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Statements of fact and opinion expressed are those of the authors and CIQS assumes no responsibility for the content, nor do they represent official policy of CIQS.

Published four times a year on behalf of the
Canadian Institute of Quantity Surveyors by

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This magazine is printed with vegetable oil-based inks and consists of recycled paper provided by a Forest Stewardship Council (FSC) certified supplier. Please do your part for the environment by reusing and recycling.

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Où en sommes-nous avec cette reconnaissance convoitée des ECA?

Quel chemin parcouru sur cet aspect, et depuis si peu! Au cours des dernières années, le marché international s’est grandement ouvert, et notre profession s’y est déjà adaptée. Non seulement le Moyen-Orient et l’Asie s’ouvrent et nous permettent certaines percées, mais aussi l’Europe introduit des produits canadiens sur leur marché depuis un bon moment. Les entreprises canadiennes en consultation de pointe rivalisent très bien avec la compétition européenne. Aussi, plusieurs projets importants chez nous comportent des investissements étrangers, chinois, russes et autres, et les projets d’hôpitaux en PPP au Québec pourraient être fort influencés par le savoir faire d’entreprises espagnoles.

Nos efforts à signer des ententes de réciprocité avec plusieurs pays membres de la Pacific Association of Quantity Surveyors (PAQS) ont favorisé cette reconnaissance pour le status ECA. De plus, la participation grandement appréciée de M. Andrew Collins (ECA) sur le comité d’éducation et accréditation du PAQS, a déjà contribué à la reconnaissance de CIQS et des économistes en construction canadiens. Aussi parce que les membres de notre organisation, qui ont participé aux congrès annuels du PAQS aux cours des dernières années, y ont laissé une très belle impression, l’association du Pacifique sollicite maintenant CIQS pour un grand rôle!

Dès le début août, nous avons reçu officiellement du président actuel du PAQS l’offre d’occuper la présidence de cette prestigieuse association de plus de 100 000 membres pour les années 2015 et 2016. Considérant que quelques membres ont déjà manifesté leurs intérêts et, à notre avis, se qualifient déjà aux critères énoncés par le PAQS, le conseil a approuvé une motion en ce sens permettant à d’autres membres intéressés à se qualifier pour occuper ce poste important. Vous trouverez dans cette édition, les critères d’admissibilité, le processus de mise en candidature ainsi que les délais qui y sont rattachées.

La réciprocité et la reconnaissance, deux mots qui se complètent et s’associent fort bien. Ces mots, avec lesquelles viennent inévitablement les responsabilités professionnelles sans autre condition, exigent un code d’éthique approprié. Il est important que chaque membre prenne connaissance du code d’éthique de CIQS et s’en appropre les principes et exigences. Le conseil y fera les ajustements nécessaires afin de suivre l’évolution imposée et le maintenir à ce haut niveau qu’exige la profession. Chaque membre est vivement encouragé à y adhérer en tout temps pour le bien de la profession.

« Au cours des dernières années, le marché international s’est grandement ouvert, et notre profession s’y est déjà adaptée. »

Congratulations to the following members who have qualified as a PQS or CEC:

**AEQSQ**
Jean Pierre Levasseur, PQS

**CIQS**
Ajibola Alofe, PQS

**NSAQS**
Robert Scammell, CEC

**QSBC**
Mark Hutchinson, PQS
Matthew K. Weber, PQS

**OIQS**
Natalie Dione Alexander, PQS
Rajeshkumar Bheda, PQS
Rui Cai, PQS
Shail Shah, CEC

Darrell Eisenhour, CEC
Domenic Gaffney, PQS
Alexander Mezhibovsky, PQS
Kemal Sagbas, PQS
Edwin Sunico, CEC
Pragnesh Shah, CEC
Ramsin Sotouadeh, PQS
Sanjay Verma, PQS
Jian Wang, PQS
Where are we with this coveted PQS recognition?

We have come a long way towards this, and in such a short time! In recent years, the international market has greatly opened up and our profession is already well adapted to this reality. Not only are the Middle East and Asia opening up, affording us some important opportunities, but Europe has introduced Canadian products on their markets for some time now. Canadian companies in leading edge consulting activities are doing very well against the European competition. Also, several major projects that we have in Canada are financed through foreign investments (for example: Chinese, Russian and others). Also, PPP Hospital projects in Quebec could be greatly influenced by the expertise of Spanish companies. Our efforts to sign reciprocal agreements with several countries, and members of the Pacific Association of QS (PAQS), have given recognition to our PQS designation. Furthermore, participation by Andrew Collins, PQS on the PAQS Education and Accreditation Committee contributed to the recognition of the CIQS and the Canadian Professional Quantity Surveyors. Because members of our organization, who participated in the various annual conferences of PAQS, have done so well and left their mark, PAQS is now soliciting CIQS for an even more important contribution!

In early August, we were officially offered by the President of the current PAQS to occupy the presidency of this prestigious association of more than 100,000 members for the years 2015 and 2016. Considering that some members have already expressed their interests and, in our opinion, are qualified as per the criteria already set forth by the PAQS, CIQS Council approved a motion to allow others that would qualify for this position. You will find in this edition, criteria for eligibility, the nomination process and the related deadlines.

Reciprocity and recognition are two words that are complimentary and intimately associated. These words also entail the inevitable professional responsibilities which, without any doubt, require a proper code of ethics and it is important that each member becomes aware of the CIQS' Code of Ethics. In response to the evolution of time and experience, Council will make adjustments as necessary to our Code in order to maintain the best-in class standards that we deliver as a profession. Each member is strongly encouraged to adhere to the principles and requirements of our profession at all times.

“In recent years, the international market has greatly opened up and our profession is already well adapted to this reality.”
Attention, consultant quantity surveyors

Effective immediately, the annual fee for listing consultant quantity surveyors on the CIQS website at www.ciqs.org has increased to $300 plus taxes from the former $150 fee.

The CIQS Council made this decision at its September meeting to better reflect the value-added service offered by the listings. The CIQS office receives many requests for quantity surveyors from potential clients; our normal practice is to refer these inquiries to the list on the website, under Consulting Services/List of Consultants. The listing clearly offers member quantity surveyors a valuable conduit for connecting with potential new clients.

If you are a consultant quantity surveyor and a CIQS member in good standing and are not included on the list, please contact me at execdir@ciqs.org to have your company added to the service.

Council also discussed the letters of good standing CIQS prepares for consultant quantity surveyors and agreed that members who have allowed their membership to lapse after April 30 will no longer be listed in the letters. Members should be aware that membership fees are due April 1 each year. The online payment service in the members only section of the CIQS website offers a quick and convenient way to pay your fees.

Finally, a revised CIQS ‘Quantity Surveying & Cost Consulting Services Schedule of Services and Recommended Charges’ is nearing completion and should be available by the end of the year. Members will receive an email announcement when it is posted on the website.

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010 will continue to provide mixed signals with regard to the stability of the recovering economy, construction markets and mortgages. While Canada continues to show a positive GDP growth, it will be interesting to watch how long the stimulus funds will provide a strong sustainable economy worldwide. While serious inflation growth is not likely to be a threat for most of 2010, it could become a concern in 2011 and beyond.

Commercial mortgage loan maturities are expected to top $250 billion for the first time in 2010 before peaking in 2012 at over $300 billion per IRR (Viewpoint report for 2010). The total maturities through 2012 are expected to exceed $1.1 trillion and as a result, the need to find a replacement for this capital source, which account for 44% of all commercial mortgage lending in 2007, will increase.

Having said this, some companies continue to expand while others stand still. Expanding into Canada is Target and Marshalls. According to Michael Pallerino, Editor of Commercial Construction & Renovation magazine (reference CC & R magazine, July/August 2010), The Sports Authority ‘plans to launch a new store brand, S.A.’ The new brand will have a 12,000 to 15,000 square foot floor plan.

The National Association of Business Economists (NABE) predicts that employers will begin adding employees to their payrolls from the second quarter of 2010 through 2011. Demand of oil is picking up as the economy recovers, which could lead to favourable news for the oil sands industry. It is predicted that related oil price rises will not slow down the rate of hiring of new employees in the oil industry.

An employment rebound increases the demand for office, retail and distribution space. This will result in increased activities in new construction and expansions. However, since last year, we are seeing a hyper-supply in the office market and the net effect is that this new employment surge will result in a zero office market increase. According to Integra Realty Resources, Inc., many markets which were determined to be in hyper-supply last year are now experiencing recessionary conditions.

Construction growth in new property is still slow; however, the renovation industry continues to flourish. As reported by ENR magazine, according to the US Department of Commerce, US construction industry has slowed down significantly in the last three months. On a year-to-year comparison, total construction put-in-place is more than 11% below the same period last year. The only positive trend is the more than 20% increase in renovations of existing properties and infrastructures.

Markets that continue to flourish include Canada, Brazil, India and China. Expanding business overseas seems like a better opportunity than standing still for a full local economy recovery.

“The while Canada continues to show a positive GDP growth, it will be interesting to watch how long the stimulus funds will provide a strong sustainable economy worldwide.”
Briefs from the Halifax Council meeting

Nature has blessed this area with sandy beaches, rugged shorelines and colorful gardens.”

This is one of the many descriptions that you will find on the various brochures promoting Halifax, Nova Scotia. Our first major CIQS Council meeting since the 2010 AGM in June was held in Halifax from September 17-19. Some of the Council members were able to experience this on the boat ride around the Halifax harbor from local member Archie Thibault, PQS. The rest of the time we were confined to the meeting room of CBCL Limited and were only allowed out to go back to the hotel or dinner. The educational items tabled at this meeting are:

The final results of the May 2010 examination session show a 75% pass rate.

Registration for the November 2010 examination session as of September 1, 2010 is 36 candidates registering for 72 examinations. This brings the total for 2010 to 78 candidates registering for 145 examinations. This represents an increase of 81% in the number of candidates and a 93% increase in the number of examinations over the previous year.

A negotiating team comprising of Ian Duncan, PQS (F) and Jeff Logan, PQS was formed in late August to review the new reciprocity agreement as proposed by CCA. The reciprocity agreement was amended and will be sent back to CCA for their approval.

It was decided that until the proposed education coordinator is hired, a new approach is required for the updating of our syllabi. The main emphasis will be on the development of the electrical syllabus followed by the updating of the mechanical and architectural syllabi. The development of the heavy civil syllabus will be temporarily put on hold until the existing syllabi are updated.

The coming year promises a positive development in delivery of new programs by the educational institutions:

- The B.Sc. degree program in Construction Management program at Red River College, Manitoba is slated to begin in September 2010.
- The diploma program in Architectural Technology at Georgian College, Ontario is slated to begin in September 2010.
- The B.Sc. program in Construction Management with Quantity Surveying major at BCIT is slated to start in January 2011.

We eagerly await the announcement of a new B.Sc. degree program in Construction Project Management to be offered by a well known educational institution.

The revised Education Policy Guidance Notes are now posted in the Members Only section of the CIQS website. The various routes to the CEC and PQS designations are listed in Section B and should prove very useful for new members.

A draft of the TPE Guidance Notes for Candidates and Supervisors was presented to Council. We are hoping to have this published by the next Council meeting.

A separate report on the PAQS Accreditation & Education Committee 8th meeting held recently in Singapore is published in this edition of the Construction Economist.

David Lai, PQS (F)
CIQS Education Administrator
The participation factor

The common definition of ‘participate’ means to have a share, or take part in something. We are all called in our daily lives to participate in one form or another. We may be participating when we are meeting with a design team to discuss a project, or maybe participating to help a co-worker to complete a budget or estimate deadline, or perhaps we are participating by coaching our kid’s soccer team.

Sometimes we participate because we are mandated to do so by our work or employer while other times we participate because there is a need and we feel we can help. Regardless, if it is voluntary or not, we participate as professionals and private citizens to improve our own lives and the lives of the people of our community.

Within the CIQS organization, there are an unlimited number of options for members to participate and achieve CPD points. As I mentioned in the previous CPD Corner, attending an AGM could be worth five participation points. Within your own affiliation, there are numerous committees and boards that are always looking for help from its membership. Participating on an affiliate committee could mean giving only spending up to one hour a week to produce the necessary results. There is a wide range of time commitment and clearly not everyone has the opportunity to give up to an hour or more a week. And if your affiliation hypothetically has enough committee members - there are also CIQS initiatives that require participation from its members. Special events committees, diary assessors, even the CPD audit committee needs participation from its general members to fulfill its mandates. If you are a member or participate on other boards or committees related to the profession, you equally qualify for participation points.

Our CIQS Council has just wrapped up its quarterly meeting in Halifax, and Council consists of dedicated members who have demonstrated a strong desire to participate voluntarily for the good of the Institute. I would like to thank members, past and current, who dedicated countless hours to the Institute and I encourage all members to consider the opportunity to give some time and energy to strengthen our profession and to grow our organization. In turn, you may receive more than just CPD points.

Mark Gardin, PQS
CPD Lead

“We are all called in our daily lives to participate in one form or another.”

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In memoriam

Francis St. Elmo Scott
It is with regret that we announce the passing of one of our long standing members, Francis Scott of Barbados. Francis graduated from Fanshawe College in 1980. He brought his entire family to London, Ontario when he attended school. His son, Adrian, said, “He was very proud of being a PQS and member of the CIQS/OIQS and regretted that he never made time to attend an AGM.”

Stanley Dean
It is with sadness that we announce the passing of Stanley Dean, another of our long standing members. Stan started working in the construction industry in 1938 and attended Woolwich Polytechnic in London, England for his studies in building construction. He emigrated to Canada in 1956 joining the CIQS in 1960. In Canada, he worked for the Foundation Company of Canada, George Wimpey, V.K. Mason and Public Works Canada retiring in 1988. He served on the Toronto Chapter Executive and served as OIQS representative on CIQS Council in 1976.

We extend our condolences to both of their families.

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Providing Valuable Advice and Creative Strategies for the Real Estate Industry
BOARD – The Board have taken the summer off, as last year was particularly busy with the organization of the CIQS AGM.

We have a full quota of energetic and enthusiastic members again this year and, with the CIQS AGM behind us and the Degree program well advanced, the workload this year should be less than the past couple of years. This will hopefully give us time to concentrate more on the promotion and marketing of the Society (and Institute) to industry and the student bodies, organize more dinner meetings and launch and back the BCIT Degree program.

EVENTS – In keeping with our recent efforts, we will be looking to host a variety of dinner meetings again this year, with four official dinner meetings planned, and two informal membership meetings planned. In the spirit of reciprocity, QSBC has been issuing notice to the membership regarding any upcoming RICS events and the Board will be discussing the possibility of having co-hosted evenings with the RICS BC Chapter.

Our ‘beer and pizza’ event for the BCIT students will take place in October with QSBC Admin having picked a nice central location in Gastown. Notices will be posted to the student body via both the QSBC newsletter and in liaison with our BCIT contacts.

George Evans, PQS (F) successfully organized the QSBC Golf Event on August 20. Again, the event was well attended, with 36 golfers taking part. It is testament to George’s dedication and experience (this is his 21st year organizing the tournament) that the golf, as ever, did not cost QSBC any money to host and that they still had an abundance of prizes to go around.

MEMBERSHIP – Roy Howes, PQS has been working with the new Education Director, Darren Rae, PQS, to ensure an easy transition between Roy and Darren. We have also split the Membership/Education/Evaluation/Diary set up to be similar to the OIQS setup, which allows various ‘champions’ for particular sections, as opposed to one Board member dealing with this large portfolio. We hope that this streamlines the entire process from evaluation to designation.

BCIT DEGREE PROGRAM –

Andrew Collins, PQS (F) is in the final throes of getting the course up and running. We still have a forecast date of January 2011 as the launch date.

The three ‘holes’ in the syllabus which need to be plugged (early stage estimating, civil works and project delivery methods) have been issued to the membership for interest in developing these courses.
CIQS international relations report
By Ian Duncan, PQS (F), International Relations Co-chair

The program for this year’s PAQS conference was very similar to previous years consisting of a mix of the business side and the social networking.

The venue in Singapore was somewhat unique being on a vacation island akin to a cross between Disney World and Atlantis in Nassau. Singapore itself is very vibrant and out of a population of some six million people includes an expat presence of 1.3 million. As with the rest of Asia, there has been and continues to be phenomenal development and growth over the last 30 years.

The delegates and committee members consisted of me sitting on the research committee, with David Lai and Andrew Collins on Education and Accreditation committee. We were not represented under Youth although I believe Sheri Thompson has been in touch with the other PAQS youth members through the web.

David and I represented CIQS at the board meeting. Andrew, unfortunately, was unwell and unable to attend. As usual, this was a gruelling all day event followed by two days of plenary sessions. Anyone intending to participate, other than socially, should be prepared for a pretty intense four days not to mention the travel time.

Graeme and Dagny Alston, Susan Lai and Tyra Duncan also attended the congress for a total of seven Canadian delegates.

At the opening ceremony of the plenary sessions, CIQS signed a reciprocity agreement with the Singapore Institute of Surveyors and Valuers (SISV) and, in 2011, we will finally get the South Africans on board and possibly Sri Lanka. Also, the PAQS certification of accreditation to Unitec was presented to the representative of the university.

This year’s visit to Asia for PAQS in Singapore was even...
busier than last year in Kuala Lumpur as David Lai and I squeezed in visits to the offices of the Hong Kong Institute of Surveyors (HKIS) in Hong Kong on the way to Singapore and the China Engineering Cost Association (CECA) in Beijing on the way back to Canada at our own expense.

In both cases, we were invited to tour their respective offices and were entertained in the evenings. It is evident that many member nations of PAQS receive support and contributions of their governments and, in turn, provide the service of establishing and maintaining the formal certification and licensing of the surveying professions. China for example has 100,000 members and the CECA are currently administering 50,000 members through their ACP or CPD process. The HKIS has 20 staff performing similar functions and I know that there are close government links in Malaysia and South Africa.

In November, we are receiving a visit from the CECA delegation whose prime reason for coming to Canada is to visit CIQS two days in Toronto and two days in Vancouver. Lois is already organizing the reception in Toronto and will be looking for help from QSBC.

I am pleased to inform Council that Clive Evans has accepted the invitation to speak at the QS International Convention in Selangor, Malaysia in October. This will help the international image of the Institute even further.

Meeting the HKIS at their offices in Hong Kong 2010

Ian, Tyra, David and Susan at PAQS 2010

NOMINEES WANTED for 2nd Vice Chairman of PAQS

CIQS has been a member of the Pacific Association of Quantity Surveyors (PAQS), www.paqs.net, since 2004 and has developed a strong commitment to PAQS since that time.

PAQS has asked CIQS to submit a nominee for the position of 2nd Vice Chairman of PAQS to take office at the next Congress in Sri Lanka in July 2011. This person will eventually take over as the PAQS Chairman after serving their term as 2nd Vice Chairman and 1st Vice Chairman. CIQS will pay expenses for this representative to represent CIQS in these positions on the PAQS Board with supplementary funding from PAQS while in the position of President.

CIQS Council therefore is canvassing our membership for expressions of interests from members based on the following criteria:

• The candidate must have served on the CIQS Council
• The candidate must have demonstrated experience and exposure with past PAQS congresses
• The candidate must be available to attend PAQS congresses for the next six years commencing in July 2011 and also be available during their term as PAQS President to travel a few times a year to visit the member countries to deliver CPD seminars/talks and discuss PAQS issues and activities with member countries

Any member who meets the above criteria and is interested in representing CIQS in this capacity should submit an expression of interest in writing to execdir@ciqs.org no later than November 30, 2010. The expression of interest should include a brief outline of the applicant’s CIQS Council and PAQS Congress experience along with a Vision Statement of the applicant’s expectation of the PAQS role.
The 8th meeting of the PAQS Accreditation and Education Committee was held on July 24, 2010 at the Resort World, Sentosa, Singapore.

The chairman of the PAQS Accreditation and Education Committee, Chua Siow Leng welcomed everyone to the meeting. The minutes of the 7th meeting were confirmed and all matters arising dealt with. The next item was the PAQS Accreditation visit report for UNITEC, Auckland, New Zealand. The chairman mentioned that the assessment panel comprised of the following assessors:

- Australian Institute of Quantity Surveyors (AIQS) - Associate Professor Anthony Mills
- Canadian Institute of Quantity Surveyors (CIQS) – Andrew Collins, PQS (F)
- Hong Kong Institute of Surveyors (HKIS) – Dr. Paul H. K. Ho
- Institute of Surveyors, Malaysia (ISM) - Chua Siow Leng
- New Zealand Institute of Quantity Surveyors (NZIQS) – Theo Marlow

Andrew Collins, PQS (F) of CIQS was elected chair of the assessment panel and was asked to present the findings and recommendations of the panel. This was similar to what was presented at the CIQS AGM in June 2010.

Andrew’s presentation was well received and after several discussions on technical issues and the panel’s recommendations, a vote was called for all those member associations who would accept this accreditation and recognize UNITEC. All 11 member associations present voted in favour (note that originally only eight members voted to be part of the accreditation scheme). The Fiji Institute of Quantity Surveyors (FIQS) was not in attendance and the Association for the Advancement of Cost Engineering International (AACEI) had withdrawn their membership.

The presentation of the PAQS Accreditation Certificate to UNITEC took place at the opening ceremony of the PAQS Congress on July 26, 2010.

It was noted that not all member associations had put forward the nominations for assessors and the chairman reminded them of the importance of having a wide representation for future accreditation committees. Andrew was congratulated for his outstanding work and the CIQS was commended for their quick response to the call for nomination of assessors. The chairman suggested that since the assessment fee of $500 USD that was paid by the college/university will only be going into the general income of PAQS, it could be used to help pay the assessors for out of pocket expenses that is not normally covered by the college/university. The committee agreed that $100 USD is to be paid to each overseas assessors and $50 USD to the local assessor.

Further discussion ensued regarding the need for accreditation if a college/university program is already recognised by other organizations such as RICS. It was unanimously agreed that our accreditation should be kept separate from all other organizations and must be done by PAQS. Some members asked what measures could be taken to reduce the cost to the college/university. Members were reminded that according to the Accreditation Manual, a site visit is mandatory for all first time assessment but for subsequent assessment, a majority vote by the assessment panel will decide if a site visit is necessary. One suggestion was that the assessment could also take place during the PAQS congress if the college/university is in the host country for the PAQS congress. It was noted that there is the possibility that there could be two more applications for accreditation for the next year and members were reminded to submit their nominations for assessors. Members were also reminded that there needs to be a proper mix of academics and prac-
Dear Sir,

Unitec Accreditation

With reference to the recently completed and first ever PAQS Accreditation visit to Unitec, New Zealand, I would like to convey my sincere gratitude and appreciation to the CIQS for the contribution and support it has provided throughout the exercise.

CIQS was one of the first to provide nomination for assessors and has selected an excellent panel member in Andrew Collins. Andrew was appointed as Chair of the Panel and he did an excellent job – meticulous, conscientious, patient and inclusive. He contributed greatly to the successful outcome of the visit. His comprehensive, excellent and detailed report has set a benchmark for future visits and helped to persuade all the subscribing members of the PAQS Accreditation Scheme to adopt the accreditation for Unitec. This was quite an unexpected outcome. We are indebted to CIQS for arranging for Andrew to be in Singapore to present the report to the Committee.

It is a pleasure to have such an active and supportive member in CIQS for the PAQS activities. We look forward to the continuing participation and contribution of CIQS in the PAQS Board and Committee meetings and conference. Your delegates are a credit to CIQS.

Yours sincerely,

Chow Siow Leng
The challenges of budgeting, estimating and tendering on international construction projects: A Canadian perspective

The paper has been prepared based on international projects work experience of the Canadian candidate, gained over the last 16 years, working on tenders for over two dozen international building projects on five continents, including international airports, public and government buildings, themed mega-resorts and entertainment complexes. The candidate has also lived in and/or worked on these continents to provide:

1. Project feasibility analysis, code compliance reviews and analyses
2. Conceptual budgeting, preparing and submitting hard bid and unit price tenders
3. Post-tender negotiations with client and developer groups
4. Prequalification of foreign general contractor joint-venture partners, architectural, engineering and cost consultants, suppliers and subcontractors
5. Design development value-engineering, tendering, procurement and logistics management
6. Training of local resources, personnel and site project management on foreign construction projects

While this paper is not specific to any single project or international locale, important differences have been noted in preparing the reader to work effectively in winning international tenders and for successful implementation of the projects. It is not the candidate’s intention to be critical of any of the project stakeholders, governments, Canadian or foreign companies, nationalities, individuals or processes encountered.

Review bid documents and risk analysis - A rough cut preliminary budget should first be prepared based on gross floor areas, rough building envelope quantities and construction elements for present day construction costs in your Canadian city. This should then be indexed into an equivalent USD budget for current economic conditions, historical inflation rates and present day construction costs in the foreign country.

Bid risks and issues are to be verified including quality control and health and safety procedures; geographic requirements such as seismic conditions, hurricane risk factors, coastal, jungle or mountainous factors; environmental
Zachry Trip preparations

Turner with a local company is deployed by many North American edge, workforce and capability. The practice of partnering for US companies.

Foreign Corrupt Practices Act

ganizations including the CIQS. In the United States, the and the code of ethics of various Canadian professional or-

would have left the door open to questionable expectations deleted from the tender clause on the grounds that this with the client, we were able to get ‘police permits’ after discussing this with the client, we were able to get ‘police permits’ deleted from the tender clause on the grounds that this

in J-V with a local building contractor, utilizing North American procurement and providing on-site lead master tradesmen supervision from North America.”

Investigate the listed invited bidders and the names and countries of origin of each bidder, in order to assess the expected level of threat that each bidder represents. Speak with various Canadian government agencies that are able to provide and/or assist with due diligence services on foreign clients and governments and with obtaining project insurances.

Trip preparations - Adequate work time should be scheduled for the initial site visit and pre-tender meeting. Generally one week should be adequate and a second and third trip can be later scheduled, as required. Preparation for a trip entails some specific research to be done and a checklist of required tasks should be prepared well in advance of the trip. A typical checklist would include up-to-date Canadian passport(s); visiting a travel clinic to determine up-
to-date health issues and inoculations required; searching travel advisory websites to learn about country information, statistics, local customs and to determine local health, safety and security conditions and dangers to be aware of in that country – a good website to visit is www.travel.gc.ca hosted by the Canadian government. Albeit the ‘Travel

 Transformer ready for market

Reports and Warnings’ section can be somewhat negative and cautiously presents a worst case scenario. It is, however, the author’s personal safety policy not to wear rings, jewelry or expensive watches on a first trip to a developing country.

Site investigations - Generally, a team of two or three experienced people is necessary to accomplish the work properly. Be well-prepared with appropriate protective clothing, camera, video equipment and tools to conduct detailed site investigations and any other follow up work or site visits required. Remember that usually there is no Canadian Tire, Home Depot or equivalent local store that one can run down to for supplies. Detailed tender review meetings with the J-V partner’s group should be done and be prepared for a long hard grind. In one instance during work-
ing meetings that I attended with our foreign J-V partner, I met (as the sole Canadian representative) with various groups of engineers and estimators totaling 27 people in all, during the course of a grueling 14-hour-a-day, 7-day week.

In another instance, the local J-V partner had a relay team of nine engineers, rotating in three-man shifts every two hours to locate and bring this to the owner’s attention as soon as possible.

Foreign GC’s oftentimes not only self-perform many sub-trade activities, but also have in-house manufacturing facilities. Ensure that there are no customary ‘facility payments’ expected in the course of normal business operations, such as incentives to local police, Government officials or to the owner’s local Professional Consultants and Payment Certifiers. If so, you must find a way to eliminate this custom and bring this to the owner’s attention as soon as possible.
Scope out local requirements and customs and related costs thereof - do not necessarily rely solely on the tender documents. In addition, onerous environmental studies and monitoring may be required per local laws and project lender’s conditions.

**J-V partner prequalifications** - Due diligence includes: audited financial statements, trade and business association reports; reference checks from banks, insurance companies and trade contractors; reviewing projects underway and having discussions on scopes and performance; meeting with and interviewing senior management staff; visiting their subcontracting operations and manufacturing facilities.

**Risk and decision analysis: to bid or not to bid** - This entails the ability to come to an agreement with your J-V partner on the construction cost, the schedule and the tender price. A typical process would entail having the two J-V partners first work up independent quantifications and pricing and then to meet to reconcile and agree on the scopes and cost of the work. One has to be open and receptive to each other’s customs and methods to understand each partner’s point of view and concerns and to be able to read between the lines.

Some common examples of reconciliation issues I have encountered are:

**Example 1** – The allowable ratio of foreign workers to local workers can be an issue in small countries with tiny populations and an even tinier qualified workforce – with out-of-the-box thinking, an innovative solution to this dilemma for an acceptable crew mix can be found.

**Example 2** – Cost and methodology of excavation, backfill and hauling. Listen to what your partner is suggesting – they are likely experienced in specific soils and climatic conditions and work methods – this can, in fact, be a good learning experience for a Canadian contractor to export back home.

**Example 3** – Concrete, formwork and reinforcing steel – in one instance there were just two redimix operations on an island and both purchased their cement and aggregates from the same manufacturer and quarry. The cost of redimix concrete was therefore a monopoly and was well over $200 per CM (10-years ago this was a big deal!). The option of setting up our own redimix plant and procuring the raw materials to barge them in from alternate sources was costed at $140 per CM. Confident of our self-performing ability we were able to negotiate a better price from the local redimix suppliers - and at a substantial cost advantage over pricing given to other international bidders.

In another case, the J-V partner had their own plywood manufacturing plant, claiming to supply formply at a substantial discount to Canadian prices and having an overall formwork cost of around $10/SM ($0.92/SF). Notwithstanding lower local material prices and that burdened labour costs were $2/Hour. They claimed to get an astounding 25-30% uses from their wood forms, whereas we calculated and carried a much higher blended rate, but still well below Canadian forming rates (which were at least 10-fold at that time).

As it turned out later during project execution, due to worsening economic conditions, power supply was getting scarcer and more expensive – and plywood manufacturing being an energy intensive process meant that our partner was forced to shut down their plywood plant – but thankfully we could utilize our higher forming cost carried to import Canadian high grade formply at CAD $90.00/sheet landed cost, and still not suffer any losses.

Regarding rebar supply, in one instance, local supply costs appeared to be very light – upon investigation, we discovered that according to local codes and manufacturing standards, a very high content of recycled scrap metal was acceptable in their rebar – but as we were pricing to Canadian/British standards, we allowed the higher cost to import rebar from a neighbouring country that manufactured reinforcing steel to British Standard (BS). Similar considerations will apply to shop drawing preparation and site precasting of concrete elements to maintain QA/QC standards. As stated by Zachry Construction:

“Rebar and other trades shop drawings and interference drawings were done by ZC and EP - 75% on-site by ZC and EP engineers and imported Filipino engineers, and the other 25% done in the US. Local subcontractors do not have the ability to do detailed shop drawings, therefore ZC and EP had to take over this task. An example of this was the steel stairs in the service areas – ZC found that the local subcontractor just did not have the ability to do the shop drawings, and so ZC took this work out of the subs’ contract and had the steel stairs detailed, fabricated and shipped from the US instead.

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1 Thompson, E (2007, April) / Interview with Eric Thompson, Project Engineer of ZC, conducted by M. Hirji, author of this paper, at a U.S. Embassy Project site in South America.
“ZC also has a precast yard on site where they precast all water and sewer manholes, electrical manholes and exterior light pole bases – in order to control and provide the level of QC to their satisfaction.”

Example 5 – Miscellaneous metals - This can be the most problematic building trade item for foreign contractors to conceptualize, quantify and price up, notwithstanding that this is also a difficult item to design, detail and price up 100% even in Canada with Canadian architects and subcontractors – hence the euphemism, ‘mysterious metals.’

There seems to be only one direct method of tackling this – roll up your sleeves and perform the take-offs yourself, and in the process also gaining detailed knowledge of the architectural drawings and their pitfalls. With this in hand, sit down with the J-V partner and/or sub-trades and undergo the long (and painful) process of teaching, instructing, cajoling, pleading and pricing the works together – usually requiring four or five rounds of detailed design development, value engineering and re-pricing to get this reasonably correct. In most cases, there is no time or budget during the tendering process for all these rounds and you just have to make your best effort estimate after the first round – and stick to your guns with your foreign partner.

For tender purposes, a GC Estimating/Procurement Manager with a good working knowledge of all these systems should be able to communicate and convey all requirements to subcontractors, select independent consultants and equipment manufacturers to put together an organized, coherent tender scope and price. With many tradework items, the trick is to know the differences between different sets of codes and standards and of ways to optimize the tender scope and price. These include selective direct procurement of equipment and materials to gain cost advantages over traditional Canadian methods of dealing solely with and at the mercy of subcontractors. Indeed, in one instance, the sales manager of a foreign division of a European switchgear and transformers manufacturer bitterly complained, “You want Swiss precision and German quality, but at a developing country price!” This statement truly embodies all of the items required on the tender preparation – best quality for least price – and you will surely be on your way to having a winning tender!

Bid submission process strategies - Strategies have to be developed for each situation, including having a good reading on the client and being able to push the right buttons to please them; fair but firm price negotiations with the J-V partner and principal subcontractors, value engineering and schedule enhancements; other value-added services; a coherent well laid out implementation plan - all of which is conducive to your credibility and pro-active approach. Finally, list your tender qualifications and the level of political risk that you are willing to accept - it is always wiser to meet these unpleasant issues up-front and head-on.

“Strategies have to be developed for each situation, including having a good reading on the client and being able to push the right buttons to please them.”
Guidelines for set-up and buy-out of construction services - Be prepared to instruct bidders and suppliers in your requirements and to repeat the process as often as required. You will require generous tendering, detailed review and re-pricing schedules, direct procurement of certain materials, equipment and services is a must, extra vigilance and effort on drawings and specs co-ordination is needed, and a good procurement network worldwide is also essential. However, be aware - colonial superiority attitudes and behavior do not work anymore in this day and age. The proverbial days of 'sipping on a G&T in the shade whilst watching the workers work' are long gone. Although you may find that local site staff are much more computer literate than their Canadian counterparts, be aware that the term 'estimator or QS' is loosely used - in some countries there is no such profession in existence, and all quantification is done by engineers and architects – since they have no formal training in estimating, the quantification is non-uniform in format, hit-and-miss and lacks consistency – they need to be continually checked and revised by Canadian qualified estimators.

Conclusions - The challenges for a Canadian contractor for bidding on and pursuing international projects are great, but the task is not as daunting as it would first appear. Although the risks are obviously greater than bidding on and executing home projects, the risk-reward ratio has to be considered and assessed on the merits of each international project. The rewards can be plentiful in many ways, such as:

A. Higher bid margins on international building projects can be expected and this is very attainable – versus the slimmer margins in Canada, particularly in the Greater Toronto Area.

B. The Canadian economy is very cyclical, having continuous boom and bust cycles, therefore having one or two small to medium size international building projects on the go at any time, will serve to diversify the contractor’s income base. During slow times at home, if a contractor is already involved on international work, the opportunities to expand in these markets are readily available.

C. There may be taxation advantages available in doing international work, particularly in countries having tax treaties with Canada, resulting in further added value to the contractor’s bottom line.

D. Canadians are generally very well-regarded overseas and exposure to international markets will serve to better promote Canada and is a win-win situation for all concerned.

E. Conversely there is much that a Canadian contractor can learn in international markets and bring back to enhance home operations and competitiveness.

F. In a world of increasing globalization, one has only to look to the Caribbean, Africa and the Middle East to see the recent escalation in construction contracts being awarded to and carried out by the rapidly emerging BRIC countries (Brazil, Russia, India and China). It will be only be a matter of time before they set their sights on the Canadian marketplace, particularly when the Canadian Tar Sands and other resource extraction and mining mega-projects get going again.

It would appear that it will soon become a matter of survival for Canadian contractors to have a global outlook. While it can be daunting to compete against five contractors in say, Africa, all of whom are owned by the same owner – the government of the People’s Republic of China, it can be done successfully wherever quality and high standards are a requisite and Canada wins hands down in such a scenario.

Finally, there is also a certain glamour and cachet in developing countries in having Canadians manage your project, and Canadian contractors should be prepared to trade on this unarticulated and hidden advantage.

Recommendations - Where does one begin to prospect for international projects and find out more about how this might work?

A good starting point is Canadian government agencies such as the Canadian Commercial Corporation (CCC), Export Development Corporation (EDC), the Export Development Bank (EBD), the Canadian International Development Agency (CIDA) and Foreign Affairs and International Trade Canada.

Another source is to find out which Canadian engineering consultants and architectural firms have design and management contracts on overseas projects (which are apparently quite numerous) and to speak with them.

Canadian contractors interested in bidding on international work should also initiate dialogue with the Canadian Construction Association (CCA) and other professional associations for enlisting their assistance in lobbying the Canadian government for financial aid and incentives in pursuing, pre-qualifying for, bidding on and executing international projects.

It should be noted that the Canadian government is acutely aware of the effects of globalization and of the critical necessity to export Canadian manufactured goods and services, necessary for Canada’s continued economic well-being and survival in the emerging world order.

Deepest dig in emerging Africa

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CANADIAN INSTITUTE OF QUANTITY SURVEYORS

52nd Annual General Meeting

Theme: Quantity Surveying – An International Perspective

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Telephone: 905-477-0008 or Toll free 1-866-345-1168
SCHEDULE OF EVENTS

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<thead>
<tr>
<th>DATE</th>
<th>MORNING</th>
<th>LUNCH</th>
<th>AFTERNOON</th>
<th>EVENING</th>
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<tbody>
<tr>
<td>Saturday, June 11</td>
<td>Travel day for four nighters and seven nighters</td>
<td>Reception</td>
<td>Reception open to Jamaican guests and CIOB delegates</td>
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<tr>
<td>Sunday, June 12</td>
<td>Council meeting</td>
<td>Free time</td>
<td>Free time</td>
<td>Golf open to Jamaican guests and CIOB delegates</td>
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<tr>
<td>Monday, June 13</td>
<td>AGM</td>
<td>Lunch</td>
<td>Golf</td>
<td>Seminars and dinner open to Jamaican guests and CIOB delegates</td>
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<tr>
<td>Tuesday, June 14</td>
<td>CPD Seminar</td>
<td>Lunch with speaker</td>
<td>CPD Seminar</td>
<td>President’s Dinner</td>
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<tr>
<td>Wednesday, June 15</td>
<td>Travel day for four nighters</td>
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<tr>
<td>Wednesday, June 15</td>
<td>Optional Seminars to be organized by CIOB – details to follow</td>
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<td>Thursday, June 16</td>
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<td>Friday, June 17</td>
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<tr>
<td>Saturday, June 18</td>
<td>Travel day for seven nighters</td>
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THEME: QUANTITY SURVEYING – AN INTERNATIONAL PERSPECTIVE

The Canadian quantity surveyor and the relationship with the international marketplace is a relatively new and emerging concept. International owner customers are utilizing common approaches to project procurement and project management. The quantity surveyor can provide value to both owner and contractor in many ways and can be the catalyst which facilitates the project energy and focus.

To achieve this in a competitive global market poses a challenge. It suggests that quantity surveyor and estimator professionals must forge ahead and develop a stronger sense of identity to expand their role, so that their value is not only recognized but desired.

This CIQS AGM and conference is an excellent forum for quantity surveyors, estimators, cost engineers, project managers, other construction professionals and their client groups to come together and effectively dialogue these issues. The purpose is to find constructive and innovative ways to collectively develop a sense of how we can move forward together.

CALL FOR CONFERENCE PAPERS

You are now invited to submit an abstract of your paper for this Conference. The seminar theme revolves around the following topics:

- Procurement and project management on international projects
- Applying quantity surveying and estimating skills in new and emerging markets
- Innovative systems and techniques in Project Procurement, Project Controls and Risk/Claims Avoidance
- Comparison of the Canadian way to the international way
- Working as an expat
- Tendering international projects
- Estimating to international codes of practice
- Quantity surveying in: (you choose the country or region)
- Risk related to international work

A synopsis of not more than 250 words is required for assessment of proposed papers. In addition to the abstract, a profile of the presenter of not more than 100 words is required. Please email to execdir@ciqs.org no later than November 30, 2010. A committee will review the submissions and presenters will be advised no later than December 31, 2010.

Seminar presenters will not be paid to present their papers. However your presentation at this event creates an opportunity for you to increase your professional contact that will help spread your reputation and may increase your business internationally.
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You may also choose to pay in full at the time of booking. Credit card payments for deposits and final payments will be processed directly by WestJet Vacations. If you wish to pay by corporate cheque, full payment must be made with booking. Any payments by corporate cheque should be issued to Travelonly and will be subject to a $75.00 service fee per room. All cheques must be received no later than February 15, 2011. Please contact Janna for mailing address if required. Any cheques not honoured, for any reason, will be subject to an additional $50.00 service charge.

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Abiola Adebiyi, Lagos, Nigeria
Brett Andrews, HDR Architecture Inc., Omaha NE, USA
Bryan Arey, Plan Group, North York, ON

B
Anthony Babalola, Ado Ekiti, Nigeria
Alan Bousquet, CHP, Montreal, QC
Gary Bowen, Altus Group, Calgary, AB
Chad Burgess, Hamilton, ON
Steve Caldwell, Bird Construction Company, Bedford, NS
Manikku Wadu Charith Lakshan, Ambalangoda, Sri Lanka
Alexander Caigor, Etobicoke, ON

C
Steve Caldwell, Bird Construction Company, Bedford, NS
Jody Dodge, VALE, St. John’s, NL
Adam Doyle, Mississauga, ON

D
Jody Dodge, VALE, St. John’s, NL
Adam Doyle, Mississauga, ON

E
Steven Fries, MKA Inc., Calgary, AB

G
Gerardo Galloro, Woodbridge, ON

H
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Nicholas Habre, Toronto, ON
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Emadeddin Hashemi, Toronto, ON
Alban Hida, Toronto, ON
Philip Hinda, Mississauga, ON
Jason Homewood, Kitchener, ON
Christopher Howe, Altus Group Ltd., Toronto, ON
Glenn Hultzner, Turner & Townsend CMR Inc., Toronto, ON
Jamie Hunter, Brampton, ON

I
Fernando Igreda, Toronto, ON
Orlando Ismael, Alpeza General Contracting Inc., Mississauga, ON

J
Sam Jones, Upminster, United Kingdom

K
Bulent Kalfa, Burlington, ON
Stephen Karia, Simcoe, ON
Kandasamy Kavithan, Colombo, Sri Lanka
William King, Etobicoke, ON
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Winston Kumar, Mangalore-6, Karnataka State, India
Benny Kwok, Richmond, BC

L
Terry Lange, Bridge Electric Corp., Richmond, BC

M
Pille Malinda, Horana, Sri Lanka
Roberto Mata, SNC-Lavalin
Kandasamy Kavithan, Colombo, Sri Lanka
Trevor McGrath, Currying Place, ON
Tammy McLaven, Richmond Hill, ON

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Sadek Owainati, Richmond Hill, ON

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David Palazzo, Richmond Hill, ON
Rahul Panchal, Toronto, ON
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Yoganathan Piratheepan, Jaffna, Sri Lanka
Andrew Purchacz, Mississauga, ON

P
David Palazzo, Richmond Hill, ON
Rahul Panchal, Toronto, ON

Q
Syed Rasul, Scarborough, ON

R
Syed Rasul, Scarborough, ON

S
Scott Saccary, J.W. Lindsay Enterprises Limited, Dartmouth, NS
Augusto Santana, Associated Engineering Alberta Ltd., Edmonton, AB
Robert Scarff, Empire Roofing Corporation, Windsor, ON
Matthew Sennema, Brampton, ON
Kumaresan Sivaramalingam, Colombo, Sri Lanka
Sudarsan Sridhar, Abu Dhabi, United Arab Emirates

T
Mark Tatone, Select Drywall & Acoustics Inc., Woodbridge, ON
Subaraj Thillairasa, Bambalapiddy, Sri Lanka
Risto Trapara, Marshall & Murray Inc., London, ON

U
Paddington Tonderai Ushe, Al -Jaber L.E.G.T Engineering & Contracting (ALEC), Dubai, United Arab Emirates

V
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Vairamuthu Vigneswaran, Toronto, ON
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W
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Z
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CIQS COUNCIL MEETING IN HALIFAX, NOVA SCOTIA FROM SEPTEMBER 17-19, 2010
Great partners make great projects.

BTY Group is pleased to announce the naming of new Equity Partners, Ross Templeton and Eldon Lau.

Ross Templeton, PQS, MRICS, brings more than 10 years of experience providing advisory services on capital investments in the UK, Australia and Canada. Since joining BTY Group he has contributed significantly to the firm’s burgeoning growth. Ross has been a key driver to the development and expansion of BTY Group’s PPP/PFI Technical Advisory and Independent Certifier services to domestic and global lenders, consortia and various levels of government across Canada.

Eldon Lau, PQS, MRICS, LEED AP, also named as a member of BTY Group’s leadership board, brings more than 20 years of experience working in senior roles advising on Social and Transportation Infrastructure in the UK, Australia, Hong Kong, China and Canada. Eldon’s appointment as leader of BTY Group’s Cost Management Team underscores the firm’s commitment to expanding its core service offerings in all regions of Canada.

Ross and Eldon can be reached at BTY Group’s Vancouver office.

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Avoiding the risks within – blind spots and false economies

‘Risk’ on projects may bring to mind the possibility of sub-standard project quality, or an optimistic market forecast, or many other harsh surprises. However, the effectiveness of the project organization can be a more significant reason to worry about whether the actual results will fit the purpose of the project and whether that will fit the service need or business opportunity.

When successful, a complex multi-disciplinary project can look easy to manage – from a distance. Not so! An orderly project is a reward for thorough planning and implementation which are expertly performed, coordinated and overseen. And success is likely because capable people, sound practices and appropriate funding are all in place when needed. Such a situation avoids ‘organization risks,’ right from the start.

All this is obvious to those responsible for projects – unless the long-term big picture is masked by fragmented or short-term decision-making, such as over-emphasis on one element of the management mosaic. Three questions are used here to illustrate how fitness-for-purpose depends on managing organization risks:

How much money should be spent in planning the design, construction and operation of the project before (and after) there is confidence that it will be built?

How can the best value be assured from the money to be spent throughout the project, while being fair to bidders who want to earn some of the actual expenditures?

How should the project be organized and managed for success?

These continue to cause problems in the industry because they can be hard to resolve, facing trade-offs between laudable but competing objectives. However, each of them is made less difficult when decision-making is far-sighted for the building life and is broadly-enough based. Many blind spots can be avoided by careful coordination across, up and down an organization and its outsourced services. This lowers organization risk and avoids many false economies.

1. What to spend money on up front?

Money has to be committed in advance if there is to be an optimal project concept with its risks anticipated and already partly mitigated. Integration is essential across a focused project team, as well as an investment attitude shared by policy- and decision-makers external to the team. If those controlling the purse strings do not provide for these attributes, project planning and design are at risk of becoming somewhat ad hoc.

When sufficient, although late, funding allows planning to proceed expeditiously, there can be immediate pressure to advance the design rapidly towards construction bidding, without first catching up on project feasibility studies. ‘Downloading’ design work onto contractors, except for a turnkey elevator or such-like, typically increases construction costs and time by more than the amounts initially ‘saved.’ On the other hand, if the working drawings for bidding and construction are based on cohesive planning, and are complete as a result of sufficient budget, coordination and duration for the design, then disruptive changes will be minimized.
“Many blind spots can be avoided by careful coordination across, up and down an organization and its outsourced services.”

<table>
<thead>
<tr>
<th>Blind Spot</th>
<th>False Economy</th>
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<tbody>
<tr>
<td>Expenditures must be ‘minimized to the max’ until the project is justified and construction awarded.</td>
<td>Cutting back on the very planning and project definition on which project success will depend.</td>
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</table>

2. How to achieve the best value for money?
The comprehensive specification and assignment of services, supply and construction are crucial to a valuable end product. Only those risks should be included that can be estimated and managed by the risk-taker. Assignments result not only from all of project procurement, but also for internal services – also crucial, partly because procurement is initiated and frequently carried out by owner’s staff. This role involves interaction with technical people, support for long-term value from the project and administration of the complex requirements for procuring design and construction.

Assuring value by pre-qualification involves trade-offs with keeping tendering simple and there may be conflicts with actual or perceived policy. However, there are obvious reductions in organization risk from making sure that each company and person assigned has the requisite capabilities. Evaluating specific qualifications is usual for selecting consultants, but care is essential to be sure that low price is not the determining factor, being the easiest to measure.

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<th>Blind Spot</th>
<th>False Economy</th>
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<tbody>
<tr>
<td>A ‘can-do’ attitude may be too pervasive, applied even for new kinds of work and untried methods.</td>
<td>‘Saving’ effort: organization, expertise, coordination, problem prevention and quality assurance.</td>
</tr>
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3. Managing for success
Confirmation is needed that the project is fully defined and organized with corresponding communication, including assurance that each part is covered by people who know what to do. The required project performance depends on assignments of all kinds coming together into a cohesive whole, for work by company managers and other employees and under contract.

Cutting back on coordination and the time scheduled for it during planning and design can allow many problems to develop at the interfaces among planning and design elements. When construction bids are prepared, bidders will assess whether there are inherent problems. If so, bids may overrun the budget and project scope may have to be cut back or overruns accommodated.

Such problems are also reduced if construction expertise is part of pre-construction planning. If so, rework and delays may be reduced and bid prices may be lessened, by assuring ‘constructability,’ i.e. by the project being straightforward to build, especially at height, with compatibility at trade interfaces as well as the drawings being clear and complete.

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<tr>
<td>The lowest price for an assignment or contract is the best price.</td>
<td>The lowest price may result in added costs and time, and low value, threatening project success.</td>
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</table>

Shortcuts during planning and design may lead to untimely changes and rework, and to more costs and delays than the initial ‘savings’ of money and time. Confusion may also threaten project success.

Overall, many advantages are available from proven management practices. But much organization is required if the advantages are to be captured. To ‘sub-organize’ is to take unnecessary risks. Management and technical capabilities are essential, for in-house as well as outsourced roles, and for integration across the project planning and delivery system.®

This story has been reprinted with permission from the September 2010 edition of the British Columbia Building Projects Committee’s eNewsletter – BC Project Manual Building Project Management. The committee consists of the Architectural Institute of BC, the Association of Professional Engineers and Geoscientists of BC, the BC Construction Association, the Consulting Engineers of BC and the Public Construction Council of BC. Visit www.bcprojectmanual.com for more information.
If you are like most bosses, you have employee-driven pet peeves and frustrations you deal with on a daily basis. Whether it is bad manners or using company time for personal phone calls, if you have ever managed a team, you have probably had to deal with these behaviors at some point. The problem is, while most of these pet peeves start off as small frustrations, they can turn into bigger problems for you and the business in the long run. The question is, as a manager, what can you do to change these behaviors so they do not affect the business negatively?

1. They complain about not being appreciated or recognized enough
Dial up the praise and appreciation in your office by personally making a daily effort to recognize the good efforts of your team members. Praise and appreciation, done well, is genuine, specific and timely. The more you dial up the praise and appreciation, the more productive and engaged employees will be. Start your team meetings with each one bragging on how they helped a client or resolved a difficult situation and then have everyone cheer them on. Change the environment of your team meeting by starting with the positive rather than a focus on the negative.

2. They do not follow-through when I ask them to do something
Asking an employee to do something over and over will lead to frustration. You need to be careful to not micromanage, but if an employee is not doing what they need to do, bring it to their attention. Make certain they know what they need to do and ask them to write it down. Suggest they carry a small pad of paper with them and anytime you ask them to do something, to write it down. Set a deadline for them to report back to you and then you will not have to wonder whether or not the task was accomplished. Employees need detailed, specific instruction, coaching, feedback and appreciation or correction. If someone does not do what they need to do despite your efforts, the next step is to sit down with the employee one-on-one and resolve the issue.

3. Their bad manners
In an office environment, especially in offices where clients visit, messy or rude habits are unacceptable. Chewing gum and eating in common areas is unprofessional. Be sure you have chewing gum and any other personnel policies in your office policy manual. By having private, employee-only areas in the office and having a system in place for lunch.
breaks, you should be able to avoid these issues. Be clear about your expectations with your employees and hold them accountable, fairly and consistently, for their actions. Additionally, if a current or potential client visits an office that looks messy or disorganized, it can reflect badly on the business. If employees’ work areas are not kept clean and organized, they can lose important paperwork and become distracted by the mess. Explain to your team the benefits to keeping the office clean and offer advice on how they can manage their own workspaces.

4. They do not update me regularly with information on their clients
As a manager, you do not always have the opportunity to keep up with current and potential clients on a daily basis. This is where the importance of your employees’ ability to build relationships and listen to the customer comes into play. As your staff is building these relationships, train them from the beginning to communicate this information to you. Have policies in place where employees update you daily or weekly on the status of each client or potential client. You can even do this at your weekly staff meetings.

5. They do not listen to the customer
Listening skills are your employees’ number one ‘sales’ tool. As employees, their job is to understand the customers’ needs and concerns. Listening to the customer and understanding these things will help you offer better service to them. This connects the client to the business and makes the client feel ‘heard.’ As your employees are building these relationships, they should be relaying the information to you as the manager. By communicating any problems or concerns the clients have to you, your employees can prevent small concerns from becoming big problems.

6. They do not feel comfortable talking to a potential client about our services
Every employee should be able to confidently talk to prospective clients about the products or services you offer. Train your team to speak for you. They need to feel confident that they are saying what you would want them to say, especially in a difficult situation. Scripting is a valuable training tool. Write down the common concerns and questions of your customers and train your employees on how to respond.

7. They use their cell phones and the internet for personal reasons on company time
Cell phone use, texting and personal internet use are a form of time embezzlement. Not only are these habits detrimental to the business and the customer, but resentment will build among your team members that are not doing these things. When resentment builds, morale drops. When morale goes down, production goes down.

It is up to the owner or manager to limit use of these items and all team members need to be held accountable to the same standards. Many offices password control the use of computers to identify misuse. In addition, your IT person can limit access. Some offices have installed security cameras as well to monitor behavior.

8. They cry when stressful scenarios and conflict arise
At times, tears may be from frustration, anger or fear, especially with the younger members on your staff. Whether they are crying as a result of stress or a bad review, as a manager, you need to reason with this person and change the path, by calmly suggesting other ways to respond. Sit down and discuss why your employee feels the way he or she feels and how you might help resolve the issue or give tools to cope. Employers or managers that act out in anger will have more turnover and job dissatisfaction. Belittling or criticizing the employee, especially in front of another person, will only make the problem worse. The problem with a person who cries is others will avoid approaching them because of fear of their response. As the leader, it is your job to facilitate the necessary change.

By following these guidelines, you can prevent what start as pet peeves from turning into big problems between you and your staff. Your staff will respect you for working with them to change these habits, rather than complaining about them to other employees. Helping employees understand their role in making the business successful gets them involved and dedicated to doing their part. You’ll be happier, you’re staff will be engaged and the business will be successful!

“IF A CURRENT OR POTENTIAL CLIENT VISITS AN OFFICE THAT LOOKS MESSY OR DISORGANIZED, IT CAN REFLECT BADLY ON THE BUSINESS.”

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