The Procurement Issue

With stories on the evolution of procurement law, the history of Lean and IPD, and a profile of two local projects: a Maple Reinders/Ball Construction joint venture (pictured here) and the IPD-driven work at St. Jerome’s University.
Talk about constructive thinking. At AQ Group Solutions, we know full well that our clients want us to take the tough administrative stuff off their plates. So we build innovative, industry-specific programs from the ground up and handle all of the administration. Last year our dedicated Plan Member Advocacy Team saved our clients an average of 2 ½ weeks of reported employee work time by taking care of employee claims and queries. Saving time and money.

Have we forgotten anything?

This year, Canadian construction workers lost 1,489 lunch buckets, 43 jackhammers and 3 sets of dentures.

Fortunately, 2,246 of them found AQ Group Solutions.

Visit us at aqgroupsolutions.com or call 1-888-989-2006

Benefits Built for Construction
Partnerships in Procurement

Let’s face it. No one likes risk. No one wants to take on the responsibility of being held accountable for something that could go wrong or, worse, something they don’t understand the true measure of.

Lately the trend in our industry is to force risk elsewhere. To pass it off onto others so that they assume the responsibility. Although that’s the trend, it’s hardly forward thinking. You’ll read a piece in this issue of the Journal about how one owner bucked that trend to build an impressive new residence and academic building – and pulled off the job with flying colours.

The secret to their success was simple: adopt an approach to construction that embraces transparency and open, honest communication. As someone who deals in risk every day, I find it refreshing to see this kind of approach used in building. It’s rare. There’s much to be said, and more to be gained, from parties collaborating on a building site before the first shovel ever hits the ground to find ways to share risk responsibly or, better still, mitigate it altogether.

The next time you’re faced with a job that presents a substantial amount of risk – whether you’re an owner, a general contractor or a trade contractor – think about ways to share and allocate that risk appropriately. Don’t pass it on. Accept responsibility for it and take measures to control it in the best way possible.

GVCA Offers Services to Buyers, Too

How many times have you heard a fellow contractor complain that a job went wrong or a contract wasn’t fair because the owner or the consultant, “just didn’t know what he was doing?” I bet you’ve probably even grumbled those very words yourself from time to time.

The thing is, procurement – and construction procurement in particular – isn’t easy. Place your proverbial shoe on the other foot for a moment. Imagine you’re someone tasked with buying construction services when your job is to buy IT systems or custodial services. Or when you’re a small government operation that rarely builds new projects.

Now all of a sudden, you’re being asked to lead a project that costs millions of dollars and whose complexity is off the chart compared to what you’re used to buying. Imagine how challenging that process can be!

One of the services GVCA provides is assistance to owners. We understand construction. It’s our business. We run seminars to help construction buyers – from the public and private sectors – understand the nuances of what can be a very complex process. We’re here to help.

This issue of the Journal focuses on procurement. We talk a lot about the complex issues that many sophisticated and experienced builders and buyers face every day. That’s fine for some, but for others that don’t dabble as much in procurement, or don’t have the resources to hire a reputable consulting company, GVCA can help in other ways. Ask us how—and feel free to pass along my details to any owner that you think may need a helping hand.
Crystal Ball Report: Unmatched Construction Intelligence

GVCA's Crystal Ball Report is a unique and insightful member service. Updated daily by GVCA staff, the report tracks planned projects during the pre-bidding phases, following them from concept to design to prequalification, construction and completion.

Grey Bruce New Hospital
55 Isla Street
Markdale, Ontario
Value: $60–$63 million
Project details:
The size of the proposed facility is 68,000 square feet, with flex space in the plan for future growth. It is an efficient use of space that will meet the needs of patients, visitors and staff. The final cost will be adjusted depending on inflation at the time of construction. Project officials are optimistic that construction can begin in 2018–2019 and will take approximately two years to complete. Highlights of the Stage 2 submission included a request for a palliative care room for the new hospital. Residents and staff indicated that the palliative care room is important to the community, and adjusted the project submission to request this type of care.

What's new:
August 2017: The Minister of Health has approved the following functional areas/services for the new hospital: a 24/7 emergency department, procedures room, laboratory diagnostic imaging, outpatient rehabilitation, and ambulatory care services.
The next phase of the project is the design stage, which will be submitted to the Ministry of Health in the fall of 2017. This submission includes extensive details, including the site plan, floor plans, electrical and mechanical diagrams, and detailed cost estimates.

Next update:
November 2017

---

Market Snapshot Q2 2017
Waterloo Region & Guelph

Waterloo Region & Guelph is home to the 6th largest Industrial, and 7th largest Office markets in Canada. There is currently 1,257,495 SF of space under construction in 19 buildings across the 4 cities. Over the past quarter, there have been a number of new construction buildings completed.

<table>
<thead>
<tr>
<th></th>
<th>INDUSTRIAL</th>
<th></th>
<th>OFFICE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>SF TOTAL</td>
<td>TOTAL BLDG</td>
<td>SF UNDER CONST</td>
</tr>
<tr>
<td>Cambridge</td>
<td>32,353,844</td>
<td>493</td>
<td>165,648</td>
</tr>
<tr>
<td>Kitchener</td>
<td>20,382,110</td>
<td>426</td>
<td>13,369</td>
</tr>
<tr>
<td>Waterloo</td>
<td>9,121,933</td>
<td>240</td>
<td>121,642</td>
</tr>
<tr>
<td>Guelph</td>
<td>25,346,517</td>
<td>363</td>
<td>214,377</td>
</tr>
<tr>
<td>Total</td>
<td>87,204,404</td>
<td>1,522</td>
<td>515,036</td>
</tr>
</tbody>
</table>

For more market statistics and information please contact:
Stephanie Bigelow, Senior Research Analyst, stephanie.bigelow@cushwakewr.com
Construction Uber?  
The Sharing Economy is Here!

While some of us are better at sharing than others, the sharing economy seems to be here to stay. The sharing economy is simple: assets or services are shared by private parties or individuals often using the internet. The best known examples of this in action are Uber and Airbnb.

FOR EQUIPMENT OWNERS

As an owner of construction equipment, you can use the sharing economy to your benefit. How? Rental intermediaries are now available so you can rent out your equipment when it is idle. The intermediary (i.e., the construction equivalent of Uber) joins renters and equipment owners, and does the necessary due diligence to make sure the deal is secure and the equipment is safe.

The benefit? Your equipment generates revenue for your company at times it would normally sit idle. This allows you to match cash outflows for your equipment financing and maintenance; and could mean getting the new machine you have been eyeing quicker than expected. Just as you might hire a part-time staff member when you don’t need someone full-time, you can use the sharing economy to purchase equipment for use part-time while generating revenue full-time!

FOR EQUIPMENT USERS

The good news is not just for those who have the newest and best construction equipment! Those who need specialized pieces of equipment for a job can also benefit by having low-cost access to the best equipment, potentially even with an experienced operator. So rather than needing to secure financing to buy a piece of equipment for one project, you can rent it from another company in the industry. The ability to rent specialized equipment is instrumental to the growth of small construction companies. By renting as growth occurs, the company is better able to afford or obtain financing to purchase equipment in the future when it is needed more regularly.

The sharing economy in the construction industry seems pretty win-win. Of course, traditional equipment rental companies will not necessarily agree, but much like Uber and Airbnb, the added competition can lead to improvements in more traditional offerings. By embracing this trend, everyone can benefit from access to better products and services at a competitive price. So, get sharing for the good of the planet and your bottom line!

Written by Kimberly Aitken, CPA, CA, Co-Leader of RLB LLP’s Construction Team. Contact her at 519-822-9933 or visit rlb.ca.
Supreme Court of Canada Upholds Termination of Truck Driver Who Fails Test for Cocaine

In our August 2016 edition of Management Counsel, we advised readers of an important Alberta Court of Appeal decision in which there was found to be no discrimination against a truck operator who was dismissed following a workplace accident, positive test for cocaine, and subsequent claim to have a drug dependency (Elk Valley Coal Corporation).

**Disability not the reason for dismissal**

The Commission, Alberta Court of Queen’s Bench and Court of Appeal found that although Mr. Stewart had an addiction he was not fired because of it, but rather because he failed to disclose his drug use as required by the policy. They also found that, despite his addiction, Mr. Stewart had the capacity to comply with the policy but chose not to. He therefore suffered no adverse impact by virtue of his disability.

The Supreme Court of Canada upheld the dismissal. Central to this ruling was the court’s view that addiction does not necessarily mean the inability to comply with a company policy.

**What happened (a recap)?**

The employer’s drug and alcohol policy required employees to proactively disclose drug dependency without fear of discipline or termination, with the promise of rehabilitation assistance. However, if an employee did not disclose until after an incident and positive test, the employee would not be shielded from discipline or termination.

Mr. Stewart’s employment was terminated two weeks after an accident and positive test for cocaine. During the investigation, he acknowledged a history of drug use but claimed to have a dependency which caused him to deny his addiction and fail to disclose, contrary to the policy.

Mr. Stewart was dismissed because he breached the policy by failing to proactively disclose, not because he used drugs or had a dependency. He was offered reinstatement in six months with proof of successful completion of a rehabilitation program, half the cost of which would be covered by the employer. Mr. Stewart rejected the offer and instead complained to the Human Rights Commission alleging discrimination on the basis of a disability (addiction).

**Lessons for employers**

Elk Valley demonstrates the benefit of having a well-designed drug and alcohol policy which offers immunity for proactive self-disclosure, and access to treatment.

The employer’s policy did not contain a zero-tolerance standard with harsh and immediate consequences for a violation. Rather, it offered support for an employee on the condition of self-reporting. By designing the policy this way, the onus shifted to Mr. Stewart to justify his decision to not disclose a dependency prior to the incident. As he failed to do so, the court upheld his termination.

The decision also confirms that parties and adjudicators ought not assume addiction necessarily means an employee does not have the capacity to comply with workplace rules. Each case must be decided on its own facts.

An employer concerned about the impact of drugs and alcohol in its workplace should consider the benefits of implementing a policy that:

- requires an employee to proactively disclose drug use that may impair the ability to perform work safely (prescription and recreational)
- provides immunity for proactive self-disclosure and access to treatment
- addresses safety, privacy and human rights issues
- identifies consequences in the event of a breach (i.e., discipline and termination), including failure to disclose drug use and/or participate in testing.

**This article was written by Natasha Zervoudakis and Renee Sambrook of Sherrard Kuzz LLP. They can be reached at 416-603-0700 and www.sherrardkuzz.com.**
Canada has the most extensive legal framework dealing with public procurement of any country in the world. It is therefore fitting that on July 1, 2017 – Canada’s 150th birthday – a significant revision to that legal framework came into effect.

On that day, the Canadian Free Trade Agreement (CFTA) – a trade treaty between the federal government and the provinces and territories – officially superseded its predecessor, the Agreement on Internal Trade (AIT). CFTA and the impending Comprehensive Economic Trade Agreement (CETA) between Canada and the European Union (EU) (which is expected to come into force in September) introduce a number of changes to public-procurement processes.

While the AIT provided rules for federal and provincial government procurements, only some of them applied to lower-level bodies, such as municipalities. However, under both CFTA and CETA, almost all public bodies in the MASH sector (i.e., municipalities, academic institutions, school boards and health care institutions) are subject to new procurement provisions. While both AIT and CETA opened public procurements to bidders across Canada, CETA further opens up any Canadian procurement above the treaty threshold (approximately $9,000,000 for construction) to bidders from the EU, and vice versa. Under the CFTA rules, government procurements over $100,000 in value, and municipal ones over $250,000, are subject to the treaty’s rules.

Both treaties are making changes to procurement procedures in an attempt to standardize them across the board. For example, they provide standard timelines for procurement opportunity postings which encourage the use of electronic posting submission mechanisms. Further, all public procurement opportunities in Canada will eventually be posted on a single database within the next five years. They also restrict how procuring entities can specify their projects. For example, in most cases they cannot require the provision of a certain manufacturer’s products—functional equivalents must be accepted. Procuring entities cannot provide for any form of local preference, and can no
longer require that bidders have served the procuring entity previously.

Bidders receive substantial new rights under both treaties. All unsuccessful bidders are to be offered de-briefings advising why their bid was unsuccessful. They also require the creation of a low-cost bid dispute mechanism, which will allow unsuccessful bidders to challenge procuring entities which have not followed treaty provisions or their own processes. Such a mechanism has existed for some time for federal procurements, but CFTA and CETA extend it to those being offered by provincial and municipal governments, public agencies, and boards. All unsuccessful bidders are to be offered de-briefings advising why their bid was unsuccessful. They also require the creation of a low-cost bid dispute mechanism, which will allow unsuccessful bidders to challenge procuring entities which have not followed treaty provisions or their own processes. Such a mechanism has existed for some time for federal procurements, but CFTA and CETA extend it to those being offered by provincial and municipal governments, public agencies, and boards.

While the details of the dispute mechanism have not yet been announced, they will have a significant impact on how procuring entities structure and advertise their opportunities, and how they award their contracts. Expect to see far more bid disputes launched, as industry players find that award challenges previously found to be too expensive can now be pursued at a more reasonable cost.

Although trade treaties are usually thought to focus on things like customs duties and market protections, they can have major impacts on how public bodies do business. The new rules CETA and CFTA introduce, although technical, will have a significant effect on public procurements and how prospective bidders do business with all levels of government.

This article was written by Michael Letourneau, a lawyer with Sorbara, Schumacher, McCann LLP in Waterloo. He can be reached at mletourneau@sorbaralaw.com and 519-749-4606.
The information technology landscape is constantly changing. Reactive businesses – those that jump on a technology bandwagon – can lose market share to more proactive, strategy-driven competitors.

**IMPROVING PROCUREMENT**

Improving the procurement process within your business requires IT expertise and long-term planning:

1. **Build a network of specialists in various IT fields**
   - Encourage IT teams to develop a robust, accessible organizational memory for all systems and components within the IT infrastructure. Be sure to use backup devices like a QNAP to safeguard against any outages.
   - Shore up internal knowledge deficiencies by networking with consultants and other trusted advisors, who can provide counsel and help with long-term strategic plans.

2. **Understand the difference between saving money and creating value**
   - Invest in IT infrastructure that enables business growth, increases productivity or reduces costs over the long term. A new, more powerful laptop or workstation can save your business weeks of lost productivity and hardship per year by enabling your people to complete simple tasks quickly and easily.
   - Look beyond the sticker price when purchasing hardware. Consider also efficiency, interoperability, durability and lifespan.
THE IT PROCUREMENT CHECKLIST

Effective IT procurement is a three-stage process. The following checklist can help your business ensure that procurement decisions create value.

☐ PRE-PURCHASE:
   Establish goals, processes and contingencies
   • How should changes in scope and changes in orders be handled?
   • What are the important costs versus budget considerations?
   • What are the most effective methods of obtaining executive commitment?

☐ THE BUYING PROCESS:
   Effectively manage the process start-to-finish
   • What processes in the acquisition phase can be automated, minimized or eliminated?
   • Can we outsource all or part of the procurement process?
   • What milestones or checkpoints are critical to ensuring the purchase stays on track?

☐ POST-PURCHASE:
   Begin with the end in mind
   • What are some provisions for early termination and renewals?
   • What are the available end-of-life strategies?

This article was written by Patrick Farrer and Carter Hoffman of Pund-IT Inc. They can be reached at 519-342-4004.
GVCA SIGHTINGS

WinC golf tournament

LinC golf tournament

EASILY MONITOR YOUR FLEET

- location
- idling
- maintenance and engine health
- driver behaviour

Plus: • HOS compliance • DVIR

www.GoGPS.com
1.866.964.6477

NELCO

LEADERS IN QUALITY, INTEGRITY & SERVICE SINCE 1906

INDUSTRIAL/INSTITUTIONAL COMMERCIAL/RESIDENTIAL

* MECHANICAL, PLUMBING, HVAC, SHEET METAL CONTRACTORS * CUSTOM STEEL & STAINLESS FABRICATORS * HEATING * PROCESS PIPING *
* EXHAUST & DUST COLLECTING SYSTEMS *
* WELDING * AIR CONDITIONING & REFRIGERATION *
* DESIGN / BUILD * BOILERS * VENTILATION *
* 24 HOUR EMERGENCY SERVICE *

519.744.6511
www.nelcomech.com

GVCA Journal September/October 2017
**GVCA SIGHTINGS**

**Backpacks For Success**

---

**Cowan Insurance Group**

Construction Insurance & Surety Specialists

- Industry specific programs
- Tailored insurance & surety solutions
- Dedicated risk management team

---

**K-W DOOR INSTALLATIONS INC.**

8 Trillium Park Place, Kitchener, ON
T: 519-742-3667  www.kwdoor.com

Over 25 years specializing in the overhead door sales & service for the commercial, institutional and industrial sectors.

---

**Kevan Thompson**
Industry Leader, Vice President Construction

Phone: 519-650-6363 ext. 41552
Toll free: 1-866-578-6030
kevan.thompson@cowangroup.ca
www.cowangroup.ca
GVCA’s hosted the fifth in its series of PACE events at Deer Ridge Golf Club on June 7. Created for public and private-sector buyers and bidders, the series offers important insight on four key aspects of work in our industry: problem solving, accountability, collaboration and execution.

After a brief introduction from GVCA chair Jeff Kienapple, lawyer Glenn Ack erley from WierFoulds LLP gave a talk about the latest in procurement trends from a legal point of view. He opened by saying that procurement has evolved in a number of complicated ways since the Supreme Court of Canada issued its landmark Ron Engineering and Construction decision in 1981. That decision, he said, put as much emphasis on the legality of the procurement process itself as it did on the process of actually getting buildings built.

In RonEng, the court ruled that a call for tenders is an offer by an owner to run a procurement process and in it, there are certain obligations on the bidder and the owner. Contract A, as it came to be known, is created when a bidder submits a compliant bid. Contract B occurs when the owner accepts one of those compliant bids and proceeds with construction.

“The challenge is,” said Ackerley, “Contract A was a contract created by the courts. For the last 35 or more years, other courts have been asking what terms and conditions Contract A actually contains. None of that is written down.”

The evolution of procurement since then has been such that owners and bidders are seeking to move away from traditional tender and response situations and toward request for proposal (RPF) arrangements. In these, proponents submit proposals, the owner evaluates each, selects the preferred one, negotiates terms and, typically, contracts with the builder for construction.

This approach eliminates the Contract A/Contract B situation that was created in Ron Engineering. Where bids are irrevocable under Contract A, proposals in RFP procedures are not. This unintended consequence didn’t sit well with buyers who were frustrated by contractors backing away from their bids—for any number of reasons. As a result, said Ackerley, owners started to build clauses into their RFP documents committing builders to their bids.

“The problem is, people are trying to move into a non-Contract A world and yet they’re behaving as though they have contract protection,” he said. “These are mutually exclusive ideas, and I challenge how any of that can be legally enforced. When owners think about using an RFP process to build their next building, I urge them to think about the positives and the drawbacks of approach. It’s not a panacea.”

GVCA Journal  September/October 2017
Contract fairness: open to interpretation

Ackerley moved on to talk about fairness in the law, which is a concept most people understand generally, but which the courts have had trouble interpreting specifically. Some judges say fairness is about treating everyone equally; giving all bidders the same information on which to base their bids. Others look deeper. They ask whether the rules an owner uses to evaluate bids are fair to everyone.

The law, said Ackerley, has yet to determine a hard and fast set of rules.

Accepting non-compliant bids

Discretion clauses are another area of concern in procurement law, said Ackerley. These are clauses in which the owner may accept a potentially non-compliant bid under certain circumstances. Usually this happens when a bidder may have forgotten to include a name or a number, or to complete a form.

“It’s part of the arms race between bidders and owners where bidders attack owners for picking non-compliant bids and owners fight back by saying they can pick who they want,” he said.

Judges struggle with issues of non-compliance, said Ackerley. The concept flies in the face of the Ron Engineering decision which holds that Contract A is created with the submission of a compliant bid. Yet bidders and owners use the clause to their own advantage under different circumstances: to back out of bids when they don’t want the work or to hold a reluctant bidder to their proposal.

Litigation bans: fair?

Another emerging issue, and one that has caught the attention of the Canadian Construction Association, is the question of litigation bans, or reprisal clauses. Broadly, these state that if a bidder has an ongoing claim against a purchaser, that bidder is ineligible to bid on current work being tendered by the purchaser. These clauses started to emerge in 1994 and they now permeate the public sector.

Initially, said Ackerley, the courts viewed such clauses favourably since they protected municipal buyers from bad actors. The clauses later evolved to hold that if a bidder had been involved in legal action against the purchaser in the last five years, the bidder’s bid may be rejected, but the purchaser reserves the right to analyze each case separately and may accept the bid if the litigation did not affect the contractor’s ability to perform the work. Again, said Ackerley, the courts were generally accepting of that change.

Problems began to emerge when harsher versions of the clauses emerged. Some held that the municipality would not consider a bid from a bidder that is in active—or even pending—litigation against the purchaser. Such a change, he said, would restrict bids from even bidders with legitimate claims against the purchaser for, say, unforeseen conditions.

Ackerley’s summary message: there are plenty of grey areas and moving pieces when it comes to procurement law. Processes are being reformed to become less risky, but those don’t always work.
Brian Watkinson, the former executive director of the Ontario Association of Architects and current principal of Strategies 4 Impact! a professional services firm, led the discussion. Participating were Pamela Tolton, vice-president and general manager of ABA Architects Inc.; Kathy Wyatt, manager of purchasing at the Town of Oakville; Wes Quickfall, former GVCA chairman and the vice-president of operations at Conestogo Mechanical Inc.; and Jeff Shantz, another former GVCA chairman and the vice president at Melloul-Blamey Construction Inc.

Watkinson began by asking whether the panelists are seeing more owners move away from traditional tenders and toward requests for proposals, which take huge amounts of time to prepare.

Quickfall said the industry seems to be moving toward a hybrid approach where the CCDC 11 Contractor’s Qualification Statement is being supplemented by as many as 10 or 20 additional points for further analysis.

“As a general contractor, no doubt we see more RFPs coming out that get away from lump-sum low-bid arrangements,” says Shantz. “Neither is perfect. There seems to be more litigation in public bids, but RFPs seem to have more onerous clauses.”

He added that Melloul-Blamey prefers to work on RFPs where the approach to the work is more collaborative. Using approaches like this, and construction management and integrated project delivery (IPD), gives the builder the chance to pick the best trades available.

“The biggest litigation challenge we run into,” he added, “is poor trade performance. If we want to be competitive on public bids, we have to pick the low bidders and that doesn’t always end well.”

Tolton said her firm looks mostly at private work, but she agrees that it’s sometimes hard for a public owner to go the RFP route. Cost-conscious organizations like municipalities and not-for-profit entities have to go the traditional bidding route in order to create transparency and buy in among decision makers.

Wyatt said the Town of Oakville recently moved two large projects over to RFPs and even steered those toward IPD approaches.

“That was a big change in mindset from traditional design-bid-build approaches, which we’re comfortable with,” she said. “We’re learning this process as we go and it’s something we’re embracing.”

The big issue for buyers is cost control, Shantz said.
"Collaboration is the best way to get there so the owner doesn't get that surprise when tenders close at $2 million or even $10 million over the initial design budget."

Watkinson then asked the panelists to share their insights about pre-qualification.

Shantz said for him, the idea means looking at a company's ability to perform and its track record on similar projects. It means ensuring the company can finish a job and that it's not just there to make a quick buck. For him, it's also about hiring GVCA members, because local trades give better service than ones from out of town.

One of the audience members asked whether pre-qualification should be a binary issue. That is, do firms either qualify or not, or should their submissions be graded where a decision maker may accept a higher price from one bidder that has a higher pre-qualification score than another.

"There's no question it's a grey area," said Shantz. "If the project budget can handle a higher-priced contractor that can do the job and do it well, that's the right company for the job. But it depends on each individual project. There are also good reasons for carrying the lowest bid from among pre-qualified firms."

"There was a time where the industry argued that pre-qualification was a benchmark of capability," said Watkinson. "Now, some pre-qualifications open the door to 18 bidders on a project. Is pre-qualification still a benchmark?"

Shantz said that when he sees a high number of pre-qualified bidders on a job, his company likely won't bid.

Quickfall said in those cases, references come into play. But those aren't always good solutions either, he added.

"It's up to owners to follow up on references to ask whether there were cost overruns, schedule issues—those kinds of things," he said. "It's also important they check a company's stated capabilities with its listed backlog of work. Does the bidder even have the resources to get a project done? Some owners won't follow up on those kinds of details."

One audience member commented that owners don't have good processes to disqualify bidders. References don't help either, he added.

"Just because a bidder writes a great proposal doesn't mean he's a good builder."

Another audience member said that his organization goes beyond reference checks. It will ask around about a bidder's track record and history to get a fuller picture of how the builder works.

Watkinson asked about performance evaluations, where a bidder scores on its ability to perform on a municipal job. Wyatt says Oakville uses that process all the time. Its project managers score builders on their performances, and any bidder with poor scores is re-evaluated.

Another audience member commented that as a public institution, his organization looks at more than price.

"When it's clear to use that the service being offered will not be provided to expectations, we don't select the lowest bidder," he said. "It's incumbent on us to look at more than just price."

GVCA president Martha George closed the discussion by suggesting owners look at builders' credit references.

"A general contractor that doesn't pay its subs gives the municipality a black eye—when it's not the buyer's fault. Why not ask for credit scores? You ask for a company's WSIB rating, for example."
The discussion kicked off with a brief history of Lean Construction and IPD presented by session moderator Brian Watkinson—the former executive director of the Ontario Association of Architects. He began by saying that one of the ways in which the construction industry has historically changed itself is by responding to the things it hates. New thinking in procurement, for example, has brought about changes to the way in which projects are planned and executed—with the goal in mind of delivering greater value and enhancing building performance.

Risk, in particular, is one of the biggest challenges in the industry today. Everyone—builders, owners and designers—wants to minimize his or her exposure to risk. Yet doing so is not easy. Even public-private partnerships, which help to get infrastructure into the ground faster than conventional methods of public procurement, sell risk down the construction chain. Even the staunchest P3 champion admits that the projects tend to cost more due to the inefficient allocation of risk.

One method of procurement that is emerging at the forefront is Lean/IPD. In it, all members of the construction party—from the consultants down to the last trade on site—work together to not only share, but also minimize risk. And in so doing, they leverage each other’s very specific expertise to add value elsewhere in the construction process so the building is generally built quicker, to a higher standard, and with greater profitability for all.

Lean is a process that has historically been associated with the manufacturing industry. Indeed, it grew up in the automotive sector when Toyota executives imagined ways to make process...
improvements that would augment efficiency and customer satisfaction. An automotive assembly line is, of course, a long way from a construction site. The former thrives on repeatability under controlled conditions. The latter experiences neither. Yet, said Watkinson, there were several lean manufacturing principles that could be ported over into our world: a culture of respect and continuous improvement, the desire to create more value for the customer, and identifying and eliminating waste.

At the same time, people began thinking about ways to better integrate construction team members. Everyone agrees that the current top-down approach to site authority isn’t always effective. What works on the engineer’s drawing isn’t always buildable. Thus, a delivery method that integrates systems, business structures and processes in such a way as to harness the talents of all participants, reduce waste and optimize efficiency was born. The result: new thinking about construction projects that talks in terms of coordination rather than conflict, production systems rather than rote assembly, work flow rather than scheduling, and shared risk and reward.

Indicators are that Lean/IPD, when used appropriately, yields labour efficiency savings of 15 percent, schedule enhancements of between 5 and 15 percent, safety improvements of nearly 30 percent, client satisfaction of well above 90 percent, and such a small number of requests for information and change orders as to be entirely negligible.

**SJU builds Lean/IPD**

One of the challenges for the university, and therefore a driving factor behind its decision to use IPD as a construction delivery method, was budget. As an affiliate of the University of Waterloo, St. Jerome’s does not receive any public infrastructure funding. Its budget of $47 million to build an academic building and a 360-bed residence on a six-acre campus was therefore firm.

University president and vice-chancellor Dr. Katherine Bergman explained that Lean/IPD rose to the forefront of project-delivery methods because it offered numerous cost efficiencies, and brought the team together in an entirely new way—one that traditional design-bid-build or even a public-private partnership could not.

“You absolutely have to have the right project and the right people with the right mindset to make this approach work,” says Becks

“IPD allowed us not only to manage the project cost, but also to give the input we desired as owners,” she said. “The Big Room was the most valuable part of the process. We brought everyone involved in the construction process together in that room to provide input into design—even to watch tape of the way they worked and to imagine ways they could build even more efficiently.”

Early on, the construction team built a series of residence rooms out of Styrofoam blocks to understand how each unit might look and feel. At that phase of the work, the concrete contractor suggested that by shrinking the size of each room by only 10 centimeters, the
That money, says Bergman, was used to add another floor to the building for boardrooms and other creative spaces.

Vice-president of administration Darren Becks explained that as a procurement method, Lean/IPD turned out to be more labour intensive than anticipated. The team spent a year planning for the project internally, and many months afterwards working through the RFP submissions it received from interested parties.

“The level of transparency involved was interesting,” he said. “From the get-go, we appended our cost plans to the RFP document, and we made transparency part of the RFP process. We asked for hourly rates, profit margins, overhead—everything. And when we finally cut down our list of 10 initial proponents to two, we asked each team to meet with us with the real members of their construction teams so we could understand how they aimed to deliver, what they understood about Lean as a philosophy, how they planned to onboard their people and what they wanted to do to engage us as a client.”

IPD allowed St. Jerome’s to go from concept to financing to procurement in just a few months. Design was completed almost as quickly and involved direct input from the entire team: architects, consultants, general contractor and all major subtrades. Under the model, as with all IPD projects, the risk would be shared among all participants.

“There was no opportunity for us as owners to carry risk,” said Becks. “We had to find a better way to work through that problem and to allow every member of the team to produce value throughout the build, rather than looking for opportunities to drive up costs.”

As the team got started, IPD began to prove its worth. Examples of innovations brought forth in the Big Room—like the change in room size—were plentiful. And by opening that room to everyone affected by the project—the construction team as well as faculty, staff and students—the team was able to build total credibility and buy in.

**A massive success**

Work on the building wrapped up in January 2015—long before the required September opening date. Along the way, IPD’s collaborative principles enabled the group to find an extra $2.5 million in savings—money that was put back into the buildings to enhance finishes and improve equipment, for example. The incremental cost of the increased scope of work was zero dollars, and there wasn’t a single change order on the project.

Every aspect of the work was planned and reported on to the tiniest degree. Costs were monitored on a weekly basis and savings were shared among the members of the contract team and rolled back into the construction budget for further improvements or to offset identified risks.
“The knowledge we now have of this building is way beyond anything we imagined,” said Becks. “We got involved in every part of the process: every finish, every material used. What’s more, our contract was set up to allow input from every party member on every aspect of the work. When the landscape designer is empowered to give input on the structural design, for example, everyone benefits.”

Although Becks, Bergman and their colleagues at St. Jerome’s are convinced of the value of Lean/IPD, they’re clear that it’s not an application for every project. Not every team will excel.

“You absolutely have to have the right project and the right people with the right mindset to make this approach work,” says Becks. His advice: look for a company that has Lean training under its belt rather than one with long IPD experience.

Even then, he added, communication skills are paramount. With the project hierarchy being so flat, everyone’s say is equally weighted. Becks said it was sometimes hard to ask the trades to challenge decisions made by the engineers or architects, but when they did, their input added huge value.

Lean/IPD may be in its infancy here in Ontario, but if the St. Jerome’s experience is anything to go by, it’s a delivery method worth considering.
Jim Blair is a partner and project manager with Collaborative Structures Limited, and chair of GVCA’s LinC group. He credits LinC with helping him meet new people across our industry in a relaxed, social setting.

**Journal:** What was your first experience with construction?

**Blair:** As a young kid, I remember seeing my uncle, a craftsman of a carpenter, working on various types of projects. From rough framing to high-end residential kitchens and bathrooms, I was hooked on the building concept from this point onwards.

**Journal:** What did you study in school?

**Blair:** Originally, I was on track to become a carpenter myself. I completed one year of my apprenticeship through the Ontario Youth Apprenticeship Program. As I did, I realized I wanted to be more active in the business aspect rather than on the tools. I applied to, and was accepted by Conestoga College for its Architecture – Construction Engineering program, and I graduated in 2009 with Honours.

**Journal:** How did you get your start in the business?

**Blair:** After completing two co-op terms with a local heavy civil general contractor, I returned with them right after graduation to work on a new major hydro transmission project. Shortly after getting started on the project, the contract was cancelled. Being the junior person on the project, I was laid off only six weeks out of school. Through a mutual contact, I reached out Dave Timlock at Collaborative Structures Limited. We met a couple days later, and I started as a project coordinator at CSL a couple weeks later.

I felt like it was the worst thing in the world when I was laid off so soon out of school, however it turned out to have been the best opportunity that I could have ever been given. I joined an up-and-coming firm with a great team. Funny how things come together sometimes.

**Journal:** Where do you hope to take your career?

**Blair:** My career goals are with CSL. I want to continue to build our firm as the respected, professional contractor we and our clients pride ourselves on. We want to attract the best of the best in terms of staff, groom and train young graduates to be the next generation of the company, and build on our ability to attract and maintain great clients.

**Journal:** Why did you get involved with LinC?

**Blair:** I love to meet people, and to expand my personal network with new connections. LinC provides that platform, not only as a forum to meet new people but also to share common experiences with young, up-and-coming professionals in the same industry.

**Journal:** How do you see LinC helping you grow your career?

**Blair:** For me, it’s another means of connecting with colleagues outside my firm. Most of the people in the group we’re dealing with every day on a business level. LinC provides a casual means of networking with these people on more of a social setting, thus strengthen relationships and results in stronger future business.

---

Editor’s note: this article is the sixth in a series of question and answer sessions we held with members of the GVCA’s Leaders in Construction group. For more information, visit gvca.org
Kitchener’s
Wastewater Treatment Plant
Maple Reinders and Ball Join Forces

The companies’ first joint venture together saw a number of notable achievements:
a Gold-Seal managed project and a keen commitment to the League Champions safety initiative.

It’s been a long road, but the journey toward completion of construction at the Region of Waterloo’s Kitchener Wastewater Treatment Plant is nearly at an end.

Contractors Maple Reinders and Ball Construction partnered in a joint venture referred to as Maple-Ball JV to build a new 9,800-square foot tertiary treatment plant and effluent outfall at the facility. This building plays home to the second-last phase in the treatment process before clean water is returned to the Grand River. The disc filters installed in the building will improve the quality of the effluent water before the water is sent to the final stage of treatment: UV disinfection. All told, the new building has an average daily capacity of 123 million litres.

The project, which is located at 368 Mill Park Drive, is part of a larger series of upgrades to the region’s wastewater facilities. Work on the entire program began in 2009 and could continue through 2022. The total value of the entire program is around $320 million. The Maple-Ball project started on Sept 2015 with planned substantial completion in August 2017.

Dwayne Tsang, senior project manager with Maple Reinders, explains that the work on the tertiary treatment building involved construction of the single-floor, 33-foot concrete building structure, as well as some specialized pipe installations.

“We extended the concrete pressure pipe for the effluent outfall into the middle of the Grand River,” he says. “This is a pipe about 1.9 metres in diameter. We also added a series of underground pipes that carry the effluent water from earlier stages of the treatment process into this new building. Those pipes were about three metres in diameter.”

Installing the concrete pressure pipe in the Grand River involved some sensitive in-water work during the fall of...
The team had to build a cofferdam in the river that was made of rock and membrane liners. From there, it re-located all fish and mussels, so that it could de-water the area and then install the pipe for the new outfall. The team was lucky that the weather last fall was warm. Construction work played out well ahead of schedule.

**Substantial completion soon**

Work on the project was wrapping up in August when GVCA spoke to Ball and Maple Reinders. The facility had just completed its 45-day commissioning period and was on track for substantial completion in September. This was after nearly 100 workers from dozens of companies spent nearly two years working on the site.

Helping to propel success on the job was a commitment by both prime contractors to bring in as many Gold Seal-certified companies and personnel as possible. Ball and Maple Reinders are both strong supporters of the program. They ensured that as many of the sub-contractors—major and otherwise—also brought their Gold Seal certified personnel into the equation.

“Although the project required many subtrades, the major trades involved were few in comparison to an institutional or recreational project with more finishing trades,” says Ball Construction project coordinator Braden Strik. “All the more reason to have these major trades be a part of the Gold Seal program to ensure that the project could come together.”

Also noteworthy on the job was the contractors’ support for the League of Champions safety program. Maple Reinders and Ball Construction are both signatories to the league, and passionate believers in the importance of safety on every construction site.

Dwayne Tsang says that in May 2016, Rob Ellis from MySafeWork hosted a Lunch and Learn session at the site to share his experience about workplace safety and to have the site crews sign one of the League of Champions safety jerseys. Along with the tradesmen on site, staff from the Region of Waterloo and consultants AECOM and CIMA also participated.

---

**NEED A LIFT?**

Trust us to keep your projects moving forward. Our team is comprised of construction professionals who have built a solid foundation based on years of industry experience. Let us do the heavy lifting when it comes to developing innovative and competitive insurance and surety solutions tailored to your specific needs.

**EXPERTISE. TRUST. VALUE. SERVICE.**

**PROUD SPONSORS OF THE GVCA**

GVCA members benefit from our global scale and our unparalleled local knowledge in the construction industry – contact us today.

1.800.265.5956

**GLOBALLY KNOWN. LOCALLY GROWN.**

Founded in 1927, Arthur J. Gallagher is an international brokerage offering insurance, risk management, and benefits consulting. As a global organization, our expertise and deep knowledge meets the sophisticated financial needs of clients around the world. Our 800 insurance professionals across Canada harness our global strengths and local knowledge to provide the service and expertise necessary to deliver insurance solutions for your unique challenges.

Arthur J. Gallagher Canada Limited ajgcanada.com

Arthur J. Gallagher is the brand name for the international brokerage and underwriting division of the parent company, Arthur J. Gallagher & Co. (NYSE: AJG). Globally Known. Locally Grown. is a trademark of Arthur J. Gallagher Canada Limited. Arthur J. Gallagher Canada Limited is a subsidiary of Arthur J. Gallagher & Co., a 2017 World’s Most Ethical Company. “World’s Most Ethical Company” and “Ethisphere” names and marks are registered trademarks of Ethisphere LLC.

**PROUD SPONSORS OF THE GVCA**

GVCA members benefit from our global scale and our unparalleled local knowledge in the construction industry – contact us today.

1.800.265.5956

**GLOBALLY KNOWN. LOCALLY GROWN.**

Founded in 1927, Arthur J. Gallagher is an international brokerage offering insurance, risk management, and benefits consulting. As a global organization, our expertise and deep knowledge meets the sophisticated financial needs of clients around the world. Our 800 insurance professionals across Canada harness our global strengths and local knowledge to provide the service and expertise necessary to deliver insurance solutions for your unique challenges.

Arthur J. Gallagher Canada Limited ajgcanada.com

Arthur J. Gallagher is the brand name for the international brokerage and underwriting division of the parent company, Arthur J. Gallagher & Co. (NYSE: AJG). Globally Known. Locally Grown. is a trademark of Arthur J. Gallagher Canada Limited. Arthur J. Gallagher Canada Limited is a subsidiary of Arthur J. Gallagher & Co., a 2017 World’s Most Ethical Company. “World’s Most Ethical Company” and “Ethisphere” names and marks are registered trademarks of Ethisphere LLC.
2017 GVCA BUYER’S GUIDE

In our second Buyer’s Guide companies are given the unique opportunity to profile their company’s products/services in our annual Procurement issue of The Journal which is distributed to 3,200 members in the Central Ontario construction industry including our 700 member firms.

ACCOUNTING

MNP
At MNP, we continuously strive to create innovative programs and methodologies that keep your construction business one step ahead. Our tax, accounting and business consulting advice helps you build something you can be proud of.

Jeff Riediger | 519.725.7700 | jeff.riediger@mnp.ca

BUILDING SUPPLIES

BFD RONA BUILDING CENTRE
BFD is a locally-owned Rona Building Centre offering a complete line of lumber and building supplies, hardware, paint, plumbing, electrical, windows, doors and trim. We cater to contractors and offer delivery throughout K-W, Cambridge and surrounding areas. BFD specializes in Fencing of all types including professional installation by qualified tradespeople.

Tim Hergott | (519)745-3250 | sales@bfdrona.com

CONCRETE & MASONRY

Form and Build
Form & Build Supply has been a leader in the construction supply industry for over 40 years. Specializing in everything Concrete related, Admixtures, Masonry, Restoration, Building Envelope, Waterproofing, Stucco & Construction Tools & Fasteners.

Customers Always Come First at F&B

www.formandbuild.com | 1-800-265-8963

CONCRETE

Hanson
HEIDELBERGCEMENT Group

Hanson Ready Mix
Hanson Ready Mix is a part of the largest construction materials company in North America. With locations in Ayr, Guelph, Norfolk, Brantford, and Waterdown, we are uniquely positioned to serve Western Ontario. With access to leading industry experts, Hanson is able to consistently deliver a quality product with exceptional service.

www.LehighHanson.com | 1-800-478-5805 | Ashley.Hayhow@lehighhanson.com

CONSTRUCTION EQUIPMENT RENTAL

CRS Contractors Rental Supply
With 30 locations across Ontario, we are in the business of providing building contractors and related trades with quality equipment, merchandise, service and training.

844-822-1111 | info@crsrents.ca

WE GET IT
EQUIPMENT RENTALS | SALES | SERVICE | TRAINING

We do whatever it takes to help eliminate what’s standing between you and getting the job done.

CRSrents.ca
1-844-822-1111
CONSTRUCTION EQUIPMENT RENTAL

Universal Rental Services
We are a full service equipment rental company that offers everything from Aerial lifts to heavy equipment and lawn and garden. Universal Rentals offers great prices, expert product advice and the best customer service in the business! We have 3 locations to serve you in Guelph, Fergus and Orangeville.

info@urents.ca  |  519-922-3333  |  urents.ca

CONSTRUCTION FOUNDATION

Forest City Forming Ltd.
FCF are Forming Specialists for High-Rise, Residential, Commercial and Industrial buildings. We also have Equipment Rentals in the following categories: Concrete Pumps; Tower Cranes & Mobile Cranes; Stone Slingers and Concrete Disposal Bins.

Leo Simas  |  519-455-4116 x11  |  estimating@fcfgroup.ca

ELECTRICAL

CJs Express Plumbing and Electrical Ltd
CJs Express Plumbing and Electrical Ltd. has had great success over the last 3 years in being able to reach the next level that they were aiming for. With leading construction estimating and job costing software and modern onsite technology we are able to keep our team strong and reach our goals and dead lines.

Nelson Oliveira  |  519-621-3111  |  noliveira@cjsexpress.ca

ELECTRICAL

L.J. Barton Mechanical Inc.
A multi-trade contractor offering plumbing, HVAC and electrical design and service to the ICI construction industry. With over 25 years experience we aim to exceed industry standards and customer expectations. Whether it be design build or spec, we are the partner who will be an intricate part of your successful projects.

888-705-1055  |  info@ljbarton.com

HEIDELBERGHEIDELBERGCEMENT Group
Access the leading concrete industry experts; Hanson delivers a consistently high quality product with exceptional service.

INDUSTRIAL

SPECIALTY: PERVIOUS INSTITUTIONAL ROADS AND BRIDGES

Call Hanson Ready Mix Today
1-800-478-5805
1182 Alps Road, Cambridge ON N1R 5S5
www.LehighHanson.com
ELEVATORS

DELTA ELEVATOR

www.delta-elevator.com
Elevator Products: Geared / Gearless Traction, Hydraulic, MRL, Freight, LULA, Accessibility Lifts, Custom Elevators.
Services: Manufacturing, Installation, Maintenance, Service, Modernization, Design Consultation, Seminars.
1-800-265-6348 | sales@delta-elevator.com

ENGINEERS

RJC Engineers
Specializing in Structural Engineering, Building Science, Structural Restoration, Structural Glass & Facade Engineering and Parking Facility Design, RJC is one of Canada’s leading engineering firms. With a staff of more than 450 in 11 locations across the country, we offer highly personalized service at the local level with the expertise, depth, and resources of a large, national firm.

rjc.ca | (519) 954-6392 | tvanzwol@rjc.ca

GENERAL CONTRACTORS

Reid and Deleye Contractors
At Reid and Deleye Contractors, it is our mission to build lasting structures, lifelong relationships and maximize client value. We pride ourselves in paying the highest respects to the health, safety and well-being of our team and the environment we share.
• COR Certified
• Project Management
• Design-Build
• Public Tender
Bradley Good | 519-688-2600 | brad@reid-deleye.com

HEATING & COOLING

L.J. Barton Mechanical Inc.
A multi-trade contractor offering plumbing, HVAC and electrical design and service to the ICI construction industry. With over 25 years experience we aim to exceed industry standards and customer expectations. Whether it be design build or spec, we are the partner who will be an intricate part of your successful projects.
888-705-1055 | info@ljbarton.com

LEGAL SERVICES

Giffen LLP
Giffen LLP has a long history of serving the construction industry. Simon (called 1978) and Greg (2014) represent owners, contractors and trades in both court and non-court matters. We are very well aware of the industry’s need for efficient, effective and economical representation and this governs our acting for you.

Simon Adler | 519-578-4150 | sjad@giffenlawyers.com

MASONRY

Arriscraft

Building Stone • Brick • Limestone

Arriscraft manufactures a vast range of premium stone for commercial and residential projects, including full-bed Renaissance® Masonry Units and Building Stone, Thin-Clad adhered and clipped veneers, Adair®® Limestone, and cast accessories. Designers can select from a truly comprehensive line of styles in natural colors, with custom applications available.

Linus Laugalys | 800-265-8123 | linus.laugalys@arriscraft.com
L.J. Barton Mechanical Inc.
A multi-trade contractor offering plumbing, HVAC and electrical design and service to the ICI construction industry. With over 25 years experience we aim to exceed industry standards and customer expectations. Whether it be design build or spec, we are the partner who will be an intricate part of your successful projects.

5 Star Paving (Cambridge) Inc.
5 Star Paving is a family owned and operated organization where all of your paving and construction needs can be met. Whether you are in the Commercial, Industrial, Municipal or Residential sectors. 5 Star Paving can provide the perfect solution for your asphalt parking lots, pathways, excavating & grading, concrete sidewalks & curbs.

CertaPro Painters of Waterloo is a professional residential, commercial, and light industrial painting company serving the Waterloo region of southern Ontario. We do painting and staining work for the following sectors: managed properties, offices, hospitality, medical, retirement living/nursing homes, places of worship, historic restorations, and renovations.

Westman Steel
Devoted to Sales Professionalism.
Years of dedicated service has taught WESTMAN STEEL that Sales Professionalism is as important as the product itself. It’s not just the knowledgeable sales support that WESTMAN STEEL delivers, it’s the commitment to ensuring that WESTMAN products are quality-based and guaranteed.

Consider STRASSBURGER
Strassburger Windows and Doors is the only manufacturer to offer a complete - engineered designed - window and door series including Tilt 'n' Turn, Craftsman Series, DoubleNature and premium fiberglass entrance door systems. For quality, reliability and support consider Strassburger Windows and Doors for your next project.
LIUNA Local 1059
LIUNA Local 1059 represents over 3,000 members working for more than 240 different employers in London, Middlesex, Elgin, Oxford, Huron, Perth, Bruce and Grey counties in Southwestern Ontario. Local 1059 is committed to innovation, and is always looking for new opportunities to build partnerships and further represent its members.

LIUNA Local 1059 | 519-455-8083 | www.liunalocal1059.com

Strassburger Windows and Doors
For over 65 years Strassburger Windows and Doors has been giving our customers what they expect… quality workmanship and integrity at a fair price. We are manufacturers of vinyl windows, patio and entry door systems for the replacement, renovation and new-construction markets and the only manufacturer to offer a complete, engineered designed - window and door series.

www.strassburger.net | 519-885-6380 | windows@strassburger.net

CONSTRUCTION INDUSTRY OUTLOOK
2018 Construction Spend
Date: Tuesday November 7th, 2017
Time: 4:00pm - 6:00pm
Where: Deer Ridge Golf Country Club
Cost: $40.00+nhst per member

Keynote Speaker:
Tony Lemantia, CEO,
Waterloo Region Economic Development Corp.

To register for this event go to gvca.org or contact the GVCA office at 519-622-4822.

Build to last.

Naturally made for high performance.

Deliver superior performance and unique designs when you choose our naturally made full-bed and thin clad stone.

arriscraft.com | 📞 | 📩 | 🌐 | 🌡 |
### Events Calendar

#### October 12
- Oktoberfest Corporate Night

#### October 14
- GVCA 7th Annual Hockey Tournament

#### November 7
- Construction Industry Outlook

#### November 13
- WinC Holiday Sparkler

#### December 3
- Kids Christmas Lunch

**Note:** To view a complete list of upcoming events and to register, please visit [www.gvca.org/events/calendar](http://www.gvca.org/events/calendar).

### Registration Required

For all courses and events. To register, or request additional information please contact admin@gvca.org or call 519-622-4822 X120 or go to [www.gvca.org/events/calendar](http://www.gvca.org/events/calendar).

### Advertisers’ Index

<table>
<thead>
<tr>
<th>Advertiser</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>AQ Group</td>
<td>2</td>
</tr>
<tr>
<td>ACL Steel Ltd.</td>
<td>11</td>
</tr>
<tr>
<td>Alliance Roofing</td>
<td>17</td>
</tr>
<tr>
<td>Amiscraft</td>
<td>29</td>
</tr>
<tr>
<td>Arthv J. Gallagher</td>
<td>24</td>
</tr>
<tr>
<td>Ball Construction Ltd.</td>
<td>15</td>
</tr>
<tr>
<td>Battlefield Rental</td>
<td>20</td>
</tr>
<tr>
<td>Baywood Interiors Ltd.</td>
<td>17</td>
</tr>
<tr>
<td>Conestoga Roofing</td>
<td>6</td>
</tr>
<tr>
<td>Cowan Insurance Group Ltd.</td>
<td>13</td>
</tr>
<tr>
<td>CRS Rental</td>
<td>25</td>
</tr>
<tr>
<td>Duncan, Linton LLP</td>
<td>19</td>
</tr>
<tr>
<td>Delta Elevators</td>
<td>27</td>
</tr>
<tr>
<td>GoGPS</td>
<td>12</td>
</tr>
<tr>
<td>Hanson Cement</td>
<td>26</td>
</tr>
<tr>
<td>JDI Cleaning Systems</td>
<td>8</td>
</tr>
<tr>
<td>K-W Door Installations Inc.</td>
<td>13</td>
</tr>
<tr>
<td>Knell’s Door &amp; Hardware</td>
<td>6</td>
</tr>
<tr>
<td>Laurel Hubber Consulting</td>
<td>11</td>
</tr>
<tr>
<td>Liuna</td>
<td>31</td>
</tr>
<tr>
<td>Malloul Blanev</td>
<td>21</td>
</tr>
<tr>
<td>Miller Thomson LLP</td>
<td>14</td>
</tr>
<tr>
<td>Nelco</td>
<td>12</td>
</tr>
<tr>
<td>RCT Bins</td>
<td>9</td>
</tr>
<tr>
<td>Strassburger</td>
<td>28</td>
</tr>
<tr>
<td>Victoria Star Motors</td>
<td>32</td>
</tr>
</tbody>
</table>

### Education Calendar

#### September 12 & 19
- Construction 101

#### September 14
- Social Networking for Construction

#### September 18
- Approved Working at Heights Training

#### September 20
- E-Marketing Seminar

#### September 26
- Injured Worker? Successful WSIB outcomes for claims
- Construction Best Practices Series (Module 1)

#### October 2 & 3
- Construction Drawings and Specifications

#### October 2
- Microsoft Excel for Construction (basic)

#### October 5
- So you’re managing in Construction now!
  - A cause for concern or celebration?
  - Construction Best Practices Series (Module 4)

#### October 17 & 18
- Writing in Construction - BackDRAFT Bootcamp

#### October 19
- CCDC 2 & Standard Documents Seminar

#### October 23
- Approved Working at Heights Training

#### October 24
- Taking Care of the “Bad Seed” in your construction business
- Construction Best Practices Series (Module 2)

#### October 26
- Cold Weather Construction: Are you Planning Properly?

#### October 30
- How to Create a Winning Response to an RFP

**Note:** All education & training will be held at GVCA – 25 Sheldon Drive (unless noted otherwise).

---

**Save the Date**

**Everyone’s invited!**

Don’t miss out on our FIRST Kids Christmas Party!!!

Save the date in your calendar.

Santa will be showing up with special toys for all of the kids.

More details to come.

To register for this event go to gvca.org or contact the GVCA office at 519-622-4822.
Highly trained, safety-conscious and skilled, LIUNA members are the right people for the job.

Employers know that LIUNA provides more comprehensive, advanced training for its members than any other union in Canada. LIUNA is committed to training and has created partnerships with employers including investments by our pension fund in P3 projects.

Hands-on training through the Construction Craft Worker (CCW) Apprenticeship Program is available for all LIUNA members to ensure a safe, productive workforce. Members are ready to work safely from their first day on the job, making them a valuable asset to employers.

LIUNA represents more than 80,000 members in all sectors of the construction industry in Ontario including; industrial, commercial and institutional (ICI), residential, roads, gas pipeline, sewer and watermain, electrical power systems, demolition, utilities and heavy engineering.

Visit liunaopdc.org/affiliated-local-unions to find a LIUNA local affiliate near you.
Since 1896, we’ve been at work building a line of commercial vans that has no equal. We built the Sprinter, and revolutionized the Canadian van market. We built the groundbreaking Sprinter 4x4, Canada’s only 4-wheel drive commercial van. And now, we’ve introduced Canada’s only mid-size work van, the Mercedes-Benz Metris. This is innovation at work. See how it can work for you at Mercedes-Benz-Vans.ca.

Mercedes-Benz
Vans. Born to run.

Victoria Star Motors, Mercedes-Benz Kitchener, 125 Centennial Road, Kitchener, ON N2B 3E9 Tel: (519) 579-4460 victoriastarvans.com