

CONSTRUCTION

COMMENT

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City to require health & safety management systems

Library design revealed

Ten tips for workplace civility

OCH reveals Gladstone neighbourhood plans



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James Raiswell, Editor

OHSMS, VPM scores and forecasted tenders

A fair bit of news affecting the construction industry has come out of the City of Ottawa in the past six weeks. Let me share some highlights.

In January, the city issued an information bulletin to contractors advising that it would soon require contractors to be certified to an occupational health and safety management system (OHSMS). If you're thinking COR right off the bat, you wouldn't be wrong, but that's not the only program the city will recognize. Its list also includes ISO 45001:2018, CSA Z45001:19, and OHSAS 18001:2007 (for as long as it remains valid).

What does that mean for you? Nothing at the moment. Consider the announcement a heads-up to start thinking about certification to any of these standards. The city won't start requiring them as a condition of contract until 2023, and even then, the requirement will affect only those biggest jobs the city tenders—those valued at more than \$10 million. By 2026, however, the requirement will be in place for all work valued at more than \$100,000.

With the announcement, the city becomes the latest in a long line of purchasers to require contractors to hold OHSMS certifications. Toronto, Mississauga, Vaughan and Brampton all require certification on some or all projects. As do Infrastructure Ontario, the Toronto Transit Commission and Metrolinx.

The upshot: if you've been wavering about adopting an OHSMS, now is the time to act.

The city also announced recently that it had increased the weighting of scores issued under its Vendor Performance Management (VPM) program on January 1. The city has gradually phased in those scores. They accounted for 10 percent of a bidder's total evaluation last year. This year and going forward, they will account for 20 percent.

Generally speaking, application of the VPM program has unfolded well. In its annual report to contractors from mid-December, the city shows that it has applied the rating system to nearly 700 projects between January 2015 and October 31 of last year. The industry has earned an average score of 80.93. Of those projects, just 39—or about 6 percent—received below-satisfactory scores. Ten were appealed.

The last piece of city news to tell you about may be news to us only, but we're fortunate to now have access to the list of forecasted tenders published by the city's Infrastructure Services group. We'll publish that list in the first few upfront pages of each issue so you can get a sense of what projects are coming through the city's pipeline, how much they're estimated to be worth, what their status is, and when the city expects to issue tenders.



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Celebrating our achievements

It has been an honour and a pleasure for me to serve as the Chair of the Ottawa Construction Association this past year. I learned a lot during my term, and I would like to share some of the successes we—as a board of directors and as an association—enjoyed in 2019.

When I began my term as chair, I indicated that I wanted my lasting contribution to this association to be to put OCA on the road to becoming a centre for ongoing education in our industry. In this day and age where margins are so fine, and the difference between one firm and another is so slight, education can make that difference between success and failure. Certainly it is a tool we should all use to advance not only our own skills, but also those of our employees.

Last year marked OCA's first full year in its new building, and I am pleased to say that we did an exceptional job of bringing members into this fantastic facility to expand their knowledge bases. We hosted more than 120 courses at our training centre during 2019—and more than 3,400 members participated.

I would be remiss to not also mention the impact that the OCA's first-ever Construction Symposium and Trade Show had on our industry last February. We attracted more than 600 visitors to the one-day event. Feedback was so strong that it was an easy decision to expand the event to two days for 2020. It is a huge undertaking but the great staff at the OCA is more than up to the task.

Those—and the completion of our five-year, \$250,000 commitment to The Royal—were just a few of the more visible achievements of our association in 2019. I want to also share a few of our less visible, behind-the-scenes accomplishments that we realized last year. Among these was assisting the City of Ottawa in its launch of a requirement for contrac-

tors to hold certification with occupational health and safety management systems. Beginning in 2023, this will be a significant advancement for the city as a purchaser and for our members as contractors. The volunteers on our Standard Practices Committee helped ensure the city had the information it needed to ensure that process was launched with the forethought it required.

As I look ahead to the decade before us, I see good things in store. Our industry is booming. It recorded \$3 billion worth of building permits in 2019. As it grows and becomes ever-more complex and sophisticated, the OCA will continue to play a major role in helping our members obtain the training and certifications they need to succeed. OCA, meanwhile, will continue to advocate on their behalf to ensure the great relationships we share with local buyers of construction services remain healthy and productive.

OCA is lucky to be led by John DeVries and his hardworking and dedicated team. They are full of enthusiasm for their work, and perform so much for us as members—be it in our plans room, for our social events or in organizing our education programs. It was my privilege to work alongside John, the OCA staff and my fellow members of the board of directors—a group that is as capable as it is representative of all different facets of our industry.

Thank you for the honour to serve as your Chair for the past year, and I assure you our association will continue to be in good hands under the leadership and direction of Danny Dillon.



Wayne Jennings
OCA Chair



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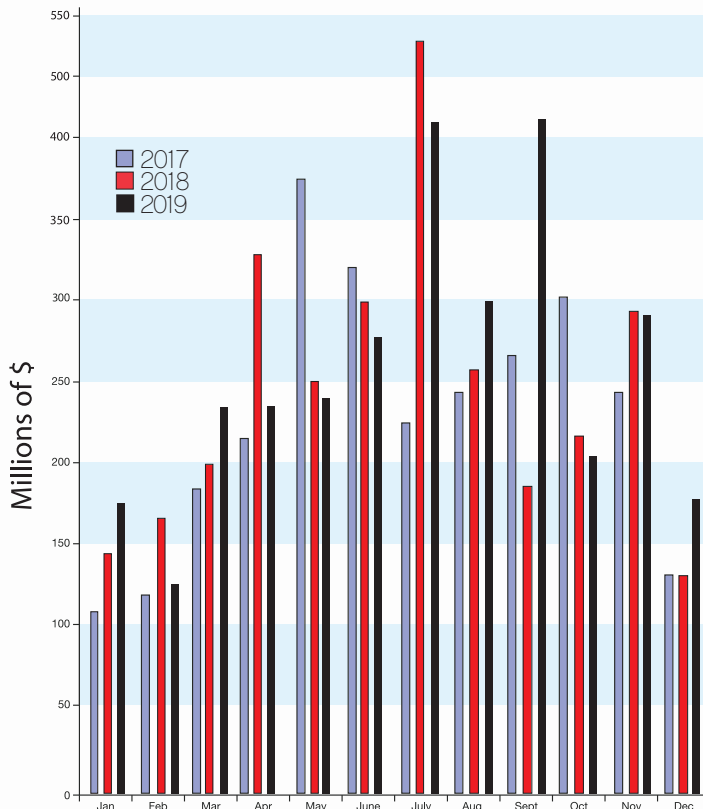
Permits over \$500,000

issued in November 2019

\$524,881	Renovation of a portion of the 1st and 2nd floor of an existing 2 storey office building (Taggart/Doran Construction regional head office) 3187 Albion Rd.
\$573,706	FOUNDATION ONLY: Construct a 17 storey apartment building PHASE 1 150 Marketplace Ave.
\$594,000	Interior alterations in a 1 storey office building 363 Coventry Rd.
\$602,350	Exterior alterations to replace and repair 13 exterior stairs around the University Campus 200 Lees Ave.
\$700,000	Interior alterations in a 23 storey office building (replace a diesel generator) 66 Slater St.
\$731,429	Tenant fit-up on the 5th floor of an 8 storey office building 1565 Carling Ave.
\$750,000	Tenant fit-up in a 1 storey restaurant (State & Main Kitchen & Bar) 1880 Ogilvie Rd.
\$776,688	Construct a 1 storey office building (medical) 6265 Perth St.
\$900,000	Tenant fit-up on the 2nd floor of a 7 storey mixed used building (Algonquin College Corporate Training Centre) 700 Sussex Dr.
\$1,185,813	Construct a 3 storey mixed use building (mercantile plus 12 residential units) 196 Beechwood Ave.
\$1,200,000	Interior alteration in a 1 storey office building to subdivide into 2 separate suites plus tenant fit-up of 1 of the 2 suites. 1840 Woodward Dr.
\$1,453,032	Tenant fit up (and change of use from Group C to Group D) in a 3 storey office building (Embassy of the Republic of Estonia) 168 Daly Ave.
\$2,840,750	Exterior repairs to the parking garage in a 21 storey apartment building (Lees Ave. Apartments) 180 Lees Ave.
\$3,032,033	SHELL ONLY: Construct a 1 storey retail building (Farm Boy) 830 Belfast Rd.
\$3,548,089	Interior alterations in a 23 storey building (LEL Generic swing space (17th, 19th, 20th & 21st floors)) 300 Laurier Ave. W
\$4,278,426	Construct a 26 unit 4 storey apartment building 101 Pinhey St.
\$10,336,704	Construct a 5 storey hotel (Townplace Hotel) 101 Citigate Dr.
\$10,431,974	Construct 3-storey classroom addition and 1-storey gym addition and interior/exterior alterations to a 3 storey institutional building (high school) 3333 Greenbank Rd.
\$15,667,929	Construct a 10 storey apartment/retail building 488 Bank St.
\$15,667,929	Construct a 10 storey apartment/retail building 500 Bank St.
\$23,315,113	Construct a 2 storey institutional building (foundation and structure only) (Algonquin College ARC Building) 1385 Woodroffe Ave.
\$23,788,429	Construct an 8 storey retirement residence 1054 Hunt Club Rd.
\$26,893,491	Construct a 6 storey mixed use building (Building 2A) with a 2 storey underground parking garage 6 Des Oblats Ave.
\$26,893,491	Construct a 6 storey mixed use building (Building 2A) with a 2 storey underground parking garage 175 Main St.

issued in December 2019

\$540,000	Addition of 2 HVAC platforms to a 2 storey recreational building (Nepean Sportsplex) 1701 Woodroffe Ave.
\$540,000	Base building work on the 1st floor of a 1 storey retail building (Hazeldean Mall) 300 Eagleson Rd.
\$612,000	Interior alterations on the 2nd floor of a 21 storey office building (IRCC) 365 Laurier Ave. W
\$789,298	Construct a 1 storey addition on a 2 storey elementary school (Ecole Elementaire Lamoureux, Childcare Centre) 2540 Kaladar Ave.
\$975,000	Interior alterations on the 5th and 6th floor of a 13 storey office building (Emergency Power Upgrades) 181 Queen St.
\$1,057,500	Interior alterations on the 9th floor of an 11 storey office building (PWGSC) 410 Laurier Ave. W
\$1,100,000	Interior alterations on the 1st floor of a 2 storey school (Library/ Family resource center) 815 St-Laurent Boulevard
\$1,100,000	Tenant fit-up on the 17th floor of a 19 storey office building (Export Development Canada) 150 Slater St.
\$1,109,000	Interior alterations and expansion to an animal hospital (Units 105,106,107,108) 4100 Strandherd Dr.
\$1,119,000	Tenant fit up to a 1 storey industrial building (Canadian Bank Note) 975 Gladstone Ave.
\$1,323,000	Tenant fit-up on the 1st and 2nd floor of a 2 storey retail building (Sears) 1200 St-Laurent Blvd.
\$2,760,000	TEMPORARY: Construct a temporary laydown to be used for the duration of the Confederation Line Extension Project (LRT) 1370 Woodroffe Ave.
\$3,278,818	Interior alteration to a 1 storey industrial building (Racking System) 2390 Stevenage Dr.
\$4,211,314	Tenant fit-up on the 3rd to the 6th floor of a 9 storey office building (Arctic Leaf) 400 Cooper St.
\$15,000,000	Interior/exterior alterations in a 4 storey office building (Canada Post - Building B) 700 Heron Rd.
\$18,562,169	Construct a 3 storey institutional building (Barrhaven High School) 1310 Chapman Mills Dr.
\$35,902,487	Interior alterations to a 5 storey office building (Mechanical, envelope, structural, solar panels, etc) 125 Sussex Dr.



November 2019 Total: \$285.4 million
November 2018 Total: \$296.2 million
 change: -3.65% a decrease of \$10.8 million

December 2019 Total: \$175.7 million
December 2018 Total: \$128.8 million
 change: 36.41% an increase of \$46.9 million

Building permit values (\$ millions)

	2017	2018	2019
January	107.5	140.7	175.7
February	119.8	161.5	123.8
March	180.8	199.4	229.9
April	212.6	320.2	229.5
May	373.0	252.7	240.8
June	311.6	293.7	278.6
July	223.9	533.8	413.5
August	242.2	253.5	295.9
September	260.8	178.1	411.9
October	303.6	211.2	206.7
November	245.6	296.2	285.4
December	130.4	128.8	175.7

Total: **\$2,684.8** **\$2,969.8** **\$3,067.4**
 Year to date: **3%** **10.6%** **3.28%**

3.28% higher than the \$2,969.8 million in 2018

NUMBERS

Building permit statistics - NOVEMBER & DECEMBER 2019

(Please note that City of Ottawa building permit data now includes both new construction and renovation permit data.)







	Number of permits	Value of permits	Gross area of work (ft²)
Residential			
Apartment	18	44,835,616	370,186
Coach House	4	595,173	4,344
Det. Garage/Shed	38	1,061,429	24,023
Duplex	6	941,956	8,287
Rowhouse	76	54,410,700	449,490
Semi - Detached	15	5,775,368	37,352
Single	579	122,157,272	889,956
Total	736	\$229,777,518	1,783,637

	Number of permits	Value of permits	Gross area of work (ft²)
Non-residential			
Commercial	6	10,866,094	77,140
Demolition	51	2,587,832	-223,955
Industrial	12	5,270,435	326,541
Institutional	38	82,245,017	588,754
Mixed	13	30,107,769	265,065
Office	100	76,348,024	683,577
Other	5	3,332,211	20,622
Retail	61	11,497,133	400,524
Total	286	\$222,254,519	2,138,267

Year to date: Residential: \$2,172,338,493

Year to date: Non-residential: \$846,457,225

Material prices

	Commodity	Week ending 1/10/20	Week ending 1/17/20	% change 1 year ago	
	Oil (WTI, \$US/barrel)	61	58	12.0	▲
	Natural Gas (\$US/MBtu)	2.10	2.10	-40.0	▼
	Copper (\$US/mt)	6139	6246	5.5	▲
	Steel (\$US/mt)	300	298	5.4	▲
	Electricity (PJMw, USD/MWH)	24	26	-30.9	▼
	Lumber composite (USD/1k bd ft)	395	401	22.6	▲

Source: data collected by and reprinted with permission from Export Development Canada's Weekly Commodity Update.
For more information, please visit www.edc.ca

Housing starts: November & December 2019

Single-Detached			All others			Total			
	2018	2019	%	2018	2019	%	2018	2019	%
November	226	270	19	353	657	86	579	927	60
Year to date	2,509	2,386	-5	4,563	4,826	6	7,702	7,212	2

Single-Detached			All others			Total			
	2018	2019	%	2018	2019	%	2018	2019	%
December	209	221	6	258	349	35	467	570	22
Year to date	2,718	2,607	-4	4,821	5,175	7	7,539	7,782	3

FORECASTED TENDERS

Infrastructure Services – Design and Construction Projects

February 2020 to April 2020 (Date: January 8, 2020)

Project Name	Project Type	Project Authority	Project Phase Status	Forecasted Date
2018 Pipe Repairs: Non Critical Sites	Municipal	213,000	Design	Feb-20
CWWF Vanier&Presland Storm Sewer Design	Municipal	5,170,000	Design	Feb-20
FS 71 - Exterior Cladding	Facilities	20,000	Initiation	Feb-20
Britannia -Dredging of Swim Area	Facilities	360,000	Design	Feb-20
Road Reconstruction: Torbolton Ridge	Municipal	327,000	Design	Feb-20
2019 Guiderail Program	Municipal	1,562,000	Design	Feb-20
Roadway Mod - Pickering Place	Municipal	677,000	Design	Feb-20
Hope Cloutier Bridge	Municipal	141,000	Design	Feb-20
Bank St. Canal Bridge and Culvert	Municipal	165,000	Design	Feb-20
Repair Concrete/Replace Caulking	Facilities	126,000	Design	Feb-20
Small Culvert Replace: 13 Rural West	Municipal	282,000	Design	Feb-20
Culverts Replacement - Canaan Rd	Municipal	50,000	Design	Feb-20
PTIF Scott-Holland Protected Intersectn	Municipal	538,000	Design	Feb-20
Retaining Walls: Booth, St. Joseph	Municipal	111,000	Design	Mar-20
Millennium Park - Drainage Improvements	Facilities	52,000	Design	Mar-20
Sewer & Watermain Rehab Scott St	Municipal	1,600,000	Design	Mar-20
Albert/Beech St Str Rehab: Trillium Line	Municipal	465,000	Design	Mar-20
FS 61 - Replace Exterior Windows	Facilities	71,000	Planning	Mar-20
Chapman Mills Park-Replace Pgcd & Spray	Facilities	45,000	Design	Mar-20
Ottawa South Pumping Station Upgrade	Municipal	12,890,000	Design	Mar-20
Parkway Park Design - Splash Pad Install	Facilities	66,000	Design	Mar-20
OC Transpo Operation - Waller St	Municipal	1,200,000	Design	Mar-20
Small Culvert Replace: 8 Rural West	Municipal	155,000	Design	Mar-20
Bridge Renewal: Confederation Heights	Municipal	250,000	Design	Mar-20
Hemmingwood Way ATM & Bioretention	Municipal	897,642	Design	Mar-20
Traffic Ctrl: Barnsdale-Prince of Wales	Municipal	3,730,000	Design	Mar-20
Terry Fox - Design - Pathway Replacement	Facilities	19,000	Design	Mar-20
Okanagan - Playground Replacement	Facilities	16,000	Design	Mar-20
Banner Park Rplcmnt - Plgcd and Splash	Facilities	44,000	Design	Mar-20
Trail Facility Leachate Treatment Plant	Facilities	6,763,334	Design	Mar-20
Floodgate Renewal: Britannia Belltown	Municipal	80,000	Design	Mar-20
Lepage, Larkin, Larose- Road Sewer,WM	Municipal	700,000	Design	Mar-20
CWWF Ave N,O,P,Q,R,S,T,U Integrated	Municipal	650,000	Design	Mar-20
Remediate Exterior Brick Cladding	Facilities	160,000	Design	Apr-20
Clarity Park - New Park Development	Facilities	610,000	Design	Apr-20
Bronson/Raven Transit Priority Imp	Municipal	3,048,000	Design	Apr-20
Ottawa River Outfalls:1B NCC Lands	Municipal	2,500,000	Design	Apr-20
FS Training Facilities Repl Fire Hydrant	Facilities	100,000	Initiation	Apr-20
Acres and Hazeldean Pumping Station	Facilities	400,000	Design	Apr-20
Don Gamble -Playground & Gazebo	Facilities	22,000	Design	Apr-20
Stinson - Design-Jr/Sr Playstruct Replac	Facilities	28,000	Design	Apr-20
Multi-Use Pathways: 2019 East West	Municipal	225,000	Design	Apr-20
Strandherd Drive Widening	Municipal	54,406,000	Design	Apr-20
Healeys - Design-Playstructure Replace	Facilities	22,000	Design	Apr-20
Intersection Mod: Greenbank Kilbirnie	Municipal	125,000	Initiation	Apr-20
Intersection Mod. Brian Coburn Esprit	Municipal	1,450,000	Design	Apr-20
Bridge Renewal: Riverside & Walkley	Municipal	504,000	Design	Apr-20
Inter Mod: Huntmar at Richardson	Municipal	1,136,000	Initiation	Apr-20
Structure Renewal: 3Brg/1Cul Ward 19,21	Municipal	296,000	Design	Apr-20
Weybridge - Design-Playground Replace	Facilities	22,000	Design	Apr-20
2018 Misc Drainage East and West Phase 2	Municipal	390,000	Design	Apr-20
Sidewalk and Curb: 2019 East West	Municipal	255,000	Design	Apr-20
Integrated: Claymor, Senio, Falaise	Municipal	1,360,000	Design	Apr-20
Graham Creek Storm Renewal	Municipal	16,739,000	Design	Apr-20
Carriere Park-Playground Replacement	Facilities	20,000	Design	Apr-20
Bridge Structure: Hazeldean Bridges	Municipal	97,000	Design	Apr-20
Integrated Project: Hamlet Road	Municipal	250,000	Design	Apr-20



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Fatigue and work

Editor's note: this infographic was created by the Canadian Centre for Occupational Health and Safety. For more information, visit www.ccohs.ca.

Fatigue is the state of feeling very tired, weary or sleepy because of too little or inadequate sleep, prolonged mental or physical work, or extended periods of stress or anxiety. Boring or repetitive tasks can intensify feelings of fatigue.

On average, we need at least 7.5 to 8.5 hours of sleep every day. While it's always possible to reverse a short-lived or "acute" state of fatigue by catching up on sleep and rest, chronic fatigue may require a doctor's intervention.

This infographic lists the telltale signs that you're tired, explains how it affects your health and safety at work, and offers tips for workers and employers to help fight fatigue.

FATIGUE AND WORK

Fatigue is from insufficient sleep or shift work.

Boring or repetitive tasks can intensify feelings of fatigue.



Staying awake for **24 hours** straight affects the human body almost exactly like a blood alcohol level of **.10%**, which exceeds Canada's legal limit for drivers.



Impacts of fatigue

DECREASED

- decision making ability
- ability to do complex planning
- communication skills
- productivity / performance
- attention and vigilance
- ability to handle job stress
- reaction time
- memory / ability to recall details

- tendency for risk-taking
- forgetfulness
- errors in judgement
- sick time and absenteeism
- medical costs
- accident rates

INCREASED

Fatigue is regarded as having an impact on work performance. Most accidents occur when people are more likely to want sleep – between **midnight and 6 am**, and between **1-3 pm**.^[3]



[1] <http://www.ccohs.ca/newsletters/hsreport/issues/2007/11/ezone.html>

[2] <http://www.ccohs.ca/oshanswers/ergonomics/shiftwork.html>

[3] Alberta Human Resources and Employment. Fatigue, Extended Work Hours, and Safety in the Workplace in Workplace Health and Safety, June 2004, Reformatted August 2010

the state of feeling very **tired, weary** or **sleepy** resulting from insufficient sleep, prolonged mental or physical work, or extended periods of stress or anxiety.

Repetitive tasks can intensify feelings of fatigue.

repetitive
repetitive
repetitive



One shift worker in **five** dozes off during a shift. ^[1]



Night, evening, rotating and **irregular shifts** are associated with an increased risk of occupational injury due to **worker fatigue, less supervision** and **reduced co-worker support**. ^[2]

SIGNS



Fatigue is increased by...



dim lighting



limited visual acuity



high temperatures



high noise



high comfort



tasks over long periods of time



long, repetitive and monotonous tasks

Tips for workers



EAT a healthy diet that promotes longer-lasting energy. Complex carbohydrates (starch) are preferable to simple carbohydrates (sugar). Avoid fatty foods and junk food.



ADOPT a steady exercise routine that includes cardiovascular, muscle strengthening and flexibility workouts.



TRY to get at least 7.5 - 8.5 hours of sleep per night.



STAY positive. Make a conscious effort not to be overwhelmed by negative circumstances.



AVOID driving if you are tired, especially in inclement weather where vision is impaired.



AVOID excessive noise.

Advice for employers



ENSURE the work environment does not promote fatigue. Try to avoid dim lighting, toasty temperatures, and excessive noise.

VARY job tasks to eliminate repetition or long periods of boring, monotonous work.

INCORPORATE and encourage taking breaks.

TRAIN workers on the importance of getting enough rest and how to achieve work-life balance.

INTRODUCE shorter shifts, and rotate shifts in the direction of the sun (morning, afternoon, night, in that order).

 **CCOHS**.ca
Canadian Centre for Occupational Health and Safety

Regulatory changes for Ontario's construction and environmental sectors



Ontario generates roughly 25 million cubic meters of excess construction soil, adding upwards of 14 percent to construction costs. For years, we have been expecting excess soil regulations from the province. Late last year, those regulations were finally filed.

On July 1, 2020, parts of the Ontario government's *On-site and Excess Soils Management Regulation* will come into force. The regulation will stretch the in-force date of major obligations out to 2022 and 2025.

The 2020 obligations are related to designation of waste, including the reuse of excess soil. The conditions and standards for the safe reuse of excess soil have been clarified.

The 2022 obligations are related to the registry and to the documentation and tracking sections of the regulation. Those sections set out substantive management and planning actions required by project leaders and include:

- retention of a qualified person,
- assessment of past uses,
- soil sampling and analysis plan,
- soil destination assessment report, and
- soil tracking system.

In January 2025, the regulation will prohibit, except in narrow circumstances, the landfilling of excess soil.

In addition to the new excess soil regulations, the government's regulatory package also included changes to the province's brownfields regulation.

Ontario's record of site condition was amended to streamline redevelopment and revitalization of vacant brownfield lands. Unlike the excess soil regulation, the changes to the brownfields regulation came into force on filing i.e., December 4, 2019.

Broadly, these changes have reduced record of site condition (RSC) requirements. First, the process for filing a RSC has been simplified where the property is subject to the risk assessment process. Second, there are substantive revisions to the 'change of use' exemptions. Third, the requirements related to bringing excess soil to a 'phase two property' have been clarified. Lastly, the regulation has removed the requirement for a RSC for certain types of redevelopment projects.

Overall, this latest regulatory package from the Ontario government seeks to streamline and clarify the use of excess soils and the redevelopment of brownfields across the province. These changes are welcome news for the construction sector and could potentially unlock certain brownfield properties for commercial and/or residential redevelopment.

Roxie Graystone practices environmental law and construction law at Merovitz Potenchin LLP in Ottawa. He can be reached at 613-563-6695 and roxie@mpottawa.com.

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Taking the guess work out of revenue forecasts

For any business owner, forecasting growth can be an onerous task. It's the financial equivalent of a trip to the dentist. But like trips to the dentist, they are important—and they don't have to be nearly as painful as you think.

None of us can see into the future but with the right facts and figures in front of us, we can develop a reasonably reliable expectation of how we expect a business will perform.

Time spent on forecasting is time well spent. It gives the business owner a clear, workable plan and provides much-needed data at times when seeking funding. In other words, it's one of the first pieces of information a bank or other lender will want to see before providing a loan or expanding existing credit.

Where do you start?

First consider who will use the forecasts and what will they be used for. If you're using a forecast to seek financing, you should have a strategic growth plan typically casting forward three to five years.

Start with what you know. What are your fixed costs and known overhead costs? If you already have contracts in place, then you have some certainty around revenue and the timing of when revenue will be earned.

Next comes the tougher exercise of filling in the blanks—attempting to predict the future with reasonable accuracy without the benefit of a crystal ball.

You have a strategic growth plan, so use it as a guide. What

are you reasonably projecting your revenue growth to be? What are the likely related cost increases? If you are already beyond the start-up phase, you have actual results and experiences you can use to build forecasts.

But a warning: Avoid the obvious trap of under-estimating costs and over-estimating revenues. It's easy to fall into. Be realistic and build in some flexibility to allow the business to alter its course, perhaps forecasting different scenarios.

And if you're borrowing money to sustain growth, be restrained and realistic in your promises to the lender. Manage expectations and avoid the risk of under-delivering on those promises.

Once the forecasts are complete, check them once and check them twice to make sure they are sound.

Get out of the weeds and take the 20,000 foot view to see if the forecasts make sense. Knowing what you know about your business, and the industry you're in, ask if your projections as close to accurate as they can get. Review key benchmarks to see if they meet your expectations.

Forecasting growth can be a stressful exercise, especially if you're new to a business and haven't gone through the process before. Reach out to an accounting professional if you need help. They can always help to ease the pain!

Natalie Evans is a partner with the Ottawa accounting firm GGFL. She can be reached at nae@ggfl.ca and 613-694-4441

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NEWS



IN BRIEF

Building construction investment rose slightly in November

Statistics Canada's latest report on building construction investment shows a slight uptick in activity in November.

The national statistics agency reports that investment value rose by just 0.1 percent to \$15.5 billion. Investment in the non-residential sector rose 0.8 percent to \$5.0 billion, while the residential sector decreased 0.2 percent to \$10.6 billion.

Here in Ontario, investment values also edged up by just 0.3 percent to \$6.27 billion in November. Investment in all three non-residential components in the province increased by 2.0 percent—led by a jump of \$29 million in the commercial component—while an increase of nearly \$80 million in the multi-family sector was more than offset by a drop of more than \$90 million in single-family homes. Ontario's residential sector investment dropped by 0.4 percent.

Across the country, residential sector investment was down in five provinces in November. Ontario (-\$17.3 million), Quebec (-\$14.0 million) and Manitoba (-\$11.8 million) posted the largest monthly declines. Nationally, investment in single-unit dwellings decreased 2.0 percent to \$5.2 billion, while multi-unit dwellings increased 1.6 percent to \$5.4 billion.

Non-residential sector investment, meanwhile, rose 0.8 percent to \$5.0 billion in November. The commercial component increased 1.4 percent to \$2.9 billion, led by Ontario (+2.8 percent to \$1.1 billion) and Quebec (+3.2 percent to \$578.7 million). Somewhat offsetting the national growth, British Columbia (-2.0 percent to \$533.0 million) reported its first decline in commercial investment since May 2018.

Investment in the institutional component edged down 0.2 percent to \$1.1 billion, largely due to Alberta which declined 2.7 percent to \$158.5 million. This was the 20th consecutive monthly decrease in institutional building construction for the province. In Manitoba, a new \$60 million addition to Red River College led to the largest provincial gain in November, increasing 12.5 percent to \$38.0 million.

Nationally, the industrial component rose 0.4 percent compared with October to \$906.8 million. Growth in Ontario (+2.0 percent to \$394.3 million) more than offset the declines reported in six provinces.

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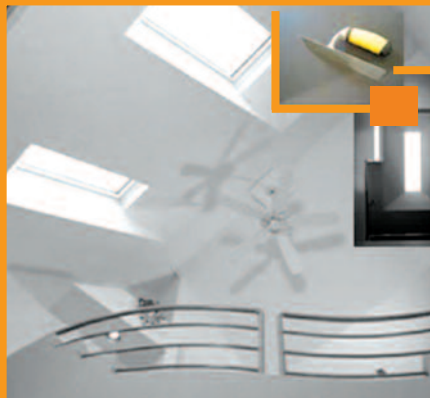
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NEWS IN BRIEF

Carleton U plans new residence building

Carleton University submitted plans for a new on-campus residence building to the City of Ottawa in mid-December.

Designed in joint venture by Diamond Schmitt Architects and KWC Architects, the proposed building would stand nine storeys tall. It would include 166 units, and beds for about 450 first-year students, as well as various communal, semi-private and private amenity spaces for the use of residents and all university students.

The building would be located on the north section of the campus, to the west of Campus Avenue, and facing the main campus entrance on University Drive. Its prominent location would make the building a gateway property.

According to the design brief submitted by Diamond Schmitt Architects and KWC Architects, the building will implement a number of Passive House Design principles to create a high level of sustainability. Furthermore, the university is also considering green roofing and additional storm water management features.

The building would be Carleton's 12th on-campus residence facility.

Building permit values drop in November

Statistics Canada reports that the value of building permits issued by municipalities across the country in November dropped by 2.4 percent to \$8.1 billion. Six provinces reported declines. Ontario recorded the largest of those decreases (-5.7 percent to \$3.2 billion), while growth in Quebec (+10.3 percent to \$1.9 billion) offset some of this decline.

On the residential side of the ledger, the total value of permits dropped 4.0 percent to \$4.7 billion. Permits for multi-family dwellings were down in all provinces except Prince Edward Island—decreasing 11.3 percent to \$2.5 billion. Activity in Ontario dropped by 9.5 percent to \$976 million.

Meanwhile, the total value of permits for single family dwellings offset some the decline in the multi-family sector. Totals rose 5.6 percent to \$2.3 billion, led by Ontario (+\$78 million to \$1.0 billion) and British Columbia (+\$41 million to \$276 million).

The value of non-residential permits was largely unchanged across the country in November, dropping 0.1 percent to \$3.3 billion. A deeper look at the data shows notable movement within the components, however.

The value of industrial permits rose 24.5 percent to \$753 million. The majority of this gain was attributable to a high value permit for an organic waste management facility in Québec City.

Meanwhile, the value of institutional permits jumped 14.5 percent to \$894 million, largely due to gains in Quebec (+\$209 million) resulting from building intentions for health-care and educational facilities.

A decline in commercial permits (-13.5 percent to \$1.7 billion) offset the other sectoral gains.

NEWS IN BRIEF

Ontario saw a drop in its non-residential permits in November. The overall market dropped 12.5 percent to \$1.2 billion. While the industrial sector saw a slight increase (+1.5 percent), the institutional (-6.2 percent) and commercial (-21.2 percent) sectors experienced larger declines.

Labour force adds 35,000 jobs in December, and 320,000 for the year

The latest version of Statistics Canada's Labour Force Survey shows that employment increased by 35,000 (or 0.2 percent) to 19,127,000 in December, while the national unemployment rate dropped by 0.3 percentage points to 5.6 percent.

Gains were reported across a number of sectors and demographics. For example, employment in the accommodation and food services industry grew by 25,000 (+2.0 percent), while employment in construction increased by 17,000 (+1.2 percent) to nearly 1.5 million.

In the last year, employment in Canada increased by 320,000 or 1.7 percent, a faster pace than in 2018 (+1.1 percent). The growth was spread across the first three quarters of the year and was mostly the result of gains in full-time work (+283,000 or +1.9 percent).

The services-producing sector (+367,000 or +2.5 percent) drove employment gains in 2019, and more than offset a decline in the goods-producing sector (-47,000 or -1.2 percent). The number of employees in both the private and public sectors increased in 2019, while self-employment was little changed.

Here in Ontario, employment increased by 25,100 (+0.3 percent) in December, the result of gains in full-time work. Specifically, more Ontarians were working in construction (8.5 percent to 551,100) and public administration (5.4 percent to 387,900).

Over the past year, employment in Ontario rose 243,000 (+3.3 percent), the largest year-over-year increase since 1987. Employment gains were mostly in full-time work (+227,000 or +3.8 percent). There were increases in a number of industries, including professional, scientific and technical services, as well as health care and social assistance.

Since June 2018, employment in Ontario has risen by 296,700.

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OCH to build Canada's largest residential Passive House structure



The community housing organization is taking a more client-focused approach to a broad development portfolio.

Ottawa Community Housing announced in December that it plans to build Canada's largest residential Passive House structure.

Located at 811 Gladstone Avenue, the project features 140 affordable homes. Of those, 108 will be located in a six-storey apartment building that will be designed to the Passive House Institute of the United States 2015 Passive Building Standard. The remaining 32 units on the development site will be constructed as two-, three- and four-bedroom townhouses.

Designing to the Passive House standard makes sense for a number of reasons, says Ottawa Community Housing

Corporation CEO Stéphane Giguère.

"For one, we are looking to build buildings that will last for 50 or 60 years in our community," he says. "Building to such a high standard means the houses will be structurally sound, comfortable and performing at a high standard."

The other element to the equation, he says, is affordability. Since energy efficient buildings consume less energy, OCH will be able to lower occupants' monthly utility bills.

Designed by Hobin Architecture and built by EllisDon, the low-rise building on site will feature a wood-frame structure, filled with thick insulation, and an airtight membrane. Energy recovery

ventilators will recover up to 85 percent of the heat from the air exiting the ventilation system in order to heat the incoming air. This means that electricity consumption will dramatically decrease, and that heating bills for each tenant will remain under \$100 per year.

It is generally estimated that building to the Passive House standard adds approximately 5 percent to a project's total construction costs, but cuts energy consumption by 85 percent. The project's construction value is estimated at \$40 million.

In addition, 811 Gladstone will incorporate 5,000 square feet of amenities, which is double the amount required. Green space, a fitness room, and an indoor children's recreation space are some of the facilities being incorporated into the development. The project's expected completion date is March 2021.



Long-term plan to build on 120 acres

The 811 Gladstone development represents the first phase of what will be a busy and long-term construction plan, says Giguère. In addition to this project, the corporation reduced its backlog of capital maintenance projects from an estimated \$300 million worth to less than \$100 million in over three years. The corporation is consistently posting between 400 and 500 projects annually—of varying dollar figures—to local contractors.

Beyond its immediate needs, the corporation owns 120 acres of downtown land that it is looking to develop over the next 10 years. Many of these are located along the city's light rail corridor, which means that it can further offer value to residents by situating residences in close proximity to the city's transit network.

The corporation is also developing larger units for residents. For example, although the majority of the units at 811 Gladstone Avenue are conventional bachelor and one-bedroom units, OCH has also included two-, three- and four-bedroom units to accommodate larger families.

"Ottawa's population is changing, and the cost of buying or renting units to accommodate large families on the open market is high," says Giguère. "We're adapting our housing solutions to meet the needs of those families."



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Library design revealed



The design of the shared facility between the Ottawa Public Library and Library and Archives Canada was inspired in part by feedback from more than 4,000 members of the public.

Politicians from the federal and municipal governments revealed the design for the Ottawa Public Library – Library and Archives Canada Joint Facility.

Led by Toronto's Diamond Schmitt Architects in conjunction with Ottawa's KWC Architects, the building's design is the direct result of an involved public co-design process that asked Ottawa residents, Indigenous communities, and Canadians from across the country to provide inspiration at every stage. More than 4,000 people provided input.

The new building will be located at 555 Albert Street in LeBreton Flats. It will be connected to the Pimisi LRT Station, and serve as the new home not only of the central branch of the municipal library but also to the federal library archives. The project has a total value of \$193 million, and will span 216,000 square feet over five floors.

The design of the facility draws inspiration from the city's history and environment. Its shape, for example, is reminiscent of the Ottawa River, while

its stone and wood exterior cladding reflect the adjacent escarpment and surrounding greenspace. Large windows on the upper floors of the building offer striking views of the Ottawa River and Gatineau Hills.

"After completing an extensive public consultation process, we celebrated a major milestone by revealing the architects' stunning design for our new Ottawa Public Library – Library and Archives Canada joint facility," said Mayor Jim Watson. "This signifies a very exciting time in our city and brings us one step closer to getting shovels in the ground. I want to thank everyone involved in this process for their input, their work and their creativity in helping us create this world-class destination for residents and visitors."

Inside, the building will host a central town hall, children's discovery centre, genealogy centre, reading rooms, creative centre, meeting rooms, and cafés. Public input informed the shape of the building, its entrances, the interaction and location of its spaces, the indoor look and ambience, the inclusive and sustainable features, the landscaping and public art, and the exterior materials. Major themes coming out of the public consultations included creating an accessible, iconic destination, a place to spend time, with a connection to nature, a multitude of offerings and a mix of quiet and vibrant spaces.





“The reveal of the design of OPL-LAC Joint Facility illustrates the power of connections between institutions and the contributions of more than 4,000 people who came together to inspire all aspects of the design, inside and out,” said Councillor Tim Tierney, who chairs the Ottawa Public Library Board.

Next steps

Public and Indigenous engagement for the facility will continue as the design is finalized, and the next stages of the project move forward.

Once the proposed design has been approved jointly by the National Capital Commission’s Advisory Committee on Planning, Design and Realty, the City of Ottawa’s Urban Design Review Panel, and the project’s executive steering committee, the architects and design team will begin work on the construction documents. Ground breaking is scheduled in 2021.

The facility’s name will also be selected before construction begins. It will meet criteria set by the City of Ottawa and the Government of Canada for such buildings.

The building is expected to open to the public in late 2024, and the designers, who also worked together on the design of the Senate of Canada Building in Ottawa, have targeted at least LEED Gold certification.



Ottawa to adopt OHSMS



Beginning in January 2023, certification under an occupational health and safety management system will become a condition of contract for those wishing to build for the City of Ottawa.

The City of Ottawa will soon require contractors to possess independently certified and audited occupational health and safety management systems.

The city issued an information bulletin to the construction community on January 10. In it, the city advised that it would add the requirement to its construction contracts to further promote occupational health and safety best practices across all of its projects. The city purchases some \$600 million in construction projects each year, not including major special projects such as the

light rail expansion and the construction of a new central library facility.

“The City of Ottawa recognizes the importance of safe work environments and is pleased to work collaboratively with the construction industry on reinforcing current health and safety practices,” said the city’s director of infrastructure services, Alain Gonthier in a statement.

Leaders across Ottawa’s construction community reacted strongly in favour of the city’s decision.

“The Ottawa Construction Associa-

tion is pleased to collaboratively work with our partners at the City of Ottawa on adopting a new requirement for contractors bidding city projects to be certified by one of a number of existing national and internationally recognized health and safety management systems,” said OCA chairman Wayne Jennings.

“NCHCA encourages health and safety in all aspects of our work and supports the City of Ottawa in its efforts to promote safe work environments,” said National Capital Heavy Construction Association chair Stephen Goodman.

The city has not gone so far as to specify which OHSMS contractors should adopt. It has said it will accept any of the following programs, provided contractors can prove that they have been independently certified and audited:

- ISO 45001:2018,
- CSA Z45001:19,
- OHSAS 18001:2007 (valid until March 2021), and
- COR 2020.

The OHSMS requirement in Ottawa will be implemented on a phased basis. Doing so, says the city, will provide enough time for contractors to incorporate the programs into their business plans and integrate the necessary elements into their existing health and safety programs.

Beginning January 1, 2023, all builders working on construction contracts valued at over \$10 million must be certified. By 2025, the certification requirement will extend to contracts valued at over \$1 million. The following year, it will extend to all contracts valued at more than \$100,000 (although the city says it may amend that valuation over time).

Subcontractors will not initially be required to hold OHSMS certifications, although the city says they will be expected to adhere to the general contractor's health and safety program. The city plans to require those subcontractors wishing to work on projects valued at over \$100,000 to hold OHSMS certifications by January 1, 2026.

The city has said it will hold a series of joint education and information sessions with contractors to help them achieve certification, and to provide them with any additional information on health and safety requirements being issued by the provincial government.

With this announcement, Ottawa becomes the latest in a long line of Ontario purchasers to require construction contractors to hold OHSMS certifications—such as the Certificate of Recognition (CoR) program—as conditions of contract. Organizations such as the cities of Toronto, Mississauga, Vaughan and Brampton require certification on some or all projects. As do Infrastructure Ontario, the Toronto Transit Commission and Metrolinx.

In November, Ontario's Ministry of Labour, Training and Skills Development announced that it had identified four occupational health and safety management systems that it would recognize under its accreditation program.



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Ten tips for respect and civility in the workplace



Editor's note: This article was originally published in the Canadian Centre for Occupational Health and Safety's Health and Safety Report.

Does your workplace pass the civility test? In a respectful workplace, employees are courteous, caring, and considerate in their interactions with one another, as well as with customers, clients and the public.

For workers, a civil and respectful workplace can translate into greater job satisfaction, greater perceptions of fairness, and a more positive attitude. The organization's bottom line benefits from improved morale, better teamwork, enhanced supervisor-staff relationships, and reduction in sick leave and turnover. When people are treated with respect, they take a greater interest in personal development, engage in problem solving, and generally enjoy their environment more.

So how do you get there? Here are ten tips to help make respect and civility the standard in your workplace:

Train and develop

Provide training and resources on civil and respectful workplace behaviours such as listening, giving feedback, conflict resolution, anger management and dealing with difficult customers. It's also important that staff learn to recognize what constitutes uncivil behaviour and how to address it.

Incorporate respect and civility in your communications

Adopt non-discriminatory language and maintain the confidentiality of employees' personal information in all

communications. Ensure that communications are easy to find and accessible to all by prominently displaying on bulletin boards, in employee handbooks, or online.

Give your full attention

Basic respect is the foundation of working relationships. A civil workplace is one where everyone's input is recognized, valued and where our attention is focused on the conversation at hand. This focus means giving people and meetings your undivided attention. Be sure to turn off your cell phone or any other device that may distract you. If you're going to be late for a meeting, let the organizer know in advance.

Use respectful language

Please... Thank you... Excuse me... I'm sorry are phrases that you can use regularly to establish civility. Express appreciation to co-workers for their help, avoid interrupting others when they are speaking, and apologize with sincerity if you have mistakenly offended someone. These seemingly small gestures all help to contribute to an overall culture of a respectful workplace.

Say hello

In an uneasy work environment, it is commonplace for co-workers to not even greet each other. Next time you're passing a colleague in the hallway or seeing them in the lunchroom, acknowledge them by saying "Hello". Courtesy is infectious and helps build positive morale.

Be considerate when you speak

Humour in the workplace can take many forms and not all of them are appropriate nor appreciated by everyone. Before making a joke, pause to consider your audience. Is the joke at someone else's expense? Might it be embarrassing or demeaning? If the answer is yes to any of these, then don't share the joke.

Be inclusive

Be courteous and friendly – these actions foster a positive working culture. Find out how co-workers would like to be addressed. Avoid giving people nicknames or pet names as that can be seen as belittling and patronizing. Look for opportunities to include others that you may not generally socialize with by acknowledging their birthdays, inviting them to lunch, or asking for their input. Everyone wants to be recognized and have a sense of belonging. It can be very rewarding to bridge social barriers to discover new associations.

Practice humility

Give others credit when they do a good job. By being modest and raising others, you can contribute to building a culture of generosity and trust, while allowing others to share in the satisfaction of a job well done.



Be a role model

Promote and reinforce respectful leadership behaviour. Provide managers and supervisors with appropriate training and supports, and ensure that they are available, present and in contact with workers to be able to recognize and resolve issues.

Address uncivil behaviour

In addition to demonstrating the type of behaviour we expect from others, it is equally important for employers to

address situations that affect civility. Create and enforce guidelines and policies detailing expectations, and consequences for inappropriate behaviour. Allow for constructive problem-solving. Manage conflicts in an effective and timely fashion, and ensure follow-up with all parties involved.

Practicing small, everyday acts of civility, care, and consideration can go a long way to help everyone feel safe, comfortable, and respected at work.



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AROUND OTTAWA

A PHOTO SPREAD

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North Kanata Trunk Sewer Phase 2

Project Address: 821 Corkstown Road
General Contractor: Louis W Bray Construction Ltd.

Consultants and OCA member participants

Consultant & Designer
Project Manager
Excavation & Backfill
& Site Services

Jacobs Engineering Group
Stéphane Desjardins, P.Eng.
Louis W. Bray Construction Ltd.

Asphalt
Landscaping
Precast Manhole Supplier
Mechanical

Thomas Cavanagh Construction Limited
D&G Landscaping (2015) Inc.
M-Con Products Inc.
Modern Niagara Ottawa Inc.

* denotes non-member firm





PHOTOS BY RALPH PLATH

151 Slater

Project Address: 151 Slater Street

General Contractor:

Thomas Fuller Construction Co. Limited

Consultants and OCA member participants

Consultants

Adjeleian Allen Rubeli Limited
Cleland Jardine Engineering Ltd.
R.J. McKee Engineering Ltd.

Architect

Edward J Cuhaci & Associates*

Project Manager

Bill Fuller

Excavation & Backfill

Latcon (2009) Ltd. (Demolition)
C.A.C.E. Construction (1991) Ltd. (Civil)

Site Services

Exel Contracting Inc.

Reinforcing Steel

ABF Reinforcing Steel Inc.

Concrete

Lafarge North America

Roofing

Raymond & Associates Roofing Inc.

Plumbing

Taillefer Plumbing & Heating Inc.

HVAC

Dilfo Mechanical Ltd.

Electrical

Lecompte Electric Inc.

Sprinkler Systems

Ottawa Sprinkler Installations Limited

Glazing

Verval Ltee.

Drywall

Construction Integral M.T. Inc.

Hazardous Materials/ Asbestos Abatement

Inflector Environmental Services

Parking Garage Repairs

Dumoulin & Associates

Concrete Repairs Limited

Roof Anchors

Ankor Engineering Systems Inc.

Flooring

Jacques Lamont Ltee.

Sprayed Insulation

Aries Contracting (Ottawa) Inc.

* denotes non-member firm



AROUND OTTAWA

A PHOTO SPREAD

PHOTOS BY RALPH PLATH



Canadian Agency for Drugs & Technologies in Health

Project Address: 865 Carling Avenue, floors 4–7
Construction Manager: MARANT Construction Ltd.

Consultants and OCA member participants

Designer	Straticom Planning Associates Inc.*
Engineer	R.J. McKee Engineering Ltd.
Project Manager	Stephanie El Azzi
Plumbing and HVAC	Modern Niagara Ottawa Inc.
Sprinkler Systems	Viking Fire Protection Inc.

* denotes non-member firm





PHOTOS BY RALPH PLATH



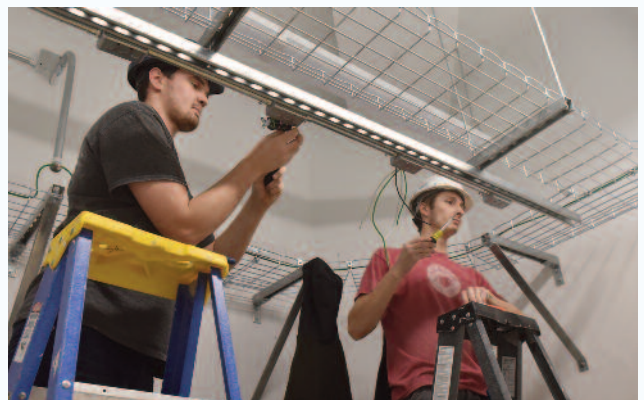
Transport Canada Office Space Fit Up

Project Address: 240 Sparks Street
General Contractor: TOFCON Construction Inc.

Consultants and OCA member participants

Architect	Peter J. Kindree Architects
M & E Consultant	Goodkey Weedmark & Associates Ltd.
Project Superintendent	George Stuart, GSC
Millwork	AT Ottawa Woodwork
Plumbing	S & R Mechanical
Electrical	Arrow Property Service
Sprinkler Systems	Escape Fire Protection
Doors and Frames	Merlin Door Systems Ltd.
Glazing	Civic Glass & Aluminum Ltd.
Drywall	Soubliere Interiors Ltd.
Flooring	Jacques Lamont Ltee.
Painting	F & G Painting and Decorating Ltd.
Hazardous Materials / Asbestos Abatement	Inflector Environmental Services

* denotes non-member firm



AROUND OTTAWA

A PHOTO SPREAD

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St. Isidore Church

Project Address: 1135 March Road

General Contractor: Warlyn Construction Ltd.

Consultants and OCA member participants

Designer

Vandenberg & Wildeboer Architects

Project Manager

Michael Ellwood, GSC

Excavation & Backfill &

A.L. Blair Construction Ltd.

Site Services, Concrete

Reinforcing Steel

Harris Rebar (Div of Harris Steel Ltd.)

Masonry

L & L Leroux Contracting Inc.

Structural Steel

M.I.G. Structural Steel

(Div of 2480367 Ontario Inc.)

Roofing

DWS Roofing & Waterproofing Services Inc.

Electrical

Maxi Power Electrical Services Inc.

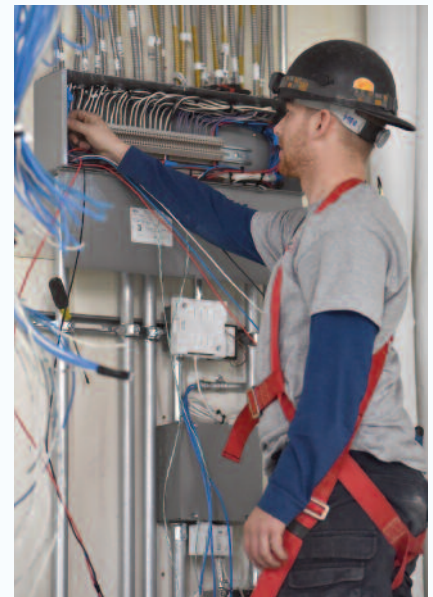
Doors and Frames

Allmar Inc.

Glazing

Gauthier Glass Ltd.

* denotes non-member firm





PHOTOS BY RALPH PLATH



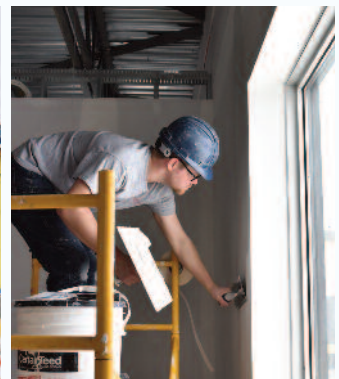
Surgenor Truck Centre Expansion

Project Address: 1571 Liverpool Court
General Contractor: GCN Constructors Inc.

Consultants and OCA member participants

Consultant(s)	Cunliffe & Associates Inc. R.J. McKee Engineering Ltd.
Designer	Pye & Richards Temprano & Young Architects Inc.
Project Manager	Mike Aiken
Excavation & Backfill	GCN Constructors Inc.
Site Services	S.W. Farrell & Sons (1979) Ltd.
Reinforcing Steel	ABF Reinforcing Steel Inc.
Concrete	Canada Building Materials (CBM)
Masonry	McGonigal Construction Ltd.
Structural Steel	Fortran Steel Contracting Ltd.
Roofing	DWS Roofing and Waterproofing Services Inc.
Plumbing	ACUMEC Plumbing and Mechanical Piping Inc.
Electrical	Laurier Electric Limited
Doors and Frames	Doormasters of Ottawa Inc.
Glazing	Civic Glass & Aluminum Ltd.
Painting	F&G Painting and Decorating Ltd.

* denotes non-member firm



Algonquin College to award scholarships through the W. Garfield Weston Foundation



As many as 165 students enrolled in post-secondary studies in the skilled trades or apprenticeships can earn funding for their educations.



Algonquin College has partnered with the W. Garfield Weston Foundation to offer scholarship awards to up to 165 students through the 2021–22 academic year.

Through the W. Garfield Weston Foundation Skilled Trades Initiative, 95 post-secondary students and 70 apprentices at Algonquin campuses in Ottawa, Perth and Pembroke will benefit from more than 365 awards. The awards will go to students pursuing careers in the transportation, manufacturing and construction sectors—those industries undergoing well-documented labour shortages across Canada.

Project lead Kerri-Lynn Gleeson explains that the scholarship evaluation teams look for more than just good grades when it comes to assessing applicants. Students' passion, desire and aptitude are significant weighting factors, which is why Gleeson herself takes the time to meet with applicants personally.

"We're looking for ambassadors in their respective trades," she explains. "These are post-secondary students or apprentices who show leadership in their fields, and who genuinely have passion for their students and their trades."

For the 2019–20 academic year, Algonquin College will award 60 scholarships under the initiative. Thirty-nine will be post-secondary students; 21 will be apprentices. Awards range in value. Post-secondary students will receive their first-term tuitions paid in full, plus awards of \$1,000 per term to a maximum of \$4,000—provided they maintain a 3.0 grade point average and demonstrate a willingness to provide mentorship to current and prospective students in skilled trades.

Apprentices receive an initial award of \$400 for tuition, as well as a \$1,000-award for participating in mentoring and co-curricular activities, such as visiting elementary and high schools to bring awareness about careers in skilled trades, supporting hands-on workshops to potential tradespersons, and attending local career fairs.

"We have seen some remarkable students coming through our skilled trades programs," says Gleeson. "Some have com-

pleted post-secondary studies at universities and have come to the trades to find their professional callings. They want to get good educations quickly, and get to work in their fields of choice.”

Employers interested in learning about some of the students who have received awards from the W. Garfield Weston Foundation Skilled Trades Initiative should contact Gleeson directly. She can be reached at gleesok@algonquincollege.com and 613-727-4723, extension 4862.

More information about the Weston Family Scholarship in the Skilled Trades is available at www.algonquincollege.com/acce/home/weston-family-scholarship/

Meet Algonquin College's Apprentice Weston Family Scholars

To date, Algonquin College has awarded the Weston Family Scholarship in the Skilled Trades to 20 apprentices. They are:

- Micky Bartkowski**, Plumber – Arrow Property Services (North Gower)
- Johnathan Morrow**, Truck and coach technician – Whelan Truck Repair Inc. (Carp)
- Jason Hicks**, Commercial vehicle and equipment – Team Eagle Ltd. (Campbellford)
- Michael Kostiuk**, Plumber – UA Local 71 (Ottawa)
- Violaine Archambault**, General carpenter – St-Pierre Construction Services (Vankleek Hill)
- Carter Maxwell**, General carpenter – The Conscious Builder (Ottawa)
- Trevor Paquette**, Electrician – Betron Electric (Carp)
- Andrew Couture**, Auto body repairer – Assured Automotive (Ottawa)
- McKenna Goodwin**, General contractor – Carpenters Union Local 93 (Ottawa)
- Bradley Deault**, General contractor – M. Sullivan & Son Ltd. (Ottawa)
- Cole Hamlin**, General contractor – Black Fox Construction (Kenora)
- Nicholas Trottier**, Refrigeration mechanic – (Hawkesbury)
- Danny Ventura**, Automotive service technician – AMS Auto Center (Ottawa)
- Leslie Saintilma**, Sheet metal worker – Dilfo Mechanical Ltd. (Ottawa)
- Andrew Joannis**, Sheet metal worker – Dura Sheet Metal Ltd. (Ottawa)
- Matt Burgess**, Truck and coach technician – Coco Paving (Kingston)
- Peter Spadaccini**, Electrician – Boss Electric, (Ottawa)
- Justin Valenta**, Electrician – open to employment opportunities (Carleton Place)
- Nathan Grootenboer**, Plumber – UA Local 628, Clow Darling Mechanical Contractors, Thunder Bay

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Success leaves clues

If you are in any kind of a leadership role, the number one thing your people want from you is clarity. They want clear answers to three questions:

- What are we doing?
- Why are we doing it?
- Where do I fit in?

All too often, one of those people will ask, “do you know where you will be in five years, if you stay on the same path as you are today?” Can you answer that question?

If you don’t know where you are going or where you are going to be in five years, how will you know when you get there? In other words, if there’s no *there* when you get there, how can you expect anyone to stay engaged or motivated? These same principles apply to our teams—people won’t follow fuzzy.

The younger talent we are attracting to the industry today are in a hurry. They want results and they want them now. The results from a customer service survey recently have shown that the average customer acceptable wait time has gone from two minutes to less than 10 seconds. So, from the minute someone walk into our office, we have no more than 10 seconds to acknowledge in some way—whether it be a hello, smile or a wave.

Employees today want company cultures that encourage growth and leaders that inspire. Is that you?

What is the very first thing some of the biggest and most well-known companies around the world—Apple, Disney, Nike, Nordstrom, and so on—do with their new people before they ever do a day’s work?

They teach their new employees about who they are as a company. In other words, they teach culture. The

Ritz Carleton Hotel goes as far telling new workers, this is who we are and how we behave here, and if you cannot see yourself as part of this, then maybe you won’t be happy here.

As leaders, we are the ones in charge of our companies’ cultures. We are the ones responsible for the messaging we want our people to live and talk about. We can’t deliver that messaging only once and hope it sticks. We need to say it over and over again.

How do you keep people motivated and engaged?

Everyone today is searching for something different, from hairstyles and lifestyles to beer and pizza. We are tired of the so-called norm. With every company on the hunt for great talent, we need to be asking ourselves, what are we doing to be different than the next place to attract and keep talent?

One of the first things we need to do is invest in our people more. Every time I see a company invest in their people, they always want the training, more than the company wanted to provide it. By offering up this type of investment in your people, it's like turning on the big red "I care" switch.

If we want to be successful in any business, we need to take a serious look at what we are doing to develop our people. You just can't go to Walmart and get an electrician, mechanic or a drywall tapper, you need to grow these people from within.

Again, look at the most successful companies out there. They all use some form of training programs. Even professional baseball teams go away for spring training every year. During that time, their trainers help the players every step of the way, guiding them, teaching them and helping to make them better.

Each of our companies has teams of professionals—but do we have training programs for our players? As leaders, we have to be willing to guide and mentor our people, and help them become the best they can be. By becoming a learning organization, your new culture will be to keep growing and improving.

It's really this simple: if you want to grow your company, grow your people. Remember, their success equals our success!

This article was written by Mark Nesbitt, certified trainer and keynote speaker with Nesbitt Training. He can be reached at 613-220-4613 and mark@nesbitttraining.ca.

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Merovitz Potechin LLP is thrilled to announce that Real Estate Lawyer Merredith MacLennan has joined our team as of January 2020.

Merredith has extensive experience in all aspects of real estate law including freehold and condominium land development, completing large commercial transactions and resolving complex title matters.

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When you win: enforcing the adjudicator's decision



What can you do when you win an adjudication but nevertheless remain unpaid?

The prompt payment and adjudication provisions under the *Construction Act* came into effect on October 1, 2019, and Ontario's construction industry is now preparing itself for the paradigm shift associated with the new adjudication rules and regulations.

Since the announcement of this shift and related amendments to the act over two years ago, there have been a number of articles published that broadly consider what adjudication means, to whom it applies, how it works and the impact it can have in relation to the successful completion of construction projects. In this article, we consider what the successful party is entitled to do after an adjudicator decides in their favour but the other party is either unable or unwilling to comply. In other words, what can you do when you "win" an adjudication but nevertheless remain unpaid?

For purposes of illustration, it may be helpful to provide an example. A subcontractor submits a payment application for a billing cycle in the amount of \$100,000. Following a series of steps (including the issuance of notices of non-payment), the subcontractor learns it will only be paid \$50,000 of the \$100,000 it invoiced to the general contractor. The subcontractor commences an adjudication for the disputed amount, the parties agree to an adjudicator (or have one selected for them), they exchange documents, and undergo the adjudication process set out by their adjudicator. The adjudicator provides his or her decision to the parties (within his or her allotted timeframe, i.e., 30 days after receiving the documents) which stipulates that the subcontractor is entitled to payment from the general contractor of a further \$25,000. The subcontractor expects payment within 10 days of the adjudicator's determination being communicated to the parties (as set out under s. 13.19(2) of the act). Eleven days have now passed, and no payment has been received. Communications have broken down. Now what?

Based on a general review of other jurisdictions that have implemented adjudication, the most commonly cited reasons for non-compliance with an adjudicator's determination are:

- the unsuccessful party does not have the means to pay;
- the unsuccessful party wants to stall for time, while preparing to launch some sort of belated counter-offensive, e.g., another adjudication or action; and

- the unsuccessful party disagrees with the determination and wants to challenge the decision (i.e., by judicial review).

Regardless of the reason, if the unsuccessful party does not pay, the successful party will need to enforce the decision.

Generally speaking, and as discussed below, following an adjudication under the act, a successful party has a number of tools at its disposal after the communication of an adjudicator's determination.

Enforcement as an order of the court

First and foremost, pursuant to s. 13.20(1) of the act, a party seeking to enforce an adjudicator's determination can do so by filing a certified copy of the determination with the court. This step must be taken within two years of the communication of the determination (or in cases where a determination is subject to judicial review, two years from the dismissal or final determination of that application) (s. 13.20(2)). On its filing with the court, the adjudicator's determination is enforceable as if it were an order of the court. The filing party must also provide notice to the other party of that filing within 10 days (s. 13.20(3)). Of note, while the party is engaged in enforcement proceedings, s. 13.20(4) of the act operates to defer payment obligations to parties below. In our example, the subcontractor's obligations to pay its subcontractors and/or suppliers would be deferred pending the outcome of the enforcement proceedings.

Once the adjudicator's determination is an order of the

court, Ontario's Rules of Civil Procedure would apply. Specifically, under r. 60.02, an order for the payment or recovery of money can be enforced in the following ways:

- writ of seizure and sale (r. 60.07)
- garnishment (r. 60.08)
- writ of sequestration (r. 60.09)
- writ of possession (r. 60.10)

A judgment creditor (in our case, the subcontractor) can also conduct a debtor examination to identify exigible assets (r. 60.18).

Each of the above remedies are significant and provide more immediate consequences than construction industry participants may be accustomed to as compared to, for example, the lengthier construction lien processes and traditional litigation. The consequences may also be serious when considering how construction industry payors typically operate their businesses.

For example, a Writ of Seizure and Sale under r. 60.07 allows the sheriff to seize real estate and personal property owned by the debtor (in our case, the general contractor) and to sell it. The proceeds are applied against the amount owed to the creditor. This remedy, if applied, could be significantly detrimental to a general contractor whose assets would otherwise not be available as part of a contractual dispute over payment. As well, the creditor may wish to engage r. 60.18 to examine the debtor. In that regard, it would be entitled to broadly examine the debtor (or persons other than the debtor in certain circumstances) in respect of: reasons for nonpayment, debtor's income and property, debts owed to and by the debtor, disposal of property, present/past/future means to satisfy the order, whether the debtor intends to obey the order or has reasons for not doing so, and any other matters pertinent to the enforcement of the order. Such an examination would be onerous, to say the least.



Of course, each of these remedies has been tested in the courts in relation to civil litigation matters; however, they will be new to many construction industry participants in the context of adjudication. In that regard, there is no current directly related experience to draw from, and other jurisdictions provide context.

While directly relevant experience is not available to us, we can nevertheless consider how enforcement of an adjudication is dealt with elsewhere. In the U.K. (where adjudication originated), enforcement proceedings are battlegrounds where adjudicators' determinations are challenged. While consideration of the U.K.'s approach to enforcement could be the subject of an entire article, in brief we note that U.K. courts have generally applied a supportive and purposive approach to enforcement (i.e., narrow grounds to refuse enforcement such as a breach of natural justice and/or a misapplication of jurisdiction).

While the commencement of adjudication in the U.K. was met with a surge of challenges, it is anticipated that, relatively speaking, there will be fewer challenges to the enforcement of adjudicator determinations in Ontario. That is because in Ontario, the process for enforcement of an adjudicator's determination (and the ability to review such determinations) has been limited under the act. Grounds for judicial review are narrow and the right to enforce the determination as an order of the court is simplified.

In that regard, subject to the limited circumstances where a judicial review of an adjudicator's determination is successful, we optimistically anticipate that courts will respond as they did in the U.K. by supporting the enforcement of adjudicator's determinations, allowing the determinations to be treated as orders of the court when properly filed, and engaging with those who seek to apply the remedies described above.

Suspension

One powerful right of a party that has not been paid following receipt of an adjudicator's determination is the right to suspension of services under s. 13.19(5). The right of suspension under the act now arises 10 days following receipt of an adjudicator's determination if the paying party fails to comply. In relation to a suspension, once it arises, not only would the payor party have to pay the amount of the adjudicator's determination, but it could also be exposed to interest accrued on the late payments of the adjudicated amount (at the prejudgment interest rate determined under subs. 127(2) of the *Courts of Justice Act* — currently two percent), and reasonable costs incurred as a result of the suspension (i.e., demobilization). As well, the suspending party, if it were to return to work, would be entitled to its reasonable costs for remobilization. Specifically, under s. 13.19(6), a contractor or subcontractor who suspends work is entitled to payment by the paying party of any reasonable costs incurred as a result of the resumption of work following the payment of the adjudicated amount and interest.

Default under the contract

Failure of a party to pay an adjudicator's determination may also trigger the default mechanism of a construction contract depending on the wording of the contract at issue. This remedy will be contract-specific, such that it is important to review the contract carefully in relation to how non-payment of an adjudicator's determination may or may not trigger the ability to declare the non-paying party in default (in our example, the general contractor) and perhaps be entitled to proceed to terminate the contract if the payment default is not rectified.

As well, failure of a general contractor to pay its subcontractors following an adjudication (or generally) may constitute a default under the prime contract.

Surety bond claims

Another option available to the party seeking payment following receipt of an adjudicator's decision is in relation to surety bonds. If a subcontractor or supplier had not already done so, it would be in a position to claim on the labour & material payment bond. Such parties should already have requested a copy of the labour & material payment bond at the outset of the project; however, if they did not, they can request that information from the general contractor and/or the owner. Once they have the bond, they can file a claim with the bonding company (surety), attaching the determination of the adjudicator, and any other supporting documentation that may assist in the investigation of their claim. We note that the determination against a general contractor is not binding on the surety. If for some reason the surety denies the claim, that subcontractor or supplier can initiate an adjudication against the surety, as above, and pursue the outstanding amount to judgment against the surety.

Conclusion

Each of the above alternatives is significant in that it allows a party to enforce its rights in circumstances where non-payment arises following an adjudicator's determination. These remedies are intended to bootstrap the adjudication regime and promote commercially reasonable behaviour. Given that all of the aforementioned remedies have the potential to "inflict pain" on the non-compliant payor, the existence of the remedies themselves should hopefully spur parties into reasonable negotiations and enable reasonable outcomes following an adjudication.

That said, much remains to be seen in relation to how construction industry participants, their respective counsel, and the judiciary all react to the new adjudication regime and its interplay with the existing legislative and judicial frameworks that previously governed construction projects.

Stay tuned.

This article was written by James Little, a partner with Singleton Urquhart Reynolds Vogel LLP, and was originally published in the January/February 2020 issue of the Construction Law Letter. James can be reached at jlittle@singleton.com.



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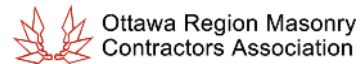
OCA's 2020 Construction Symposium and Trade Show is just days away. The big event runs on February 26 and 27 at the EY Centre. We have a fantastic line-up of speakers and education sessions planned, and nearly 170 exhibitors ready to show their wares.

This year's event will feature a trade show floor of 90,000 square feet. We have also expanded our educational program to include a 30,000-square foot youth engagement zone in which local high-school students will have the opportunity to experience a multitude of hands-on trade or technology activities—with the objective of raising awareness and enhancing attitudes about careers in construction.

We are proud again to feature a rich offering of topics and speakers that will appeal to all in the industry: builders, suppliers, designers and purchasers. We will offer many seminars concurrently in four small theatres on the trade show floor, as well as in the main conference presentation rooms at the front of the EY Centre. All are free to attend.

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The OYCL would like to acknowledge and thank our 2019 Chairman Mitch Lalonde. Mitch, along with the help of our team, continued to grow our attendance numbers at networking and social events, and we gained an incredible amount of momentum and recognition of our group in the construction community.

The OYCL will continue to honour our three pillars of education, networking, and community with the continuation of our education panel, new venues for social events, our annual wine tasting, golf tournament and scotch tasting, as well as charity poker tournament and community build.

Taking our group to the next level this year as 2020 Chairman will be Patrick Lavoie from Gowling WLG. We would also like to welcome aboard three new committee members: Chantal Gray, Corey Jolliffe and Keaton Ambrose. We look forward to seeing you all this year and welcome new faces!

A big thank you to all our 2019 sponsors, committee members and participants!

Your 2020 OYCL committee members

Patrick Lavoie (Chair; Gowling WLG)
 David Gaudreau (Vice-chair; Harris Rebar)
 Casey Murray (GGFL)
 Michelle Richer (Marathon)
 Sonia Di Nino (LRO Staffing)
 Julie von Einsiedel (Stephenson's Rental Services)
 Chelsey Burke (Gallagher)
 Kathy Morocz (OCA)
 Louis-Pierre Grégoire (Gowling WLG)
 Marc Lewis (MP Lundy)
 Mitch Lalonde (MP Lundy)
 Patrick Lalonde (Lafarge)
 Corey Jolliffe (Roof Tops Roofing)
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2020 OCA Construction Symposium and Trade Show

Come find our booth at the Second Annual OCA Construction Symposium and Trade Show!

Date: February 26–27

Location: EY Centre

Cobalt GENERALS VS 67's

MARCH 13th 7:00 PM
TD PLACE (BARBER SHOP)

RSVP ASAP
 Limited spaces available

\$30 – Admission, 1 free beer and a raffle ticket to win a jersey signed by IIHF World Jr. Champion, **Kevin Bahl** and two free tickets to an upcoming home game.

#NOQUIT

Last month's successes

Maddy's Gala

Members of the OYCL Committee attended Maddy's Gala on January 17. We are proud to announce that our events raised over \$4,000 in 2019 for the Roger Neilson House. Thank you once again for your participation.



Patrick Lavoie, David Gaudreau, Chelsey Burke and Julie von Einsiedel

NEW MEMBERS • NOVEMBER & DECEMBER 2019

BG Excavating Limited

Paul Boyd - Vice President
92 Bentley Avenue
Ottawa, ON K2E 6T9
T: 613-913-4304
paul@bgexcavating.ca
Section: RB&HC

CertaPro Painters Ottawa

Yasir Bin Riaz - General Manager/Owner
1320 Carling Avenue, Suite 200
Ottawa, ON K1Z 7K8
T: 613-915-7570
Ybinriaz@certapro.com
Section: TRA

Chorley + Bisset Ltd.

Jeff Prevett, P.Eng. - Electrical Engineer
250 City Centre
Ottawa, ON K1R 6K7
T: 613-241-0030 F: 519-679-2145
jeff.prevett@chorley.com
Section: ENG

Clark Construction Management Inc.

Mike LeLacheur - Vice President, Ottawa
1440 Wellington Street West
Ottawa, ON K1Y 2X3
T: (519) 942-8622
mllelacheur@clarkcm.ca
Section: GEN

Dan Beattie Electrical Inc.

Dan Beattie - Owner
6067 Lennox Road
Spencerville, ON K0E 1X0
T: 613-246-0941
contact@danbeattieelectrical.com
Section: M/E

Denis Sheet Metal (2000) Ltd.

Yves Denis
96 Commerce Street
Vars, ON K0A 3H0
T: 613-443-9449 F: 613-443-5995
info@sheetmetal.ca
Section: M/E

Gold Seal Glass Inc.

Michael Crossman - President
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Vanier, ON K1L 7T2
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microssman@gsglass.ca
Section: TRA

HHX Construction Inc.

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2060 Fourth Chute Road
Eganville, ON K0J 1T0
T: 613-818-6936
sterling@hhxconstruction.com
Section: RB&HC

Mobile-Punch

Jerome Guay - President
1624 Ernest-Chouinard
Levis, QC G6W 0J8
T: 1-844-903-7776
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Section: MSS

Nucor Environmental Solutions Ltd.

Bob Dumelie - General Manager
1550 Laperriere Avenue, Unit 200
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T: 613-292-3336 F: 604-575-1280
bobd@nucorenv.ca
Section: TRA

Power Precast Solutions

John Tait - President
5598 Power Road
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john.tait@brooklin.com
Section: MSS

R.J.G. Construction Limited

Robert Giovannini - President
P.O. Box 8421 Station A
St. John's, NL A1B 3N9
T: 709-753-5229 F: 709-753-4676
bob@rjgconstruction.com
Section: GEN

Sense Engineering Ltd.

Albert Celli - Founding Principal
60 Ryeburn Drive
Gloucester, ON K1V 1H5
T: 613-884-4785
albert@senseengineering.com
Section: ENG

Vertechs Elevators

Devin Wolsey - VP Operations
4 Cochran Drive
Ayr, ON N0B 1E0
T: 613-404-5554 F: 519-621-3211
devinw@vertchselevators.com
Section: TRA

OCA training schedule WINTER-SPRING 2019

Feb. 20	Profitable Contracting Seminar	8:30 a.m.
Feb. 21	Touch of Class - Making a Good First Impression	8:30 a.m.
Feb. 26	CST: Ethics & Integrity in Construction	9:00 a.m.
Feb. 28	Construction Leadership 101	8:30 a.m.
March 2	Working at Heights – Fundamentals of Fall Protection	8:30 a.m.
March 3	Working at Heights – Refresher Training	8:30 a.m.
March 6	Labour Relations & Employment Law	9:00 a.m.
March 9	The New Construction Act	9:00 a.m.
March 9 & 10	Standard First Aid, CPR C Basic Rescuer and Automated External Defibrillation Certification	9:00 a.m.
March 13	CST: Coaching Skills for Supervisors	9:00 a.m.
March 23 & 24	CST: IHSA Basics of Supervising	9:00 a.m.
March 25	Working at Heights – Fundamentals of Fall Protection	8:30 a.m.
March 26	Working at Heights – Refresher Training	8:30 a.m.
March 27	Construction Tendering & Contracts	9:00 a.m.
April 6	Working at Heights – Fundamentals of Fall Protection	8:30 a.m.
April 7	Working at Heights – Refresher Training	8:30 a.m.
April 20 & 21	Interpreting Construction Drawings and Specifications	8:30 a.m.
April 20	CST: Effective Meetings & Delegation in Construction	9:00 a.m.
April 22	Mechanics of Construction Adjudication and Prompt Payment in Ontario	8:30 a.m.
April 23	Working at Heights – Fundamentals of Fall Protection	8:30 a.m.
April 23 & 24	Construction 101 and Beyond	8:30 a.m.
April 24	Working at Heights – Refresher Training	8:30 a.m.

OCA AGM is March 11

Mark your calendars: OCA's annual general meeting is scheduled for March 11 at the Infinity Centre.

More than 300 guests and delegates are expected to attend. It's an ideal forum for networking and to participate as an event sponsor or exhibitor.

The business program of the meeting will run from 4:30 to 6:30 p.m. with the presentation of the customary annual activity and financial reports on your association, the election of the 2020 board of directors and the introduction of 2020 chair Danny Dillon, president of Dilfo Mechanical.

After the business function, guests will hear from Dr. Ian Lee of the Sprott School of Business at Carleton University. Professor Lee is a well-known business and political commentator who will offer his assessment of Canada's economic and political landscape.

Professor Lee's remarks will be followed by dinner and cocktails. Attendees will be able to select from a multitude of hot and cold appetizers and main course selections of salmon, beef, chicken, pasta and shrimp.



OCA is selling a number of sponsorships for this premiere event. All sponsors will be recognized in all event marketing materials, and will be promoted before, during and after the event via email and social media.

As of the time this issue of Construction Comment went to press, several sponsorship opportunities remained. Attendee registration was not yet open.

For the latest information on the OCA AGM, visit www.o.ca.

GOLD



SILVER



BRONZE



Unofficial bid results over \$500,000: NOVEMBER & DECEMBER 2019

JOB #	DESCRIPTION	BID
OCA-19-2838	BGIS - Urgent Chiller 1 Replacement and SSC Urgent Chiller Replacement	Black & McDonald Limited \$721,822.00
OCA-19-2776	2019-2020 Medium Culvert Replacements (East)	Goldie Mohr Ltd. \$1,014,000.00
OCA-19-2769	DCC - Whole Interior Renovation of Four Residential Housing Units	Saffco \$524,768.00
OCA-19-2764	Prince of Wales Noise Barrier	Bradley's Landscaping \$966,585.80
OCA-19-2760	BGIS - Generator Maintenance, Fuel Tank Inspection and Fuel Supply	GAL Power Systems Ottawa Ltd. \$710,421.50
OCA-19-2718	County Road 3 Reconstruction	Dekeyser Excavation \$1,982,995.50
OCA-19-2715	HPEDSB - Bayside Secondary School - Science Lab Renovation	K. Knudsen Construction Limited \$1,780,000.00
OCA-19-2683	HVAC Services - Hazeldean Pumping Station	Alliance Engineering and Construction Ltd. \$1,031,732.00
OCA-19-2675	Repairs and Improvements - Various Remote Wastewater Pumping Stations	J.C. Sulphur Construction Ltd. \$759,482.00
OCA-19-2647	Building Demolition - 30 Dundas Street West	A2Z Civil 2608558 Ontario Limited \$768,232.76
OCA-19-2641	Refrigeration Plant Maintenance	CIMCO Refrigeration \$1,028,931.00
OCA-19-2638	MTO - Grading, Drainage, Granular Base, Hot Mix Paving, Electrical and Structures at Hwy 401	Fidelity Engineering and Construction Inc. \$13,434,000.00
OCA-19-2585	MTO - Hot Mix Paving at Hwy 401	Coco Paving Inc. \$6,347,000.00
OCA-19-2576	DCC - Armoury Building - Envelope Repairs and Upgrade Electrical Distribution	Roof Tile Management Inc. \$2,606,445.00
OCA-19-2558	Campeau Drive Extension - Country Glen Way to Didsbury Road	Aecon Construction Ontario East Limited \$15,835,000.00
OCA-19-2488	RFSO - Lemieux Island Water Purification Plant - Diesel Pump	Atlas Dewatering Corporation \$850,970.00
OCA-19-2468	PSPC - Central Experimental Farm - Building No. 88 - Roof Replacement	7187823 Canada Inc. \$748,075.60
OCA-19-2444	MTO - Noise Barrier at Hwy 401	Bonnechere Excavating Inc. \$1,560,000.00
OCA-19-2397	PSPC - RCAF - HVAC Upgrades	PSL Mechanical Heating and Air Conditioning Inc. \$590,000.00
OCA-19-2044	Montreal Road And North River Road Reconstruction	R.W. Tomlinson Limited \$34,736,350.00

Ready to rock?

OCA's annual curling bonspiel is booked for February 28 at the Ottawa Hunt Club.

We've booked six sheets of ice, and have space available for 12 four-member teams. Each team will play three one-hour games of four ends against opponents drawn at random.

Want more information? Head to www.o.ca.

\$1 million donated to The Royal

The Ozerdinc-Grimes family have been long-time generous supporters of The Royal. Kathleen and Ersin, together with their family, recognize the need to increase mental health services in our community. As such, they have once again come forward to help The Royal transform the delivery of care by making another leadership gift. This brings their total contribution to The Royal to more than \$1 million!



Projects listed in November 2019

Project # 2655-2838 Owner/Agency	November 2019	Year to date
City of Ottawa	19	331
PWGSC & Other Federal Depts.	25	225
NRC	2	26
DCC	4	84
NCC	3	21
Provincial & Other Municipalities	39	858
Private Owners & Developers	3	36
Ottawa Housing	1	40
Museums	0	14
Hospitals	6	55
Schools	10	116
Universities & Colleges	7	74
Brookfield	18	309
Prequalifications *	21	172
Notice Only *	26	472
Duplicate	0	5
November 2018	232	2,927
Total November 2019	184	2,838
% change	-20.7	-3.0

*Prequalifications and Notice Only were previously combined in the same category.

Projects listed in December 2019

Project # 2839-2944 Owner/Agency	December 2019	Year to date
City of Ottawa	8	340
PWGSC & Other Federal Depts.	15	240
NRC	3	29
DCC	2	86
NCC	3	24
Provincial & Other Municipalities	12	870
Private Owners & Developers	0	36
Ottawa Housing	1	41
Museums	1	15
Hospitals	3	58
Schools	7	123
Universities & Colleges	2	76
Brookfield	20	329
Prequalifications *	14	185
Notice Only *	15	487
Duplicate	0	5
December 2018	134	3,061
Total December 2019	106	2,944
% change	-20.9	-3.8

*Prequalifications and Notice Only were previously combined in the same category.

Guess the photo

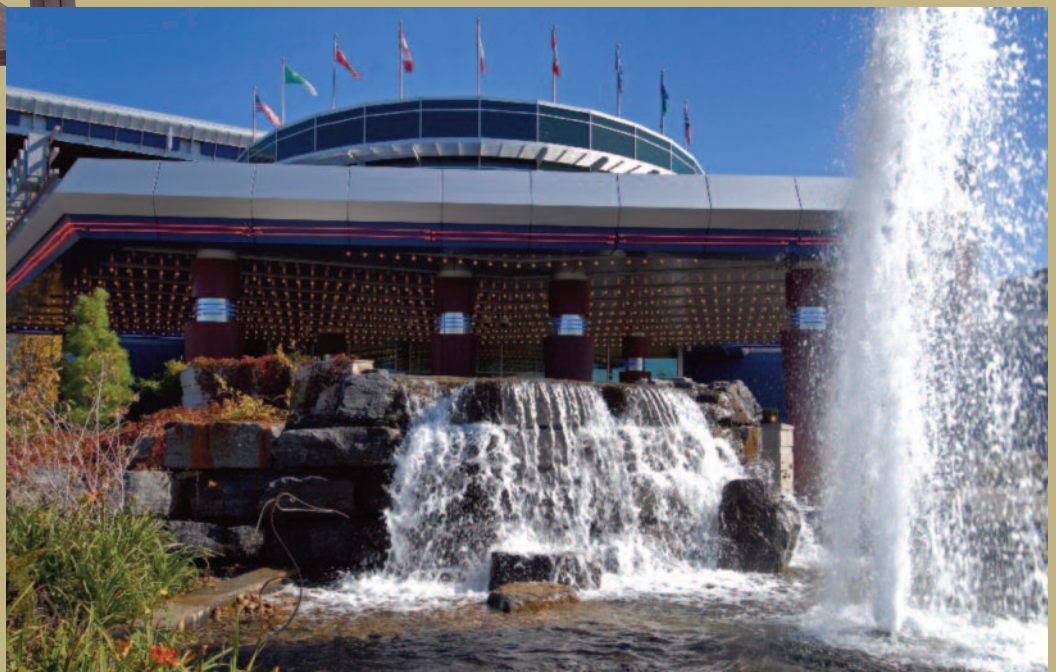
Last issue, we asked you to ID the building in this photo. It's the critical care wing at the General Campus of The Ottawa Hospital. Congrats to Nick Regalbuto from LDC Precision Concrete for nailing that one.



Photos by Ron de Vries Photography

Now, can you tell us what's pictured here?

*If you think you
know, send us a note
at editor@oca.ca.*





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A helicopter is shown in flight, lifting a large, rectangular metal cage from the ocean. The cage is suspended by a cable and is positioned just above the water's surface, where some splashing is visible. The helicopter is white with blue accents and has the number 'C-GLW9' on its side. The background is a clear blue sky and a vast blue ocean.

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