

Canadian

# Design & Construction

Atlantic edition

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Report

## SNC-Lavalin co-ordinates 824 MW Labrador project

**Skills Canada unveils new logo, reflecting global importance of skills education and training**

**Architectural Woodwork Manufacturers Association of Canada (AWMAC) sets and guarantees standards as it promotes sustainable practices**

**Communities represented by Economic Developers Association of Canada (EDAC) members build for the future**



# Canadian Design & Construction Report

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The magazine is distributed to 75,000 design and construction industry leaders across Canada. It is also available for review and downloading at the Canadian Design and Construction Report website ([www.cadcr.com](http://www.cadcr.com)) or you can sign up for the electronic edition newsletter by emailing [buckshon@cadcr.com](mailto:buckshon@cadcr.com).

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## EDITORIAL SUBMISSIONS AND CONTRIBUTIONS

You can contact the editor, Mark Buckshon, at [buckshon@cadcr.com](mailto:buckshon@cadcr.com) or phone 888-432-3555 ext 224. Submissions which provide relevant information on topics of relevance to the design and construction network community are invited. Business and self-promotional profiles are encouraged to consider the editorial profile or sponsorship options outlined above.

**Publisher and interim editor**  
Mark Buckshon, [buckshon@cadcr.com](mailto:buckshon@cadcr.com)

**Writer:**  
Heather Kirk, [hkirk@cnrgp.com](mailto:hkirk@cnrgp.com)

**Business development and marketing:**  
Chase, [chase@cadcr.com](mailto:chase@cadcr.com) 905-228-1151  
Tim Lawlor, [tlawlor@cnrgp.com](mailto:tlawlor@cnrgp.com) 888-432-3555 ext. 111  
Marilyn Munroe, [mmunroe@cnrgp.com](mailto:mmunroe@cnrgp.com), 902-885-2862

**Production:**  
Raymond Leveille, [memoproductions.ca](http://memoproductions.ca)

**Subscription and print copy requests:**  
Katherine Jeffrey, [kjeffrey@cnrgp.com](mailto:kjeffrey@cnrgp.com)  
Phone 888-432-3555 ext 114

**Mailing address**  
Suite 202, 1 Cleopatra Drive, Ottawa, Ontario K2G 3M9

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Mark Buckshon at [buckshon@cadcr.com](mailto:buckshon@cadcr.com)

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## The Construction Marketing Ideas blog and website

[Constructionmarketingideas.com](http://Constructionmarketingideas.com) is the first independent website/blog dedicated to news and developments for marketing in the architectural, engineering and construction communities. Updated daily, it provides links to dozens of resources and services related to AEC marketing.

# Welcome



This issue, you'll learn more about economic development, architectural woodwork, and interesting and challenging projects coast-to-coast. A common theme within the stories relates to the industry's inter-connections. Design, engineering, construction and businesses and communities all co-operate to complete projects combining scale, creativity, and practical applications.

Economic development officers, represented by the Economic Developers Association of Canada (EDAC) can be an important resource in building your business. The economic developers will know what is happening and where future projects are planned for their communities and will facilitate the process of attracting and approving relevant projects. Meanwhile, associations such as the Architectural Woodwork Manufacturers' Association of Canada (AWMAC) provide technical and marketing support and also help members with regulatory challenges.

As you read these pages, we're working on enhancing the Canadian Design and Construction Report's website at [www.cadcr.com](http://www.cadcr.com), including more frequent news updates as we create a national free directory of construction products, services and businesses.

I'm always interested in learning about your business, technological changes and community-service issues. As well, we'll continue to monitor and support industry-changing initiatives, such as prompt payment legislation proposed for Ontario, B.C., and elsewhere.



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# Construction Association of Nova Scotia (CANS) updates logo and website

*Canadian Design and Construction Report staff writer*

The Construction Association of Nova Scotia (CANS) has updated its logo and website at [www.cans.ns.ca](http://www.cans.ns.ca).

The changes were introduced at the association's 151th annual meeting in October.

"The new CANS logo is a reflection of you and your feedback. Through focus groups, surveys and member feedback you told us you wanted the new CANS brand to capture the scope of membership across the province and region; highlight the many facets of the industry; and be reflective of the organization's history," the CANS newsletter has reported.

The association's website reports that CANS marketing and communications committee started on the project in 2012 "with a comprehensive communications and

marketing audit," including executive interviews with the association's president and board of directors, an online membership survey, an online communications survey, staff interviews, analysis of CANS branded materials, analysis of CANS media coverage and perception and member focus groups.

CANS says the audit discovered three major findings:

- A lack of consistency in materials produced related to CANS both generally and with the subsequent brands,
- Members were looking for more streamlined communication from CANS,
- And that there is a need for an enhanced positive profile of the construction industry – and that CANS should lead the charge on this.



"The committee then took these findings and began the process of exploring the CANS brand. The association reports that "Working with members, we asked two important questions:

- What does CANS represent to you?, and
- Where do you want to see the industry and the association in 5, 10 and 15 years?"

"Through focus groups, surveys and member feedback, we heard that members wanted CANS to have a brand that captured the scope of membership across the province and region; highlight the many facets of the industry; and that is reflective of the organization's history."

### Logo and tagline rationale

CANS explained the reasoning behind the logo and tagline:

- **BLUE:** symbolizes the integrity, stability, confidence and expertise of CANS and the industry.
- **GREEN:** symbolizes growth as well as nature, representing both the growth of the industry and CANS, and the environmental or landscaping related segments of our membership. All aspects of the industry are encompassed - bridges, roadways, buildings, and the industrial.
- **CIRCLE:** represents the collective, working together, all-encompassing membership.

"Of course branding goes far beyond just a logo, tagline and website overhaul. We also heard from our consultations that members want us to be ahead of the curve, on top of new technology, issues and services," the association said. "CANS staff and committees are always working on this front to ensure that the high level of customer service you are used to and expect continues to improve as we constantly look for new ways to serve our members better."



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# Atlantic Canada Construction News Briefs

CADCR/ACN staff writer

## Memorial University medicine faculty expansion building nears completion

Work is nearing completion on an six-storey building expansion to Memorial University's Faculty of Medicine, including a new genetic research centre.

The project, funded by the Government of Newfoundland and Labrador and Canada Foundation for Innovation, will allow the medical school to increase enrolment from 64 to more than 80 students.

The Craig L. Dobbin Genetics Research Centre will occupy the top two floors of the building, focusing on identifying genes associated with inherited disease.

Newfoundland-based Olympic Construction Ltd., which has worked on other Memorial University projects, is the general contractor.

## New Brunswick road builders show benefits of \$50 million investment

The New Brunswick Road Builders & Heavy Construction Association has released a Grant Thornton report that point out the benefits of the province spending another \$50 million on roads.

The report found that \$50 million would generate 585 new full-time jobs, increase the province's GDP by \$36 million, increase salaries and generate \$9.5 million in tax revenues, according to the *Telegraph Journal*.

## WorkSafe NB reduces assessment rates by 16 per cent

WorkSafe New Brunswick said that most of the employers in the province will receive a reduced bill for their assessment rates in 2014.

The average assessment rate will be reduced by 23¢ from \$1.44 in 2013 to \$1.21 in 2014 per \$100 of payroll. The rates, effective Jan. 1, 2014, represent a 16% reduction—the lowest

in Atlantic Canada.

"Our fully-funded position and decreasing claim costs were the major factors in our decision to decrease the average assessment rate for 2014," said Sharon Tucker.

The WorkSafe board of director's chair said the rate decrease will see premiums for about 13,600 employer operations drop or remain stable.

A continued decline in accident frequency helped secure WorkSafe NB's fully funded 126.7% position. The provincial accident frequency rate has continually declined over the past few years.

The rate has dropped from 3.52 per 100 full-time equivalent (FTE) in 2006 to 2.99 in 2012.

## Atlantic Developments to build 56-unit condo in Halifax

Atlantic Developments Inc. plans to build a four-storey, 56-unit condominium at the corner of Harris and Maynard streets in Halifax, reports *The Chronicle Herald*.

The building is designed by Michael Napier Architecture. It will feature indoor and outdoor amenity space, including a rooftop terrace, to go along with a mix of bachelor, one- and two-bedroom units.

Construction will begin early next year, with the project is expected to be completed in 15 months.

## Montague CAO says towns require resources to examine construction plans

Andrew Daggett, chief administrative officer (CAO) of Town of Montague in Prince Edward Island, said small communities need the necessary resources to ensure construction projects are following all the rules, reports *The Guardian*.

According to Daggett, the town does not have the expertise on staff to verify that every rule is being followed and it is not something unique to his town.

Daggett was responding to questions about a recent court case that

saw Kevan MacLean, who runs Southern Kings Construction, plead guilty in September to a violation of the Architects Act.

The act required the use of an architect in the design of the Riverhouse Inn he was building in Montague and MacLean was ordered to pay a \$2,575 fine.

Daggett said that unlike some of the other municipalities there is not a lot of development going on in Montague. "There isn't enough work to keep somebody on staff," he said.

Southern Kings Construction has been in operation for about 25 years and has worked on several large projects, including the Montague Sobeys, the Wyman's blueberry plant in West St. Peters and the UPEI School of Nursing.

## Offshore oil, construction projects triggers St. John's economic boom

The Canadian Press reports that offshore oil and major construction projects have sparked an economic boom in St. John's and other parts of Newfoundland and Labrador that has never been seen here before.

Housing prices have soared, wages are up, unemployment is down and restaurants and bars are among the country's busiest. Once considered a fiscal basket case, the province leads economic growth forecasts this year as investors flock to the Rock.

"It has a lot to do with the oil boom, which is continuing," said Al Stacey, president of the Newfoundland and Labrador Association of Realtors.

Houses valued five years ago at about \$150,000 are selling for almost twice as much, while the typical price for a three-bedroom bungalow is now in the neighbourhood of \$329,000 or higher, Stacey said.

In prime ocean-front enclaves just outside St. John's, such as Conception Bay South, custom homes starting at \$700,000 are the new normal, he added.



## SNC-Lavalin co-ordinates 824 MW Labrador project

RENDERING BY NALCOR ENERGY

*Canadian Design and Construction Report staff writer*

Nalcor Energy's Lower Churchill Project, 30 km. west of Happy Valley-Goose Bay, Newfoundland and Labrador, is the province's second largest hydroelectric initiative and will create thousands of jobs through the next five years.

SNC-Lavalin has been hired as the engineering, procurement and construction management (EPCN) consultant for the 824 megawatt (MW) hydroelectric generating facility, consisting of two dams and a powerhouse, including:

- Muskrat Falls hydroelectric generating facility
- Labrador-Island
- Strait of Belle Isle marine cable crossing
- Labrador transmission assets

The project is expected to employ about 1,500 people in more than 70 trades and occupations yearly, peaking with an estimated 3,300 people in 2015. Construction work is scheduled to take place seven days a week over two 10-hour shifts.

A project Impacts and Benefits Agreement (IBA) between Nalcor and Innu nation of Labrador and a benefits strategy have been developed. Together, these agreements guide employment and business activities, with gender equity and diversity programs.

Gilbert Bennett, Nalcor's vice-president for the Lower Churchill project, says many work contracts have been awarded, but there are still some to come throughout

the latter part of 2013 and into 2014.

"We've contracted Andritz Hydro for the turbines and generators and awarded the contract for the underwater marine cable to Nexans out of Norway," he said. "The reservoir clearing is being undertaken by a local company – Johnson's Construction."

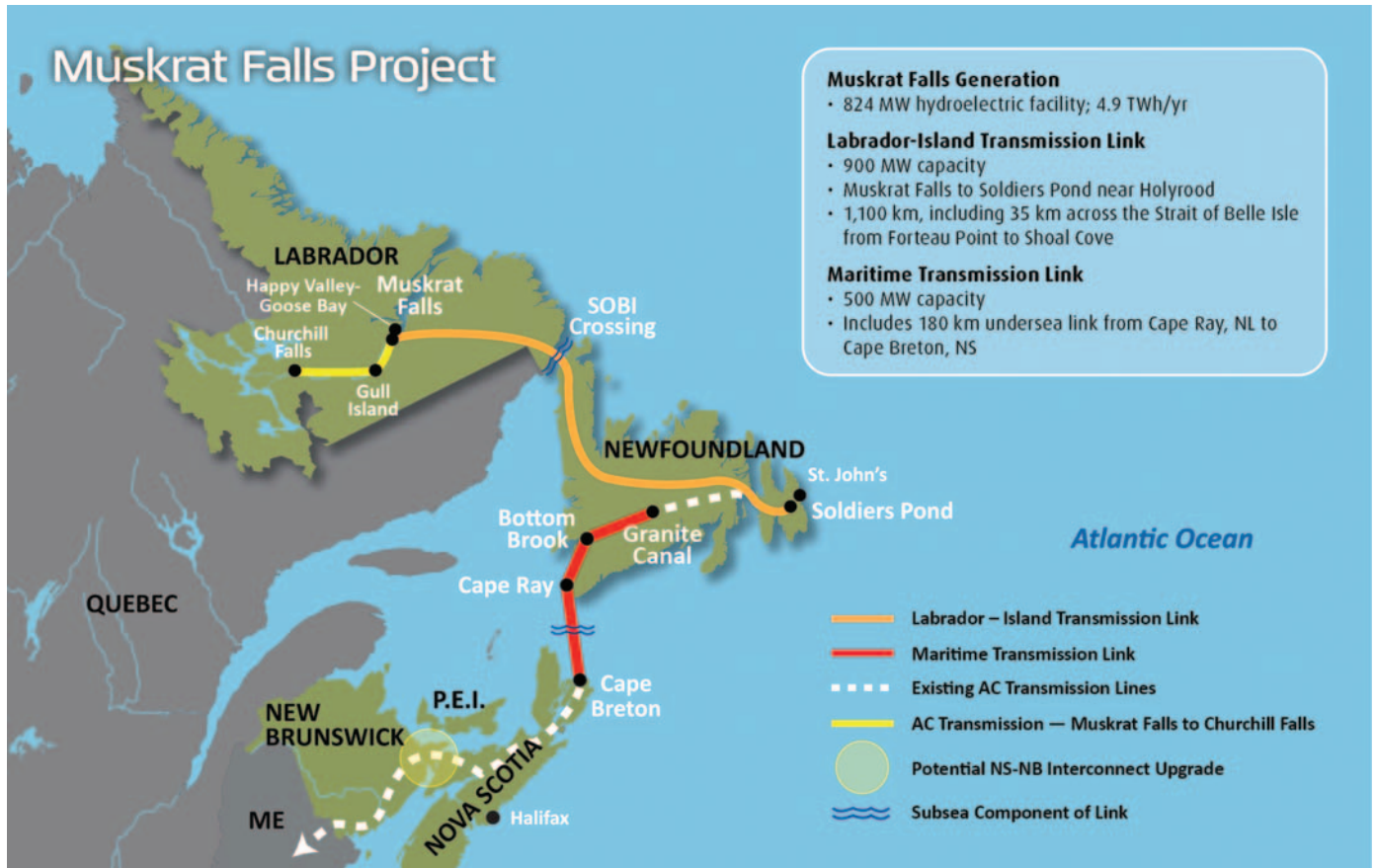
Bennett says Nalcor is relying on full and fair competition to put together a supply chain ranging from local to global companies, ensuring contractors meet its safety, environmental and technical requirements while providing the best value to the project and the people of Newfoundland and Labrador.

Site work began in 2012 with infrastructure development including access roads, a temporary work camp and the water, waste management and technology systems it requires, temporary office facilities and site power set-up.

Bennett says the starter camp, which opened in April 2013, houses up to 300 workers. A permanent camp that can accommodate 1,500 workers is being installed to meet the expected and continually growing workforce. Assembled on site, the modular camp will provide quality accommodations, recreation and food services. "Good accommodation is very important," he said. "Many people will be working on rotational shifts, and accommodation is definitely a consideration people look at when they're deciding where they will work."

Workers living in the area can get home at the end of their shift through a co-ordinated transportation system.

Clearing activities are required on both sides of the



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lower Churchill River to remove trees in the reservoir area that could impact the generating facility's operation. Bulk rock excavation is nearing completion on the river's south side, to allow for intakes, the powerhouse units and spillways. It has been reported that the quantity of rock being taken from the Muskrat Falls site is equivalent to the amount used to build the Egyptian pyramids.

The powerhouse will consist of four units, each housing a turbine and generator. These will be installed sequentially once its concrete substructure and steel superstructure has been constructed. Rob Murray, Andritz Hydro Canada Inc.'s business unit manager, says the turbines and generators used here will be among the largest-diameter Kaplan type turbines in the world and certainly the largest in Canada. Turbines at this size and scope are always custom designed, he said.

Murray said his company spent the better part of the year on the initial design and is now into the detailed design stage. "There are no identical references anywhere in the world for exactly this need, this location, this set of specifications, so we rely on our team's engineering expertise and know-how."

Andritz has supplied key hydroelectric facilities around the world and though the project is in line with other's size and isolation, each has unique aspects.

"This project required extra planning," he said. "There is no quick access for parts or machining and consumables have to be shipped in."

Murray says the remote location requires a site-specific health and safety plan including medical staff and ambulances, as well as a dedicated health and safety team. "Health and safety is a number one priority of this project, and of our company. Andritz has very few safety incidents. We record all first aid, all near misses and study everything to see how we could do better."

Andritz anticipates needing about 100 workers at peak. "We'll need millwrights, electricians, carpenters and pipe fitters," he said. "Because these are skilled trades we'll look for local people who are interested and hopefully grow some as apprentices within the project, perhaps to take with us to the next project or to support the region once we leave with their newly acquired skill."

Murray says this effort at developing skilled trades will extend to local aboriginal groups, both as a requirement of the project's IBA with Innu nation of Labrador, and as the company's general focus.

The site's two dams will be constructed using different methods and materials. On the north side the dam will use roller-compacted concrete. Bulldozers spread the high-density concrete, which is then compressed by



compaction rollers into multiple horizontal layers. On the south side, a conventional rock-filled dam will be constructed by building layers of rock and till material.

Other work will stabilize a natural dam north of the river through a cut-off wall, re-grading slopes, protecting the shoreline through a rock layer and upgrading an existing pump system.

Bennett says environmental assessments began in 2006. "We will fulfill a comprehensive list of environmental commitments, such as an environmental monitoring plan and a fish habitat compensation plan. Wood harvested from the reservoir clearing will also be made available for use."

"There has been a lot of engagement and consultation with many stakeholders," he said. "Our work has touched most of the terrestrial and aquatic environment. In the end though, this facility will create the lowest cost and most sustainable energy source possible, so it will be well worth the effort."

The project also includes construction of a 1,100 km. high voltage direct current (HVdc) Labrador-Island transmission link. Additional work here includes the assembly and installation of transmission towers on foundations, installation of conductor and grounding systems and building a converter station to convert power from HVdc to high voltage alternating current (HVac).

In addition compounds will be constructed on each side of the Strait of Belle Isle at transition points between a 35 km. subsea cable and an overhead line running from Forteau Point, Labrador to Shoal Cove, Newfoundland.

"This is a massive project so of course there are many different challenges," says Bennett. "The transmission lines for instance have to be able to withstand winds of 200 km. per hour and high ice loading. These are not the longest lines in the world but they are up there."

Bennett says a strategy of looking at large scale infrastructure projects – not just hydroelectric – where scale, isolation and other challenges were comparable, helped identify areas where

previous experience and solutions existed. "We looked across Canada and offshore for solutions that were transferrable."

"To monetize the value of the surplus power, Nalcor Energy has partnered with Emera Inc., a publicly traded entity based in Nova Scotia which is the parent company of Nova Scotia Power, Bangor Hydro-Electric and Maine and Maritimes," Nalcor's website says. "Nalcor and Emera have reached an agreement that includes equity investments by Emera in the Maritime Link and the Labrador-Island Link, provision of power to Nova Scotia Power, construction of a maritime transmission link between provinces and assignment of transmission rights in the Maritime provinces and New England to Nalcor. This agreement will generate value for both companies and builds on Nalcor's existing relationship with Emera for marketing a portion of recall power from the Upper Churchill in the United States."

The maritime link will be established from Newfoundland to Nova Scotia across the Cabot Strait and a converter station in Cape Breton will tie into the existing Nova Scotia transmission grid. This project component will be constructed and financed by Emera Inc.

Once in operation, Muskrat Falls power will replace a Newfoundland oil-fired generation plant, resulting in a reduction of greenhouse gas emissions by more than one million tonnes annually while powering the province through 98 per cent renewable energy. Nova Scotia will also displace one megaton of emissions per year with renewable power from Newfoundland and Labrador.

Though the project is still in early stages, Murray says the transparent collaboration and communication augers well for its success on all levels.

A second planned phase, located at Gull Island, will likely begin several years after Muskrat Falls is operational.

For more information about the Lower Churchill Project, visit Nalcor's website at: [www.muskratfalls.nalcorenergy.com](http://www.muskratfalls.nalcorenergy.com).



# Emera Newfoundland & Labrador listens to community in developing the Maritime Link project

*Canadian Design and Construction Report special feature*

Emera Newfoundland & Labrador, a subsidiary of Emera Inc., is working to harness the clean, renewable and reliable energy potential of Newfoundland and Labrador. Its most recent effort is the Maritime Link project.

The link, a 500 MW (megawatt) high voltage direct current (HVdc) transmission line between Nova Scotia and Newfoundland and Labrador, will include two 180 km. subsea cables, with almost 50 km. of overland transmission in Nova Scotia and close to 300 km. across Newfoundland.

Emera president Rick Janega says the project grew out of a federal government mandate for Nova Scotia to reduce its coal fuel generation, which had been 70 per cent of total consumption. "Over the past few years Nova Scotia has built wind farms and introduced biomass but we needed more capacity and something more predictable."

That need for predictability will be served through a collaborative effort with Nalcor Energy and its Lower Churchill project to capture hydroelectric power from Muskrat Falls.

Janega says Lower Churchill contains the largest untapped energy opportunity in North America and represents just one of Newfoundland's resources that has remained untapped until now. The Maritime Link will provide Nova Scotia with the reliable, stable and renewable energy it needs.

"For the first time Nova Scotia will break its position at the end of the energy line," he said. "The province will not

only have access to the energy it needs but it will be in a position to achieve benefits from bringing any surplus energy to market."

The project's consumer benefits have been enhanced by a federal government loan guarantee, which will reduce borrowing costs, therefore also reducing the project's overall costs.

Janega says the highest priority on this complex project has been stakeholder relations including open and free communication with fisher harvesters, aboriginal groups, land owners and the general public. "Well ahead of even filing the project we started our early outreach and education processes," he said. "These included working groups to listen to and address concerns in a real and tangible way."

Among these, plans were put into place to minimize the project's construction impact on the fishing season and any long-term impact. Horizontal directional drilling methods were implemented to get work 1 km. offshore.

Landowner concerns resulted in a plan to minimize new rights of way by building the new power lines near existing lines. Cape Breton and Newfoundland's strong and skilled workforce will provide the needed local manpower.

Janega says the partnership between Emera and Nalcor will last for decades, supporting energy initiatives in the future.

For more information about Emera Newfoundland & Labrador, visit [emeranl.com](http://emeranl.com).

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## New 148-room hotel designed to chain's national standards for business and leisure travel



*Canadian Design and Construction Report staff writer*

SilverBirch Hotels & Resorts has opened a new Fairfield Inn & Suites by Marriott in St. John's Newfoundland. Designed for business and leisure travel, the hotel, one of 20 across Canada, shares the brand's national quality and standards but construction here had to adapt to the location's challenges.

The 148-room hotel's owners say it is ideally situated between the St. John's Airport and the downtown core, close to business parks, Memorial University, and the province's largest shopping mall.

Scott Calvert, vice-president design and construction for SilverBirch Hotels & Resorts, says the hotel is designed to be efficient and comfortable, to meet business travel needs and accommodate short stay guests. "There is a big open breakfast room, a lot of natural light throughout the lobby and in the rooms. Rooms are equipped with windows that open, which people seem to really appreciate if they've been stuck in meetings or boardrooms all day."

Calvert says the site has been designed to accommodate a restaurant on the property. This improvement is being explored now. There are several restaurants nearby.

Spacious guest rooms and suites are equipped with microwaves and refrigerators, free wifi and in-room high-speed internet access, enhanced work desks, ergonomically-designed chairs and complimentary hot breakfast. Five distraction-free meeting rooms and an exercise room will serve business travelers while the pool, complete with a water slide, will appeal to weekend guests and tourists.

Newfoundland presents many construction challenges, requiring more detailed co-ordination, logistics and planning than other locations. "We had both people and cargo coming and going by ship and ferry,"





Calvert said. "Some of the products installed here – especially cabinetry, marble and quartz that are mass produced offshore – had to be offloaded and then transported a fair distance to get to the site."

The weather also added complexity to the project. "This project was being constructed during hurricane Sandy. There was a period when ferries and container ships couldn't sail and then once access cleared, shipments were prioritized so food and other necessities get shipped first. We had quite a few days near the end of construction when we had materials waiting in cue to get to the site."

*Continued on page 14*



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Calvert says this kind of challenge is common for Newfoundland construction projects because manufacturing options on the island are limited and most everything has to come in from somewhere, involving cost premiums and requiring extra time. "Our construction manager, Chamberlain Construction Services Ltd., is well versed in the challenges of weather, materials and labor so knew exactly how to handle this project."

There is also a shortage of local trades, in part because there is a lot of construction underway in Atlantic Canada. In many cases, tradespeople travelled from elsewhere in the region, Calvert said.

Calvert says the building's design had to be modified to respect the more aggressive Atlantic climate. "There are aspects of wind and rain that have to be understood. That means being diligent in the quality of the building."

The building includes spray foam insulation to provide higher performance and R values, sealing the gaps and avoiding negative pressure that might draw in air and water. Attention has also been paid to storm water management. "This particular site has a hill at the back so it has been graded to create a retention pond to manage discharge into the system," Calvert said. "This feature is especially important given the potential for heavy rains."

"The design is contemporary and features a sweeping curved roof, a lot of glass on the main floor and colorful textures that are vibrant without being dated."

SilverBirch Hotels & Resorts manages more than 20 hotels and resorts across Canada under brands including Marriott, Radisson, Hilton, Quality, Best Western and Ramada.



# Atlantic Safety Centre Inc. supports clients with occupational health and safety compliance challenges

*Canadian Design and Construction Report staff writer*

Atlantic Safety Centre Inc. (ASC) is a longstanding member of the Newfoundland and Labrador business and industrial community. Having provided consulting services to some of the province's larger employers, including the recent Fairfield Inn & Suites by Marriott, the team applies its considerable experience in all aspects of the field of occupational health, safety and security for a diversity of clients, the company says.

The firm has Canadian Registered Safety Professionals (CRSP) on staff with accompanying team members having a wide range of business, industrial, and academic experience/expertise. Collectively, the firm's safety professionals have more than 100 years of experience in occupational health and safety and all team members are versed in occupational health and safety laws and regulations (provincial/federal).

ASC provides clients with effective, professional advice and strategies with training and consulting that can increase productivity, and proactively plan and address occupational health and safety requirements.

President and COO Mona Saunders says the company regularly revises safety manuals for companies who are based out of the province and have been awarded contract(s) in Newfoundland to ensure they are compliant with Newfoundland and Labrador's occupational health and safety regulations.

ASC provides, training, tool box talks and conducts daily or weekly site inspections in line with client requirements. "We report back to the client after each visit about both the bad and the good we find on the worksite," Saunders said. "If we find they're doing something well, we want to encourage it to continue so we let them know."

"Sometimes hiring a safety consultant is a condition of work, other times just an automatic effort by a company who understands how critical an issue safety is."

Saunders says the company also provides training in many areas including fall protection, confined space entry, scissor lift, forklift, occupational health and safety committees, the transportation of dangerous goods and various other safety courses.

For more information, visit [atlanticsafetycentre.com](http://atlanticsafetycentre.com).



Atlantic Safety Center Inc. is to provide its clients with professional advice and strategies through the provision of training and consulting services to help employers and employees increase productivity, pro-actively plan for and effectively address their occupational health, safety and wellness needs.



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# Local trades construct New Northeast Nova Scotia Correctional Facility



## *Canadian Design and Construction Report special feature*

Local sub trades and suppliers working for the Bird Construction Group are constructing a new 81,000 sq. ft. correctional facility in Priestville, Nova Scotia. The 196-bed prison has been designed by JDA Architects, with Eastin Projects Ltd. serving as project manager.

The project, the third and final phase of an overall \$38.5 million initiative, is expected to create more than 70 new permanent jobs and will employ more than 100 construction workers.

The new prison replaces jails in Antigonish and Cumberland and serves courthouses in Truro, Amherst, New Glasgow, Pictou, and Antigonish. It will also provide support to the Port Hawkesbury Justice Centre. Intended to house adult males convicted of crimes of two years-less-a-day as well as remanded individuals, it includes six housing units and support services including health and dental suites.

JDA Architects senior architect John Dobbs says his firm completed the design in 2006/07 after a successful consultant selection competition. The site selected provided quick and easy access to medical, police and fire services, but was also remote.

"Once the site was selected the design was amended to include code and other changes since the original and incorporate a decision to expand the cells to move from single occupancy to the possibility of double," says Dobbs.

This decision increased the building's footprint by about 25 per cent, affecting infrastructure and staffing requirements.

Eastin Projects project manager Paul Kelly says the project is perfectly located. "The building sits on a hill which had a large plateau in the middle big enough to accommodate the huge footprint we required," he said. "We were able to create distance between the building and the road and there is a wooded hill behind the building for screening."

Dobbs says the entire parcel of land is 80 acres, with nine acres developed to include the building's 66,000 sq. ft. footprint (the housing units are set on two floors), with required roads and parking.

Kelly says the majority of systems and components were either local or Canadian, with local trades providing the expertise. "The high tech hardware came from the U.S. but the detention doors and frames were made in Moncton and the concrete and concrete blocks used in the structure were locally sourced. This is essentially a homegrown project."

The project has been constructed with tilt-up technology, common in Atlantic Canada. "Bird is very experienced in tilt-up and self-performed the work here," says Kelly. "This is a construction methodology very suitable to a building of this type."

While concrete is a natural choice for the construction of correctional facilities, the qualities that make it suitable, also create challenges. "Acoustics are always an







issue when you're dealing with hard surfaces like these," says Dobbs. "To eliminate some of the echoing we created an acoustic deck over the living units, which have perforated metal with insulation to absorb the sound. For the first time we also used this technology in the walls, installing heavy gauge perforated metal with sound absorption insulation."

Dobbs says this acoustic treatment supports the Justice Department's model of direct supervision (with inmates and officers mingling). This is intended to promote rehabilitation through a more normalized, safer and secure environment.

The designers didn't attempt to disguise the facility's purpose, but efforts were made to give it an institutional yet comfortable look with the addition of red paint to brighten the exterior. "This is a clearly a secure facility and in this remote location, not something people will stumble upon not knowing what it is," Kelly said.

Dobbs says arrangements were made with the local municipality and utilities to provide water, sewer and power. "We looked at other possibilities including self-contained on-site options but this made the most sense."

With a potential population of 200, plus 100 staff, the prison will use much water and produce a significant amount of effluent so the water utility needed to upgrade the size of services nearer the site.

"The building sits on a hill relative to the street," says Kelly. "There is quite a change in elevation so the municipality will create a booster station to provide the necessary water pressure at the building location at the top of the hill."

A large emergency back-up power generator and uninterruptible power supplies (UPS) will support critical systems including computers, CCTV (closed-circuit television) cameras and door controls.

Dobbs says the biggest challenge in designing a correctional institution is allowing for natural light. "It's normal to see cells grouped into large pod units in a facility

like this. Our design though created two separate pods, set like bookends and separated through a long 'street-like corridor' that is wide and flooded with daylight."

Support services will be located along this connecting hallway.

The typical living units have cells arranged in blocks of 20, with 10 on the ground floor and 10 on an upper mezzanine. The two are connected by stairs and the dayrooms outside the cells feature skylights to make the spaces light and airy. Control rooms outside the living units have good lines of vision and monitoring equipment to assist with supervision of the living areas and dayroom spaces.

While outdoor exercise fields are not required because of inmates' relatively short visits, the project has been designed with high-walled exterior airing courts directly off the housing units at the building's corners. Staff can use a small dining area with windows to the outdoors and an outdoor patio and have a quiet room to de-stress.

The building has been designed to meet LEED Silver certification through an energy-efficient envelope, material selection and the use of 48 geothermal wells. Dobbs says early testing shows the site's aquifers are good, which in turn should provide good heat flow. "The challenge with a facility like this in meeting LEED criteria is that security and safety are of the utmost importance," says Dobbs. "We must also consider this is a 24/7 facility with a lot of hard use."

The design also uses in-floor slab radiant heating systems that cannot be damaged by occupants. The extensive use of concrete in the walls, in the 8 in. thick floor slabs, and the concrete blocks benefit the energy profile because of its thermal capacity.

The building is expected to beat early energy modeling by about 40 per cent.

A cold and stormy winter slowed construction but the project is progressing well and is expected to be completed by late 2014.

Nova Scotia manufacturer celebrates 25<sup>th</sup> anniversary

# PolyTech Products Ltd. builds windows to withstand coastal conditions



*Canadian Design and Construction Report special feature*

PolyTech Products Ltd's European-style tilt and turn window is perfectly suited for coastal construction. The company is celebrating 25 years manufacturing windows and garden doors.

The company's windows are manufactured and sold locally from a Baddeck office and through a sales office in the Burnside Industrial Park. Regional sales manager Reid Campbell says although the company serves all areas of Canada, many people choose PolyTech's windows and doors in more extreme coastal climates. Reid mentioned PolyTech's windows and doors use a heavier vinyl profile, steel reinforcement (if required) and they use a thicker glass 4 mm. by 4 mm. double glaze. The windows and doors are multi locking on all sides so it produces a tighter, more secure product.

Campbell says PolyTech Windows carry one of the highest CSA ratings: C5 for wind, A3 for air tightness and B7 for water infiltration.

Campbell says about 95 per cent of the company's work is custom-built, with orders from retail clients, builders and architects. The company also sells standard items like garden doors with tempered safety glass and basement windows because of opening inward to meet fire code regulations. Most business arises from word of mouth recommendations.

The European style window tilts in at the top for air ventilation and turns in like an inswing door for cleaning (or fire exit), with multi-locking points on all sides. "It gives our clients who live along the coast peace of mind."

With a lifetime vinyl warranty, and 20 year warranty on hardware and seal failure, quality and in-house control are important aspects of Polytech's manufacturing. "We produce our own extruded profiles in house for better control and so if modifications are required we can handle them on our own."

For more information on PolyTech Products Ltd. please visit, [www.polytechproducts.com](http://www.polytechproducts.com).

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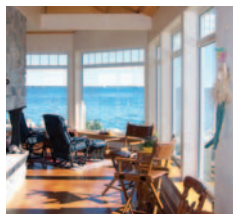
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**Pioneering Prompt Payment Act at critical point in Ontario**

## **National trades coalition pushes for progress as it seeks similar laws in other provinces**

*Canadian Design and Construction Report staff writer*

A national campaign for prompt payment legislation, spearheaded by trade contractors, appears to have reached a critical progress threshold (or barrier) in Ontario, depending on whether the industry can convince the provincial government to move a private member's bill forward on the legislative schedule.

Although Ontario's Prompt Payment Act (Bill 69) has received near-unanimous industry backing and has also received multi-party support to pass second reading, lobbyists are concerned that the initiative will not become law until all parties commit to bringing it forward through the committee process.

If successful, Ontario will be the first Canadian province to introduce the legislation, though efforts are under-way in British Columbia and elsewhere to introduce similar laws, following models applied in the U.S. and elsewhere internationally. The proposed legislation would require owners to pay contractors within 30 days or notify them in accordance with the legislation about delays. It also enshrines the contractors' right to suspend work if not paid within the timelines.

Union and non-union employers, labour organizations, sub-trades, local construction associations, and the Ontario General Contractors' Association (OGCA) have all ex-

pressed support for the legislation, which has passed first and second reading, but has been referred since May to the standing committee on regulations and private bills. However, no hearings have yet been scheduled nor action taken to move the legislation forward for committee review, third reading and royal assent.

The National Trade Contractors Coalition of Canada (NTCCC) initiated the legislation, reflecting similar initiatives in the U.S. The NTCCC is seeking similar legislation in other provinces but, if passed, Ontario will be the first to implement it. After some initial concerns when the idea was initially proposed a few years ago, the draft legislation has been revised and now has the support of employer and general contractor associations, as well as organized labour.

"A number of sub trades are not getting paid on time, unable to pay their own suppliers for materials and unable to pay their own workers," says Steven Del Duca, a Liberal party member in Ontario's provincial parliament. The Ontario Liberals lead a minority government.

However, while both of the province's opposition parties have supported Del Duca's bill, industry leaders wait nervously, wondering whether it will pass into legislation because dates for hearings on the bill have yet to be scheduled, says a news release from the Interior Systems Contractors Association of Ontario (ISCA).

The legislation is urgently needed, said ISCA executive director Hugh Laird, citing one ISCA member as having \$7.6 million in outstanding receivables. "All of that money is out of the lien rights period (a 45-day period following substantial completion under the Construction Lien Act) and most of it is 120 days late or more."

"This kind of thing happens all the time," he said. "A prompt payment act would prevent it."

ISCA is the province's largest wall and ceiling contractors association.

ISCA joined the NTCCC – one of the key players in the lobby to establish prompt payment legislation. Other key associations include the OGCA and the Council of Ontario Construction Associations (COCA).

Prompt payment legislation is not a new idea – the U.S. federal government has such legislation in place, as do 31 states in the private sector and 49 states plus the federal government in the public sector, in the U.S. Overseas, England, Ireland, the European Union, Australia and New Zealand have also adopted it.

In Ontario, Bill 69 builds a framework for contractor rights to ensure all contractors, from general contractors all the way down the subcontracting chain receive payment within 30 days.

Del Duca, who was the director of public affairs for the Carpenters District Council of Ontario for about five years before moving into a career in politics, says that the bill can be passed into legislation either through the private members bill process or the government can introduce its own bill. "If the quickest and most efficient way of making it reality is by way of government ... then I would be delighted to see that as well."

In theory the bill could be passed through a unanimous consent motion, but if one member of one caucus says no, the bill would be referred back to a traditional track for approval, the MPP says.

Del Duca points out that such legislation represents significant "economic importance to the province."

He says committee hearing dates are yet to be determined. "I would like to see this wrapped up before we have an election. I don't anticipate there will be an election particularly soon."

"The problem is getting worse and worse," says Laird, noting that many industry observers believe that instead of paying contractors what they are owed, owners use that money to develop other projects.

Laird says after carrying huge debts for months many contractors, out of desperation, make deals to at least get partial payment because to go after full payment through litigation is expensive and time-consuming.

Jeff Koller, industry compliance officer, Ontario Construction Finishing Alliance, adds that contractors fear by making a big fuss over outstanding payment with an owner they stand to lose out on future contracts.

"As a result in a lot of cases you find contractors making deals for smaller portions on the dollar – maybe 60 to 70 cents – to at least walk away with something," says Koller.

"The contractors at the bottom of the pyramid (finishing trades) which are driving the economy forward and creating the jobs are not getting paid for, in many cases,

an exorbitant amount of time," adds Koller.

Finishing trades such as drywall and painting contractors are the last to work on a project. If occupancy occurs soon after they complete their work, they lose their lien rights, says Koller.

"From the construction industry's standpoint, Premier (Kathleen) Wynne needs to get on side, make it a government-sponsored bill and push it through," he points out.

Laird fears that if the government doesn't pass legislation soon, the act will fall by the wayside.

A published report said Sandra Skivsky, director of marketing and business development for the Canada Masonry Centre, said "we need the support and direction from Premier (Kathleen) Wynne."

Skivsky's email, dated Aug. 27, said: "And to this effect we are planning a fundraiser for Premier Wynne with a one-topic agenda – prompt payment. One of the ways the industry can show its support for both the premier and Bill 69 is to buy tickets and attend this event."

Her email noted tickets would be \$5,000 each with a goal of raising \$200,000," the Toronto Sun reported.

The Sun story said Kelly Baker, a spokesman for Wynne, referred questions about the fundraising event to the Ontario Liberal Party.

"However, Bill 69 received unanimous support when it passed second reading on May 16, 2013," Baker was quoted as saying in a statement. "The bill will be examined by a legislative committee like any other bill. The government and the two opposition parties have already supported Bill 69 publicly."

"The event the premier attended will have no impact on that matter," Baker was quoted as saying.

Skivsky was quoted as saying there's nothing unusual about the construction industry holding or attending a fundraiser.

The industry has been advocating for prompt payment legislation for six years, and the fundraiser was an opportunity to create a dialogue with politicians, she said.

"You also have to motivate people and get the attention of your own people."

Meanwhile, NTCCC members discussed progress towards prompt payment legislation at a September meeting in Vancouver B.C. A published report on the coalition's website said NTCCC representatives met with trade contractor representatives from the provincial construction trade community to talk specifically about the prompt payment challenge.

Richard McKeagan, representing the Mechanical Contractors Association of Canada, was quoted as saying: "I believe this meeting with the British Columbia trade contractors was very informative and extremely helpful in moving to prompt payment legislation along in B.C."

"This was only enhanced through the presence of the British Columbia Construction Association (BCCA) president Manley McLachlan, who noted that BCCA is extremely supportive about the prospect of B.C. prompt payment legislation and was enthusiastic about working with the British Columbia trade contractors organization, now called the British Columbia Chapter of the National Trade Contractors Coalition of Canada."

# EllisDon wins in court but loses Ontario's government support as it seeks to overcome 1958 Sarnia Working Agreement

*Canadian Design and Construction Report staff writer*

EllisDon's efforts to prevent a 1958 local agreement from tying the company to province-wide collective bargaining with roofing, electrical and sheet-metal subcontractors resulted in contradictory legal and political decisions in late September and October.

The Ontario Divisional Court ruled in the company's favour, deciding on Sept. 27 that the unions could not use the old local agreement to force the company to work with union-only contractors outside of the Greater Toronto Area.

However, that court decision caused premier Kathleen Wynne to back off from her earlier support of a private member's bill that would legislate a permanent solution to the issue. And the unions have said they will appeal the court's decision.

This leaves the company in a situation where it could face constant legal battles before the OLRB and in the courts affecting only its business and not its competitors, says Tom Howell, EllisDon's vice-president of labour relations.

"They've (the unions) already been back to the Ontario Labour Relations Board (OLRB) trying to improperly reargue the same points they failed to raise during the judicial review," Howell said. "This is not an anti-union piece of legislation. We're a proud union company. But it's an incredibly complex issue and that's why it's been so hard to get the story out."

On this issue, EllisDon has the support of two unions not normally used to co-operating with each other, the Carpenters' Union and the Labourers International Union of North America (LIUNA).



The concern is that if EllisDon is singled out and is the only major Ontario-based general contractor required to subcontract only to unionized roofing, electrical and mechanical contractors, it will be at a competitive disadvantage to both local and well-funded foreign-owned multi-national companies, who would not have to work under the same restrictions.

"Unions recognize that Bill 74 (the private member's bill sought by EllisDon) is urgently required if EllisDon is to be able to continue to meet the challenges posed by increased competition from new entrants to the construction industry, including those based offshore," John Mosynki, the carpenter's senior general counsel has written in a letter of support.

The Ontario Building Trades and the NDP, however, oppose the legislation.

The story is complex, in part because of its long history and the various political and legal twists and turns along the way.

Changes to the Ontario Labour Relations Act in 1980 resulted in numerous unions acquiring province-wide ICI bargaining rights as a result of local working agreements entered into decades earlier.

These matters came to a head in 2000, when the legislation was amended to allow for certain bargaining rights to be deemed abandoned by the Lieutenant Governor in Council. In 2001, the amendment resulted in what is commonly referred to as the "Deemed Abandonment Regulation" which "granted partial relief to employers bound through the Toronto Building Trades working agreement, a handful of which remain in operation today," Howell has written in documentation explaining EllisDon's position.

"The regulation extinguished ('deemed abandoned') the ICI bargaining rights held by all but six civil trades outside of Toronto (OLRB Area 8) while maintaining all-trade ICI bargaining rights within Toronto (the original geographical scope of the agreement)," Howell wrote.

This condition made sense at the time as other major contractors would be required to compete under the same rules in the GTA. However, elsewhere in the province, many of these sub-contracted trades are in non-union shops. If the Sarnia Working Agreement was extended outside of the GTA to the rest of the province, EllisDon would be the only major contractor required to use only unionized sub-trades for the work, and it would be at a huge competitive disadvantage against other contractors not required to work under the same rules.

Court documents indicate that EllisDon, concerned about the historical challenges of the long-outdated Sarnia local agreement, raised the issue in negotiations 13 years ago of whether the unions would try to resurrect that old agreement in future negotiations.

The OLRB adjudicator heard testimony from Paul Richer, an employee of PCL (a competitor of EllisDon) that

a representation was made in 2000 by Pat Dillon, representing the Building Trade Unions, that the unions would not seek to enforce the old Sarnia Working Agreement (SWA) as part of the agreement to set out the Toronto-area understanding.

"The vice-chair (of the Labour Relations Board) concluded that Mr. Dillon told Mr. Richer that no union in the province would seek to rely upon the SWA as creating province-wide bargaining rights," Ontario Superior Court judge Anne Molloy wrote in her September decision, concurred with by the two other judges hearing the matter. "This was within the context of the unions and the construction companies trying to reach some consensus on a proposal they could make to the province with respect to labour law reform."

The proposal on the table at the time was there would be no amendment to the legislation itself, but a regulation would be passed that would have the effect of limiting the application of the Toronto Working Agreement to Board Area 8 (the GTA). In other words, the Toronto Working Agreement would no longer have the effect of creating province-wide bargaining rights.

"EllisDon could live with that solution (as opposed to a more extensive amendment to the Act) but needed assurance that it would not find itself in exactly the same position as a result of the Sarnia Working Agreement," the court ruled. "This was the assurance provided by Mr. Dillon — the effect of the SWA would be limited to the three trades in Sarnia only, and would not be a basis for bargaining rights claimed in any other fashion."

Accordingly, the court ruled that the "estoppel" of province wide bargaining rights, originally limited to two years by the OLRB adjudicator, should be permanent, giving EllisDon the relief it needs, regardless of the private member's legislation.

"In other words, the company can continue to operate as it was prior to the OLRB case," a spokesperson for premier Kathleen Wynne told the Toronto Star. "The Ministry of Labour lawyers have advised that this ruling achieves the same outcome that was being sought with Bill 74."

"We believe that this bill is no longer needed and will not be supporting it," the spokesperson was quoted as saying. "The urgency created by the OLRB decision has been removed by the court."

However, Tom Howell at EllisDon disagrees with this assertion. He says the unions are continuing to mount legal challenges, and the story will not go away until the legislature implements the legislative remedy. However, without government support, private members' bills rarely succeed.

The court ruled Sept. 27 that the unions would need to each pay \$7,500 in costs to EllisDon. However, the legal costs in fighting the matter going forward will likely cost hundreds of thousands of dollars, Howell said.

"We believe that this bill is no longer needed and will not be supporting it," the spokesperson was quoted as saying. "The urgency created by the OLRB decision has been removed by the court."





# Concrete relationships

## Manshield Construction and its trades construct Winnipeg casino's new parkade

*By Jim Harris*

*Special to the Canadian Design and Construction Report*

Manshield Construction is growing its reputation for integrity and on-time and on-budget performance through its work on a portion of a large casino project. The company, in December 2012, started work on a parkade for the McPhillips Station Casino in Winnipeg.

The 276,000 sq. ft., three-storey precast concrete parkade with 903 parking stalls was expected to be completed in November, 2013, project manager Javier Baisburd said.

A related project includes a high-rise hotel at McPhillips Station Casino.

The north and east sides of the parkade feature a mixture of metal mesh, LED lighting and metal tubing. This architectural feature identifies the parkade as being part of the casino complex. The parkade will also

eventually connect to the casino through an enclosed walkway.

Manshield worked closely with local subcontractors to complete the parkade. "Our subcontractors are aware of the timelines and have and continue to work with us to make sure there are no delays," Baisburd says. "They are very punctual in helping us achieve our timeline."

Although the project began at the beginning of winter 2012, Manshield was able to complete the pilings for the parkade's foundation despite the cold weather by using pre-cast concrete that was cured offsite. "Our main challenge was erecting the main structure, which we managed by being very proactive and organized," he said.

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*Continued on page 27*

# Second annual Green Apple Day of Service recognized in Alberta Public/private partnership Alberta school celebrates health benefits of green schools



*Canadian Design and Construction Report staff writer*

Students at Westmount School in Okotoks have celebrated their healthy, eco-friendly school this fall as a part of the second annual Green Apple Day of Service. Created by the United States Green Building Council, the Green Apple Day of Service began internationally in 2012 as a means of promoting overall initiatives that encourage organizations, governments, companies and schools to join together to transform learning environments into healthier, safer and more productive places to learn.

Alberta is expected to be home to more than half of all green schools in Canada by the end of 2013, a Canadian Green Building Council (CaGBC) news release said. The Alberta Government has had a Leadership in Energy and Environmental Design (LEED) policy since 2006 that mandates all new government-funded buildings, including schools, meet a minimum of LEED Silver certification, with many surpassing this goal.

"We're proud of the work Westmount School students and staff are doing to further their green practices," says the province's infrastructure minister Wayne Drysdale. "Westmount School is an excellent example of government's commitment to reducing the environmental impact of its buildings and of our ongoing efforts to ensuring healthy learning and working environments for Albertans."

Westmount School was awarded LEED Gold certification in April 2013, surpassing the government standard of LEED Silver, scoring strong ratings for indoor environmental quality, and using regional and recycled materials.

"We at Westmount School are a community of learners who value the work we do together. Building a com-

munity that works together for the good of all people is key to our identity. We are delighted to be recognized for our healthy learning environment and to be participating in this milestone inaugural Alberta event," says principal Cynthia Glaicar.

The Green Apple Day of Service activities include discussions between building professionals and students regarding the benefits of sustainable buildings, and displays of relevant student projects.

CaGBC president and CEO Thomas Mueller says the Alberta's government commitment to green building sets a strong example for the rest of Canada.

"Green schools are the ideal approach to raise awareness about sustainability among the next generation of Canadians," he said. "They help students stay healthy and focused with fresh air, lower levels of chemical pollution from furniture and building materials, and access to natural daylight. Alberta has shown real leadership by mandating high environmental and health standards for new schools. This will positively affect students' health and understanding of solutions to environmental issues."

The Okotoks school is one of 10 delivered by contractor B2L through a public-private partnership, an Alberta government news release said.

The B2L Partnership (B2L stands for Build to Learn), designed, built and financed the schools, and will maintain them for 30 years. The finance partners are Gracorp Capital Advisors Ltd. and HOCHTIEF Concessions AG. The industry partners who will design, build and maintain the schools include: Graham Construction, Bird Construction Company, GEC Architecture, Gibbs Gage Architects, and Honeywell Limited (Canada).



## ARIDO selects Kate Webb as sales professional of the year



*CaDCR staff writer*

The Association of Registered Interior Designers of Ontario (ARIDO) has announced Kate Webb of Interface as the winner of the 2013 Barry Carroll Sales Professional of the Year Award. The award recognizes the best sales professional in the industry as selected by interior design practitioners. The awarded individual is knowledgeable, dedicated and goes above and beyond to meet the demands of practitioners and clients.

Webb, account executive with Interface, has five years' experience in the architectural products industry. She volunteers for ARIDO's Greater Toronto Area (GTA) chapter and participates on several committees each year.

"Kate is a valued member of the ARIDO community," said ARIDO president Janine Grossmann. "Not only does she provide excellent service as a representative for Interface, she is also a tireless volunteer, contributing her time and energy to association activities and events."

Award finalists included Tim Au-Yeung of Human-scale, Mahesh Babooram of Interface, Sherrie Beckford of Wilsonart, Julie Charron of Tandus Flooring, Laura Cook of Steelcase, Katie Lind of Miliken Design, Edwin Ocampo of Keilhauer, and Cynthia Perne of Olympia Tile International.

## Winnipeg casino parkade

*continued from page 25*

Manshield and its subcontractors shared responsibilities for site safety. Each trade has an on-site safety representative, and all-staff safety meetings, supervised by Manshield's safety department, are held on a regular basis.

Manshield Construction brought more than 40 years of construction experience to its work on the McPhillips Station Casino project. Founded in 1972, the company provides general contracting, construction management, project management and design/build services to clients in the commercial, industrial, institutional, recreation and residential sectors. Manshield is headquartered in Winnipeg, with offices in Edmonton, Calgary and Thunder Bay, Ontario.

"Our integrated management, design and construction services mean that we are a one-stop shop for our clients," the company says. "We know how to balance function and aesthetic needs along with budget and schedule; we achieve this during our consultation with clients to fully understand their requirements and ensure everyone is on the same page."

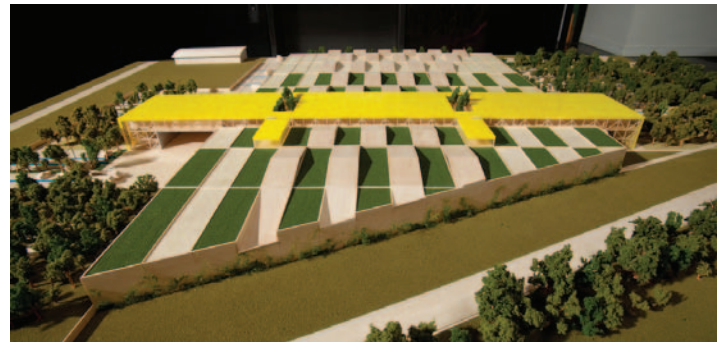
The company's past Winnipeg projects include the Richardson College for the Environment, a \$45 million, 150,000 sq. ft. LEED Silver-certified science complex; the Radisson Hecla Resort, a \$16.2 million, 90-room hotel; and the McFeetors Student Residence at the University of Winnipeg, a \$12.5 million, LEED certified dormitory.

Manshield Construction is part of the Manshield Group of Companies, which also includes masonry, concrete and development units. Each company functions as an individual entity as well as in combination, depending on project requirements.

McPhillips Station Casino is one of two casino properties controlled and operated by Manitoba Lotteries, a Manitoba provincial crown corporation.

"We're very excited to turn this building over on time to a company that is important to Manitoba," Baisburd says.

# Architects design \$160 million Montreal transport centre to meet environmental objectives



## Covered transport centre seven football fields long

*Canadian Design and Construction Report Staff writer*

Now 75 per cent completed, the \$160 million STM's Stinson Transport Centre will open in 2014, setting a new standard for excellence for transport centres across Canada, not only from an environmental perspective but also for its approach to urban integration, say the project's architects.

Lemay's Pierre Larouche (principal partner – architecture and design) and Michel Lauzon (principal partner – creation) said in a news release the project's goal includes "building links to the community."

The centre stands out for its integration with the surrounding urban environment, and for its reduced ecological footprint, the news release says. "Its unique feature is the immense roof, conceived essentially as a fifth façade and composed of strips of green space and enormous skylights in the form of trusses that echo the mesh of roads in the neighbourhood below. It stretches the length of seven football fields. To limit the noise and the sight of such a high concentration of buses, the new building was designed as a fully enclosed structure, covered by a 35,000 sq. m. roof."

Furthermore, the architects say they were able not only to preserve 230 trees on the site, but designed it to plant 600 more. This will revitalize an industrial landscape and improve the environment, they said.

Lemay's architect-designers saw the project as an opportunity to create added value in this part of the St. Laurent borough, Lauzon said. The ultra-modern centre will become a natural extension of the sector residents' identity. The care given to urban integration also led Lemay to include a public square and parking for bicycles and car sharing open to the public. Bus movements will be confined to the building's interior. In the architects' view, this space will be a good place not only to work, but to live.

"We wanted to create a transport centre that embodies our commitment to sustainable development and maintaining a constant dialogue with citizens," said Jocelyn Leblanc, the STM's project director.

The Stinson Transport Centre will be able to accommodate 300 vehicles, including many articulated buses, and 800 people. The project's designers are aiming to win LEED certification for the building. The project is on track to be completed in December 2013.

# CIPH appoints codes and standards technical advisor

CaDCR staff writer

The Canadian Institute for Plumbing and Heating (CIPH) has announced that Shamus A. Allidina has joined the institute as its technical advisor for codes and standards.

Allidina, who holds a Masters Degree in Engineering, began his career in Uganda in 1969 as a project co-ordinator with Industrial Promotional Services, the second largest plastic plant in East Africa, eventually being promoted to technical manager. Shortly after moving to Canada in 1972, he completed his Masters at Carleton University in 1974, and began his 31 years with CSA, working as a project engineer for the CSA international, certification and testing division of CSA Group. He was also placed on the American Society for Testing and Materials committees, becoming a voting member of the CSA standards technical committees.

Later, he was promoted to senior engineer responsible for certification programs, standards work, training, and resolution issues. He is currently a member of the Professional Engineers of Ontario, ASTM International and CSA technical committees.



Shamus Allidina

CIPH says: "Allidina's vast experience has helped him spearhead a number of projects for developing new CSA standards and certification programs, specifically relating to plastics piping, conduits and plumbing products."

He will provide the following services to CIPH:

- Provide technical resources on plumbing and heating matters as they relate to codes and standards such as CSA, ASTM, ULC, ULI or any other U.S. based organizations that may have an impact on CIPH members in Canada and the U.S.;
- Monitor and report codes and standards activities (provincially and nationally) especially at the NRC Codes Centre and provide input and advice to the committees to safeguard CIPH member concerns, and provide public comment on items that may be out for public comment;
- Provide input to the code committees and task forces for changes that may be beneficial to the CIPH community or which may be an irritant and need some remediation.



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# Skills Canada unveils new logo, reflecting global importance of skills education and training



*Canadian Design and Construction Report Staff writer*

Skills/Compétences Canada (SCC) recently unveiled a new logo incorporating the WorldSkills International visual identity, a brand recognized globally for championing skills education, training and excellence.

"Skills/Compétences Canada is pleased to introduce its new logo which aligns the organization more closely with the WorldSkills International brand," said SCC chief executive officer Shaun Thorson. "By adopting the WorldSkills visual identity, SCC will help extend global recognition, exposure and appreciation of the importance of skills education and training."

Skills/Compétences Canada is a member organization of WorldSkills International, a not-for-profit membership association internationally promoting vocational excellence and skills training.

Since 2000, the WorldSkills brand has grown steadily and now has a powerful and consistent image in the international skills-related market place. The various World-

Skills events, such as the biennial skills competition which takes place next in São Paulo, Brazil in 2015, activities and, ember organizations, including Skills/Compétences Canada, have a common identity framework that is helping build global awareness for skills training.

"With 67 member country/regions, WorldSkills is a global organization reaching into every corner of the world and representing 70 per cent of the world's population, said WorldSkills International CEO David Hoey. "Collectively we have a strong voice, showcasing and inspiring skills excellence and promoting awareness of the value of skills, trades and technologies."

"Right around the globe, the skill mismatch and labour shortages are affecting economies. WorldSkills, through partnerships with education, industry and government is striving to bring groups together through the member organizations to reverse the critical skilled labour shortage. By showcasing excellence and leading edge techniques and technologies, WorldSkills is helping young people see the future of the skilled workforce."

# The secret to business success, applied

Do what you do well, and enjoy it — and encourage harmony and respect

By Mark Buckshon

Your business and marketing success closely relates to this simple principle:

**You and everyone in your organization combine an enthusiasm for their work, respect for peers, and passion and satisfaction in being the best at who they are.**

As an individual: “Do what you do well, and enjoy it.”

As a company: “Work together in harmony, using your abilities and interests, and respecting the needs of your clients and fellow employees.”

## Corporate lip service or real harmony?

You can quantify and measure your success, but when the measuring process becomes an end in itself, you fall into a major trap. Similarly, if you only pay lip-service to these concepts, while forcing them into a corporate policy manual and structured management processes, you will not achieve your desired effect. Everyone might wear false smiles when what they really want to do is trash their computers.

So how do you achieve a natural harmony that becomes part of the everyday culture of your organization?

## Structured meetings bring people together

Structured meetings, set on a regular schedule with a time limit, are vital. These processes do bring everyone together. Some work groups effectively combine weekly, or brief twice weekly meetings with five-minute daily huddles, usually standing, either at the beginning or the end of the work day. In addition, they schedule all-day planning and review sessions once or twice a year, plus quarterly or bi-annual social gatherings help loosen any interpersonal tensions.

## Accountability and power: Your employees have authority

The freedom and courage to be yourself is another important ingredient for success. If you are an owner or manager, you must allow your employees to be accountable for themselves. This includes having the authority and power to make decisions in their day-to-day work and with clients. In other words, employees need enough authority to solve client problems on the spot, or commit your company’s resources to deal with them.

This also means you need to have trust in yourself, your peers and employees. When trust is reciprocated, you achieve a company with internal harmony; an environment where good clients are eager to do business with your organization, and pay the prices required for profitability.

## Trimming the rules

Look at your company rule books, policy manuals, and processes to see if you can eliminate at least 20 per cent of them. You’ll catch some low-hanging fruit: rules and systems set up to accommodate circumstances long-since passed; meetings held for reasons no longer valid, and so on. Then, once you’ve knocked off 20 per cent, go for the next. It may be extreme to suggest that you can remove 80 per cent of your rules and have a viable, well-run business. The idea is to trim down the bureaucracy and yet have enough control for freedom to take action. I would never suggest taking such drastic measures in one step or without legal guidance where necessary, but you may be surprised how far you can go to simplify things.

## Some simple guidelines

Then follow some simple guidelines that will become your ongoing practices. For example, consider “Pooles Rules” from PCL Construction founder Ernest Poole, which form the basis of the employee-owned general contractor’s success as one of Canada’s largest general contractors:

- Employ the highest grade people obtainable.
- Encourage integrity, loyalty and efficiencies.
- Avoid side lines.
- Do not permit side lines by employees.
- Be fair in all dealings with owners, architects, engineers and sub-contractors.
- Keep your word as good as your bond.
- Give encouragement and show appreciation.
- Be firm, fair and friendly.
- Avoid jobs where design is not good or financing doubtful. Let your competitors have these.
- Good accounting and cash keeping are essential.
- Do not let finishing up of jobs or collecting payments lag.

## How to engage your employees in the business

### 1. Engage all employees in setting the budget and business plan

Invite all employees to contribute to the setting of the company’s budget and business plan. Everyone can participate directly in the full-scale final planning meeting until you grow past 12 to 15 employees; then you may need to set separate divisional or functional planning meetings where employees contribute their input, and delegate a representative to attend the final, formal meeting.



## 2. Adapting the plan: Employees have freedom to improvise (within guidelines)

Throughout the year, with a business plan and processes, any employee may propose and present an idea they think may work. If it is "off plan" the idea can be tabled until the planning meeting. Or the idea can be modified to work within the plan.

## 3. Employee contracts

In our company, all employees must sign a contract when joining the organization. The contract describes major policies including provisions for termination, compensation levels and expense reimbursement limits. Thus the rules are clearly laid out to avoid contentious issues.

### Throwing the rule book away

With the employee contract in the background, and the policy and planning meetings and annual plan in the foreground, our company culture is not dominated by a rigid set of rules. For example, here is our travel policy regarding personal expenses:

"Do what is reasonable."

*Travel of course is one area of business practice where controls and abuse are common. Our control is to have one key employee as travel co-ordinator, with the responsibility of booking travel and reviewing employee travel plans. At the same time, this co-ordinator doesn't over-rule individual employees who have the authority to circumvent the rules because of specific circumstances.*

*"Different employees have different needs, and forcing everyone into a corporate straightjacket of policy guidelines will tear away at the individual's ability to take responsibility for their own choices," our travel co-ordinator explains.*

*"We've had situations where employees have stayed in flea-bag hotels to save money, but compensated with a splurge at a fancy restaurant. This isn't a problem."*

### Freedom, responsibility and accountability

When employees are free to be themselves, yet still accountable, you gain the best of all worlds. Your employees look forward to each day's work, and they pitch

in when there are problems and (most importantly) they connect with your clients in such an effective manner that your brand recognition and acceptance reach the highest level, and, yes, people start calling you and inviting you to do work without even wanting the competition anywhere nearby.

Then, and here is the fun part, combining some simple measuring and management resources with this freedom, you can plan for growth, set your marketing objectives and achieve them, and build a thriving business in good times and hard.

### Recapturing your passion by being who you are

Wake up each morning committed to being your best at what you enjoy the most, and encourage your employees, peers and clients to share the same attitudes and freedoms. Put your policy guidelines away, have fun, and look forward to your day's challenges. This is not to advocate carelessness, "anything goes" management. It is a call for you to respect yourself, your employees and your clients.

Have fun. Do what you love doing. Allow your peers and employees the same freedom within reasonable guidelines. Your service standards will soar; your clients (and potential clients) will connect with you and your brand power. Profitability will reach the highest levels. Done right, marketing will almost seem effortless within your overall business culture and practices. Your phone will ring, your email will ping, and either a colleague or client will whisper into your ear an advance tip about a project or business opportunity with the next words: "We would like you to do the job."

When that happens on a regular and measurable basis, you'll know you've succeeded – and achieved success in marketing your company.

Excerpt from *Construction Marketing Ideas: Practical strategies and resources to attract and retain profitable clients for your architectural, engineering or construction business* (<http://constructionmarketingideas.com/the-construction-marketing-ideas-book>). This book is available at Amazon.com other retailers, as well as through the Construction Marketing Ideas blog at [www.constructionmarketingideas.com](http://www.constructionmarketingideas.com).

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**Architectural Woodwork Manufacturers  
Association of Canada (AWMAC)  
sets and guarantees standards  
as it promotes sustainable practices**

*Canadian Design and Construction Report special feature*

The Architectural Woodwork Manufacturers Association of Canada (AWMAC)'s mission is to develop and promote the use of quality standards for the manufacturing and installation of architectural woodwork. The association also promotes adherence to quality standards, while promoting sustainable practices.

President Scott McVittie said AWMAC has made great strides over the years developing its core values and initiatives. "The Architectural Woodwork Standards (AWS) manual has been developed jointly with our sister associations in the USA, the Architectural Woodwork Institute (AWI) and Woodwork Institute (WI). A new standards manual will soon be released thanks to a very dedicated and knowledgeable group of members from all three associations."

McVittie says the architectural design community regularly specifies according to AWS guidelines.

AWMAC also oversees the Guarantee and Inspection Service (GIS). "This program, when specified, provides an independent inspection of the shop drawings, a sample mock up unit and full inspection of the finished goods on site to ensure all products are built according to the current AWS manual," McVittie says. "Projects successfully completed by AWMAC members are granted a two year guarantee to the owner and endorsed by AWMAC."

AWMAC also promotes trades education and sponsors an apprenticeship contest. The eight chapters each have their own method of assisting the education of students acquiring finishing carpentry trade skills. Some chapters provide bursaries, for example.

AWMAC maintains programs to promote members' interests and is introducing new initiatives that focus on the sustainability of human and environmental resources.

"AWMAC's continual challenge is to promote the use of the Architectural Woodwork Standards (AWS) to the design authority," McVittie says. "Once the AWMAC standards are specified, it is design authority's inherent responsibility to ensure the standards are followed."

He adds that AWMAC members who are well versed in the manual will be able to meet the specifications and have a knowledge advantage. "The GIS program is designed to provide assurance to the owner and the design authority that the wood products they have purchased meet the specified standard and will be guaranteed when AWMAC members are contracted."

In recent years, AWMAC's partners program has generated enough revenue to support a national office. (Partners are associate members that have sponsored the association and receive advertising and other benefits.)

From this program, the association has initiated a strategic plan that allows AWMAC's board to focus on the long term goals and leave the day-to-day management to a professional manager and staff.

"The newest chapter to join AWMAC is the Quebec chapter," McVittie said. "AWMAC is working towards providing the full slate of programs in the French language. This includes the translation of our new standards manual."

The Quebec Chapter will host the AWMAC annual general meeting May 28-30, 2014, in Quebec City.

For more information, visit [awmac.com](http://awmac.com).

# AWMAC Atlantic chapter serves regional markets, while developing national initiatives

## *Canadian Design and Construction Report special feature*

The Architectural Woodwork Manufacturers Association of Canada (AWMAC) Atlantic chapter serves Nova Scotia, New Brunswick, Prince Edward Island and Newfoundland, bridging provincial geographic gaps to ensure the association's high standards and resources are available to members and to the industry as a whole.

Atlantic chapter president Drew Parks says each chapter is unique and the Atlantic group has been very active, both locally and at a national level. "There are several initiatives coming out of our chapter that resulted in a new national approach."

For example, Parks recalls a push to allow associate members, including suppliers, a greater say in AWMAC. The chapter also encouraged the association to hire a national manager to ease some of the pressure on volunteers being stretched to capacity.

Parks says the logistical challenges in representing four distinct provinces are addressed through rotating meetings.

"There are basic membership values we need to get people to recognize," he said. "One of course is that AWMAC allows us to address issues we never could independently. There is inherent strength in numbers."

Other benefits include otherwise-unavailable collaboration and co-operation roundtables and the opportunity to tie in nationally to see how people across the country are dealing with issues.

"Working with wood you are creating something," Parks said. "Whether they come to it through education or experience, this craftsmanship is something our members are passionate about. Sharing that creativity and passion through sharing helps better everyone."

Parks says he works to foster creativity in his own workplace whenever he can. He encourages his front-line employees to see their finished product in its final environment so they can fully appreciate what they have accomplished.

"Industry has changed the focus from the bench to the office in many ways through 3D modelling and drawings but there is still a custom element and this is where the bulk of craftsmanship remains," he said.

While young people coming into the business are often more adept with technology, experienced craftsmen still provide expertise and experience to guide the new woodworkers.

This remains one of the AWMAC's goals – setting and helping to meet high quality and skills standards.

"Advances in technology have opened up design opportunities and created advances in things that couldn't have been achieved before," he said. "AWMAC has quantified levels of quality and provides continued evidence quality millwork can exist and is worth achieving."

AWMAC Atlantic also offers the Guaranteed Inspection Service (GIS), which ensures millwork adheres to the association's quality standards. These inspections are conducted by an independent certified inspector contracted by the association. "By using the GIS process the architect and project authorities receive the peace of mind that industry experts are keeping an eye on their millwork design and quality intent," says Parks.

AWMAC and AWMAC Atlantic also strive to strengthen industry networks by hosting the AWMAC Awards. This bi-yearly event celebrates excellence in millwork design and production. Architects, designers, suppliers and manufacturers convene for an evening of fun and recognition of industry achievements.

For more information, visit <http://atl.awmac.com>.

# Hettich: Four generations of furniture technology innovations

*Canadian Design and Construction Report special feature*

You can't see Hettich's products in completed projects, but the company's four generations of family-owned management have provided responsive and innovative solutions to technology challenges since 1888.

The company began when Karl Hettich mechanized the production of anchor escapements for cuckoo clocks. In 1928, son August Hettich developed a production line for piano hinges, a move that set the course for the company's current focus: furniture technology. Today the Hettich name applies to hinges, drawer runners, folding and sliding systems, handles, drawer systems and lighting systems in furniture.

Eastern Canada sales manager Claude de Lanauze says Hettich's AWMAC (Architectural Woodwork Manufacturers Association of Canada) membership helps to connect the business with its market.

"The association sets high standards and we present products to meet those high project standards and grade needs," he said. "We



also offer products that are new and innovative to keep members current on what is available and possible. Many of our lines are patented because they are unique."

De Lanauze says Hettich has used the same focus it demonstrated for its sliding door program, to develop a new product. The recently-introduced ArciTech drawer supports high loading capacity, respecting the trend towards material such as marble, glass and heavy wood.

"Our German-engineered, high quality products are durable and want to support all growing material trends," he said. "We also use two dedicated technicians to provide technical support and training to fur-

ther assist our customers."

De Lanauze says the AWMAC membership allows Hettich to stay in front of its clients to better understand their needs. The company also organizes focus groups and uses its own laboratories to study how people work and works with schools worldwide on product development and innovation.

"We work bi-annually with REHAU Unlimited Polymer Solutions on the International Design Awards," he said. "This competition invites design students from all over the world to create innovative and unusual solutions in furniture design and challenges us to come up with novelty solutions to meet the needs of these fresh eyes and new perspectives."

Hettich also took part in the Woodworking Machinery and Supply Expo (WMS) in October.

"We support AWMAC and have provided our support to its renewed chapter in Quebec," he said. "It is important to the industry to support the association's standards for best value and highest quality."

For more information, visit [hettich.com](http://hettich.com)



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# Ébénisterie Foxwoods Millwork Inc. builds its reputation by seeing projects (large and small) from all points of view



*Canadian Design and Construction Report staff writer*

Ébénisterie Foxwoods Millwork Inc., based in Beresford, New Brunswick, works on any project size, providing quality and skill for the simplest to the most challenging projects.

"Big or small we do them all, from large custom millwork packages to a small reception desk or just a few chairs for restaurants, hotels, retail stores and institutions," says company owner Bruno Arseneault. "We supply and install anywhere in the Maritime Provinces, Labrador and Newfoundland."

The company has also worked across Canada with its preferred clientele.

From its beginnings in 1997, the company has relied on a dedicated team of



***Pizza Delight is a large corporate chain with restaurants from Newfoundland to Alberta. Foxwoods worked with the corporation on two design concepts. A third design stage is just around the corner, showing the success of the designs and the positive relationship between the companies.***

quality woodworkers, state-of-the-art equipment and a high level of customer service. In 2004, Arseneault came to the company from a background as a general contractor, working as a project manager.

Arseneault now owns the company and has more than 18 employees at its 12,000 sq. ft. plant and offices. Shop co-ordinator Sylvain L'Ecuyer leads the team, which shares passion and commitment to continuously upgrade both equipment and skills to meet quality and design standards.

For his part, Arseneault uses his years of experience to guide the company. "I look at the project from all points of view, not only the millwork and casework, but everything surrounding it."



Foxwoods is a leading manufacturer of architectural millwork, custom woodwork, furniture, solid surfaces, and casework. It offers services including detailed shop drawings, conceptual and design work, and has its own upholstery department.

Arseneault says his



**Kiepenkaerl Café — Arseneault and his team were very involved in every aspect of this project, from the selection of colours, wood and fabric to the manufacture and installation.**



**Arseneault says he is very proud of the work his staff did for this private residence in Shediac New Brunswick. The detailed wood working along the walls and windows provided challenges, resulting in a beautiful finished look.**



Foxwoods provides millwork and decor solutions to our clients. We offer full service autocad tech and extensive mill working shop with the latest CNC technology.

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**Foxwoods is one of Atlantic Canada's leading wood manufacturing companies, with extensive experience in all aspects of building we are your complete millwork package solution.**



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[www.foxwoods.ca](http://www.foxwoods.ca)



**During a hard bid on a Swiss Chalet in Fredericton, Foxwoods was awarded the millwork package. Arseneault and his team proved their ability and have since completed several other locations for the same franchisee.**



**Back row: Carl, Claude, Sylvain, Frank, Chris, Harry, Rodolphe, Gilles. Front Row: Luc, Ginette, James, Yannick. Missing from the picture: Denis, Normand, Rodrigue, Livain, Michelle**

expertise allows him to co-ordinate projects with other trades, ensuring designs are realistic, components work together and client's wishes match construction realities. "I don't tell other trades my background but when I suggest other ways of doing things or point out potential problems we're going to have, they seem to understand where I come from." Foxwoods does not shy away from any project, no matter how complex.

"We work with some of the best suppliers in the industry," he said. "Combine the priority service and excellent buying power that provides, with our attention to detail from the selection process to matching veneers, and we are able to offer our clients personalized solutions at competitive prices to meet even the tightest deadlines."

Understanding and attention to detail sets Foxwoods work apart. Arseneault says he would rather take extra time to have something done right rather than settle for less. Good for a franchise sometimes is just not good enough.



**This outstanding table at the Hampton Inn and Suites in Sydney, NS is made from a single solid slab of Bubinga wood from Africa.**

Foxwoods has been a member of the Architectural Woodwork Manufacturers Association of Canada (AWMAC) since 2009, maintaining all of the association's standards and requirements. Arseneault says this helps with the company's credibility and reputation.

For more information, visit [foxwoods.ca](http://foxwoods.ca).



**Foxwoods has been working closely with recent franchise "Gojis Frozen Yogurt" in the Greater Moncton area. It has just opened another location in Kelowna, BC and will open soon, in PEI and Nova Scotia with Foxwoods' help.**



**Foxwoods built and installed a complete millwork package, including a wine refrigeration unit for more than 100 bottles of wine, at the Keg Restaurant Bar and Grill in Moncton. The wall panels were built from more than 500 pieces of cherry plywood and have no visual fasteners. In some case more than 50 spread bars were used to hold a single sheet in place overnight. "What a rush," says Arseneault.**



Newfoundland and Labrador's only AWMAC manufacturing member

# Unique Woodworks Inc. builds reputation and relationships with challenging projects



Unique Woodworks Inc., based in Paradise, Newfoundland and Labrador, manufactures premium custom millwork and cabinetry. The business is recognized for having developed collaborative relationships within the industry and a reputation for providing the highest level of workmanship on every project.

Jim Power established the business in 2005 to overcome a millwork pricing challenge for the family's local contracting business, J & T Construction Ltd. The operations of Unique Woodworks are administered by his daughter Cavelle Traverse, while J & T Construction is managed by his two sons, with oversight and direction provided by their father on a regular basis.

"It's important to us to maintain the elements of the family business that have made us who we are," Cavelle notes. "While the smaller projects represent the beginning of our business, they still remain one of our continuing priorities. The larger projects have presented us continuing opportunities for further enhancements and steady growth. Despite the nature of the creative and challenging projects, our collaborative approach allows us to work with our partners to ensure we produce high quality and often unique products."

A highlight of the company's operations involved the completion of a two year project for a private residence. Unique Woodworks partnered with J&T Construction to work on this residence referred to locally as 'The Castle'. The project features intricate walnut wood detailing and sophisticated millwork unlike any other locally produced.

Unique Woodworks were also instrumental partners in a commercial interior fit-up requiring five premium reception units constructed of stainless steel laminate,

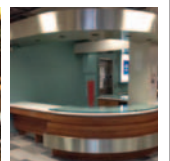
melamine and glass. "Each unit has a distinctive architectural design with superior visual appeal and was created specifically for the client and their space to ensure maximum capability and functionality."

On another project, a courthouse, Unique Woodworks completed millwork ranging from the visitor seating to the judges' benches, barristers' desks, jury boxes and wainscoting, throughout seven courtrooms, all constructed of birch hardwood and plywood. The company increased its normal staff of 10 to 28 to complete the project, working from its new 10,000 sq. ft. facility.

The company's collaborative approach and attention to detail have made it a preferred subcontractor for many general contractors, she said. "We receive requests from major general contractors and have been successful in securing projects for restaurants, department stores, financial institutions, airports, health care facilities, schools and car dealerships." The company is currently fabricating millwork for a student residence, as well for as a redevelopment and expansion project, also in partnership with a general contractor. Traverse indicates the company is also invited to bid project work outside Newfoundland and Labrador of its home province.

Unique Woodworks Inc. is the only Newfoundland and Labrador-based Architectural Woodwork Manufacturers Association of Canada (AWMAC) manufacturing member. Cavelle is quick to point out the company's commitment to exceptionally high standards for quality, professionalism and skilled trades the association demands, which in the end, benefits all of its projects and partners.

For more information, visit [uniquewoodworks.ca](http://uniquewoodworks.ca).



**Unique Woodworks Inc.** are manufacturers of high-end custom millwork and cabinetry. We are committed to producing both a product and a level of service that exceeds both industry standards and market expectations. From the design stages of your project to the installation of our product, Unique Woodworks is committed to keeping your project on schedule. Our team of custom craftsmen brings years of hands-on experience to every project. From custom moldings to custom designed reception desks, our craftsmen have the knowledge and dedication you want on your project to bring architectural details to life.

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## Economic developers gather in Newfoundland to focus on new ideas and creativity

# EDAC annual conference: Innovation on the Edge

*Canadian Design and Construction Report staff writer*

Economic Developers Association of Canada (EDAC) members from across the country gathered in St. John's Newfoundland for the association's annual conference Sept. 21 to 24. This year's theme: "Innovation on the edge," focused on new ideas and creativity.

The association, which represents economic development professionals in municipal, regional, provincial and federal economic development offices (and associated suppliers and services), reflects the interests of officials in all levels of government who spend much of their time connecting with both elected officials and private sector businesses to facilitate community economic growth.

The conference is hosted in a different Canadian city each year. Last year's event took place in Iqaluit, and in 2010 delegates gathered in Peterborough, Ontario (the Kawarthas).

EDAC president Cheri Kemp-Long says venues are planned well in advance and are awarded based on presentations from interested communities. "We look at accommodation available and other hosting abilities and these events are planned well in advance. Next year we'll be in Calgary."

This year's conference follows the Resource Investors Forum, also in Newfoundland, providing an opportunity for attendees to attend both events. "One of the values of the conference is networking, bringing people of different geographies together, as well as people from different interest groups."

EDAC members, reflecting their mandate, relate to entrepreneurs and developers as

well as public officials. According to the EDAC website, "Fostering greater innovation requires the collaboration of all levels of government, economic development agencies and the private sector. Innovation encompasses a wide range of activities in addition to research and development."

Kemp-Long indicates that Atlantic Canada has experienced many changes recently, with new industries and wealth, and the Newfoundland setting provides an opportunity for economic developers from across Canada to learn about the Atlantic experience. The rotating regional conference model also allows EDAC members in the Atlantic provinces, who might not have the resources to travel outside their own region, to attend the national conference this year.

The conference is also the setting for the association's annual general meeting and EDAC professional certification exams. As well, awards ceremonies recognize members for their economic development contributions and marketing achievements.

Throughout the year, EDAC promotes and advocates to governments and other regional groups to enhance understanding of professional economic development practices. The association also works with universities to develop programming and skills to support members' professional development.

"Economic development is about community development, quality of life, enhancing local environments for business development and success," Kemp-Long says. "There is an ongoing need for understanding all that encompasses."

For more information about EDAC, visit [edac.ca](http://edac.ca).



# Orillia and District Construction Association (ODCA) **connects** with community and business through networking and community activities



## *Canadian Design and Construction Report special feature*

Focused on rebuilding after tough economic times and ensuring it provides value for members, the Orillia and District Construction Association (ODCA) is establishing networking opportunities and allowing board members to focus on their strengths.

ODCA president Wayne Rowbotham, also a Simcoe County Home Builders Association director, says the association has widespread membership, both geographically and in business interests. "We have members who are contractors, builders, designers, professionals, manufacturers and cover many other fields," he said. "To support their needs and provide them with resources we are looking at partnering with other groups, like our local Community Development Corporation, to ensure they have specific connections for things like training and business techniques."

Rowbotham says the board is equally diverse, with members coming from backgrounds including safety, insurance and design.

"Our membership declined a few years ago with the economy but now membership is picking up, which tells me we're providing the valuable resources we intend to. We're encouraging board members to spread their wings, are ensuring we offer a variety of resources our members want including speakers and marketing support, and letting members guide us towards what they want to see more of based on their response."

The association promotes itself through print, local home shows, an updated website and events like an annual golf tournament. "We want everyone to realize the association is a resource for many things," Rowbotham said. "We offer a scholarship for careers in trades and get involved as part of the community through many events, including the annual winter carnival."

For more information, visit [orilliaconstruction.ca](http://orilliaconstruction.ca).

# Orillia introduces affordable, serviced land and streamlined development approval process



## Innovative community initiatives enhance economic development and investment appeal

*Canadian Design and Construction Report special feature*

Orillia's economic development initiatives have enhanced the Simcoe County community's appeal to businesses, tourists and residents. It has been ranked among the top Ontario investment towns for 2013-2018 by the Real Estate Investment Network.

The community, an hour north of the GTA on the shores of Lake Couchiching and Lake Simcoe, is at the crossroads of Simcoe County and Central Ontario. Orillia has a vibrant tourism industry as well as manufacturing, government services, retail and customer service businesses – and with low-cost land and an expedited development approval process – is improving its appeal for businesses wishing to capture opportunities in all directions.

The city is working with surrounding communities and the destination marketing organization Ontario's Lake Country to enhance tourism in the area.

Orillia's economic development office is spearheading a local tourism marketing co-operative promoting events in the area to tourists and residents living within a 60 to 80 kilometre radius of Orillia.

In other areas, Landry says the city is in the final stages of constructing a serviced road through 50 acres of employment land. "The area has been zoned for everything except big box (retail)," he said. "We're hoping to attract professional services and smaller, clean industry. Formerly on land belonging to the Horne Family Farm, the Horne Employment Lands offer great potential."

The land is priced starting at about \$120,000 per acre, a bargain for serviced industrial land. "The cost of labor and doing business are also less and then there are the leveraged benefits of living and working here," Landry says. "Toronto gets closer every year and cottage country is right here. There is a lifestyle benefit and accessibility that can't be measured."

Landry says the city has ratified a new official plan and is preparing a new zoning bylaw, which will streamline and enhance development opportunities. The city is also wrapping up a development approval process re-





view. "We've been working with planners, reviewing the process from a cost and time standpoint. There are a number of recommendations that have come out of the meetings, including streamlining the legal process and looking at ways to manage the costs of the expert peer review."

He says the goal is to reduce the development approval process time from eight to 12 months to between four and six months.

In addition, a moratorium on industrial development fees has been extended at least until the end of the year and Landry says budget talks may completely remove these fees.

Landry says one of the biggest challenges to continued growth and development is filling the strong demand for skilled labor in the area but adds that having Lakehead University and Georgian College in Orillia has created an opportunity for a strong influx of young people. "There is great potential for careers in the trades here so we're working on a few initiatives with schools and the local labor board to get that message out. We're also working closely to communicate with parents and guidance departments."

Landry says Georgian College and Lakehead are also working closely, establishing articulation agreements which will allow students to transfer education they have earned at one institution to the other to facilitate career options.

Landry says residential building starts are twice where they were last year and the city has added several family doctors and specialists. A former WalMart has been redeveloped as the first Canadian Big Lots location and other idle downtown locations are beginning to be redeveloped.

Landry says there are efforts in place both to build from within and to attract from outside through "a recipe box of reasons to be there and things to do."

For more information, see: [businessinorillia.ca](http://businessinorillia.ca).

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## CWST brings health and safety training to construction industry and municipal sector

*Canadian Design and Construction Report special feature*

Construction Workplace Safety Training Ltd. (CWST) brings a wealth of experience to the construction industry and municipal sector. "We have been providing health and safety services for more than 10 years," says consultant and owner Bruce Bolduc.

Bolduc brings more than 30 years of experience in the construction industry to his clients. This experience gives him the ability to relate to both the employee, and employer health and safety issues that arise on a site, the company's promotional material says.

Bolduc serves on several committees and boards. He is currently the president of the Simcoe County Home Builders Association, is an active member of the WSIB Task Force Committee and the Regional Labour Management Committee. He is also a member of various associations, including the Canadian Society of Safety Engineering, Ontario Home Builders Association, and the Barrie Construction Association.

Meanwhile, CWST trainer and consultant Dale Thompson brings more than 25 years' experience in the industry and more than 15 years in heavy equipment dealership experience.

"His knowledge and expertise in heavy equipment gives him the leading edge in providing excellent training sessions, workshops and equipment operator assessments," the company says.

Thompson is a board member of the Orillia District Construction Association and an active member of Simcoe County Roads Supervisors Association, Association Roads, Muskoka Association of Road Superintendents, and Grey County Public Works Association.

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# Brampton links land and human resources for innovative infrastructure and business opportunities

## GTA suburb achieves international connections through local alliances



*Canadian Design and Construction Report special feature*

Fuelled by short and long-range plans, driven by international investment opportunities through local alliances and recognized for 'one of a kind' industry, the City of Brampton's economic development service brings business to the city and supports existing enterprises, increasing the city's tax base and encouraging infrastructure development.

The Toronto-area suburb has been debt free the past 10 years, carries a triple A credit rating, and has been designated by the World Health Organization as a safe city.

Sohail Saeed, the city's director of economic development and tourism, says Brampton was the only city in Ontario to receive the five-year safe city designation, and that it has been renewed until 2017.

The city has an abundance of land, expected to be developed over the next 25 to 50 years with corridors for upscale housing, knowledge-based business and company headquarters. "We have several thousand acres of employment land to work with," Saeed said. "Loblaws has established their headquarters here, the Air Canada Control Centre is here and Canon is relocating here. Our Mount Pleasant Village has won several urban awards as one of the best places to live and work."

Saeed says the city is representative of people of ethnic diversity living in harmony. This diversity benefits the city in many ways, including strategic alliance opportunities. "We're part of the Greater Toronto Marketing Alliance (GTMA) who we travel extensively with. We are also a partner with the Indo Canada Chamber of Commerce, which connects us to markets in India, with the Confederation of Greater Toronto Chinese Business Association, and with the Italian Chamber of Commerce of Ontario."

A photograph of an astronaut in a white spacesuit floating in space, with the Canadarm robotic arm visible. The background shows the Earth's blue and white clouds.

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BRAMPTON ECONOMIC DEVELOPMENT



Saeed says his office works with local companies to create strategic alliances wherever possible. The focus is on selling Canada first, then Ontario and the GTA. "In our region we have the second biggest food cluster after California and the second largest high tech sector after Silicon Valley," he said. "Our bus rapid transit (BRT) system Züm, is based on modern, European design and connects the entire city."

Saeed says 90 per cent of the city's 9,000 businesses are small to medium enterprises, but many also represent "the only of its kind" internationally. "We have Gray Tools, a 100-year old company still making hand-made tools with contracts to supply them around the world. We are the home of Industrial Thermo Polymers, inventors of the pool noodle, and of MacDonald Det-

twiler and Associates (MDA), celebrating the 30 year anniversary of building and testing the Canadarm."

He says the city is also home to Duopar Technologies Inc., the first company in the world to create railway ties made from recycled materials, which last three times longer than those constructed with wood.

"The more we know about our businesses the better we do our job," Saeed said, so the city's economic development office has surveyed local companies. "Understanding why they are here and what makes them a success is critical. We recognize our main strength is people. They bring character, skill and knowledge and are our greatest asset."

For more information, visit [brampton.ca/b-more](http://brampton.ca/b-more).

Saskatoon Regional Economic Development Authority  
**Canada's most rapidly growing  
community retains community values  
as it looks forward to growth**



Canadian Design and Construction Report special feature

Saskatoon is thriving, with record-breaking building activity (more than \$1 billion in permits were issued last year). Yet Saskatchewan's largest city retains its community values, which influence the approaches taken by the city's economic development agency, the Saskatoon Regional Economic Development Authority Inc. (SREDA).

"The core qualities of living here have not changed, says SEDRA CEO Tim LeClair. "We're building a community, not just a city, and that means making sure we adapt and adjust as we go and ensuring the things that brought people here remain."

Saskatoon has more than 120 hectares of South Saskatchewan riverbank parklands, with seven bridges crossing the river within the city's boundaries.



Farming, mining and value-added food processing are among the city's main industries. Various publications have named the city best for air and water quality and best in Canada for knowledge-based businesses.

The city is home to the University of Saskatchewan, the only Canadian university to house all five health science colleges and a major teaching hospital on one campus. It is also home to Innovation Place, described on the city's website as one of the "most successful university related research parks in North America."

SREDA, one of Canada's first independent economic development agencies, receives both public and private funding. "Our board is made up primarily of members from the private sector," LeClair says. "We still have the same goals as other EDOs (economic development organizations) but our set up changes the way we approach things."

SREDA is currently working on a research project with the Conference Board of Canada to identify the future of Saskatoon's regional economy, complete with opportunities, pressures, and a focus on key economic drivers. More specifically, it will feature economic data, in-depth analysis and economic forecasting for the Saskatoon region as a whole. This project will be followed by an in-depth supply chain analysis of the region's construction sector.

According to the Conference Board of Canada, Saskatoon's construction industry is forecasted to experience strong growth (5.1 per cent) in 2013. Construction output increased by eight per cent in 2012, compared with a nine per cent rise in 2011. The combination of healthy population growth and strong employment creation has lifted housing demand, with housing starts soaring to nearly 3,400 units in 2012 and a similarly strong level expected in 2013.

With the province's population at just over one million people, LeClair says it's key to have someone share success stories with the world and actively pursue investment opportunities for the region. "We do a lot of collaboration with our sister city Regina. Each city knows its strengths and we all recognize if it doesn't fit in one place, it will fit somewhere else."

That collaboration extends nationally through the city's participation in Consider Canada. This alliance of 11 key Canadian cities focuses on banding together against international competition. "With a bit of discussion and agreement there is a lot we can do, in a co-ordinated fashion, to ensure Canada gets its fair share of investment."

LeClair says Saskatoon has taken part in two shared international missions this year and says this kind of 'coopetition' (cooperative competition) is critical in today's global marketplace."

Saskatoon has core values related to a quality of life which includes a strong arts and culture scene, enhanced by the construction of a new provincial art gallery and sport facilities, ranging from hockey and lacrosse to swimming. "Saskatoon is more vibrant than many people expect," LeClair said. "We are also a destination for many different types of events and conferences. We have a strong regional infrastructure which both the municipality and province are looking at in a more collaborative way."



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Meanwhile, construction is thriving. LeClair says the city broke records last year with more than \$1 billion in building permits and is on target to be close to that again this year.

The biggest challenge with this growth is ensuring sufficient skilled trades are in place. As part of a proactive plan, strategic partnerships have been formed with the University of Saskatchewan and the Saskatchewan Institute of Applied Science and Technology. "We have strategies in place for developing skills internally, attracting skill from other parts of Canada and internationally. We have joint strategies with Regina to attract skilled trades, scientists and engineers."

A new website [www.livingsaskatoon.com](http://www.livingsaskatoon.com), created out of discussions with human resources professionals, answers questions to make relocation to Saskatoon easier. For more information about SREDA, visit [sreda.com](http://sreda.com).



# Saskatoon

Regional Economic Development Authority

*Enterprising by nature.*

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Aerial view of Saskatoon cityscape with a collage of photos showing various industries: agriculture, manufacturing, and technology.



# Raising the Bar



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(source: Off-Highway data)