



BUILDING A GREATER OTTAWA

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

REPORT TO THE MEMBERSHIP

**February 12, 2024
Ottawa, ON**

www.gcaottawa.com



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ANNUAL GENERAL MEETING MATERIAL

General Contractors Association of Ottawa (GCAO)
Annual General Meeting (AGM)
February 12, 2024
OCA, Ottawa ON





2022 BOARD OF DIRECTORS

President	Mr. Douglas Drevniok – Frecon Construction Ltd. 1235 S Russell Road, Russell, Ontario, K4A 3N6 Tel: 613.445.2944 / Email: ddrevniok@gcaottawa.com
Past-President:	Mr. Matthew Swann – Brawn Construction Ltd. 130 Terence Matthews Crescent, Unit G2, Kanata, Ontario, K2M 0J1 Tel: 613.402.0044 / Email: mswann@gcaottawa.com
1 st Vice-President:	Mr. Jarret Brown – M. Sullivan & Sons Ltd. 236 Madawaska Blvd, Arnprior, Ontario, K7S 0A3 Tel: 613.623.6584 / Email: jbrown@gcaottawa.com
2 nd Vice-President/ Treasurer:	Mr. Chris Markell – Bourgon Construction 3306 Second St. East, Cornwall, Ontario, K6H 6J8 Tel: 613.932.2022 / Email: cmarkell@gcaottawa.com
Director:	Mrs. Leigh Fuller – Thomas Fuller Construction Inc 2700 Queensview Dr, Ottawa, ON K2B 8H6 Tel: 613.820.6000 / Email: lfuller@gcaottawa.com
Director:	Mr. Daniel Carley – Dolyn Construction Ltd. 1 – 888 Lady Ellen Place, Ottawa, Ontario, K1Z 5L5 Tel: 613.224.7268 / Email: dcarley@gcaottawa.com
Director:	Mr. Steven Donley – HEIN 200 - 275 Michael Cowpland Drive, Ottawa, Ontario, K2M 2G2 Tel: 613.831 2335 / Email: sdonley@gcaottawa.com
Executive Director:	Mr. Richard Moore – GCAO Tel: 613 299 6555 / Email: rmoore@gcaottawa.com





ANNUAL GENERAL MEETING AGENDA

General Contractors Association of Ottawa, Annual General Meeting held on Monday, February 12, 2024. Meeting held at the OCA, 9 Antares Drive, Ottawa.

AGM AGENDA

Welcome – by Richard Moore

Executive Director Message – By Richard Moore

GCAO Business Session

GCAO Business Session

President's Report – by Douglas Drevniok

Treasurer's Report – by Chris Markell

Tendering Practices Report – by Jarret Brown

Communications Report – by Leigh Fuller

Entertainment Report – by Leigh Fuller

Web Site/Education Links Report – by Daniel Carley

Membership Report – by Matthew Swann

Nominating Committee Report – by Matthew Swann

Incoming President's Remarks – by Jarret Brown

Presentation of Plaque to Outgoing President – by Jarret Brown

Open Forum



EXECUTIVE DIRECTOR MESSAGE – by Richard Moore

Having been GCAO President in 1986, I am now only too happy to use my over 40 years experience to help the GCAO in any way required as Executive Director. I was Chair of the tender practices committee at the CCA for 3 years as well as Chair of CCDC from 1999 to 2002. However, it seems some things never change. There are those who claim to support us by using industry accepted contract documents but use supplemental conditions to tip the scale in their favour, against the Contractor. I expect we will continue to see this in our industry and our job will continue to do battle against unreasonable/unfair tender conditions. We will continue to work with the OCA and CCA on issues we have that they can support.

That being said, the Board of the GCAO is also available to provide advice and share experiences with our members on any number of other construction issues. I urge members to utilize my experience and that of the Board by bringing issues to our attention. We may not be able to help, but you will not know until you ask.

Richard Moore | Executive Director

General Contractors Association of Ottawa (GCAO)

C: 613-299-6555

E: rmoore@gcaottawa.com





PRESIDENT'S REPORT – by Douglas Drevniok

As my term as President draws to a close, I want to take a moment to express my sincere gratitude for the opportunity to serve in this capacity over the past year. It has been an honor and a privilege to work alongside such dedicated individuals on the board, and I am truly grateful for the camaraderie and support we have shared.

Our association plays a crucial role in advocating for the interests of General Contractors in Ottawa. In recent years, it is my opinion some members may have overlooked the importance of our collective representation, perhaps due to favorable market dynamics and the perception of being able to manage risks independently. However, as we face a shifting landscape with rising interest rates and increased uncertainty, it is more important than ever for us to stand together and leverage the resources of the GCAO.

In 2023, the GCAO engaged in discussions with various buyers, notably concentrating on scrutinizing SGCs with commercially unfeasible change order markups. The GCAO also held numerous discussions clarifying the definition of overhead and navigating the constantly evolving lists of its inclusions. Though the board may not have achieved success in all its pursuits, it effectively conveyed to owners and their representatives that the industry refuses to tolerate low change order mark ups including our position that it is not representative of good value to its stakeholders.

I am pleased to announce that Richard Moore has joined us as our new Executive Director as of September 2023. With his wealth of experience, Richard will undoubtedly bring immense value to our membership and provide a face for the GCAO.

Our annual cocktail party at the Rideau Club was a resounding success, thanks in no small part to the generous support of Trisura Group and Petrela, Winters & Associates. I would also like to extend my congratulations again to David McRobie for being the recipient of our association's highest honor, the Ethics and Integrity Award for the 2023 year.

Lastly, I want to acknowledge Past President Matthew Swann and commend him for his dedication to our industry. Matthew's contributions have been invaluable, and I extend my thanks to him on behalf of the GCAO.

I urge all members to reach out to Richard should they encounter onerous SGC's, unfair tendering practices, or you need to use representation from the association in advancing our collective interests.





TREASURER'S UPDATE – by Chris Markell

This year, like 2022, saw the Association carry on its business as planned with no surprises. As such, expenses were typical and generally as budgeted. An overall surplus of \$7,521.80 will bring our Member's Equity to \$140,556.32 at the end of 2023.

Revenues for 2023 were generally as budgeted, slightly exceeding expectations by \$3,207.42.

The main sources of revenue for the Association are:

- Membership dues from its 51 members in good standing - revenue dropped slightly as C&L did not renew their membership.
- Social activities such as our golf tournament.
- Sponsorships of the annual cocktail party and golf tournament events.
- Interest revenue on reserve funds; this year, the Association's invested funds earned more interest than foreseen thanks to rising interest rates.
- Website advertising - only one website sponsor was secured this year rather than two.

Expenses for 2023 were significantly less than budgeted (\$12,091.38). This is largely due to hiring our new Executive Director, Richard Moore, later in the year than anticipated. Other variances are relatively minor, including lower expenses for social events than planned and higher AGM and multi-year award production costs.

ABFK Chartered Professional Accountants provided bookkeeping services for the Association this year and are expected to be retained for 2024. CRA corporate and consumer tax reporting was completed and filed by ABFK.

The Association continues to bank with Scotiabank and the reserve funds were re-invested in the GIC set up and maintained in past years.

Board member changes were updated with Consumer and Corporate Services and D&O insurance policies renewed.

A budget has been generated for 2024 which projects a deficit of \$12,858.00. This is in anticipation of continued normal operations of the Association and the continuing salary of the Association's new Executive Director. No increase in fees is recommended for next year as the Association continues to hold a strong financial position. New sources of revenue may also be explored.

Attachments:

1. 2023 GCAO Year-End Review letter
2. 2023 Income Statement and 2024 Budget
3. Profit/Loss Statement 2023
4. Balance Sheet 2023



General Contractors Association of Ottawa
c/o OCA
9 Antares Dr.
Ottawa, ON,
K2E 7V5

Tuesday, February 6, 2024

Attention: Mr. Chris Markell, Treasurer

RE: 2023 Year-End Audit

Dear Mr. Markell,

This letter is to confirm that I have reviewed the financial statements for the year ending December 31, 2023.

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

Please contact the undersigned should you have any questions.

Best regards,
McDonald Brothers Construction Inc.

Matthew Wilson
Vice President, Operations



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

General Contractors Association of Ottawa
2023 Income Statement 2023 and 2024 Budget

Prepared as at December 31, 2023

Revenue	Actual 2022	Budget 2023	Actual 2023	Budget Variances	Budget 2024	Notes on 2023 Budget Variance and 2024 Budget
Membership Dues	\$ 27,300.00	\$ 27,825.00	\$ 26,775.00	\$ 1,050.00	\$ 27,825.00	63 members anticipated for 2024, assuming no new members.
Membership Social Activities	\$ 14,140.00	\$ 14,000.00	\$ 16,240.00	\$ (2,240.00)	\$ 15,000.00	Cocktail party sponsorship and golf tournament and sales.
Other Income						
Website advertising	\$ -	\$ 1,500.00	\$ 750.00	\$ 750.00	\$ 1,500.00	\$750 per advertisement.
Interest Income	\$ 731.64	\$ 1,000.00	\$ 3,767.42	\$ (2,767.42)	\$ 4,200.00	Higher interest rates.
Miscellaneous Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Revenue	\$ 42,171.64	\$ 44,825.00	\$ 47,632.42	\$ (3,207.42)	\$ 48,626.00	
Expenses						
Operational Expenses						
Executive Director	\$ -	\$ 15,000.00	\$ 6,666.67	\$ 8,333.33	\$ 20,000.00	
Association Coordinator	\$ -	\$ -	\$ -	\$ -	\$ -	
Sponsorship	\$ -	\$ -	\$ 1,500.00	\$ (1,500.00)	\$ 1,500.00	Sponsorship for OCA show.
Meetings (All Members, Directors)	\$ 394.18	\$ 500.00	\$ 812.47	\$ (312.47)	\$ 1,200.00	
AGM	\$ 459.59	\$ 1,500.00	\$ 3,487.13	\$ (1,987.13)	\$ 1,000.00	
Cocktail Party	\$ 6,986.48	\$ 7,000.00	\$ 6,388.03	\$ 611.97	\$ 6,500.00	
Golf Tournament	\$ 13,717.90	\$ 14,000.00	\$ 11,292.53	\$ 2,707.47	\$ 12,500.00	
GCAO Awards & Trophies	\$ 165.51	\$ 1,100.00	\$ 2,846.57	\$ (1,746.57)	\$ 1,200.00	
Administrative Expenses						
Web Site Service	\$ 2,303.03	\$ 2,300.00	\$ 1,083.55	\$ 1,216.45	\$ 8,500.00	New website (2024), incl. e-commerce platform, new headshots, hosting.
Advertising and Promotion	\$ 522.12	\$ 2,500.00	\$ -	\$ 2,500.00	\$ -	
Insurance	\$ 1,242.00	\$ 1,242.00	\$ 1,099.17	\$ 142.83	\$ 1,750.00	Policy to renew.
Accounting and Legal (Consultant)	\$ 7,808.65	\$ 5,760.00	\$ 4,691.00	\$ 1,069.00	\$ 6,240.00	Bookkeeper fees.
Office Supplies	\$ 209.93	\$ 200.00	\$ -	\$ 200.00	\$ 200.00	
Printing and Reproduction	\$ -	\$ 400.00	\$ -	\$ 400.00	\$ 200.00	
Courier and Postage	\$ 392.30	\$ 500.00	\$ 25.00	\$ 475.00	\$ 200.00	
Bank Charges	\$ 77.99	\$ 100.00	\$ 118.50	\$ (18.50)	\$ 120.00	
Total Expenses	\$ 34,278.68	\$ 62,102.00	\$ 40,010.82	\$ 12,091.38	\$ 61,110.00	
Excess Revenue over Expenses	\$ 7,891.96	\$ (7,777.00)	\$ 7,521.80	\$ 15,298.80	\$ (12,585.00)	
Members Equity - Beginning of Period	\$ 125,142.56	\$ 133,034.52	\$ 133,034.52	\$ 125,257.52	\$ 140,556.32	
Member's Equity - End of Period	\$ 133,034.62	\$ 126,267.62	\$ 140,666.32	\$ 140,666.32	\$ 127,971.32	



General Contractors Association of Ottawa

Profit and Loss

January - December 2023

	TOTAL
INCOME	
Sales of Product Income	260.00
Services	43,505.00
Total Income	\$43,765.00
GROSS PROFIT	\$43,765.00
EXPENSES	
Accounting Fees	4,691.00
AGM Costs	3,487.13
Bank charges	118.50
Cocktail Party Costs	6,388.03
Directors Meetings Costs	812.47
GCAO Awards and Trophies	2,846.57
Golf Tournament Costs	11,292.53
Insurance	1,099.17
Other general and administrative expenses	6,666.67
Sponsorship	1,500.00
Stationery, printing, postage, courier costs	25.00
Website Services Costs	1,083.55
Total Expenses	\$40,010.62
OTHER INCOME	
Interest earned	3,767.42
Total Other Income	\$3,767.42
PROFIT	\$7,521.80



General Contractors Association of Ottawa

Balance Sheet

As of December 31, 2023

	TOTAL
Assets	
Current Assets	
Cash and Cash Equivalent	
Chequing	22,336.77
GIC / Money Market Investments	101,750.00
Total Cash and Cash Equivalent	\$124,086.77
Accounts Receivable (A/R)	
Accounts Receivable (A/R)	17,206.77
Total Accounts Receivable (A/R)	\$17,206.77
Prepaid expenses	416.39
Total Current Assets	\$141,709.93
Total Assets	\$141,709.93
Liabilities and Equity	
Liabilities	
Current Liabilities	
Accounts Payable (A/P)	
Accounts Payable (A/P)	2,039.57
Total Accounts Payable (A/P)	\$2,039.57
GST/HST Payable	0.00
GST/HST Suspense	-885.96
Total Current Liabilities	\$1,153.61
Total Liabilities	\$1,153.61
Equity	
Opening Balance Equity	125,142.56
Retained Earnings	7,891.96
Profit for the year	7,521.80
Total Equity	\$140,556.32
Total Liabilities and Equity	\$141,709.93



TENDERING PRACTICES REPORT – By Jarret Brown

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 favor 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.

1. Richcraft Group of Companies – Unfair Contract Clauses

It was brought to the attention of the GCAO Board that a tender was out with Richcraft Group of Companies that had a number of clauses and stipulations that fall well outside of the industry norms for such items. The terms in question that were included in the call for tender were as follows

- *Work Site: Contractor will be charged double the cost to the owner for cleanup.*
- *Standard of work: Quality of Performance determined solely by the Owner in its sole and absolute discretion.*
- *Indemnity: Contractor indemnifies the Owner group, from any losses or damage caused by a third party.*
- *Damage: Damages suffered by Owner as determined by their sole and absolute discretion. Owner may deduct monies payable up to 130% of the cost incurred required to reimburse the owner.*
- *Payment: Payment due 60 days from receipt of invoice.*
- *Subcontracting: The Contractor agrees not to subcontract the Work or assign the Contract without the written consent of the Owner which may be arbitrarily withheld.*

A letter was written to the consultant team who was running the RFP on behalf of the Owner expressing our concern that these terms fall well outside of the normal for the ICI sector. A response was received promptly that these terms would be revisited and changed with parties who had agreed to submit a price. The GCAO encourages members to keep an eye out for such clauses that unnecessarily place risk and burden onto GC's

2. Various School Boards

Various School Boards were again a focus this year with member firms bringing forward unfair tender clauses and SGC's not aligning with industry norms for liability, OH&P markups and markup on changes. GCAO board members as well as the OCA contacted the respective school boards with our concerns. We received mixed results with some boards being willing to entertain changes and others holding to their terms. To date no revised SGC's have been seen by the GCAO despite a commitment from the board to do so. We will keep members informed as to any changes or further correspondence on these issues.



3. St. Lawrence College

A member firm contacted the GCAO with a heads up on some unreasonable clauses in their contract that were identified post tender with St. Lawrence College. The clauses were associated with change order markups that are not in alignment with industry standards, and unrealistic expectations for what constitutes a proper invoice. The member firm was able to have the college revise these terms on an individual basis within their contract for the specific project. A note to all members firms to keep an eye out for upcoming tenders with St. Lawrence College that may have these terms still in the contract.

4. Various Owner Groups

It was brought to the attention of the GCAO that various owner groups were naming the Bank of Canada as chartered lending institution to be used as the prime rate for interest on payments on CCDC contracts. This isn't the intent as the Bank of Canada is not a chartered lending institution. The GCAO contacted the CCDC and they have made a note in their FAQ section noting that the Bank of Canada is not to be named and if it is members are encouraged to point owners to the CCDC website for clarification.



COMMUNICATIONS REPORT - by Leigh Fuller

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.

2023 was a quiet year in the wake of the COVID 19 pandemic; the days of monthly (sometimes weekly) notifications appear to have eased. This year, two newsletters were issued via email to members: A Spring newsletter was issued in April, and a Fall/Winter newsletter was issued in December.

Newsletter contents focused mainly on upcoming events and the announcement of the addition of Mr. Richard Moore as the Executive Director of the Board.

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



ENTERTAINMENT REPORT – by Leigh Fuller

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 Tournament.

At the Cocktail Party, the membership recognized the contributions of Mr. David McRobie as the recipient of the 2023 Integrity and Ethics Award.

The golf tournament took place on September 13th at the Loch March Golf and Country Club. The 2023 event was well attended this year with 63 golfers. Golfers enjoyed on-course contests like closest to the pin, longest drive, the hard hat chip 'n win and longest marshmallow drive.

As always, we welcome the input and feedback of our membership; please do not hesitate to reach out with any suggestions or comments you may have!

Upcoming GCAO Events:

2024 Annual General Meeting	February 12 th 2024	9 Antares Dr – OCA Office
Annual Reception/Cocktail Party	Summer 2024	Rideau Club
Annual Golf Tournament	September 2024	TBD



WEB SITE / EDUCATION LINKS REPORT – by Daniel Carley

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. A page listing all members and relevant contact information is updated yearly to stay current also.

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. Their support is greatly appreciated.

With the goal of improving communication with our members and ensuring all are kept informed, the Association is planning to do an all-new website with innovative functionality this year. We will inform membership when it is going live for the first time.

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



MEMBERSHIP REPORT – by Matthew Swann

Since the start of our 2023 year, we were able to add **Premium Construction, Reliance Construction Group and Retrofit Solutions** as new members. We would like to welcome and thank them for trusting the Association to support them moving forward. We have lost 1 firm this year as **Chandos Construction** have expressed their regrets and elected not to renew their membership in the GCAO.

As we begin our 53rd year as an Association, the GCAO currently sits at 55 members strong.

We ask that all member firms continue to be diligent in contacting the association when new general contractors 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.

The greater the breadth of our membership, the greater our 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.

We will continue to strive to grow the GCAO membership to provide strength and value for all members.



NOMINATING COMMITTEE REPORT - by Matthew Swann

The GCAO has one outgoing Director as we prepare the assembly of the new Board of Directors for 2023.

I, Matthew Swann, will be vacating the role of Past-President, thus ending my tenure with the Board. Having served since 2019 and taking over as president in 2022 this has been a great experience for me and I value the connections I have made along the way.

The Board saw the addition of Steve Donley in February last year. Steve has been a great addition to the team and his contributions are appreciated. We are also very happy to announce the addition of Richard Moore as executive director in late 2023. We expect Richard to provide more continuity year to year and look forward to the contributions he can make with his industry connections and experience. So far he has already been quite active on tender practices, helping to reach out to owners and consultants on behalf of our members and the GCAO board.

Returning Directors to the Board for 2023 are: Douglas Drevniok as Past-President, Jarrett Brown as President, Chris Markell as Vice-President and Daniel Carley, Leigh Fuller and Steve Donley as Directors. The remaining offices of 2nd Vice President, Treasurer and Secretary are to be assigned at our first Directors meeting.

Over the majority of the 2023 year, the Board operated with 7 Directors and 1 Executive Director added in September. I wish the board the best success in 2024, it has been a pleasure working with all of you.

The proposed 2023 Board of Directors are:

- | | | |
|---------------------|---|--------------------|
| 1. Douglas Drevniok | - | Past-President |
| 2. Jarrett Brown | - | President |
| 3. Chris Markell | - | Vice President |
| 4. Daniel Carley | - | Director |
| 5. Steve Donley | - | Director |
| 6. Leigh Fuller | - | Director |
| 7. Richard Moore | - | Executive Director |



INCOMING PRESIDENT'S REMARKS – by Jarret Brown

Firstly, I would like to thank and recognize Past-President Douglas Drevniok for all his hard work and dedication to the Association over his tenure on the Board. Doug offered a consistent and unwavering commitment as President in 2023. He worked hard to advocate for members by addressing tendering disputes and liaising with several buyer groups.

I also want to recognize outgoing Past-President Matthew Swann, who completed his tenure on the Board this past year. Matt continued to bring a well rounded and professional presence at all of our meetings and events. As owner of the Membership Portfolio Matt added 3 new members to the Association this year. Retrofit Solutions, Premium Construction and Reliance Construction.

To our members: I am honored to be serving as President of the Associations Board for the upcoming year 2024. I am optimistic that this year will continue to be a busy and prosperous year for our member firms. The state of the construction industry in the region poses many opportunities for our organization and its individual members. As President, I will strive to provide a voice, resources, and support for our membership on some of the issues facing general contractors this year. Our industry is strong, and the local market is currently such that many member firms have the luxury of being selective in what they pursue. In these times, unattractive procurement can lead to contractors simply not submitting bids or responding to RFP's. I would like to encourage our members to bring forward any potential items that our board can contact owner groups on to voice our concerns. As we were able to successfully fill the role of Executive Director with Richard Moore joining us, our association will again enjoy the benefit of an impartial party to interface and voice our concerns with owners. Maintaining a voice with owners is critical to ensure procurement continues with positive change, and the particulars of tenders and contracts are fair and in line with industry norms.

This year, my mandate as President will be to improve member engagement and communication opportunities in the following ways.

- Regular email updates on the board's activities or educational resources and articles
- Revamping the current web page to be more modern and interactive (Including options for electronic payment and registration on the site)
- Encouraging member firms to bring forward items that are not inline with industry best practices be it with procurement or otherwise.

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.



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)
INDEX**

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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 Pieterston
2012	Dennis & Micheline Drevniok
2013	Robert Matthews
2014	Robert Merkley
2015	Dwight Brown
2016	No recipient
2017	Ted Ruiter
2018	Barry Hobin
2019	Dave Burley
2020	No recipient
2021	Brian Morley
2022	No recipient
2023	David McRobie



AWARDS PROGRAM - CALL FOR ENTRIES

General Contractors Association of Ottawa Awards

Entries are now invited to the 2024 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.



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.



2024 AWARDS PROGRAM - INTENT TO SUBMIT FORM

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: Douglas Drevniok ddrevniok@gcaottawa.com

by March 31st 2024.



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: mswann@gcaottawa.com



GCAO PRESIDENTS

2023	Douglas Drevniok
2022	Matthew Swann
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