

A photograph of two construction workers on a flat roof. One worker in the foreground is wearing a green hard hat, a brown jacket, and blue gloves, kneeling and working with a roll of material. Another worker in the background is also wearing a green hard hat and a grey jacket, kneeling and working. There are several large rolls of black material with blue bands on the left side of the roof. A green gas cylinder is visible on the right. The background shows a building and some trees.

CONSTRUCTION COMMENT

The Official Publication of the Ottawa Construction Association • December 2020 / January 2021

41,000 jobs at risk: RCCAO

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Social infrastructure and the role of architects
Stakeholder collaboration needed for on-time locates



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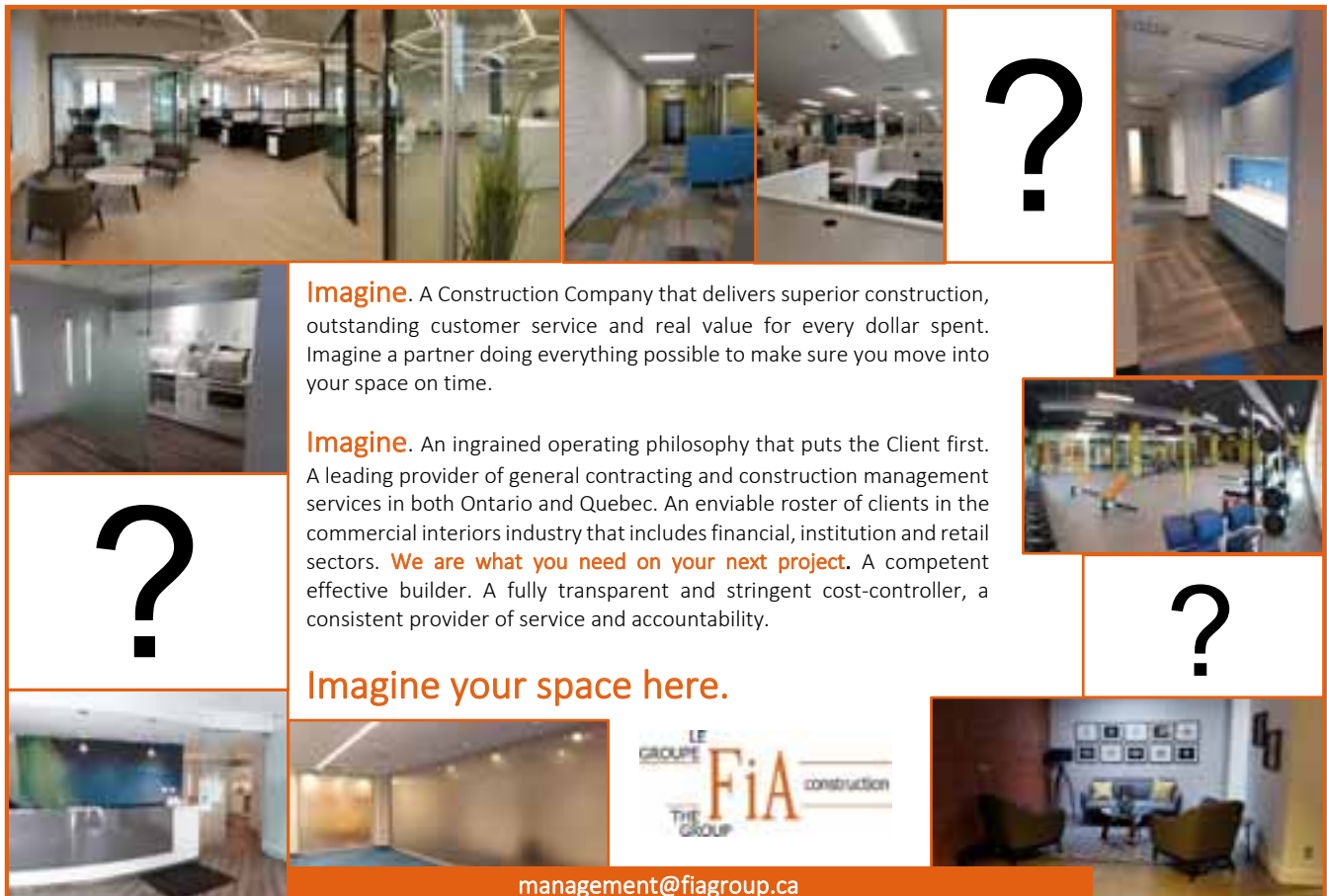
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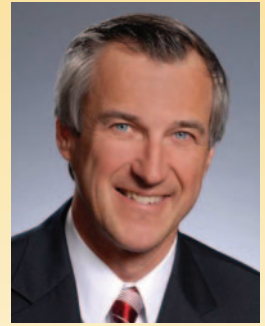
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John DeVries
OCA President

The madness of security clearance bureaucracy

Pictured is the new home of the Canadian Centre for Cyber Security CCCS which will occupy the top six floors of 1625 Vanier Parkway. Following a two-year, multi-million dollar fit-up by numerous OCA member firms, some 700 plus CCCS employees will be moving in shortly to fulfill the role of being the primary federal government point of contact on cyber security operational matters.

Any reader who has undertaken work on a federal or Crown corporation project knows that behind the scenes has been a significant administrative and human resources effort to get each contractor and their personnel cleared through the security clearance requirements.

For personnel clearance screening on this CCCS fit-up, I am assuming that either secret or top secret level was required. This translates into a much deeper dive into the history of each worker asking for 10 years of employment history, where you have lived plus all kinds of details on family members. The Treasury Board form that is used (330-60) often takes many hours of work to gather the information and fill out the form.

Just last month, the RCMP moved forward with its plan to move into the building and occupy one floor below the six floors of CCCS space. RCMP acts autonomously from the federal government when it comes to design and construction as well as security clearance.

Here is where the frustrating madness of security clearance 'silos' kicks in.

The dozens of contractors and their workforce that just completed the CCCS job have to start all over with security clearance. The RCMP won't accept the federal CSP security clearances – even though both organizations use the exact same Treasury Board application forms. They don't trust the clearances, even though it was for what one would think the highest security level considering this is the cyber security centre!

To rub salt into the sore is the added kicker that the general contractor must have their key site supervisory personnel security cleared by the RCMP at the time of their bid submission which if anyone knows can be a crap shoot with the time



The Cyber Centre facility will be located at 1625 Vanier Parkway, occupying the 5th to 10th floors

burden on both the applications to be filled in and submitted and then for the RCMP administration to work through their process. This takes time and God forbid if one makes a data entry or is missing a year of employment out of the last ten years.

This is but one example and unfortunately in Ottawa it happens over and over with our plethora of federal entities like the Bank of Canada, Canadian Nuclear Laboratories, the RCMP, CSIS, Transport Canada, Canadian Border Security, CATSA, who have their own independent authorities and for the most part will not recognize the security clearance standard of each other.

The long sought-after solution is for the federal government to mandate a single system or portal for security clearance. Unfortunately, this requires our elected leaders to over-ride the silos of authority and to-date there has been little recognition of the costly burden on our industry and society in general.

Supply, demand and COVID-19!



Danny Dillon,
OCA Chair

Back in October, the OCA held a virtual roundtable conversation about Ottawa's construction market. Representatives from all the major trade associations, contractors, major suppliers, consulting engineers and architects attended. The main objective of the discussion was to get a pulse on what is going on in our city's construction industry since the start of the COVID-19 pandemic. It was an opportunity for each sector to weigh-in and comment on the specific issues that are affecting their day-to-day work. There were multiple issues brought up during the discussion. The main ones were as followed:

The delays in the supply chain of acquiring materials, the shortages and cost escalation of lumber products, the shortage of concrete powder and slag material, as well as the lead time on grey block, steel joists and electrical supplies.

Another major issue discussed was the lack of skilled labour. It was noted that labour shortages are predominantly affecting the sheetmetal, plumbing and pipe fitters, walls and ceilings, masonry, carpenters, labourers, operating engineers, roofing, landscaping, as well as concrete finishing trades.

It was noted that the consulting engineers and architects are very busy, and the outlook appears strong. The big question that remains, however, is about the future outlook for Ottawa buildings in terms of occupancy and use due to the pandemic and people working from home. Concerns were brought up about federal buildings and the government's plan for return to work. There was a general sentiment that the federal government is likely to continue with its master office plan.

As well, the discussion turned to COVID-19 protocols being used on construction sites in Ottawa. In general, there was a consensus that the construction community is doing a good job but that the industry must stay vigilant about masks, social distancing and proper hygiene. Ottawa's relatively low number of active cases supports the fact that the pandemic protocols are being effective. Nonetheless, it was agreed that the consistency of the safety protocols from one construction site to another can be improved upon.

There was also dialogue about the buyers of construction—some of whom are not open to extending project schedules or who are not receptive to claims for added costs due to the COVID-19 pandemic. Some buyers have also deferred or cancelled projects due to the pandemic and little detail has been provided on federal infrastructure spending.

There is uncertainty in the construction industry due to the pandemic and how this will impact the large volume of construction work planned for the City of Ottawa. My take-aways from this industry roundtable discussion is to stay consistent with our COVID-19 protocols on construction sites, to improve communication between the buyers of construction and the builders about schedule delays, cost escalation, supply chain delays and manpower constraints. As well, we need to improve communication and project scheduling/planning between trade contractors and the general contractors due to the same issues of supply chain delays and labour constraints.



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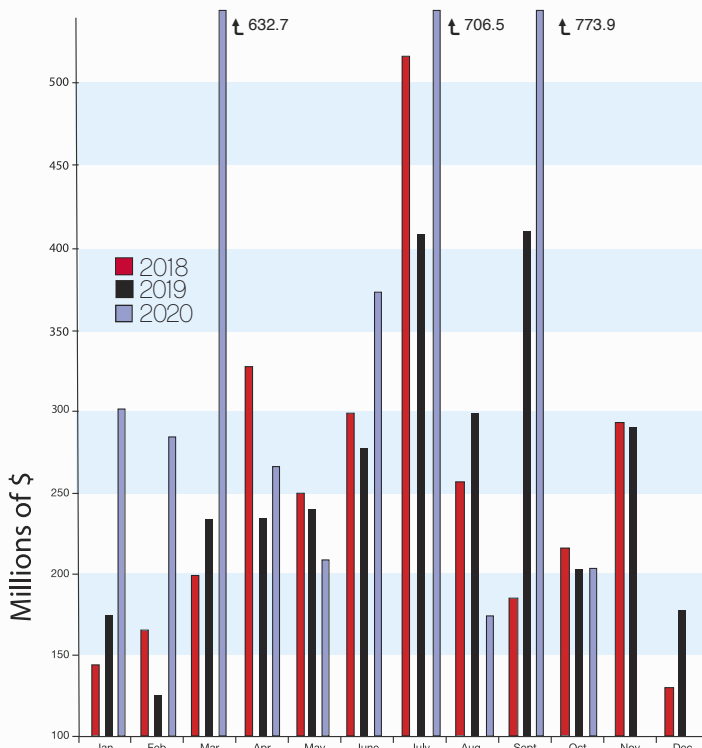
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Permits over \$500,000

issued in October 2020

\$500,000	Tenant fit-up on the first floor of a 5 storey mixed use building (Unit 116 - Eggspectation) 800 Palladium Dr.
\$511,173	Construct a 1 storey retail building 5556 Manotick Main St.
\$520,000	Interior alterations to the 14th floor of a 19 storey office building (Dairy Farmers of Canada) 45 O'Connor St.
\$600,000	Interior alterations to a 3 storey institutional building (St-Laurent Academy) 641 Sladen Ave.
\$607,200	Tenant fit-up on the 4th floor of an 11 storey office building (House of Commons) 181 Queen St.
\$650,000	Interior /exterior alterations to replace and relocate roof top units and alter the duct work to a 3 storey institutional building (Carleton University - Social Sciences Research Building) 1125 Colonel By Dr.
\$650,000	Interior alterations to a 1 storey office building [Retina Centre of Ottawa] 1010 Belfast Rd.
\$782,317	Construct a 2 storey addition to a 3 storey retail building (Patagonia) 119 Tork St.
\$850,000	Tenant fit-up on the 7th floor of a 7 storey office building (CADTH) 865 Carling Ave.
\$890,000	Tenant fit-up in a 1 storey retail building (Ottawa Mission Training Kitchen) 384 Rideau St.
\$929,002	Interior fit-up to a 6 storey institutional building (Ottawa Heart Institute) 40 Ruskin St.
\$987,300	Interior alterations in a 5 storey office building 303 Terry Fox Dr.
\$1,000,000	Interior and exterior alterations to all floors of a 5 storey office building 168 Charlotte St.
\$1,150,000	Interior alterations to a 6 storey government building (Centre Block Rehabilitation) 111 Wellington St.
\$1,500,000	Interior alterations on the 19th floor of a 21 storey office building (Defence Construction Canada) 350 Albert St.
\$1,600,000	Interior alterations on the lower level, 2nd, 3rd, 4th, 5th, 6th, 7th, 17th, 18th & 19th floors of a 27 storey office building 160 Elgin St.
\$1,646,560	Interior alterations on 1st, 2nd and 3rd floors of a 3 storey mixed use building (Block 208) 4 Booth St.
\$1,700,000	Interior alterations to the 3rd & 4th floors of a 5 storey institutional building (Steacie Building) 1125 Colonel By Dr.
\$1,905,490	Tenant fit-up on floors 6 to 9 of a 9 storey office building 405 Terminal Ave.
\$2,000,000	Interior alterations to create 2 units from 1 unit on the 2nd floor and a tenant fit up in 1 unit in a 5 storey office building (Juniper Networks) 1000 Innovation Dr.
\$3,061,638	Interior alterations to an 11 storey office building (Lester B. Pearson Building) 125 Sussex Dr.
\$3,199,216	Tenant fit-up on the ground, 2nd, 3rd, 4th and 5th and portion of 6th floor in a 9 storey office building 405 Terminal Ave.
\$3,999,515	Interior alterations to all the floors of a 3 storey building (Health Canada) 775 Brookfield Rd.
\$4,978,638	Construct a 6 storey apartment building 19 Robson Ave.
\$5,622,605	Construct a 1 storey retail building (Metro) 2525 Carling Ave.
\$6,779,380	Interior alterations on the ground floor of a 2 storey commercial building (new washrooms, loading docks, office space) (base building work) 2525 Lancaster Rd.
\$7,052,000	Interior alterations to a 12 storey office building 151 Slater St.
\$39,148,645	Construct a 24 storey apartment building 1309 Carling Ave.



October 2020
October 2019

Total: \$207.1 million
Total: \$206.7 million

change: an increase of 1.26% compared to Oct. 2019

Building permit values (\$ millions)

	2018	2019	2020
January	140.7	175.7	301.0
February	161.5	123.8	281.1
March	199.4	229.9	632.7
April	320.2	229.5	266.6
May	252.7	240.8	206.1
June	293.7	278.6	371.6
July	533.8	413.5	706.5
August	253.5	295.9	176.1
September	178.1	411.9	773.9
October	211.2	206.7	207.1
November	296.2	285.4	
December	128.8	175.7	

Total: \$2,969.8
Year to date: 10.6%

Total: \$3,067.4
Year to date: 3.28%

Total: \$3,924.4

2020 year to date total of \$3,924.4 million is 50.5% higher than the \$2,606.3 million in 2019

Housing starts: October 2020

	Single-Detached			All others			Total		
	2019	2020	%	2019	2020	%	2019	2020	%
October	293	265	-10	373	483	29	666	748	12
Year to date	2,116	2,356	11	4,169	5,738	38	6,285	8,094	29

NUMBERS

Building permit statistics: October 2020

(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	30	67,305,666	537,109
Det. Garage/Shed	52	1,156,330	32,365
Duplex	3	37,500	1,232
Rowhouse	22	7,292,715	61,546
Semi - Detached	32	8,525,718	58,179
Single	372	56,283,884	432,995
Total	511	\$140,601,814	1,123,426

Year to date: Residential: \$2,167,774,133

	Number of permits	Value of permits	Gross area of work (ft²)
Non-residential			
Demolition	31	361,600	-43,337.00
Industrial	21	8,460,749	141,717
Institutional	67	11,654,274	85,340
Mixed	4	1,831,560	23,859
Office	52	30,154,091	435,048
Other	5	372,000	3,915
Retail	48	13,416,342	248,043
Total	228	\$66,250,617	894,584

Year to date: Non-residential: \$1,459,599,009

Material prices

	Commodity	Latest value	% change (monthly)	% change (yearly)	
	Oil (WTI, \$US/barrel)	44.9	13.0	-22.3	▼
	Natural Gas (\$US/MBtu)	2.5	-15.1	-1.6	▼
	Copper (\$US/mt)	7302	6.1	24.3	▲
	Steel (\$US/mt)	319	9.2	22.2	▲
	Electricity (PJM, USD/MWH)	23	-4.2	-17.9	▼
	Lumber composite (USD/1k bd ft)	618	13.0	52.6	▲

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



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FORECASTED TENDERS

Infrastructure Services – Design and Construction Projects

December 2020 to March 2021 (Published: December 2020)

Project Name	Project Type	Project Phase Status	Forecasted Date
McCarthy Road East Curb and Sidewalk Reh	Municipal	Design	Dec-20
Fuel System deficiencies-Bundle 3	Facilities	Design	Dec-20
Storm Sewer Blackburn and Renaud	Municipal	Design	Dec-20
Carp Depot -Foundation Wall Remediation	Facilities	Design	Dec-20
Britannia Repair Bricks&Replace Windows	Facilities	Design	Dec-20
Ray Friel Rep Slope/Flat Roofs Rinks 2,3	Facilities	Design	Dec-20
Lowertown CC - Replace AHU2	Facilities	Design	Dec-20
Kinburn CC Roof Replacement	Facilities	Planning	Dec-20
OC Transpo Operation - Waller St	Municipal	Design	Dec-20
J.G. Mlacak Centre Replace Rink Slab	Facilities	Design	Jan-21
Maple Grove Roof and HVAC Replacement	Facilities	Design	Jan-21
Ray Friel Des-Customer Service Counter	Facilities	Design	Jan-21
Cumberland Library Des - Roof/HVAC Repl	Facilities	Design	Jan-21
Carson Grove Prk-Resurface tennis courts	Facilities	Design	Jan-21
OC St Laurent Sth Replace Hoist 10 & 11	Facilities	Design	Jan-21
Navan Ctr-Replace Ice Plant Chiller	Facilities	Design	Jan-21
Cyrville Pk Adv Design-Water Play Area	Facilities	Initiation	Jan-21
CWWF Queensway Terrace Storm Sewer Rehab	Municipal	Design	Jan-21
Replace/Integrate BAS	Facilities	Design	Jan-21
Bingham-Tennis Court Resurfacing	Facilities	Planning	Jan-21
City Hall After-Hours Access to Parking	Facilities	Design	Jan-21
Osgoode CC & Stuart Holmes Arena Rink	Facilities	Design	Jan-21
Richmond Forcemain Twinning	Municipal	Design	Jan-21
Resurfacing Sidewalk: Heatherington	Municipal	Design	Feb-21
Advance Design-Gazebo Replacement	Facilities	Design	Feb-21
Egbert Reitsma -Playground Replacement	Facilities	Design	Feb-21
Hintonburg Ext Wall Assembly/Gym Floor	Facilities	Design	Feb-21
Splash Wave Pool - Entrance Remediation	Facilities	Design	Feb-21
March Tennis Foundation Rehabilitation	Facilities	Design	Feb-21
Lansdowne - Interpretive Signage	Facilities	Design	Feb-21
Retaining WallBritannia Road	Municipal	Design	Feb-21
Bob MacQuarrie Senecal Brine Headers	Facilities	Design	Feb-21
Bethune Park -Replace Pathway Lighting	Facilities	Design	Feb-21
Trail Waste Facility Stage 3 Capping	Facilities	Design	Feb-21
MUP: Belfast-Trainyards Corridor	Municipal	Design	Feb-21
2020 Traffic Control Signal/Ped	Municipal	Design	Feb-21
St Laurent Adv Des - Repl Chiller System	Facilities	Design	Feb-21
Fred Barrett Repl Roofs 3, 4, 5, 6 & 7	Facilities	Design	Feb-21
Booth Street and Pooley's Bridge	Municipal	Design	Feb-21
Richelieu CC Replace Fire Alarm System	Facilities	Design	Feb-21
Manotick Sidewalk / HMB-Greenbank Rabout	Municipal	Design	Feb-21
Canterbury Pool Des - Rep AHU's/Controls	Facilities	Design	Feb-21
City Hall ActiveLiving ChangeRoom Access	Facilities	Design	Feb-21
March Rd Wastewater PS Conversion	Municipal	Design	Feb-21
Bundled Bridges #4	Municipal	Design	Feb-21
Carleton -Chiller Replacement	Facilities	Design	Feb-21
Nepean Sportsplex Arena 1 Dehumidifiers	Facilities	Planning	Feb-21
Greenboro Pavillion Play Structure	Facilities	Design	Mar-21
Dovercourt CC-Membrane Roof Area 1, 2, 3	Facilities	Design	Mar-21
Bramble Lane Park - Replace Sr. Play	Facilities	Design	Mar-21
Advance Design-HVAC #3 & #5 Replacement	Facilities	Design	Mar-21
Brittany Drive Pump Station	Municipal	Design	Mar-21
Kenmore CC/Hall Replace Roof	Facilities	Design	Mar-21
Briargreen Park - Replace Senior Play	Facilities	Design	Mar-21
Sewer Integrated: Grove & Grosvenor	Municipal	Design	Mar-21
2018 Pipe Repairs: Non Critical Sites	Municipal	Design	Mar-21
Greenbriar Playground renewal	Facilities	Design	Mar-21
Pinecrest Rec Minor Ball Diamond Upgrade	Facilities	Design	Mar-21
Kars RC Replace Outdoor Rink Lights	Facilities	Design	Mar-21
Erskine Johnson Rep Metal Roof A&B	Facilities	Design	Mar-21
Whiterock Park Playground replacement	Facilities	Design	Mar-21
Bundled Bridges & Culverts #3	Municipal	Design	Mar-21
Integrated: Canterbury Arch Plessner	Municipal	Design	Mar-21
Bridge Renewal: Belfast Rd	Municipal	Design	Mar-21
2019 Pipe Repairs STM & SAN	Municipal	Design	Mar-21
2020 Small Culverts West	Municipal	Design	Mar-21
CARDREL Sprinkler System/Heads/Trusses	Facilities	Design	Mar-21
Milton Rd Bridge & Quesnel Bridge Renewal	Municipal	Design	Mar-21
Bob MacQuarrie RCO Parking Lot Resurface	Facilities	Design	Mar-21
CWWF-Lemieux Island WPP Intake	Municipal	Design	Mar-21
PTIF Scott-Holland Protected Intersectn	Municipal	Design	Mar-21



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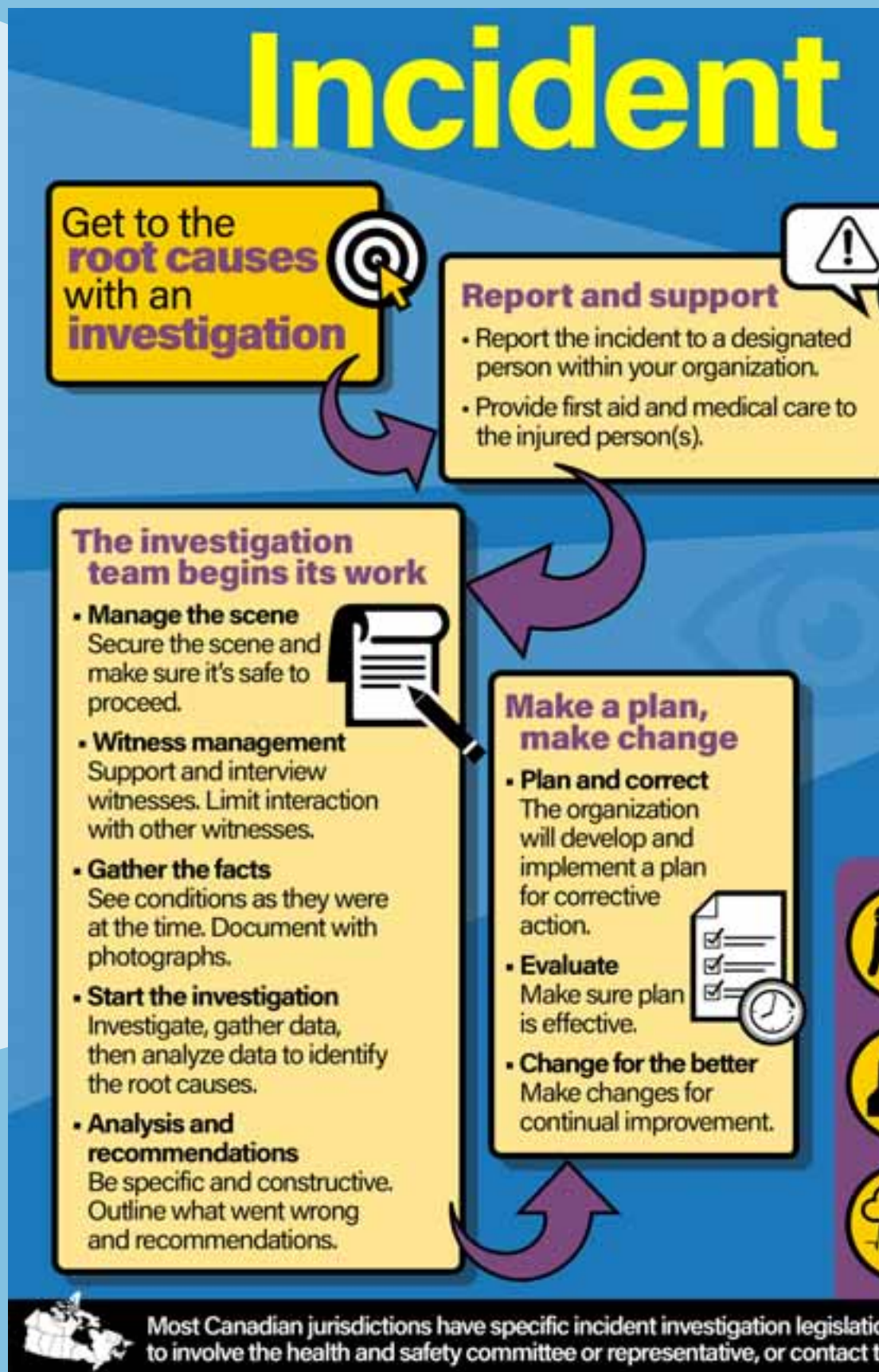
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Incident Investigations

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

When workplace incidents happen, they must be investigated properly and by the right individuals. As incidents have the potential to result in injury, illness and fatalities, it is important for the investigators to identify the root cause so future incidents can be prevented. Key areas to explore include the task, material, environment, personnel and management. By taking a deeper look into these areas, investigators can find out the facts, and create and implement a plan for corrective action.

Share this infographic on how to conduct an incident investigation in the workplace, including who should do the investigation, and how to conduct, conclude and communicate findings.



Investigations



An incident is an occurrence, condition, or situation that arises during work that has or could have resulted in injuries, illnesses, damage to health, or fatalities.




Who investigates

Designated employees or representative who are experienced or knowledgeable in areas like incident causation models, investigation techniques, and occupational health and safety.



Communication is key



Once the investigation is done, findings should be communicated with workers, supervisors and management.

Everyone should understand how the incident occurred and the actions being put in place to prevent it from happening again.

Incidents happen

When they do, the investigation should ask:



What work procedure was being used at the time of the incident? **(Task)**



What equipment and materials were used? **(Materials)**



What was the physical work environment like when the incident occurred? **(Environment)**

How were the physical and mental conditions of individuals directly involved? The purpose is not to blame someone. **(Personnel)**

Did failures of management systems directly or indirectly cause the incident? **(Management)**

on. In some situations, employers need their regulatory agency if applicable.

Wrap up with a written report



- Sequence of events
- Specific details and evidence, like photos and diagrams



- The reasoning behind conclusions
- Findings and recommendations

Let's get ready to rumble:

performance specifications vs. prescriptive specifications

As a general rule, the various national or provincial, and in certain instances, municipal building codes are prescriptive in nature. They are effectively a specification of sorts that mandates how certain components are to be sized, installed, spaced, connected and used.

Therefore, it would seem relatively straightforward that most specifications would be prescriptive in nature as well as they incorporate by reference various standards (e.g., CSA, ASTM, etc) and codes. But no, there has been an apparent trend by designers to delve further and further into performance standards and requirements for contractor work.

By background, a prescriptive specification is often characterized as a “recipe” giving you the specific components to be installed and linked. Prescriptive specifications will give you, typically, in combination with the applicable code, a specific list of elements and items that have to be mixed, built and/or installed. This effectively allows you to count the number of specific elements to be installed, for example, light fixtures or HVAC ducts, to allow you to come up to an estimate.

Conversely, a performance specification could mandate that you as the contractor, meet or exceed certain performance requirements or certain outputs. You would typically see this type of specification in a design build arrangement. These specifications are not recipes because they do not tell the contractor what to specifically install but rather mandate a certain output or threshold for performance.

By comparison, a prescriptive specification would tell, for example, an electrical contractor what size motor to supply and install a performance specification would tell the same contractor what output for that particular motor is required.

From my limited perspective, I see an issue where contractors do not pay enough attention to the specification requirements to see if there is a performance component. The time in which this arises typically is when the contractor is provided with a deficiency list and disputes some of those deficiencies. Perhaps the contractor has signed up for a certain amount of performance specification requirements in its contract, which when one receives a deficiency list, would certainly be too late for understanding the risk assumed with such a performance obligation. In a perfect world, the contractor would seek clarification at the bidding stage to determine to what extent the specification requirements are performance or prescriptive in nature and seek clarification.

The definition of such specifications have been very common in domains such as the supply and installation of con-

crete where the largely referred to CSA A23.1 code, Annex J, Table 5 delineates what is typically a performance specification versus a prescriptive specification and the responsibilities of the owner, contractor and supplier in each situation. The problem in the concrete supply and installation industry is that often the specifications can be part prescriptive and part performance which blurs the lines on responsibility should a deficiency arise.

And therein lies the second issue, the combination in a particular specification of parts prescriptive in part performance requirements on the contractor. When faced with a deficiency, the contractor may argue that it has performed the prescriptive elements of the specification as required but ignoring the performance requirements of that same specification. Or perhaps the position would be that the performance requirements were to flow from the prescriptive ones and the lack of performance is tied to the wrong prescriptive elements.

As noted above, with the recent trends to more design build applications and the role of the contractor in “design assist” arrangements, will mean that the applicable specification will typically move from a prescriptive one to a performance one and may in fact, be a combination of both. The danger comes in assuming that your particular specification is prescriptive only and not performance in nature in any part which could easily lead to an assumption that will impact your price as part of your estimate. The further danger is not seeing how there is a combination of both prescriptive and performance specification requirements in your scope of work and satisfying yourself that you, as a contractor, may need to go beyond the prescriptive elements to perform your work.

As a result, it may be worthwhile to step back and look at the specification as a whole and in general to see if certain elements are performance in nature and not assume that you are only contractually mandated to do those portions that are prescriptive in nature; and to ask for clarifications prior to bid close. I am certainly not an estimating expert, but given my role as legal counsel, I do see where these assumptions can cause problems for contractors.

Dan Leduc is a partner at the law firm of Norton Rose Fulbright LLP and may be reached at dan.leduc@nortonrosefulbright.com.

Understanding goodwill

– does your company have any?



“Goodwill”, as many of our clients understand it, is something intangible – something that you cannot touch, feel, drive, dig, drill, or put your coffee on. It is this mystical value that might include reputation, a brand, or something that makes customers and suppliers trust in you. It might be some long-term relationships, or high staff tenure and experience. It may be solely the business owner’s demeanor, personality, or ability to sell services to clients.

Although this is all true, goodwill value has a much more important, and more technical, meaning; businesses that have goodwill can generate high values if they are sold, or passed on to the next generation (in family-run businesses).

In its simplest form, goodwill is defined as the difference between a company’s equity value and the fair market value (FMV) of its net assets (or shareholders’ equity). For example, if you were to look at a balance sheet, a goodwill asset would be created if a company’s value were higher than its total tangible assets minus its total liabilities:

Total Equity Value	\$5,000,000
Less: Total Tangible Assets minus Total Liabilities*	(\$4,000,000)
Total Goodwill	\$1,000,000

* Assumes values are at FMV, not net book value

Taking it one step further, goodwill might be comprised of various identifiable intangible assets, and after valuing each one, goodwill is the residual result of this exercise. Financial reporting standards often require the identification and valuation of specific intangibles, including brand/trademark, intellectual property, customer relationships, assembled workforce, etc. Another example:

Total Goodwill, as above	\$1,000,000
Less: FMV of Brand	(\$250,000)
Less: FMV of Customer Relationships	(\$500,000)
Total Residual Goodwill	\$250,000

We are often asked by our clients to value these intangible assets and determine if residual goodwill exists. This is often required when the value of the assets, both tangible and intangible, is being transferred to shareholders, trusts, family members and other related corporations.

Other considerations should be evaluated to determine if any goodwill (and/or intangible value) exists:

Personal vs. commercial goodwill – Personal goodwill is goodwill that accrues to a specific individual, such as a business owner who is the only person that delivers services to the market (i.e., no other employees or subcontractors, such as an electrician, plumber, or other trades). Commercial goodwill, on the other hand, is goodwill and intangible value that accrue to the corporation and not to a specific individual. The presence of personal goodwill would mean that this could not be transferred to a third party unless that individual remained in the business.

Uniqueness – If competitors have the same intangible assets as your own company’s, and you cannot charge more than any other competitor (or that customers will not pay more or wait longer) to have you deliver the required services, then the presence of goodwill comes into question.

Return on assets – Some companies are so tangible asset-heavy that goodwill may be difficult to determine. However, if a company is known to consistently generate a high return on its assets (in other words, drive enhanced cash flows from the use of said assets) then the company may generate additional goodwill value.

Reputation and market positioning – Some companies generate business because of their reputation or established brand. For example, homebuilders often have customers who only purchase homes from them, as they have historically been pleased with the quality of the homes they have received. Similarly, renovation or trades businesses can generate high levels of referrals and are better positioned in the marketplace because of the reputation they have developed over time.

There are many considerations that business valuers assess when attempting to determine whether goodwill exists in their clients’ companies. We only list a few above. The COVID-19 pandemic has exposed whether goodwill exists as well, such that companies that continue to have strong business activity may have demonstrated goodwill value, whereas other, non-competitive businesses may not.

Lastly, when evaluating your company’s generated goodwill value, a careful and humble assessment of both the qualitative and quantitative characteristics of your business is a good starting point.

Adam Nihmey, CFA, CBV, is a Managing Director of Valuation and Litigation Support at Welch Capital Partners Inc. in Ottawa, Ontario.

Something fun in 2021

Let's face it, all smartphones look the same. Sure, you may occasionally see one with a keyboard, but basically they are all big, boring slabs of glass, plastic and aluminum.

There have always been exceptions. Some companies like Apple and Alienware have always made a point to give us something that is worthwhile showing off. The problem is that those computers have been top of the line. Something for the elites (or want to be elites) that want everyone to know that they have the best.

Perhaps one thing that we have to look forward to in 2021 is that our computing devices are starting to look interesting again. Just check out that crazy looking PlayStation 5! It's no longer a box to hide deep in a shelf. The stunning black core with its two white arches create something that you want to show off on your best shelf.

We have seen interesting design in things like laptops that can convert into tablets for a couple of years. The problem is that those early 2-in-1's never really lived up to their billing. Yes, technically, these laptops did become something that was not unlike a tablet if you folded the screen all the way back. As a laptop it was very usable. As a tablet it was huge, heavy and nothing like the cuddly device that we wanted.

Now, there is a new generation of these machines that are finally living up their billing. The new laptops do a better job transforming into tablets. This is thanks to everything from new hinges and touchscreens to a new generation of processors that finally gets the speed that we want while requiring less power. This makes them thinner but more sturdy than anything we have seen in the past.

These new processors are also coming with new ways to connect to each other and the world. Laptops with full 5G or LTE built in are set to change the way that we think about these devices. Just as cell phones evolved to smartphones, laptops will change to become an even more personal device that is always by your side.



PlayStation 5



Samsung's Galaxy Fold

2021 will also bring us smaller devices with screens that can fold. This technology has been in development for years. In 2020, the release of Samsung's Galaxy Fold did make it the first mainstream attempt at a smartphone that opened up to a device with dual screens. The problem was it was fragile and expensive. Many companies including giants like Apple and Microsoft are all actively working on devices with screens that fold.

Good design is appearing in a new push to wearable devices. The fitness wearable craze peaked several years ago. Now those devices have evolved to become full smartwatches. The Apple Watch Series 6 has become a global best-seller not just for electronics, but for all watches and they are actively creating new versions to keep that momentum going. Those fitness trackers from a couple of years ago did a great job counting steps and monitoring heart beats. These new devices will monitor your heart health, oxygen levels and more. The quiet watch on your wrist is destined to be a sophisticated medical device that doesn't have all the beeps and wires of medical devices from the past.

As 2021 rolls along, we can all rejoice in a slow return to normal and celebrate that the brains behind technology have realised that our devices don't have to look boring.

David Schellenberg is an Ottawa-based technology consultant.

LOVE MAKES POMERLEAU ONE OF THE BEST EMPLOYERS IN CANADA

All workplaces have been deeply affected by the human and economic challenges caused by this pandemic. Some employers, however, have been exemplary in their management of the crisis. This is the case for Pomerleau, a Canadian construction leader and a pioneer in sustainable building and renewable energy, which has been named one of Canada's Top 100 Employers by Mediacorp for the first time in its history.

This award recognizes the innovative initiatives of employers who have been able to support their employees and communities. This year's list of award winners was strongly influenced by the support provided to employees during the pandemic, and how this support was extended to the surrounding communities in which the companies operate. Mediacorp evaluates eight criteria to determine the best employers: physical workplace, work atmosphere and social activities, health, financial and family benefits, holiday and time off, employee communications, performance management, training and skills development, and community involvement.

LOVE IS AN ESSENTIAL SERVICE

If Pomerleau is among the best employers in Canada, it's because the Quebec-based construction contractor has always remained true to its corporate culture and values of **authenticity, excellence, adaptability, innovation** and, above all, **love**.

"Yes—love. Love of ideas and of carrying them through. Love of people, love of results, love of finding unparalleled solutions for the benefits of our communities. At Pomerleau, we truly care," said Pierre Pomerleau, President and CEO. "We take things to heart, we are committed to the well-being of our employees so that they feel they are part of the big Pomerleau family. That's what we've been doing throughout the pandemic, and well before."



When the COVID-19 crisis hit, Pomerleau made it a priority to ensure the health, safety and well-being of its employees.

This year, the Pomerleau challenge went virtual, and more than 400 employees registered more than 200 activities per day. "Physical health has always been of great importance to Pomerleau and is an essential part of the company's culture and DNA," said Francis Pomerleau, Executive Chef - Talent, Culture and Leadership.

Pomerleau also quickly set up an emergency fund to help the families of employees who temporarily or permanently lost their jobs due to the pandemic.

Mediacorp's selection committee also recognized Pomerleau's long-term commitment to its employees. From in-house training, to career planning services for experienced employees and paid internships for students.

POMERLEAU INVESTS, AND INVESTS ITSELF IN THE COMMUNITY

The Quebec-based builder enhanced its philanthropic program and donated \$625,000 to 14 charities working in health care, health research, and food support for vulnerable populations affected by COVID-19.

Pomerleau also supported local restaurants by participating in the Lunchbox Challenge. Local restaurants prepared 950 lunch boxes for Pomerleau construction site employees in 11 cities across the country, from coast to coast.

"We have every reason to be proud of the working conditions we offer our employees, but ultimately, it is our employees who make Pomerleau a leading employer," concludes Isabel Pouliot, Vice-President - Human Capital.

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NEWS

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IN BRIEF

CCA, KPMG launch digital maturity assessment tool

The Canadian Construction Association (CCA) has joined forces with KPMG to launch a tool that will help Canadian construction firms assess their level of innovation.

The Digital maturity assessment tool aims to capture the various facets of technological innovation in play at respondents' firms. Users will complete a short profile and the tool will compare that profile against the innovation profile of other, similar companies.

The findings will also be used to inform a Canadian construction innovation benchmarking report. That document, in turn, aims to set the bar for what innovation in the sector looks like, what the landscape looks like today and what players can do to bolster their maturity in this new reality.

"The need for digital transformation to stay competitive in construction has been heightened by the pandemic," said CCA President Mary Van Buren. "This online tool will especially aid small and medium-sized construction companies by providing a benchmark of their efforts and insight on areas of future focus."

Construction is rapidly evolving into a tech-forward industry with the use of drones, automated vehicles, virtual and augmented reality, and the CCA has identified advancing innovation as its top priority in its most recent five-year strategic plan.

The initial report on the industry survey's findings will be published at CCA's 2021 annual conference.

Building permits jump 17 percent in September

The value of building permits issued by municipalities across the country jumped by 17 percent in September to \$9.4 billion. It was the first time this year permit totals have crossed the \$9-billion mark.

All five sectors showed gains, and three-quarters of the growth recorded in the country came from a jump in permit values of more than 29 percent in Ontario. The province recorded \$4.6 billion worth of construction activity for the month.

In its monthly building permit report, Statistics Canada suggests that as COVID-19 cases began to rise in September, some municipalities reported seeing builders submit applications earlier as a way of guarding against potential shutdowns.

The total value of residential permits issued in September, including single family and multi-family dwellings, increased 6.9 percent to \$6.0 billion.

NEWS IN BRIEF

Meanwhile, the total value of non-residential permits was up 40.6 percent to \$3.4 billion in September, mostly attributable to large projects in Ontario (+\$805 million).

The value of permits issued for industrial buildings rose in eight provinces, breaking the downward trend recorded over the previous three months. Permits issued in Quebec, Ontario and Prince Edward Island drove the increase of 49.1 percent to \$713 million nationally.

Following two months of declines, the value of institutional permits expanded by 30.2 percent to \$799 million. A \$130-million permit issued for major renovations to the Centre Hospitalier Universitaire de Sherbrooke in Quebec and several permits issued for the new construction of nursing homes and senior citizen homes in Ontario contributed to the increase in this total.

The value of non-residential permits overall in Ontario rose 86.4 percent to \$1.7 billion.

Employment growth slows in October

Employment growth slowed in Canada in October as some governments re-introduced restrictions in response to spikes in COVID-19 cases.

Statistics Canada's labour force survey for October measured labour market conditions across the country during the week of October 11 to 17. And while the operation restrictions put in place by governments weren't nearly as encompassing as those introduced in March and April, they nonetheless slowed the country's track record of economic growth.

Employment increased by 84,000, or 0.5 percent, in October. This was after growing by an average of 2.7 percent per month since May. The unemployment rate was 8.9 percent, little changed from September.

Employment increases in several industries were partially offset by a decrease of 48,000 in the accommodation and food services industry, largely in Quebec.

In April, the number of workers directly affected by the COVID-19 economic shutdown peaked at 5.5 million, including a 3.0 million drop in employment and a 2.5 million increase in absences from work. By October, the equivalent figure was 1.1 million, including a drop of 636,000 (-3.3 percent) in employment and an increase of 433,000 (+53.7 percent) in the number of Canadians who were employed but working less than half their usual hours.

The survey found that employment growth has stalled in many industries—construction among them. Employment in the industry was little changed for the thirds consecutive month. It added just 8,400 jobs for an increase of 0.6 percent. This was following employment increases totalling 190,000 (+16.2 percent) from April to July. Sectoral employment was 7.5 percent (-112,000) below its February level in October.

In its September labour force survey, Statistics Canada projected a long road to recovery for construction.



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NEWS IN BRIEF

Design competition open for LGBTQ2+ National Monument

The federal government has opened a competition for the design of the LGBTQ2+ National Monument.

The monument will commemorate the historic discrimination against LGBTQ2+ people in Canada—including those who suffered due to the LGBT Purge between the 1950s and the 1990s. It will be located at the northeast side of Wellington Street near the Portage Bridge—not far from the Supreme Court of Canada.

A request for proposal has been posted to buyandsell.gc.ca. Teams of professional artists, landscape architects, architects and other urban design professionals are invited to submit their credentials and examples of work for consideration. The submission deadline is January 5, 2021.

The project is being managed by the LGBT Purge Fund—a not-for-profit corporation established in 2018 to manage memorialization and reconciliation projects mandated by the settlement. The Purge Fund is providing \$8 million for the project and is working with Canadian Heritage and the NCC to ensure the monument meets the objectives of the settlement agreement and embodies the vision developed with Purge survivors and Canada's wider LGBTQ2+ community.

The monument is scheduled to be completed by 2025.

WSIB COVID-19 claims update

A quick look at the Workplace Safety and Insurance Board's data for COVID-19 claims by sector shows good news in construction.

Just 25 claims have been made by workers in two construction classes. Of those less than 14 were denied and five still pending a decision.

As of November 13, the WSIB has made decisions on a total of 7,640 claims. Nearly 82 percent of those have been approved. An additional 783 claims are still under consideration and pending a decision. The WSIB has also received 3,697 exposure incident reports from workers who were exposed to someone with the virus but have no symptoms and have not tested positive.

The greatest numbers of claims comes from: nursing and residential care facilities (2,744 claims allowed), agriculture (1,330) and hospitals (732).



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41,000 jobs at risk

RCCAO report

The latest research report from the Residential and Civil Construction Alliance of Ontario suggests that as many as 41,000 construction jobs could be at risk next year if more isn't done to help municipalities balance their budgets and restore spending on key infrastructure projects.

A significant number of construction jobs will be at risk if more isn't done by senior levels of government to prop up their municipal counterparts.

The latest research study prepared by Prism Economics and Analysis released by the Residential and Civil Construction Alliance of Ontario (RCCAO) suggests that as many as 41,000 construction jobs could be at risk next year if more isn't done to help municipalities balance their budgets and restore spending on key infrastructure projects.

"We recognize that the federal government has put historic amounts of money on the table and the province has been working collaboratively with municipalities to quickly administer the process to get those funds out,"

said RCCAO board chair Peter Smith. "However, despite the Herculean effort of the governments, municipalities are still projecting significant deficits for 2021 and will have no choice but to continue to raid their capital funds in order to balance their budgets.

"This will further delay much-needed infrastructure projects and it will also be too late to fix the problem for the 2021 construction season. Municipalities need a commitment before the end of this year that they will have the support they need to balance their budgets."

The RCCAO report, *Averting a Crisis: The Need to Protect*

Ontario's Infrastructure Investments, suggests that as many as 117,000 construction-related jobs depend on steady work from Ontario's municipalities, universities and colleges, school boards and hospitals. Those jobs include 65,000 people directly employed in the industry, 29,000 more in the industry's supply chain for building materials, transportation and warehousing, as well as engineering and architectural work, and a further 23,000 in the broader economy that are supported by construction workers' spending.

The report draws a link between the recent decline of 35 percent in government and institutional sector building



permit values in Ontario between July and September, and the likely effects of a sustained period of declines due to project deferrals and cancellations. It concludes that 41,000 construction jobs could be lost if this trend continues.

Indeed, many Ontario municipalities have declared that they have been forced to cut capital spending programs in order to balance their books for 2021. For example, the latest report from Toronto city manager Chris Murray suggests the city will “experience \$1.885 billion in COVID-19 related financial impacts in 2020.” It adds that a permanent reduction in capital funding is among the options available to the city to offset operating pressures

Similarly:

- the chief administrative officer of the City of Kingston recommended deferral or closing of 24.8 percent of budgeted capital expenditures,
- the City of Ottawa’s Finance and Economic Development Committee recommended deferral of 33 capital projects,
- the City of Mississauga’s chief financial officer recommended capital deferrals or closures equal to approximately 4.2 percent of budgeted amounts,
- the City of London plans identified 17 capital projects that could be deferred, and
- Hamilton city staff have identified 127 capital projects for possible deferral.

Jobs Impact of Investment by the MUSH Sector in the Maintenance and Expansion of Infrastructure

Direct Construction Jobs	65,000
Supply Chain Industry Jobs	29,000
Broader Economy Jobs	23,000
Total Number of Jobs	117,000

Estimates by Prism Economics and Analysis based on BuildForce Canada, 2019-2020 Outlook and Statistics Canada’s Input-Output Model

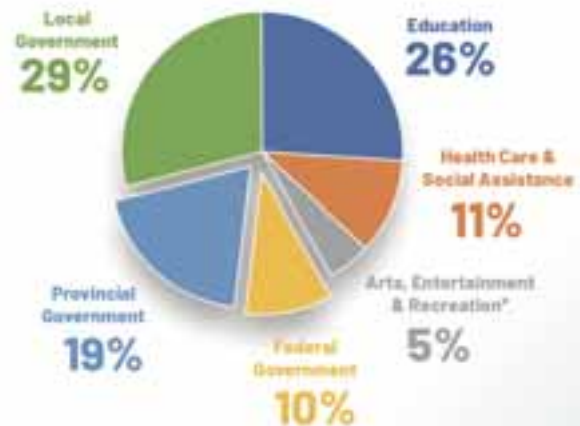
“Due to declining municipal revenues brought on by the COVID-19 pandemic, municipalities are holding back spending on many infrastructure projects,” said Smith. “Contractors in our network have been reporting a significant drop in tenders to bid on, but the jobs at risk is worse than we anticipated.”

RCCAO has said throughout the summer that infrastructure investments will be essential to the economic recovery — and the timely delivery of these projects will be critical to ensuring the health of the construction industry, and the recovery of Ontario’s economy.

Most municipalities have priority state-of-good-repair projects and many local transportation and water system upgrades can be started quickly, providing the economic stimulus that is needed, it says.

The report puts forward four recommendations to support avert what it calls a “foreseeable crisis.” It recommends the federal and the provincial government bring forward their repair expenditure plans—work that can be executed quickly

Non-Residential Spending on Capital and Repair Construction, 2018



Statistics Canada, Table No. 34-10-0035-01

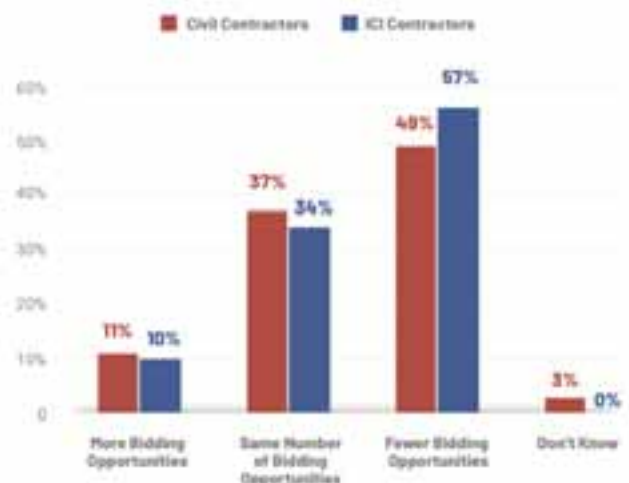
and which has a high multiplier effect on other related jobs.

It also recommends that the province ensure that municipalities, universities and colleges, school boards and hospitals carry out backlogged repair work, and not allow deferrals to repair work. It recommends the province provide additional support to the municipal sector to carry out backlogged repair work, and that the federal and provincial governments work with the municipal sector to bring forward capital spending programs.

“The worst-case scenario for 41,000 workers in Ontario would be that despite all the incredible work and collaboration between the federal, provincial and municipal governments during this pandemic, the actual municipal deficit problem is not solved before February and the 2021 construction year is lost,” said Smith.

Bidding Opportunities, October 2020

Ontario Construction Secretariat





WSIB operational review makes 25 recommendations

The review was created to provide guidance to the board at a time when it has eliminated its unfunded liability, introduced a new rate framework and introduced a service modernization initiative.

The Workplace Safety and Insurance Board (WSIB) has responded to a series of measures proposed by government-appointed reviewers to help the board maintain financial stability, manage its transition to the new rate framework model, and implement its service modernization initiative.

The report, which was made public on November 6, was prepared as an operational review by Linda Regner Dykeman and Sean Speer. In it, the reviewers applaud WSIB for eliminating its unfunded liability, launching its new rate framework, and implementing its service modernization initiative. They caution, however, that the cumulative affects of these major changes could lead to challenges.

“Successful execution of these transitions will... require strong leadership, proper mitigation strategies and an overall legal and policy framework that supports the Workplace Safety and Insurance Board’s efforts,” they wrote in the report.

They add that the “top priority for the WSIB must be to modernize” in order to replace “paper processing, telephone interactions, and faxing with easy to use online services.”

To those ends, the reviewers made 25 recommendations aimed at supporting the transformation currently underway at the WSIB, and to strengthen the overall health and safety system in Ontario. Some of them include:

- adopting regulation that prescribes a sufficiency ratio corridor of between 115 percent and 125 percent for the WSIB for the five-year period between 2020 and 2025,
- developing a predictive modelling capacity within WSIB to improve its pricing and rate-setting processes,
- creating an industry class manager position with whom employers, industry associations and unions can engage about their issues and circumstances,
- modernizing the claims process by expanding the digital submission of documents and enabling individuals to register online in order to monitor the status of their files,
- moving to a self-service model for no-lost-time claims in particular and simple claims in general,
- setting separate targets for processing timelines for no-lost-time claims and lost-time claims,
- consolidating the many appeal layers into a single function within the WSIB before appeals can move to the Workplace Safety and Insurance Appeals Tribunal,
- working with the Office of the Chief Prevention Officer and the Ministry of Labour, Training and Skills Development to coordinate better data collection and analysis, and
- preparing a list of required competencies to ease the process of choosing members for the WSIB board of directors, and staggering board members’ terms.

The WSIB, for its part, said it welcomes the recommendations.

“This report says we are heading in the right direction with important changes to modernize that will lead to better service for people who need us most,” said WSIB chair Elizabeth Witmer.

President Tom Teahen added that the board has already taken steps to implement some of those recommendations—including adding new online services so people can track their claim status, payment, health care and medication coverage.



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Panelists speak about a chaotic construction season

A CCA-hosted roundtable discussion brought together experts from the concrete, steel and lumber sectors to discuss supply shortages and the continued effects of the COVID-19 pandemic on operations.

What have been the impacts of the COVID-19 pandemic on construction supply chains? On October 22, the Canadian Construction Association (CCA) [hosted a panel discussion](#) with a group of experts from across the industry to discuss material shortages and their impacts on projects.

Joining moderator and CCA president Mary Van Buren were Derek Nighbor, president and CEO, Forest Products Association of Canada; Ed Whalen, president and CEO, Canadian Institute of Steel Construction; and Bart Kanter, president, Ready Mixed Concrete Association of Ontario.

Van Buren began by asking the panelists about those supply chain blockages that exist in their respective industries. Whalen responded that his industry has been largely unaffected by the pandemic. Steel mills are active and fully func-

tional across the country, and usually have enough stock to supply the industry for between two and four months.

The situation is much different in the lumber sector. Nighbor explained that COVID is just one of several lenses through which national lumber shortages should be viewed. Production has been hampered by a number of natural disasters on Canada's west coast. Pest disturbances and forest fires that were very much in the news two or three years ago have hurt production now.

"The pine beetle outbreak in British Columbia ate 60 percent of the pine trees in the province," he said. "That means that our industry's allowable cut has been far lower than usual."

Structural issues such as driver shortages, strikes in the Montreal port, and labour disturbances at VIA Rail, further caused the industry to be unable to move its product efficiently from one end of the country to the other. These issues were compounded by higher-than-usual demand for Canadian lumber from the United States, which imports about 25 percent of its lumber from Canada.

"The good weather here in Canada combined with post-lockdown pent-up demand for housing caused a huge push

for lumber. So too did a worse-than-usual hurricane season in the United States,” he said.

The early days of the pandemic also caused chaos at lumber yards. Producers were unsure whether their work was deemed essential and therefore could be allowed to continue to operate. Additionally, those first few weeks in March saw many order sheets collapse, and big-box stores cancelling most of their orders, which caused the price of lumber to plummet by about 30 percent in April.

Coming out of lockdown in May, demand for lumber shot through the roof, and the industry was caught in short supply.

Concrete faces its own unique set of supply challenges, Kanters explained. The material is produced at more than 1,000 plants across the country, so limitations in supply are largely localized.

As with the lumber industry, the concrete industry faced a huge amount of uncertainty during the early days of the pandemic. Particularly in Ontario and Quebec, where lockdown measures were strictest, producers were unsure whether their plants could continue to operate as essential services.

“The pandemic hit us at a time when our industry usually performs critical maintenance of its plants,” he said. “That’s work that has to be performed, but we didn’t know whether we could perform it. Demand for concrete dropped by 30 percent in March and April, but by mid-May, it was up 10 or 15 percent over typical spring levels, so we had a huge problem with shortages.”

The result is that producers are rationing supply of products such as slag or fly ash.

Concrete’s other problem is the number of mixers and drivers available to supply to sites.

“Some contractors are reporting delays of up to two weeks in bringing concrete to a site, where usually the industry could deliver in a day or two,” said Van Buren.

Managing demand is a problem, said Kanters. For ready-mix concrete, contractors are being told to advise producers of their supply needs well ahead of pour dates so materials can be allotted and trucks scheduled for delivery.

“The good news for us is that once we get to the end of November or beginning of December, demand for concrete drops off significantly,” said Kanters. “That will allow us to build up supply reserves and be much better prepared for the 2021 construction season.”

Nighbor likewise sees his industry catching up with demand, and projects it should be back on track by the beginning of next year.

Asked about their biggest concerns for their industries into 2021, the panelists agreed that the swift delivery of infrastructure funds from the federal government will be key to keeping construction working. All agreed that the government must lead this work as the private sector remains cautious.

“My other concern is about ensuring that the large and medium infrastructure projects that are funded under the stimulus programs are awarded to domestic companies,” said Whalen. “There’s no economic benefit to Canada for awarding these projects to foreign companies.”

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CCA celebrates National Construction Day

Held on November 3, the day aims to celebrate the people who build, maintain and connect Canada's infrastructure. Various initiatives, including an active social media campaign, helped draw attention to the cause.

The Canadian Construction Association (CCA) marked its second-ever National Construction Day on November 3.

Although the day's activities were forced into the virtual world because of the COVID-19 pandemic, its goal—to recognize and celebrate those who build, maintain and connect Canada's communities through vital infrastructure—was unchanged.

CCA invited industry members and partner associations to draw attention to the day through social media and using the #Construction4CDNs hashtag. Its social campaign attracted more than 900,000 impressions from companies and associations across the industry, as well as federal and provincial parliamentarians.

"We garnered support from a great breadth of the industry," says CCA president Mary Van Buren. "We're proud of how strongly the industry came together during the early days of the COVID-19 pandemic to share best practices, and ensure that sites remain safe for workers, their families and their communities."

CCA released a wide variety of content throughout the day to sustain momentum and interest in the initiative. Federal in-

frastructure minister Catherine McKenna, for example, delivered a special message of thanks and support. She praised the industry for the measures it took to keep worksites open during the pandemic, and keep workers safe from the spread of the virus.

"Your work will be key in the country's economic recovery," she said, adding that the federal government has launched a number of initiatives to keep businesses running during the pandemic, and to get shovels in the ground to get projects built.

CCA also hosted a webinar on maintaining health and safety standards during the pandemic. It also opened calls for submissions to its national awards, which will be presented during the association's virtual annual conference next spring.

Finally, the day marked the official launch of CCA's advocacy week, where members from across Canada will meet virtually with parliamentarians. A key message is that increasing investment in infrastructure and maintenance is sound economic policy that will benefit communities for years to come.

"Of course, one of the messages we will bring forward during our advocacy week is to ensure infrastructure investment is rolled out, and new stimulus money is available to ensure provinces and municipalities can participate in the economic recovery," said Van Buren. "Our focus will also be on attracting and retaining new people into our construction workforce."

Although immigration figures are low and could remain so in the next year, construction is upping its efforts to bring newcomers to its sites and get them retrained to help fill the industry's workforce gap.

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AROUND OTTAWA

A PHOTO SPREAD

PHOTOS BY TOFCON CONSTRUCTION INC.



North Grenville District High School - Gymnasium and Classroom Addition

Project Address: 2605 Concession Road, Kemptville, ON
General Contractor: TOFCON Construction Inc.

Consultants and OCA member participants

Consultant	N45 Architecture Inc.
Project Manager	Robert Stewart Williams
Project Superintendent	Kevin O'Rourke
Excavation & Backfill & Site Services	Rabb Construction Ltd.
Floor Finishing	Duron Services Ltd.
Reinforcing Steel	Harris Rebar (Div of Harris Steel Ltd.)
Concrete	Lafarge Canada Inc.
Masonry	McGonigal Construction Ltd.
Plumbing & HVAC	Oscar Ladouceur & Son Ltd.
Electrical	City Wye'd Electric Ltd.
Sprinkler Systems	Troy Fire & Life Safety Ltd.

* denotes non-member firm





PHOTOS BY MCDONALD BROTHERS CONSTRUCTION



Casselman Fire Station

Project Address: 745 Brebeuf Street, Casselman ON
General Contractor: McDonald Brothers Construction

Consultants and OCA member participants

Architectural	IDEA Inc. - Integrated Design Engineering + Architecture
Mechanical, Electrical and Structural Engineering	Cleland Jardine Engineering Ltd.
Civil Engineering	D.B. Gray Engineering
Project Manager	Patrick McDonald & Sally Morris
Excavation & Backfill and Site Services	A.L Blair Construction Ltd.
Formwork	Les Fondations Brisson Foundations Inc.
Reinforcing Steel	Mansteel Rebar Ltd.
Concrete	Slavko Concrete Finishing Inc.
Structural Steel	M.I.G. Structural Steel (Division of 2480367 Ontario Inc.)
Electrical	Maxi Power Electrical Services Inc.
Drywall	Soubliere Interiors Ltd.

* denotes non-member firm



AROUND OTTAWA

A PHOTO SPREAD

PHOTOS BY BASSI CONSTRUCTION LP



Office fit-up

Project Address: 1723 Carling Avenue, Ottawa, ON
General Contractor: Bassi Construction LP

Consultants and OCA member participants

Designer	Atkinson Schroeter Design Group*
Project Manager	Michael Gil
Site Supervisor	Ian D'Angelo
Roofing	D.R. Devine Roofing & Sheet Metal Ltd.
Plumbing	Optimum Mechanical Solutions Inc.
HVAC	Bi-Mechanical Services Ltd.
Electrical	Federal Electric (1976) Ltd.
Sprinkler Systems	Viking Fire Protection Inc.
Doors and Frames	Division Eight Door Solutions Inc.
Drywall	Nation Drywall Limited

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OAA, OGCA among Workforce 2030 coalition members



The Ontario Association of Architects is the latest organization to sign on to the Canada Green Building Council's initiative to fast-track green-building jobs in Ontario.

The Ontario Association of Architects (OAA) has become the 15th organization to join Workforce 2030, a coalition led by the Canada Green Building Council (CaGBC) and which advocates for fast-tracking the workforce needed to build a low-carbon Ontario.

It's no secret that buildings can significantly contribute to Canada's efforts to reduce carbon. They account for almost 30 percent of the country's greenhouse gases (GHG) emissions when including operations, construction and materials. According to CaGBC research, government investment in an economic recovery that prioritizes green building combined

with progressive policy leadership could, by 2030, lead to over 600,000 direct green building jobs in Ontario and 1.5 million jobs nationally.

"The climate crisis is the defining challenge of our times and given the role the architecture profession plays in designing our built environment, it's critical we take a leadership role in ensuring our new and existing buildings can be climate-stable," OAA President Kathleen Kurtin told *Canadian Architect*. "It's very much in the public interest to ensure those who design, build, and maintain our buildings are knowledgeable and prepared for these new opportunities and challenges."

Also participating in the coalition is the Ontario General Contractors Association (OGCA). The association has campaigned for years for an increased focus on the trades as a viable career. Now, as governments look to stimulus investments in infrastructure as a vehicle for economic recovery, it says there is an opportunity to support Ontario's workforce to ensure that general contractors can meet Canada's climate goal, create jobs and build the infrastructure of the future.



“At the end of the day, construction jobs are green jobs,” said OGCA president Giovanni Cautillo. “We want to ensure that we are prepared to meet the future demands of the construction market for environmentally-friendly buildings. An investment in green buildings will create jobs in demand for years to come as Canada transitions toward a low-carbon economy. OGCA members already deliver complex retrofits, and Workforce 2030 will benefit from our expertise.”

The building industry has always been a cornerstone of innovation and economic stimulus, and OGCA says it is in full support of Workforce 2030’s aim to mobilize shovel-worthy projects such as building retrofits and new low-carbon construction.

“The building industry is a proven cornerstone of economic recovery and job creation. Smart stimulus spending

that targets green building jobs will also help transition Ontario to a low carbon economy,” said Jeff Ranson, Regional Director, GHTA, Canada Green Building Council. “The building sector is committed, as demonstrated by the Ontario General Contractors Association’s commitment to Workforce 2030. As the voice of Ontario’s general contractors, they recognize the critical importance of strengthening workforce capacity, as their members will be on the front line of the necessary green building and retrofitting work to come in this critical decade of climate action.”

Workforce 2030’s foundational partners include 14 other construction stakeholders representing employers, organized labour and training.

More information about Workforce 2030 is available at Workforce2030.ca.



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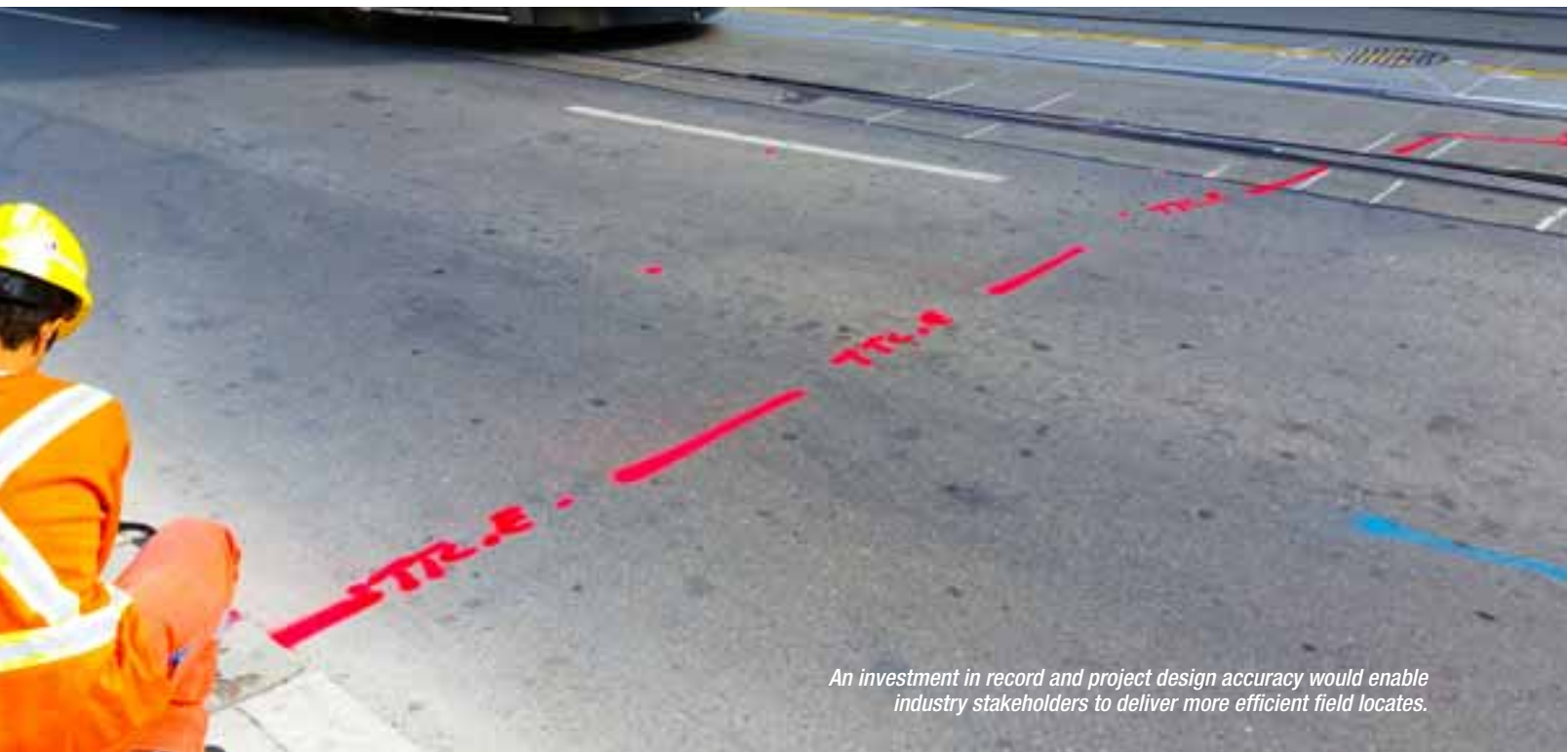
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Stakeholder collaboration is the ticket to delivering accurate, on-time locates



An investment in record and project design accuracy would enable industry stakeholders to deliver more efficient field locates.

By: Kevin Vine, President, multiVIEW Locates Inc.

The latest DIRT Report issued by the Common Ground Alliance (CGA) found that damages to buried infrastructure were almost equally caused by locating root causes (28 percent), excavation root causes (29 percent), and no-locate root causes (29 percent).

The causes of late locates are varied and complex. Challenges related to managing system demand is a key factor. Within the first 10 months of last year, 20,600 excavators placed over one million ticket requests with Ontario One Call, resulting in 6,090,000 locate notifications to utility owners. Further exasperated by deficits in records and project designs, lack of communication and difficulties with regards to training and retention within the industry, late locates have become increasingly prevalent. From January to August, Ontario One Call received more than 800 formal late locate complaints—double what was received in the entire previous year.

The prevalence of COVID-19 has not helped this situation.

Uncertainty around essential work in the spring, coupled with excavator staffing challenges, has made for unpredictable demand. This article provides some key recommendations for solving these challenges, and reducing the prevalence of late locates.

Achieve an accurate picture of the project area

A lack of access to accurate project designs can create a sense of mistrust in the industry that negatively impacts stakeholders. At the Ontario Regional Common Ground Alliance Late Locate Symposium that was held in 2019, stakeholders remarked on the volume of locate requests that are created for information gathering purposes, rather than imminent excavation. When project design risk is pushed to the excavator through contract language, some of which flows from Ontario Provincial Standards, excavators are often left with little choice but to turn to the One Call service to collect and qualify utility design information. Excavators may also request locates earlier than required to confirm a design or ask for expanded



A number of suggested guidelines are emerging that could greatly improve the ticket request process and ensure that locate service providers receive all information required to effectively execute.

locate areas to accommodate design changes. These practices create additional locate demands and can impact the timing of other planned excavations.

Another significant roadblock to accurate locates is the absence of white-lining on a project area, a practice that is not currently legally mandated. Earlier this year, the CGA published a whitepaper that explored roadblocks to delivering accurate, on-time locates. The whitepaper found the large majority of locate service providers and utilities believe that accurate white-lining solves ticket issues by narrowing ticket scopes or sizes. Project areas not being clearly marked or defined was ranked as the top barrier to locating utility lines accurately and on time. Based on research included in the whitepaper, the CGA determined that white-lining, updated facility maps and comprehensive project designs may be the industry's most effective paths to timelier and more accurate locates.

Manage system demand and communication

In a recent article published by the Residential and Civil Construction Alliance of Ontario (RCCAO), the organization's executive director states: "Contractors across the province are trying to catch up with the backlog caused by COVID-19 and this heightened activity has resulted in an increased demand for utility locates in many municipalities." Furthermore, the recently published CGA whitepaper that includes survey results from 400 locators found that a struggle to manage request volume is one of the leading causes of late locates.

Strategic information sharing can have a positive impact on workload management. Utilities, excavators and locate service providers should work closely with stakeholder groups to foster an understanding of monthly, regional and seasonal

locate demands. Another strategy, recommended by the RCCAO is exploring opportunities for contractors working on common project sites to share locates, rather than requiring contractors on a common site to request their own locates. This would create efficiencies while reducing system demand.

In the 2020 CGA whitepaper, more than 400 locator survey participants revealed that a lack of communication among industry stakeholders is a key cause of late locates. Ninety-seven percent of the surveyed technicians identified increased communication between themselves and excavators as an effective way to improve the accuracy and timeliness of locates. These communication challenges are significantly impacted by the fact that often, insufficient information is captured when locate tickets are submitted at One Call offices across the country.

Implement guidelines that will improve the ticket request process

A lack of trust in project designs, shifting project risks and uncertainty around locate timeliness have resulted in workarounds, excess and inaccuracies within the One Call systems. With average weekly locate requests exceeding 120,000 in Ontario alone, the volume of calls required to clarify locate requests is exponential.

Stemming from the dialogue around late locates, a number of suggested guidelines have emerged that could greatly improve the ticket request process and ensure that locate service providers receive all information required to effectively execute. These include guidelines for ensuring that locate requests are clearly defined and accurate, that project limits do not exceed the excavation area, that an actual excavation date, depth and method are provided, that all pertinent details and document attachments are submitted with the request, and so on.



Workflows could be significantly streamlined by extending the utility locate expiration window from 30 to 60 days for all utilities across the province.

Extend the utility locate expiration window

Workflows could be significantly streamlined by extending the utility locate expiration window from 30 to 60 days for all utilities across the province. This sentiment was recently shared by the RCCAO as one of the six steps required to reform the province's locate system. Currently, an excavator might receive locate clearances and completions at the outset of a request, and then receive other locates many days beyond the five-day completion requirement. The initial locates received become invalid, and the excavation window narrows. Any project that could have been completed within 30 days may require a second set of locates to keep the site active for completion. Expanding the locate expiry to 60 days could reduce construction delays and costs.

Attract and retain qualified staff members

The 2020 CGA whitepaper on delivering accurate, on-time locates found that locating stakeholders are deeply committed to safety—an attitude that emerged from the over 400 locators surveyed as part of the whitepaper. However, measuring ticket volume against adequate staffing also emerged from the whitepaper as a significant challenge facing the industry. There are several roadblocks that prevent locate service providers from retaining highly qualified, safety-committed staff. These challenges include a labour shortage, relatively low wages, and turnover that is, in large part, due to seasonal fluctuations in demand. Furthermore, ticket volume alone is not a sufficient metric to predict staffing needs when, for example, a single ticket will cover a residential front lawn while another single ticket will cover two kilometres of urban roadway.

A final thought

By investing in the creation and dissemination of accurate data, implementing improved communication protocols, advancing education, and bettering the ticket request process, industry stakeholders can work together to regain trust in the locate process, minimize project delays and reduce risk to infrastructure across the province.



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Social infrastructure and the role architects play

Photos by Ron de Vries Photography



When people talk about spending to stimulate the economy, governments are often quick to turn to “shovel ready” projects. According to Federation of Canadian Municipalities and the CanInfra Challenge, we have an infrastructure deficit of hundreds of billions of dollars. We tend to think of infrastructure as big-ticket things like bridges, transit projects, pipelines and highways. Infrastructure is architecture: schools, community centres, social housing, theatres and arts facilities. The reality is that most of our infrastructure is designed by architects.

During a debate at Queens Park on the Infrastructure for Jobs and Prosperity Act, MPP Vic Fideli said, “historically 60% of all infrastructure is bricks and mortar. It’s buildings: hospitals, schools. That’s infrastructure as well.” He couldn’t have been more right. What we’re missing in our current debates about infrastructure is the role architects play in creating our society.

Buildings create the social infrastructure that is vital to who we are. The creativity that architects bring to the table, makes new opportunities and innovates on new ways to solve problems. Architecture is about solving problems and delivering excellence that has sustained, generational impact.

In the years after WWII, huge investment was made in just this sort of social infrastructure. Toronto Community Housing, for example, has 2,200 buildings, representing over 50 million square feet of residential space, an asset worth more than \$9 billion of which more than half is more than 50 years old.

In this same period, Canada invested in new universities, colleges and libraries to meet the demands of a growing population. We saw massive investment in, and understanding of, the role of the built environment in creating community well-being that have resulted in places that have become iconic parts of our cultural psyche.

We know that if we invest in a community by creating a social hub where young people can gather safely, where new Canadians can learn job and language skills and where children can be cared for, we create a community anchor that becomes a beloved part of people’s lives. Case studies in the UK and the US have shown that investing in people, and their sense of place, saves money. Current calls to defund the police are as much about reallocation of police budgets to fund housing, mental health, substance abuse and increasing access to education. We know that this investment helps create happier



people who feel connected to their country and their community. We know that it can reduce crime by giving people hope, education and a sense of well-being.

We know that if we create a place for childcare, we create job opportunities for women; this can offset the “she-cession” that is the result of the COVID pandemic. We know that if we create a place that is culturally relevant, we can bridge gaps and move towards reconciliation with Indigenous People, taking specific action on recommendations in the TRC Report and bring about a socially just society.

Investment in buildings has enormous potential to affect climate change. Buildings account for 40% of all greenhouse gas (GHG) emissions, and, combined with transportation, can consume as much as three quarters of all energy produced. We need to invest in sustainable buildings that are closely linked to sustainable public transit, including walkable and bikeable communities. Making a better place for people, where they can live, work and shop in close proximity creates the 15-minute neighbourhoods we know are essential to vibrant, socially rich, communities.

Our population is aging, and we are seeing an increasing need to integrate accessibility into our built environment. If we do not want to welcome a diverse range of abilities and ages in our cities, we need to create homes, businesses and public places that allow everyone to feel included.

Our physical infrastructure supports a social infrastructure.

Building an Accessible Canada means creating a built environment where everyone feels welcome, feels included; a place where their spirit is lifted and they have a sense of belonging. Accessibility cannot be applied as an afterthought, or meet a minimum building code standard, it must be integrated throughout a design process to create places that are welcoming and inclusive.

We need to approach to problem-solving in a creative way, bringing forward talent, innovation, and the ability to apply Canadian research and technology to designing solutions to these challenges. There is enormous potential in Canada: our

research institutions, universities and colleges are at the forefront of building science innovations. The growth in use of mass timber in the last few years is a made-in-Canada approach that creates jobs and sustainable solutions.

Architecture can address many of the challenges society faces today. The solutions may be indirect: architecture can provide the space for social connection, communication and development of shared cultural beliefs. Architecture can create physical environments where people can gather, to celebrate life and grieve loss.

Related design fields in landscape architecture and planning can create parks, public places and preserve our natural habitats. Increasing weather extremes mean we need places for stormwaters to flood, forests to buffer the winds and shady green spaces to play. We need natural habitats for wildlife, and farmland to grow food closer to home as international supply chains become strained.

Let’s not forget the buildings we already have: thousands of buildings across the country are in urgent need of investment: everything from new roofs, insulation and windows to replacement of heating and ventilation systems. Ontario has over \$16 billion in needed repairs to schools alone.

As published on Treehugger, when using Life Cycle Analysis, “building reuse almost always yields fewer environmental impacts than new construction when comparing buildings of similar size and functionality.” Renovating our existing buildings is an excellent opportunity to learn about, appreciate, and enhance our heritage while having a significant impact on sustainability.

Architects are here to help. When given the opportunity, architects can create cohesive social infrastructure that enhances the role of government investment. Governments can support design competitions to solicit ideas, creative and innovative solutions and open the market to smaller firms and emerging talent. Over 75% of architecture practices in Ontario are small businesses but are often excluded from projects because of restrictive procurement processes that value firm size, past performance and low price as criteria for selection.

The time is now. We need to recognize that infrastructure includes architecture. Culturally relevant places for people, that respect the land, are needed today more than ever. Focussing on people, creating opportunities for health, happiness, dignity and social justice is the core philosophy of national architecture policies in most western European countries and the driving force behind Rise for Architecture, a grassroots effort to develop a national architecture policy for Canada. Reach out to your elected officials and make sure they know that architecture is infrastructure. Announce loud and clear that architecture matters.

This article was written by Toon Dreessen, OAA, FRAIC, president of Architects DCA, an Ottawa based architecture practice. Toon served six years on OAA council, two years as president and received the Order of DaVinci in 2020. He is a noted public speaker, writer and advocate for architecture and serves on numerous regulatory and advocacy committees.



WSIB transfer of costs and the impact of COVID-19

It is possible for you as an employer to avoid losses resulting from an increase in WSIB premiums and claim costs if you can prove that another contractor is partly or wholly responsible for your employee's accident.

Despite best practices, everyone in the construction industry knows that accidents will occur on job sites. Sadly, it is as inevitable as paying taxes or the Maple Leafs having a great team and having no playoff success. Did you know it is possible to mitigate some of the Workplace Safety & Insurance Board (WSIB) consequences as a result of your employees getting injured or sick on a job site?

It is possible for you as an employer to avoid losses resulting from an increase in WSIB premiums and claim costs if you can prove that another contractor is partly or wholly responsible for your employee's accident.

Section 84 of the *Workplace Safety and Insurance Act* (WSIA) allows for a contractor to transfer costs to another contractor if certain conditions are met. It is defined in the common law as:

- failing to do something which a reasonable and prudent person would do, or
- doing something which a reasonable and prudent person would not do.

As the employer, it is important to take the necessary steps to prevent such incidents from occurring. Prevention and mitigation steps such as documenting the times safety procedures were reviewed with your employees will not only keep your employees from harm's way but also give you a better chance of challenging any findings from the WSIB and the Ministry of Labour. This is one example of what employers can do to get ahead of the game when it comes to work-related injuries and the ensuing legal ramifications.

The employer should also be aware that the directors or foremen could be criminally charged if it is determined they failed to do their due diligence and that the accident could have been avoided or that the injured employee didn't receive the proper instructions, training or even discipline.

Especially in the era of COVID-19, it is important for employers to be aware that their employees might be unable to work due to contracting COVID-19, for which the employer will most likely be obligated to pay the employee to stay home. An employer's workforce could easily be decimated if the virus infiltrates its ranks as most employees will be required to get tested, to quarantine for 14 days if necessary, or be physically unable to work.

Although this is not an eventuality most employers might be thinking about now, once employees start falling prey to the virus, it might be too late for employers to try and mitigate the financial consequences that will ensue. Furthermore, there could also be some civil claims against the contractor whose

negligence caused the whole project to be delayed as a result of introducing the COVID-19 virus on the job site.

That's why carefully reading section 84 of the WSIA is crucial as it states: If the WSIB finds that an accident or disease to a Schedule 1 worker was caused by the negligence of another Schedule 1 worker or employer, the WSIB may charge all or part of the claim costs to the negligent employer's cost record.

Just imagine if the above scenario occurs and was caused by an employer that was not abiding by the necessary protocols to contain the spreading of the virus. An employer that could show that it took all the necessary precautions and would have avoided such an outcome had it not been for the negligence of another contractor on a work site could ask the WSIB to transfer all or part of the claim costs to the negligent employer's cost record.

An employer with great record keeping and work and safety policies could also prevent being on the receiving end of a transfer for cost demand. Eventually, one of your employees might get infected by COVID-19. As the employer, you will want to take measures to avoid the sick employee infecting coworkers or other workers on the job site. The steps you take now will be essential in convincing the WSIB that you did your due diligence to limit the chances of such an event from occurring.

If you are interested in learning more about the transfer of costs or the steps that can be taken by employers and employees alike to prevent accidents and the spreading of infectious diseases in the workplace or any questions relating to charges laid by the Ministry of Labour, we would be happy to answer your questions.

This article was written by Félix P. Boutin, a lawyer with MBC Law. He can be reached at 613-288-4289 and fboutin@mbclaw.ca.

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Join OCA members in supporting The Legion



OCA past-chair Paul McCarney (second from right), presents a cheque for \$1,000 to the Royal Canadian Legion branch #462. McCarney is challenging OCA members to give generously to their local Legions this holiday season.

OCA past chair Paul McCarney has issued a challenge to the association's membership. He'd like to see companies donate whatever funds they can to their local branches of The Royal Canadian Legion.

The idea to support the Legion came to McCarney on Remembrance Day morning.

"I don't know how much money the Legions collect from the federal government, but I do know they've been hit hard by the COVID-19 pandemic because they can't run the fundraising events they normally would this year," he said.

With that in mind, he headed into work at Clean Water Works and immediately had a cheque drawn up for \$1,000 which he brought to the Eastview Legion Branch 462 in Vanier (pictured above).

He then got back to the office and began calling on his fellow members at OCA and the National Capital Heavy Construction Association to also show their support for their local

Legion branches. His efforts inspired others to follow suit. Within days, OCA members Inflector Environmental Services, Terlin Construction, D&G Landscaping, JD Brule Equipment, Valley Utilities, Marathon Underground Constructors Corporation, R.W. Tomlinson Limited, PCL Constructors Canada Inc., and EllisDon all followed suit.

Even though Remembrance Day is long behind us and many of us are focusing our attention on the holiday season, local Legion branches are still very much in need of support. McCarney says his challenge to support any of the [10 Legion branches](#) in our region is very much still on.

"These meeting halls are essential to our veterans," he says. "So many of us really only think about our veterans around Remembrance Day, but they need our support year-round—especially during this pandemic. I'm challenging all members to donate what they can through the holiday season."



Open letter to buyers of construction

Some seven months has passed since the mid-March start point of COVID-19 pandemic and the imposition of many new safety standards and operational protocols across the industry. In that time, construction has done a tremendous job pivoting to deal with COVID-19. We have seen a very low incidence of positive tests in relation to the size of our local workforce.

Within days of the pandemic being declared in Ontario, our industry adopted new site safety management plans and made significant investments in site access controls, personal protective equipment, sanitization facilities, site modifications and signage, additional trailers—and more.

The early phase of the pandemic was likely the most challenging for contractors and our workers. A lack of scientific knowledge about COVID-19 created a great deal of fear and anxiety. Absenteeism was not uncommon, and for those on-site, productivity dropped as a result of both the new safety protocols and staffing challenges.

Now seven months later, we know a lot more about the virus, we have adapted to the new protocols and there is less fear and anxiety among the workforce.

Are we back to the same productivity levels that existed pre-COVID? Most would say no, although the type of work—indoor versus outdoor—and the number of contractors involved on the site influences each company's answer.

What industry is telling the OCA is that there has been very little recognition to-date of the costs and loss of productivity by the buyers of construction services.

The OCA Board of Directors wishes to pass a message to all buyers who may not be convinced that these are real costs to be fair: be open to negotiating impact costs due to COVID-19 with your contractor. Acknowledge that the risks associated with the impacts of the pandemic were likely not assumed by your contractor, and may expose you to a greater number of claims should you choose not to negotiate those impact costs.

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2021 OCA Board of Directors: proposed slate of candidates

The OCA Board of Directors is composed of 16 volunteers – three representatives from each of the five OCA membership sections plus the immediate past chair. The current board is chaired by Danny Dillon, President of DILFO Mechanical.

Of the 16 board positions, six directors are appointed to the 2021 Board of Directors by virtue of their executive officer positions. The remaining 10 Board positions are subject to a nomination and election process that culminates with a membership vote at the association's Annual General Meeting in February 2021.

At its October 26 meeting, the Board of Directors appointed the following 2021 executive officers:

- Chair and Chair of MSS Section: Ray Shannon, vice-president, Bradley's Insurance
- First Vice-chair and Chair of RB&HC Section: Tim Vizona, vice-president, R. W. Tomlinson
- Second Vice-chair and Chair of Trades Section: Paul Mayer, vice-president, Sapacon Drywall
- Treasurer and Chair of GC Section: Hubie Splinter, vice-president, Graebek Construction
- Secretary and Chair of M&E Section: Ken Crawford, president, C&M Electric
- Past-chair: Danny Dillon, president, DILFO Mechanical

As per OCA's bylaw section 13, each section must hold a section nomination meeting prior to the end of the year for the primary purpose of nominating two section members for the Board of Directors that will be presented at the annual general meeting for election.

For 2021, the following slates have been formed:

Trade Contractors Section

Jason Adams of Duron Services
Vincent Lamont of Jacques Lamont Ltée.

Mechanical & Electrical Contractors Section

Jeff Tremblay of T & M Electric
Cathy Godin of SK Sheet Metal

Roadbuilders & Heavy Construction Section

Greg Clarke of Valley Utilities
Humberto Ferrar of Marathon Underground Contractors

Manufacturers, Suppliers & Services Section

Tony Johnson of Hanson Construction Materials
Dan Leduc of Norton Rose Fulbright

General Contractors Section

Kevin Skinner of PCL Constructors
Bruce Thomas of RECL Construction

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Resolving Construction Disputes

- Liens & breach of trust
- Debt recovery
- Mediation & arbitration
- Employment
- Delay claims
- WSIB
- OHSA

Litigation

Eric Appotive 613-670-8002
Shawn O'Connor 613-231-2532
Allison Russell 613-670-8008

Mediation/Arbitration

Stephen Kelly 613-238-6321

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New members

B3 Construction Inc.

Pierre-Alexandre Boyer
- Co-Owner | Estimating
2487 Kaladar Avenue, Suite 105
Ottawa, ON K1V 8B9
T: 613-731-1499
pierre@b3-construction.ca
Section: TR

Adam Beehler Plumbing Inc.

Adam Beehler - Owner
PO Box 181, Long Sault
Long Sault, ON K0C 1P0
T: 613-577-1112
adam@adambeehlerplumbing.com
Section: M/E

MacEwen Petroleum

Brian Boucher - Dir.,
Commercial & Residential Fuels
18 Adelaide Street
Maxville, ON K0C 1T0
T: 613-527-2100
bboucher@macewen.ca
Section: MSS

Morduch & Taetz Construction

Tom Taetz - Owner
853 Boyd Avenue
Ottawa, ON K2A 2C9
T: 613-898-0803
tom@motaconstruction.ca
Section: GEN

RENOKREW

Pedro Pinto - Director
222 Queen Street, Suite 1025
Ottawa, ON K1P 5V9
T: 416-604-7042 F: 416-915-7043
pedro@renokrew.com
Section: GEN

OCA training schedule

WINTER 2020-2021

January 7	Working at Heights - Fundamentals of Fall Protection	8:00 a.m.
January 12 & 14, 19, 21	Microsoft Project for Construction	1:00 p.m.
January 14	Working at Heights - Refresher Training	8:00 a.m.
January 20 & 27	Resume and Interview Preparation	10:00 a.m.
January 21	Working at Heights - Fundamentals of Fall Protection	8:00 a.m.
January 22	CST: Oh Crap, I'm A Supervisor	9:00 a.m.
January 28	Working at Heights - Refresher Training	8:00 a.m.
February 4	Working at Heights - Fundamentals of Fall Protection	8:00 a.m.
February 11	Working at Heights - Refresher Training	8:00 a.m.
February 17	Mentoring	10:00 a.m.
February 18	Working at Heights - Fundamentals of Fall Protection	8:00 a.m.
February 23 & 24	CST: Ethics & Integrity in Construction	1:00 p.m.
February 25	Working at Heights - Refresher Training	8:00 a.m.
March 4	Working at Heights - Fundamentals of Fall Protection	8:00 a.m.
March 9	CST: Coaching Skills for Supervisors	9:00 a.m.
March 11 & 12	Dispatcher Training	8:30 a.m.
March 11	Working at Heights - Refresher Training	8:00 a.m.
March 18	Working at Heights - Fundamentals of Fall Protection	8:00 a.m.
March 25	Working at Heights - Refresher Training	8:00 a.m.

Projects listed in October 2020

Project # 1854 - 2073 Owner/Agency	October 2020	Year to date
City of Ottawa	31	302
PWGSC & Other Federal Depts.	30	187
NRC	5	17
DCC	5	73
NCC	1	9
Provincial & Other Municipalities	34	627
Private Owners & Developers	1	19
Ottawa Housing	6	50
Museums	0	11
Health Care Facilities	5	51
Schools	5	90
Universities & Colleges	4	46
Brookfield	63	266
Prequalifications	11	95
Notice Only	19	224
Other Public Tenders	0	6
Duplicate	0	0
October 2019	238	2,654
Total	220	2,073
% change	-7.6	-21.9

Unofficial bid results over \$500,000: October 2020

JOB #	DESCRIPTION	BID
OCA-20-1883	2020 Expedited Culvert Rehabilitation	Louis W. Bray Construction Limited \$563,645.00
OCA-20-1882	Construction of the New Fire Station 3	Bourgon Construction \$1,861,459.00
OCA-20-1830	OC Transpo Bus Loop - Winter Maintenance	Ottawa D-Squared \$1,061,430.00
OCA-20-1807	RFSO - Sports Field Reinstatement - City Wide	Exel Contracting Inc. \$1,630,000.00
OCA-20-1805	Intersection Modifications - Greenbank Road and Kilbirnie Drive	Ottawa D-Squared \$681,631.10
OCA-20-1754	Days Road Sewage Pumping Station - Kingston, Ontario - FOR PRE-QUAL GENERALS ONLY	Peak Construction Group Ltd. \$16,437,997.00
OCA-20-1752	ILS Demolition, Buildings MC36 and VB24 - Kingston, Ontario	Budget Environmental Disposal Inc. \$591,490.00
OCA-20-1740	Supply and Delivery of Winter Sand	G. Tackaberry & Sons Construction \$2,296,875.00
OCA-20-1694	Window Replacement	CD Howe Building - Defran Inc. \$842,422.00
OCA-20-1641	MTO - Grafton Patrol Yard Garage Replacement, Design-Build Project	Fidelity Engineering and Construction Inc. \$8,844,000.00

Guess the photo



Looks like we fooled you in our last issue. We asked which public-sector facility was under construction in this photo. It was the Robert O. Pickard Environmental Centre on Green Creek Drive.

Photos by Ron de Vries Photography



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