

CONSTRUCTION

# COMMENT

The Official Publication of the Ottawa Construction Association • June 2021

## Ottawa Hospital redesign revealed

Province names OCOT replacement

CAF-FCA report forecasts shortages

Material prices, demand force construction costs up



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The Official Publication of the  
Ottawa Construction Association  
**JUNE 2021**



**Editor:**  
James Raiswell

**Editorial coordinator:**  
Angela Tristram

**Publisher:**  
John DeVries

**Contributors:**  
Giovanni Cautillo  
Lynne Fisher  
Mark Gallagher  
Doug McLarty

**Design and Layout:**  
Raymond Leveille

**On the cover:**  
*On site at Lyon and Queen*  
*Photo by Raymond Leveille*

*Construction Comment*  
is published by  
The Ottawa Construction Association  
9 Antares Drive,  
Ottawa, ON K2E 7V5  
Tel: (613) 236-0488  
Fax (613) 238-6124  
[www.o.ca.ca](http://www.o.ca.ca)  
E-mail: [editor@o.ca.ca](mailto:editor@o.ca.ca)

*Subscription inquiries and letters  
to the editor can be directed  
to the address above.*

Canadian Publications Mail Product  
Sales Agreement: 40583512

*Return Undeliverable Canadian  
Addresses to:*  
The Ottawa Construction Association,  
9 Antares Drive, Ottawa, ON K2E 7V5

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James Raiswell, Editor

# Looking ahead to a hybrid working model

As we look to the end of what (let's hope) is our last COVID lockdown, a lot of people are talking, and rightly so, about the future of work. There are those who say that the office has been transformed forever. That the remote-work horse has bolted from the barn, never to return, and that downtown office complexes that house so many people day in and day out will be a thing of the past.

I'm not buying most of that.

For all that the pandemic has forced remote working on us—and with a decent amount of success—let's be clear about a couple of things. One, people are social animals. We need to be around our own kind to be at our best. We're going to want to go back to the office in at least some capacity, if for no other reasons than to enjoy the experience of being around like-minded people and to get away from our home bases.

Two, people are creatures of habit. The pandemic has disrupted our routines—social, professional and otherwise—and we're going to want to get back to commuting, sitting in meetings, and long lunches on Fridays. All of this has been ingrained in us for too long to be shooed away by a year-plus in isolation. So, again, future of work: as far as I'm concerned, it won't look a great deal different than its immediate pre-pandemic past.

That said, change will come of these past months, and I see it coming in form of more flexible working arrangements. I'm not suggesting people work 100 percent of their time in their homes, but I am suggesting that employers will want to consider offering at least part-time work-from-home arrangements to their people. And why not? Even the most ardent micro-managers would argue that productivity hasn't slipped a great deal since March of last year—and arguably not at all since March of this year. If nothing else, lockdown supports the claims from the work-from-home crowd.

The other issue underlying all this is that most people will arguably want some form of increased flexibility in their work arrangements. Arrangements that support one, two or even three days a week at home and the rest in the office are absolutely possible.

My advice: start thinking about what the future of your workplace looks like. Our industry is taxed enough with finding good people. Don't make it more unappealing by insisting on bums in seats for 40-plus hours each week. That's so 2019.



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# Working together to stay successful



**Jason Adams**  
Trades Section

Our industry is working in challenging times. Especially locally, we're seeing construction volumes like never before. Ottawa set a record for building permit values last year, and everything that I'm seeing suggests we'll do even better again this year.

Dealing with that growth—and its challenges around scheduling and labour availability—is difficult enough under normal circumstances. It's even more complicated when you factor COVID into the equation. Now we're not just dealing with scheduling and labour availability, we're dealing with material availability, price increases, schedule delays, lost productivity—and so on.

At times like these, there's a tendency among us all to pull our focus back a little and worry more about our own operations, and less about others' well being. My feeling is, that's the opposite of what any of us should be doing right now.

Our local market is a small community. My company has probably worked with yours more than once in the past. We'll probably work together on another project again before the end of the year. And when we're all looking out for each other, and letting each other do our best work, we're not just delivering on our contracts, but we're also putting one another in the best position to succeed.

I think sometimes the industry can lose perspective on the role that subcontractors play on a project. For example, we

as a group do more than 80 percent of the work on any project. We have the shortest lead times between contract award and the commencement of work. We follow a schedule that is provided to us, not created by us, and we carry the upfront costs for all materials we supply for install.

We're seeing more and more challenges emerge in our workplaces as material prices rise, as schedules tighten and as productivity slips. It's true that many of us have been lucky to be considered essential by the government, and therefore can continue to work during these lockdowns, but that coin has two sides. We're carrying extra costs to do this work, and we're not always being compensated fairly for those extra costs.

I'm not here to complain about the reality of life as a trade contractor during a pandemic. Everyone has their own challenges. But I am here to say there is a role for all of us to play to look beyond just our own interest. Remember that construction is a team effort, and when that entire team provides input into essential matters like scheduling, material deliveries and compensation for out-of-scope work, we all do our best work, and we all win.

During these difficult times, it's more important than ever that we all pull together as teams so we can create the best outcomes for our clients, and for each other.



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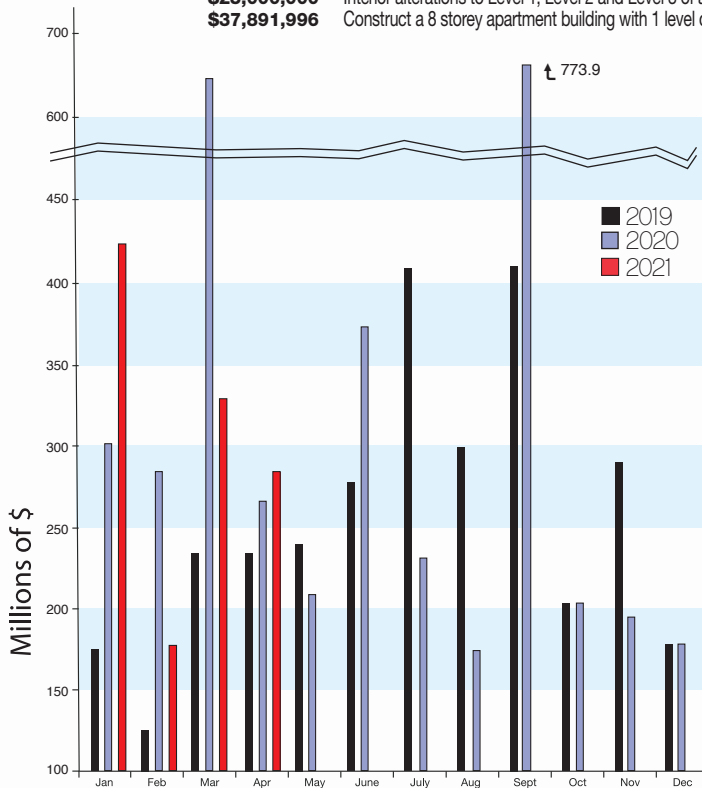
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## Permits over \$500,000

issued in April 2021

|                     |                                                                                                                                           |
|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------|
| <b>\$510,000</b>    | Tenant fit-up to a 1 storey retail building (Unit G003, Sephora) 4210 Innes Rd.                                                           |
| <b>\$515,000</b>    | Interior fit-up of 2 storey office building (National Bank) 5929 Jeanne D'Arc Blvd. S                                                     |
| <b>\$550,000</b>    | Demolish a single detached dwelling 95 De La Cote Des Neiges Rd.                                                                          |
| <b>\$550,000</b>    | Tenant fit up on the 4th floor of a 7 storey office building (CADTH) 865 Carling Ave.                                                     |
| <b>\$584,000</b>    | Interior alterations on the 12th floor of a 19th storey office building (Unit #1200 - NDEB Office) 340 Albert St.                         |
| <b>\$600,000</b>    | Interior alterations to the 4th, 5th and 6th floors of a 20 storey office building (World Exchange Plaza) 45 O'Connor St.                 |
| <b>\$670,000</b>    | Tenant fit-up & addition to a 2 storey institutional building (Maintenance Building - Carleton University) 1125 Colonel By Dr             |
| <b>\$678,021</b>    | Construct 1 storey retail building (shell only) 3802 Greenbank Rd.                                                                        |
| <b>\$740,000</b>    | Interior alterations on the 12th floor of a 19 storey office building (Unit #1201 - NDEB National Test Centre) 340 Albert St.             |
| <b>\$780,000</b>    | Tenant fit-up on the 2nd floor of a 2 storey mixed use building (PQCHC Employment Unit #200) 2525 Carling Ave.                            |
| <b>\$800,000</b>    | Construct 1 storey elementary school (Assumption Catholic School - new HVAC for classroom wing) 236 Levis Ave.                            |
| <b>\$800,000</b>    | Interior alterations on the 11th floor of a 14 storey office building 90 Sparks St.                                                       |
| <b>\$900,000</b>    | Construct a 1 storey kiosk and gas bar canopy (Petro Canada) 1847 Bank St.                                                                |
| <b>\$1,070,000</b>  | Interior alterations to replace fire alarm system in a 6 storey courthouse 161 Bank St.                                                   |
| <b>\$1,093,000</b>  | Interior alterations on the 9 floor of 14 storey office building 427 Laurier Ave. W.                                                      |
| <b>\$1,100,000</b>  | Interior alterations to a 2 storey institutional building (University of Ottawa) 200 Lees Ave.                                            |
| <b>\$1,176,493</b>  | Construct a 1 storey recreation building 51 Stonehurst Ave.                                                                               |
| <b>\$1,200,000</b>  | Alterations in a 2 storey office building (upgrade power & server room - Freedom Mobile) 390 March Rd.                                    |
| <b>\$1,360,888</b>  | FOUNDATION ONLY - Construct a rapid transit station (Pinecrest Station) OLRT - Confederation Line 1130 Pinecrest Rd.                      |
| <b>\$1,474,885</b>  | Interior alterations to a 2 storey High School (Colonel By) 2381 Ogilvie Rd.                                                              |
| <b>\$1,591,279</b>  | EXCAVATING, SHORING, & FOUNDATION ONLY 280 O'Connor St.                                                                                   |
| <b>\$1,863,553</b>  | PARTIAL PERMIT EXCAVATION AND SHORING ONLY (for future 6 storey apartment with ground floor retail.) 1050 Bank St.                        |
| <b>\$1,863,553</b>  | PARTIAL PERMIT EXCAVATION AND SHORING ONLY (for future 6 storey apartment with ground floor retail.) 1060 Bank St.                        |
| <b>\$2,000,000</b>  | Alterations to the parking garage of a 3 storey retail building (Ikea, construct enclosure for storage and pick-up service) 2685 Iris St. |
| <b>\$2,500,000</b>  | Tenant fit-up on the 1st floor of a storey retail building (Hazeldean Mall - Goodlife Fitness Unit #326) 300 Eagleson Rd.                 |
| <b>\$2,807,009</b>  | Construct a 2 storey residential 12 unit apartment building 535 A - L Fawn Valley Priv.                                                   |
| <b>\$2,807,009</b>  | Construct a 12 unit 2 storey apartment building 715 A - L Dearborn Priv.                                                                  |
| <b>\$2,935,425</b>  | Interior alterations to the heating and cooling systems in a 15 storey office building (DND) 101 Colonel By Dr.                           |
| <b>\$3,887,476</b>  | Construct a 2 storey automobile dealership (Myers Volkswagen Barrhaven) 4149 Strandherd Dr.                                               |
| <b>\$5,374,249</b>  | Construct a 1 storey industrial building with a mezzanine 2555 Sheffield Rd.                                                              |
| <b>\$7,842,043</b>  | Interior alterations on floors 2 - 11 in an 11 storey office building 222 Nepean St.                                                      |
| <b>\$25,000,000</b> | Interior alterations to Level 1, Level 2 and Level 3 of a 19 storey office building (World Exchange Plaza) 111 Albert St.                 |
| <b>\$37,891,996</b> | Construct a 8 storey apartment building with 1 level of underground parking 400 Kirkwood Ave.                                             |



April 2021  
April 2020

Total: \$279.9 million  
Total: \$266.6 million

change: a increase of 4.99% compared to April 2020

## Building permit values (\$ millions)

|           | 2019  | 2020  | 2021  |
|-----------|-------|-------|-------|
| January   | 175.7 | 301.0 | 422.1 |
| February  | 123.8 | 281.1 | 178.5 |
| March     | 229.9 | 632.7 | 320.3 |
| April     | 229.5 | 266.6 | 279.9 |
| May       | 240.8 | 206.1 |       |
| June      | 278.6 | 371.6 |       |
| July      | 413.5 | 231.7 |       |
| August    | 295.9 | 176.1 |       |
| September | 411.9 | 773.9 |       |
| October   | 206.7 | 207.1 |       |
| November  | 285.4 | 191.0 |       |
| December  | 175.7 | 179.6 |       |

Total: **\$3,067.4** **\$3,821.3** **\$1,200.8**  
Year to date: **3.28%** **24.6%** **-18.9%**

2021 year to date total of \$1,200.8 million is 18.9% lower than the \$1,481.5 million in 2020

## Housing starts: April 2021

|              | Single-Detached |      |    | All others |       |    | Total |       |    |
|--------------|-----------------|------|----|------------|-------|----|-------|-------|----|
|              | 2020            | 2021 | %  | 2020       | 2021  | %  | 2020  | 2021  | %  |
| April        | 223             | 301  | 35 | 613        | 669   | 9  | 836   | 970   | 16 |
| Year to date | 669             | 948  | 42 | 1,846      | 2,144 | 16 | 2,515 | 3,092 | 23 |



# NUMBERS

## Building permit statistics: April 2021

(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) |
|--------------------|-------------------|----------------------|--------------------------|
| <b>Residential</b> |                   |                      |                          |
| Apartment          | 24                | 49,731,736           | 370,568                  |
| Det. Garage/Shed   | 40                | 1,617,315            | 33,762                   |
| Duplex             | 3                 | 270,001              | 4,579                    |
| Rowhouse           | 51                | 35,212,924           | 301,390                  |
| Semi - Detached    | 25                | 9,056,209            | 64,805                   |
| Single             | 423               | 100,771,874          | 669,549                  |
| Stacked Rowhouse   | 7                 | 6,258,277            | 42,123                   |
| <b>Total</b>       | <b>573</b>        | <b>\$202,918,337</b> | <b>1,486,776</b>         |

Year to date: Residential: \$989,045,556

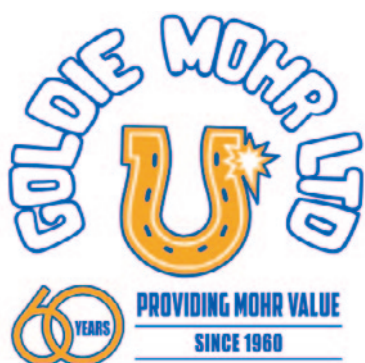
|                        | Number of permits | Value of permits    | Gross area of work (ft²) |
|------------------------|-------------------|---------------------|--------------------------|
| <b>Non-residential</b> |                   |                     |                          |
| Commercial             | 1                 | 25,000              | 0                        |
| Demolition             | 26                | 1,074,100           | -70,834                  |
| Industrial             | 12                | 7,420,514           | 94,185                   |
| Institutional          | 34                | 5,229,327           | 40,257                   |
| Mixed                  | 2                 | 184,452             | 2,096                    |
| Office                 | 40                | 44,913,458          | 305,141                  |
| Other                  | 26                | 2,916,351           | 112,755                  |
| Retail                 | 39                | 14,745,431          | 162,898                  |
| <b>Total</b>           | <b>180</b>        | <b>\$76,508,636</b> | <b>646,498</b>           |

Year to date: Non-residential: \$211,455,203

## Material prices

|                                                                                     | Commodity                       | Latest value | % change (monthly) | % change (yearly) |
|-------------------------------------------------------------------------------------|---------------------------------|--------------|--------------------|-------------------|
|   | Oil (WTI, \$US/barrel)          | 66.1         | 6.3 ▲              | 93.8 ▲            |
|  | Natural Gas (\$US/MBtu)         | 2.9          | 2.9 ▲              | 64.5 ▲            |
|  | Electricity (PJMW, USD/MWH)     | 30           | 25 ▲               | 42.9 ▲            |
|  | Gasoline (NY, US Cents/Gal)     | 217.5        | 7.2 ▲              | 128 ▲             |
|  | Copper (\$US/mt)                | 9943         | 4.2 ▲              | 87.9 ▲            |
|  | Steel (\$US/mt)                 | 504          | 18 ▲               | 102.8 ▲           |
|  | Lumber composite (USD/1k bd ft) | 1530         | 15.6 ▲             | 321.5 ▲           |

Source: data collected by and reprinted with permission from Export Development Canada's Weekly Commodity Update.  
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# FORECASTED TENDERS

## Infrastructure Services – Design and Construction Projects

July to September 2021 (Published: June 2021)

| Project Name                             | Project Type | Project Phase Status | Forecasted Date |
|------------------------------------------|--------------|----------------------|-----------------|
| Greenfield-Main-Hawthorne Integrated     | Municipal    | Design               | Jul-2021        |
| Renewal Kanata Ped Bridge                | Municipal    | Design               | Jul-2021        |
| 2020 MUP Renewal East & West             | Municipal    | Initiation           | Jul-2021        |
| Standalone Package #3                    | Municipal    | Design               | Jul-2021        |
| Repair Siding And Repoint Masonry        | Facilities   | Design               | Jul-2021        |
| ICIP-2021 Bundle 5 - Larson Park Pathway | Municipal    | Design               | Jul-2021        |
| Canterbury Pool Des - Rep AHU's/Controls | Facilities   | Design               | Jul-2021        |
| ICIP-2021 Shelters 4 Locations West      | Facilities   | Planning             | Jul-2021        |
| ICIP-2021 Bundle 4 - MUP & Sidewalk      | Municipal    | Design               | Jul-2021        |
| Design - Natural Gas-Fired Boilers       | Facilities   | Design               | Jul-2021        |
| 2020 Guiderail East Program              | Municipal    | Design               | Jul-2021        |
| ICIP-2021 Shelters 4 Locations East      | Facilities   | Design               | Jul-2021        |
| Fairfield H Window/Door/Siding/Int Found | Facilities   | Initiation           | Jul-2021        |
| St Laurent BRT Station Platform Rehab    | Municipal    | Design               | Jul-2021        |
| Beryl Gaffney & Dog Park Improvements    | Facilities   | Design               | Jul-2021        |
| Carlington Heights Pumping Station Exp.  | Facilities   | Design               | Jul-2021        |
| Adv Design-Brick/Window Remediation      | Facilities   | Design               | Jul-2021        |
| Design-Replace High Voltage Switchgear   | Facilities   | Planning             | Jul-2021        |
| Manotick Sidewalk / HMB-Greenbank Rabout | Municipal    | Design               | Jul-2021        |
| ICIP-2021 Bundle 2 - MUP & Sidewalk West | Municipal    | Design               | Jul-2021        |
| Carson Grove Prk-Resurface tennis courts | Facilities   | Design               | Jul-2021        |
| Gil-O-Julien Park football scoreboard    | Facilities   | Design               | Jul-2021        |
| 2020 Traffic Control Signal/Ped          | Municipal    | Design               | Jul-2021        |
| Leonard Demolish Salt Dome               | Facilities   | Design               | Jul-2021        |
| ROPEC -Brick Cladding Rehabilitation     | Facilities   | Design               | Jul-2021        |
| Orleans Library Repair EIFS              | Facilities   | Initiation           | Jul-2021        |
| Expedited Repair Max Keeping Ped Bridge  | Municipal    | Planning             | Aug-2021        |
| ICIP-2021 Vars CC Kitchen Millwork Floor | Facilities   | Design               | Aug-2021        |
| Torbolton Demo Office Garage&Salt Dome   | Facilities   | Design               | Aug-2021        |
| Hintonburg CC - Replace Facade Windows   | Facilities   | Planning             | Aug-2021        |
| Tom Schonberg Park Design & Construction | Facilities   | Design               | Aug-2021        |
| Confed.Bridge Pier Bearing Replacement   | Municipal    | Design               | Aug-2021        |
| Transit Priority Measures: Carling       | Municipal    | Design               | Aug-2021        |
| Hemlock PS Upgrades                      | Facilities   | Design               | Aug-2021        |
| Shadowridge Ph2- Lakewood Trails Phase 1 | Facilities   | Planning             | Aug-2021        |
| Pioneer Plains - splash pad re-design    | Facilities   | Planning             | Aug-2021        |
| Cobble Hill Park Re-Development          | Facilities   | Implementation       | Aug-2021        |
| ICIP-2021 Bundle 1 - MUP & Sidewalk East | Municipal    | Design               | Aug-2021        |
| 670 Albert St Sidewalk Adjustment        | Municipal    | Design               | Aug-2021        |
| Roundhay Park Jr&Sr Structure&Equipment  | Facilities   | Design               | Aug-2021        |
| Smyth Road Cycling Safety Improvements   | Municipal    | Design               | Aug-2021        |
| Mooney's Bay Sanitary Sewer Repl Phase 2 | Municipal    | Design               | Aug-2021        |
| Acres Rd PS Upgrade Ph1 Secure Capacity  | Facilities   | Design               | Aug-2021        |
| ICIP-2021 Beacon Hill CC Reno/Expansion  | Facilities   | Design               | Aug-2021        |
| St-Germain-Tennis Court Resurfacing      | Facilities   | Design               | Sep-2021        |
| Aura Park Design & Construction          | Facilities   | Design               | Sep-2021        |
| Booth St W Ret Wall (SN010190)           | Municipal    | Planning             | Sep-2021        |
| Renewal of SW Transitway U/P Queensway   | Municipal    | Design               | Sep-2021        |
| ICIP 2021 MPS & Manotick Sidewalk        | Municipal    | Design               | Sep-2021        |
| Resurface Parking Lot/Curbs              | Facilities   | Initiation           | Sep-2021        |
| ICIP-2021 Carling Family Shelter AC Up   | Facilities   | Design               | Sep-2021        |
| Whitewood Watermain                      | Municipal    | Planning             | Sep-2021        |
| RL Craine Park Design and Construction   | Facilities   | Design               | Sep-2021        |



# Steps to prevent fraud in the construction industry

The potential for fraud in the construction industry pre-exists the pandemic, and has been further exacerbated by it. According to the Association of Certified Fraud Examiners (ACFE), COVID-19 offers the perfect storm for fraud activity to take place as the three factors that lead to fraud—pressure, opportunity and rationalization—all rise to the forefront.

Small and mid-sized players in the construction industry are particularly at risk. According to a 2018 report by ACFE, 38 percent of frauds in Canada are committed in companies with fewer than 100 employees. One of the frequent causes of fraud in smaller organizations is the lack of segregation of financial duties. As profit margins are squeezed with rising costs during the pandemic, this problem may be further amplified if companies look to reduce back-office staff and simplify procedures that may have played a role in fraud prevention and detection in the past.

One of the challenges for fraud prevention in the construction industry is the sheer number of opportunities for fraud to take place; through manipulation of processes, managing materials, money movement and taking advantage of relationships.

The pandemic has also been financially difficult for many individuals and families. According to the ACFE, living beyond one's means (42 percent) and financial difficulties (26 percent) are the most common sources of financial pressure that lead to fraudulent activity. Who commits the fraud can come as a surprise to many business owners. The 2018 report by the ACFE found that in Canada:

- the average age of the person committing fraud is 45,
- frauds are committed by men 69 percent of the time,
- fraudsters who had been with their company for more than five years stole 47 percent more than those who had less tenure, and
- none of the perpetrators studied in the research had a prior fraud conviction.

The threat and risk of fraud will always be a consideration for business owners. How best can you protect yourselves and your businesses in good times and in tougher times?

## Recommendations on fraud prevention and detection

Have a clear fraud prevention policy that all employees read and sign annually. Encourage employees to report suspected fraud activity. In the ACFE report, 32 percent of frauds are first detected by a tip and 64 percent of tips came from employees when employers provided a tip 'hotline'.

As matter of best practice, different people should be responsible for approving the bills, paying the bills and reconciling the bank account. When these functions are carried out by the same person, the risk of fraud increases substantially.

The same segregation of duties principle applies to payroll to reduce the risk of paying a fake employee unknowingly, for example.

Business owners should regularly review bank statements, other credit facility statements and credit card statements for any irregularities.

Restrict access to your accounting software by job function. Each user must have their own login credentials so that all activity can be tracked with an audit trail. One 'admin' login account shared amongst all users is a recipe for disaster.

Close the accounting cycle each month as soon as possible. This will remove the potential for a fraudulent activity to be buried in a previous period or year, making it more difficult to detect quickly.

If your company size does not allow for easy segregation of duties, consider working with an external professional who can offer a monthly independent oversight of your transactions, reconcile the accounts, and review overall results with you for accuracy.

Use technology to your advantage by maintaining pictures of all materials received, along with the invoice and who approved the payment, and compare that with the payments to ensure they match.

Know your projects, people and suppliers. A tight-knit relationship between one employee and one supplier on worksites can be a red flag to keep an eye on.

Review each project throughout and at completion, to ensure it met expected profit margins. A failure to meet anticipated profit margins can be a major tip-off to business owners that something is amiss.

Review overhead expenses on a regular basis to ensure they are in line with expectations.

Though the list above is not exhaustive, each of these steps can play an important role in reducing the opportunities that can lead to fraud. If you feel further consideration is needed to assist in protecting your business, reach out to a professional.

*This article was written by Natalie Evans, CPA, CGA, LPA. Natalie is a Partner, Head of Assurance with GGFL Chartered Professional Accountants, and can be reached at [nae@ggfl.ca](mailto:nae@ggfl.ca) and 613-694-4441.*



# Construction project owners: New sources of legal risk under Ontario's OHSA

A recent decision of the Ontario Court of Appeal may significantly increase an owner's risk of legal exposure on a construction project.

As a result of this recent case between the Ministry of Labour and the City of Sudbury, engaging a General Contractor (GC) and allowing the GC to assume full operational "control" over a construction project may no longer insulate the project's owner from liability under Ontario's *Occupational Health and Safety Act* (OHSA).

The Court of Appeal decided that if an owner is found to be an "employer" under the OHSA (more on this below), and the owner (or its staff) are regularly present at the project, then the owner may be held liable for health and safety matters for the entire project. This means that an owner may now be liable for health and safety matters over which it exercises no day-to-day oversight or control.

In the Sudbury case, the City of Sudbury contracted with a GC to complete road and water main repairs. The GC contractually agreed to serve as the "constructor" for the project; it would have control over day-to-day management and would be responsible for ensuring full compliance with the OHSA for the entire project.

While the GC would manage the project, the City would monitor it by occasionally sending City-employed quality control inspectors (QCI) to check for defects in workmanship. The QCI were not authorized to direct or control any of the work performed by the GC or the GC's workers. No other City employees were on site.

In September 2015, a pedestrian attempting to cross a street at a traffic light adjacent to the project was struck and killed by a road grading machine operated by an employee of the GC.

The Ministry of Labour conducted an investigation into the accident, and charged the GC and the City with numerous violations of the OHSA. The City was charged as both a "constructor" and an "employer" under the OHSA.

The charges against the City as a "constructor" were dismissed as the trial judge found it was "crystal clear" that the GC, not the City, was the "constructor" and had "control" over the project.

The question of whether the City was an "employer", however, was determined in the end by the Court of Appeal, which ruled that the City is an "employer" for OHSA purposes. The Court ruled that a party is an "employer" if the party employs

workers that are "directly employed or engaged by contract", and that once an owner is found to be an "employer" on a construction project, it may be implicated in and prosecuted for any OHSA violation that occurs on a project.

In this case, the City employed its QCI, who were on site occasionally, therefore, according to the Court, the project was a "workplace" and the City was responsible for ensuring compliance with the OHSA in all facets of the project / "workplace". The City could not rely on its contract with the "constructor" (i.e., the GC) to insulate it against legal exposure as an "employer" under the OHSA.

The City's only remaining option will be to prove that it took "every precaution reasonable in the circumstances" (i.e., it exercised due diligence) to ensure that the GC met all health and safety obligations.

Notably, the Court of Appeal did not consider evidence regarding whether the City (including its QCI) exercised any "control" or had any involvement in the day-to-day management and operations at the project. The Court did suggest that the issue of "control" could become relevant in future cases dealing with the "owner" vs. "employer" issue where an "owner" will be exempted from liability under the OHSA where its obligations as an "employer" are so limited that it exercises no "control" at a project.

However, if the Court of Appeal's decision in Sudbury is a sign of things to come, owners and contractors may wish to revisit their long-standing practices for project monitoring, quality control, safety and management. An owner may wish to take immediate steps to avoid being characterized as an "employer" in these circumstances.

It may no longer be prudent for an owner to send its own employees to conduct quality control, maintenance, etc., at a project, even though those functions may have nothing whatsoever to do with construction work being performed. Failure to account for these exposure points may trigger substantially more liability under the OHSA than the owner initially anticipated or contracted for.

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*This article was authored by Louis-Pierre Grégoire a Construction Law Specialist and his colleagues Sahil Shoor and Tushar Anandasagar of Gowling WLG (Canada) LLP. They can be reached at 613-786-0110 or at Louis-Pierre.Gregoire@GowlingWLG.com.*



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## IHSA Safety Talk:

# Racial discrimination in the workplace



*Editor's note: This Safety Talk was published by the Infrastructure Health and Safety Association and appears in its original form on [ihsa.ca](http://ihsa.ca). We reprint it here with permission.*

Racial discrimination is any action, intentional or not, that singles out people based on their race and causes them to be treated differently. Racial discrimination in the workplace is a form of workplace harassment and is prohibited under Ontario's Human Rights Code.

Workplace harassment is defined in Ontario's *Occupational Health and Safety Act* as, "engaging in a course of vexatious comment or conduct against a worker, in a workplace, that is known or ought reasonably to be known to be unwelcome."

## Explain dangers

Racial discrimination can often be subtle, such as being assigned less desirable jobs or tasks. More obvious instances of racial discrimination can be:

- Verbal (e.g., jokes, slurs)
- Visual (e.g., gestures, mocking)
- Physical (e.g., intimidation, exclusion)
- Environmental (e.g., graffiti, posters).
- Racial discrimination negatively affects workers and the work environment.
- It can damage people's physical and mental health.
- It can decrease productivity and undermine the company culture.
- It can hurt a business financially because of work disruptions, decreased productivity, and the costs of potential fines and legal action.
- It can negatively affect the relationship between coworkers and between workers and management.
- It can ruin the company's reputation with clients and undermine hiring efforts.

## Identify controls

Employers must take measures to prevent workplace harassment, which includes racial discrimination. They are legally required to:

- Develop a written harassment policy
- Post it in a conspicuous location
- Provide information and instruction on the policy to workers.

Workers must comply with all company policies and cooperate with efforts to investigate and resolve reports of workplace discrimination.

As a worker, you can't always control the behaviour of others, but you can control your own behaviour by:

- Acting respectfully towards others while at work and during work-related activities
- Respecting the diversity of the workplace and learning to appreciate the unique qualities and strengths of a multi-cultural workforce
- Not engaging in or tolerating workplace racism, whether intentional or not
- Challenging any racist and discriminatory policies and practices at your workplace
- Speaking out against racist acts such as jokes, slurs, graffiti, or name-calling
- Educating yourself on the best ways to support those who are affected by racist actions and attitudes
- Challenging yourself by considering how some of your own assumptions might be influenced by racial stereotypes
- Becoming an ally by actively supporting racialized groups, which can help strengthen relationships in the workplace
- Reporting incidents of workplace racism and discrimination to HR or a manager.

## Demonstrate

Review your company's workplace harassment policy with your workers. Show them the location where it's posted. Be clear about who the policy applies to (subcontractors, temporary workers, etc.) and what the consequences will be if they violate it.

Go over the steps to report an instance of workplace racial discrimination, explain how the investigation will be handled, and point out that workers are protected from any reprisal as a result of a report made in good faith.





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# The growing ransomware threat

It is hard to ignore all the stories about different groups getting hit by some kind of recent cyberattack. These are criminals that find a way into a computer system, then lock everything and demand a payment to release it. The recent trends suggest that the number of attacks in the past year are up 150 percent and the ransom money paid by victims is up over 300 percent.

Colonial Pipeline paid hackers a ransom of \$4.4 million to get their computers back. Those hackers call themselves DarkSide and it appears that they have made at least \$90 million in ransom payments from about 47 victims in the past couple of years.

Different hacking groups have gotten into computer systems across Canada and around the world. Closer to home they have gotten into many computers including the College of Nurses of Ontario, at least three hospitals across Ontario, the City of Stratford, the Regional Municipality of Durham, and many more.

These attacks cannot be viewed as something that happens far away. They are happening all the time and you need to be prepared. Major companies now consider cyber threats to be a “top risk”. Yet, recent data from Statistics Canada says that 19 percent of large businesses didn’t spend money directly for cybersecurity in 2019.

The first thing to understand is that these attacks are happening because they are very profitable for the hackers. There are at least 15 groups around the world that are actively trying to hack large industrial systems. Those groups look at hacking as a typical day at the office. That is because most companies that find their systems locked have no choice except to pay the ransom.

It is important to stay informed. The Communications Security Establishment has created the ‘Canadian Centre for Cyber Security’ website. This website is designed to be a place to get ‘alerts and advisories on potential, imminent or actual cyber threats, vulnerabilities or incidents affecting Canada’s critical infrastructure.’ It has a very good list of new problems plus all kinds of updates for your computer hardware and software.

Another group to watch is The Ransomware Task Force. They are a global coalition of cyber-experts that includes the Royal Canadian Mounted Police’s National Cybercrime Co-ordination Unit plus government groups from around the world including the FBI and companies like Microsoft.



Your technology really does need constant attention. Hardware and software updates come out constantly and the application of those updates need to be treated as a priority. Plus, Windows 7 should not be used anymore in any office or job site because it no longer gets the required updates with any kind of consistency.

If you have been hacked, then you will have to make some tough decisions and make them quickly. By this point, you should have insurance that will cover the costs of ransomware if your systems get invaded. The insurance companies will negotiate with the hackers and, if necessary, make the arrangements to transfer ransom money. It should be noted that the insurance companies don’t like to pay that money, and have gotten very aggressive with enforcement agencies to track down the hackers.

It is tough to know how this will all play out. There are some that believe that governments should pass a law that would make it illegal to pay the ransom from this type of attack. But that won’t help if your computer systems get invaded tomorrow. Make sure that you have well educated people working on your computers and that they have all the resources they need.

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*David Schellenberg is an Ottawa-based technology consultant.*



### CIQS, CCA sign reciprocity agreement

A new agreement between the Canadian Institute of Quantity Surveyors (CIQS) and the Canadian Construction Association (CCA) will automatically accept some quantity surveyors into the Gold Seal program.

Signed at the end of the April, the agreement between the two national organizations allows CIQS members who hold the Construction Estimator Certified (CEC) and Professional Quantity Surveyor (PQS) designates to be automatically accepted into the Gold Seal Certification program.

CEC members will be required to challenge the Gold Seal exam for estimators, while PQS designates will be accepted as GSC Estimators without any additional testing or experience requirements.

Also under the terms of the agreement, CCA members who hold the Gold Seal Certified Estimator designation will have their CEC designation applications automatically accepted without the need for additional testing. Should they wish to go further and gain their PQS designation, they can become direct finalists and be exempt from most educational subjects and diaries.

### Building construction investment pushes past \$18B

Investment in building construction surged to yet another record in March—the third month in a row in which totals surpassed previous highs.

Overall investment in building construction increased 5.9 percent to \$18.6 billion, while residential-sector investment increased by 7.6 percent to \$14.0 billion in March.

Driving investment on the residential side was investments in single units, which jumped 10.7 percent to \$7.8 billion, while growth in multi-unit construction continued, up 3.9 percent to \$6.2 billion.

Growth in the non-residential sector was flatter.

Investment grew by 1.1 percent to \$4.6 billion in March, and all components posted slight increases. Despite this gain, the commercial and industrial investment components were below pre-COVID-19 pandemic levels.

Institutional construction investment was up 2.2 percent to \$1.2 billion, while commercial building construction rose 0.8 percent to \$2.6 billion. Investment in industrial construction edged up 0.4 percent to \$823 million in March.

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## NEWS IN BRIEF

### Permit totals reach another record in March

Building permit totals reached another record—of nearly \$11 billion—in March thanks to yet another strong month for construction in the residential sector.

Nationally, the value of permits jumped 5.7 percent to \$10.9 billion, and a large share of that total—\$8 billion—came from activity in the housing sector. The value of residential permits rose by nearly 16 percent for the month.

Permit values for multi-family homes jumped 24.5% compared with February to an unprecedented \$4.3 billion. Single-family homes also reached new heights, increasing 7.6% to \$3.8 billion.

Conversely, construction in the non-residential sector pulled back for the month. The value of non-residential permits fell 15.6% to \$2.8 billion.

Following a month in which several major permits were issued for care facilities, the value of institutional permits fell 33.5% to \$732.1 million. The value of commercial permits, meanwhile, dropped 14.6% to \$1.5 billion.

The industrial component was the only one of the three non-residential markets to record a gain in March. Permit values there rose 16.4% to \$650.5 million. Several major permits were issued, including a new relay control centre for railroads in the city of Montréal and the Rutherford Station of the Go Transit system in the city of Vaughan.

### Province funds pre-apprenticeship program for underprivileged youth

The Ontario government has announced \$2 million in funding for a project that will provide 150 young people with training for construction jobs.

The program, which is aimed at underprivileged youth aged 18 to 29, including those experiencing homelessness and living in community housing, is being led by Brook Restoration in Ottawa, Hamilton and the Greater Toronto Area.

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## NEWS IN BRIEF

"We know that youth, especially those in marginalized communities, have really felt the brunt of this pandemic, with the youth unemployment rate above 20 percent in April," said Labour, Training and Skills Development Minister Monte Naughton. "This project is a great example of local businesses stepping up with a solution tailored to help those who need it most, so we can give the next generation the skills they need to support their families and make our communities stronger."

The project is a 10-week paid pre-apprenticeship program. It includes two weeks of in-house classroom instruction at Brook Restoration's office in Etobicoke and eight weeks of on-the-job training. Participants will be paid up to \$3,000 during the training. Those who successfully complete the program will be offered jobs by Brook Restoration Ltd.

The course will teach general building techniques, as well as how to work with power tools, the use of different products in construction and an introduction to the overall building envelope restoration and construction.

"Brook Restoration is excited to offer this paid pre-apprenticeship program that will provide insightful training and work experience in construction," said CEO Edward Welch. "Each participant is eligible for a job offer at the end of the program. This program's high-level objective is to provide marginalized youth with access to the tools and knowledge that will equip them with the skills to pursue a sustainable career in the construction industry."

The first round of training is already underway and lasts until July 16. Two additional cohorts are expected to train from September to November, and another from January to March.


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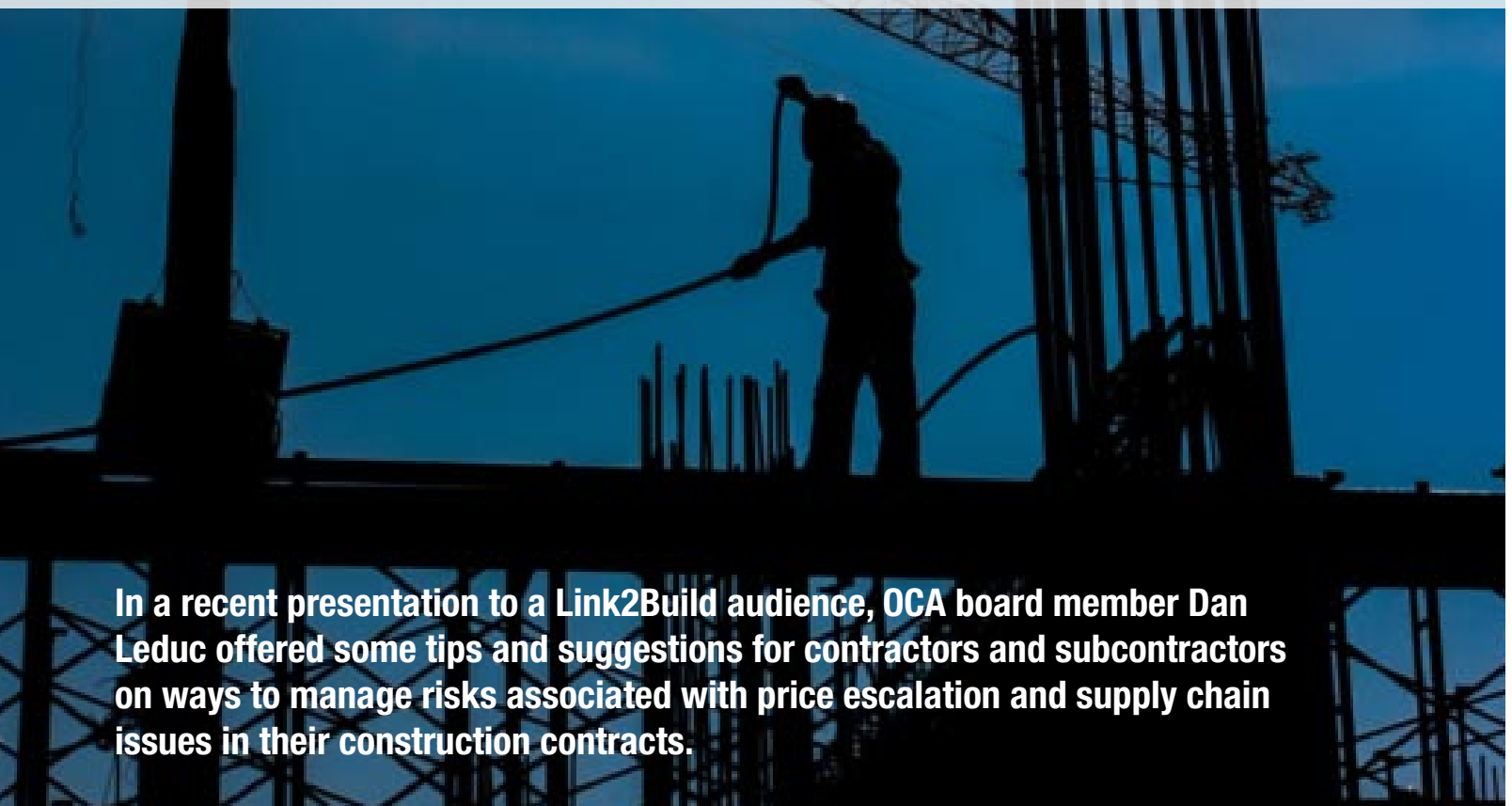
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# Managing risks in contracts

A silhouette of a construction worker on a steel framework against a blue sky, used as a background for the middle section of the page.

**In a recent presentation to a Link2Build audience, OCA board member Dan Leduc offered some tips and suggestions for contractors and subcontractors on ways to manage risks associated with price escalation and supply chain issues in their construction contracts.**

As the price of construction commodities continues to trend upwards, contractors and owners are finding themselves in the difficult position of having to guarantee contract terms in a market where guarantees simply don't exist.

It's not news to say that some commodities are seeing prices rise weekly, and suppliers—where they even can meet orders—won't guarantee prices beyond three or five days at a time. That's a particularly challenging situation for general contractors and subcontractors who are increasingly being asked to reserve their contract prices and terms for periods that stretch to 60 or even 90 days. Something has to give.

Dan Leduc, an OCA board member and a partner with Norton Rose Fulbright LLP, recently delivered a webinar presentation to a Link2Build audience about how to use contracts to manage the risk of price volatility.

## **Know what you're signing before you sign**

Leduc opened his presentation with a simple message to the audience: read a contract before you sign it.

"It's ironic that as contractors, arranging the terms of a project by a contract is in your very nature," he said. "The term 'contract' is even part of the word 'contractor'. Everything you do is done by contract, whether that's leasing equipment, working under a collective bargaining agreement, or buying materials. Yet no one likes reading their contracts and people don't spend nearly enough time doing it."

It goes without saying that a contract, whether it sets out a cost-plus, fixed-price, integrated project delivery or public-private partnership arrangement, sets out the terms of the agreement between parties. It is the part of the contracting process that sets out risk allocation. It's where you agree to perform various tasks and carry various risks, and whoever you're contracting with does the same.



Contracts also inherently include expressed and implied terms. It's critical to understand what terms of the contract arrangement are being expressed clearly in the document, and which are read into the contract by implication. For example, any risks driven by the COVID-19 pandemic, including pricing and supply risks, must be expressed in a contract. They cannot be implied. So, said Leduc, if you don't see anything in the contract about how any risks relating to scheduling, the supply chain or price volatility will be managed, assume they're yours to carry. Don't ever assume critical terms like these are implied.

"In the tender process, you can't always dictate the terms of a contract, but you can go into the contracting process with your eyes wide open," said Leduc. "You have to know the risks you're assuming, and you have to adjust your strategy and your execution plan to ensure you remain profitable."

Leduc also advised contractors to be mindful about how contract risks are allocated by reference. For subcontractors, time spent understanding how risks relating to COVID are being handled in the prime contract between the general contractor and the owner helps to give a better picture of how subs will be affected. In some cases, the prime contract may form part of a subcontract, in which case, it's even more essential to obtain—and read—that prime contract.

"You can't afford not to read your contract documents and make sure you understand what they're saying," said Leduc. "I also tell my clients that every \$1 you spend on addressing issues before signing a contract will save you \$20 in legal fees after you sign on the dotted line."

### Consider negotiations

Contracts can be a result of negotiations. They therefore can be open to amendments to make, in this case, the allocation of risks associated with price volatility fairer to everyone.

Leduc advises that owners consider reducing their contract-award periods. Some are extending out as far as 60 or 90 days, but when steel suppliers, for example, will guarantee their prices for just five days, it's in the owner's best interests to shorten award times. If they persist with their long award periods, contractors will rightly protect themselves against sharp price increases by incorporating huge contingencies.

Another mitigation strategy for contractors is to amend your bid to say you won't hold your price for the required 60 or 90 days, but for a shorter period of, say, 30 days. It's a strategy that contractors certainly use, but Leduc says qualifying a bid in this way may technically render the bid non-compliant. An owner must accept your proposed, amended terms and include them in the construction contract for the change to be brought forward. They can just as easily reject your bid out of hand for including the change.

While qualifying your bid, you might also consider including a price-escalation clause. A simple clause that says something along the lines of 'my price for this commodity is X as of this date, and if that price goes up by Y percent, or if there are issues with supply of this commodity, I can seek recourse through my contract' can help to protect you against price escalations. Leduc advises, however, that strategy involves care-

fully monitoring commodity prices. He recommends using the [Producer Price Index](#) published monthly by the US Bureau of Labor Statistics as a reliable and trustworthy benchmark.

"Again, beware: if your contract doesn't specifically include a price-escalation clause, do not assume it is implied in the contract," he adds. "More often than not, the lack of that clause means you're locking in on a price."

Force majeure is one of the terms the industry threw around a great deal in the spring of 2020 when the COVID-19 pandemic caught everyone off guard. In some cases, it helped contractors recoup some of the additional costs they incurred on projects due to the need for more personal protective equipment, lost productivity, supply chain hiccups, and so on. Leduc's advice for 2021: don't assume force majeure is still in play.

"COVID is not an unforeseen event any longer," he explained. "We know now what it's doing to labour, to prices, to productivity. Force majeure, when it's in place, helps mitigate the effects of unforeseen events."

Likewise, he cautions against carrying forward any clauses that qualify a bid based on lost productivity. The productivity issues created by COVID a year ago are largely behind us, and are fading even further out of view as more of the population is vaccinated.

### Once you sign, you commit

Post contract award, there's not a great deal a lawyer can do to help a contractor who's accepted risk they cannot manage.

In situations where a contractor asks for, and is refused, an increase in costs, the threat of leveraged default may come into play. In that case, the contractor holds an off-the-record, or 'without prejudice', discussion with the owner to advise that it is unable to pay for materials to complete the project and cautions that its competitors would likely be in the same situation.

The contractor warns of a potential default on the contract, arguing that if it were to do so, the owner would have to pay costs to not only buy the remaining materials itself, but also pay the cost to sue the contractor for default, and waste time. Those costs, the contractor argues, would be the same or greater than the cost to retain the contract and pay the price escalation it initially requested.

The aim of the tactic is to open a discussion with the owner to reach an agreement on how to manage the cost escalation, but it's not without risk. Threatening default is a strategy of last resort.

### Pay attention to the fine print

Leduc's last piece of advice is to exercise caution. Spend that time reading a proposed contract and its fine print, and seek legal advice if something isn't clear or seems risky.

"Contractors usually spend lot of time on the numbers they submit at the tender stage of a contract—a lot more time than they usually spend on reading the terms and conditions of the contract, which is where the risk-allocation happens," said Leduc. "My advice: pay attention to the fine print. It's as important—or more so—than working out your selling price."

# Material prices, demand increase Q1 construction costs



**The increase of 5.6 percent in the cost of residential construction is the largest on record, and is largely due to rising demand and material shortages. Non-residential building construction prices, meanwhile, rose by 1.5 percent.**

Rising material prices and relentless demand for housing have combined to increase construction costs across the board.

Statistics Canada's latest look at building construction prices, for the first quarter of 2021, shows an increase of 5.6 percent for residential construction—the largest increase since the data series began in 2017. Non-residential building construction prices, meanwhile, rose by 1.5 percent, led mostly by higher construction costs for factories and warehouses.

Construction costs rose for every building type in the first quarter, ranging from a 1.2 percent-increase for office buildings, to a 6.9-percent gain for townhouses, and a gain of 6.8 percent for single-detached houses.

The higher construction costs were mostly driven by a shortage of construc-

tion materials. In March, the prices of softwood lumber rose by nearly 12 percent while the price of plywood rose by more than 20 percent.

At nearly 119 percent, softwood lumber prices rose at their fastest year-over-year pace on record in March, partially because of low stocks following the temporary shutdown of sawmills during the first wave of the COVID-19 pandemic.

The surge in residential construction costs was also spurred by historically low interest rates and a desire for more living space during the pandemic. Investment in residential construction continued to rise, mostly driven by the growth of single-family home construction. Residential construction investments have been reached consecutive record levels since September 2020, and stood at a new high of \$12.3 billion in February.

In Toronto, for example, residential construction costs were up 7.2 percent overall, led by a 9.0 percent price increase to build single-detached houses.

Non-residential building construction costs rose at the fastest pace for factories (+2.1 percent) and warehouses (+1.8 percent) in the first quarter. Warehouse space is at a premium in the wake of retail e-commerce sales increasing 92.0 percent year over year in February, following a 116.8 percent surge in January.

Non-residential building costs were up in every city covered by the survey, with prices rising at the fastest pace in Ottawa (+2.4 percent) and Montréal (+2.0 percent), mostly because of warehouses and factories.

Residential building construction costs rose at a record year-over-year pace of 11.7 percent in the first quarter, mostly because of limited supply and increased demand for building materials. Costs rose at the fastest pace in Calgary (+16.8 percent), Toronto (+15.0 percent) and Ottawa (+14.6 percent) in the first quarter.

Non-residential building construction costs rose 2.1 percent year over year, led by Ottawa (+4.9 percent) and Montréal (+4.4 percent).





# Drug overdoses labelled as ‘The other pandemic’

**A campaign launched by the Ontario Construction Consortium calls attention to the significant proportion of construction workers who died from drug overdoses in 2020, and calls for action to help save lives.**

Construction workers in particular are being disproportionately affected by deaths from drug overdoses, the Ontario Construction Consortium (OCC) says.

A new report prepared by the Ontario Drug Policy Research Network (ODPRN), the office of the Chief Coroner for Ontario and Public Health Ontario, and which was released on May 19, shows the number of Ontarians who died from drug overdoses rose by 60 percent, from 1,500 in 2019 to 2,500 in 2020. Of the victims who were employed, 30 percent were construction workers—by far the most impacted industry.

“This situation is alarming,” says OCC executive director Phil Gillies. “Construction workers are dying from drug overdoses, a crisis largely driven by the widespread street distribution of the highly-addictive opioid fentanyl. And the 60-percent increase in deaths in 2020 has to be linked to the shutdowns and isolation imposed by the COVID pandemic. The increase in addiction and mental health issues that has accompa-

nied the pandemic is impacting the construction workforce in a dramatic and tragic fashion.”

OCC says it has been looking to this issue since the beginning of the year, when the United States’ Centres for Disease Control reported that construction workers were most at risk from overdose deaths in that country.

Part of the reason for the high prevalence of deaths due to overdoses among construction workers, the ODPRN report explains, is that construction workers with musculoskeletal disorders are three times more likely than their co-workers to use prescriptions for pain management.

Additionally, physical distancing measures have reduced service levels for pharmacies, outpatient clinics, and harm-reduction sites that provide care to people who use drugs. As a result, while helping to reduce the risk of death from COVID-19, the measures have increased risks of death from drug-related overdoses.

OCC launched a public information

campaign on May 31 to raise public awareness on what it calls, “The Other Pandemic.” A dedicated website urges construction workers to take steps to protect their health and safety by, for example, not using hard drugs alone, visiting supervised injection sites, and using with a Naloxone kit nearby. The campaign also calls for users to get vaccinated against COVID-19, and to seek help for addictions. It also recommends that governments increase addiction treatment and counselling services to meet this challenge.

The campaign includes an advertorial in the *National Post* and *Toronto Sun*, a public service announcement video and radio commercial. It also includes comments by addiction health care experts and from Toronto Mayor John Tory.

“We know that urging drug users not to use in isolation goes against most advice directed at the general population re: the COVID pandemic,” says Gillies. “There the messaging is about staying away from other unrelated people. But using hard drugs alone is killing people. What we are recommending here will save lives.”

The OCC campaign is supported by several construction unions, including the Interior Systems Contractors Association, the Carpenters Union District Council of Ontario and the International Union of Painters and Allied Trades.

# Feds select 12 for Block 2 redesign



Photo by Raymond Leveille

**Shortlisted are 12 companies, all of which involve Canadian firms in at least some capacity, and some with partners from as far away as Switzerland and Australia. They have been invited to re-imagine a city block in downtown Ottawa that faces the Parliament Buildings.**

The federal government has shortlisted 12 companies, including ones from as far away as Switzerland and Australia, to redesign a significant piece of land across the road from Parliament Hill in Ottawa.

Public Services and Procurement Minister Anita Anand officially launched the architectural design competition to redevelop Block 2, the city block facing Parliament Hill and surrounded by Wellington, Sparks, Metcalfe and O'Connor streets, on May 21.

Public Services and Procurement Canada (PSPC) invited 12 firms that qualified through a competitive process to participate in the competition. The design teams have been tasked with turning

the mix of aging buildings into an innovative complex that will create a balance between heritage, accessibility, security and sustainability.

The new and renovated facilities will ultimately provide space for the Senate and House of Commons while work is undertaken on other aging buildings within the Parliamentary Precinct. They will also serve as the temporary home for other offices of parliament, including space for the Library of Parliament.

"I look forward to seeing the new vision of the prominent city block facing Parliament Hill," said Anand. "This competition has assembled top architecture firms to develop designs that will com-

plement one of the most unique settings of parliamentary buildings in the world, one in which Canadians can continue to take pride."

Those firms shortlisted to submit an outline design concept as part of stage 1 of the design competition are:

- Ottawa's Architecture49 Inc. in joint venture with Foster+Partners (London, United Kingdom) and in association with DFS Inc. Architecture & Design (Montréal)
- Toronto's BDP Quadrangle in joint venture with Herzog & de Meuron (Basel, Switzerland)
- Toronto's Diamond Schmitt Architects in joint venture with Bjarke Ingels Group (New York, United States), KWC Architects (Ottawa) and ERA Architects (Toronto)
- Grimshaw Architects (New York, United States) in association with Daoust Lestage Lizotte Stecker (Montréal)



*"The site facing Parliament Hill is of national significance, and the building program includes many issues critical to society today: urban revitalization, heritage integration, cultural reconciliation, sustainability and the 21st-century workplace," said Peter Ortved, professional advisor for the Royal Architectural Institute of Canada. "A competition is sure to draw out the best responses."*



- Hassell Ltd. (Melbourne, Australia) in association with Partisans (Toronto)
- Hopkins Architects (London, United Kingdom) in association with CORE Architects Inc. (Toronto)
- KPMB Architects (Toronto, Canada)
- NEUF Architects (Ottawa) in joint venture with Renzo Piano Building Workshop (Paris, France)
- Provencher Roy + Associés Architectes Inc. (Montréal, Canada)
- Watson MacEwen Teramura Architects (Ottawa) in joint venture with Behnisch Architekten (Boston, United States)
- Wilkinson Eyre (London, United Kingdom) in association with IDEA Inc. (Ottawa)
- Zeidler Architecture Inc. (Toronto) in association with David Chipperfield Architects (London, United Kingdom)

Working with the Royal Architectural Institute of Canada, a multidisciplinary independent jury will evaluate the design concepts submitted and select the six best designs to advance to stage 2 of the competition.

"The site facing Parliament Hill is of national significance, and the building program includes many issues critical to society today: urban revitalization, heritage integration, cultural reconciliation, sustainability and the 21st-century workplace," said Peter Ortved, professional advisor for the Royal Architectural Institute of Canada. "A competition is sure to draw out the best responses."

PSPC will continue to work closely with the Senate, the House of Commons, the Library of Parliament, the Parliamentary Protective Service and stakeholders such as the City of Ottawa, the National Capital Commission and the Federal Heritage Buildings Review Office in revitalizing the Parliamentary Precinct.

The renewal of Block 2 is part of the government's continuing efforts to restore and modernize the buildings within the Parliamentary Precinct, and to provide Parliament with the modern facilities it requires to serve Canadians.

The block is surrounded by Metcalfe, Wellington, O'Connor and Sparks streets. It covers an approximate area of 10,000 square metres and includes two vacant parcels and 11 buildings, many of which are designated heritage buildings. Most buildings on the block are currently underutilized. They require rehabilitation and modernization work to meet current building codes and make best use of the space for future needs.

The redevelopment of Block 2 will include a combination of new build components, restoration and refit while preserving the heritage character of the historic streets.





# Skilled Trades Ontario to replace OCOT

**New legislation introduced by the Minister of Labour, Training and Skills Development on May 6, would create a single-window entity that would cut red tape and make the skilled trades and apprenticeship system more efficient, accessible and easier to navigate.**

The focal point of Ontario's plan to replace the College of Trades is a new Crown agency that aims to cut red tape and make the skilled trades and apprenticeship system more efficient, accessible and easier to navigate.

Minister of Labour, Training and Skills Development Monte McNaughton introduced the *Building Opportunities in the Skilled Trades Act* in Queen's Park on May 6. If passed, the legislation would create a new body called Skilled Trades Ontario.

The organization would become the province's industry-informed training authority to lead the promotion, research and development of the latest apprenticeship training and curriculum standards. It will also provide a seamless, one-window experience for such services including apprentice registration, issuance of certificates and renewals, and conduct equivalency assessments.

The Ministry of Labour, Training and Skills Development, meanwhile, will oversee the system, and be responsible for regulatory decisions and financial supports. It will also as-



sume responsibility for compliance and enforcement of the skilled trades using its network of inspectors.

“Under the current system, responsibilities are shared between OCOT and the Ministry of Labour, Training and Skills Development, causing confusion and added burden for people wanting to pursue a career in the skilled trades, which leads to employers struggling to find qualified skilled trades workers,” said McNaughton. “That is why our government is building a skilled trades system that attracts more people into well-paying and meaningful careers that are truly life-changing.”

The proposed legislation is the culmination of years of work to replace the current system. The province wound down the College of Trades in 2018. In October of last year, it created a five-member expert panel led by labour lawyer Michael Sherrard to recommend way to better manage the training of skilled workers—including construction. The creation of a new Crown agency to oversee Ontario’s 144 skilled trades was one of the panel’s recommendations.

“We heard loud and clear from apprentices, journeypersons and employers alike that OCOT is not working,” said McNaughton. “Following our expert panel’s recommendations, we are taking a thoughtful and measured approach by launching Skilled Trades Ontario, a new agency that will put the trades first.”

Data suggests that the need to replace retiring workers is greater for skilled trades workers than for other occupations. Recent labour-market forecast data released by BuildForce Canada suggests that by 2030, Ontario will need to hire and train more than 116,000 new construction and maintenance sector workers to keep up with demand growth and the expected retirement of some 92,500 workers—or about of 21% of its current labour force.

As well, several of the province’s 21 largest construction trades are projected to be at risk of undersupplying required numbers of new journeypersons, including bricklayers, glaziers,

industrial electricians, and welders.

Reaction to the province’s proposed legislation was generally positive.

Stephen Hamilton, chair of the Ontario Skilled Trades Alliance, said he hoped the new organization would help to promote the skilled trades and, “encourage employers to play a greater role in mentoring aspiring tradespeople from the start to finish of their apprenticeship.”

Patrick Dillon, business manager of the Provincial Building and Construction Trades Council of Ontario, meanwhile, said he welcomed the legislative

direction, but cautioned more work would need to be done.

“This is a positive move away from the government’s previous legislative approach which included the introduction of skill-sets,” he said. “There are a number of areas requiring further work. For example, scopes of practice, compliance and enforcement, and the establishment of trades training boards to name a few, which the Building Trades will be advocating for since trades training is the lifeblood of our industry.”

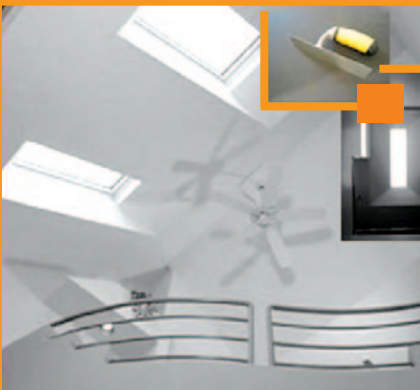


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Partition Plus Construction Ltd.  
Sapacon Drywall Ltd.  
SERCO Construction Ltd  
Soubliere Interiors Ltd.  
Source Four Construction Ltd.

Executive Director, Don Sutherland

# AROUND OTTAWA

A PHOTO SPREAD

PHOTOS BY PREMIUM CONSTRUCTION



## Connaught Building Exterior Opening

**Project Address: 555 MacKenzie Avenue**  
**General Contractor: Premium Construction**

### *Consultants and OCA member participants*

|                 |                                                               |
|-----------------|---------------------------------------------------------------|
| Consultants     | Adjelian Allen Rubeli Limited<br>FGMDa/Architecture EVOQ Inc* |
| Project Manager | Tania McLaughlin                                              |
| Site Supervisor | Eric Charette                                                 |

\* denotes non-member firm







PHOTOS BY JEAN DAOUST CONSTRUCTION INC.



## École Rivière Rideau, Phase 2 - Admin Building Interior Renovations

**Project Address:** 830 Heritage Drive, Kemptville, Ontario  
**General Contractor:** Jean Daoust Construction Inc.

### *Consultants and OCA member participants*

|                                             |                                     |
|---------------------------------------------|-------------------------------------|
| Consultant(s)                               | Figurr Architects Collective*       |
| Controls                                    | Lar-Mex Inc.                        |
| Project Manager                             | Jean Daoust, GS-PM                  |
| Plumbing                                    | S & R Mechanical                    |
| HVAC                                        | T.P. Crawford Ltd.                  |
| Electrical                                  | Maxi Power Electrical Services Inc. |
| Glazing                                     | National Contract Glazing Ltd.      |
| Drywall                                     | Construction Integral M.T. Inc.     |
| Hazardous Materials /<br>Asbestos Abatement | Inflector Environmental Services    |

\* denotes non-member firm



# AROUND OTTAWA

A PHOTO SPREAD

PHOTOS BY TERLIN CONSTRUCTION



## Blyth Academy

**Project Address:** 983 Bank Street  
**General Contractor:** Terlin Construction

### *Consultants and OCA member participants*

|                      |                                 |
|----------------------|---------------------------------|
| Architect            | David Carter Architects Inc.*   |
| Mech & Elec Engineer | Quasar Consulting Group*        |
| Project Manager      | Ben Lackey                      |
| Doors and Frames     | Allmar Inc.                     |
| Drywall              | Integral Construction M.T. Inc. |
| Millwork             | Terlin Millwork Division        |

\* denotes non-member firm







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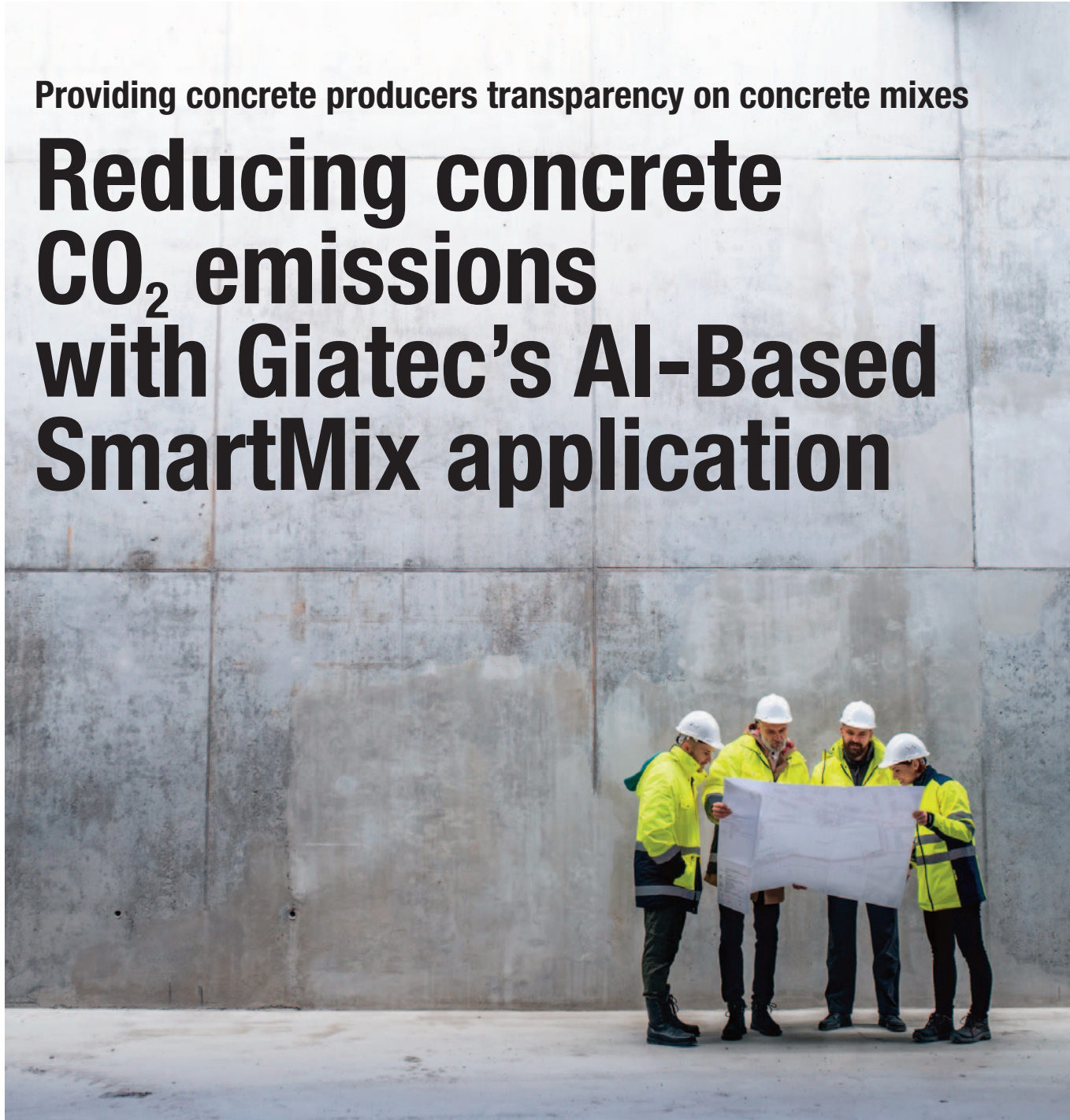
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Providing concrete producers transparency on concrete mixes

# Reducing concrete CO<sub>2</sub> emissions with Giatec's AI-Based SmartMix application



By: *Alicia Hearn*s

A low-carbon economy has become a primary focus in the news, permeating all industries, including construction and the production of concrete. Every year, 20 billion tons (10 billion cubic yards) of concrete are produced globally, making it the number-one product created by humans. For every kilogram of cement produced, 0.81 kilograms of CO<sub>2</sub> is emitted. This translates to approximately 2 billion tons of greenhouse gas (GHG) emissions. As the global population and urbanization grows, so does cement production.

One of the most essential elements in a concrete mix design is cement. When mixed with water, this ingredient binds the components and allows concrete to set, harden and gain strength. However, there is one problem with the production of this essential element: it emits CO<sub>2</sub>.

Cement is produced with limestone, which must be heated at a high temperature (around 2,700 °F or 1,500 °C). The heating process causes the limestone to chemically decompose, leaving behind a compound called calcium oxide as well as carbon dioxide gas which escapes into the atmosphere.

Today, this process is responsible for around 8 percent of global CO<sub>2</sub> emissions. To visualize the impact in another way, if the industry were a country, it would rank as the third-largest contributor of GHG behind China and the United States.

Some current techniques being used to reduce CO<sub>2</sub> emissions resulting from concrete production include the use of recycled concrete, and supplementary cementitious materials such as fly ash, slag cement, and silica fume.

Advanced artificial intelligence applications are also being developed to combat GHG, like SmartMix. Created





by Ottawa-based company, Giatec, SmartMix is a web-based dashboard that enables producers to optimize concrete materials and predict the performance of their mixes.

With the SmartMix dashboard, producers can adjust the proportions of their concrete mixes, such as the use of chemical admixtures and amount of cement. With the help of Roxi, Giatec's AI program, and access to millions of datapoints used to train the algorithm, the SmartMix dashboard's suggestions ensure that these adjustments will meet a mix's designed compressive strength and other performance criteria.

SmartMix enables producers to:

- Predict mix performance, such as compressive strength, workability, and air content of concrete, based on a mix's proportions, raw material characteristics, ambient conditions, etc.
- Analyze and evaluate the influence of mix adjustments, such as the use of chemical admixtures or supplementary cementitious materials on concrete performance.
- Formulate concrete mixes at minimal costs and with a reduced carbon footprint.
- Meet performance specifications and prescriptive requirements set out by the project engineer, such as specified slump, strength at different ages, etc.

- Integrate Roxi, with other concrete data management platforms using a comprehensive REST API, accessing more insights into the quality control and quality assurance of concrete.

"SmartMix allows producers to meet concrete mix specifications set out by a project engineer, while cutting down on both material costs and CO<sub>2</sub> emissions. SmartMix can help address the sustainability issues in the concrete industry that are responsible for 8 percent of global CO<sub>2</sub> emissions," says Andrew Fahim, Senior Manager of Research and

Development at Giatec.

There will be an expected surge in concrete production over the next few years as post-COVID recovery plans take place including new infrastructure work. Giatec believes now is the time to start making changes that reduce GHG emissions of concrete production.

*Alicia Hearn is a content marketing specialist with Giatec Scientific Inc., a global company revolutionizing the construction industry by bringing smart concrete testing technologies and real-time data collection to the forefront of every jobsite.*



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# Ottawa Hospital reveals design plans



**The hospital released its proposed design for the massive facility in May. Construction of the onsite parking garage should begin in 2022, with a P3 team for the main facility selected that year.**

The Ottawa Hospital is one step closer to opening its new facility.

In May, the hospital shared its proposed design for the new cutting-edge campus that will be located near Dow's Lake along the Rideau Canal.

The new development, which is slated to open in 2028, will be a state-of-the-art facility, home to the most advanced trauma centre, one of the most innovative neuroscience research programs in the world and will have some of the most advanced digital technology to enable medical personnel to provide

patients with the most effective new treatments and services.

It is expected to be one of the largest hospitals in the country, and will serve Ottawa, Eastern Ontario, Western Quebec, and parts of Nunavut.

"People in our region will come to this new facility for compassionate, skilled care," said Katherine Cotton, Chair of The Ottawa Hospital's Board of Governors. "The new treatments and technologies that will be used and developed here will save lives and advance and revolutionize health care.

This hospital is the future of health care."

The main hospital building, including the Emergency Department, inpatient and outpatient clinics, will sit on the top of the escarpment across from Dow's Lake. Additional clinic space, medical offices, research and education buildings, and a parking garage will be located on the lower portion of the site.

The main entrance will be accessed directly off Carling Avenue, up the escarpment to arrive at a circular drive drop-off at the front door. Directly below the front door, under a covered green roof, will be the emergency department entrance, one floor beneath grade, for patient drop-off and triage.

Ambulance traffic will use separate, dedicated access routes that lead directly to the protected Emergency garage.

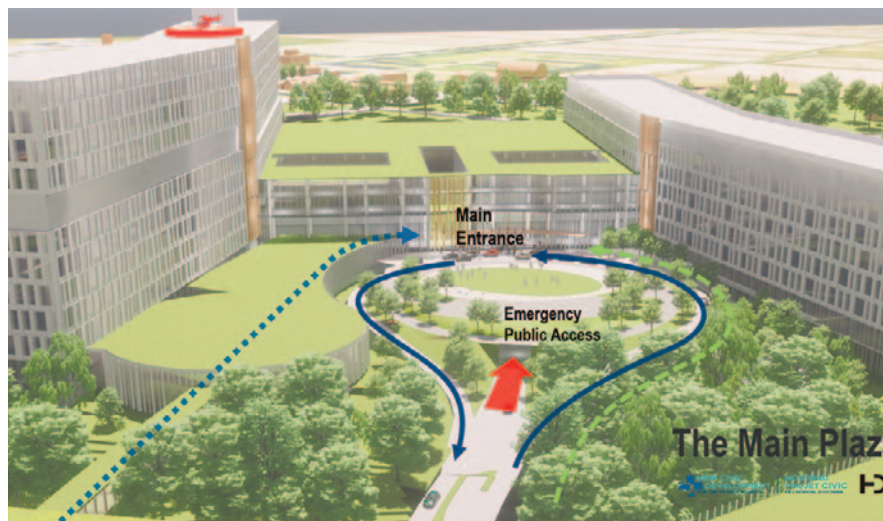
The Dow's Lake light rail transit sta-



tion will be connected to the site by a covered, accessible walkway. This walkway will also connect the research tower, medical office buildings, and the green-roofed parking garage on the lower portion of the site, enabling people to move safely and comfortably through the site.

Inside, the main entranceway will feature a central light well with double-storied glass, letting in an abundance of natural light. Intuitive wayfinding will help people move through the entrance to their destination within the hospital. Frequently used services such as pharmacy, medical imaging, patient registration, ambulatory care specimen collection centre, and other programs will be housed near the entrance.

The seven-floor north tower and 11-floor south tower will bracket the atrium and will house outpatient care clinics



and inpatient units. A helipad will sit on top of the south tower with dedicated trauma elevators that reach all floors, particularly the emergency department, surgical suites, diagnostic and interven-

tional imaging, and critical care.

The lower floor will include the loading docks, materials management, segregated soiled and clean distribution areas, food services, environmental services – all components that will serve each of the different departments.

“We’re excited to move forward with the next stages of the new Civic development. This development will be a pivotal marker for the transformation of health care for the Ottawa region for generations to come” said hospital president and CEO Cameron Love. “We will continue to work closely with our municipal, provincial and federal governments as well as our community, throughout this stage of planning. We’re very grateful for their partnership and support as we move forward.”

The project is estimated to cost \$2.8 billion. The Ministry of Health’s share is \$2.1 billion, and additional funding will be raised locally through other avenues such as fundraising.

The project’s construction schedule will see proponents to design, build finance and maintain the facility issued by the end of this year. Construction of the on-site parking garage is expected to begin in 2022, with the preferred proponents to be selected that year as well. Work on the main facility itself is expected to get underway in 2024.

Over the course of construction, the project will help to drive the regional economy by creating an estimated 20,000 jobs, as well as ancillary businesses, research and training opportunities, and health investments.





# CAF-FCA LMI report forecasts shortages, highlights pandemic's impact



**An estimated 164,000 new journeypersons will be required across Canada's 56 Red Seal trades in the next five years to sustain demand, and replace retirees. Of those, 115,000 will be needed in the country's 15 largest trades, many of which are in the construction sector.**

A new labour-market information (LMI) report published by the Canadian Apprenticeship Forum (CAF-FCA) shows a need for tens of thousands of new journeypersons in Canada's Red Seal trades in the next five years, and many of those in construction trades.

CAF-FCA's Apprentice Demand in Red Seal Trades report brings together apprenticeship trends data and projections to provide a forward-looking assessment of the country's demand and supply for trade certifications. In particular, it considers key apprenticeship system characteristics including sensitivity to economic cycles and completion rates.





The latest instalment of the report draws on 2019 data from Statistics Canada's Registered Apprenticeship Information System, and therefore does not take into account the effects of the COVID-19 pandemic on registration and completion rates. It does, however, conclude that between 2021 and 2025, Canada's 56 Red Seal trades will need an estimated 163,785 new journeypersons to sustain workforce certification levels, and 375,000 apprentices to meet the anticipated demand.

More than this, demand for apprentices will be greatest in the country's top 15 Red Seal trades. More than 115,000 new journeypersons will be needed in the automotive service technician, boilermaker, bricklayer, carpenter, construction electrician, cook, hairstylist, heavy duty equipment technician, industrial mechanic (millwright), mobile crane operator, plumber, refrigeration and air conditioning mechanic, sheet metal worker, steamfitter/pipefitter and welder trades.

"Offering meaningful training opportunities to apprentices and helping them complete is vital to meeting the anticipated demand. By encouraging employers to hire apprentices and apply training best practices, we can ensure the skilled trades workforce is ready to fill the gaps created by retiring journeypersons," says CAF-FCA executive director France Daviault.

Apprentice demand varies by region, and CAF-FCA has published dedicated reports for Alberta, Atlantic Canada, British Columbia, Manitoba, Ontario, Québec and Saskatchewan.

Ontario, says CAF-FCA, will likely require approximately 88,960 new certified journeypersons over the next decade to keep pace with economic growth and rising retirements. Two-thirds of those journeypersons will be concentrated in the top 15 Red Seal trades. Those construction trades judged to be most at risk of undersupply in Ontario between now and the end of the decade include welders, bricklayers and boilermakers.

The COVID-19 pandemic has complicated labour-market projects significantly, CAF-FCA also reports. Final



data for 2020 has not yet been compiled, but early indications show that new apprenticeship registration dropped by more than 30 percent in 2020, and the barriers to completion caused by public-health guidelines dropped certifications by 40 percent—to their lowest levels since 2005. Both are expected to rebound in 2021, but the impacts of those troughs will carry through the apprenticeship system for years.

CAF-FCA has also found that the pandemic has affected some appren-

tices' desire or ability to pursue careers in the trades. Through an online survey of nearly 700 people, the group found that 32 percent of respondents said they did not expect to work with their most recent employers again, 34 percent said their technical training was cancelled as a result of the pandemic, and 33 percent said they were considering leaving the trades because of the impact of the pandemic.

The Apprentice Demand reports are available at [caf-fca.org](http://caf-fca.org).

**Table 2 - Summary of Projected Completions, Target Registrations and Certification Requirements, Top 15 Red Seal Trades, 2021 to 2025, Canada (Excluding Territories)**

|   | TRADE                                                                                 | PROJECTED COMPLETIONS | CERTIFICATIONS REQUIRED | TARGET REGISTRATION |
|---|---------------------------------------------------------------------------------------|-----------------------|-------------------------|---------------------|
| ● | Construction Electrician                                                              | 29,385                | 14,109                  | 14,481              |
| ● | Sheet Metal Worker                                                                    | 4,038                 | 2,395                   | 3,363               |
| ● | Steamfitter/Pipefitter                                                                | 4,051                 | 2,513                   | 5,303               |
| ● | Heavy Duty Equipment Technician                                                       | 5,228                 | 3,650                   | 5,444               |
| ● | Refrigeration and Air Conditioning Mechanic                                           | 4,620                 | 3,332                   | 3,750               |
| ● | Automotive Service Technician                                                         | 10,944                | 10,735                  | 20,380              |
| ● | Mobile Crane Operator                                                                 | 1,295                 | 1,058                   | 1,685               |
| ● | Plumber                                                                               | 9,545                 | 7,820                   | 15,174              |
| ● | Carpenter                                                                             | 17,678                | 17,146                  | 32,544              |
| ● | Industrial Mechanic (Millwright)                                                      | 6,876                 | 8,276                   | 8,649               |
| ● | Hairstylist                                                                           | 9,277                 | 14,299                  | 23,791              |
| ● | Bricklayer                                                                            | 1,143                 | 1,947                   | 3,647               |
| ● | Welder                                                                                | 5,868                 | 10,032                  | 20,376              |
| ● | Boilermaker                                                                           | 766                   | 1,847                   | 2,433               |
| ● | Cook                                                                                  | 6,225                 | 16,362                  | 34,766              |
|   | <b>Total</b>                                                                          | <b>116,939</b>        | <b>115,521</b>          | <b>195,786</b>      |
| ● | <b>At Risk</b> Certifications Required Exceed Projected Completions                   |                       |                         |                     |
| ● | <b>Balanced Conditions</b> Certifications Required In-Line with Projected Completions |                       |                         |                     |
| ● | <b>Ample Supply</b> Projected Completions Exceed Certifications Required              |                       |                         |                     |

Source: Statistics Canada (RAIS), 2019; CANTRAQ Prism Economics (2021)

# Construction's digital maturity is 'low', says KPMG, CCA survey



**Three out of four firms surveyed for the report said their digital maturity was 'fairly low' relative to their competitors, and nearly three in five said they need to adapt their digital strategies to keep up.**

A new study published jointly by the Canadian Construction Association (CCA) and KPMG reveals that when it comes to technological adoption, contractors have a long way to go to reach maturity.

The report, entitled *Construction in a digital world*, finds that as many as 75 percent of surveyed construction firms rated their digital maturity as fairly low relative to their competitors. Almost three in five admit their organization “needs to moderately or considerably” adapt their digital strategy, with most unsure about which technologies and applications would offer them a competitive advantage.

Data for the report was collected via a survey in November 2020. KPMG and CCA aimed to create a benchmarking survey to determine how far along Canadian construction companies are in their digital innovation journeys. The survey looked into such concepts as the current state of digital maturity, how construction companies spend their digital investment dollars, what hiring, upskilling and building a digital team looks like, and risk management threats and concerns.

## Construction companies rate their digital maturity as fairly low



say they are in a considerable or great digital-maturity position relative to competitors.

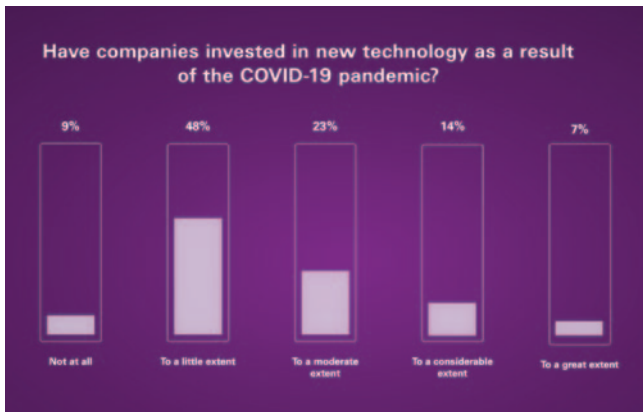


say they base decisions on data to a considerable or great degree.

## At what level are technology-adoption decisions made in Canadian construction companies?







“The industry is on the cusp of digital transformation with leading firms already adopting technology – from analytics to drones, robotics, 3D printing, and augmented reality – to yield improved productivity, safety and decision-making,” says CCA president Mary Van Buren. “Our survey reveals, however, that smaller and medium-sized firms are not yet capitalizing on the benefits technology can bring. For many contractors, the low bid model simply does not allow for innovation or to invest in new technologies.”

While some firms have invested in digitizing their front and back-office operations to reduce redundancy, cost and improve the employee and customer experience, the report suggests there is even greater opportunity to be gained from embracing technologies, such as predictive analytics, building information modelling, digital twins, wireless monitoring and autonomous equipment, and augmented reality.

The report also finds that while many companies are discussing implementing technologies around the Internet of Things, intelligent automation and big data, between 5 percent and 7 percent of those surveyed had actually implemented those technologies, and between 18 percent and 34



percent said they’re not planning to implement them.

Indeed, it appears that the COVID-19 pandemic has driven a great deal of new technological advancement in the industry, with 44 percent of those surveyed saying the pandemic forced them to invest at least moderately in new technology.

The report concludes with advice: those companies embracing digital transformation will achieve greater efficiency, generate substantial productivity gains, improve onsite safety for workers, reduce the cost of goods sold, and modernize operating models.



“Digital innovation is a continuing process, not an end game,” says Lorne Burns, KPMG’s National Industry Leader, Building, Construction and Real Estate. “Many construction entities rely on legacy systems, and those that improve their competitive positioning will use this time as an opportunity to integrate disparate systems and adopt new ways of operating.”

Too often, companies implement a technology concept or software package to reduce costs or get a quick payback on a single project only to leave the tool with that project and never use it again. This issue is compounded when a company grows through acquisitions, each with their own set of legacy technologies, the report says, pointing out the necessity of having an integrated strategic digitization strategy.



# PBO report forecasts CIB will miss spending target by \$19B



**If the current pace of its funding investments doesn't pick up soon—and in a big way—the Canada Infrastructure Bank will miss its target of allocating \$35 billion to priority infrastructure projects by the end of its mandate, the Parliamentary Budget Officer says in a new report.**

The Parliamentary Budget Officer (PBO) has released another report criticizing the slow roll out of funding from the Canada Infrastructure Bank (CIB).

In its [Canada Infrastructure Bank Spending Outlook](#), the PBO calls out the bank for disbursing funds much slower than planned, and estimates that the bank will fall well short of allocating its entire \$35-billion commitment by the end of its 11-year mandate. The PBO forecasts the bank will fall \$19 billion short.

“CIB has been spending much slower than planned, but funding delays are common for public-private infrastructure investment projects”, says PBO Yves Giroux. “Based on our analysis of comparable organizations, the CIB’s spending is progressing somewhat below the average rate – more slowly than Infrastructure Ontario and the Caisse de dépôt et placement, but more quickly than PPP Canada.”

The CIB was created to invest \$35 billion into large, revenue generating infrastructure projects that are developed and delivered in partnership with public, private, and institutional investors and focus on the federal government’s pri-

ority areas. These priorities include public transit, green infrastructure, clean power, broadband, trade and transportation, and Indigenous communities.

The PBO report found that as of April 22, 2021, CIB had announced \$5.1 billion in investments for seventeen projects, or 15 percent of its total available capital. The report also indicated that announcements do not register as CIB assets until all parties have reached financial close—meaning all contractual steps have been completed.

Of CIB’s seventeen announcements, only two projects—Montreal’s Réseau Express Métropolitain and the Alberta Irrigation project—have reached financial close.

The PBO report finds that the CIB’s funding delays may be due in part to policy choices. Nearly half of project submissions (45 percent, or 189 projects) received to date fell outside the CIB’s mandate. They were too small, lacked a private or public sponsor, or did not fall within any of the government’s priority areas.

The PBO report also compared CIB investment activity against other Canadian public organizations with a man-

date to invest in infrastructure, including PPP Canada (P3), the Public Service Pension Investment Board (PSPIB), the Canada Pension Plan Investment Board (CPPIB), the Caisse de dépôt et placement du Québec (CDPQ), and Infrastructure Ontario (IO).

It found that CIB’s disbursement flows are progressing below the average rate of those organizations, and more slowly than IO, CDPQ, PSPIB and CPPIB.

“CIB has been spending much slower than planned, but funding delays are common for public-private infrastructure investment projects,” says PBO Yves Giroux. “Based on our analysis of comparable organizations, the CIB’s spending is progressing somewhat below the average rate – more slowly than Infrastructure Ontario and the Caisse de dépôt et placement, but more quickly than PPP Canada.”

The report concludes that CIB would need to significantly increase its spending to meet its objective of delivering \$35 billion by the end of 2027–28. To do so, it must increase its spending by 61 percent per year. Furthermore, to meet its commitment of spending \$10 billion under the new Growth Plan, the bank would have to increase its disbursements by 109 percent annually.

Both rates, says the PBO, would be higher than precedents established by five comparable organizations when considering the average lifetime disbursement growth.





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## IN MEMORIAM

# Mike Tremblay, T&M Electric

After a long-fought battle with cancer, Mike Tremblay of T&M Electrical passed away on May 26 at the age of 71.

Mike's career in the electrical industry spanned more than 50 years. He began his career with Fern Laurin at Falco Electric at the age of 17, where he spent 10 years, followed by Imperial Electric with the late Eddie Scarabelli for another 10 years at which point he decided to take a leap of faith and start his own business in 1987.

Today, T&M Electrical Limited continues to thrive as an independently run family owned and operated business thanks to the solid foundation that he built over more than 30 years.

Mike was a brilliant businessman and committed to making the industry better. He spent countless volunteer hours sitting on the Electrical Contractors Association of Ottawa Board of Directors and became ECA Ottawa President.

Mike was a very charitable man, giving to many causes such as the Cancer Society, Crohn's Disease, Heart Institute, Dave Smith Centre for Youth addiction, and various seniors causes. He never wanted any recognition for any of his donations.

Mike will be deeply missed by his family, friends and industry colleagues. At the request of Mike there will be no funeral proceedings, a celebration of life will be held at a later date for immediate family. Sympathy may be expressed through donations to the Cancer Society.

## Unofficial bid results over \$500,000 in April 2021

| JOB #       | DESCRIPTION                                                       | BID                                               |
|-------------|-------------------------------------------------------------------|---------------------------------------------------|
| OCA-21-0892 | Install Cathodic Protection Anodes Banks                          | Norris Construction Management Inc. \$629,550.00  |
| OCA-21-0874 | Surface Treatment Program                                         | Thomas Cavanagh Construction Limited \$685,987.21 |
| OCA-21-0869 | Various Culverts and Sewer Replacements in the City of Cornwall   | Clarence McDonald Excavation Ltd. \$1,446,227.67  |
| OCA-21-0820 | Rehabilitation of County Road 1 (Elgin Street West & River Road)  | H&H Construction Inc. \$990,604.75                |
| OCA-21-0813 | Rehabilitation of County Road 5 (Stone Road)                      | H&H Construction Inc. \$770,220.66                |
| OCA-21-0811 | Nick Kaneb Drive Extension                                        | Cornwall Gravel Company Ltd. \$1,986,919.68       |
| OCA-21-0809 | 2021 Rural Road Upgrade and Pavement Preservation                 | R.W. Tomlinson Limited \$1,708,000.00             |
| OCA-21-0758 | Colonel By Secondary School - Science Labs Renovation Phase 1 & 2 | Frecon Construction Limited. \$3,198,000.00       |
| OCA-21-0752 | Sir John Carling West Annex Demolition                            | 2145675 Ontario Inc. \$1,718,730.00               |
| OCA-21-0745 | Rehabilitation of County Road 65 (Centennial Lake Road)           | Greenwood Paving Ltd. \$623,352.65                |
| OCA-21-0722 | 2021 East Urban 1 Resurfacing                                     | R.W. Tomlinson Limited \$4,303,713.10             |
| OCA-21-0707 | 2021 East Rural Resurfacing                                       | Cornwall Gravel Company Ltd. \$5,697,787.85       |
| OCA-21-0698 | Phase 2 Renovations - Woodroffe Avenue Public School              | Bradford Construction \$1,657,000.00              |
| OCA-21-0562 | Walter Baker Rehabilitation of Asphalt Parking Lot and Drive Lane | Goldie Mohr Ltd. \$884,327.15                     |
| OCA-21-0475 | Tri-Township March Ridge Sanitary Sewer                           | Taggart Construction Limited \$14,325,000.00      |
| OCA-21-0458 | Bank Street South Watermain and Intersection Improvement          | R.W. Tomlinson Limited \$11,887,000.00            |



## Beck Electrical Contracting Ltd.

Stephen Beck - President  
112 John Cavanaugh Drive  
Carp, ON K0A 1L0  
T: 613-839-2002 F: 613-839-0440  
[stephen@becltd.ca](mailto:stephen@becltd.ca)  
SECTION: M/E

## Crochemore Construction Inc.

Shane Crochemore - President  
996 ch Perry, Gatineau, QC J9J 3A8  
T: 819-328-2473  
[shane@crochemoreconstruction.com](mailto:shane@crochemoreconstruction.com)  
SECTION: TRA

## Groundwater Environmental Management Services Inc.

Dan Menard - General Manager  
431-135 Laurier Ave W  
Ottawa, ON K1P 5J2  
TL 613-368-4880  
[dan.menard@gemservicesinc.com](mailto:dan.menard@gemservicesinc.com)  
SECTION: ENG

## K-3 Contracting

Sean Kearns - Owner  
862 Law Road, Kemptville, ON K0G 1J0  
T: 613-784-9655  
[kearns.s@k-3contracting.ca](mailto:kearns.s@k-3contracting.ca)  
SECTION: TRA

## Les Parisien Construction Ltd

Hugues Parisien - President  
634 Laurier St, Rockland, ON K4K 1E7  
T: 343-574-2229  
[hugues@lpconstruction.ca](mailto:hugues@lpconstruction.ca)  
SECTION: GEN

## Ottawa Deck & Rail Ltd.

Matthew Tombs - Owner  
199 Colonnade Road, Unit 3  
Ottawa, ON K2E 7K3  
T: 613-225-6782

[matt@ottawadeckandrail.com](mailto:matt@ottawadeckandrail.com)  
SECTION: MSS

## PRECO-MSE

Ross Dennison - Business Development Manager  
1885 Montée Labossière  
Vaudeuil-Dorion, QC J7V 8P2  
T: 613-227-9714 F: 514 780-1274  
[rossdennison@preco-mse.ca](mailto:rossdennison@preco-mse.ca)  
SECTION: RB&HC

## Way Power Solutions Inc.

Charles Way - President  
1485B Star Top Road  
Ottawa, ON K1B 3W5  
T: 613-742-1977  
[charlesw@waypowersolutions.com](mailto:charlesw@waypowersolutions.com)  
SECTION: MSS

## Xradar Canada Inc

Jesse Hodgins - Operations Manager  
800-1730 St-Laurent Blvd  
Ottawa, ON K1G 5L1  
T: 613-325-5260  
[jesse.h@xradar.ca](mailto:jesse.h@xradar.ca)  
SECTION: TRA

## Zone-Tech Air Conditioning and Heating Services Ltd.

Steve Fex - President  
33 Capital Dr., Ottawa, ON K2G 0E7  
T: 613-860-2000 F: 613-825-6621  
[sfex@zonetechair.ca](mailto:sfex@zonetechair.ca)  
SECTION: M/E

## OCA training schedule

SUMMER 2021

|                 |                                                                                             |            |
|-----------------|---------------------------------------------------------------------------------------------|------------|
| June 10         | Microsoft Project for Construction - Part 4 - Cost Control                                  | 1:00 p.m.  |
| June 14         | Standard First Aid, CPR C Basic Rescuer and Automated External Defibrillation Certification | 8:00 a.m.  |
| June 15-17      | Be Afraid of Supplementaries to CCDC Contracts! With Multi-Disciplinary Trainers            | 10:30 a.m. |
| June 15 & 16    | Online Bluebeam Certified Training: Revu Basics                                             | 10:00 a.m. |
| June 16         | Working at Heights - Fundamentals of Fall Protection                                        | 8:00 a.m.  |
| June 16-18      | Responding Successfully to a Request for Proposal                                           | 12:00 p.m. |
| June 16 & 23    | Microsoft Excel for Construction (Advanced)                                                 | 1:00 p.m.  |
| June 22 & 23    | Online Bluebeam Training: Revu Estimating                                                   | 10:00 a.m. |
| June 23         | Working at Heights - Refresher Training                                                     | 8:00 a.m.  |
| July 22         | Working at Heights - Fundamentals of Fall Protection                                        | 8:00 a.m.  |
| July 29         | Working at Heights - Refresher Training                                                     | 8:00 a.m.  |
| August 16 & 17  | CST: IHSA Basics of Supervising                                                             | 8:00 a.m.  |
| August 19       | Working at Heights - Fundamentals of Fall Protection                                        | 8:00 a.m.  |
| August 26       | Working at Heights - Refresher Training - Morning Session                                   | 8:00 a.m.  |
| September 7 & 8 | CST: Ethics & Integrity in Construction                                                     | 8:00 a.m.  |
| September 9     | CST: Coaching Skills for Supervisors                                                        | 9:00 a.m.  |
| September 22    | CST: Effective Meetings & Delegation in Construction                                        | 9:00 a.m.  |
| September 29    | Succession Planning                                                                         | 9:00 a.m.  |
| October 6       | CST: Great Communicators Make Great Supervisors                                             | 9:00 a.m.  |
| October 22      | CST: Human Resource Practices                                                               | 9:00 a.m.  |
| October 25-29   | Construction Project Management                                                             | 8:30 a.m.  |



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# Free Link2Build webinar on June 10

Link2Build invites you to join a roundtable panel discussion of the ongoing challenges of material supply and price inflation.

The expert panel brings together a major institutional buyer—the University of Western Ontario—with three Canadian construction giants in EllisDon, mechanical/electrical contractor Modern Niagara and Canam which is the largest steel fabricator in North America.



Fred Janzen  
University of  
Western Ontario



Wayne Ferguson  
EllisDon



JC Leblanc  
Canam Buildings



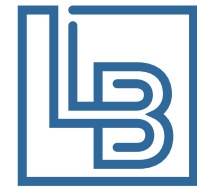
Curtis Boyce  
Modern Niagara



Moderator  
Martha George  
Grand Valley  
Construction  
Association

Martha George, president of the Grand Valley Construction Association, will moderate the panel discussion. Attendees will hear insights as to the range of products and materials posing challenges and why, the panelists thoughts on how long this situation will last and what the future looks like and discuss strategies on how the partners in the construction process can adapt.

**REGISTER HERE TODAY.**



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## OCA members running vaccine challenges



Several OCA member firms are challenging one another to vaccinate as many of their employees as possible, while also making donations to local food banks.

R. W. Tomlinson recently challenged Inflector Environmental. Both companies will donate \$25 per vaccinated employee.

The challenge recently to include the Walls & Ceiling Contractors Association, which will work in partnership with its two signatory unions—the Carpenters Drywall Local 2041 and Operative Plasterer's Union Local 124.

Keep the challenges going and tell OCA about it!

### Projects listed in April 2021

| Project # 0811 - 1095<br>Owner/Agency | April<br>2021 | Year<br>to date |
|---------------------------------------|---------------|-----------------|
| City of Ottawa                        | 37            | 154             |
| PWGS&C & Other Federal Depts.         | 15            | 87              |
| NRC                                   | 3             | 15              |
| DCC                                   | 9             | 28              |
| NCC                                   | 0             | 4               |
| Provincial & Other Municipalities     | 117           | 402             |
| Private Owners & Developers           | 1             | 5               |
| Ottawa Housing                        | 5             | 19              |
| Museums                               | 2             | 3               |
| Health Care Facilities                | 4             | 17              |
| Schools                               | 24            | 73              |
| Universities & Colleges               | 14            | 44              |
| Brookfield                            | 20            | 116             |
| Prequalifications                     | 8             | 24              |
| Notice Only                           | 26            | 103             |
| Other Public Tenders                  | 0             | 0               |
| Duplicate                             | 0             | 1               |
| <b>April 2020</b>                     | <b>175</b>    | <b>836</b>      |
| <b>Total</b>                          | <b>285</b>    | <b>1,095</b>    |
| <b>% change</b>                       | <b>62.9</b>   | <b>31</b>       |



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