



BUILDING A GREATER OTTAWA

**GENERAL CONTRACTORS ASSOCIATION OF OTTAWA
L'ASSOCIATION DES ENTREPRENEURS GÉNÉRAUX D'OTTAWA**

REPORT TO THE MEMBERSHIP

**January 26, 2022
Ottawa, ON**

www.gcaottawa.com



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ANNUAL GENERAL MEETING MATERIAL

General Contractors Association of Ottawa (GCAO)
Annual General Meeting (AGM)
Wednesday, January 26, 2022
Via MS TEAMS





2021 BOARD OF DIRECTORS

- President /Treasurer: Mr. Alessandro Guarna – McDonald Brothers Construction Inc.
262 Westbrook Road, Ottawa, Ontario, K0A 1L0
Tel: 613.831.6223 / Email: aguarna@gcaottawa.com
- Past-President: Mr. Shawn Berube – HEIN
275 Michael Cowpland Drive, Suite 200, Kanata, Ontario, K2M 2G2
Tel: 613.831.2335 / Email: sberube@gcaottawa.com
- 1st Vice-President: Mr. Matthew Swann – Brawn Construction Ltd.
130 Terence Matthews Crescent, Unit G2, Kanata, Ontario, K2M 0J1
Tel: 613.229.9043 / Email: mswann@gcaottawa.com
- 2nd Vice-President/
Secretary: Mr. Douglas Drevniok – Frecon Construction Ltd.
1235 S Russell Road, Russell, Ontario, K4A 3N6
Tel: 613.445.2944 / Email: ddrevniok@gcaottawa.com
- Director: Mr. Jordan Latimer – PCL Constructors Canada Inc.
49 Auriga Drive, Ottawa, Ontario, K2E 8A1
Tel: 613.225.6130 / Email: jlatimer@gcaottawa.com
- Director: Mr. Jarret Brown – M. Sullivan & Sons Ltd.
236 Madawaska Blvd, Arnprior, Ontario, K7S 0A3
Tel: 613.623.6584 / Email: jbrown@gcaottawa.com
- Director: Mr. Chris Markell – Bourgon Construction
3306 Second St. East, Cornwall, Ontario, K6H 6J8
Tel: 613.932.2022 / Email: cmarkell@gcaottawa.com
- Director: Mr. Daniel Carley – Delyn Construction Ltd.
1 – 888 Lady Ellen Place, Ottawa, Ontario, K1Z 5L5
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LIAISON CONTACTS

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CCA Liaison: Alessandro Guarna
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OCA Tendering Practices Committee Liaison: Alessandro Guarna
613.513.4039
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ANNUAL GENERAL MEETING AGENDA

General Contractors Association of Ottawa, Annual General Meeting held on Wednesday, January 26, 2022. Meeting held virtually on MS Teams Platform.

AGM AGENDA

President's Welcome – by Alessandro Guarna

Guest Speaker – Samira Afrand of Algonquin College and Eastern Ontario College Consortium (EOCC)

GCAO Business Session

GCAO Business Session

President's Report – by Alessandro Guarna

Treasurer's Report – by Alessandro Guarna

Tendering Practices Report – by Alessandro Guarna

Communications Report – by Jarret Brown

Entertainment Report – by Matthew Swann

Web Site/Education Links Report – by Jordan Latimer

Liaison Reports

Ottawa Construction Association (OCA) Tendering Practices Committee – by Matthew Swann

Membership Report – by Shawn Berube

Nominating Committee Report – by Shawn Berube

Incoming President's Remarks – by Matthew Swann

Presentation of Plaque to Outgoing President – by Matthew Swann

Open Forum



PRESIDENT'S WELCOME – by Alessandro Guarna

Good evening, everyone. On behalf of the Board of Directors, I would like to welcome you all to the 50th Annual General Meeting of the General Contractors Association of Ottawa. My name is Alessandro Guarna, and I had the privilege of serving as the Association's President this year.

Firstly, I would like to thank everyone for taking the time to join us online this evening. I know we were all hoping to be able to celebrate in person at the Brookstreet Hotel as originally planned, but as the last two years have taught us, we must expect the unexpected. The optimist in me is hopeful that we will be able to finally celebrate in person and (dare I say) without masks not too long in the future.

Although tonight is being held virtually, we've kept the structure of the AGM similar to past years. We will begin with our guest speaker, Ms. Samira Afrand, who will provide a brief, but exciting update to the Skills Ontario programs that are available to our members. We will then continue with our business portion of the meeting which will consist of reviewing the associations' activities for the 2021 year.

I would like to wish everyone a very successful 2022 and best of luck navigating all of the challenges we are currently facing as an industry.



PRESIDENT'S REPORT – by Alessandro Guarna

If I were to characterize the past year in our industry, I would say it was fraught with frustration, lack of understanding or appreciation for the challenges of the day, and overall trepidation in providing our bids. As the backlog of construction work from the beginning of the pandemic continues to make its way into our hands, we now face staffing shortages, vaccine mandates, outbreaks on sites and in our offices, ballooning overhead costs, supply chain issues, material cost escalations, project delays and more.

Despite many successful meetings and our attempts to educate project owners, many are still shocked when provided current construction budgets or realistic schedules as the impacts of the pandemic make their way to where it hurts. To make matters worse, the reaction from owners and their consultant teams has been to mitigate losses by including unfavorable supplementary conditions in tendering documents. Conditions such as explicitly denying escalation costs, attempting to make GCs responsible for unforeseen conditions, continuing to reduce GC markups to address change orders resulting from increasingly poor-quality drawings, retendering projects that are overbudget while adding unqualified bidders, and the list goes on unfortunately.

With respect to the Association's activities, we finally have a complete Board that can share the load and respond to issues quickly and effectively – adding Daniel Carley of Dolyn Construction and Chris Markell of Bourgon Construction this year. Although we had to cancel all in-person events again, we had a fantastic golf day (best weather of the season, I would argue) with one of our best turnouts ever (and some pretty cool prizes too).

We met with many project owners including the City of Ottawa, BGIS, CFIA and sent out several "GCAO Official Position" papers regarding: material cost escalations and reducing bid validity periods, distribution of tender results, frivolous RFI and rejected shop drawings clauses, and lastly our position on unforeseen conditions clauses.

We also met with the OCA on several occasions this year to provide feedback and voice our concerns regarding change order markups, security clearance changes, health and safety issues, and roundtable discussions on Covid related impacts.

Through our OGCA liaison, we opened discussions about Health and Safety Management Systems such as COR, and the impacts it has been having in the Province as it slowly makes its way to the Ottawa market.

We also joined the Eastern Ontario Consortium of Colleges as a member of their advisory committee panel regarding the SkillsAdvance Ontario Projects and getting more students into trades as well as upskilling the existing labour force by increasing their skillsets and competitiveness in the industry.

Looking ahead, as we hopefully near the end of the global pandemic, 2022 is showing positive signs for another busy year in the Ottawa market. I would like to encourage our members to please get involved in your Association. Increasingly punitive supplemental conditions are starting to show up more often and beyond the normal/common offenders. We need to be louder when using the GCAO to pressure owners and consultants to remove or modify these clauses from their tender documents/contracts. Not only does this reduce the risk on specific tenders, but it also sets the precedent to owners that they can and will be challenged at a broader level if they are being unfair in their procurement.

Now more than ever, it is critical for our Association to tackle the challenges of the day as one, to have



a strong presence in the face of adversity and stand together when taking serious action against a project owner that is not being reasonable. I suspect the time is quickly coming where qualified tenders and boycotts of certain project owners will be the only way to send a message that they have gone too far, and the risks are no longer worth the rewards, COVID-19 or otherwise.

Finally, I would like to express a big thank you to our outgoing past-president Shawn Berube for all his time spent on the Board. The journey to completing a full cycle (even if you manage to skip a few steps) is long and can frequently interrupt our already busy schedules. To have committed for the full tenure is a big deal and well deserving of recognition. Enjoy all the extra free time, and don't forget to come back for another round in a few years.

And of course, I wanted to thank everyone for allowing me to represent the industry during the GCAO's 50th Anniversary. The experience was extremely rewarding, and I encourage any members who have not yet completed a "tour of duty" on the Board to apply to any future vacancies when they come up. You will not be disappointed.



TREASURER'S UPDATE – by Alessandro Guarna

In a similar fashion to last year, the Association continued to be impacted by the COVID-19 outbreak and government restrictions on activities. The result was a significant reduction in expenses this year. The overall surplus of \$11,913.71 will bring our Member's Equity to \$125,140.49 coming out of our 50th Anniversary year.

While revenues generally closely approximated the budgeted values there were some notable variances from the budgeted expense amounts versus actual costs. We were unable to sign on an executive director this year, and the search continues for the right person to fulfil this role. We were only able to host 2 in person meetings this year, and unfortunately, they were short lived as gathering restrictions were imposed yet again. Our Annual Cocktail Party was cancelled again, but we are hopeful and have budgeted for a party in 2022 if restrictions are lifted. Our golf tournament this year saw us attend a new golf course at eQuinnelle, and in anticipation of a bigger turnout, we spent a good amount of our leftover advertising budget to gifts and prizes which were well received. We brought on board a new bookkeeper part way during the year who will fulfil this role going forward (\$2,455).

The association lost 3 members this year. SiteCast closed its doors, while GCN Constructors and Premiere Construction decided not to renew this year.

The association gained 2 members. Xpertek joined the Association at the beginning of 2021 and just recently, Bird Construction Group added their name to our roster.

The main sources of revenue for the Association are:

- Membership dues from its 53 members
- Social activities such as our golf tournament
- Sponsorships of the annual cocktail party and golf tournament events
- Interest revenue on reserve funds
- Website advertising

CRA corporate and consumer tax reporting was completed and filed, similarly board member changes were updated with Consumer and Corporate Services.

A budget has been generated for 2022 which projects a small deficit of \$3,380. This is in anticipation of the continuing impact of COVID-19 on our operations into the middle of next year, which the board has determined is acceptable coming out of our 50th anniversary of the Association and the related activities that are being planned. No increase in fees will be necessary next year.

1. 2021 GCAO Year-end Audit letter – Page 11
2. Budget 2022 – Page 12
3. Profit/Loss Statement 2021 – Page 13
4. Balance Sheet 2021 – Page 14



WATERDON

January 19, 2021

General Contractors Association of Ottawa
C/O OCA
9 Antares Drive
Ottawa, Ontario
K2E 7V5

Attention: Mr. Allesandro Guarna

RE: 2021 Year-End Audit

Dear Mr. Guarna,

This letter is to confirm that I have reviewed the financial statements for the year ending December 31, 2021.

Based on my review, I can conclude that the accounting records appear to be a fair representation of the Associations Financial Situation.

Please note that the financial statements are based on a September 30, 2021 statement balance for the Money Market investment portion of the Associations assets.

Please contact the undersigned should you have any questions.

Best Regards,
Waterdon Constrution Limited

Russell W. Grass
Vice President



General Contractors Association of Ottawa

Income Statement 2021 and Budget 2022

| | Actual 2020 | Actual 2021 | Actual 2022 | Budget 2022 |
|--|----------------------|----------------------|----------------------|----------------------|
| Revenue | | | | |
| Membership Dues | \$ 27,300.00 | \$ 27,300.00 | \$ - | \$ 27,825.00 |
| Membership Social Activities | \$ 7,560.00 | \$ 9,540.00 | \$ - | \$ 9,500.00 |
| <i>Other Income</i> | | | | |
| Website advertising | \$ 750.00 | \$ 1,500.00 | \$ - | \$ 1,500.00 |
| Interest Income | \$ 415.47 | \$ 11.66 | \$ - | \$ 425.00 |
| Miscellaneous Revenue | \$ - | \$ - | \$ - | \$ - |
| Total Revenue | \$ 36,025.47 | \$ 38,351.66 | \$ - | \$ 39,250.00 |
| Expenses | | | | |
| <i>Operational Expenses</i> | | | | |
| Executive Director | \$ 8,141.69 | \$ - | \$ - | \$ 10,000.00 |
| Association Coordinator | \$ - | \$ - | \$ - | \$ - |
| Meetings (All Members, Directors) | \$ 376.80 | \$ 495.05 | \$ - | \$ 500.00 |
| AGM | \$ 1,883.86 | \$ - | \$ - | \$ 500.00 |
| Cocktail Party | \$ 1,098.00 | \$ - | \$ - | \$ 6,000.00 |
| Golf Tournament | \$ 6,738.08 | \$ 13,880.89 | \$ - | \$ 14,000.00 |
| GCAO Awards & Trophies | \$ 143.00 | \$ 1,098.75 | \$ - | \$ 1,100.00 |
| <i>Administrative Expenses</i> | | | | |
| Web Site Service | \$ 1,119.13 | \$ 1,180.10 | \$ - | \$ 1,300.00 |
| Advertising and Promotion | \$ 1,013.14 | \$ 4,074.08 | \$ - | \$ 2,500.00 |
| Insurance | \$ 918.00 | \$ 1,080.00 | \$ - | \$ 1,080.00 |
| Accounting and Legal (Consultant) | \$ - | \$ 2,454.99 | \$ - | \$ 5,000.00 |
| Office Supplies | \$ - | \$ 176.97 | \$ - | \$ 100.00 |
| Printing and Reproduction | \$ - | \$ 900.12 | \$ - | \$ 400.00 |
| Courier and Postage | \$ - | \$ 1,017.00 | \$ - | \$ 50.00 |
| Bank Charges | \$ 77.64 | \$ 77.93 | \$ - | \$ 100.00 |
| Total Expenses | \$ 21,509.34 | \$ 26,435.88 | \$ - | \$ 42,630.00 |
| Excess Revenue over Expenses | \$ 14,516.13 | \$ 11,915.78 | \$ - | \$ (3,380.00) |
| Member's Equity - Beginning of Period | \$ 98,710.65 | \$ 113,226.78 | \$ 125,142.56 | \$ 125,142.56 |
| Member's Equity - End of Period | \$ 113,226.78 | \$ 125,142.56 | \$ 125,142.56 | \$ 121,762.56 |



10:13 AM

01/19/22

Accrual Basis

General Contractors Association of Ottawa

Profit & Loss

January through December 2021

| | <u>Jan - Dec 21</u> |
|---------------------------------|---------------------|
| Ordinary Income/Expense | |
| Income | |
| Investments | |
| Interest-Savings, Short-term CD | 11.66 |
| Total Investments | 11.66 |
| Other Types of Income | |
| Miscellaneous Revenue | 1,500.00 |
| Total Other Types of Income | 1,500.00 |
| Program Income | |
| Membership Dues | 27,300.00 |
| Membership Social Activities | 9,540.00 |
| Total Program Income | 36,840.00 |
| Total Income | 38,351.66 |
| Gross Profit | 38,351.66 |
| Expense | |
| Administration Expenses | |
| Bank Service Charges | 77.93 |
| Insurance | 1,080.00 |
| Total Administration Expenses | 1,157.93 |
| Contract Services | |
| Accounting Fees | 2,454.99 |
| Total Contract Services | 2,454.99 |
| Marketing Expenses | |
| Advertising, Promo & Photograph | 4,074.08 |
| AGM | 0.00 |
| Director Meetings | 495.05 |
| GCAO Awards and Trophies | 1,098.75 |
| Golf Tournament | 13,880.89 |
| Total Marketing Expenses | 19,548.77 |
| Operations | |
| Courier & Postage | 1,017.00 |
| Office Supplies | 176.97 |
| Printing and Copying | 900.12 |
| Web Site Services | 1,180.10 |
| Total Operations | 3,274.19 |
| Total Expense | 26,435.88 |
| Net Ordinary Income | 11,915.78 |
| Net Income | 11,915.78 |



10:27 AM

01/19/22

Accrual Basis

General Contractors Association of Ottawa
Balance Sheet
As of December 31, 2021

| | <u>Dec 31, 21</u> |
|---------------------------------------|--------------------------|
| ASSETS | |
| Current Assets | |
| Chequing/Savings | |
| Chequing Account | 50,889.48 |
| GIC / Money Market Investments | 41,451.94 |
| Powerchequing Account | 33,098.15 |
| Total Chequing/Savings | <u>125,439.57</u> |
| Other Current Assets | |
| Undeposited Funds | 2.99 |
| Total Other Current Assets | <u>2.99</u> |
| Total Current Assets | <u>125,442.56</u> |
| TOTAL ASSETS | <u>125,442.56</u> |
| LIABILITIES & EQUITY | |
| Liabilities | |
| Current Liabilities | |
| Accounts Payable | |
| Accounts Payable | 300.00 |
| Total Accounts Payable | <u>300.00</u> |
| Total Current Liabilities | <u>300.00</u> |
| Total Liabilities | 300.00 |
| Equity | |
| Opening Balance Equity | 81,539.97 |
| Unrestricted Net Assets | 31,686.81 |
| Net Income | 11,915.78 |
| Total Equity | <u>125,142.56</u> |
| TOTAL LIABILITIES & EQUITY | <u>125,442.56</u> |



TENDERING PRACTICES REPORT – By Alessandro Guarna

The GCAO Tendering Practices Committee continues to promote adherence to approved industry standards and fair and equitable practices in competitive tendering and contract administration.

As the pandemic continues to play its course, we've seen some significant issues crop up in tendering that continues to frustrate our members and imbalance the risks towards General Contractors in favour of Project Owners and Consultants.

We remind our members to speak up when encountering unfair, unacceptable, or even unenforceable clauses. Together our collective voices are stronger as evidenced by the successes noted below.

1. Canada Food Inspection Agency (CFIA) – Retender and Boycott

In November of this year, a member firm brought forward a bizarre situation to the Association. The CFIA has gone to tender for a simple window / door replacement project and after the tender closed the consultant was so shocked that the cost was far greater than the anticipated budget that he scheduled a meeting with the bidders to try and get clarity on why the pricing was so far off. At the meeting, budgets were suggested, and some pricing details were provided.

A month later, the same tender with no revisions was redistributed out to the bidders except that several notable window and door suppliers were added to the list of approved bidders and now the GCs pricing and client budgets were available and known to most bidders.

The client was advised by the bidders of their frustration in this process, as well as the OCA responded to the procurement authority to provide their scorn of this practice. The GCAO engaged the Office of the Procurement Ombudsman to review if they could lend any weight to the situation and were happy to be provided some interesting feedback on the complaint process and the potential financial remuneration involved by successfully defending a complaint against a public procurement body.

Eventually, at the request of the GCAO, member firms agreed to boycott the retender, and so the Owner was forced to cancel it and deliberate on how to move forward with the project.

The GCAO thanks our members who were involved for their cooperation in standing up against unethical tendering practices.

2. Various School Boards – Unforeseen Conditions Clauses

It was noted by several firms the many school board tenders had quietly inserted the following clause relating to unforeseen conditions and the General Contractors responsibilities for dealing with such.

In the clause, which differs depending on the School Board, but is generally similar in contract language, it notes that GCs having completed a mandatory site visit, are therefore aware of all conditions seen and unforeseen relating to the tender and therefore are responsible to include all these conditions in their bid price / schedule.

Obviously, the GCAO vehemently rejects such a clause in all its forms and have written a complete Position statement on why these clauses are unfair and unenforceable and therefore should be removed.



At this time, we are gathering information from various school boards in an effort to schedule individual meetings with their procurement teams to discuss this clause among others and have constructive discussions on achieving better tendering outcomes. We look forward to providing updates on this over the next year.

3. +VG Architects – Smiths Falls Town Hall Project – Warranty Holdback

A few weeks ago, a member firm brought to our attention regarding a 1% warranty holdback clause in the recently closed Smiths Falls tender. The clause indicated that an additional 1% holdback would be held from the General Contractor for up to 2 years after the completion of the project (or longer) to address warranty claims and/or deficiencies in work.

The GCAO does not support clauses of this type for a variety of reasons including:

- Generally GC's provide bonds and take on the majority of the risk on the project;
- the clause defeats the purpose of even obtaining warranty letters;
- depending on the size of the project, a straight percentage of funds held back can be grossly in excess of the value of the warranty coverage needed;
- it is a nightmare to administer for subtrades (especially those who are first to complete their portion of the work (concrete, etc...)) resulting in a lack of subtrade interest, or arguments when the subtrade work is complete, or simply higher prices;
- In our experience, there are often disputes about whether an item is covered under warranty or simply due to owner abuse.
- A simple compromise (and industry best practice) would be to hold a reasonable amount of funds for identified deficiencies including an allowance of 150% of the estimated cost to correct said item.

As we have tackled this type of clause before – most notably regarding Carleton University projects, we are planning to set up a meeting with representatives of +VG Architects to try and remove this clause entirely. At this time no meeting dates have been scheduled.



COMMUNICATIONS REPORT - by Jarret Brown

The GCAO Communications portfolio includes the preparation and distribution of newsletters and special announcements to communicate the Association's activities and other relevant information to members.

The portfolio also continues to serve as the liaison with external construction trade publications, business editors and other media serving the Ottawa Region, providing them with information concerning the Association's activities as circumstances warrant. In the past, Construction Comment and the Ottawa Construction News have been especially helpful in their coverage of GCAO activities.

The newsletter distributed to the membership by email is also made available to the public on the GCAO website. The GCAO also distributes the newsletter and special bulletins to its sister associations that include the Ontario General Contractors Association, Canadian Construction Association, Ottawa Construction Association, Consulting Engineers of Ontario, International Facilities Management Association, Ottawa Regional Society of Architects, and the Building Owners and Managers Association.

This year, three newsletters were issued via email to members: A Q1 newsletter was issued in April, a Q2 newsletter was issued in June and the Q3 Update was issued in October.

The newsletter continues to serve as the primary communication tool to communicate the activities of the Association to its members.

In accordance with the board's goal to increase the amount of communication with its' members, and in response to the ongoing issues associated with the Covid-19 pandemic, a number of additional correspondences were issued throughout 2021 as well:

- An update was provided on increased Inspections by the MOL and their H&S Blitz on COVID-19 protocols
- A "Quick Update" was provided containing a 2021/2022 City of Ottawa Tender Forecast and also important information on the eligibility of Construction sector workers for COVID-19 vaccination.
- Correspondence containing an update on the OCA's Coalition on Change Order Markups was issued
- A notice to members regarding the Skills Advance Ontario program in association with Algonquin College

It is the intention of the board to maintain this increased level of communication through 2022 and as there are further developments with any Covid-19 related items which may impact the construction industry in Ottawa.



ENTERTAINMENT REPORT – by Matt Swann

The various events organized by our Entertainment Committee provide opportunities to socialize with our peers, network and develop new business relationships, as well as showcasing the many talents within our organization. The Entertainment Committee is responsible for planning, budgeting, and organizing social events including: the Annual General Meeting (AGM), The Annual Reception/Cocktail Party and the Golf Day, which also includes the semi-annual General Meeting (SAGM). This year's social events were disrupted by the COVID-19 pandemic. Unfortunately, our annual cocktail party had to be cancelled on short notice and we were all disappointed to forgo this highly anticipated event.

The 2021 AGM took place virtually this year in light of provincial lockdowns. The online AGM was a good way to safely update our members and we had a surprisingly good turn out.

The golf tournament and SAGM took place on September 17th at the eQuinelle Golf Club. 2021 attendance was a big improvement on the previous year with 64 golfers. We were able to bring back on-course contests like closest to the hole and longest drive. Most golfers enjoyed a cold beer on the outdoor patio after the round, at which time written copy of the semi-annual report was distributed and a brief summary of the past 6 months activities.

2021 was the GCAO's 50th Anniversary!

Although we were unable to get together and celebrate in person at the annual cocktail event the board distributed new Membership Certificates along with a set of commemorative coffee mugs. The certificates will continue with a certificate program for new members and to distribute annual seals to existing members. The seals can be added to the border of your certificate. Please ensure your contact information is up to date for 2022.

Thanks for your continued involvement in our social events and we welcome any feedback you may have to make these gatherings more enjoyable.

Upcoming GCAO Events:

| | | |
|---------------------------------|---------------------------------|----------------------------|
| 2022 Annual General Meeting | January 26 th , 2022 | Virtual Meeting (MS Teams) |
| Annual Reception/Cocktail Party | Summer 2022 | Rideau Club |
| Annual Golf Day/AGM | September 2022 | TBD |



WEB SITE / EDUCATION LINKS REPORT – by Jordan Latimer

The Association's website is designed to promote our upcoming events, awards, newsletters and pictures. Over the last year our website has been updated with the primary objective of informing all general contractors of what is happening in the construction industry, while also celebrating the 50th anniversary of the GCAO. A page listing all members and relevant contact information was added to the site for the first time as well.

We continue to welcome and encourage professional firms to advertise on our website, including lawyers, insurance companies, bonding, and accounting. Thank you to Petrela Winter and Associates Bonding and Risk Advisors who continue to advertise with us, as well as the Ontario Construction News group who was a new advertiser on our website this year. Their support is greatly appreciated.

With the goal of improving communication with our members and ensuring all are kept informed, the Association will continue to strive to refresh our website annually. The association would also like to thank MBC's Manjot Singh for his efforts over the last year in assisting to maintaining the Association's website for us.

Please continue to visit our website regularly at www.gcaottawa.com for current news and information.



OTTAWA CONSTRUCTION ASSOCIATION (OCA) TENDERING PRACTICES COMMITTEE LIAISON REPORT – by Matthew Swann

Over the last year our Association has continued to work very closely with the Ottawa Construction Association (OCA) by meeting regularly to discuss broader issues in procurement, new trends in tendering practices, meeting with larger procurement authorities and building new relationships and improving project success for all stakeholders in the industry.

This year our two associations have continued to achieve successes in working together to tackle major items in dealing with the challenges faced by the COVID-19 pandemic. We greatly appreciate the assistance the OCA provides to our association and thank them for their support.

City of Ottawa

The GCAO once again participated in the quarterly meetings held jointly between the City and the OCA. Items of note included the following:

1. Change Order Maximum Markups

The City of Ottawa currently adopts a maximum change order markup policy when multiple subtrades are involved – they must all share a 20% maximum markup cap. This item has been under review for several years now.

In connection with our Coalition on Change Order Markups, and our efforts to lobby large procurement bodies to make markups fair and reasonable, we once again presented our series of arguments regarding this punitive clause and what happens in real-world scenarios when markups are capped.

While the City were receptive in understanding our concerns, they have elected not to make a change on this item at this time.

They agreed they would review the clause again within their broader spectrum as they are currently reviewing their path to adopting the new CCDC-2020 contract. We encouraged the City to review any new supplementary conditions arising from this review with our industry group to solicit our important feedback since we may or may not support them.

2. Rejected Shop Drawings Clauses

Once again, a member firm brought forward another tender with the rejected shop drawing clause, whereby the consultant reserves the right to charge the GC via a credit change order if their shop drawings are rejected and multiple reviews are required.

Although we thought we had settled this issue, it appears that the City felt like it was important for them to include as a safeguard from inexperienced or inattentive contractors who are costing them money by wasting their consultant's time.

We therefore suggested alternative wording to the clause that more clearly defines the circumstances in which an owner / consultant can charge back a GC for continuing to fail to submit proper shop drawings. The revised clause suggests a charge if “three or more reviews are required due to reasons of Contractor omissions”. We felt this language was more



appropriate over the original. Members are encouraged to flag any tenders which are not updated for this wording to have it revised.

3. Updates to VPM Program

Finally, the GCAO attended a Year-End update to the VPM program to provide feedback on the program. One item of note related to the transparency of the winning bidder. Currently, the unofficial tender results are provided and then the VPM adjusted results are provided, but there is no explanation of how a bidders' VPM score or Early Payment Discount are used to determine how the bidders are ranked. In many cases, bidders have been outranked by having a better VPM score, providing an Early Payment Discount, or a combination of both, but the process is unclear to all bidders.

It was suggested by the GCAO to be more transparent in this process by providing details on these items, or at the very least, flag with a note how the rankings were adjusted (V = VPM Score, E = Early Payment Discount, or something of that nature) to provide more feedback to losing bidders, especially if they are the lowest price.

BGIS

In Fall of this year members of the GCAO and OCA met virtually with the procurement team at BGIS to talk about the state of the industry, and other changes at BGIS and their procurement processes. Notable items included:

- Discussing the bid acceptance timelines being too long to facilitate the rapidly evolving price escalations;
- Supply challenges, and the need for flexibility in design and product selection as well as contract types (consider CM or Design-Build) where there is uncertainty in design and cost.
- Change order markups too low, and unrealistic schedules and budgets resulting in many good contractors running for the hills;
- Report on the success of their VPM system;
- Security Clearance concerns.

Overall, it was a positive discussion that we felt had an impact that their team agreed to take back and review at a higher level.



MEMBERSHIP REPORT – by Shawn Berube

With the 2021 year behind us, the GCAO closed out the year with adding one more member firm to the Association since our semi-annual AGM update. We would like to welcome Bird Construction to the GCAO. We would also like to thank them for trusting the Association to support them with the Ottawa market.

As we begin our 51st year as an Association, the GCAO currently sits at 53 members strong.

We ask that all member firms continue to be diligent in contacting the association when new general contractors associated within the ICI sector are seen working in our local area or bidding on local projects. The board will approach the general contracting companies to discuss the benefits that accompany membership to the GCAO.

As the GCAO represents 53 firms, both large and small, the GCAO can speak with authority when addressing tendering practices, and when voicing our concerns with, design consultants, project management firms, other associations and most importantly, tendering authorities. The more diverse our membership can remain, the greater our impact can be felt in the industry. Our membership is then able to benefit from having the weight of our entire local industry behind the goals and initiatives of the Association.

As the industry seems to be facing unprecedented times ahead, we will continue to strive to grow the GCAO membership to provide strength and value for all members.



NOMINATING COMMITTEE REPORT - by Shawn Berube

The GCAO has one outgoing Director as we prepare the assembly of the new Board of Directors for 2022.

Shawn Berube will be vacating the role of Past-President. Shawn Berube has served the Board since 2017, including the roles of President in 2020 and Past President in 2021.

The Board also saw the departure of Stephanie Brunet early in the 2021 year. We would like to thank Stephanie for all her work and dedication during her time on the Board. Stephanie's departure resulted in a call to member firms to engage interest of those who would like to assist the GCAO in a bigger capacity. We saw a great turnout of interested individuals and would like to thank all of those who volunteered for the roles. This appeal resulted in Daniel Carley and Chris Markell joining the board in the spring of 2021.

Returning Directors to the Board for 2022 are: Alessandro Guarna as Past-President, Matthew Swann as President, Jordan Latimer, Jarret Brown, Douglas Drevniok, Daniel Carley, and Chris Markell. The remaining offices of 1st Vice President, 2nd Vice President, Treasurer and Secretary are to be assigned at our first Directors meeting on Friday.

Over the majority of the 2021 year, the Board operated with a full 8 Directors. With the departure of Shawn Berube, the Board has solicited membership for interest in filling the immediate vacancy on the Board. This has resulted in the nomination and election of Leigh Fuller of Thomas Fuller Construction as a director of the GCAO. We look forward to working with Leigh during her tenure with the Association.

Therefore, the proposed 2022 Board of Directors are:

- | | | |
|----------------------|---|----------------|
| 1. Alessandro Guarna | - | Past-President |
| 2. Matthew Swann | - | President |
| 3. Jordan Latimer | - | Director |
| 4. Jarret Brown | - | Director |
| 5. Douglas Drevniok | - | Director |
| 6. Daniel Carley | - | Director |
| 7. Chris Markell | - | Director |
| 8. Leigh Fuller | - | Director |



INCOMING PRESIDENT'S REMARKS – by Matthew Swann

Firstly, I would like to thank and truly recognize Past-President Alessandro Guarna for all his hard work and dedication to the Association and everything that it stands for. Sandro, showed a lot of character and commitment as President in 2021. He worked hard to advocate for members by addressing tendering disputes and liaising with the OCA and several buyer groups. He was able to score a big win early in the year with successful negotiations with the French school board in regards to change order mark-ups - among many other items. Sandro, I commend your efforts!

I also want to recognize outgoing Past-President Shawn Berube, who completes his tenure on the Board this year. Shawn continued to bring a well rounded and professional presence at all of our meetings and events. He also brought on 2 new members to the organization this past year with Xpertek and Bird Construction. Thanks for your time, Shawn!

To our Members: it is truly an honour to be serving you during the Association's 51st year. Like many of you I am very optimistic for 2022 as we begin to see the light at the end of the pandemic. The state of the construction industry in Ottawa poses many opportunities for our organization and its individual members. As President I endeavor to provide resources for our membership on some of the major issues facing general contractors this year.

Since our last AGM the Ottawa area has seen challenges shift from PPE shortages and closures to rapid price escalations, vaccine mandates and resource shortages. The demand for construction workers currently exceeds the supply and many expect this to continue for some time. As an organization I hope that we can work together to take advantage of the increase in demand with our tender practices committee advocating for improved contract terms with major buyers. The GCAO is also working to assist our members with navigating labour and material shortages by providing educational resources. Sandro has arranged for Samira Afrand from Algonquin College to deliver a presentation on construction training programs at tonight's event.

This year, my personal challenge will be to improve member engagement and networking opportunities in the following ways

- Regular email updates on the board's activities or educational resources and articles
- Rescheduling the Cocktail party for June 2022 to improve the chances of an in-person event
- Creating an email form on our website for existing and prospective members to contact the board
- Make an effort to re-establish regular meetings with major regional customers like schools, BGIS, Ottawa hospital, City of Ottawa and Public procurement groups.

I look forward to serving as GCAO president and connecting with all of our members this year. I hope you will take the time to introduce yourselves and bring forward any issues or experiences that are relevant to you and your individual firms.

Sincerely,

Matthew Swann
GCAO President – 2022

Email: mswann@gcaottawa.com

Cell: 613.403.0044



MEMBERSHIP REFERENCE MATERIAL



PROFILE OF THE GCAO

The General Contractors Association of Ottawa was founded in 1971 and was granted Letters of Patent by the Government of Ontario in 1982.

Its principal "Objectives" include the following:

- To foster and advance General Contractors' business interests.
- To promote fair and equitable tendering and contract administration procedures.
- To liaise with owners, architects and consulting engineers.
- To promote at all levels of government desirable legislation and regulations affecting the membership.
- To provide useful information flow to the management of member firms.

The GCAO conducts joint meetings on tendering practices and contract provisions with the regional municipal governments, federal departments, educational institutions, and hospital boards.

The GCAO provides General Contractors representation on BILDCO-OTTAWA, a joint committee with the Ottawa Regional Society of Architects and the Ottawa Chapters of Consulting Engineers of Ontario, Building Owners and Managers Association and International Facilities Management Association.

The GCAO makes representations on a project basis over infractions of approved tendering practices such as:

- Specified use of obsolete CCDC contract forms.
- Inadequate mark-ups for additional work.
- Excessive Supplemental General Conditions.

The GCAO hosts an Annual Reception at which members mingle informally with owners, politicians, public officials, architects and consulting engineers.

The GCAO conducts two General Membership Meetings and two social events each year.

The GCAO issues two semi-yearly newsletters to the membership, supplemented by special bulletins as appropriate.

The GCAO sponsors an Integrity and Ethics Award to honour those who have demonstrated high standards in the industry.

The GCAO also sponsors a Project Awards Program to showcase outstanding construction works completed by member firms and the contribution of General Contracting to Ottawa's "quality of life."

The GCAO board of directors is representative of a cross-section of General Contractors in terms of size and specialties, each Director is responsible for a "portfolio".





REVISED BY-LAWS

BY-LAWS OF

THE GENERAL CONTRACTORS ASSOCIATION OF OTTAWA/ L'ASSOCIATION DES ENTREPRENEURS GÉNÉRAUX D'OTTAWA

EFFECTIVE JANUARY 26, 2011

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BY-LAWS OF

**THE GENERAL CONTRACTORS ASSOCIATION OF OTTAWA/
L'ASSOCIATION DES ENTREPRENEURS GÉNÉRAUX D'OTTAWA**

EFFECTIVE JANUARY 26, 2011

ARTICLE 1 - HEAD OFFICE

The Head Office of the Corporation shall be in the City of Ottawa, Province of Ontario, and at such place therein as the directors may from time to time determine.

ARTICLE 2 - SEAL

The seal, an impression whereof is stamped in the margin hereof, shall be the corporate seal of the Corporation.

ARTICLE 3 - MEMBERSHIP

SECTION 1 - MEMBERSHIP CLASSES

There shall be two classes of memberships in the Corporation: active members and life members.

Active membership in the Corporation shall be open to any person or firm engaged in general contracting in the construction industry within the geographical area as determined by the directors from time to time to be Ottawa and the surrounding area and for purposes of these by-laws eligibility for membership shall be limited to those contractors who normally take prime contracts in the construction industry.

Application for active membership shall be made in the following manner:

- a) in writing upon the form adopted and provided by the Corporation to be signed by the applicant or its authorized representative and accompanied by annual dues and any other special assessment in force at the time of the application.
- b) any application submitted shall have the approval of an active member as proposer and countersigned by a member of the Board of Directors.

Each member shall promptly be informed by the **President or some other Officer** of his admission as a member.

Each member in good standing shall be entitled to one vote on each question arising at any special or general meeting of the members. Corporations, partnerships and other legal entities may vote through a duly authorized proxy.

Members may resign by resignation in writing which shall be effective upon acceptance thereof by the Board of Directors.

In case of resignation, a member shall remain liable for payment of any assessment or other sum levied or which become payable by him to the corporation prior to acceptance of his resignation.



Life Membership - Upon the recommendation of the Board of Directors presented to the membership at any general meeting, the membership may elect any person or firm to be a life member of the Corporation. Life membership will be granted normally only as an expression of the Corporation of its appreciation for distinguished services to or in the interests of the Corporation. Any person or firm being granted life-membership status thereby ceases to be an active member. There shall be no fees attached to life memberships.

SECTION 2 - OBLIGATIONS OF MEMBERSHIP

All members of the Corporation shall be subject to the Letters Patent, Supplementary Letters Patent and by-laws of the Corporation as may from time to time be in force.

SECTION 3 - FEES AND DUES

The annual dues and other special assessments from time to time shall be determined by the Board of Directors. Such amounts shall become due and payable within 30 days of presentation of invoice. Members in default shall automatically cease to be members of the Corporation, but any such members may on payment of all unpaid dues or fees be reinstated by unanimous vote of the Board of Directors.

SECTION 4 - DUES FOR NEW MEMBERS

Upon welcoming a new member firm into the General Contractors Association of Ottawa with more than six months remaining in the fiscal year, the new member will be required to pay the membership dues in full. Their following invoice for the next year will then be credited by prorating the cost of the dues to reflect the amount of time the new member firm enjoyed membership in the previous year. If less than six months remain in the fiscal year at the time a new member were to join the General Contractors Association of Ottawa, the new member will not be invoiced for that effective year yet will be invoiced for full fees in the following year.

ARTICLE 4 - BOARD OF DIRECTORS

SECTION 1 - COMPOSITION AND TENURE

The affairs of the Corporation shall be managed by a Board of Directors occupying the following offices:

- Past President
- President
- First Vice-President
- Second Vice-President
- Secretary
- Treasurer
- Director
- Director
- Director

At the Board's discretion it may seek the active involvement of an "Executive Director" and that of an "Ex officio Member" as may be required for guidance, expertise and execution of duties.

Each of the above at the time of their election or within 10 days thereafter and throughout his term of office shall be either a member (where the member is a body corporate), or an executive officer of a member (where the member is a body corporate), of the Corporation.

For purposes of this paragraph an executive officer shall mean a corporate officer or manager; a



person holding an important position in an executive capacity with discretionary authority; or a person acting as a local agent or branch representative of a member. Each director shall be elected to hold office until the first annual meeting after he shall have been elected or until his successor shall have been duly elected and qualified. The whole board shall be retired at each annual meeting but shall be eligible for re-election if otherwise qualified. The election may be by show of hands unless a ballot be demanded by any member. The members of the Corporation may, by resolution passed by at least two-thirds of the votes cast at a general meeting of which notice specifying the intention to pass such resolution has been given, remove any director before the expiration of his term office, and may, by a majority of votes cast at that meeting, elect any person in his stead for the remainder of his term.

It is intended that the person who shall rise to the position of President is to be proposed by the Nominating Committee and to be elected by the Board of Directors.

The current Board of Directors will vote on the proposed following year's board, as presented by the Nominating Committee, at least ten days prior to the annual general meeting. If there are more nominees than positions available on the board, a vote **by members at the Annual General Meeting** will be held with the successful nominees being installed on the board in the position(s) available.

The desired tenure of a GCAO Director rising to the level of President should be served in the following succession:

- Year 1 Secretary, Treasurer or Director
- Year 2 Second Vice-President
- Year 3 First Vice-President
- Year 4 President
- Year 5 Past President

SECTION 2 - VACANCIES

Notwithstanding Article 4, Section 1 hereof, a director ceases to be a director and his position shall be deemed vacated immediately upon the occurrence of any of the following:

- a) the becomes bankrupt or suspends payments or compounds with his creditors or makes an assignment for the benefit of his creditors;
- b) he or the member of the corporation he represents ceases to be a member of the corporation or he terminates his employment with the member of which he is an executive officer; and
- c) by Notice in writing to the corporation he resigns his office.

SECTION 3 - FILLING OF VACANCIES

Vacancies of the Board of Directors, however caused, may so long as a quorum of directors remain in office, be filled by the directors from among the qualified members of the Corporation, if they shall see fit to do so, otherwise such vacancy shall be filled at the next annual meeting of the members at which the directors for the ensuing year are elected, but if there is not a quorum of directors, the remaining directors shall forthwith call a meeting of the members to fill the vacancy. If the number of directors is increased between the terms, a vacancy or vacancies, to the number of authorized increases, shall thereby be deemed to have occurred, which may be filled in the manner above provided.

SECTION 4 - QUORUM AND MEETINGS

A majority of the directors shall form a quorum for the transaction of business. Except as otherwise required by law, the Board of Directors may hold its meetings at such place or places as it may from time to time determine. No formal notice of any such meeting shall be necessary if all the directors are



present, or if those absent have signified their consent in writing to the meeting being held in their absence. Directors' meetings may be formally called by the President or a Vice-President or by the Secretary on direction of the President or a Vice-President, or by the Secretary on direction in writing of two directors. Notice of such meetings shall be delivered to Board Members via facsimile or electronic mail in excess of four days prior to the proposed meeting date. Confirmation of attendance is required by the Board Members by way of facsimile or electronic mail two days in advance of the proposed meeting date. Regular meetings are to be held on the last regular working Friday of each month. The Board shall not meet less than nine times in its term.

SECTION 5 - ERROR OR OMISSION IN NOTICE

No error or omission in giving such notice for a meeting of directors shall invalidate such meeting or invalidate or make void any proceedings taken or had at such meeting and any director may at any time waive notice of any such meeting and may ratify and approve of any or all proceedings taken or had thereat.

SECTION 6 - VOTING

Questions arising at any meeting of directors shall be decided by a majority of votes. In case of an equality of votes, the Chairman, in addition to his original vote, shall have a second or casting vote. All votes at any such meeting shall be taken by ballot if so, demanded by any director present, but if no demands be made, the vote shall be taken in the usual way by assent or dissent. A declaration by the Chairman that a resolution has been carried and an entry to that effect in the minutes shall be admissible in evidence as prima facie proof of the fact without proof of the number or proportion of the votes recorded in favour of or against such a resolution. In the absence of the President his duties may be performed by the First Vice-President or such other director as the board may from time to time appoint for the purpose.

SECTION 7 - POWERS

The directors of the Corporation may administer the affairs of the Corporation in all things and make or cause to be made for the Corporation, in its name, any kind of contract which the Corporation may lawfully enter into and, save as hereinafter provided, generally may exercise all such other powers and do all such other acts and things as the Corporation is by its charter or otherwise authorized to exercise and do.

Without in any way derogating from the foregoing, the directors are expressly empowered, from time to time, to purchase, lease or otherwise acquire, alienate, sell, exchange or otherwise dispose of shares, stocks, rights warrants, options and other securities, lands, buildings and other property, movable or immovable, real or personal, or any right or interest therein owned by the Corporation, for such consideration and upon such terms and conditions as they may deem advisable.

SECTION 8 - REMUNERATION OF DIRECTORS

The directors shall receive no remuneration for acting as such.

SECTION 9 - BOARD ATTENDANCE

Should any one of the directors miss three consecutive meetings, the Board of Directors has the right to address this matter as an issue of new business at a regular meeting openly. The Board Member may face expulsion at the discretion of the remaining Board Members.

SECTION 10 - BOARD ASSIGNMENTS

Activities which are to be performed by the General Contractors Association of Ottawa are generally to be executed by its directors through either their appointment as an officer, or their adoption of a



portfolio, or their appointment to a committee or sub-committee. Committee and sub-committees will be formed and served on an as required basis; the ongoing portfolios which are to be adopted by the various directors are normally to include the following:

- Tendering Practices
- Attendance to the Ottawa Valley Bid Depository Board
- Entertainment
- Membership
- Integrity and Ethics Award
- Nominating
- Communications
- GCAC

Portfolios may be added to or deleted from the above list as the Board deems necessary.

An individual who is not an executive officer of a member firm may also be eligible for nomination as a director of the association provided he has held a position of authority in the company for five years or more and the said company provides a letter to the association's president authorizing the nominee to act on the company's behalf as a director of the association. There shall be no restriction on the number of times a member firm has representation on the Board of Directors of the association, but the firm may have only one representative on it at any one time.

ARTICLE 5 - NOMINATION AND ELECTION

Before the annual meeting of the membership, the President shall request of the nominating committee consisting of the Past President and either of the First or Second Vice-Presidents:

- a) to receive nominations for and conduct the election of the Board of Directors;
- b) to verify the eligibility of nominees for office;
- c) to ascertain the willingness of nominees to accept and perform the duties of any office to which they may be elected; and
- d) to report to the meeting the names of all such nominees.

Nominations for all offices filed with the Committee shall be in writing, signed by a nominator and seconder, each of whom shall be a member of the Corporation authorized to vote at the meeting. Nominations must be received prior to 8:00 p.m. **ten days** prior to the date set for the annual meeting.

ARTICLE 6 - OFFICERS AND DUTIES

SECTION 1 - OFFICERS OF CORPORATION

There shall be a President, a First Vice-President, a Second Vice-President, an immediate Past President, Secretary and Treasurer and such other officers as the Board of Directors may determine by by-law from time to time. One person may hold more than one office except the offices of President and First or Second Vice-President. The President and First and Second Vice-Presidents shall be elected by the Board of Directors from among their number at the first meeting of the board after the annual election of such Board of Directors, provided that in default of such election the then incumbents, being members of the board, shall hold office until their successors are elected. The other officers of the Corporation need not be members of the board and in the absence of written agreement to the contrary, the employment of all officers shall be settled from time to time by the board.



SECTION 2 - NO DISCRIMINATION

The affairs of the Corporation shall be managed in such a way that there is no discrimination against any person because of his race, creed, colour, nationality, ancestry, or place of origin, and no person or persons acting on behalf of the Corporation shall act in a manner that is arbitrary, discriminatory or bad faith in representation of any person or firm whether or not such person or firm is a member of the Corporation.

SECTION 3 - DUTIES OF PRESIDENT AND VICE-PRESIDENTS

The President shall, when present, preside at all meetings of the members of the Corporation and the board of directors. The President shall also be charged with the general management and supervision of the affairs and operations of the Corporation. The President with the Secretary or other officer appointed by the board for the purpose shall sign all by-laws and membership certificates. During the absence or inability of the President, his duties and powers may be exercised by the First Vice-President, and if the First Vice-President, or such other director as the board may from time to time appoint for the purpose, exercises any such duty or power, the absence or inability of the President shall be presumed with reference thereto. The President shall be an ex officio member of all committees.

SECTION 4 - DUTIES OF SECRETARY

The Secretary shall be ex officio clerk of the Board of Directors. He shall attend all meetings of the Board of Directors and record all facts and minutes of all proceedings in the books kept for that purpose. He shall give all notices required to be given to members and to directors. He shall be the custodian of the seal of the Corporation and of all books, papers, records, correspondence, contracts and other documents belonging to the Corporation which he shall deliver up only when authorized by a resolution of the Board of Directors to do so and to such person or persons as may be named in the resolution, and he shall perform such other duties as may from time to time be determined by the Board of Directors.

SECTION 5 - DUTIES OF TREASURER

The Treasurer, or person performing the usual duties of a Treasurer, shall keep full and accurate accounts of all receipts and disbursements of the Corporation in proper books of account and shall deposit all moneys or other valuable effects in the name and to the credit of the Corporation in such bank or banks as may from time to time be designated by the Board of Directors. He shall disburse the funds of the Corporation under the direction of the Board of Directors taking proper vouchers therefore and shall render to the Board of Directors at the regular meetings thereof or whenever required of him, an account of all of his transactions as Treasurer, and of the financial position of the Corporation. He shall also perform such other duties as may from time to time be determined by the Board of Directors.

SECTION 6 - DUTIES OF OTHER OFFICERS

The duties of all other officers of the Corporation shall be such as the terms of their engagement call for or the Board of Directors requires of them

ARTICLE 7 - EXECUTION OF DOCUMENTS

Deeds, transfers, licenses, contracts and engagements on behalf of the Corporation shall be signed by either the President or First Vice-President and by the Secretary, and the Secretary shall affix the seal of the Corporation to such instruments as require the same.



Contracts in the ordinary course of the Corporation's operations may be entered into on behalf of the Corporation by any two of the President, First Vice-President, and Treasurer or by any persons authorized by the board.

The President, First Vice-President, the directors, Secretary or Treasurer, or any one of them, or any person or persons from time to time designated by the Board of Directors may transfer any and all shares, bonds or other securities from time to time standing in the name of the Corporation in its individual or any other capacity or as a trustee or otherwise and may accept in the name and on behalf of the Corporation transfers of shares, bonds or other securities from time to time transferred to the Corporation, and may affix the corporate seal to any such transfers or acceptances of transfers, and may make, execute and deliver under the corporate seal to any and all instruments in writing necessary or proper for such purposes, including the appointment of an attorney or attorneys to make or accept transfers of shares, bonds or other securities on the books of any company or corporation.

Notwithstanding any provisions to the contrary contained in the by-laws of the Corporation, the Board of Directors may at any time by resolution direct the manner in which, and the person or persons by whom, any particular instrument, contract or obligations of the Corporation may or shall be executed.

ARTICLE 8 - COMMITTEES

The Board of Directors may establish such committees as it may deem advisable from time to time and shall determine the chairmanship, composition and terms of reference of all such committees. Unless otherwise specifically authorized by the board, committees shall conclude their activities and report to the board prior to the next annual general meeting of the membership.

ARTICLE 9 - FINANCE

SECTION 1 - BONDING

The signing officers and staff of the Corporation may be bonded in such sums as the Board of Directors may from time to time direct.

SECTION 2 - BOOKS AND RECORDS

The directors shall see that all necessary books and records of the Corporation required by the by-laws of the Corporation or by any applicable statute or law are regularly and properly kept.

SECTION 3 - AUDITOR

An auditor or firm of auditors shall be appointed at the annual meeting to make an annual audit of all accounts, books and vouchers of the Corporation and shall submit same to the Board of Directors through the Secretary in time for the annual meeting of the membership.

SECTION 4 - FINANCIAL YEAR

Unless otherwise ordered by the Board of Directors, the fiscal year of the Corporation shall terminate on the 31st day of December in each year.

SECTION 5 - CHEQUES, ETC.

All cheques, bills of exchange or other orders for the payment of money, notes or other evidences of indebtedness issued in the name of the Corporation, shall be signed by such officer or officers, agent or agents of the Corporation and in such manner as shall from time to time be determined by resolution of the Board of Directors and any one of such officers or agents may alone endorse notes and drafts for collection on account of the Corporation through its bankers, and endorse notes and cheques for



deposit with the Corporation's bankers for the credit of the Corporation, or the same may be endorsed "for collection" or "for deposit" with the bankers of the Corporation by using the Corporation's rubber stamp for the purpose. Any one of such officers or agents so appointed may arrange, settle, balance and certify all books and accounts between the Corporation and the Corporation's bankers and may receive all paid cheques and vouchers and sign all the bank's forms or settlement of balances and release of verification slips.

SECTION 6 - BORROWING

The directors may from time to time

- a) issue, sell or pledge securities of the Corporation; or
- b) borrow money on the credit of the Corporation; or
- c) charge, mortgage, hypothecate or pledge all or any of the real or personal property of the Corporation, including book debts, rights, powers, franchises and undertakings, to secure any securities or any money borrowed, or other debt, or any other obligation or liability of the Corporation.

From time to time the directors may authorize any director, officer or employee of the Corporation or any other person to make arrangements with reference to the moneys borrowed or to be borrowed as aforesaid and as to the terms and conditions of the loan thereof, and as to the securities to be given therefore, with power to vary or modify such arrangements terms and conditions and to give such additional securities for any moneys borrowed or remaining due by the Corporation as the directors may authorize, and generally to manage, transact and settle the borrowing of money by the Corporation.

ARTICLE 10 - ANNUAL AND OTHER MEETINGS OF MEMBERS

SECTION 1 - ANNUAL AND OTHER MEETINGS OF MEMBERS

The annual or any other general meeting of the members shall be held at the head office of the Corporation or elsewhere in Ontario as the Board of Directors may determine and on such day as the said directors shall appoint.

At every annual meeting, in addition to any other business that may be transacted, the report of the directors, the financial statement and the report of the auditors shall be presented and a Board of Directors elected and auditors appointed for the ensuing year and the remuneration of the auditors shall be fixed. The members may consider and transact any business either special or general without any notice thereof at any meeting of the members. The Board of Directors or the President or First Vice-President shall have power to call at any time a general meeting of the members of the Corporation. Membership at large and all invitees to annual general meetings; all members meetings; and special meetings will be notified by facsimile or electronic mail prior to ten days in advance of the date fixed for said meeting; provided that any meetings of members may be held at any time and place without such notice if all the members of the Corporation are present thereat or represented by proxy duly appointed, and at such meeting any business may be transacted which the Corporation at annual or general meetings may transact.

SECTION 2 - ERROR OR OMISSION IN NOTICE

No error or omission in giving notice of any annual or general meeting or any adjourned meeting, whether annual or general, of the members of the Corporation shall invalidate such meeting or make void any proceedings taken thereat and any member may at any time waive notice of any such meeting and may ratify, approve and confirm any or all proceedings taken or had thereat. For the purpose of



sending notice to any member, director or officer for any meeting or otherwise, the address of any member, director or officer shall be his last address recorded on the books of the Corporation.

SECTION 3 - ADJOURNMENTS

Any meeting of the Corporation or of the directors may be adjourned to any time and from time to time and such business may be transacted at such adjourned meeting as might have been transacted at the original meeting from which such adjournment took place. No notice shall be required of any such adjournment. Such adjournment may be made notwithstanding that no quorum is present.

SECTION 4 - QUORUM OF MEMBERS

Ten members present (which number shall include a minimum of one director) at any meeting of the members of the Corporation shall constitute quorum. If the quorum should not be present at the time specified for a meeting, such meeting may be adjourned for a period of not more than ten days notwithstanding absence of quorum. In the event that on the resumption of the meeting a quorum is still not present, the meeting shall proceed as if a quorum existed provided that in no case can any meeting be held unless there are two or more members present in person.

SECTION 5 - VOTING OF MEMBERS

Subject to the provisions, if any, contained in the Letters Patent of the Corporation, each member of the Corporation shall at all meetings of members be entitled to one vote and he may vote by proxy. Such proxy need not himself be a member but before voting shall produce and deposit with the Secretary sufficient appointment in writing from his constituent or constituents. No member shall be entitled either in person or by proxy to vote at meetings of the Corporation unless he has paid all dues or fees, if any, then payable by him.

At all meetings of members every question shall be decided by a majority of the votes of the members present in person or represented by proxy unless otherwise required by the by-laws of the Corporation, or by law. Every question shall be decided in the first instance by a show of hands, every member having voting rights shall have one vote, and unless a secret ballot be demanded, a declaration by the Chairman that a resolution has been carried or not carried and an entry to that effect in the minutes of the Corporation shall be admissible in evidence as prima facie proof of the fact in favour of or against such resolution. The demand for a secret ballot may be withdrawn, but if a secret ballot be demanded and not withdrawn, the question shall be decided by a majority of votes given by the members present in person or by proxy, and such secret ballot shall be taken in such manner as the Chairman shall direct and the result of such secret ballot be deemed the decision of the Corporation in general meeting upon the manner in question. In case of an equality of votes at any general meeting, whether upon a show of hands or at a secret ballot, the Chairman shall be entitled to a second or casting vote.

SECTION 6 - MEETINGS UPON REQUISITION

Notwithstanding Article 10, Section 1, the President shall upon requisition made in writing by any ten or more members stating in their requisition the nature of the business to be brought before the meeting, convene a general meeting of the membership upon five clear days notice to be given as provided in this by-law, but only the business set out in the requisition and mentioned in the notice calling the meeting shall be considered.

ARTICLE 11 - NOTICE

Whenever under the provisions of the by-laws of the Corporation, notice is required to be given, such notice may be given by either facsimile, electronic mail or registered mail in a prepaid, sealed wrapper addressed to the director, officer or member at his or their address as the same appears on the books



of the Corporation.

ARTICLE 12 - PROXY

All proxies shall be in writing under the hand of the appointer, or if such appointer is a corporation under its corporate seal attested to by at least one authorized officer, and no person shall be appointed a proxy who is not a member of the corporation or an employee of a member of the Corporation.

ARTICLE 13 - AMENDMENTS

By-laws shall only be amended by majority approval by the membership at large as voted upon at either of the Annual General Meeting or All Members Meeting or any special meeting attended by the membership at large. Proposed amendments approved for discussion by the Board of Directors shall be sent out to the membership at least ten days in advance of a General Membership Meeting. Amendments to proposed amendments may be proposed and voted on at the same General Membership Meeting.

ARTICLE 14 - DISCIPLINARY ACTION

If any member of the Corporation is accused of violating any provision in the Letters Patent, Supplementary Letters Patent or by-laws in force from time to time in any manner that is detrimental to the membership, such member shall be invited in writing to appear before the Board of Directors. If the board finds the accusation is substantiated it may suspend, expel or otherwise discipline the accused member. If the accused member declines to appear at the appointed time, the Board of Directors may proceed to take such action as it sees fit.

ARTICLE 15 - INTERPRETATION

In these by-laws and in all other by-laws of the Corporation hereafter passed unless the context otherwise requires, word importing the singular number or the masculine gender shall include the plural number or the feminine gender, as the case may be, and vice versa, and references to persons shall include firms and corporations.

ARTICLE 16 – COMPETITION ACT COMPLIANCE

The GCAO Board Members are to review the Competition Act and be aware of its contents. All Board Members are to conduct themselves with the utmost care to ensure that they are in compliance with the act at all times. The Past-President will assume the role as the Competition Act Moderator and will be the point of contact for any concerns that may arise with regards to the Competition Act during any Board meeting held by the Board of Directors. The Monitor must also ensure that no prohibited conversations occur during any Board meeting.

The act covers the following topics:

1. Conspiracy
2. Bid-Rigging
3. Price Fixing

Also, the GCAO shall not review or distribute any commercially sensitive information that is not available publicly to its Board Members or to the membership.





DIRECTORS' DUTIES

**THE GENERAL CONTRACTORS ASSOCIATION OF OTTAWA/
L'ASSOCIATION DES ENTREPRENEURS GÉNÉRAUX D'OTTAWA**

DIRECTORS' DUTIES

EFFECTIVE JANUARY 26, 2011

PRESIDENT

- Call (including the preparation of agendas) and preside over, when present, all meetings of the Association and its Board of Directors.
- Be responsible for the general management and supervision of the affairs and operations of the Association in accordance with its goals and objects, and policies adopted by the Board of Directors.
- Provide leadership in the initiation of new policies and programs and act as the Association's principal spokesman.
- Exercise primary authority in the signing of the Association's financing instruments, contracts and certificates of membership, and send letters of welcome to new members and "sunset" letters to those whose membership is ending.
- Receive nominations for the Association's Integrity and Ethics Award and present the award to a candidate approved by the Board of Directors.
- Review emails sent to aquarna@gcaottawa.com and delegate who will respond.

FIRST VICE-PRESIDENT

- Assume, in the President's absence, his duties and functions.
- Administer the Tendering Practices portfolio on behalf of the Association.

SECOND VICE-PRESIDENT

- Assume, in the absence of the President and First Vice-President, their duties and functions.

IMMEDIATE PAST PRESIDENT

- Serve as chair of the Association's Nominating Committee.
- Assume, in the absence of the President and Vice-Presidents, their duties and functions.
- Administer the Project Awards Program

SECRETARY

- Distribute to the Association's membership the Notice and Agenda for all Annual General Meetings or other general membership meetings.
- Record and distribute the minutes of the Board of Directors and of the Annual General Meeting and other general meetings.



- Maintain the official records and the seal of the Association.
- Ensure that one copy of all minutes and associated material and other records of lasting importance is compiled at year-end and deposited with the Ottawa Construction Association for archiving.
- The Secretary shall provide the GCAO plaques for presentation to the outgoing President and to the recipient of the Integrity and Ethics Award.
- Check the GCAO mail delivered to the Ottawa Construction Association office.

TREASURER

- Maintain the financial records of the Association.
- Distribute the financial report at each meeting of the Board of Directors.
- Arrange annually for a financial audit to be conducted by a non-board member of the Board of Directors.
- Submit an audited financial statement at the Annual General Meeting.
- Collect, record and deposit all revenues.
- Pay all invoices after reviewing their appropriateness.
- File Harmonized Sales Tax Returns quarterly and Corporate Income Tax Returns within five months of year-end. (Note: no income tax is payable because of the Association's Not-for-Profit status, but a return is required.)
- Report all changes in the Board of Directors to the appropriate ministry of the Government of Ontario.

TENDERING PRACTICES PORTFOLIO (FIRST VICE-PRESIDENT)

- Promote fair and equitable tendering and contract administration procedures.
- Conduct joint meetings with Owners, Project Management Firms and Design Consultants as may be required.
- Make representations on a project basis on infractions of approved tendering practices.
- Chair special task groups as may be required to deal with specific issues requiring detailed examination.
- Submit an activity report for distribution at all general meetings.

MEMBERSHIP DIRECTOR

- Routinely report status of membership at each Board of Directors meeting.
- Actively recruit new members and follow up on any non-renewals.
- Maintain the official GCAO membership list and identify those members assigned to each director to contact to promote attendance at general meetings and other events sponsored by the Association.
- Submit an activity report and current membership list for distribution at the Annual General Meeting.



- Prepare signed and sealed certificates for new members.

COMMUNICATIONS DIRECTOR

- Prepare and distribute to all members quarterly newsletters, supplemented by special bulletins, concerning Association activities and other pertinent information.
- Maintain liaison with the Construction Trade Press, Business Editors and other Media serving the Ottawa Region, and provide them with information concerning the Association as circumstances warrant.
- Provide copies of the Association's newsletters and of any news releases to Sister Associations including the Ottawa Construction Association, the Ontario General Contractors Association, and the Canadian Construction Association and to members of BILDCO – Ottawa.
- Submit an activity report for distribution at the Annual General Meeting.
- Prepare the printed report to the membership distributed at the Annual General Meetings.
- Change recording at GCAO message centre.
- Renew Myfax account with updated credit card information.

NOMINATIONS DIRECTOR

- Chair the nominating committee appointed to receive nominations for the elections for the Board of Directors at the Annual General Meeting.
- Ascertain the eligibility and willingness of nominees to serve as Director.
- Submit a proposed slate for the approval of the Board of Directors at least ten days prior to the Annual General Meeting.
- In the event of the nominees exceeding the number of positions, conduct an election in accordance with the association's by-laws.

ENTERTAINMENT DIRECTOR

- Plan and organize special events of a recreational and/or social nature conducive to an enhanced cohesiveness with the Association.
- Routinely report the status of special functions at each Board of Directors meeting.
- Assist in the development of programs for the general meetings of the Association.
- Submit an activity report for distribution at the Annual General Meeting.
- Provide sign-in sheets and badges for the General Meetings and Annual Reception; special name tags for the Directors at the Annual Reception; a gift for Guest Speakers; and flowers or appropriate gift for the Award Winner's significant other if present.

WEB SITE DIRECTOR

- Maintain the Association's website (www.gcaottawa.com) on a regular basis.
- Routinely report status of the web site at each Board of Directors meeting.
- Submit an activity report for distribution at all general meetings.



LIAISON DIRECTOR(S)

- Promote greater industry unity through two-way communications at the Board of Directors level with other construction associations concerning policies and programs.
- Solicit opinions and/or support from other construction associations concerning approved or contemplated policies of the Association.

EXECUTIVE DIRECTOR

- Render assistance to the President and other members of the Board of Directors in the execution of their duties.
- Engage, as a neutral party, in discussion and correspondence, in the promotion of approved tendering and contract administration practices.
- Serve as secretary of the Joint Committee with organizations representing the design professions and, if so directed, of other joint meetings involving the Association.



STATEMENTS OF POLICY

**STATEMENTS OF POLICY
OF
GENERAL CONTRACTORS ASSOCIATION OF OTTAWA
(January 2011)**

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1. CONSTRUCTION BY SINGLE CONTRACT

The Association believes that the construction industry's clients in both the private and public sectors are best served by having the construction projects, of all types and sizes, carried out under a single contract between the client and a capable general contractor qualified by experience, knowledge and resources to handle the entire project from commencement to completion. The single contract principle places responsibility upon one general contracting firm for the total execution of the project in accordance with the contract documents; the client thus avoids the obvious hazards arising from fragmentation of overall responsibility. The single contract creates the framework for optimum coordination, maximum efficiency and economy, and simplicity of administration.

The Association recognizes that there are several different types of contracts which are all consistent with the single contract principle and recommends that each client should determine the particular type of contract best suited to his circumstances and the basic requirements of his project.

The Association recommends that the industry's clients pursue one of the following methods in engaging the services of a general contractor:

1. a public call for tenders, with or without prior prequalification, followed by a contract award for a stipulated sum;
2. on invitation to a selected list of contractors to submit tenders, resulting in a contract in the form specified in the tendering documents.
3. the negotiation of a contract between the client and a chosen contractor in a form to suit the project involved.
4. the execution of a contract based on the actual cost of the project, together with payment of predetermined fee to the contractor for the performance of services as required by the client.
5. in certain types of projects, the public or invited tendering and awarding of a contract based on unit prices for quantities of completed work.

The Association recommends to clients in both the private and public sectors the use of the Canadian Standard Forms of Construction Contract between Owner and Contractor, as developed by the Canadian Construction Documents Committee and endorsed jointly by the national organization representing architects, engineers, contractors and specification writers. The Association urges that such Forms be used without amendments, except where acceptable changes are necessary for the projects involved.

The Association opposes the practice of calling separate trade tenders resulting in either the subsequent arbitrary assignment of selected sub-contractors to the general contractor or in the award of separate trade contracts. The Association believes that the foregoing practices lead to fragmentation of authority and responsibility for the progress, quality, safety and completion of the project, and are thus in conflict with the owner's and industry's best interests. The Association is not opposed, however, to the early tendering of a part of the project which involves an extended period of time for delivery of materials or equipment required for that part of the project; in such cases, the general contractors tendering the project should be informed early in their bidding period of the proposed sub-contractor and his tender price.



2. CONSTRUCTION OF PUBLIC PROJECTS BY GENERAL CONTRACTORS

From time to time certain government departments and other public bodies have carried out construction work with their own forces. The Association believes that this practice is not in the public interest in that it results in higher end costs to the taxpayers, stifles private enterprises, and is detrimental to the economic development of the construction industry.

3. LOCAL PREFERENCE

The Association is aware that from time to time a contractor will be denied the opportunity to submit a bid on a tender call by a municipal or other local authority only because his principal place of business is not resident within the locality involved; similarly there have been occasions where a non-resident contractor who has submitted the lowest bid will have his tender set aside in favour of a higher bid from a local contractor.

The Association believes that such practices and policies result in undue restrictions of competition and unnecessary additional expenditure of public funds and are therefore not in the public interest. The Association therefore reaffirms its disapproval of any tendency by a public authority to give preference in tender calls or contract awards to local contractors.

4. CANADIAN MATERIAL AND EQUIPMENT

The Association recommends that in the national interest project specifications should stipulate construction materials and equipment of Canadian origin and manufacture wherever practicable and available.

5. BID DEPOSITORIES

The Association recognizes the Bid Depository method of tendering for Mechanical and Electrical Subcontractors to General Contractors provided that such Bid Depositories are operated in accordance with appropriate rules and regulations and with the use of acceptable tender forms.

The Association urges that Bid Depository rules, regulations and tender forms shall provide, among other conditions, for the following:

1. the submission of a bid bond and an agreement to bond with each tender;
2. the stipulation of irrevocability of such tenders for an acceptable time period;
3. the forfeiture of the bid security for premature revocation of a tender;
4. the provision of a minimum 50% Performance Bond by the successful bidders, to the successful general contractor;
5. acceptable regulations covering the handling and disposition of disputes concerning tenders submitted through a Bid Depository.

The Association is opposed to any extension of the Bid Depository method of tendering.

6. SELECTION OF BIDDERS

The Association believes that it is in the best interests of owners, architects and engineers to select as bidders, general contractors of demonstrated capability, experience and knowledge



commensurate with the nature and size of the project involved.

The Association recommends that for private projects the selection of bidders be made from GCAO members firms. It is advocated that for most such projects up to six bidders be invited to submit tenders, thereby assuring the owner a very satisfactory level of competition for his project and maximum interest by each of the invited bidders.

Where bidding by invitation is not appropriate, the Association believes that the tender-calling authorities should pre-qualify the bidders to ensure an acceptable degree of competence and experience for the project involved; in recommending prequalification, the Association emphasizes the necessity and importance of first determining reasonable qualification standards, and then applying such standards objectively in the prequalification process.

7. PROVISION OF DRAWINGS AND SPECIFICATIONS

- a) The Association recommends that tender-calling authorities provide each prime contract bidder with two hard-copy sets of the Bid Documents for tendering purposes. The Bid Documents must be made available on a refundable basis. Refer to: The Association's Policy on Non-Refundable 'Deposits' for Tendering Documents.
- b) The Association recommends that on the award of a contract the successful general contractor be supplied with a minimum of 18 sets of drawings and specifications exclusive of permit requirements and the signed contract sets of documents; the Association urges that this minimum be increased in the case of very large and/or complex projects.

8. SUB-SURFACE CONDITIONS

The Association recommends that the following principles and practices dealing with sub-surface conditions and related information be observed and adopted by owners, architects and engineers.

- a) Information on sub-surface conditions based on appropriate tests and adequate for tendering purposes shall be obtained by the owner who shall assume responsibility for its accuracy.
- b) Such information shall be included in and form part of the tendering documents
- c) In the event that during the execution of the contract, the sub-surface conditions are found to differ from those indicated in the information on which the tender was based then an equitable adjustment will be made between the parties.

9. PAYMENT PROVISIONS IN CONTRACTS

The Association emphasizes the importance of providing and adhering to payment provisions in contracts which will facilitate the flow of funds between clients and contractors, thereby avoiding unnecessary costs during and on completion of construction projects. The Association urges that progress and final payments be made promptly and that the provisions of the Construction Lien Act of Ontario governing the progressive and final release of holdback moneys be observed.

The Association believes that when a contract provides for a Performance Bond and a one-year



guarantee period, then the stipulation of a performance holdback is redundant and results in unnecessary cost to the client.

The Association recommends that the payment provisions of a contract should provide for the payment of interest on overdue accounts owing to the contractor as follows: 2% per annum above Prime Rate for the first 60 days; 4% per annum above Prime Rate after the first 60 days; the Association believes that this recommendation will not penalize clients who adhere to payment schedules, and will encourage others to adopt improved payment procedures.

10. CONSTRUCTION SPECIFICATIONS

The Association believes that clear, concise and comprehensive specifications are a major factor in obtaining fair and competitive bidding and help to assure the industry's clients maximum satisfaction in their completed projects. Accordingly the Association urges clients, through their architects and engineers, to select and specify the products, materials and equipment to be installed, by their manufacturers' names: competitive pricing may be obtained by naming two or more products or manufacturers, any one of which is acceptable, with the final choice being left to the bidder.

The Association believes that the use of the terms "or equal" or "equivalent" leads to confusion in tender preparation and unacceptable variations on which tenders are based and should therefore not appear in the specifications.

11. CASH ALLOWANCES

The specification of stipulated or provisional sum allowances for materials and equipment as yet to be detailed by the architect, engineer, or owner can present problems of interpretation to the general contractor at the time of the tender call. The requirements for installation and guarantee may be unknown to all parties at that time. The Association recommends that when such sums are specified, the contract shall provide that the general contractor's mark up for overhead and profit, as well as the cost of the required materials, equipment and labour for their installation shall be chargeable against such allowances. This procedure would represent a fair and equitable condition of contract to both the owner and the general contractor. (Refer also to CCA Document #29).

12. CONTINGENCY ALLOWANCES

The bid documents may specify a contingency allowance to cover unforeseen events. Overhead and profit allocated to the contingency allowance is to be included in the contingency allowance, not in the bid price because of the unpredictability of such events. Bidders cannot be expected to foresee overhead cost requirements. (Refer also to CCA Document #29)

13. CHANGE ORDERS, CHANGE DIRECTIVES AND THEIR VALUATION

The Association, while recognizing that changes to a contract in progress cannot always be avoided, urges architects and engineers to adopt change order procedures which will facilitate their handling and execution, thus avoiding delays in the progress of the work and the completion of the project. The Association recommends that, in appropriate instances, a separate contract covering a change order or change directive should be entered into, thus allowing timely completion of the main contract; in other instances, the time for completion of the



contract should be extended.

The Association advocates that valuation of change orders or change directives shall be determined either (a) by estimate and acceptance in a lump sum, or (b) on the basis of the cost of the work together with a percentage of fee covering profit and head office overhead. The Association recommends that change order fees should be negotiated or quoted upon in the tender; the Association believes that such fees should not be established arbitrarily by the tender-calling authorities.

The Association also recommends that, in the conditions of contract,

- a) The recommended mark-ups for overhead and profit on Change Orders or Change Directives are in accordance with CCA 16, i.e. 20% on work executed by the General Contractor's forces and 15% on work executed by the forces of Subcontractors.
- b) the contractor shall make a minimum charge for the processing and valuation of proposed changes or change orders;
- c) the contractor shall not be required to refund any amount representing profit or overhead on a change order involving a credit against the contract;
- d) the contract may fix a time limit for the acceptance of quotation on change orders.
- e) Insurance and bonding costs be line items as costs rather than be included in mark-ups.

14. REQUESTS FOR UNIT PRICES

The Association recommends that unit prices should only be called for in a tender form where such information is considered essential at the time of tendering and where they can be estimated with reasonable accuracy. When requested, unit prices should be asked for as "additions to" and "deductions from" the work as shown: in every request for unit prices, the classification of the work covered shall be clearly defined. Ordinarily, request for unit prices at the time of tendering should be restricted to excavation, concrete, form work and reinforcing steel necessary for adjusting underground foundations. Where a substantial number of unit prices are required, they should not be submitted with the original tender but rather, forty-eight hours after tender closing. (Refer also to CCA Document #29)

15. QUANTITY VARIATIONS IN UNIT PRICE CONTRACTS

The Association recommends that in the interests of equity between the parties, and recognizing that a unit price quotation will vary according to quantity, that the parties entering into a Unit Price Contract agree that if the quantities of completed work of any individual item in the contract vary 15% or more from the quantities stipulated in the tendering and contract documents then the applicable unit price(s) shall be subject to revision at the request of either party.

16. ISSUANCE OF ADDENDA

The Association urges architects and engineers in the interest of good tender preparation to avoid the issuance of addenda within 3 working days of tender closing date; where the issuing of an addendum during this time cannot be avoided (particularly one involving significant changes), the Association recommends that the tender closing be extended accordingly. As an alternative to the latter procedure, the Association recommends that the addendum be withheld



and its content be dealt with by negotiation with the successful bidder after tender closing and prior to contract award.

17. BID SECURITY

The Association urges that the following practices concerning bid security and tender deposits be adopted by all tender-calling authorities:

- a) The tender document should stipulate a percentage of the tendered value or amount and not a specific dollar amount in the requirement for a bid bond or cash security.
- b) A requirement for cash security in certified cheque or other form should only be stipulated for public projects and not for private work.
- c) Where tender documents call for some form of cash as bid security, those documents must specify acceptable conditions for the handling and prompt return of such security to the unsuccessful bidders within one week of the tender closing date; such conditions should include the provision that where certified cheques are given as bid security, they shall be held in escrow and shall not be cashed by the tender-receiving authority.

18. RE-BIDDING

The Association recognizes that on some occasions, when competitive tenders are received, the prices quoted will exceed the Owner's estimate or budget for the project, and that in order to proceed with the project, it is necessary to make changes which will reduce the cost. The Association recommends that in such cases, the contract-awarding authority as a first step negotiate changes in the work with the lowest acceptable bidder conforming with the tender requirements, and, provided such negotiations produce an acceptable price, award the contract to that bidder. The Association further recommends that where such negotiations do not produce an acceptable price or where substantial cost changes are required, involving redesign, new bids based on the revision tender documents be invited from not more than the three lowest acceptable bidders who originally submitted tenders. (refer also to CCDC Document #23)

19. ARCHITECT-CONTRACTOR PRACTICES AND PROCEDURES

On sizable projects, The Association urges adherence to the provisions of the document entitled OAA/OGCA Take-Over Procedures – 1981, as prepared and published jointly by the Ontario Association of Architects and the Ontario General Contractors Association. The Association recommends that the full text of these procedures form a part of the contract documents from the outset by reference in the general conditions of the contract to facilitate the closing phases of a construction contract and the take-over of the construction project by the owner from the contractor.

20. GUARANTEES

The Association recommends that the contract documents should stipulate a one-year guarantee by the general contractor against faulty workmanship and materials. The Association views longer term guarantees as a condition of contract between the owner and the product manufacturer.



PRIVACY POLICY

GCAO POLICY STATEMENT CONCERNING " PRIVACY ACT"

Pursuant to the federal Personal Information Protection and Electronic Documents Act ("PIPEDA"), the following personal information has been collected by the Association:

1. Application Form

The Association's Membership Application Form requests information with respect to the company's telephone and fax numbers, e-mail address, website and representative's name.

2. Web Site

The Association's website contains the telephone and fax numbers and e-mail addresses of members of the Board of Directors. The purpose is to facilitate communication between Directors and also between Members and the appropriate Director (i.e. the one whose portfolio relates to the topic which the Member wishes to raise). Those Directors whose e-mail address is listed have given their permission for such action.

The Association's website also contains a Membership Directory which lists the information derived from membership records. Links are provided to those firms which have their own website. Public and Private Owners and Design Consultants have been advised that the GCAO website is a valuable basic database to assist them in the selection of firms to consider for their projects. Some of the listings in the GCAO website and Members' web-sites contain the e-mail address of individuals in the firms to whom inquiries should be directed. Insofar as the GCAO website is concerned, the Member firms have been asked to certify that they approve of this identification.

3. Reception Invitation List

The Association hosts an Annual Appreciation Reception to which Owners, Architects, Consulting Engineers etc. are invited. The GCAO Secretary maintains a mailing list in electronic form from which address labels are generated for the mailing of printed invitations. In most cases the addresses are those of companies but in some instances, they are addressed to public office holders or officials or other individuals. The mailing list is not used for any other purposes or provided to any other organization.

4. Letters to Owners

The Association is a member of BILDCO-Ottawa. This joint committee periodically sends a "Letter to the Principal Owners of Ottawa and Surrounding Region". These letters are sent to public bodies or private corporations, addressed to the attention of the appropriate official. The distribution list is maintained by a Director of the Association, who distributes the letters by fax. The list is not used for any other purpose or made available to any other organization.



INTEGRITY AND ETHICS AWARD

The Award

The General Contractors Association of Ottawa created its *Integrity and Ethics Award* to honour an individual who has demonstrated a consistently high standard of integrity and ethics in dealing with local construction industry participants. There may be one such award presented each year.

Criteria

Those nominated must be employed in a management capacity for at least 10 years.

Nominees must be known to employ a high standard of integrity and ethics in dealing with owners, design consultants, contractors, sub-contractors, suppliers and fellow employees.

Nominees may be considered for the Award who are not employed by member firms of the Association – e.g. a consultant, owner, subcontractor etc.

Leadership positions in local, provincial or national construction associations will be considered as a positive factor.

The Board of Directors may vary these criteria in special circumstances.

Nomination Procedures

Nominations must be submitted in writing addressed to:

The President
General Contractors Association of Ottawa
9 Antares Dr.
Ottawa, ON, K2E 7V5

Nominations must be received by no later than November 30 of any year, or as otherwise determined by the Board of Directors.

Nominations should ordinarily include the following:

- A brief commentary as to the appropriateness of the nominee for consideration as a recipient of the Award; this may be in the form of the covering letter.
- Biographical information such as is usually contained in a Curriculum Vitae.
- Any other pertinent information demonstrating the worthiness of the nominee for consideration as a recipient of the Award.
- An Appendix containing letters supporting the nomination from Owners, Design Consultants, General and Trade Contractors, Suppliers, and Colleagues who have known the nominee for at least 5 years and who have been in a position to assess the nominee's high standards of integrity and ethics.

Adjudication Procedure

Nominations will be reviewed by the Association's Board of Directors, whose members will determine whether or not an Award will be presented in any given year. Selection decisions will be based on the information provided in the Nomination(s), supplemented by information in the Association's records and interviews with pertinent members, subcontractors, suppliers, consultants and owners.



Presentation of the Award

The Award will be presented by the President of the Association at an appropriate well-attended gathering.

In addition, the recipient's name will be added to the large GCAO Integrity and Ethics Award plaque on display at the Ottawa Construction Association.

Recipients to Date

| | |
|------|-----------------------------|
| 1999 | Richard Zeidler |
| 2000 | Glen Morley |
| 2001 | William Riddell |
| 2002 | Helmut Mueller |
| 2003 | Zeev Vered |
| 2004 | John Adjeleian |
| 2005 | John Westeinde |
| 2006 | Richard Moore |
| 2007 | Alex Rankin |
| 2008 | Ron Barrie |
| 2009 | Michael Rushton |
| 2010 | Serge Massicotte |
| 2011 | Bill Pieteron |
| 2012 | Dennis & Micheline Drevniok |
| 2013 | Robert Matthews |
| 2014 | Robert Merkley |
| 2015 | Dwight Brown |
| 2016 | No recipient |
| 2017 | Ted Ruitter |
| 2018 | Barry Hobin |
| 2019 | Dave Burley |
| 2020 | No recipient |
| 2021 | To be announced this year |



AWARDS PROGRAM - CALL FOR ENTRIES

7th - General Contractors Association of Ottawa Awards

Entries are now invited to the 2022 General Contractors Association of Ottawa Awards featuring the ***Don Chutter Meritorius Achievement Award***. Three Awards of Excellence and one Award of Merit will be given.

Winners will be honoured at the GCAO Annual General Meeting with a Presentation Ceremony held in January of 2023 (TBD). Projects are judged by a panel of eminent professional engineers, architects, and owners representing client groups, professional associations and academia who are not currently engaged in General Contracting. Entries must be made directly to GCAO.

Don Chutter Meritorius Achievement Award

The *Don Chutter Meritorius Achievement Award* will be presented to the submission that best demonstrates the contribution of General Contracting to our quality of life in Ottawa. The judging panel will consider that project which excels in all areas of the rated criteria and is also an Ottawa and Surrounding Region Project. The criteria will consider four different but related aspects of the submitting firm's role in the project:

- ✦ Project objectives, solutions and achievements;
- ✦ Technical excellence and innovation;
- ✦ Level of difficulty; and
- ✦ Contribution to economic, social or environmental quality of life

Ottawa-based projects in all categories are eligible for this award.

Awards of Excellence

Up to a total of Three *Awards of Excellence* will be presented based on project size.

- ✦ Category A - Buildings- Architectural/Commercial Institutional

Up to a total of Three Awards of Excellence will be presented based on the following project value subcategories:

- ✦ up to \$5 Million in value
- ✦ from \$5 Million to \$15 in value
- ✦ \$15 Million in value and over



Eligibility

- ✦ Submissions shall be by an owner or employee of a firm that is a member in good standing with GCAO during the year of submission.
- ✦ Joint submissions involving non-GCAO members are acceptable if a GCAO member(s) did more than 50% of the work and submit in their name. All non-members must be recognized (including other General Contractors) and their contribution explained.
- ✦ A member may submit a maximum of two entries, including joint submissions.
- ✦ Projects entered must have been completed to the Client's satisfaction no earlier than two years prior to the call for submissions. Client confirmation of completion and approval to submit must accompany the submission.
- ✦ Projects must be managed out of an office in Ottawa and Surrounding Region.
- ✦ Entries will conform to the Exhibit Panel and Project Binder Specifications (attached).
- ✦ No additions or modifications to the entry are allowed after delivery to GCAO. Judges may however seek clarification from the entrant.
- ✦ Judging results and their publicity are confidential until the awards presentation.

Publicity

It is intended that entries receiving awards will be showcased in *Ottawa Construction News*, *Construction Comment*, *Ottawa Business Journal* and distributed across the local industry and to clients, architects, engineers, regulators, industry associations, and policy makers.

GCAO may retain all submissions until the next program for public relations purposes. GCAO may also prepare an audio-visual promotional presentation around the award winners.

Deadlines

- ✦ **November 25, 2022** *Intent to Submit* form due
- ✦ **January 10, 2023** *Exhibit Panel and Project Binder* due
- ✦ **Awards Presentation at GCAO Annual General Meeting - January 2023 (date TBD)**

The Call for Entries is intended to describe the program and the Award Submission - Exhibit Panel and Project Binders specifications (page 4 & 5 of 5) are intended to convey the expected submission requirements.

Note: Only the *Intent to Submit* form (the first page of the awards program package) must be returned at this time.



AWARD SUBMISSION REQUIREMENTS - EXHIBIT PANEL AND PROJECT BINDER SPECIFICATIONS

Each submission shall consist of TWO separate items: A. Exhibit panel; and B. Project binder.

A. Exhibit Panel (Award winners will be displayed at AGM)

The construction component of the project submitted must be clearly identified. Someone not familiar with the project should be able to quickly interrelate the text, graphic and photographic information provided and grasp the essential nature of the project. The titles of projects should be understandable.

Exhibit Panel Dimensions

- 750 mm x 1000 mm (29.5" x 39.4"); and
- Single thickness of 5 mm foam core; not framed by wood or metal beading etc.

Text & Labels

- Print size of text and labels: no less than 5 mm vertically (24 point size); and
- The names of the client and non-members involved in the design process: at least 5 mm vertically.

Graphics

- Graphic and photographic information is strongly encouraged; and
- GCAO logo: 62 mm vertically (electronic version available from the GCAO on request).

B. Project Binder Specifications

The project binder is a key component of the project submission and is important in establishing the eligibility of the project for an award. The binder must be a standard three-ring loose leaf type, 8.5" x 11" in size and no more than one inch thick. The submitting member firms and project name clearly identified on the outside front cover and spine. The binder must contain no more than 13 **single-sided**, 8.5" x 11" pages described as follows:

- 1 page** Title/data page using the **Intent to Submit form**. Additional pages are permitted only for purposes of identifying other project participants that are not part of the submissions (e.g. other general contractors, subcontractors, consultants) and their respective roles in the project.
- 1 page** Letter of acknowledgement and consent signed by an authorized person or persons on behalf of the submitting firm or firms clarifying and confirming that:
- The submission accurately reflects the role of the submitter(s) in the project;
 - Other subcontractors and consultants and their respective roles are indicated in the project data sheet and are aware of the submission (no consent is required);
 - GCAO may utilize any and all submitted materials for the purposes of promoting the awards program; publicizing winning entries and other participants; promoting and enhancing the image and prestige of GCAO members and the General Contracting sector as a whole; and otherwise advocating on behalf of GCAO and its members.
- 1 page** Owner's letter providing:
- Permission to enter the project into the competition;
 - Confirmation that the services were provided and sufficiently completed to the client's satisfaction;
 - Confirmation that the overall objectives of the project were met within the approved timeframe and budget;
 - Verification of the current status of the project (i.e. whether a facility is operational or date expected to be operational, or whether a report has been implemented).
- 1 page** Executive summary of the project in no more than 250 words that succinctly describes (for a non-technical audience) why the project should be recognized by clearly identifying:
- The role of the submitter(s) in the overall project;
 - What was expected; What was done, and What was achieved.
- The executive summary should be written in the third party and in a style suitable for publicizing the project and the awards program.
- 4 pages** Explanation of how the project fulfills the judging criteria in each of the following categories: (Note that in these pages, clear and concise writing are considered very important. The role of the submitter(s) in the overall project must be made clearly evident.)
- Project objectives, solutions and achievements;**
- Safety - confirm # of LTIs on project (subcontractors and own forces and any fatalities)
 - Project Management and Schedule
- Technical excellence and innovation;**
- Innovations and Environmental Highlights
 - Design-Build Achievement (if applicable)
- Level of complexity; and**
- Uniqueness and Complexity
 - Teamwork
- Contribution**
- Customer satisfaction - reference letter
 - Contribution to Ottawa area economic, social or environmental quality of life (as applicable)



- 1 page** Sketches/drawings - this page may be either 11" x 17" or 8.5" x 11" in size folded.
- 3 pages** Up to eight 4" x 6" prints or other graphic representations showing key aspects of the submission, one should be an overview suitable for publicity purposes.
- 1 pouch** No more than eight matching 35 mm colour transparencies or eight PowerPoint slides or eight images on CD. Where possible, at least one image should capture the essence of the project and convey to a non-technical audience the contribution of the project to social, economic or environmental quality of life.

Please note that in the interests of the judges' time, materials such as frontispieces, contents sheets, blank sheets, dividers, additional photographs and plans are not required.



2022 AWARDS PROGRAM - INTENT TO SUBMIT FORM

7th - General Contractors Association of Ottawa Awards

Company Name: _____

Address: _____

Contact Name: _____

Contact Ph. #: _____

Contact E-mail: _____

Project Title: _____

Completion Date: _____

Client: _____

Name of Submitter(s): _____

Project Category (please check the appropriate categories)

Category A - Buildings- Architectural/Commercial/Institutional

- Up to \$5 Million in value
- From \$5 Million to \$15 in value
- \$15 Million in value and over

Description (50 words or less): _____

NB: This description will be used for the printed awards program.

Please return only this form to GCAO: Alessandro Guarna aguarna@gcaottawa.com

by Nov 25th 2022.





Current Membership List

GCAO MEMBERSHIP LIST JAN 2022

| | Company | Contact | Contact Email | Telephone | Facsimile |
|----|---------------------------------------|------------------|---------------------------------------|------------------|------------------|
| 1 | Argue Construction | Shawn Argue | shawn@argueconstruction.ca | 613-831-7044 | 613-831-6344 |
| 2 | ARK Construction Ltd. | Anthony Nicolini | anthony@arkconstruction.ca | 613-224-6200 | 613-224-6292 |
| 3 | Bassi Construction & Masonry Ltd. | John Bassi | office@bassi.ca | 613-822-6767 | 613-822-6777 |
| 4 | BBS Construction (Ontario) Ltd. | Scott Bosman | scott@bbsconstruction.ca | 613-226-8830 | 613-226-7709 |
| 5 | Beaudoin Construction | Denis Stocker | ds@beaudoincanada.com | 819-595-1967 | 819-595-3381 |
| 6 | Bird Construction Group | Connor McLellan | connor.mclellan@bird.ca | 613-812-7738 | 343-644-0256 |
| 7 | Bourgon Construction | Chris Markell | cmarkell@rjbourgon.com | 613-932-2022 | 613-938-1910 |
| 8 | Bradford Construction | Mike Nolan | michael.nolan@bradfordconstruction.ca | 613-726-1157 | 613-726-0844 |
| 9 | Brawn Construction | Matthew Swann | mswann@brawnconstruction.ca | 613-402-0044 | |
| 10 | Broccolini Construction (Ottawa) Inc. | Patrick Blundon | p.blundon@broccolini.com | 613-244-0076 | 613-244-2028 |
| 11 | CAMA Industries | Alain Gervais | admin@cama-industries.com | 819-778-2828 | 819-778-3618 |
| 12 | C&L Construction | Aurel Levesque | aurel@clconstructionottawa.com | 613-746-5460 | 643-741-9649 |
| 13 | DeMarco Construction | Kevin DesForges | demarco@demarcoconstruction.ca | 613-836-2777 | 613-836-0777 |
| 14 | Dolyn Developments Inc. | Doug Burnside | doug@dolyn.com | 613-224-7268 | 613-723-1146 |
| 15 | Doran Contractors Limited | Wayne Jennings | estimating@doran.ca | 613-526-2400 | 613-526-2880 |
| 16 | Ed Brunet & Associates Ltee | Jim Wilson | jwilson@edbrunet.com | 819-777-3877 | 819-777-8049 |
| 17 | EllisDon Corporation | Steve Smith | ssmith@ellisdon.com | 613-565-2680 | 613-565-9267 |
| 18 | Enstone Construction Inc. | Jeff Saunders | jeffs@enstoneconstruction.com | 613-256-1840 | 613-256-9576 |
| 19 | Frecon Construction Ltd. | Dean Drevniok | d.drevniok@frecon.ca | 613-445-2944 | 613-445-3652 |
| 20 | Fred Trottier Construction Ltd. | Michel Whissell | michel@trottier.ca | 613-745-8688 | 613-745-9647 |
| 21 | G.R. Brune Inc. | Herbert Brune | grbrune@sympatico.ca | 613-226-1867 | 613-226-3384 |
| 22 | Graebeck Construction Ltd. | Hubie Splinter | hubie@graebeck.com | 613-591-9100 | 613-591-9109 |
| 23 | HEIN | Shawn Berube | sberube@hein.ca | 613-831 2335 | 613-831-8779 |
| 24 | Jumec Construction Inc. | Yves Beaudoin | yves@jumec.ca | 613-721-1145 | 613-721-9556 |
| 25 | Krista Construction Ltd. | Geoff Lauzon | geoff@kristaconstruction.com | 613-745-5524 | 613-745-6120 |
| 26 | Laplante Builders Ltd. | Carole Laplante | carolelaplante@on.aibn.com | 613-830-7790 | 613-830-2710 |
| 27 | Laurin & Co. General Contractor | Dennis Laurin | dennis.laurin@laurin.ca | 613-723-3093 | 613-723-7496 |
| 28 | M. Sullivan & Son Ltd. | Tim Pruner | tpruner@sullivan.ca | 613-623-6584 | 613-623-8768 |
| 29 | M.B. Ford Construction Ltd. | Chris Vaughan | chris@mbford.ca | 613-742-8338 | 613-742-5863 |
| 30 | M.P. Lundy Construction [Ontario] | Sean Lundy | sean.lundy@mplundy.com | 613-233-8484 | 613-231-3606 |



| | | | | | |
|-----------|-------------------------------------|--------------------|---------------------------------|--------------|--------------|
| | Limited | | | | |
| 31 | Marant Construction Ltd. | Gino Vettoretto | gino@marant.ca | 613-569-0093 | 613-569-1366 |
| 32 | Massicotte Construction Limited | Serge Massicotte | serge@massicotte-group.com | 613-748-7051 | 613-748-5590 |
| 33 | McDonald Brothers Construction Inc. | Paul McDonald | paul@mbc.ca | 613-831-6223 | 613-831-5528 |
| 34 | Michanie Construction Inc. | Jacques Brunet | president@michanie.com | 613-737-7717 | 613-737-6699 |
| 35 | Morley Hoppner Limited | Brian Morley | bdmorley@morleyhoppner.com | 613-831-5490 | 613-831-0067 |
| 36 | Nicolini Construction Limited | Michael Nicolini | michael@nicolini.ca | 613-745-0006 | 613-745-8320 |
| 37 | PCL Constructors Canada Inc. | Jordan Latimer | jmlatimer@pcl.com | 613-225-6130 | 613-225-6176 |
| 38 | PCS General Contractors | Tony Pascoal | tpascoal@pcsgc.ca | 613-836-1183 | 613-836-9736 |
| 39 | Pomerleau Inc. | Patrick Hebert | patrick.hebert@pomerleau.ca | 613-244-4323 | 613-244-4327 |
| 40 | Robert Construction Ltd. | Lee Harrington | leeh@robertconstruction.ca | 613-745-0328 | 613-745-6128 |
| 41 | Rojo Construction Management Inc. | Nicholas Rooney | nrooney@rojoconstruction.com | 613-821-4193 | 613-821-4163 |
| 42 | Ron Eastern Construction Ltd. | Bruce Thomas | bthomas@recl.ca | 613-225-3640 | 613-225-6737 |
| 43 | Ross and Anglin Ltd. | Glenn Kavanagh | glenn.kavanagh@rossanglin.ca | 613-746-4220 | 613-747-4881 |
| 44 | Taplen Commercial Construction Inc. | Michael Assal | massal@taplenconstruction.com | 613-521-2550 | 613-521-8945 |
| 45 | Terlin Construction Ltd. | Terry McLaughlin | terry@terlin.ca | 613-821-0768 | 613-821-0838 |
| 46 | The FIA Group | David Pimental | david@fiagroup.ca | 613-830-7766 | 613-841-2609 |
| 47 | Thomas Fuller Construction Ltd. | Sam & Leigh Fuller | sam@fuller.ca / leigh@fuller.ca | 613-820-6000 | 613-829-7296 |
| 48 | TOFCON Construction Inc. | Jim Tsarouhas | jimt@tofcon.ca | 613-224-3714 | 613-224-3630 |
| 49 | VCL Construction | Mark Dalton | mdalton@vclconstruction.com | 613-592-1114 | 613-592-2550 |
| 50 | Waterdon Construction Limited | Russell Grass Jr | jr@waterdon.ca | 613-723-9686 | 613-723-8305 |
| 51 | Westview Projects Inc. | Seth Richards | seth@westviewprojects.com | 613-415-7776 | |
| 52 | Xpertek Construction | David Ryan | davidr@xpertek.ca | 613-443-3330 | |
| 53 | ZW Group Inc. | Terrence Walker | terrywalker@zwgroup.com | 613-596-9663 | 613-596-2743 |
| LM | Life Member Don Chutter | Don Chutter | sdchutter@rogers.com | | |
| | | | | | |

Revised January 7, 2022



MEMBERSHIP APPLICATION FORM

To the Attention of the Directors of the GCAO:

Date: _____

We hereby request the admission of our firm as member of the General Contractors Association of Ottawa.
We consent to conform to all present and future regulations adopted by the association.

1. **Name of Applicant Company** _____

2. **Postal Address** _____

_____ (Postal Code) _____

3. **Phone #** _____ 4. **Facsimile #** _____

5. **E-Mail #** _____

6. **Web-Site** _____

7. **Year Firm was Established** _____

8. **OFFICERS of the Firm**
President _____
Vice-President _____
Secretary Treasurer _____

9. **MAIN BUSINESS DESCRIPTION / CONSTRUCTION SPECIALTIES**

- _____
- _____
- _____
- _____
- _____



10. I (We) certify that our company is in compliance with the following institutions:

| | YES | NO |
|-----------------------|--------------------------|--------------------------|
| WSIB | <input type="checkbox"/> | <input type="checkbox"/> |
| HST | <input type="checkbox"/> | <input type="checkbox"/> |
| Canada Revenue Agency | <input type="checkbox"/> | <input type="checkbox"/> |
| Ministry of Labour | <input type="checkbox"/> | <input type="checkbox"/> |

11. STATE 5 (FIVE) BUSINESS REFERENCES

| | <u>COMPANY</u> | <u>CONTACT NAME</u> | <u>TELEPHONE #</u> |
|----|----------------|---------------------|--------------------|
| 1) | _____ | _____ | _____ |
| 2) | _____ | _____ | _____ |
| 3) | _____ | _____ | _____ |
| 4) | _____ | _____ | _____ |
| 5) | _____ | _____ | _____ |

12. Membership to other associations:

- OCA
OGCA
CCA
Other _____

13. Does your company have a bonding facility? YES _____ NO _____

I (We) certify that the above-mentioned information is correct.

COMPANY _____

AUTHORIZED SIGNATURE _____

NAME (block letters) _____

Note: Please email the completed form to: aguarna@gcaottawa.com



GCAO PRESIDENTS

| | |
|-----------|-----------------------|
| 2021 | Allessandro Guarna |
| 2020 | Shawn Berube |
| 2019 | Yves Beaudoin |
| 2018 | Russell Grass Jr. |
| 2017 | Tim Pruner |
| 2016 | Gary Codogno |
| 2015 | Jim Tsarouhas |
| 2014 | Josh Laginski |
| 2013 | Michael Nicolini |
| 2012 | Spencer Hagan |
| 2011 | Hubie Splinter |
| 2010 | Michael Assal |
| 2009 | Gary Kozak |
| 2008 | Doug Burnside |
| 2007 | Brian Morley |
| 2006 | Francis Pomerleau |
| 2005 | John O'Farrell |
| 2004 | Tom DeMarco |
| 2003 | Bob MacLean |
| 2002 | Brad Morley |
| 2001 | Jim Wilson |
| 1999/2000 | Doug Burnside |
| 1998/1999 | Dean Drevniok |
| 1997/1998 | Greg Lynes |
| 1996/1997 | Glen Morley |
| 1995/1996 | Chris Brule |
| 1994/1995 | Serge Massicotte |
| 1993/1994 | John Dalziel |
| 1992/1993 | Brian Wagstaff |
| 1991/1992 | Rory Gardiner |
| 1990/1991 | Bill Fuller |
| 1989/1990 | William Viertelhausen |
| 1988/1989 | Jean Massicotte |
| 1987/1988 | D'Arcy Cote |
| 1986/1987 | Richard Moore |
| 1985/1986 | Paul Justice |
| 1984/1985 | Mike Churchryk |



| | |
|-----------|-------------------|
| 1983/1984 | Jack Verheyden |
| 1982/1983 | Dick Zeidler |
| 1981/1982 | Derek Desprey |
| 1980/1981 | Don Ellwood |
| 1979/1980 | Henry Armstrong |
| 1978/1979 | Maurice Lafortune |
| 1977/1978 | Lou Debly |
| 1976/1977 | Dave Cox |
| 1975/1976 | Ron Thomson |
| 1974/1975 | John Westeinde |
| 1973/1974 | Walter Stenger |
| 1972/1973 | Don Baldock |
| 1971/1972 | Frank Brule |

HONORARY LIFE MEMBERS

| | |
|------|-------------|
| 2005 | Don Ellwood |
| 2011 | Don Chutter |