaster Japan has faced for almost 30 years, in essence serving as real world proof that the MECC worked. It also gave Weatherhaven the opportunity to refine the concept even further, turning the MECC a world-class product with few, if any rivals, on the market.

The JSDF program was quickly followed by a meeting with the Swiss, who wanted to create a container-based emergency response program of their own, showing a keen interest in the MECC. Over the course of the next three years the Swiss government developed a specification and a requirement, which Weatherhaven bid on and won in 1997, selling 221 medical emergency response containers to Switzerland for their San Hist program.

Once the MECC was endorsed by two countries so internationally renowned for their technical and engineering excellence, the rest of the world's militaries and governments started paying attention, which continued to open more doors for Weatherhaven in the defence industry.

But it wasn't just in defence that the company was making strides. In 1994, Weatherhaven's first significantly large Antarctic contract was signed. A joint French-Italian research facility called Concordia Station was being constructed at Dome C, roughly 1,200 km inland from the Antarctic coast. It was to be the third permanent research station in the South Pole after the Russian and American facilities.

Taking charge of the project was Mike Ball, on his first job as a Weatherhaven employee. By now, Weatherhaven were the go-to guys for any sort of construction project in Antarctica, so the Europeans sent a delegation to Vancouver to suss out the details with Mike. Once ink was put to paper, the first shelter went up at the end of the summer of '94, housing the work crews for the next three years while they built Concordia Station from the ice up.

After successfully negotiating with the Europeans, Mike was introduced via Jim to Anne Kershaw, Giles' widow — the intrepid flyer having passed away in a plane crash in Antarctica soon after creating Adventure Network — and they quickly developed a solid work relationship. Doing right by all the various Antarctic programs and quickly growing Weatherhaven's reputation in the diminutive community by word of mouth, Mike would soon become the company's point man for all things polar.

Ball found himself attending conferences on Antarctic logistics, including one called SCAR (Scientific Council of Antarctic Research) in Cambridge in 1996, where he met a representative from the Alfred Wegener Institute, Germany's national polar research organisation, who was in charge of logistics. As the men talked shop, the AWI man mentioned an upcoming traverse one of their research teams would be undertaking, so naturally Mike thought of the MECC for the scientists to live and work in while they slowly made their way across the barren landscape.

Once the deal was sealed and the containers delivered in 1997, the two AWI MECCs became the first of their kind in Antarctica, precursors of at least a dozen more, including a MECC currently serving as the air traffic control center at Troll Airfield, Norway's research station in Princess Martha Coast.

## VI.

In 1999, after six years in development, the United States Army released a standing offer RFP for containerised field kitchens to replace the Mobile Kitchen Trailers on a 2-for-1 basis. Due to the heavy “buy American” sentiment in the United States, Weatherhaven partnered with a US-based company that already did contract work for the Pentagon. Together Weatherhaven and SFA Fredericks Manufacturing won the tender for the US Army’s new container kitchen requirement, the CK program.

In order to put an “All-American” face on the supply of the MECC to the US military, Weatherhaven novated the CK program contract to another US-based company called AAR Cadillac, along with a 20-year licensing arrangement. It was the first time Weatherhaven had ever made this kind of agreement, but when it came to finally getting a deal with the Pentagon, the partners decided it was worthwhile.

It has since proven to be a wise decision, with almost 1,400 MECC field kitchens, along with several hundred other MECCs in different configurations, being delivered to the US military in a little over two decades.

The MECC soon became a staple product in Weatherhaven’s catalog, allowing the company to pivot from primarily designing and building remote campsites to focusing on stable, long term programs with set delivery dates, moving them beyond “project world” and further into “contract world”. Nonetheless, due to its high cost and fundamentally military application, the MECC never became as ubiquitous as the softwall shelters generically called “Weatherhavens” by the mining and construction industries.

Until the MECC’s advent, Weatherhaven had been the turn-key tension structure company. Now the MECC had raised the bar for the company as well as their customers’ expectations, ushering in a new era in growth and capabilities.

Back in 1994, Canada’s economy was suffering from serious structural debt. This led the military to change the way they dealt with operational capability deficits. Normally, they would develop ideas along with industry to solve those deficits, build their own solution, document it, then put that solution out to tender for industry to bid on, thus giving the government ownership of the intellectual property.

However, Canada’s struggling economy meant there was no longer any leeway in the budget for this kind of development, which stalled a long-standing project for camp infrastructure called L2353.

A deployable camp system was necessitated by the ever-increasing participation of the Canadian military in the UN’s peacekeeping missions around the world. Having Canadian personnel deployed to places like Mogadishu in Somalia and living in a bare ISO container in the middle of a US military compound only reinforced this need.

This prompted Canada to discuss how the lack of infrastructure affected morale, as some of their troops were still deploying in Korean War-era canvas tents, which also didn’t provide an adequate living environment. Seeing the writing on the wall, Glen hired Norm Halden, who had since retired from his government job, and reached out to Combat Support, the unit responsible for the Canadian military’s life support systems, with a proposal for a redeployable camp system.

It would come at no cost to the government, Weatherhaven developing the prototype which would then be sold and trialled by the military in an arrangement commonly known as “buy and try”. If the military liked what they saw, they could then go to tender with the requirement and Weatherhaven would respond to it along with any other companies interested in bidding.

But insofar as it pertained to developments from a product perspective, Weatherhaven would own all the intellectual property.

Over the next five years Weatherhaven, in concert with talented and experienced Department of National Defence engineers, would develop key elements of the “Relocatable Temporary Camps” or RTC concept. It was a stroke of genius, as it effectively ensured a long term, mutually beneficial partnership between the Canadian government and Weatherhaven that lasts to this day.

There had been a previous, pre-RTC deal with Canada for a camp in Bosnia under UNPROFOR in 1997, but the first true RTC contract was the peacekeeping mission to Kosovo in 1999, during the war between Serbia/Montenegro and the Kosovo Liberation Army. The Weatherhaven-built camp fielded 1,400 bed spaces and then-unheard of amenities for a military camp, the result being a resounding success in more ways than one.

Once the Kosovo deployment ended in 2000, Canadian peacekeepers were sent directly to Ethiopia and Eritrea under the UNMEE mission to monitor the ceasefire after a border war erupted between the two countries. With support from the company, the military recovered the entire Kosovo camp to a depot in Italy and shipped two 250-person camps directly to Africa where they were rapidly deployed, much like Weatherhaven had done with the ARCO camp during Desert Storm a decade earlier.

Then came that fateful day in September, 2001.

The 9/11 terrorist attacks on the World Trade Center in New York City and the Pentagon in Washington, D.C. shocked the world, prompting the United States to declare a global War on Terror, starting with the invasion of Afghanistan to hunt down the people who had masterminded the attacks. This triggered a new phase in military deployments.

The UN had minimal involvement as the invasion was not a peacekeeping mission, leaving NATO and Coalition forces to increase the number of troops they committed to the fight against the Taliban and al-Qaeda in Afghanistan. Coincidentally, Glen was at the National Defence Headquarters in Ottawa, the “Pentagon of the North”, for a standard post-mission Board of Enquiry on September 11 when the attacks happened, being locked down on-site with the staff for the rest of that day.

By that point Weatherhaven had a well-proven track record with Canada's military, being awarded a competitively-bid contract to build RTC camps in Kandahar to house approximately 2,100 troops of the Canadian Battle Group and a small number of Special Forces operators tasked with searching for insurgents in the province. Put in by August, 2002, Camp Julien was a marvel in its own day, performing admirably for the next 4 years.

Around that time, it became apparent to the partners that there was a lot of the company's equipment deployed around the world, but if Weatherhaven didn't figure out a way to work with clients on how to take care of their camps, they would more likely than not end up scrapped or abandoned.

*This was a milestone moment for RTC and Weatherhaven, completely redefining the nature of military camps for the new reality of asymmetric warfare.*

During the recovery and relocation of the Kosovo camp to Africa, it was painfully obvious that despite having bought into the concept of RTC, the Canadian military still hadn't incorporated it into their schedules, which in turn meant they had no way of tracking, looking after and redeploying the equipment. Deploy, then throw or give it away, the thinking still went. Canada just didn't have the budget for that kind of military expenditure at the time so a change in paradigm was urgently needed.

However, this need was met with some resistance from the government agency that regulates what equipment can be repatriated to Canada from overseas military deployments. Weatherhaven finally discovered the reason why the RTCs weren't being redeployed back home — contamination. At the direction of NDHQ, Glen joined a DND engineer and together they took a pressure washer to elements of the camp in an effort to decontaminate the equipment that had been deployed in the joint Dutch/Canadian peacekeeping mission in Eritrea.

Once the army scientists had given the equipment a thorough examination and verified its cleanliness, the camp was shipped back to Canada and the paradigm officially shifted. The resources normally spent acquiring new equipment would instead be redirected towards repair and overhaul, the contract for which was won by Weatherhaven in 2002 and continues to this day.

The company would recover the camps, repair them, store them in a way that preserved the equipment and make sure it was mission-ready for the next deployment. They would also install any tech upgrades that might have come online while the equipment was in storage.

This meant the RTC concept was fully realised at last, as well as creating a significant recurring revenue stream for Weatherhaven that is still in place. Over the years, service support and repair has always shown sustained growth, in time becoming the bedrock that underpins the whole company today, showing the brilliant timelessness of the concept.

Soon after, Glen and Jim were fortunate enough to join the Canadian military in Koblenz, Germany to partake in a "lessons learned" meeting with the International Bare Base System Working Group, comprised of 14 NATO nations, about their respective experiences in camp deployment. During the event, where it was explained how literally everything used in their camp except the gravel and dirt had been recovered in the move from Kosovo to Africa, the Canadians, chiefly due to Weatherhaven, astounded their peers around the table.

This was a milestone moment for RTC, giving Weatherhaven the opportunity to pitch its unique concept to other nations and in the process completely redefining the nature of military camps once again, this time for the new reality of asymmetric warfare.

It's worth mentioning that over the years these camps were put in by operators subcontracted by Weatherhaven whose full-time profession usually was firefighter, explorer or mountaineer, people well-accustomed to the rigours and demands of installing life-sustaining infrastructure in some of the planet's most isolated zones, oftentimes in the

most extreme weather conditions imaginable. A lot of the camps were put into places that were politically unstable, which only added another layer of complexity and danger to their already difficult task.

These were incredibly capable individuals, sharp and fit and polite to a fault. They received glowing feedback from clients and helped Weatherhaven tremendously in developing an enviable track record of return customers. Relying on these subcontractors' expertise and professionalism would become the *modus operandi* for many years, much to Weatherhaven's credit, and theirs.

But perhaps the person most responsible for Weatherhaven's reputation for never failing to deliver on time and on budget was a man named Geoff Michel.

For over 30 years, and still to this day, Geoff's position as Weatherhaven's Senior Site Superintendent means he plays a key leadership role with the build crews, having erected and recovered camps in jungles, deserts, ice fields and war zones for every commercial and military client the company has done business with. He's also provided countless training programs to Canadian and US armed forces, both in the field and in the classroom.

Arguably the world's most experienced and capable remote site camp installation expert, beloved by clients and admired by his crews, Geoff Michel is a cherished institution at Weatherhaven.

Also vital to the process were Brian Hanna and Ray McNeil, both of whom kept the company's many spinning plates from crashing down during this period with their business acumen, wily craftiness in the field and sheer determination to make things happen where most would have given up.

Without all of these fine individuals, and many, many more at the factory and behind the scenes whose invaluable contributions since day 1 made all the difference, Weatherhaven would have never made it that far.



*Polar Chiefs on Ellesmere Island  
Canada / 1988*

*Putting up a Series 4 frame in the Arctic  
Canada / 1991*



*Endurance shelter  
Antarctica / 1992*



*Endurance shelters on the sea ice  
at the northern tip of Greenland.  
Greenland / 1994*

*Endurance shelter in the Dry Valleys  
Antarctica / 1995*

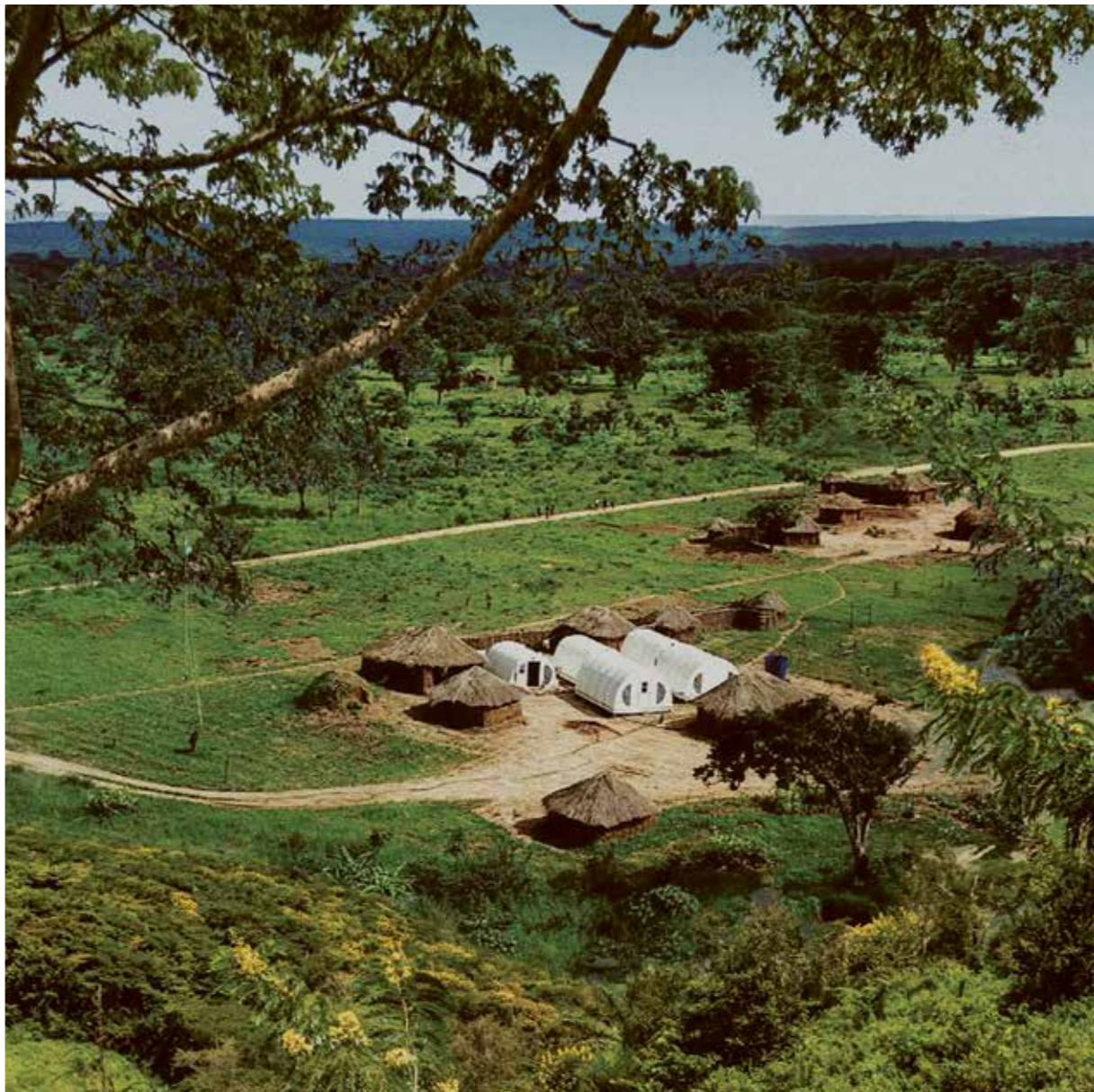


*Polarhaven at a research facility  
Antarctica / 1997*





*UN Peacekeeping Camp (MINURSO)  
Western Sahara / 1992*



*One of forty-five separate  
5-person UN Peacekeeping Camps  
Angola / 1993*



*Series 4 shelters at Concordia Station  
Antarctica / 1996*



*Diamond exploration in the Northwest Territories  
Canada / 1997*



MECC Tactical Operations Centre for US Marine  
Corps, Fleet Service Support Group (FSSG)  
United States / 1997





*Series 4 Shop at Concordia Station  
in the winter  
Antarctica / 1998*



*Moving a Series 4 in northern Quebec  
Canada / 1998*



*Series 4 Accommodation Shelters and  
MECC ablutions, 1,000-person Relocatable  
Temporary Camp for Canadian Armed  
Forces  
KFOR, Operation Kinetic  
Kosovo / 1999*



*MEX-26 maintenance shelters, 1,000-person  
Relocatable Temporary Camp for Canadian  
Armed Forces  
KFOR, Operation Kinetic  
Kosovo / 1999*



*Series 4 Accommodation Shelters and MECC ablutions, 250-Person  
Relocatable Temporary Camp for Canadian Armed Forces  
Operation Eclipse, UNMEE  
Demilitarized Zone, Ethiopia/Eritrea / 2001.*

## VII.

As Bugs continued to steer the ship in the GM role, a number of economic and geopolitical forces would begin to pull on Weatherhaven, ushering in a number of new opportunities for the company at the start of the new millennium.

Glen worked with his global business development team on their ever-increasing military trade, flying to Africa to brief the South African National Defence Force with David Moon on Weatherhaven's products and concepts in 2002.

The South Africans were sufficiently impressed to sole-source Weatherhaven for several big projects over the next few years, starting in 2003 with a requirement for SANDF camps under ONUB, a UN peacekeeping mission to Burundi to ensure the continuation of the Arusha Peace and Reconciliation Agreement.

However, at the 11th hour, after awarding the contract to Weatherhaven, the South Africans told the company about their government program that required 50% of locally-produced equipment to protect local industry. Upon being presented with a list of pre-approved subcontractors, Weatherhaven instead proposed to hire the Technology Exploitation Corporation (TEC), a South African government agency, as the in-country project manager.

This meant TEC would effectively take responsibility for the subcontractors' success in meeting their obligations. The agency accepted Weatherhaven's terms, establishing a foothold for Weatherhaven on the African continent, and with a new commodities boom picking up steam in South America, both internal and external factors were driving the company inexorably towards a more global presence.

Bugs, Jim, Ray, Brian and Glen sat down for a meeting in the winter of 2003/04 to talk strategy. Weatherhaven was still a project-based company, with just a handful of partners and running very lean. They had done quite well for themselves, growing organically over the past twenty years, yet they realised their concepts were now out in the wild, so to speak.

They had created the world's premier custom design solution remote site infrastructure company, but it was only a matter of time until competitors copied Weatherhaven's ideas and offered their own products to the same clients. With only so many projects on the market and more companies vying for them, Weatherhaven's continued growth would require creating a regional footprint across the planet, and the only way to do that was through strategic local partnerships.

Around the same time, the rapidly expanding global boom in commodities would lead a number of South American nations to suddenly change their mining legislation, finally allowing foreign companies to develop mining sites and repatriate funds back to their own countries.

It was a significant sea-change in the region after decades of protectionist policies, which sent Canadian mining companies scrambling to get a piece of the South American pie, where the finds were bigger, regulation more lax, and labor cheaper, all of which equated to greater profits.

Recognising this fundamental shift, Jim Allan saw the chance to jump back into sales after a long hiatus, deciding that if the mining companies were going south then Weatherhaven was going with them. He'd traveled extensively through South America on climbing and exploration expeditions in the past, and had already developed a small network of contacts in places like Peru and Chile.

After the shareholder pow-wow, Jim plotted a southerly course and once there began organising meetings with representatives of Canadian mining companies who had also made the trek to South America. He was essentially replicating the same motions from Weatherhaven's earliest days, making a very similar pitch to the very same companies from all those years ago. Jim's reputation and experience went a long way and he quickly managed to drum up some business.

Back in South Africa, TEC brought to Weatherhaven a subcontractor called Canvas & Tent, which became the softwall provider for the SANDF camp project. This project was followed in short order by a military field hospital

## Weatherhaven Goes Global

program also in Burundi that had been purchased by the US State Department, as well as two deployable hangar and workshop systems for the Rooivalk helicopter, which had been recently approved by the South African Secretary of Defence.

Louw Bekker and Eric Goldblum, respectively the MD and chairman of C&T, quickly developed a strong rapport with their counterparts at Weatherhaven and by 2004 the two companies had stood up a joint venture called Relocatable Camp Systems, creating a second international manufacturing and service support center for Weatherhaven.

*Weatherhaven's continued growth would require creating a regional footprint across the planet through strategic local partnerships.*

Given David Moon's heavy involvement in the company's success with their South African military business, he was promoted to Managing Director of Weatherhaven South Africa. David's background as former Assistant Military Attaché at the Canadian Embassy in Washington, D.C., along with his robust network of international contacts, seeing as he was the president of the Washington Attaché's Club, made him ideally suited for the position.

That same year, Peru was putting in huge pipelines to bring natural gas from the Camisea gas field situated in the Amazonian rainforest down to urban centres like Lima and Arequipa, and Jim had made sure a number of those construction campsites were awarded to Weatherhaven. He also managed some sales in Chile and Bolivia, but still being a one-man show and not speaking Portuguese, Jim decided to hold off on Brazil's huge and lucrative market for the time being, wary of biting off more than he could chew.

Meanwhile, Ian Rogers, a British Army officer on loan to the Canadian Forces, was stationed in Ottawa whilst assigned

to the LAV III program. It just so happened Ian specialised in shelter technologies, and he saw enormous potential in creating special purpose capabilities for the MECC, which he then became a champion for. Being an officer in the British Army and given their Commonwealth bond, his influence afforded Weatherhaven even more cachet within the Canadian armed forces and helped move the MECC concept along greatly.

Glen kept his nose to the grindstone, working closely with Lt. Colonel Rogers and receiving a contract from the UK's Ministry of Defence to create a taller version of the MECC for use in military workshop or command & control capabilities.

Meeting at a bar in Toronto, Glen and Ian sketched out the rough details on the back of a paper napkin, with the finished product rolling off the line a mere 8-10 months later. Dubbed the "Extended Height MECC", or EHMECC, it was the MECC's taller and more capable baby brother. A patent was immediately filed for the EHMECC, with Bugs and his technical team turning concept into reality.

Rogers' understanding of the new container's capabilities and excitement for the product were evident during the briefing at MoD, and the EHMECC workshop program was officially green-lit in 2004. This eventually led to the creation of Weatherhaven UK, after Rogers' retirement from the army in 2007. Ian would be appointed MD as he continued to push the envelope of MECC's capabilities, and Weatherhaven UK grew to become a key piece in Weatherhaven's global strategy.

It was soon followed by the creation of Weatherhaven Global Solutions (WGS), a Hereford-based company that worked exclusively on Special Forces projects, in 2008. A specialist in defence engineering, James Kirk had spent a decade within the MoD leading strategic procurement programs before being hired as Technical Director for WGS.

Half a world away, down in Peru, Jim had focused on finding people to represent Weatherhaven locally, discovering an exceptionally good partner in a company called Cedelsa which, combined with Peru's vast mineral resources and complete lack of infrastructure, made for the perfect

locale to create Weatherhaven's first joint venture in South America. Weatherhaven del Peru meant the company now had a manufacturing and customer support facility in South America, their third, and another step towards the goal of greater global reach.

But it had been a struggle getting to that point. The dynamic in South America had quickly changed as the Canadian mining companies learned to be more flexible in their ways, dealing with rules and regulations in much the same creatively interpretative manner as the natives.

Just being a foreign company with a good reputation would no longer cut it, as the equipment mining companies could secure locally wasn't that bad and generally quite a bit less expensive. Having to wait up to 3 months for a shipment to arrive from Canada also didn't help.

To further complicate the situation, internet usage was growing exponentially at the time, making it easier for entrepreneurs in South America to find out how the best products were made and copy them. Ultimately the shift happened over the course of a few short months, from Jim following Canadian mining companies down south to hastily developing local partnerships, which eventually led to the creation of Weatherhaven del Peru with Cedelsa.

Weatherhaven would make less money, but they would still make some money, enough to keep the company in the game as the South American mineral resource and commercial construction markets swiftly consolidated.

With their new Peruvian manufacturing center in place, in 2005 Jim hopped on a plane to Brazil to test the waters and try to convince an old friend to help with the fledgling venture. William Connell "Con" Steers was a fellow Canadian, having spent 20 years working in the import business in Brazil, so he knew the ropes.

It took some convincing on Jim's part but Con eventually took on the mantle, with one caveat — he wouldn't deal with the military. So Jim went to the capital Brasilia to press the flesh and get a feeling for how things worked, meeting with high-ranking military brass and politicians while Steers worked on developing commercial and medical opportunities.

Much like South Africa, Brazilian protectionism required local manufacturing but to an even greater extent, so Jim quickly lined up fabric and structure suppliers, and before the year was out Weatherhaven Brazil had been officially formed. Using Weatherhaven's tried-and-true formula, Jim concentrated on institutional contacts, working closely with the military while Con occupied himself with the burgeoning infrastructure industry. They were heady days, as the projects in South America were always exciting and big, but Jim had continued to push for his latest idea, working closely with Weatherhaven engineers in South Africa to develop it in his time off. It was essentially a hardwall version of the MECC, as Jim felt that not only did the softwall container have limitations to its uses, it also had a limited appeal beyond armed forces.

In general, militaries are less picky, what matters is how quickly their camps can be deployed, so for them soft walls came in handy, whereas a hardwall expandable container would have a more universal allure. Hardwall structures were more palatable to workers unaccustomed to the hardships of soldierly life, and thus easier to market to civilian clients.

The new product could still be used by the military, albeit in different capabilities than the MECC, but was also hugely applicable to the commercial construction market. After prototyping a few containers to sort out the engineering, Jim's idea finally metamorphosed into the "Hard-wall Expandable Redeployable Container", henceforth the HERCon, and a patent filed in 2006. Along with their new ventures in Africa and Peru, it was one more arrow in Weatherhaven's ever-expanding quiver.

## VIII.

As the second half of the aughts rolled around, Weatherhaven was still doing robust business but growth was slowly petering out as markets contracted in the global recession that followed the 2008 mortgage meltdown and the company reached a plateau of sorts.

A few of the partners had expressed a desire to sell if the opportunity arose, while Ray McNeil was seriously considering retirement. There had been a number of offers made over the years, but Weatherhaven was still in essence a partnership, a project-based firm that was run in a very organic way, so prospective buyers always had a hard time valuating the company.

In 2006, the partners decided to hire consultants to help them expand their global footprint and become more organised, that way becoming more attractive to any interested parties. They were advised to formalise their corporate structure and put together a board of directors composed of people from outside the company who would help them craft this corporatisation process over the next couple of years, preparing Weatherhaven to be acquired and allowing some partners to retire while capitalising the company for further expansion.

So a consensus was reached to put together such a board, which set in course a turn of events that would prove significant to the firm.

Ray Castelli is a man of many interests and talents, which resulted in a varied career before working as Chief of Staff to the Canadian Minister of National Defence as well as Deputy Chief of Staff to the Prime Minister Kim Campbell. Leaving politics behind, by the mid-90's he had joined Alcan Aluminum in a corporate development role.

Having a background in technology from his college major, one of Ray's tasks at Alcan was developing an e-business strategy for the company. It was the dawn of the internet age and Alcan had upgraded to a SAP Enterprise Resource Planning system, but its supplier community was still stuck in the analog world. The task became how to integrate these into a digitally connected global supply chain.

Working on the new system led Ray to consult widely with other major players in the mining industry, whence he discovered each company was duplicating the same effort with a largely overlapping list of suppliers, leading to discussions about developing a consortium to create a digital procurement tool that would serve all the big mineral resource companies equally.

In 2000, an agreement was reached and the consortium founded, which brought about the creation of Quadrem. The new company's shareholders included 19 of the world's largest mining and metals companies, representing more than 80% of the industry's market capitalisation. While other, regional-only e-marketplaces faltered, Quadrem quickly became one of the first to develop a global footprint.

*Castelli would have to navigate Weatherhaven to a safe port as the world barrelled headlong towards a crash that would nearly break the global economy's back.*

As one of the company's co-founders, Ray became an expert on procurement and e-commerce, being elected in 2003 as the Chairman of the Open Network for Commerce Exchange (ONCE), an organisation of e-marketplaces, tech providers and integrators, whose mandate included creating standards for the rapidly developing e-commerce space.

After five years of explosive growth, Quadrem's outsized success begat an acquisition by the software giant SAP. However, prior to that deal concluding, Castelli had already chosen to return to Vancouver for family health reasons.

Once settled back home in Canada, Ray began searching for other opportunities in the technology or natural resource industries. Not known as a global business hub, Vancouver seemed an unlikely place to find a job for someone with his

particular skill set, so it came as a surprise when he heard from a friend that a company called Weatherhaven was looking to put together a board of directors.

Ray knew of Weatherhaven's existence and what they did, having seen their booth at a mining tradeshow in Peru a couple of years prior. Intrigued, he told his friend he was interested and a pivotal meeting in Weatherhaven's history was arranged.

Jim Allan was the first to meet with Castelli, explaining how Weatherhaven was looking for a board member because they wanted to develop the company's international footprint and were struggling to put together a strategy, hence their search for someone with experience in either procurement, mining, defence or international business development.

Once again providence came into play as Ray had a background in all four, and Jim could hardly believe the CV laying on the desk before him.

Ray was invited to meet the other partners, soon finding himself at a table with Jim, Bugs, Ray McNeil, Brian and Glen. He was told they'd managed to grow Weatherhaven to \$27 million in 2004, however every time they tried to scale the company beyond a certain point in revenue, between \$12-15 million, the wheels would come off, as it were. They also mentioned the desire to potentially sell the business, once it had grown and restructured itself in a way that would appeal to possible buyers.

It seemed like an interesting challenge to Castelli, so he accepted and in 2006 became a member of Weatherhaven's Board of Directors.

At the board's very first meeting, Ray asked some basic questions to see where the company stood. Was there a business plan? Any financial statements? How about a sales forecast? They had none of those, in fact Ray was told it was impossible to forecast sales for a company like Weatherhaven.

He was of another mind, however, and determined to prove he could indeed forecast their sales. By meeting's end, Ray had been appointed head of a committee to

produce a strategic review and given a list of projects that Weatherhaven was pursuing for the following year.

Castelli would spend the following six months criss-crossing the globe on trips for Quadrem, which had yet to be bought and was still his employer at the time. Since Weatherhaven did business in a lot of the places he visited, Ray took the time after work to visit with their customers, such as generals, heads of mining companies and project directors from the list he'd been given. He asked questions and the feedback he got was threefold.

First, Weatherhaven was a great company that made great product, the best shelters in the world, but they were very expensive. Second, they didn't have global customer support, if a product failed or you needed help, Vancouver was usually very far away. Third, their manufacturing capability was still small, so if you wanted to use Weatherhaven's products you had to make sure to order them at least six months in advance.

So Ray quizzed every customer he visited: if Weatherhaven could solve these problems, how many more of their projects would potentially use the company's products? He slowly compiled the numbers and pulled together a plan, reconvening the committee in Vancouver at the start of 2007 to present the stakeholders with his conclusions.

Castelli's new 5-Year Strategic Plan (2008-2012) laid out a clear mission and vision for the company, focused on developing new products, modernising operations and becoming more corporate, positioning the company to grow globally. Needless to say, it was quickly approved and the Board then asked if Castelli was interested in executing on the very plan he'd put six months into building.

A few weeks later Weatherhaven announced Ray Castelli as their new CEO, fully adopting his five year plan. Ray McNeil officially retired, with Castelli taking his place as a stakeholder in the partnership.

The year was 2008, and Castelli didn't know it yet, but soon he would find himself having to navigate Weatherhaven to a safe port through some very stormy waters, as the world barrelled headlong towards a crash that would nearly break the global economy's back.

## IX.

Castelli's strategy for Weatherhaven was based on five pillars.

The first was ironing out their product development processes. The company was sitting on a pile of brilliant yet half-finished and partially engineered products that were highly innovative and had a lot of potential, if they could just get them to market. This would mean recruiting more engineers and project managers to speed up and professionalise their capabilities.

The second pillar was a bigger focus on the sales and marketing team. The rise of social media had completely changed the way companies communicate with their customers, and hiring capable professionals who knew how to navigate this new landscape was key.

The third was modernising the company's ERP systems and upgrading their business processes.

The fourth was creating a corporate structure, replacing a complicated partnership arrangement with an entity that had shares an investor could buy, a sales forecast, audited annual reports and financial documentation. Weatherhaven had remained a partnership until that point for tax reasons, but if they wanted to eventually sell the company, that would have to change.

Finally, they had to move beyond their main manufacturing facility in Vancouver. Weatherhaven already had limited capabilities in Peru and South Africa, but they needed to start manufacturing globally at a lower cost and be able to offer better service support for their customers, who would feel more confident if a problem came up that there'd be someone nearby they could count on for help, or even send in their product if there was a warranty issue.

These five pillars would provide the foundation for Ray's first 5-Year Strategic Plan.

As this raft of changes was gradually implemented, Weatherhaven saw sales pick up significantly and by the end of the first year of Ray's tenure their revenue had grown

to \$28 million, exactly the figure he had predicted in his forecast. The following year, 2009, revenue grew anew to \$35 million, again precisely the number Ray had projected, proving his theory that sales could in fact be forecast in this business.

By the end of Ray's third year at the helm, Weatherhaven had already hit all of their primary targets, which precipitated the creation of a second five year plan.

All this growth had come despite the economic fallout from the 2008 crash. A large part of Weatherhaven's profit had come from new military contracts Glen and David Moon had won in Australia, which brought about a partnership with their local agency there, a company called Global Defence Solutions Pty, Ltd. The joint venture would fly under the Weatherhaven Australia flag and yielded a goodly amount of sales over the next few years, the Australian military signing a standing offer agreement for MECCs and softwall shelters with the firm in 2010, leading to Moon assuming the role of MD for the newly-formed company.

Weatherhaven Brazil contributed too, as Jim helped sign lucrative deals with both the Brazilian Navy in 2009 and Army in 2010 to supply field hospitals. The Navy's hospitals were for emergency response capabilities whilst the Army's were used for their humanitarian missions, as Brazil was serving on a UN peacekeeping operation to restore stability in Haiti called MINUSTAH. Weatherhaven Global Solutions' Hereford-based Special Forces program also added to the pie with a 2009 contract to furnish EHMECCs for NATO's Special Operations Headquarters (NSHQ) in Mons, Belgium.

But it would be a gamut of game-changing new products which were in the pipeline that would be leading the charge for Weatherhaven in the near future.

In 2006, Canada chose the Conservative Party and Stephen Harper to lead their government, which signified a substantial increase in defence spending. The Harper administration's first budget included \$1.1 billion earmarked for a military logistics truck program called "Medium Support Vehicle System", a hefty lump of which would be used to procure 995 container-based workspaces or "Baseline Shelters".

The MSVS program included specifications for 28 variants of containers, including medical/dental, workshops for vehicle repair, field kitchens, ablutions and command centres, among many others. This meant there was an opportunity for Weatherhaven to secure two contracts within a single program, supplying not just the containers themselves, which were essentially modified MECCs, but also kitting them to each specification.

It was a bold move for Weatherhaven, as not only was this a much bigger contract than any other they'd ever bid on, the specifications for this sort of program would be very stringent and required strict compliance to very rigorous design processes. But if they wanted to grow, MSVS's Baseline Shelters were a stepping stone on Weatherhaven's journey to bigger and better deals further down the line.

The demands of MIL-SPEC manufacturing were unlike anything Weatherhaven had encountered thus far, leaving the company no choice but to quickly upgrade their product development operations. The complexity of the MSVS program made Ray understand how urgently Weatherhaven needed to develop their project and program management capabilities as much as, if not more than, their engineering qualifications.

After seven years of prototype development and the creation of a "Team Canada" collaborative bid, consisting of Canadian businesses from various regions of the country, Weatherhaven was announced as co-winner of a \$60 million MSVS Baseline Shelter contract alongside prime contractor DEW Engineering in 2009.

This led Ray to direct their increased revenue to deal with these capability deficits. At that point Weatherhaven had a total of 50 full-time employees, only one or two of which were engineers and a grand total of zero dedicated program managers.

Consequently, Karl Kenny was brought onboard as the MSVS project manager, eventually being elevated to Chief Operations Officer within 4 years, while Alberto Moreno, a talented engineer with a diversified background, took over as MSVS program manager. Engineers from the automotive and other industries were also hired as part of Ray's vision

for the professionalisation of the company, providing a substantial boost to Weatherhaven's technical capabilities.

Once promoted to COO, Kenny would be responsible for wrangling talent to keep developing their roster of engineers and project managers, as well as managing the subsequent \$40 million MSVS SEV (Special Equipment Vehicle) kitting program, DEW Engineering and Weatherhaven once again being given the nod from the Canadian government after winning a competitive international tender led by Eamonn Deegan in 2013.

There was a further SEV ISS contract awarded in 2018 again to both companies, which covered in-service support for all containers. This final contract effectively closed the loop for the MSVS program, considered today the best deployable workshop capability of any military in the world.

Ultimately, targeting such a big requirement forced Weatherhaven's hand into transitioning to greater professionalism, which in turn opened up a slew of new opportunities. It was a transformational moment for the company, as their relationship with the Canadian military changed from a mere supplier of shelters and camp systems to a design, engineering and logistics partner, including critical testing and prototyping, production and aftermarket support.

With the rapid influx of engineering prowess within their ranks, Weatherhaven set about bringing one of their half-finished products from the drawing board to the real world. Named the "Tactical Redeployable Expanding Container Capability" or TRECC, it was born of Glen's idea for a US Army communications systems requirement called SICPS that was never publicly disclosed, way back in 1996.

TRECC was designed to fit on an aircraft 463L master pallet. Like its predecessor the EHMECC, this new container also expanded vertically as well as width-wise, except on a smaller footprint, offering even more flexibility for rapid deployment command and control centres, among a host of other capabilities. Several variants of this compact new shelter were created, including the TRECC-H fielded by special operations-focused WGS, which was designed to be delivered via CH-47 Chinook in a two-pallet configuration.

It, however, could also be deployed in a smaller, single pallet configuration (TRECC-P) and even a trailer version (TRECC-T) for vehicle-based missions.

The patent for the TRECC was filed in 2010 and awarded soon after. Meanwhile, as the MSVS program kicked into high gear, another, even bigger Canadian Forces contract was on the line.

Weatherhaven's pursuit of innovation also included developing a new military tactical softwall shelter for the Canadians, as the shelter they were using was never designed to house personnel and therefore drastically underperformed in that respect. So much so that Canadian military bases were buying their own shelters for deployment overseas, which was really the national military's responsibility.

*There was a gamut of game-changing new products in the pipeline that would be leading the charge for Weatherhaven in the near future.*

As a result, in 2008 the Canadian military's headquarters intervened on local purchases and took over the responsibility for supplying this equipment to help ensure mission readiness at a national level. They initially took the position of simply running the procurements, but soon realised that several small purchases of a few million dollars each being awarded to more than one supplier was going to create multiple shelter configurations, which would in turn create challenges for their supply system.

Canada then decided to conduct a national survey to see what the total demand for a new shelter system might be and, much to their surprise, what was originally a minor, \$5 million project morphed into a very substantial Treasury Board budgetary submission of \$400 million.

A new project was stood up in 2009, branded the "Headquarters Shelter System". HQSS had a requirement for command post function shelters, including tactical lighting, HVAC, and a semi-rigid flooring system. These tactical shelters would also have to serve as accommodations for troops and medical facilities, and be capable of connecting to in-service vehicles or vehicle-mounted hard shelters.

Canada had created a rigorous specification which meant HQSS would be the most robust and versatile deployable softwall shelter system in the world, much like its complementary hardwall counterpart program, MSVS. At that time, Canada had been struggling with a recurrent issue on some of their major government programs, specifically that the requirements they released to industry did not match what companies had to offer.

Thus, the HQSS program was meant to shepherd in a new approach to major procurements, whereby the government would engage significantly with the bidding companies in the development of the technical specifications.

Together with Phil Whitehead, a former Life Cycle Materials Manager for Canadian Tactical Tentage who was Norm Halden's replacement at DND, Weatherhaven conducted a study on the pros and cons of Canada's then-current shelter system, the TEMS ("Tent Expandable Modular System"). The results of this study would be instrumental in guiding Weatherhaven's technical team, led by Bugs, in developing the ideal replacement shelter.

Over the course of three years and a number of prototypes designed by Bugs and a very talented engineer named Ryan Savenkoff, Weatherhaven shared its findings with the Canadian military's HQSS project team, and together both government and company developed key elements of the technical statement of requirements.

The HQSS program was a behemoth that would extend for at least the following 20 years, and at that point Weatherhaven was only doing \$35-40 million in revenue per year, with a mere 70 people on staff. The company was also still a partnership with relatively few assets, having no retained earnings and thus no balance sheet.

It was a particularly delicate moment in Weatherhaven's financial history. The rapidly-expanding numbers of engineers and project managers meant the company's overhead had increased significantly in a short period of time. These new employees had to be kept in-house, as they would be essential if and when these big new contracts were confirmed.

The world at large was still slowly rebounding from the '08 crash and subsequent commodities bust, so there were few big projects on Weatherhaven's plate. Mining companies were focused on cutting costs, which meant almost no exploration camps going in, and the worst oil crisis in decades put a huge dent in military spending for some of the company's biggest clients.

What eventually tided the company over during those lean years was a contract awarded by the Brazilian Navy to put in an interim base at their Antarctic research station, which had been declared a total write-off after a devastating fire put it out of commission.

Jim had negotiated a deal for HERCons to be flown down from South Africa and erected near the remains of Comandante Ferraz Station on King George Island to temporarily house the scientists, who would continue their research despite having lost their digs, as well as the construction crews who would eventually build the new station.

All these factors, especially the HQSS contract, would lead to a crossroads for the five partners and the second transformational pivot point of Ray Castelli's tenure as CEO.



Camp Julien, 2,200-person Camp  
for Canadian Armed Forces  
Operation Enduring Freedom  
Kabul, Afghanistan, 2003





100-bed Level III Heavy-Lift Surgical Field Hospital  
for Canadian Armed Forces  
CFB Petawawa, Ontario, Canada / 2003



*Redeployable Helicopter Forward Operating Base  
Middle East / 2003*



*Camp Julien, 2,200-person camp for  
Canadian Armed Forces, Dining and  
Kitchen Complex  
Operation Enduring Freedom  
Kabul, Afghanistan / 2003*



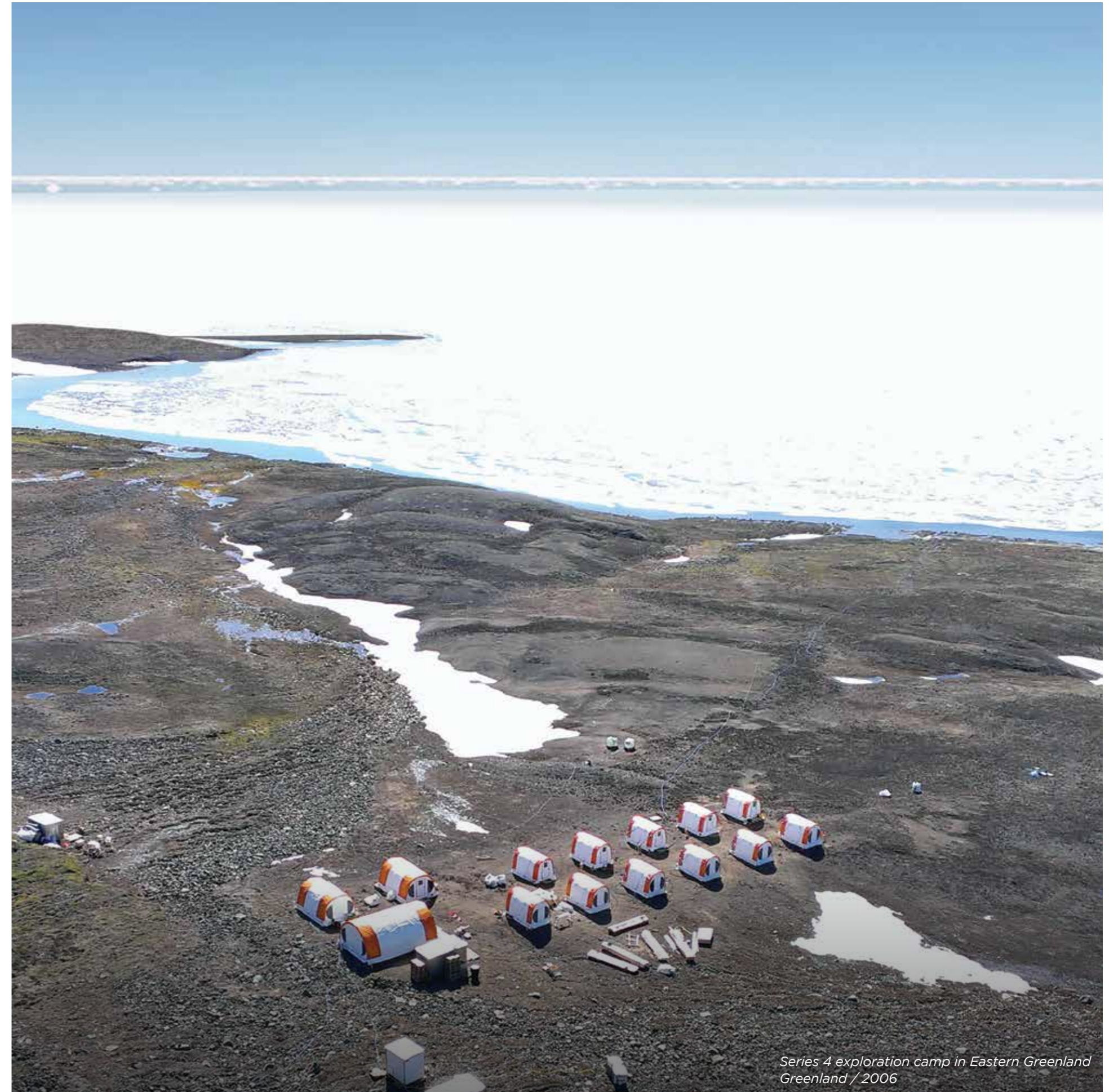
*30-Bed MTS-based Advanced Surgical Centre  
for Canadian Armed Forces  
Canada / 2005*



*Optic Maintenance Complex, MECC and MEX-26  
shelters for US Marine Corps  
United States / 2006*



Series 4 exploration camp in British Columbia  
Canada / 2006



Series 4 exploration camp in Eastern Greenland  
Greenland / 2006



*110-person camp at Mary River, Baffin Island  
Canada / 2007*



*Series 4's at a mining camp in the Yukon  
Canada / 2007*



Accommodation for sugarcane  
planters  
Mato Grosso do Sul, Brazil / 2008



*Building shelters for a sugarcane  
plantation project  
Mato Grosso do Sul, Brazil / 2008*



*Controlled Environment Shelter System (CESS),  
JP2060 Phase 1 Level II Field Hospital  
for Australian Defence Force  
Australia / 2008*



*MECC and EHMECC for NATO HQ  
Brussels, Belgium / 2008*



*TRECC-H,  
Armed Forces Level III Field Hospital,  
MECC Intermediate Care Ward / 2008*



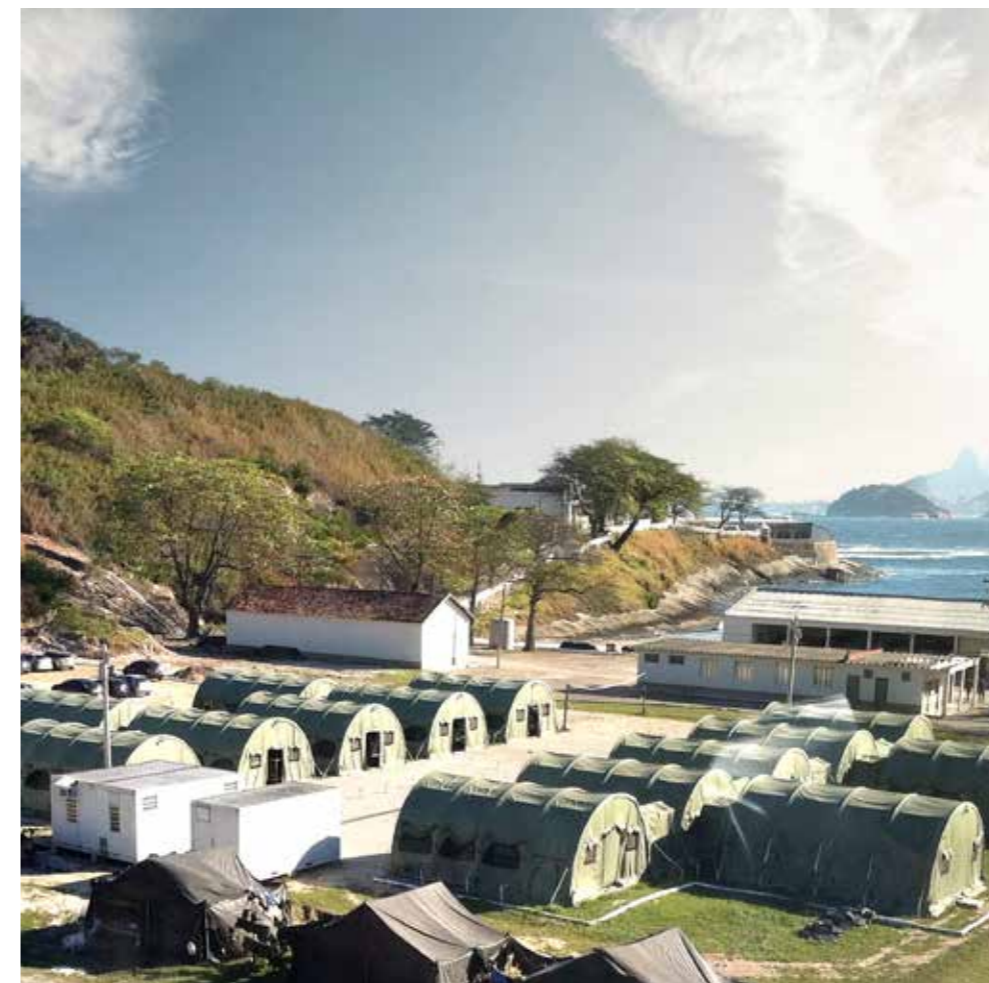
1,000-person kitchen and dining  
complex for Canadian Armed Forces  
Canada / 2009



Series 8 Tropical Model shelter exploration camp  
Papua New Guinea / 2010



*Copper & gold exploration camp in Sinaloa  
Mexico / 2010*



*Shelter project for Brazilian Army  
Niterói, Rio de Janeiro,  
Brazil / 2010*





*MTS, MECC and HERCon shelters for  
Brazilian Army Commission Field Hospital  
Brazil / 2010*



*Project for gas extraction  
Amazon, Brazil / 2011*





*Climate research camp west  
of Little Cornwallis Island  
Nunavut, Canada / 2011*



## Reinvention & Innovation

X.

Weatherhaven had reached one of the most decisive moments in its thirty-odd year history. Jim, Bugs, Glen, Brian and Ray were faced with a dilemma: they had to find enough capital to backstop the expected cashflow requirements for HQSS, or risk missing out on a chance to take the company to another level.

In a 2013 meeting, Ray asked the other shareholders what their appetite was for something this ambitious. The discussion was tabled and they came to a collective decision: there was no desire to take on that kind of challenge on their own. The HQSS contract was just too big of an opportunity for a company of Weatherhaven's size, with its small balance sheet, to give confidence to any client with a project of this magnitude.

This was the trigger that led the company to begin exploring alternatives to deepen their reserves, or grow their balance sheet, to be able to take on a huge project like HQSS, potentially worth \$350 million. After exploring options for strategic alliances, and given that some of Weatherhaven's partners were nearing retirement, the Board decided to explore bringing on a major private equity investor.

As CEO, Ray took point in the search for a potential buyer with a good fit for Weatherhaven, while the company itself started a gradual transition from partnership to corporate entity. Ray would soon cross paths with Fulcrum Capital Partners, an independent Canadian private equity firm that focused on the lower-middle market, investing in companies with enterprise values ranging from \$40 million to \$150 million.

Founded in 2011, Fulcrum had offices in Vancouver and Toronto, and the more they learned about Weatherhaven, the more interested they became in acquiring the company. Ray briefed them on HQSS and the growth opportunity it represented, not just the dollar figure and longevity of the contract itself, but also the chance to increasingly expand Weatherhaven's engineering and program management capabilities, leading to even bigger contracts in the future.

Fulcrum believed in the art of smart partnerships, and joining up with Weatherhaven seemed like a good match for their investment objectives. So in August, 2014, Fulcrum acquired a majority stake in Weatherhaven, giving the company a strategically nimble, well-financed partner to complement its strong competitive market position in technology, management and industrial benefits. This combination would make Weatherhaven a very compelling alternative to win the HQSS program.

What it also meant was the original partners would no longer have final say over their company. It was the end of an era, and the beginning of a major reshuffling for Weatherhaven, both in strategy and within their ranks.

Jim Allan believed he'd played his part in bringing them this far, and ultimately wasn't comfortable with his role in the new arrangement of the company he co-founded, choosing to sell all his shares and part ways with Weatherhaven at the end of 2014 after what can only be described as an extraordinary career, in every sense of the word.

Glen Thorne continued to handle sales and business development after being named Executive Vice-President, also in 2014, while David Orr was appointed Chief Financial Officer. Orr had recently been selected as CFO of the Year by "Business in Vancouver" magazine and added decades of strategic experience to Weatherhaven's accounting division.

There were a number of other, smaller shifts within the company during this time and in the years prior as well.

Natalia Medeiros, a talented engineer and driven businesswoman, was brought in by Jim as MD of Weatherhaven Brazil in 2012 to help with the subsidiary's new focus, selling camps to construction companies who were putting in energy transmission lines from the north of the country down to its major urban centres in the south. Natalia continues to expertly manage and grow Weatherhaven's business in Brazil and globally to this day.

Hugo Cueva, another talented engineer with a strong background in project management, spent five years as Logistics Coordinator before being promoted to General Manager of Weatherhaven del Peru in 2015.

Hugo developed many new processes in different areas, substantially professionalizing and growing the branch's business, solidifying Peru as a manufacturing hub for South America.

Named as Weatherhaven UK's MD in 2014, former Technical Director James Kirk was tasked with growing their European business. He would eventually be appointed MD of WGS in 2017, then Regional Vice President for Europe and the Middle East in 2018, followed by VP of Global Sales in 2019 before eventually settling into his current role as Chief Operations Officer in 2020.

*Targeting such a big requirement forced Weatherhaven's hand into transitioning to greater professionalism, opening up a slew of new opportunities.*

Dr. Susannah Kirk joined Weatherhaven UK in 2014 as Head of Engineering, after 10 years in the fluid dynamics field for a major aerospace company. Over the years this brilliant engineer played a key part in Weatherhaven's design team, being promoted to Managing Director of Weatherhaven Global Solutions in 2019.

After helping start up Weatherhaven Australia and becoming one of the driving factors in the joint venture between Weatherhaven and Canvas & Tent in South Africa, David Moon was elevated to MD of Weatherhaven USA, after putting in a stint as International Marketing Director.

Around 2016, Weatherhaven realised they were missing a golden opportunity by not being present in the Middle East. The only problem was the outsized influence of the United States on that market, meaning the only way they could get their foot in the door would be, as always, finding a local partner.

Making use of his defence contacts in conjunction with the Middle Eastern business development team, Glen formalised an agency agreement with a suitable associate

in the United Arab Emirates, which led to good contracts with several Arab militaries and also opened up an interesting new market for Weatherhaven.

Luxury camps were a staple of the Middle Eastern elite, providing an escape for them and their enormous entourages, and they quickly became a source of revenue for the newly-founded Weatherhaven Middle East. After starting at Weatherhaven as a Business Development MBA intern in 2013, Saudi engineer Mohammed Al Sharif would later be assigned to Dubai as Sales Manager before being appointed Managing Director of WHME in 2019 and credited with developing the company's luxury camp market.

Brian "Bugs" Johnson, after an illustrious career being in the thick of all things from the company's very first day, retired from active duty in 2016 and moved to a seat on Weatherhaven's Board of Directors, where he still remains. Ian Rogers would follow suit in 2017, retiring from his MD position at WGS. Brian Hanna, the backbone of Weatherhaven's operations for decades, would stay on for a few more years. Brian was the engine room, and deserved all the kudos he got when he retired in 2020.

In 2016, at the end of eight fruitful years at the company, Karl Kenny decided to move on, making way for Alberto Moreno to take his place as Weatherhaven's Chief Operations Officer. Working alongside Nader Hodali, the highly capable head of Program Management, Alberto would flawlessly deliver on the HQSS program, winning plaudits and earning the unwavering confidence of the Canadian Department of National Defence.

Also key to the company's resounding success in the HQSS program, as well as the development of its technical, engineering and testing capability is a diverse and highly innovative team featuring a trio of brilliant engineers — Matt Christensen, Kurtis Wadley and Cole Gobin.

Alberto would prove so adept at building customer relationships that he was eventually asked to take charge of Weatherhaven's global business development, being named Chief Business Development Officer in November, 2020.

Weatherhaven had never been more technically capable, nor more professionally managed. But it was also struggling with an ever-growing overhead, and until they were confirmed as winners of the HQSS program it was imperative they keep their engineering and program management teams at full bore. This was because all of Weatherhaven's myriad processes would need to be in place to make sure the program's strict delivery dates were met once the contract was signed.

At that point Fulcrum stepped in, providing financial stability during a few lean years, driven by the commodities slump and oil price shock. Fulcrum's support during that time helped Weatherhaven rethink and prioritise key elements which drove strategic value for the company.

The main result of this strategic rethink was to focus Weatherhaven on its innovation, engineering and program management capability, de-emphasising the need to manufacture everything itself. This enabled the company to continue the development of its Canadian and global manufacturing supply chain, affording it greater reach and response capability, along with much greater operational flexibility between major programs.

In lieu of going after bespoke, small, one-and-done projects, Weatherhaven would now apply its considerable engineering and project management capabilities to winning major programs from the Canadian armed forces, as well as the US and other NATO countries.

In 2017, Weatherhaven was finally awarded the HQSS Acquisition and In-Service Support contracts, netting the company a major building block for its future. The following year, Weatherhaven and DEW Engineering were confirmed once again as winners by the Canadian government, this time for the ISS requirement for the MSVS Baseline Shelters and SEV kitting.

On the polar front, after a decade and a half of sustained sales and projects with the support of Antarctic Logistics, Weatherhaven's biggest, most reliable customer and whose importance to the company's success on the continent cannot be overstated, Mike Ball managed to secure two major contracts for Antarctica-based projects in 2019.

Weatherhaven was hired by the European Project for Ice Coring in Antarctica (EPICA) to supply a custom-built shelter to house an enormous drill. The drill would bore out an ice core deep enough to hold over a million years worth of invaluable climate data, helping scientists better understand climate change. After almost a decade of searching for the precise location to drill in Little Dome C, EPICA was finally convinced they had found the perfect spot, airlifting in their drill along with Weatherhaven's structure in the summer of 2020.

Not far from EPICA, also on Little Dome C, was a second climate data program named the Million Year Ice Core Project, run by the Australian Antarctic Division. For this project, Weatherhaven would not only supply the shelter for the drill itself but also for its crews, as well as vehicle maintenance workshops and even an ice core handling facility, to allow researchers to analyse and safely store the cores being extracted from 3,000 meters beneath the surface of the glacier.

One could say things were going swimmingly when suddenly, in December of 2019, the world as we knew it changed forever.

## XI.

The COVID-19 pandemic was a public health emergency of the likes not seen for the last hundred years. This once-in-a-generation crisis presented Weatherhaven with a once-in-a-lifetime chance to literally save lives and help bring about the end of the SARS-CoV-2 scourge with their specially-designed COVID field hospitals.

When it became clear this new disease would affect the entire planet and reshape all societies in its wake, Weatherhaven realised they needed to move swiftly to help mitigate the amount of suffering and death. Ray asked Glen to look at market opportunities for Weatherhaven Field Hospitals given the Covid-19 pandemic, which coincidentally was already underway.

It was still early days when Glen assumed airborne transmission was going to be a huge factor in how the pandemic would play out. It seemed obvious the virus was in the air, as people in countries that were hit early were getting sick despite not interacting directly with someone already infected. Although the World Health Organisation was still many months away from declaring COVID an airborne disease, Weatherhaven chose to act decisively based on their own empirical observations.

After throwing some ideas around with the engineers, Glen figured the best way to combat airborne transmission would be to add a negative pressure environment to their entire field hospital.

A negative pressure environment was the opposite of a system Weatherhaven had designed for use in nuclear and biological fallout shelters, which essentially created an airlock within the structure itself to keep contaminated air out. Conversely, a negative pressure environment would allow for an airborne pathogen to be contained within the field hospital.

To achieve a negative pressure environment, more air had to be pumped out than pumped in, the exhausting air passing through a HEPA, or high-efficiency particulate absorbing, filter. This was to protect the outside environment from being contaminated by the airborne virus. Then, all the air

pumped back into the hospital would also be HEPA-filtered to ensure all patients and medical staff were receiving only high-quality air.

Negative pressurising the entire hospital was a brilliant concept, but it only existed on paper for Weatherhaven. Normally clients would prefer to see a prototype before committing to any purchases, yet the pandemic meant things were anything but normal and that blueprint would prove to be more than enough, as one nation after another saw their healthcare system succumb to the virus.

Between February and March, 2020, Weatherhaven briefed countries like Chile, El Salvador and Guinea, thanks to the efforts of Karla Arias, a long-term company employee who started in operations back in 1993 and soon became Weatherhaven's Marketing Materials Manager.

Always comfortable behind the scenes, supporting the sales team with logistics, marketing literature and simultaneous Spanish translation, the genesis of Karla's transition to sales came after a Canada Day celebration at the Canadian Ambassador's residence in Lima for senior Peruvian government officials and military personnel. Although visibly nervous to attend, Karla's extraordinary people skills soon came to the fore and she spent the rest of the evening interacting with a number of generals and senior officials, including Peru's Vice-Minister of Defence.

Karla would eventually sell a total of five 100-person field hospitals, worth \$20 million, to the Chilean government as Weatherhaven's first significant COVID-19 global response effort. She is currently the company's Business Development Director for Latin America.

Just a few weeks after the initial sale to Chile, Mohammed Al Sharif successfully pitched hospitals to Dubai, Abu Dhabi and Africa, with over 20 units being sold of a product that only existed in theory. But this wasn't an issue, as a mere six weeks after starting from a standstill, Weatherhaven saw their first COVID-specific field hospital roll off the factory floor and be put on a plane to Chile, soon to be followed by all the rest.

This wouldn't have been possible until very recently, however Weatherhaven was now a technical powerhouse that could pull off feats of engineering at a blistering pace.

Meanwhile, the Trudeau administration had hurriedly created a \$150 million federal requirement for a pandemic-specific field hospital capability to deal with Canada's growing number of infected. It was a serious chunk of change, serious enough to draw the attention of some of the biggest fish in the defence pond.

The seriousness of the pandemic was reflected in the urgency with which Canada acted in pursuing a COVID-19-specific field hospital designed to be deployed in urban, rural, and arctic environments. Weatherhaven was contacted on a Friday, a bidder's conference was held on the Saturday, a proposal submitted on Sunday and a contract award issued the following Monday.

During the contract award process, Canada expressed their delighted surprise and appreciation to Weatherhaven for the company's ability to provide such an impressive and comprehensive proposal in so narrow a window of time.

The RFP response was spearheaded by Sweena Chatha (formerly Sweena Rai), another long-time employee who joined Weatherhaven as the Sales & Marketing Administration Manager in 2001. With a degree in journalism and formal training in marketing, Sweena found her way into sales soon after joining the company and promptly landed her first big contract, a 100-bed MECC-based hospital for the Canadian military. Over the course of her long career at Weatherhaven, Sweena took charge of the company's business development in the field hospital segment, along with being the Editor-in-Chief for all of Weatherhaven's printed materials, including every major proposal submission. Today, Sweena is the Senior Director for Sales & Marketing, as well as Senior Relationship Manager for all Canadian military programs.

Ten years ago the government would have awarded the COVID field hospital contract to one of the big boys, who'd then subcontract Weatherhaven for a specific job within the requirement. Unlike the past, however, this time Weatherhaven had both an innovative product set and also the engineering and program management depth to run an urgent program of this size.

Having previously won the uncompromisingly technical MSVS and HQSS contracts, in addition to their stellar track

record over the decades, gave Canada the conviction that Weatherhaven now had the capacity to handle a program of such magnitude on their own. Which they did, being named the prime contractor in early 2020. Having a firm as large as ATCO eventually approach them with a proposal to partner up for this requirement was just a testament to how much Weatherhaven had evolved in the previous decade.

Canada's first two Mobile Health Units (MHU), each roughly the size of a football field and fully fitted with top-of-the-line medical equipment to handle up to 100 patients, were put in near Toronto's Sunnybrook Hospital, ready to deal with the city's overflow of patients during the pandemic's first wave in the spring of 2020.

But it wasn't all smooth sailing. As the pandemic hit with full force in May, 2020 and the numbers of infected and dead surged, Chile saw no alternative but to close their borders completely to all foreign visitors. That meant the MHUs would be allowed in the country, but Weatherhaven's technicians and work crews to set up the hospitals would not.

This posed a not insignificant challenge, and the company was forced to trustingly hire local contractors who they'd never worked with before by interviewing them with video conferencing software, then train and oversee those folks via the same video conferencing apps while they erected Chile's field hospitals.

It was one of those things that were unimaginable in a pre-COVID world, but Weatherhaven had rolled with the punches and once again made the seemingly impossible, possible. Despite the pandemic, they had delivered Chile's five MHUs, all located in different cities, on time and on budget without one of their employees ever setting foot in the country.

Ultimately, it was a great example of how Weatherhaven is capable of successfully dealing with completely unprecedented circumstances, and another big win for the company, thanks to then-COO Alberto Moreno's expert handling of the situation. Altogether, Weatherhaven secured \$200 million in new contracts within the space of 2 months with their COVID-specific MHUs.

More importantly, and again bearing witness to the company's vastly improved program management capability, was the fact that Weatherhaven brought about the production and delivery of four major COVID hospital programs, on four different continents, simultaneously.

It was incontestable proof that the company had developed the managerial capability to concurrently handle a \$250 million annualised run rate without the wheels falling off, providing a telling counterpoint to the growth barrier Weatherhaven had faced until recently, getting above the \$20 million run rate a mere 12 years prior.

*Fulcrum acquired a majority stake in Weatherhaven, giving it a strategically nimble, well-financed partner to complement its strong competitive market position.*

Looking ahead, armed with proven global engineering and program management capabilities, an innovative, next-generation solution set and a flexible global manufacturing chain, Weatherhaven is ready to take things to the next level.

The company is also particularly well-positioned, as there are currently three major trends driving the mobile infrastructure industry globally.

The first is mobility — militaries have gone fully mobile in the 21st century, a necessity forced upon them by the realities of asymmetrical warfare. The West's standing armies no longer face off against other professional armies, today's wars are fought mainly against insurgencies or similar ragtag guerrilla forces who are highly mobile by their very nature. This means the Forward Operating Base is no longer a viable option, as troops based in a stationary FOB would be sitting ducks in current operational environments. Drones, IEDs and

technicals are the insurgent's tools, and countering such a highly fluid threat matrix requires permanent quick-strike mobility, small teams of operators who can ingress the battle zone, rapidly set up, do their jobs and egress within 30 minutes of arrival.

The second trend is climate change. There is no escaping the undeniable fact that the Earth's climate is radically shifting. Natural disasters and health crises are stacking up with alarming frequency and intensity. Disaster relief, emergency preparedness, along with mobile medical support will play a huge role in the coming years as Nature continues to wreak havoc on societies, putting more and more people in harm's way. It also means scientists will need as much climate data as possible to find solutions to the crises to come, heading into very remote areas like Antarctica to find the information they need.

Thirdly is the upcoming commodities boom that will fuel the next generation of economic development. Unlike past booms, where resources were relatively easy to find and extract, the rare earth minerals the information age requires are only found in some of the most secluded, far-off places on Earth, like Papua New Guinea or the tops of the highest Andean peaks. The remoteness of future mining operations will be their ultimate challenge.

With regards to the first trend, Weatherhaven leads the world in finding mobile infrastructure solutions for the demands of contemporary battlefields, offering unparalleled engineering design capabilities and bleeding-edge portable shelter technology to its military clients.

Weatherhaven also has decades of real-world experience in natural disasters and emergency response scenarios driven by climate change, along with supplying equipment for every single major Antarctic research project and a host of the smaller ones too, Weatherhaven gear being as typical a sight on the continent's icy plains as a rookery of penguins.

Finally, Weatherhaven has specialised in remote mining from its very inception, there is no other company with nearly as much know-how and experience in providing work crews with decent living conditions in some of the most inhospitable parts of the planet.

That means the company's products sit in a bulls-eye placed squarely over all three of the key driving factors for the future of the mobile infrastructure industry, giving it a uniquely fitting set of circumstances that are working in its benefit.

This year marks 40 years since Jim Allan and Bugs Johnson wrapped chain-link fencing around parking lot pillars, back in 1981.

Since then, Weatherhaven has become a thriving, sustainable company with many growth possibilities going forward. Proving that customer relationships are key in this line of work, the firm has built an impressive new sales pipeline, mostly focused around existing customers and further introduction and deployment of its next-generation solution set.

Over the course of four decades, Weatherhaven has evolved from custom design remote site infrastructure specialists, haphazardly bouncing from project to project, to one of the world's leading engineering design and program management firms, capable of delivering bespoke solutions and products for major contracts worth hundreds of millions of dollars at the drop of a hat, with 12 different manufacturing sites offering support and infrastructure to clients across the globe.

It's been an unforgettable ride so far.

## EPILOGUE.

That's our story. For not having an ultimate plan, it's worked out really well. Weatherhaven is a unique company, and certainly no one could have invented it, even if they tried.

Forty years is a long time... a lifetime, even. A lot happens in that time, and the events portrayed in this book are just the tip of the iceberg. There is a huge repository of untold stories, tales of strife and redemption, of travails and triumphs, that are the quintessence of Weatherhaven. Its soul, if you will.

We could never find the time to tell all of these stories, but together they represent the innovative and can-do spirit of the company. The relentless determination to see through projects that were considered unthinkable, or even undoable.

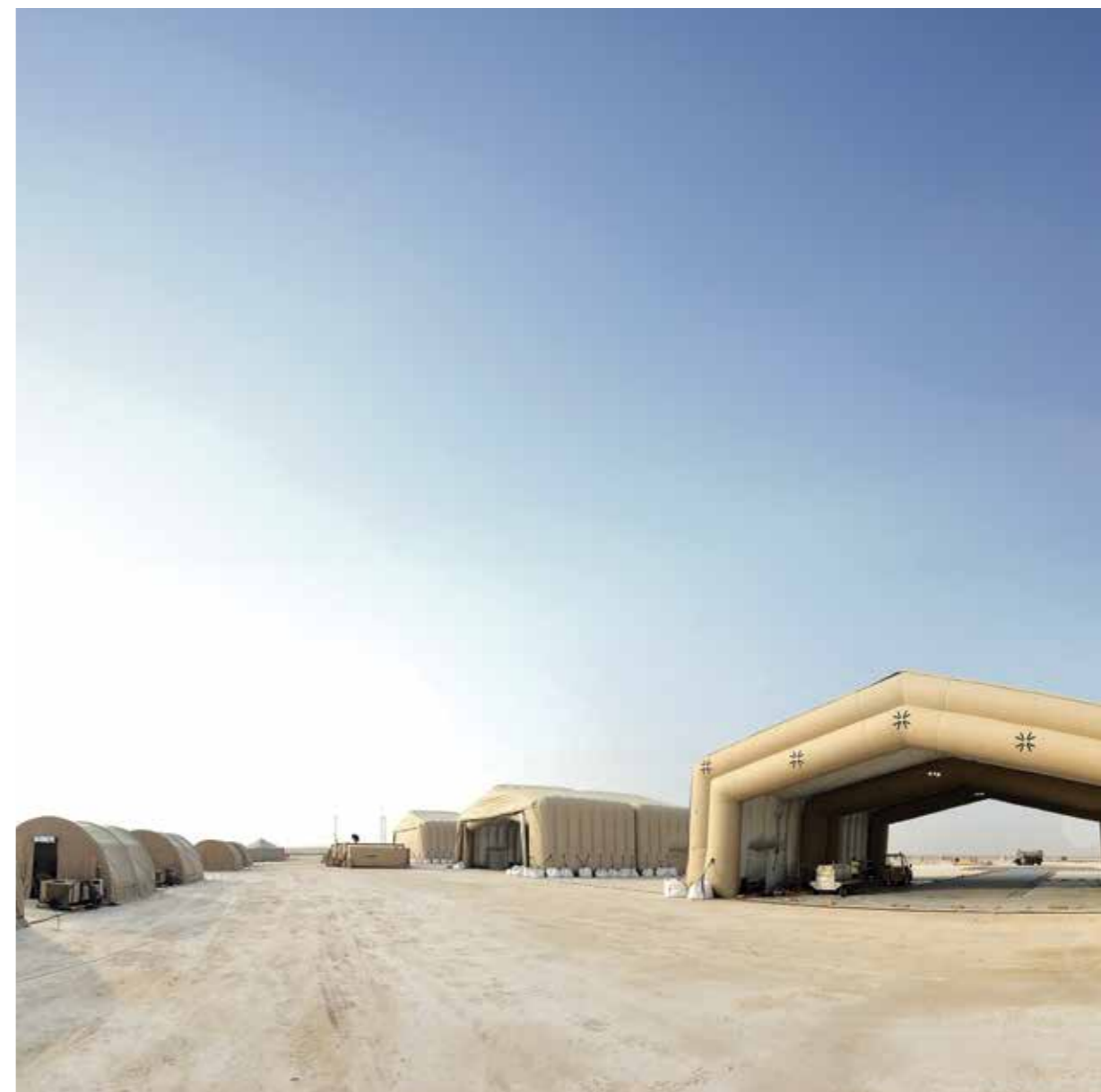
The capacity to do amazing things in the most remote zones on the planet with very little. The ability to understand not only the physical environment we worked in, but the political one, too. The gumption to continue to take risks even after major setbacks.

The collaborative yet unorthodox ethos of the team. The agility to seize opportunities whenever they presented themselves. The compassion to participate in nation-building and peacekeeping endeavours.

That's what those stories represent.

Thank you to all our past, present, and future employees, partners, clients and friends, it's been an honor and a privilege to work with you and we look forward to creating many more stories in the years to come!

*Over four decades Weatherhaven has evolved from custom design remote site infrastructure specialists to one of the world's leading engineering design and program management firms.*



*MECC shelters and Hangars, Rapid Deployable Helicopter Forward  
Operating Base  
Middle East / 2015*



*Soft-Walled Accommodation Shelters, Rapid Deployable Helicopter  
Forward Operating Base  
Middle East / 2015*

*Polarhavens on Union Glacier  
Antarctica / 2017*





Endurance shelters at Antarctic Logistic's  
Union Glacier Camp  
Antarctica / 2018





*Polarhavens at Union Glacier  
Antarctica / 2018*



48-person exploration camp  
Arequipa, Peru / 2018



*Polarhavens at Antarctic  
Logistics' Union Glacier Camp  
Antarctica / 2018*



*Endurance shelters on the Union Glacier  
below the Transantarctic Mountains  
Antarctica / 2018*



*Wolwedans Boulders Safari Camp  
Namibia / 2018*



HQSS & MECC display at DVD2018  
United Kingdom / 2018



*Kingfisher Retreat  
Kalba, Sharjah, UAE / August, 2019*



*Series 2M shelter exploration camp  
Equador / 2019*



*Series 4 Truss Drill shelter at Little Dome C  
Antarctica / 2019*



Series 2M shelter exploration camp  
Ecuador / 2019



One of five 100-bed Covid-19 Field Hospitals  
for Chilean Ministry of Health.  
Chile / 2020



*Command Post exercise NATO Special Operations Headquarters (NSHQ),  
Supreme Headquarters Allied Powers Europe (SHAPE)  
Belgium / 2020*



*TRECC-T for US Army  
Natick, Massachusetts,  
United States / 2020*



*One of five 100-bed Covid-19 Field Hospitals  
for Chilean Ministry of Health  
Chile / 2020*



Field testing a Command Post for British Army  
United Kingdom / July, 2021



*Sunnybrook Health Sciences, Mobile  
Health Unit for Government of Canada  
Toronto, Ontario, Canada / 2021*



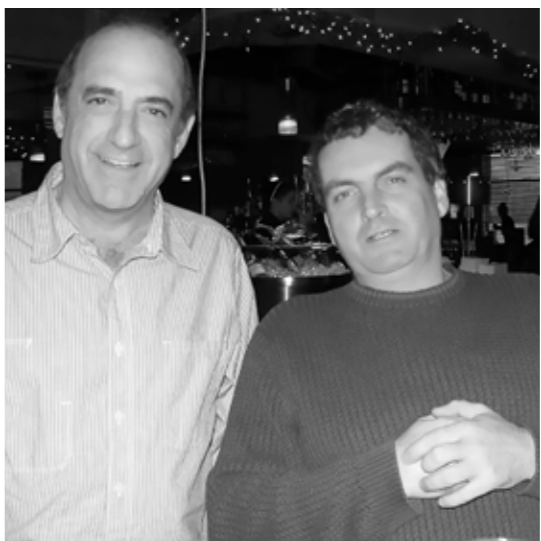
*200-bed Covid-19 Field Hospital  
Guinea / 2021*



*Shaikh Mohammed Bin Zayed 100-Bed Isolation Hospital  
for COVID-19 with HEPA Filter & Negative Pressure System  
Nouakchott, Mauritania, 2021*



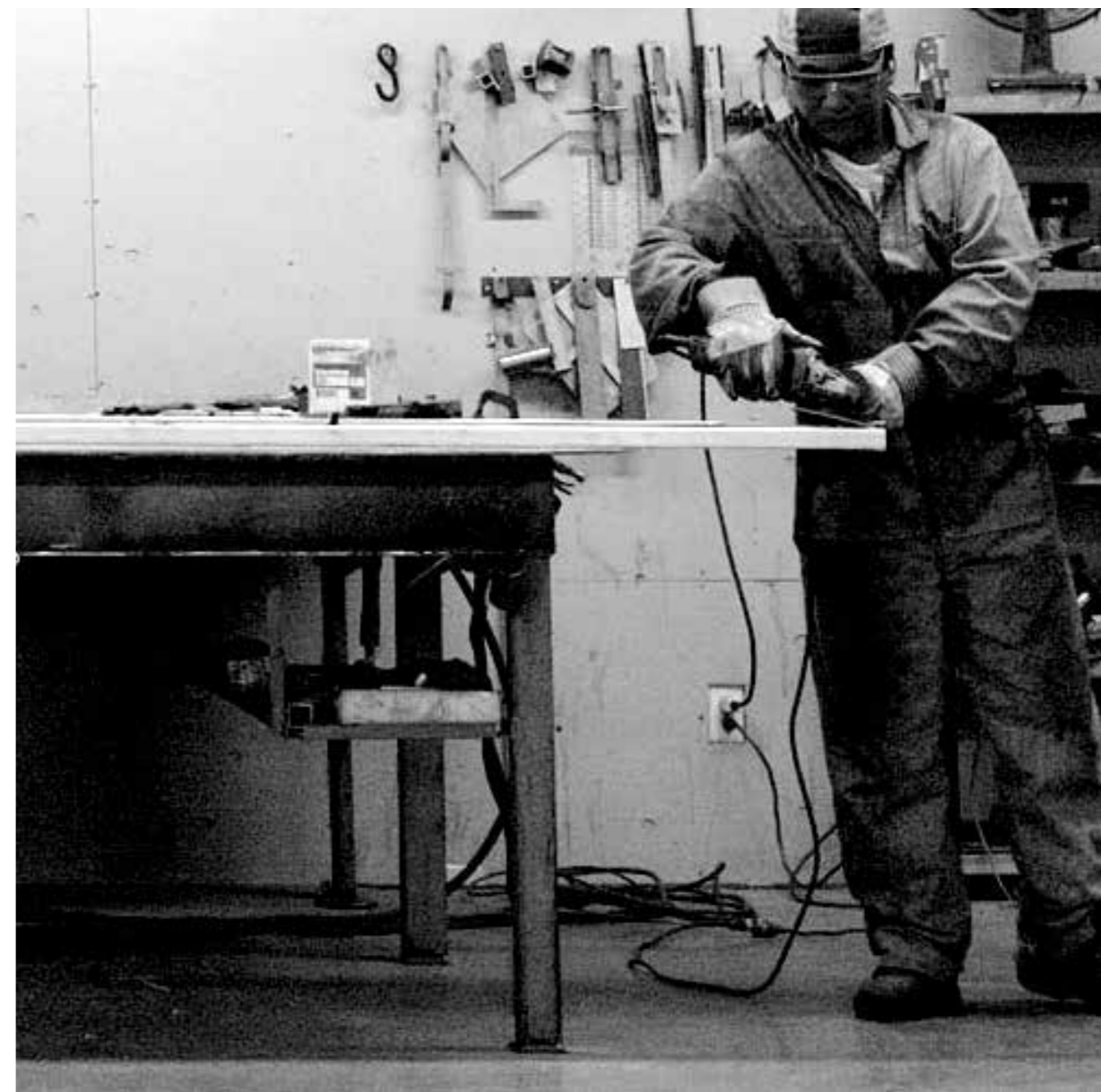
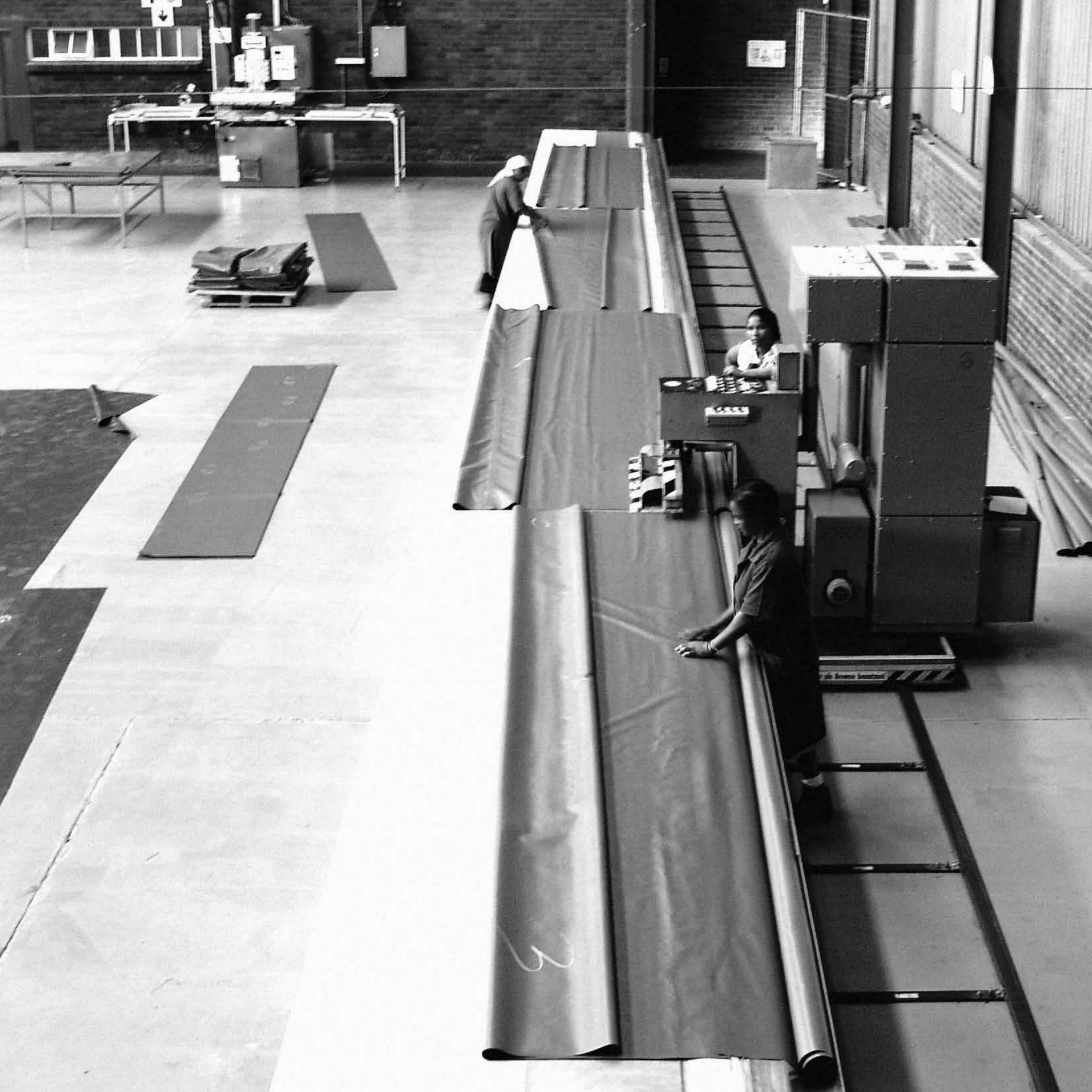




*Weatherhaven's founding fathers, from top to bottom: Jim Allan, Brian "Bugs" Johnson, Glen Thorne, Brian Hanna & Ray McNeil*











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