The Procurement Issue

With stories about community benefits, the effects of steel tariffs, and changes to the Bankruptcy Act that could affect your company.

All this, plus a look at the impacts of intelligent buildings on the future of work.
Build with confidence.
Build with concrete block.

Concrete block is one of the most durable, long-lasting, disaster-resilient and fire-safe building materials anywhere. It's also manufactured locally — right here in Canada — by locally owned companies.

And in addition to being tariff-free and budget-friendly, block offers the benefits of flexible design and being environmentally-friendly.

Learn more about the benefits of building with concrete block. Contact the Canadian Concrete Masonry Producers Association.

Build with block.
Build for life.

ccmpa.ca
info@ccmpa.ca
416•495•7497
FEATURE ARTICLES

9 Newton Group

10 Bankruptcy Proceedings

12 Tariffs

14 Federal Prompt Payment

15 Tenders or RFPs

18 Future of Work

22 Industry opposed to new community benefits measures

26 2018 GVCA Buyer’s Guide

DEPARTMENTS

4 MESSAGE FROM THE CHAIR

4 MESSAGE FROM THE PRESIDENT

5 CRYSTAL BALL REPORT

6 LEGAL

8 FINANCIAL

16 SAFETY

24 SIGHTINGS

30 GVCA EVENTS & EDUCATION CALENDAR

30 ADVERTISERS’ INDEX
MESSAGE FROM THE CHAIR

Need cash? Just ask.

Are you uncomfortable asking for money—even if it’s your own? Many of us bury our heads in the sand and passively wait to get paid. Some of us are afraid of upsetting clients by asking for payment. I’m here to tell you to stop. Right now.

When you deliver value to your customers, you have the right to ask for money. The owners of the corner store expect you to pay when you buy milk. The server at your local restaurant won’t let you leave until you pay for your meal. Why should you think any differently?

Make receivables your priority. My advice: track everything carefully, escalate when needed, and compress payment timelines. No, 90 days isn’t ok; make the standard 60. One other thing, be smart about the people you task with receivables. They should be careful and precise, and they should give you reports to review every week.

It’s your money. Ask for it!

Are you a Boss or a Leader?

In today’s dynamic global environment, only adaptive individuals and organizations will thrive. As an industry, we are seeing many changes thrown at us: community benefits in procurement, increased taxes on products driven by tariffs, new governments, artificial intelligence, legalization of cannabis, chronic mental health issues and modularization. None of us were even thinking about most of these things five years ago. If the companies we run are to remain strong, we as leaders have to be nimble, proactive and open to change.

Leadership has never been more important. No matter what is going on out there, your employees look to you for leadership. They want to understand that you have a clear vision in mind and the capacity to act on that vision. When they see your vision and buy into it, they’ll follow you. They’ll trust you. They’ll value what your company does for them. They’ll do all these things not because they have to, but because they want to.

The difference between a leader and a boss is that the former is someone who inspires. He or she is someone who leads change from the front. A boss, on the other hand, is someone who reacts. Someone who gives directions and motivates out of creating a sense of duty.

Be a leader. Position yourself, your people and your organization for best success.
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.

**University of Waterloo Avril Building**
Waterloo, ON
Value: $3,100,000

**Project details**
The University of Waterloo proposes to build a new 660-square metre Automotive Vehicle Research Building as a standalone building on the East Campus Lands adjacent to the main campus.
The building will comprise concrete foundations, and a steel and masonry structure, with aluminum panel and curtainwall cladding. A large open workspace for automotive vehicle research is to be provided along with an office and service spaces. Landscape and site work is also included.

**Sportsplex Port Elgin**
Port Elgin, ON
Value: $1,500,000

**Project details**
Saugeen Shores could have its very own field of dreams off Concession 6. A new outdoor sports complex in south Port Elgin is planned to be opened by the summer of 2019. Council voted 7–0 to move ahead with a $1.5-million purchase of a 155-acre site on Concession 6 at the southeast edge of Port Elgin that includes agricultural lands and a depleted gravel pit known as the Lamont Pit.
The project will consist of seven ball diamonds, multiple soccer pitches, a walking track and some parkland.
The site is irregular in shape with over 1,000 metres of frontage on Concession 6. East of Walmart, the site is level with Concession 6, dropping down at the west of the property near the west access point. The Saugeen Rail Trail runs along the west and north sides of the property, with an environmental protection area along the east side and Concession 6 along the south edge.

**For more information or to have your project profiled, contact GVCA’s pre-bid reporter Rob Agley at rob@gvca.org**

---

**Market Snapshot Q2 2018**

Waterloo Region & Guelph is home to the 6th largest Industrial, and 7th largest Office markets in Canada. There is currently 425,286 SF of space under construction in 13 buildings across the 4 cities. There has been an increase in the number of buildings under construction this quarter which will likely continue through the remainder of 2018.

<table>
<thead>
<tr>
<th></th>
<th>SF TOTAL</th>
<th>BLDGS</th>
<th>SF UNDER CONSTR</th>
<th># UNDER CONSTR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cambridge</td>
<td>32,845,125</td>
<td>497</td>
<td>102,585</td>
<td>▲ 3</td>
</tr>
<tr>
<td>Kitchener</td>
<td>19,199,715</td>
<td>422</td>
<td>19,246</td>
<td>▼ 1</td>
</tr>
<tr>
<td>Waterloo</td>
<td>8,950,578</td>
<td>239</td>
<td>45,498</td>
<td>▼ 1</td>
</tr>
<tr>
<td>Guelph</td>
<td>25,477,191</td>
<td>364</td>
<td>36,877</td>
<td>▼ 1</td>
</tr>
<tr>
<td>Total</td>
<td>86,472,609</td>
<td>▼ 1,522</td>
<td>▲ 204,286</td>
<td>▲ 4</td>
</tr>
</tbody>
</table>

For more market statistics and information please contact: Courtney Jones, Research Analyst, courtney.jones@cushwakwr.com
The concept of on-call work is not itself problematic. Many jobs lend themselves to an on-call arrangement. Electricians, plumbers, IT professionals, doctors and nurses are just a few examples. However, while holding oneself on standby may not be particularly onerous, it is, as the Supreme Court of Canada recently noted, “a period of time during which the employer exercises a degree of control over the movements and activities of [an employee]. This exercise of control benefits the employer, who might otherwise have to employ [other employees] to work [after hours] to ensure a timely response to urgent [matters]”. To address this, Bill 148 will amend the Ontario Employment Standards Act, 2000 to require compensation for an on-call employee even if the employee is not called in to work.

Exemptions

These laws will not apply as follows:

- Where the employer is unable to provide work for an employee due to extraordinary causes beyond the employer’s control that results in a work stoppage (e.g., a fire, storm or power failure), an employee will not be entitled to three hours’ pay where the employee works less than three hours, or where the employee has the day of work (or on-call period) cancelled with less than 48 hours’ notice.
- To an on-call shift where an employee is on-call to ensure the continued delivery of an essential public service and is not called into work.
- To a cancelled day of work (or on-call period) where the nature of the work is weather-dependent and the employer cannot provide the work for weather-related reasons. Note: It remains to be seen whether this exemption will be applied liberally to an employer whose business is only indirectly impacted by weather (for example, a warehousing operation where the product does not arrive due to a storm).

Unpredictable workflow can make scheduling a challenge. One common tool employers use to address this challenge is on-call staff: an employee remains available to be called in to work and must work if called.

At present, the ESA does not require an employer to compensate an employee for time spent on-call unless that employee is called to work. However, where an employee regularly works more than three hours but is called in and works fewer than three hours, the employee is entitled to a minimum of three hours of pay at minimum wage or the employee’s regular wage, whichever is greater. On January 1, 2019, the law will change bringing with it the potential to dramatically increase the cost of on-call work.

Under the Bill 148 amendments, an on-call employee will be entitled to a minimum of three hours of pay at the employee’s regular rate even if the employee isn’t called to work. That is, where an employee is on-call and is not required to work, or is called in but works for fewer than three hours despite being available to work longer, the employee is entitled to at least three hours of pay. This revised three-hour rule will apply once in every 24-hour period the employee is on-call.
In addition, as of January 1, 2019, an employee will have the right to refuse a shift (or on-call period) where not previously scheduled and where the request is made fewer than 96 hours before the proposed start time. An employee will also be entitled to three hours of pay at the regular rate if an employee’s entire scheduled day of work (or scheduled on-call period) is cancelled within 48 hours of its intended start.

In addition, an employee will have no right to refuse to work or be on-call where the work deals with an emergency situation, remedies or reduces a threat to public safety, or is necessary to ensure the continued delivery of an essential public service (regardless of who delivers those services).

Finally, Bill 148 recognizes collective agreement provisions may conflict with the scheduling provisions under the new legislation. Accordingly, any provision of a collective agreement in force as of January 1, 2019 that conflicts with the on-call pay entitlement, the right to refuse a shift or the right to cancel a scheduled day of work (or on call period), is grandfathered to the earlier of the expiry of the collective agreement or January 1, 2020. After January 1, 2020, all collective agreements in Ontario must comply with the requirements under Bill 148.

It remains to be seen whether Ontario’s new provincial government will seek to amend or repeal these scheduling changes. No mention was made during the election campaign, although rumours now swirl. Unless and until we hear definitively, now is the time to begin preparing for the new scheduling laws.

This article was written by Adam James, a lawyer with Sherrard Kuzz LLP, one of Canada’s leading employment and labour law firms, representing management. Adam can be reached at 416-603-0700 (Main), 416-420-0738 (24-hour) or by visiting www.sherrardkuzz.com.
Every business owner generally wants to grow their business at some point. With construction being a labour-intensive industry, that growth generally flows from being a trade to being a manager to hiring a management team.

**Trade**

When you first start your construction business, you are in the “trade” phase. In this phase, you may have a couple of employees, however you, the owner, are the key to the business. You spend a good amount of your time at customer sites. This means you are doing construction work, keeping up with your books and trying to build your customer base all at the same time. Your marketing efforts in this phase generally focus on keeping just busy enough.

In this phase, it is important to build relationships with professionals you like and trust. These professionals will then be able to help you in areas beyond your strengths. You know your business best, but those professionals know your legal and accounting requirements, and can act as a key support to the success of your business.

**Manager**

Once your business has grown to the point where you need more employees to complete all the work you have scheduled, you become a manager. Less of your time is spent doing construction work and more is spent managing your employees and their work. This can be a very tough shift as you become more hands off.

In this stage you are focused on:
- obtaining and retaining your best skilled labourers,
- motivating your employees to meet your standards and timelines in often harsh environments,
- marketing to ensure you can continue to bring in work, and
- bringing in profitable jobs.

To be successful, you may need to obtain additional capital, you need to delegate and you need to ensure the quality of work does not drop as you step away from more of the hands-on work. To do so, leverage your professional and industry network, ensure you obtain capital before you actually need it, and focus on managing and motivating your staff.

**Management Team**

If you continue to grow, your business will eventually need a group of skilled staff to help with the day-to-day operations. The management team could include staff in human resources, operations, marketing, etc. with the goal of that team filling gaps in your skills and knowledge. In this stage, your role is to oversee the management team while that team makes most of the day-to-day decisions. So yes, that means you need to be willing to let go of some decision-making power!

In this stage, your team must continue to focus on maintaining quality of work while your marketing team focuses on the growth. To continue to grow, you may need to think about different methods of expansion such as geographical expansion or acquisitions.

The key challenges in this phase are finding the right management team, having the right staff in place to manage your construction staff, leveraging the work of more junior staff to increase profits, and ensuring you have enough capital to fund your operations and potential further growth.

Although there is no one-size-fits-all recipe for the optimal growth of your construction business, it is important to know the focuses and struggles at each stage so you can determine what is optimal for you and your business.

This article was written by Kimberly Aitken, CPA, CA, Co-Leader of RLB LLP’s Construction Team. Contact her at 519-822-9933 or visit rlb.ca
After finishing school and working a few years on the farm, Ed struck off to England where he spent the next five years learning the carpentry trade.

"Carpentry is what it is all about in construction," he says. "You have to have the knowledge to do foundations, framing and finishing. You learn how to layout a building, set the lines and levels and do everything from framing to erecting steel. My experience in carpentry basically set me up for general contracting."

Ed landed in Canada in 1992. He worked for Linamar for two years before opening Kiwi Newton Construction Ltd. in 1994. His first work came from Linamar contracts and the company grew from there gaining notoriety for the completion of design-build projects such as the Seagram Lofts in 2001, the new Kitchener Market and Condo development in 2002, and the Old Quebec Street Mall in 2004.

Over the years, Newton has continued to work as a consultant for Linamar, building factories overseas. Newton's role is often as the manager in charge of site selection. The company chooses the general contractor and works through the costing.

It was while at the same time working on a garage project in Kitchener, Ontario that Ed travelled to East Germany for Linamar. There, he happened upon a garage system that was truly impressive. It was very cost efficient and seemed well suited to the Canadian market, where winter weather is always a challenge.

It was a prefabricated system where all components, both steel and concrete, were manufactured in a controlled environment, and then shipped to be assembled on site. It is cost effective, has a smaller building envelope than any other system, and is very durable.

Ed brought this system to Canada in 2008, when he decided to build his own manufacturing plant after he secured his first garage project with Go Transit. He also uses his precast concrete and steel capability for all of the company's industrial jobs.

"The biggest problems we have," Ed says, "are filling labour roles in the precast shop and finding skilled people to work in the field."

Newton Group Ltd. has in-house design capabilities. They design each project so that they can use their Kiwi Condo, Newton Solar, Newton Parking Structures and Newton Bridge Solutions.

Newton's main challenge is to control pricing. The firm is interested only in design-build projects where they can leverage their in-house building systems.

"We have brought manufacturing into construction to gain more control and decrease the number of workers on site. Our process is driven by technology and frankly it is easier to find workers for the manufacturing aspect of our business than it is to find the people who can work effectively in the field," Ed says.

"We are very focused on bringing the whole solution to our clients. We want to build energy efficient buildings and garages at a good price using our building systems. I think we really shine on a design-build project."
Bankruptcy in a nutshell

When a company is assigned or petitioned into bankruptcy, the trustee in bankruptcy liquidates the bankrupt company’s assets and collects its debts, insofar as it is economically feasible to do so. The resulting pot of money, called the "estate" of the bankrupt, is divided up among the company’s creditors according to the priority rules of the federal Bankruptcy and Insolvency Act. Secured creditors of the bankrupt company (i.e., the banks) typically get paid first. If there is anything left over for the unsecured creditors, they get paid the same number of cents on the dollar.

Importantly, money held by the bankrupt company in trust for someone else does not form part of the estate of the bankrupt company. That is where Ontario’s Construction Act comes into play.

Section 8 of Ontario’s Construction Act

Section 8 of Ontario’s Construction Act (formerly known as the Construction Lien Act) imposes a statutory trust upon any money paid to a general contractor for labour and materials. The benefici-

The construction industry is littered with the bodies of the dead: Comstock and Kappeler Masonry are but two of the construction companies that have ended up in bankruptcy protection. Bankruptcy law affects the construction industry more than most. That is why the construction industry needs to know about subtle changes in bankruptcy law that have put the industry at a disadvantage relative to other creditors, most notably banks.

Bankruptcy in a nutshell

When a company is assigned or petitioned into bankruptcy, the trustee in bankruptcy liquidates the bankrupt company’s assets and collects its debts, insofar as it is economically feasible to do so. The resulting pot of money, called the "estate" of the bankrupt, is divided up among the company’s creditors according to the priority rules of the federal Bankruptcy and Insolvency Act. Secured creditors of the bankrupt company (i.e., the banks) typically get paid first. If there is anything left over for the unsecured creditors, they get paid the same number of cents on the dollar.

Importantly, money held by the bankrupt company in trust for someone else does not form part of the estate of the bankrupt company. That is where Ontario’s Construction Act comes into play.

Section 8 of Ontario’s Construction Act

Section 8 of Ontario’s Construction Act (formerly known as the Construction Lien Act) imposes a statutory trust upon any money paid to a general contractor for labour and materials. The benefici-

The construction industry is littered with the bodies of the dead: Comstock and Kappeler Masonry are but two of the construction companies that have ended up in bankruptcy protection. Bankruptcy law affects the construction industry more than most. That is why the construction industry needs to know about subtle changes in bankruptcy law that have put the industry at a disadvantage relative to other creditors, most notably banks.
aries of the statutory trust are the sub-
contractors and suppliers who supplied
labour and materials to the project.

In the good old days, the statutory trust
created by the Construction Lien Act
gave subcontractors and suppliers a
limited priority over other creditors of
a bankrupt general contractor. Any
money paid by an owner to the trustee
in bankruptcy was kept separate from
the estate of the bankrupt general con-
tractor because they were trust funds.
The trustee in bankruptcy would pay
the trust funds to the subcontractors
and suppliers on the project instead of
paying the money to secured and unse-
cured creditors.

Atlas Block decision
changed the law
In the 2014 decision of the Ontario Su-
perior Court of Justice in Royal Bank of
Canada v. Atlas Block, the court ruled
that only funds subject to a common
law trust were to be kept separate from
the estate of the bankrupt. I won’t bore
you with the distinction between statu-
tory and common law trusts. The point
is that funds impressed with a statutory
trust of the type created by the Con-
struction Act now form part of the es-
tate of the bankrupt in spite of the trust.
In other words, as a result of Atlas Block,
subcontractors and suppliers lost their
limited priority over trust funds.

A local example of Atlas
Block in action
The Kappeler Masonry bankruptcy illus-
trates how the Atlas Block case puts sub-
contractors and suppliers at a disadvan-
tage relative to banks. The trustee in
bankruptcy collected $147,119 from the
owner of a project Kappeler had worked
on. The trustee in bankruptcy asked the
court to approve payment of the

$147,119 to Kappeler’s bank, BMO.
Hargest Concrete Ltd. of Cambridge was
a supplier of Kappeler Masonry on the
project that had generated the $147,119
payment. Hargest Concrete Ltd. objected
to the proposed payment to BMO. In the
good old days, the $147,119 would have
been paid to Hargest Concrete Ltd. As a
result of the Atlas Block precedent, the
court ordered the trustee in bankruptcy
to pay the $147,119 to BMO.

We need a legislative amendment
The federal government should reverse
the effect of the Atlas Block decision.
It should amend the Bankruptcy and
Insolvency Act to exclude funds im-
pressed with a statutory trust pursuant
to the Construction Act from the es-
tate of a bankrupt general contractor.

Giving banks priority over subcontrac-
tors and suppliers is bad public policy.
First, subcontractors and suppliers
should have priority over funds arising
from their labour and materials. Sec-
ond, Atlas Block gives banks an incen-
tive to push general contractors into
bankruptcy so they can jump to the
front of the line. Third, the law is now
being applied differently in different
provinces because judges in Alberta
wisely declined to follow the Atlas
Block precedent. A legislative amend-
ment is needed to bring uniformity to
the application of federal law.

In order to convince the feds to amend
the Bankruptcy and Insolvency Act, we
need as many voices as possible calling
for change. I encourage you to raise the
issue with your national trade associa-
tions and your local MP.

Ted Dreyer is a construction and insurance lawyer at Madorin, Snyder LLP in Kitchener.

---

We Do It ALL

Sewer and Watermain
Asphalt and Concrete Paving
Provincial and Municipal Roads
Site Work
Aggregates
Rail
As trade relations between the US and Canada continue to break down, Canadian construction companies face significant supply shortages and cost increases for their building materials.

The international trade dispute over steel and aluminium place large-scale construction projects at risk. Richard Lyall, president of the Residential Construction Council of Ontario, fears that many projects will be cancelled.

“We use thousands of tonnes of steel in high-rise buildings and we’re talking about thousands of dollars per unit depending on the building,” he says.

Trade disputes over steel and aluminium

The Trump administration introduced tariffs of 25 percent and 10 percent on Canadian steel and aluminium, respectively, on June 1. By identifying Canada as a threat to national security, President Trump invoked the exemption of section 232 of the Trade Act of 1962 set out by the World Trade Organization. The exemption, originally intended for countries at war, permits any nation to enact any trade action in the service of its own national security interests. In retaliation, Canada levied tariffs of $16.6 billion on American products this past July. The trade war will likely affect Canada’s use of steel more than aluminium: Canada is a net exporter of aluminium, but a net importer of steel.

The Canadian construction industry stands to feel the effect of this dispute, given its historic reliance on American steel. The Canadian steel industry can produce only half of what the construction sector needs annually, so construction firms have typically looked abroad to fill this gap. The sector typically imports approximately a quarter of the steel it needs from the US and the remaining quarter from foreign markets.

Mary Van Buren, president of the Canadian Construction Association, has indicated that the CCA supports the government’s action to defend its markets. She worries, however, that “such tariffs will hurt the construction industry, its workers and fundamentally all Canadians by raising prices for consumers and damaging competitiveness for business.”

The tariffs on American steel have

Rent it here.

From the biggest machines to the smallest tools, all it takes is one call to Battlefield Equipment and it’s done.

BATTLEFIELD CAT THE RENTAL STORE

1-800-RENT-CAT
already caused a significant increase in costs—the price of steel rebars has reached a near-record high, after a 38 percent increase in 2018 alone. Prices of aluminium have climbed by 15 percent. This cost increase of building materials has put building projects at risk and has threatened housing affordability, as condominium units stand to increase in price by $10,000–12,000 this year.

**Safeguarding against offshore steel is contributing to the shortage**

Lobbying efforts on behalf of the Canadian steel industry threaten to exacerbate the situation. The tariffs have intensified the need for foreign steel, since construction companies are left with no recourse but to rely on offshore manufacturers. Canadian producers, however, fear that cheap, foreign steel will flood the country and have consequently called for safeguards and quotas to stabilize the Canadian steel market.

The Canadian Coalition for Construction Steel has argued that such measures will stymie the supply of steel to construction companies: global safeguards will effectively limit the access of Canadian companies to offshore steel, thereby placing the industry at risk of serious commodity shortages.

Anoop Khosla, president of Midvalley Rebar Ltd and coalition member, has suggested that many construction companies will survive only if they have access to global markets. His company, a British Columbia-based residential construction firm, stands to be hit particularly hard in the trade war.

The majority of Canadian steel is produced in central Canada and the cost of overland transportation to coastal regions make the purchase of Canadian steel unfeasible—often as much as four times the price of acquiring foreign steel. Construction companies in Atlantic and Western Canada therefore rely heavily on offshore or American steel, but with the new tariffs and potential safeguards, these companies face shortages of the products they need to complete their projects.

Ed Whelan, president of the Canadian Institute of Steel Construction, presented a similar view. “Our industries can survive as long as we have access to freely traded world steel,” said Whelan. “Immediate safeguards are not the solution.”

**Canada faces cancelled infrastructure projects**

Walter Kopelaar, the CEO of Walters Group, a steel fabricator and coalition member, calls the safeguards a “self-inflicted wound on the economy.”

He paints a bleak picture of the future for construction workers. “It will mean cancelled projects and higher construction costs for bridges, roads and new homes,” he claimed. For each steel mill job protected by the safeguards against foreign steel, “there’s 10 to 100 jobs downstream that could be side-swiped.” Cancelled projects place construction employees out of work and prevent Canadian municipalities from acquiring the infrastructure improvements that they need.
Federal Prompt Payment

In August, Public Services and Procurement Canada released *Building a Federal Framework for Prompt Payment and Adjudication*, the report prepared by lawyers Bruce Reynolds and Sharon Vogel. The document recommends a package of reforms for the federal government to enact prompt payment and adjudication rules for federal construction projects.

The package includes 53 recommendations relating to the introduction of prompt payment and adjudication legislation. Chief among them are recommendations for prompt payment and adjudication on federal construction projects that, “assure the orderly and timely building of federal construction projects… avoid increased construction costs that result from bidders adding a contingency amount to allow for the risk of late payment… and reduce the risk of disruption to federal construction projects because of the insolvency of subcontractors and suppliers.”

Furthermore, the report recommends that prompt payment and adjudication apply to all construction projects on lands owned by the federal government, defence projects and Crown corporations.

Reynolds and Vogel also suggest that “the time period for payment between federal owner to general contractor should be 28 days and the period for payment at levels below the general contractor should be seven days from receipt of payment from the owner, and so on down the contractual chain.”

Of interest to builders in this province, the report recommends that the model proposed by Reynolds and Vogel, and which was subsequently adopted in Ontario, become the federal model.

“The Ontario model should apply to federal prompt payment legislation. Specifically, the following should be legislated in relation to the consequences of a failure to pay: the right to commence an adjudication; mandatory statutory interest; the right to suspend work… if an adjudicator’s determination is not paid within 10 days; and resumption of work after suspension, conditional on payment of a determined amount, interest, reasonable costs incurred by the payee as a result of the suspension.”

Consulting stakeholders

Since being brought on to assist with the federal review, Reynolds and Vogel consulted extensively with stakeholders across the country. They met with 55 groups and more than 500 participants between early March and late April of this year.

“It has been an honour to have been involved in this federal initiative and to have had the opportunity to engage with stakeholders and PSPC to create this recommendation package,” said Vogel.

“We’re just starting to see the changes to the *Ontario Construction Act* roll out,” added Reynolds. “The Government of Canada will be moving ahead with its legislation in the fall. At the same time, other provinces and territories are considering the issue of prompt payment and adjudication. The leadership role undertaken by the federal government will be an important factor in the evolving situation.”

Making progress

Earlier this year, the federal government indicated it would use the proposed recommendations to inform the development of law that will direct terms of payment and provide for an adjudication process for federal construction contracts.

The initiative builds on ongoing prompt payment efforts, including a 14-point action plan, developed jointly by the government and the Canadian Construction Association. As of June 8, 2017, the Government of Canada has publicly posted all payments related to construction contracts of over $100,000. This allows businesses involved in federal construction contracts, such as subcontractors, to make informed inquiries about the status of their payment.
The reasoning behind a municipality using a tender or an RFP in the procurement of construction has a common matrix.

The most important question to ask when deciding whether or not a tender is appropriate is this: Is it clear exactly what the contracting authority wishes to buy? If not, then another option should be considered, which allows a more fulsome comparison of the various goods and services on offer as well as the competing merit of the suppliers of those goods and services. In general, this role is played by the RFP.

When you ask most purchasing managers, a request for tender is used when they know what they want to buy. They use an RFP when they think they know what to buy and they use a request for information when they have no idea what they want to buy.

Nevertheless, in recent years, a tendency has emerged to publish requests for public competition which embody a mixture of the elements of each form of competition so that these distinctions have begun to blur.

As one moves away from the pure tender into the realm of the RFP, the determination of the best acceptable offer by reference to objective, quantifiable criteria becomes more difficult. At some point, the valuation mechanism becomes so highly subjective it is impossible to construct a scheme of enforceable rights based upon the RFP process. The exact point at which this occurs is often obscure, with the result that disputes are likely to arise, which are frequently followed by litigation.

It is an implied term resulting from the use of the tendering process that all bidders will be treated fairly and equally. This standard is easily applied in the tender context, in which decision making is guided by one primary concern: price.

It is far harder to apply when dealing with other forms of procurement. In an RFP, the range of non-price considerations may be quite wide and can include such subjective factors as perceptions of competence in a given field and even personal attributes such as whether a particular contractor or its staff is considered trustworthy.

Frequently, an RFP will call for the contracting authority to exercise a considerable degree of skill and discretion in the award of the contract. Provided the criteria of assessment that are employed are those which are specified under the terms of the RFP documentation, there is little problem.

However, despite these features of the RFP, there are many cases in which at least some aspect of the right to receive fair treatment have been imported into RFPs in the law of tender.

The scope of these rights must obviously be modified to suit the specific terms of the RFP, including the discretionary elements of evaluation and the wide range of criteria that may be employed in evaluation. To the extent that a municipality has reserved a discretion to conduct a subjective evaluation, that discretion should be respected by the courts. Nevertheless, it is clearly not open to a contracting authority to introduce new evaluation criteria after the RFP has closed, nor to consider non-compliant proposals or bids received from non-qualified proponents.

It is not open for the contracting authority to adopt any personal, subjective method of assessment in place of the appropriate criteria and weighting contemplated in the documentation.

While the purpose of an RFP is to move the final decision away from pure consideration of price towards more complicated determinants, it does not follow that the law of tender has no application at all.

There is no presumption that an RFP will necessarily take the form of a mere investigation, and there is little question that a properly worded RFP may give rise to tender contract rights.

Stephen Bauld is a government procurement expert and can be reached at sbauld@purchasingci.com. This article was first published in the August 14, 2018 edition of the Daily Commercial News.
Effective Health and Safety Committees

The committee consists of worker and management representatives who meet regularly to:
- discuss and propose resolutions to concerns
- participate in the development, implementation, and evaluation of programs
- conduct and monitor workplace inspections
- participate in the investigation of incidents as appropriate
- make recommendations to employers
- follow-up on progress made and monitor program effectiveness

A health and safety committee brings the **internal responsibility system** into practice. The employer and workers have a shared responsibility for workplace health and safety, although the employer has the **final authority** and responsibility.

**What does the law say?**
In most Canadian jurisdictions, a committee is required by law, and it must be co-chaired by both a worker and employer. In smaller companies with less than a specified number of employees, a health and safety representative is often responsible for the committee.
Editor's note: this infographic was created by the Canadian Centre for Occupational Health and Safety. For more information, visit www.ccohs.ca.

A health and safety committee, comprised of worker and management representatives who meet regularly, brings the internal responsibility system into practice. This system recognizes that the employer and workers have a shared responsibility for workplace health and safety, with the employer having the final authority and responsibility. In most Canadian jurisdictions, a health and safety committee is required by law.

This infographic outlines requirements and good practices for an effective health and safety committee, from defining roles and responsibilities to providing training and resources to recognizing and addressing workplace hazards.
Imagine a workspace where the physical facility itself gathers data on occupant habits and feeds that information back to building managers to understand usage trends. Managers in turn use that data to re-configure office spaces to accommodate for changing use patterns. No space stays static for long. Information is abundant; adaptability is routine.

Intelligent design is at the cutting edge of construction procurement these days. And why not? Sophisticated asset owners understand that the physical spaces in which they work are less and less valuable to the people they employ. For them, true value lies in finding ways to make spaces more efficient and better suited to the needs of their people. And people, it seems, are embracing new models of work.

Consider this. In its Global Mobile Workforce Forecast Update 2016–2022 report, Strategy Analytics estimates that nearly 2 billion people worldwide—better than 42 percent of the total global workforce—will be mobile employees. These men and women won’t come to work every day. They’ll check in as and when work needs to be done, and when they come to the office, they won’t expect a dedicated desk with a framed photo of their kids. They’ll need a space to drop their computer and easy access to a good, reliable internet connection.

Intelligent buildings are like cell phones with walls—highly customized to users’ specifications and loaded with features that help them be more efficient.

Peter Crawley and Tyler Abela, both of PCC Integrate, understand this trend well. Headquartered in Calgary, the company they represent has been bringing intelligent building solutions into physical spaces since 2005. To better serve the Ontario market, PCC Integrate recently moved into the Catalyst building in Waterloo. From there, they’ve been advising buyers and builders about the benefits of intelligent building design.

“Companies at the leading edge of adopting this technology want to have fully connected buildings,” says Crawley, PCC Integrate’s president and CEO. “They’re looking for a building envelope that meets modern standards for data infrastructure and connectivity, and that they can keep adding apps to. In that regard, it’s almost as though they’re thinking of their facilities like cell phones.”
Everyone on the network
If that sounds confusing, consider that intelligent building design goes way beyond just building light, heat and water sensors and systems. Today’s connected office spaces feature entirely modular office walls and furniture—pre-fabricated systems that are easy to move, and adjust to occupant demand.

Underpinning and, indeed, powering these offices is the data network. Voice, security and even lighting systems are run through wires conventionally reserved for data infrastructure. The result is a far more efficient and adaptable space than one built using traditional processes. It’s much more affordable, too.

“Compared with conventional delivery methods for office fit-ups, the quality of the finished product is better and there is no additional cost premium,” Crawley explains, adding that cost is kept low and quality high by virtue of manufacturing wall components in factories, rather than on site.

“Over the long run, the cost of ownership of an intelligent space is actually
lower than a conventional space, particularly when you consider that the space can be reconfigured and all the assets moved at a very low cost.”

In Calgary, PCC Integrate works closely with chartered accountants MNP. About 10 years ago, MNP adopted the practice of integrating modular and intelligent building systems into their fit-outs. Company officials now estimate that MNP can build out an office space using smart solutions at an average cost of $80 per square foot. Its budget for a conventional build-out is $100 per square foot.

**It all comes down to design**

Intelligent buildings are most successful when IT engineers—like PCC Integrate—are brought into the design process as a key stakeholder, just as a mechanical or electrical engineer might. That’s a surprise for many in the conventional procurement world, but it’s a key step toward ensuring the building shell can accommodate all of the end user’s technology requirements.

“The design is where the intelligence comes in,” says Abela, PCC Integrate’s regional business development officer.
“Our team helps with setting budgets, selecting general contractors to make sure they understand their role in this process, and even doing the procurement on behalf of the client to ensure all the system components function perfectly together.”

When it comes to installation, most of the hard work is already done. Cabling is laid according to specifications, and modules are installed to suit the client’s precise needs. Even lighting systems can be added and moved around a facility by plugging in conventional RJ45 Ethernet cables. (Crawley estimates that for reasons of safety and convenience, data-distributed lighting will become the de facto standard for commercial office buildings within two years.)

**Limitless potential**

Smart building tenants are layering apps upon apps into their intelligent building networks. And why not? The additional insight and intelligence they gather from these applications can be essential to operational performance. Just as everyone’s cell phone is unique to them, in the not too distant future, each tenant’s building space will be precisely designed (and re-designed) according to their changing needs.

*Intelligent buildings are at the forefront of the future of work.*

---

**DUNCAN, LINTON LLP LAWYERS**

**CONTRACT REVIEW**  
**PROCUREMENT/TENDER DISPUTES**  
**CONSTRUCTION LIENS**  
**CONSTRUCTION LITIGATION**

Providing legal and business solutions for over 150 years

45 Erb Street East, Waterloo, ON | www.kwlaw.net | Tel: (519) 886-3340
The Canadian Construction Association (CCA) has voiced strident opposition to the new community-benefit measures enacted by Bill C-344, an amendment to the Department of Public Works and Government Services Act.

CCA says that the new bill unfairly targets the construction industry and obscures the procurement process. The association’s primary concern with the bill is not the stipulated involvement in community programs, but confusion that may arise as a result of the requirement. Without a clear articulation of the community-benefit requirements within tender documents, the association worries that community programs will fall outside the scope of projects.

President Mary Van Buren said that “the industry is supportive of community benefits, being good corporate citizens,” but that there is widespread concern regarding how the formal reporting of social value can be written into bids. Contractors will find themselves in blind competition with each other, unclear how their community proposals affect their bids.

CCA members have already implemented numerous programs to increase the representation of women, Indigenous people and youth in the industry.

As former CCA president Michael Atkinson indicated, corporate social responsibility has long been a priority for the CCA, which includes a how-to guide for social responsibility on its website. Atkinson drew a distinction between the CCA’s voluntary social responsibility program and the mandated community-benefits requirement stipulated by the new federal bill.

New requirements place heavy burden on construction companies

Ken Gibson, executive director of the Alberta Construction Association, believes that companies won’t be able to deliver quality work if they are saddled with additional responsibilities.

“I don’t understand how our member firms can be expected to deliver their ‘A’ team for quality infrastructure and innovation if we’re going to layer on requirements after requirement to address social ills,” he said.

Chris Lorenc of the Manitoba Heavy Construction Association similarly expressed the unfairness that construction companies bear the brunt of this social responsibility.

“It’s so easy to pick on this industry as the bearer of solutions to problems,” he said. The members of his association are already struggling to meet these requirements on a municipal and provincial level and will likely flounder with similar federal demands.

Bill C-344 and its political ramifications

Bill C-344 reached its second reading in the Senate this June, after three readings in the House of Commons.

The bill gives the Minister of Public Works the authority to require contractors to detail how their work on a federal project will benefit the surrounding community. The bill is intended to increase the accountability of federal tax dollars, ensuring that projects with federal funding contribute to community welfare. The bill defines community benefits as social, economic or environmental interests.

To demonstrate how they will meet this requirement, construction companies bidding for new public infrastructure projects must now outline targets for community benefits—and their plans for meeting those targets—

The federal government has singled out the construction sector for improving employment opportunities for groups under-represented in the workforce.
within their proposals. The bulk of these targets relate to training and employment of groups that are underrepresented in the workforce or that face particular challenges. These groups include women, indigenous peoples, disabled persons, veterans, apprentices, young people and new immigrants.

Conservative MPs have been vocal about their opposition to the amendment. Kelly Block, MP of Carlton Trail—Eagle Creek in Saskatchewan, argued that this bill launches an “assault on SMEs [small-to-medium sized enterprises] by adding another layer of red tape to federal government contracts.” Similarly, Kelly McCauley, MP of Edmonton West in Alberta, emphasized the needless addition of red tape to construction bids and the resulting uncertainty for contractors. “The red tape and the bidding process make it difficult and costly to participate, yet here we have a bill that will add random ministerial interference and random uncertainty.” Furthermore, he called attention to the difficulty of comparing proposals based on their community benefits: “there is no metrics attached at all here.”

Construction firms are already community supporters

Although the federal government has singled out the construction industry in this bill, construction firms have historically been active supporters of their communities. CCA members routinely sponsor events to attract women to the industry and run programs to improve their diversity, particularly with outreach to indigenous groups. They seek to make the sector more welcoming by increasing the number of apprenticeships. Bill C-344, however, puts contractors at risk of an unpredictable procurement, reducing their capability to maintain these programs. Mandating contractors to include social targets within their bids will result in reduced productivity and increased uncertainty, an inequitable burden on an industry that employs 1.4 million Canadians.
GVCA SIGHTINGS

Leaders in Construction (LinC) Golf Tournament

Women in Construction (WinC) Golf

GVCA & CCA Construction Town Hall Meeting

THE MODERNIZATION OF MARGTIN LUTHER UNIVERSITY COLLEGE
Formerly Waterloo Lutheran Seminary

Preserved. Enhanced. Renewed.

MELLoul BLAMEY CONSTRUCTION
GVCA SIGHTINGS

GVCA WSIB Safety Group 10th Anniversary

Construction Insurance & Surety Specialists

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

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

DELTA ELEVATOR
Integrity, Service & Quality Since 1967

Elevator Products
Geared Traction
Hydraulic
MRL
Freight
LULA
Accessibility Lifts
Custom Elevators
Services
Manufacturing
Installation
Maintenance
Service
Modernizations
Design Consultation
Seminars

Products designed and manufactured at our ISO 9001 certified facility in Kitchener

1-800-263-6348 www.delta-elevator.com sales@delta-elevator.com
2018 GVCA BUYER’S GUIDE

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

RONA
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 | thergott@bfdrona.com
Dean Bernier | (519)745-3250 | dean@bfdrona.com

CONCRETE & MASONRY

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

CONSTRUCTION

STM Construction Ltd.
90 years of Construction Excellence
Put our vast experience to work for you in your next industrial, commercial or institutional project.
Construction Management – General Contracting
Design/Build Services – Pre-Engineered Buildings

Vincent Geerdinck | 519-756-7030 | estimating@stmconstruction.com

Featured in the annual Procurement issue of The GVCA Journal, the Buyer’s Guide provides companies with a unique opportunity to profile their products and services.
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 | 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 deadlines.

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

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

FASTENERS

Knapp Fasteners Inc.
Knapp Fasteners Inc. is a family owned business delivering personalized service and high quality products to its global customers. All of our employees are dedicated to serving the needs of our customers every day. Our high quality products include fasteners, components, industrial supplies, custom manufactured products and vendor managed solutions.

519-653-4558 | www.knappfast.com

ENGINEERED PERFORMANCE

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. All of our products feature superior energy efficiency, unparalleled performance and the best warranty in the industry.

Manufacturers of vinyl windows, patio and entry door systems for the replacement, renovation and new-construction markets.
2018 GVCA BUYER’S GUIDE

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

MECHANICAL

Nelco Mechanical Limited
For 112 years, Nelco has been caring for the Mechanical and HVAC needs of our community and surrounding areas. We specialize in Commercial, Institutional, Industrial and Design build projects. Our Professional Service Technicians are available 24/7. We believe in building and maintaining relationships with the valued customers we serve.

519-744-6511 | www.nelcomech.com

PAVING

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.

(519) 624-1712 | info@5starpaving.com | www.5starpaving.com

MASONRY

Arriscraft
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 colours, with custom applications available.

Linus Laugalys | 800-265-8123 | linus.laugalys@arriscraft.com

Knapp Fasteners Inc.
Your Local Supplier for Construction & Building Hardware
Since 1987

sales@knappfast.com - 519-653-4558
www.knappfast.com

STM Construction Ltd.
361 Elgin Street, Brantford ON
Phone: 519-756-7030
Fax: 519-756-1200
E: estimating@stmconstruction.com
www.stmconstruction.com
STEEL PRODUCTS

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.

www.westmansteel.ca | (519) 620-6001 | bkeefe@westmansteel.ca

WINDBOWS, DOORS & HARDWARE

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

Naturally made for high performance.
Deliver superior performance and unique designs when you choose our naturally made full-bed and thin clad stone.
### EVENTS CALENDAR

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>October 11</td>
<td>Oktoberfest Corporate night - Concordia Club</td>
</tr>
<tr>
<td></td>
<td>E-mail <a href="mailto:admin@gvca.org">admin@gvca.org</a> to purchase tickets.</td>
</tr>
<tr>
<td>October 19</td>
<td>Gold Seal Exam</td>
</tr>
<tr>
<td>October 30</td>
<td>PACE Event</td>
</tr>
<tr>
<td></td>
<td>Grey Silo Golf Club</td>
</tr>
<tr>
<td>November 8</td>
<td>Women in Construction (WinC) Holiday Sparkler</td>
</tr>
<tr>
<td></td>
<td>Westmount Golf and Country Club</td>
</tr>
<tr>
<td>November 17</td>
<td>Kids Christmas Party</td>
</tr>
<tr>
<td></td>
<td>Deer Ridge Golf Club</td>
</tr>
<tr>
<td>November 20</td>
<td>Introduction to Safety Groups – Free information session</td>
</tr>
</tbody>
</table>

**Date to be announced**

Construction Industry Outlook – 2019 Construction Spend

**Note:**

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

### EDUCATION CALENDAR

<table>
<thead>
<tr>
<th>Date</th>
<th>Course Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 11 &amp; 12</td>
<td>Construction Drawings &amp; Specifications (Earn 2 Gold Seal credits)</td>
</tr>
<tr>
<td>September 11 &amp; 25</td>
<td>Construction 101 (Earn 2 Gold Seal credits)</td>
</tr>
<tr>
<td>September 12</td>
<td>Construction Industry Ethics (In-Class Portion) (mandatory for Gold Seal certification)</td>
</tr>
<tr>
<td>September 17 &amp; 18</td>
<td>Adjudication &amp; Prompt Payment</td>
</tr>
<tr>
<td>September 19</td>
<td>Standard First Aid Training – REFRESHER (1 day)</td>
</tr>
<tr>
<td>September 20</td>
<td>Change Management for Construction (Earn 1 Gold Seal Credit)</td>
</tr>
<tr>
<td>September 27</td>
<td>SiteDocs Live Demo</td>
</tr>
<tr>
<td>October 9</td>
<td>Microsoft Excel (Basic) (Earn 1 Gold Seal credit)</td>
</tr>
<tr>
<td>October 11 &amp; 12</td>
<td>Standard First Aid Training (3 year certification)</td>
</tr>
<tr>
<td>October 17</td>
<td>OneNote for Construction (Earn 1 Gold Seal credit)</td>
</tr>
<tr>
<td>October 19</td>
<td>The Project Work Plan</td>
</tr>
<tr>
<td>October 30</td>
<td>Social Networking for Construction (Earn 1 Gold Seal credit)</td>
</tr>
<tr>
<td>October 31</td>
<td>OneNote for Construction (Earn 1 Gold Seal credit)</td>
</tr>
<tr>
<td><strong>Approved Working at Heights Schedule</strong></td>
<td></td>
</tr>
<tr>
<td>September 17, October 1, October 15 and October 29</td>
<td></td>
</tr>
<tr>
<td><strong>Approved Working at Heights REFRESHER Schedule</strong></td>
<td></td>
</tr>
<tr>
<td>September 28 and October 26</td>
<td></td>
</tr>
</tbody>
</table>

**NEW Construction 201**

Project Management & Field Personnel Master Class (Earn up to 4 Gold Seal credits)

<table>
<thead>
<tr>
<th>Date</th>
<th>Module Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>October 3</td>
<td>Module 1: Negotiation</td>
</tr>
<tr>
<td>October 10</td>
<td>Module 2: Project Communication</td>
</tr>
<tr>
<td>October 17</td>
<td>Module 3: Productivity</td>
</tr>
<tr>
<td>October 24</td>
<td>Module 4: Leadership Skills</td>
</tr>
</tbody>
</table>

GVCA Office, 25 Sheldon Drive, Cambridge, Ontario N1R 6R8 Canada

**Note:**

All education & training will be held at GVCA -25 Sheldon Drive (unless noted otherwise). To view a complete list of upcoming education and to register, please visit [www.gvca.org/calendar](http://www.gvca.org/calendar).

---

### ADVERTISERS’ INDEX

<table>
<thead>
<tr>
<th>Company</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACL Steel Ltd</td>
<td>Duncan, Linton LLP</td>
</tr>
<tr>
<td>Alliance Roofing</td>
<td>. . . . . . . . . .</td>
</tr>
<tr>
<td>Arriscraft</td>
<td>JDI Cleaning Systems</td>
</tr>
<tr>
<td>AQ Solutions</td>
<td>. . . . . . . . . .</td>
</tr>
<tr>
<td>Ball Construction Ltd.</td>
<td>Knapp Fasteners Inc.</td>
</tr>
<tr>
<td>Battlefield Rental</td>
<td>. . . . . . . . . .</td>
</tr>
<tr>
<td>Baywood Interiors Ltd.</td>
<td>K-W Door Installations Inc.</td>
</tr>
<tr>
<td>Bill Snyder Electric Ltd.</td>
<td>. . . . . . . . . .</td>
</tr>
<tr>
<td>Canadian Concrete Masonry</td>
<td>Miller Thomson LLP</td>
</tr>
<tr>
<td>Producers Association</td>
<td>. . . . . . . . . .</td>
</tr>
<tr>
<td>Capital Paving</td>
<td>Neico . . . . . . . . . .</td>
</tr>
<tr>
<td>Conestoga Roofing</td>
<td>. . . . . . . . . .</td>
</tr>
<tr>
<td>Cowan Insurance Group Ltd.</td>
<td>. . . . . . . . . .</td>
</tr>
<tr>
<td>Delta Elevator</td>
<td>Strassburger . . . . . . . . . .</td>
</tr>
</tbody>
</table>

---

**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/eventscalendar](http://www.gvca.org/eventscalendar).
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.
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